



Learning Limerick

Together for a brighter future



Strategic Plan 2026-2030

Together for a brighter future



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Strategic Plan 2026-2030

Together for a brighter future

Introduction from the Mayor



On behalf of Limerick City and County Council, I am delighted to launch this Strategic Plan for the Learning Limerick Steering Group. This plan sets out the priorities and objectives that will guide group members, over the next five years, as they promote Lifelong Learning as a critical tool for the development of people, communities and workplaces in Limerick.

Learning Limerick is a multi-sectoral partnership group, and Limerick City and County Council continues to be committed both as a member of this group and to lifelong learning in all its forms. This plan follows and builds on the achievements and learning that resulted from implementation of the earlier Learning Limerick Strategies launched in 2008 and 2017 respectively.

There are strong synergies between the priorities and objectives of this plan and the action areas identified in the Council's *Limerick Economic and Community Plan 2023–2028* and the Mayoral Plan. The LECP Plan has a focus on promoting lifelong learning and particularly targeting those groups with low education. The Mayoral Plan for lifelong learning in Limerick, under the "*More for Limerick 2024-2029*" programme, focuses on positioning the region as a leader in education and skill development for communities, - aiming to "*Ensure there is support for lifelong learning in Limerick by encouraging participation from the wide range of local educational institutions, businesses and community centres to offer continuous learning opportunities tailored to the needs of the community.*"

Limerick recognises that learning is critical to the success of all local government work, including the implementation of policies in areas such as social inclusion, culture, entrepreneurship and employability. Since Limerick is a member of the UNESCO Global Network of Learning Cities (GNLC), this Learning Limerick Strategic Plan is also aligned with UNESCO's Framework of Key Features of Learning Cities and the Sustainable Development Goals (SDGs) set down in its 2030 Agenda for Sustainable Development (2015). The plan places a strong emphasis on inclusive quality education (SDG 4), Reducing Inequalities (SDG 10) and Sustainable Cities and Communities (SDG 11) thereby fostering empowerment, particularly in community settings. It encourages "learning for the community within the community," bringing education to local residents.

I am delighted to support Learning Limerick's membership of the UNESCO Global Network of Learning Cities (GNLC) and the Irish Network of Learning Cities (INLC). Limerick City and County Council values its membership of our Irish Network and actively participates in the Network's Shared Island initiative.

I see this Strategic Plan as a road map that will plot the direction for Learning Limerick partner organisations, Council members, Council staff and others, who want to contribute to the growth of Limerick as a vibrant Learning Region. It will focus and guide their efforts, as they work together to realise its vision: "*for a region where lifelong learning enables opportunities, connections, empowerment, and economic and social development.*"

John Moran

John Moran
Mayor of Limerick.

Foreword



As Chair of Learning Limerick, I am delighted to present this Strategic Plan on behalf of the Learning Limerick Steering Group. It sets out the priorities and objectives that will guide our work over the period 2026–2030, as we continue to promote lifelong learning as a vital driver of individual empowerment, community wellbeing, and economic and social development across Limerick city and county.

Learning Limerick is a partnership of local government, education & training providers, local development organisations, business and enterprise, and community & voluntary sector partners, all of whom share a commitment to creating a strong and inclusive culture of learning. Together, we recognise that learning is not confined to formal settings, but takes place throughout life, in homes, communities, workplaces and social spaces, and that access to learning shapes people's ability to participate fully in society.

This Strategic Plan is the third developed by Learning Limerick and builds on the achievements and learning from our previous strategy, *Helping to Grow Limerick as a Learning Region*. It reflects both continuity and renewal: sustaining what has worked well, while responding to emerging needs, changing contexts, and new opportunities for collaboration and impact. There are strong synergies between the priorities of this plan and the objectives of Limerick City and County Council's *Limerick Economic and Community Plan 2023–2028*, particularly in relation to making education and learning accessible to all and addressing persistent disadvantage.

