



Strategic Plan 2018 -2023

We see Scotland as a welcoming place where non-native English speakers have the language skills and confidence to live fulfilling lives.

Our Vision

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Our Mission

We provide accessible and relevant ESOL (**English for Speakers of Other Languages**) learning opportunities for adults, supporting integration, employability and personal development.

We support ESOL practitioners and learners to have their views heard.

We welcome all non-native English speakers, including asylum seekers, refugees, economic migrants and members of settled communities.



The need for our work

Glasgow has a significant number of people who need to access good quality, relevant ESOL learning opportunities. The importance of this is recognised at policy level in Scotland, with the New Scots Strategy highlighting the need for integration to start ‘from day one’ and Welcoming Our Learners: Scotland’s ESOL Strategy stating the need for the ‘right kind of ESOL’. Within Glasgow, FE colleges, local authority and grassroots organisations all offer adults the opportunity to learn English but there is still a shortfall with long waiting lists for places. The demographic of learners has also changed over the years with Glasgow becoming a dispersal city for asylum seekers in 2000 and the expansion of the EU bringing an increase of migrant workers. There are also the ESOL needs of settled communities to consider. These changes have resulted in the need for different and more flexible approaches. In response to this, ESOL providers across the city, including **Glasgow ESOL Forum**, have worked together to support the assessment of learners and to provide a joined-up system to meet learners needs from the college ready to the most vulnerable. Glasgow ESOL Forum is the only third sector organisation in Scotland dedicated to ESOL provision. We are a small organisation of ESOL professionals and can respond to the needs of our learners and the partners we work with by providing specialist knowledge and support.

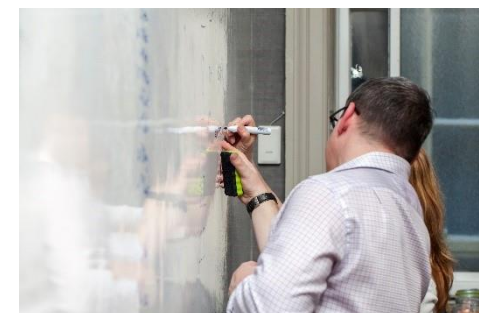
Glasgow ESOL Forum was created in 1998 by ESOL practitioners to identify and promote examples of good practice and to enable discussion and support for those working in the field. Our timeline shows how we have evolved over the years. Our Strategic Plan shows how we hope to build on our expertise and values to continue to respond to the needs of learners in Glasgow, and beyond over the next 5 years.

Our Timeline

- 1998:** Glasgow ESOL Forum created by a group of ESOL practitioners
- 2000:** Glasgow becomes a dispersal city for refugees arriving in the UK, awaiting an asylum decision
- 2002:** **Volunteer Tutor Project launched in response to an increase in demand for ESOL and volunteers willing to offer their skills**
- 2004:** **Glasgow ESOL Forum becomes a charitable incorporated organisation**
- 2004:** **Glasgow ESOL Forum develops PDA ESOL Literacies qualification in partnership with Learning Connections**
- 2006:** ESOL for Work project launched to create partnerships with employers to support ESOL learners in the workplace, funded by the Scottish Government Equalities Fund
- 2007:** The Adult ESOL Strategy for Scotland is launched by the Scottish Executive
- 2009:** **Glasgow ESOL Forum becomes an SQA-accredited centre**
- 2014:** Scottish Government's first strategy on refugees is launched – New Scots refugee integration strategy, focusing on partnership working.
- 2015:** Scottish Government launches its revised ESOL strategy 'Welcoming Our Learners'
- 2016 :** **Glasgow ESOL Forum secures Scottish Government funding to support our Volunteer Tutor Project with a national focus on volunteers in ESOL delivery**
- 2016 :** Glasgow ESOL Forum contributes to ESOL partnerships in Glasgow towards the launch the Glasgow ESOL Register to improve the process of applying for ESOL classes
- 2018:** Scottish Government launches New Scots Refugee Strategy (2018-2020) with an additional theme of 'language'

Our Current Services

The **ESOL for Work Project** provides accredited and non-accredited ESOL courses for jobseekers and employees who do not speak English as their first language. Classes focus on work-related and employability topics. We deliver classes in the workplace for businesses and organisations in Glasgow with a range of vocational areas from hospitality to housing. We also deliver SQA accredited qualifications at National 3 and National 4 at our premises.



The **Volunteer Tutor Project** recruits, trains and supports volunteer qualified ESOL tutors to teach in one of seven drop-in community classes,



offer additional support in the classroom or teach on a one-to-one basis. Our community classes that are taught by volunteers are developed in partnership with other community organisations and

offer ESOL learners an opportunity to practise their English skills before progressing to further ESOL provision.