Learning Limerick is proud of its active membership of the UNESCO Global Network of Learning Cities and the Irish Network of Learning Cities. This strategy is aligned with UNESCO's Framework of Key Features of Learning Cities and with the United Nations Sustainable Development Goals, reinforcing our commitment to inclusive, equitable and lifelong learning as a cornerstone of sustainable development. Our shared vision for this plan period is for a region where lifelong learning enables opportunity, connection, empowerment, and economic and social development for all.

The development of this strategy was informed by a comprehensive process of consultation, focus groups and facilitated workshops, ensuring that the voices of partners and learners helped shape its direction. I would like to thank all members of the Learning Limerick Steering Group and Planning Sub-Group, as well as everyone who contributed their time, insight and experience to this process. I would also like to acknowledge our funders for their continued support, and Ann Clarke & Associates for facilitating the strategic planning process.

Learning Limerick is committed to delivering on the ambitions set out in this plan. Through continued partnership, leadership and collaboration, we will monitor progress, learn from our experience, and adapt our approach where needed. Together, we will work to ensure that lifelong learning remains a visible, accessible and meaningful reality for all the people of Limerick.

Michael MacCurtain

Michael MacCurtain
Chairperson, Learning Limerick

Who We Are

Learning Limerick was set up in 2003 to promote lifelong learning. Limerick is a member of the UNESCO Global Network of Learning Cities since 2016 and achieved the UNESCO Learning City Award in 2017. The UNESCO initiative recognises the increasing importance of lifelong learning in today's world and is an integral part of the Global Sustainable Development Goals.

'Learning cities enable their citizens to learn throughout life. In doing so, they enhance individual empowerment, social cohesion, and economic and cultural prosperity, thereby laying the foundation for sustainable development.'

[Arne Carlson, Director, UNESCO Institute for Lifelong Learning]

Learning Limerick is a network of organisations that come together to promote lifelong learning. The Learning Limerick Steering Group is made up of representatives of local government, education, local development, business, and community and voluntary sector partners that have a role in learning and that are committed to creating a culture of learning in Limerick.

Six of the Learning Limerick partners provide financial support under a Memorandum of Understanding originally signed in 2019. These are Limerick City and County Council, Limerick and Clare Education and Training Board, Limerick City Partnership (formerly PAUL Partnership), University of Limerick, Mary Immaculate College and Technological University of the Shannon (formerly Limerick Institute of Technology). In 2026, alongside the launch of this new strategic plan, the six partners will renew their commitment to the network by signing an updated Memorandum of Understanding. National Learning Network and Limerick Childcare Committee also provide sponsorship funding towards the costs of running the festival. The other partners contribute in-kind through their time and efforts.

Uniquely amongst UNESCO Learning Cities, our work covers the region and includes both Limerick city and county. The appendix lists our current membership.



What We Do

We work collaboratively to:

- promote inclusive learning from basic to higher education;
- revitalise learning in families and communities;
- facilitate learning for, and in, the workplace;
- extend the use of modern learning technologies;
- enhance quality and excellence in learning; and
- foster a culture of learning throughout life.

(UNESCO Global Network of Learning Cities Guiding Documents)

Our work thus contributes to individual empowerment, social cohesion, economic development, cultural prosperity and sustainable development.

We recognise that there is potential for learners to get left behind for a variety of reasons and we, akin to other UNESCO learning cities, have a particular focus in this regard.



Working Together for Added Value

We work collaboratively with stakeholders in the region to mobilise resources. This includes the community and voluntary sector, statutory agencies, educators and businesses.

We achieve more by working together than separately. We harness the expertise and resources of the region, exchange knowledge and ideas, and create more together through collective action.

There is a place for everyone in our network, and this brings different perspectives and areas of expertise, enabling us to cover the full spectrum of learning.

We promote the benefits of lifelong learning and availability of lifelong learning opportunities in Limerick. We deliver certain flagships projects directly, but primarily rely on partners to provide lifelong learning opportunities for people in the region. Our collective activities are under-pinned by a strengths-based approach to learning.

Our work is aligned with the United Nations Global Sustainable Development Goals (SDGs). The ambitions of the 17 SDGs collectively are to end poverty, protect the planet and ensure that all people enjoy prosperous and fulfilling lives. Learning Limerick is focussed on the following in particular; Goal 4, Quality Education, aims to ensure inclusive and equitable quality education and to promote lifelong learning opportunities for all. Our work also contributes to Goal 3, Good Health and Wellbeing, whereby positive mental health and wellbeing enable learning and is also an outcome of it. The work of partners in upskilling and formal education contributes to Goal 8, Decent Work and Economic Growth, and learning in all its forms contributes to Goal 11, Sustainable Cities and Communities.



Learning Limerick's

Key Milestones

2003

Limerick City of Learning Steering Group set up as a sub-committee of Limerick City Development Board.

2008

Launch of the first Learning Limerick strategy: *Together for a Better Future – A Collaborative Framework for Progress*.

2010

Limerick Regeneration Agency provides funding for a part-time lifelong learning facilitator for Learning Limerick. This post was later funded by the Economic & Social Innovation Fund (ESIF) and the Limerick & Clare Education & Training Board and is hosted by Limerick City Partnership.

2011

Launch of the first Limerick Lifelong Learning Festival. The festival is now an annual fixture providing over 120 events across city and county.

2013

Expansion of membership of the Steering Group to include representations from key organisations and groups in County Limerick and name change to Learning Limerick.

2016

Learning Limerick joins the UNESCO Global Network of Learning Cities, which now has over 450 cities committed to improving the lives of citizens through learning.

2017

Limerick receives the UNESCO Learning City Award.

2018

Learning Neighbourhoods initiative introduced.

2019

Learning Limerick becomes a member of the Irish Network of Learning Cities, a mutual support network for learning cities and regions in Ireland. Learning Limerick website launched. Learning Ambassadors initiative commences to encourage learners to share their learning journey with others. Memorandum of Understanding signed by 6 Learning Limerick partners to provide financial support.

'20-'22

Covid-proofing of Learning Limerick's work to ensure as much as possible proceeded. First virtual festival held in 2020 and Learning Ambassadors videos launched in 2020.

'23-'24

Development of Learning Limerick initiatives, e.g. Festival, Learning Ambassadors. Visits to other learning cities and hosting Shared Island Learning Exchange in 2023. *Learning for Inclusion and Wellbeing* flagship events. Presentations by Learning Limerick at UNESCO Learning Cities events.

2025

Revision of Learning Limerick's strategic direction with a view to strengthening our contribution to the Sustainable Development Goals and development of a new strategic plan.

Context for Learning Limerick's Strategy

Limerick's population continues to grow – according to the most recent Census figures (2022), the city population was 102,287 and the county population was 209,536¹. In 2022, 13.9% of people lived in affluent/very affluent areas compared to 10.8% in 2016. During this period, the proportion of people living in disadvantaged/extremely disadvantaged areas also rose slightly from 16.7% to 16.9%.

Compared to 2016, people in Limerick increased their higher educational attainment: 30% had degrees or higher (25% in 2016) and 10% had no formal education or primary only (13.5% in 2016). The workforce also grew by 13,500 to 90,623 and unemployment fell from 14.4% to 8.6%.

As a region, Limerick's advantages and challenges may be summarised as follows:

Advantages

- Growing and diverse population.
- Strong educational and training infrastructure.
- Improved educational attainment.
- Higher affluence.
- Growth in the workforce and employment.
- Ambitious development plans and investment.
- Directly elected Mayor, with a mayoral programme over five years.

Challenges

- Persistent disadvantage remains, both in specific areas and specific communities of interest.
- Dependency ratios have grown (more children and more older people).
- Barriers to accessing learning remain – transport, childcare, housing.
- Skills shortages in certain sectors.
- Unemployment starting to creep up.
- Digital divide, which could grow larger with Artificial Intelligence (AI).