"From volunteering I enjoy the opportunity to use and develop my teaching skills in a supported environment. I also have a sense of contributing to people's quality of life in Glasgow at least in a small way. The support and interaction from Glasgow ESOL forum staff and the other volunteer tutors is an important part of making volunteering a positive experience."

Volunteer Tutor, John*

Our Volunteer Tutor Project is developing a **national networking opportunity for other Volunteer Tutor Projects** throughout Scotland. Actions so far have been a report on these experiences of volunteer coordinators and a national discussion event.

Our staff offer a drop-in **enquiry service** for adults wishing to access ESOL. We support learners to join the citywide ESOL Access Register to ensure they can access college, if a suitable place becomes available. We make regular referrals to our own classes, as well as giving information about other ESOL classes and support services throughout the city.

Case Study – ESOL for Work Project

Learner Asma* came to Glasgow ESOL Forum in 2016. She began in our National 3 SQA class and balanced her studies whilst working full time and also caring for her children. She successfully completed two SQA units at National 3 level and was able to progress into our National 4 class the following year. Asma's confidence increased and we were all delighted that she felt confident enough to present a piece of writing at the Aye Write Festival in 2017 where she spoke to an audience of approximately 100 people.

At National 4 level successfully completed her qualification and was then elected by her classmates to be class representative. As class representative she fed back ideas and comments from her class and was instrumental in suggesting the end of term 'cinema' experience. The whole class enjoyed watching 'From Scotland with Love' at the end of term.

Asma had the long-term goal of studying dental nursing and we were able to assist her with her applications for this. She gained a place to study this at college after two years improving her English skills at Glasgow ESOL Forum.

Tutor Jane* says: 'I have had a real pleasure teaching Asma for the last two years. From being initially very shy and reluctant to speak in class, she has grown in confidence to become an assured and very well-liked class representative. She has shown herself to be an extremely self-motivated student with a clear plan for the

*All names have been changed

Case Study – Volunteer Tutor Project

Learner Fatemah* was referred to us by the British Red Cross. A Kurdish speaker from Syria, she spoke no English at all and had never attended school or learnt to read or write in her own language. She couldn't travel independently and was reliant on various organisations. She was matched with volunteer tutor, Val*, who was at first unsure how to approach the challenge of teaching such a low-level learner. They established a weekly routine of meeting at the BRC premises. Progress was slow but lessons were enjoyable for both women. The Volunteer Tutor Project supported Val with advice on suitable resources and specific training sessions on working with literacies learners. Together they set a learning goal of travelling independently so they could meet in our classroom. Val based her English lessons around how to get a bus and the language required. Fatemah is now a confident bus user, she can make phone calls and make herself understood in a simple conversation. After 3 years of working with Val and the Volunteer Tutor Project, Fatemah has been offered a place at college and feels ready to face the challenge. She promises to come back for our Christmas party and bring some delicious Kurdish snacks.



*All names have been changed

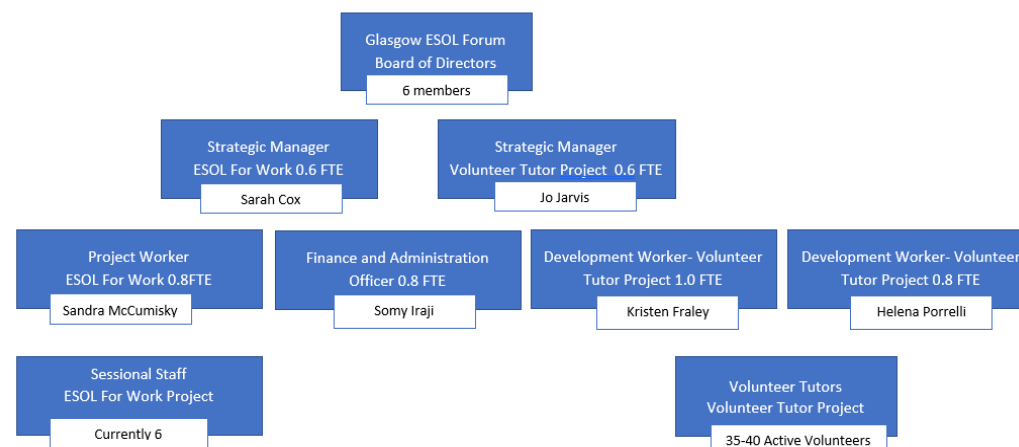
Our People

Our Trustees

Glasgow ESOL Forum is governed by a skilled and enthusiastic team of trustees with a mix of private, public and third sector experience. The board is made up of 6 trustees and meetings take place every 6 weeks. Our structure includes three committees: finances and fundraising, strategy and planning, and HR.

Our Staff

We have a small but dedicated staff team who are experienced in working with ESOL learners both in teaching English and supporting other needs.