The environment in which Learning Limerick operates is one of ambition, growth and investment for Limerick city and the region and a push to make learning accessible to all, especially those experiencing disadvantage.

Limerick City & County Council's *Limerick 2030 – An Economic & Spatial Plan for Limerick*, aims to invest over €1 billion to revitalise strategic sites in the city centre; strengthen the knowledge economy and maximise ICT/digital assets; create jobs, especially high value knowledge jobs; create an outstanding business environment and the conditions for long-term growth.

The *Limerick Economic & Community Plan 2023-2028* (LECP) includes education aims focussed on making education and learning accessible to all; keeping young people in education to get a leaving certificate or equivalent, and supporting people with low educational attainment to get back into learning. The work of Learning Limerick is highlighted as a contributor to the Social Pillar of the plan.

¹ Census 2022, Central Statistics Office

The people of Limerick elected their first Mayor in 2024. **More for Limerick: Limerick Mayoral Programme 2024-2029** sets out the Mayor's vision for his five-year term for a more liveable, healthy and prosperous Limerick. It encompasses initiatives to grow Limerick; improve quality of life and placemaking; ensure social inclusion and equal opportunities for all; more affordable and sustainable housing; and reimagining the city centre and key county towns. Learning in all its forms is seen as an important lever for positive change.

Learning Limerick will continue to play an important role in contributing to the achievement of these plans' ambitions. Learning Limerick also facilitates collaboration that contributes to other relevant regional strategies including:

- Limerick Regeneration Framework Implementation Plan 2013-2030
- Limerick Cultural Strategy 2016-2030
- Digital Strategy for Limerick 2017-2020
- Limerick Enterprise Development Plan 2030
- Healthy Limerick
- Limerick Age Friendly Strategy 2024-2028



Learning Limerick is a member of the **Irish Network of Learning Cities** (INLC) and the UNESCO **Global Network of Learning Cities** (GNLC). The INLC is an all-island collaboration between six cities/regions – Cork, Dublin, Limerick, Belfast, Waterford, Derry/Strabane. The INLC works together to promote lifelong learning and to strengthen co-operation between communities. The network shares best practice, celebrates learning, highlights learning opportunities and ensures that these opportunities are accessible. The GNLC provides an opportunity for learning cities and lifelong learning experts to connect and share on common interests and issues. Learning cities/regions strive to be inclusive and resilient and to promote sustainable development.



Strategic Plan 2026-2030

Our Vision

Our vision is for a region where lifelong learning enables opportunities, connections, empowerment, and economic and social development.

Our Mission

We work in partnership with relevant stakeholders and businesses to foster a culture of lifelong learning and access to learning opportunities for people in the Limerick region at all stages of their lives.

Our Beliefs & Values

Learning Limerick believes that:

- Learners should be the heart of our efforts and every human has a right to learning.
- Learning empowers lives, workplaces and communities for the better.
- Learning does not only happen in schools, colleges and universities. It happens everywhere for everyone – in homes, communities, workplaces and businesses, leisure and social settings.
- Learning plays a vital role in the sustainable development of all of our communities and is central to achieving all of the UN’s Sustainable Development Goals.

The values that underpin our work are:

Learner focussed	We place learners at the centre of what we do, listen to what learners have to say and this informs our work.
Connected and collaborative	We engage with lifelong learning stakeholders in the Limerick region, and further afield.
Inclusive and respectful	We listen to each other and to the people of Limerick, valuing diversity and actively encouraging different opinions.
Innovative and creative	We are forward-thinking, pro-active and open to change and want to deliver results in new and interesting ways.
Trusted and with integrity	We are transparent, fair and honest in our dealings with our stakeholders and the communities we support.

Learning Limerick is committed to upholding the highest standards of good governance by actively supporting, maintaining and regularly reviewing our structures, policies and practices to deliver transparency, accountability and responsible stewardship.



Strategic Priorities 2026-2030

During this plan period, Learning Limerick aims to be recognised as Ireland’s leading inclusive learning region, with enhanced participation by all learners across the region.

Strategic Priority 1: Promoting Lifelong Learning Opportunities

Goals	Key Actions
Highlight the range of learning opportunities available	<ul style="list-style-type: none"> • Maintain up to date information on our web site and a programme of regular weekly social media posts. • Link with members’ existing events and courses. • Utilise existing and emerging media tools to maximise the impact of learning activities and opportunities. • Promote participation in learning by new and existing learners.
Providing lifelong learning opportunities	<ul style="list-style-type: none"> • Collaborate with partners to promote and provide an annual theme-based Learning Festival. • Optimise the Festival content and scheduling to broaden its reach. • Host thematic events with our network partners. • Collaborate to develop pilot initiatives, such as seminars and open days, to bring learning opportunities to communities.
Engaging with enterprise in the region	<ul style="list-style-type: none"> • Connect with business networks to co-create learning opportunities with employers. • Strengthen and leverage professional connections with enterprise and business networks.



Strategic Priority 2:

Connecting with and Hearing the Voice of Learners

Goals	Key Actions
Informing outreach to learners	<ul style="list-style-type: none"> • Work collectively to identify strategies that work to reach different groups in the community. • Disseminate this information through our communication channels and network.
Promoting co-creation with learners	<ul style="list-style-type: none"> • Articulate the benefits of co-creation with learners as facilitated by learning partners. • Disseminate the impact through our communication channels.
Developing the Learning Ambassadors initiative	<ul style="list-style-type: none"> • Collaborate with Learning Ambassadors to develop a two-year rolling action plan for them. • Encourage more people from diverse backgrounds to become Learning Ambassadors. • Partner with print and radio media, and utilise social media and podcasts to profile Learning Ambassadors, and update the Learning Ambassadors' promotional materials. • Seek industry sponsorship to support the initiative.
Advocating on behalf of learners and influencing policy	<ul style="list-style-type: none"> • Participate in relevant fora and advocate on behalf of learners to influence local policy, practice and learning provision. • Highlight skill needs in basic digital, artificial intelligence, literacy in all its forms, climate, green transition and sustainability, and employability. • Champion innovations that address skills needs. • Challenge policies and practices that create barriers to learning.
Exploring the concept of Learning Neighbourhoods	<ul style="list-style-type: none"> • Engage with other learning cities that have developed learning neighbourhoods. • Identify the necessary steps, resources and partners for a learning neighbourhood in the city or the county.



Strategic Priority 3:

Embedding Learning Limerick in the Local Lifelong Learning Eco-system

Goals	Key Actions
Connecting with other learning networks in the region	<ul style="list-style-type: none"> • Identify and engage with other regional learning and skills development networks such as Explore Engineering, Mid-West Regional Skills Forum and Digital Mid-West. • Recruit new and retain existing partners. • Work with regional networks to promote lifelong learning throughout the county.
Facilitating partners to collaborate on lifelong learning	<ul style="list-style-type: none"> • Actively foster collaboration between network members and other relevant stakeholders. • Include collaborative themes and ways of working as an item in bi-monthly member meetings. • Align member activities under selected themes. • Host thematic talks that prompt collaborative initiatives.
Learning from other UNESCO Learning Cities	<ul style="list-style-type: none"> • Participate in the Irish Network of Learning Cities and engage with other Irish learning cities. • Participate in and contribute to the Global Network of Learning Cities. • Report formally on learning from UNESCO events and adapt the learning from other learning cities to the Limerick region. • Disseminate best practice gleaned from engaging with other learning cities.