Our Tutors

We have 6 sessional teaching staff who bring a wealth of experience in teaching ESOL to adults in Scotland, from delivering SQA qualifications to tailoring ESOL to fit with the requirements of learners' places of work.

Our Volunteers

We currently have 45 volunteer ESOL tutors who teach small groups or individuals in a community setting. Each volunteer tutor is qualified to teach English to adults (CELTA^{1*} or equivalent minimum) and completes our induction training before being matched with adult learners.

Our Learners

In one year, we work with around 350 adult ESOL learners. Learners contribute to the development of Glasgow ESOL Forum through evaluation, attending our events and encouraging others to join us. Our ESOL for Work Project's class representative scheme gives learners a formal way to present ideas for improvement.

My English is better now. I feel confident. I can ask questions. I can go to shops by myself.

The best thing I did was I got a volunteer job in British Heart Foundation. The teacher helped me get that work. Also, I got accepted to the University to continue my previous studies.

I am more confident because I can manage to go to the hospital without any friends help. I can go anywhere.

I like to make new friends from different countries.

I like the teacher. He makes me understand.

Our Strategic plan development

Keen to build on our success and look to the future, Glasgow ESOL Forum's board and managers began developing a strategic plan for 2018-2023. As part of this process we worked with charity, Pilotlight, which matches small charitable organisations with leaders from the business community to develop their strategic goals. Over the course of a year, staff and board members met the 'Pilotlighters' monthly to discuss the plan and its development.

It was important for us to involve and consult as many stakeholders as possible in the process of helping us visualise our future including volunteers, learners, staff, board and partners. We did this by: consulting staff on our shared values and motivation; consulting learners through focus groups; inviting input from learners, volunteers and staff on our vision and mission; hosting a consultation event for a range of stakeholders to discuss both our current work and what our 5-year goals might be. This consultation has contributed to the development of our strategic plan.

¹Certificate in Teaching English to Speakers of Other Languages

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Our Social Objectives

Our social objectives as an organisation are to

- Improve the language **skills and confidence** of ESOL learners to help them progress in everyday life
- Increase **diverse learning opportunities**
- **Respond** to specific ESOL needs within the community
- **Reduce barriers** to learning and engage learners on addressing their needs.
- Maintain high **quality** provision and seek to review and continuously improve
- Engage in the **wider landscape** of ESOL and adult education, ensuring our provision complements other services.

5-year goals

In 5 years we will be

- **A significant provider of accessible and welcoming ESOL classes for adults in Glasgow**
- **An initial point of contact of information and advice for potential ESOL learners and stakeholders**
- **Responsive to the needs of communities and ESOL learners and work flexibly to address gaps in ESOL provision**
- **Supportive of diverse learning opportunities for ESOL learners, including participation in community and learning events**
- **Recognised as a relevant, and high quality third sector provider of ESOL**
- **A stronger voice for learners and practitioners**
- **A sustainable and “Fit for Purpose” organisation with**
 - *a strong Board of Directors,*
 - *a staff team that is highly skilled and committed to Glasgow ESOL Forum’s social objectives*
 - *dedicated and well-supported volunteers*
 - *sustainable funding from a variety of sources*
 - *accessible premises*
 - *systems and processes that ensure our staff, volunteers and community are well supported*
 - *strong evaluation frameworks*
 - *work that is underpinned by equality of opportunity for all.*

Our Organisational Objectives

To enable us to meet our social objectives, over the next five years we aim to:

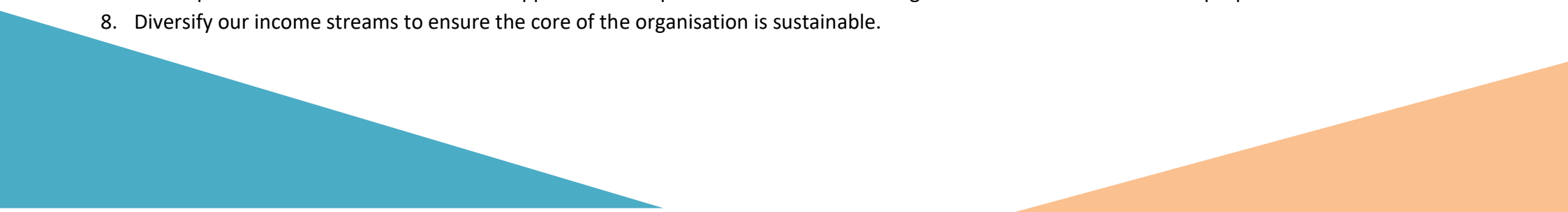
1. Our work and services

1. Work with 400 adult ESOL learners a year benefit from diverse, accessible and welcoming ESOL provision in the community, workplace and our premises. All delivery is informed by current policies and practices.
2. Strengthen our ability to be an initial point of information and advice for potential ESOL learners and relevant stakeholders
3. Develop ways to engage hard-to-reach ESOL learners and respond to specific ESOL needs within the community.
4. Develop and implement effective frameworks for quality assurances of all provision