Strategic Priority 4:

Enhancing Organisational Sustainability

Goals	Key Actions
Supporting Steering Group working	<ul style="list-style-type: none"> Establish a Governance Oversight Committee to review the need for working groups established to support the delivery of strategic priorities; which may include, Strategy, Festival and Ambassadors, Marketing and Communications, Financial Sustainability or others are required. Invite key agencies in health, justice and social protection to participate on the Steering Group or on its working groups. Co-opt non-members with specific expertise onto the working groups. Include an agenda item at each Steering Group meeting for members to connect with and inform each other.
Enhancing Learning Limerick's visibility	<ul style="list-style-type: none"> Establish a Marketing and Communications working group and develop a communications plan. Further develop our digital presence and storytelling strategy to showcase our impact. Encourage network members to include the Learning Limerick logo and branding in the promotional material of their learning events. Embrace Limerick's Atlantic Edge European Embrace branding strategy.
Securing sustainable resourcing and funding	<ul style="list-style-type: none"> Establish a Financial Sustainability working group and develop a plan to diversify our funding base. Identify activities in the Mayoral programme that Learning Limerick can support, and engage with the Mayor's office and Local Authority Directors. Promote learning as a contributor to Corporate Social Responsibility and seek corporate sponsorship for targeted initiatives, such as the Learning Festival and Learning Ambassadors. Identify and apply for project-related EU funding. Aim to have at least one full-time resource by the end of the plan period. Agree the most appropriate governance structure to ensure Learning Limerick's sustainability.
Demonstrating our value	<ul style="list-style-type: none"> Implement a work plan to measure Key Performance Indicators. Gauge learner satisfaction and the impact of learning on them and their community. Audit and establish baseline data. Report on our work to the Steering Group and publish an annual impact report on our contribution to regional and national learning strategies.

Outcomes 2026-2030

We believe that by working together our network will:

- Understand and articulate how partners contribute to lifelong learning.
- Reach more people in different settings, including those hardest to reach, to make them aware of lifelong learning opportunities and the benefits of lifelong learning.
- Increase the pathways and connections to lifelong learning for people in the region.
- Ensure collaboration that is greater than the sum of its parts.
- Broaden awareness of and engagement with the Learning Limerick network amongst the wider learning eco-system in the region.

Through our collective actions we aim to achieve the following targets by 2030, subject to availability of funding:

- Our funding doubles and at least 40% comes from outside our partner network.
- The number of Learning Ambassadors rises to 16.
- At least 20% of Learning Festival events are held outside Limerick city.
- Our reach increases by 30% through social media, festival participation and employer engagement.

Critical Success Factors

Achieving our goals and implementation of this strategic plan will be contingent on:

- Collaborating and networking with our partners, relevant organisations, businesses and local structures.
- Promoting relevant programmes and events that are attractive to learners and sign-posting learners to learning opportunities.
- Enhancing our visibility across all sectors and the community.
- Having sufficient funding and staffing and an organisational structure, leadership and governance model that supports growth.

Risk Mitigation

In our consultation process we identified a number of risks for Learning Limerick. These are summarised below along with our mitigation strategies.

Potential Risk	Mitigation Strategy
Learning Limerick ceases to be inspirational, relevant and focussed	<ul style="list-style-type: none"> • Learning Limerick clearly articulates its added value through its initiatives, its work with partners and its communication plan.
Learning Limerick does not demonstrate its value	<ul style="list-style-type: none"> • Developing a monitoring framework with KPIs and targets. • Annual impact reporting.
Key stakeholders and staff leave	<ul style="list-style-type: none"> • Expanding the number of stakeholders on the Learning Limerick Steering Committee and its working groups. • Ensuring staff are adequately remunerated and have good working terms and conditions. • Putting in place a contingency plan and succession plan.
Funding reduces	<ul style="list-style-type: none"> • Establishing a funding working group and funding plan. • Diversifying our funding base.



Implementing the Strategy

Given the rapidly changing world and level of uncertainty that we currently experience, the strategy will be reviewed annually to ensure it remains relevant, current and sufficiently flexible to respond to changing societal learning needs. Annual work plans will operationalise implementation of the strategy. They will include Key Performance Indicators (see appendix).

A monitoring and evaluation framework will be implemented to measure and report on progress and our impact. An annual report will be prepared and disseminated to our funding partners and the Limerick Local Community Development Committee.

The Governance Oversight Committee shall work to ensure that appropriate structures are in place to support the Steering Group in delivering on the ambitions of this strategy while maintaining the highest standards of transparency and accountability in its undertakings.



Appendix

Membership of Learning Limerick Steering Group (2025)

The current members of Learning Limerick are:

- Ballyhoura Development
- Learning Ambassadors Sub-group
- Learning Limerick Facilitator
- Limerick and Clare Education and Training Board
- Limerick Childcare Committee
- Limerick City and County Council
- Limerick City Partnership
- Limerick Chamber Skillnet
- Limerick Community Education Network
- Limerick Local Enterprise Office
- Limerick Mental Health Association
- Mary Immaculate College
- Midwest Regional Skills Forum
- National Learning Network
- Technological University of the Shannon
- University of Limerick
- West Limerick Resources
- Youth Work Limerick



Process that Developed this Strategy



Reviewing relevant documentation:

- UNESCO
- Regional data
- Limerick 2030, LECP and other plans



Interviewing and listening to steering group members:

- Assessment of current plan objectives
- Strengths, Weaknesses, Opportunities & Threats (SWOT)
- Identifying What Matters Most



Engaging with partners and learners:

- Survey of partners
- Focus group with Learning Ambassadors



Facilitated workshop with steering group members:

- Reviewing vision, mission and values
- Discussing implications of consultation findings
- Focussing on the future



Drafting the plan



Discussing and refining the plan with the Planning Sub-group



Finalising and launching the plan



In developing this strategic plan, we first looked back at our work. Key activities that Learning Limerick has engaged in over the past few years include:

- Annual Learning Festival – 120 events across the city and county in 2025.
- Networking events open to city and county partners and Learning Festival hosts to share ideas.
- Learning Ambassadors - people from the community who share their learning journeys with others.
- Communicating about learning opportunities through our newsletter, traditional and social media including our web site, and our learning partners.
- Engaging with other Learning cities through the INLC and the GNLC, and presenting at GLNC webinars.

We reviewed each of our objectives for the period 2018-2025 and they are ranked below from highest to lowest in terms of the extent to which we believe we achieved them:

1. Networking, connecting and collaborating
2. Promoting access to lifelong learning and opportunities for all
3. Enhancing visibility and reach of Learning Limerick
4. Influencing lifelong learning policy and practice
5. Monitoring, showing accountability and sustainability



SWOT Analysis

We examined our Strengths, Weaknesses, Opportunities and Threats:

<p>Strengths</p> <ul style="list-style-type: none"> • Commitment of Steering Group, partners & communities. • Collaboration & networking. • Learning Ambassadors. • Joined-up thinking. 	<p>Weaknesses/ Development Needs</p> <ul style="list-style-type: none"> • Year-long visibility & promotion of lifelong learning. • The voice of the learner. • Monitoring & evaluating our impact. • Resourcing.
<p>Opportunities</p> <ul style="list-style-type: none"> • Outreach to more communities. • Collaborative projects. • Working with industry. • Influencing policy. • Engaging with EU projects. 	<p>Threats/Risks</p> <ul style="list-style-type: none"> • We cease to be inspirational, relevant & focussed. • We don't demonstrate our value. • Key stakeholders & staff leave. • Funding reduces.