2. A strong presence and influential role

5. Increase learner, practitioner and stakeholder consultation and participation to inform and shape our work
6. Develop and maintain strong links at strategic level in Glasgow and Scotland within ESOL networks and the wider adult learning context, whilst increasing the profile of the organisation

3. Our organisation is strong and fit for purpose

7. Develop infrastructure and resources to support business plan and ensure our working environment is safe and fit for purpose
 8. Diversify our income streams to ensure the core of the organisation is sustainable.
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1. Our work and services	
Organisational Objectives	Outcomes for 2023
1. 400 adult ESOL learners benefit from diverse, accessible and welcoming ESOL provision in the community, workplace and our premises. All delivery is informed by current policies and practices.	<ul style="list-style-type: none"> • 400 learners attend Glasgow ESOL Forum provision per year - ESOL for work and community provision, working with 15 partners • 100 learners achieve SQA qualifications per year • Broader portfolio of SQA qualifications ESOL SQA delivered at 4 levels and 2 non ESOL SQAs • 70% of learners report and recognise increased confidence in using English • All learners are part of Glasgow-wide system and are supported with progression routes • Barriers are reduced to all services – through accessibility procedures and training • 30 new volunteers join per year and teach 4 drop-in classes, support 50% of all classes and 20 individual learners • Balance addressed between paid and volunteer teaching with an increase in groups being taught by paid tutors • Increased non-teaching volunteer roles

2. Strengthen our ability to be an initial point of information and advice for potential ESOL learners and relevant stakeholders	<ul style="list-style-type: none"> • We are recognised as being an important first point of contact for learners wanting to access information on ESOL classes • Enquiries received result in service development, as appropriate • Identify crucial part Glasgow ESOL Forum plays in the city - Glasgow ESOL Access Project, ESOL Network Project and develop ideas further within these partnerships
3. Develop ways to engage hard-to-reach ESOL learners	<ul style="list-style-type: none"> • Funding sourced to develop ways of engaging hard-to reach learners with volunteer support • 3 weekly classes will benefit from crèche provision • Further development with partner organisation on identifying and meeting the needs of hard to reach groups. • Increased staff awareness and training
4. Develop effective frameworks for quality assurances of all provision	<ul style="list-style-type: none"> • Standardised evaluation and monitoring of all services following audit of existing evaluation and identification of appropriate frameworks

2. A strong presence and influential role	
Organisational Objectives	Outcomes for 2023
5. Increase learner, practitioner and stakeholder consultation and participation to inform and shape our work	<ul style="list-style-type: none"> Learners and volunteers contribute meaningfully to shaping our work through learner representative scheme, board membership, improved communication. Good practice shared among ESOL organisations across Scotland.
6. Develop and maintain strong links at strategic level in Glasgow and Scotland within ESOL networks and the wider adult learning context, whilst increasing the profile of the organisation	<ul style="list-style-type: none"> Glasgow ESOL Forum has a strong profile in ESOL and ALN communities through contribution to networks and delivery sharing practice. All public information about Glasgow ESOL Forum is easy to understand and relevant for intended audience. Learner participation in local learning events (Aye Write, Refugee Festival). Increase sessional capacity to allow for flexibility in short life projects with potential to lead to more permanent work. Hosting a yearly event, aimed at ESOL learners and stakeholders.

3. Our organisation is strong and fit for purpose	
Organisational Objectives	Outcomes for 2023
7. Develop infrastructure and resources to support strategic plan and ensure our working environment is safe and fit for purpose.	<ul style="list-style-type: none"> An engaged board with diverse skills, led by a strong chair and fully supported by relevant subcommittees through regular skills audits, relevant recruitment and training. Board is compliant with all legal obligations and appropriate procedures Risk register means risks are identified and planned for. Organisational structure reviewed to ensure a sustainable core. Staff procedures ensure good communication, respect, CLPL and clarity of roles. IT processes support all services and communication and all information collected is useful and stored appropriately and informs services and their development. Premises are fit for purpose, with office space, meeting space, teaching space and staff space and is welcoming, accessible and at a suitable location for services.
8. Diversify our income streams to ensure the core of the organisation is sustainable.	<ul style="list-style-type: none"> 5-year fundraising strategy created in line with strategic plan, with short and long-term priorities identified. Key considerations on: income generation from selling our services, less reliance on government funding, funding for core services in addition to project funding.

Many thanks to all our learners, volunteers, partners, tutors, staff members and Pilotlighters who contributed to this plan.

For further information on our work, please visit our website, follow us on social media and attend our events.

<http://www.glasgowesol.org>



@GESOLF



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For further information, please contact us at:

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