We explored what should matter most in who Learning Limerick supports and how it should support them:

<p>What Matters Most in who we support</p> <ul style="list-style-type: none"> • All learners. • Especially those left behind, most distant from learning opportunities, or marginalised. 	<p>What Matters Most in how we support</p> <ul style="list-style-type: none"> • Inclusion. • Access. • Enabling. • Collaborating. • Communicating & promoting.
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We engaged with our partners to assess emerging needs that we need to take into consideration in our planning:

<p>Communities</p> <ul style="list-style-type: none"> • New communities, migrants. • Older people. • Hard-to-reach groups. • Vulnerable groups, e.g. people with disabilities. • Young people. • Parents & carers. 	<p>Skills</p> <ul style="list-style-type: none"> • Basic digital. • Artificial Intelligence (AI). • Literacy – reading, numeracy, health, financial. • Climate, green transition & sustainability. • Employability.
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Key Performance Indicators

Each year an annual action plan will be developed to implement the Strategy. Key Performance Indicators (KPIs) will be included in the action plans to aid monitoring. Some examples of what these KPIs might be are given below:

Strategic Priority 1: Promoting Lifelong Learning Opportunities

Goals	Key Performance Indicators
Highlight the range of learning opportunities available	<ul style="list-style-type: none"> Number of Learning Limerick social media posts and website hits annually. Trend in diversity of audiences reached.
Providing lifelong learning opportunities	<ul style="list-style-type: none"> Number and diversity of learning events provided annually. Number of participants at these learning events annually. Number of partners engaged in collaborative learning initiatives and network events annually.
Engaging with enterprise in the region	<ul style="list-style-type: none"> Number of enterprises engaged with Learning Limerick annually. At least one co-produced learning initiative completed with employers by 2028.



Strategic Priority 2: Connecting with and Hearing the Voice of Learners

Goals	Key Performance Indicators
Informing outreach to learners	<ul style="list-style-type: none"> Number of outreach strategies identified and disseminated by 2028.
Promoting co-creation with learners	<ul style="list-style-type: none"> Evidence of increased co-creation by partners over the period 2026-2030.
Developing the Learning Ambassadors initiative	<ul style="list-style-type: none"> Action plans implemented every 2 years. Number and diversity of Learning Ambassadors – growth to at least 16 by 2030. Trend in media profiling of Learning Ambassadors annually. Number and value of industry sponsorship deals – at least one in place by end of 2027.
Advocating on behalf of learners and influencing policy	<ul style="list-style-type: none"> Number of engagements with policy-makers annually.
Exploring the concept of Learning Neighbourhoods	<ul style="list-style-type: none"> Feasibility of Learning Neighbourhood for Limerick region identified.



Strategic Priority 3:

Embedding Learning Limerick in the Local Lifelong Learning Eco-system

Goals	Key Performance Indicators
Connecting with other learning networks in the region	<ul style="list-style-type: none"> Number of networks engaged and type of engagement annually. Number of Learning Limerick partners – the number increases by end of 2026.
Facilitating partners to collaborate on lifelong learning	<ul style="list-style-type: none"> Number and type of collaborative initiatives between partners and other stakeholders annually. Number of thematic activities hosted annually.
Learning from other UNESCO Learning Cities	<ul style="list-style-type: none"> Number of INLC and GLNC meetings participated in annually. Presentations to these networks and type of learning disseminated to partners.

Strategic Priority 4:

Enhancing Organisational Sustainability

Goals	Key Performance Indicators
Supporting Steering Group working	<ul style="list-style-type: none"> Governance Oversight Committee established in 2026. Number of Working Groups maintained/established – new Working Groups established by end 2026. Level of participation by partners and other stakeholders in Working Groups annually.
Enhancing Learning Limerick's visibility	<ul style="list-style-type: none"> Number of media references to Learning Limerick annually. Number of partners referencing Learning Limerick annually. Inclusion of Learning Limerick in key regional learning strategies.
Securing sustainable resourcing and funding	<ul style="list-style-type: none"> Progress made towards funding plan objectives. Long-term sustainable governance structure in place by 2030.
Demonstrating our value	<ul style="list-style-type: none"> Baseline data identified by 2027. Agreed measurement system implemented in 2027. Annual learner satisfaction surveys. Annual impact reports produced from 2028 onwards.





Strategic Plan 2026-2030

Together for a brighter future

