STRATEGIC PLAN

2026–2030

Learn | Think | Connect

OUR MISSION

To be an inclusive and sustainable learning community that connects and empowers people through accessible, high-quality education.

OUR VISION

Accessible and engaging lifelong learning that supports and enriches individuals, contributes to a connected and informed society, and strengthens communities and civic participation.

1 EXCEPTIONAL LEARNING

High-quality, engaging and meaningful learning.

WE WILL

- Deliver inclusive, high-quality learning
- Improve the learner journey
- Use feedback and data to improve quality
- Strengthen tutor capability and retention

BY 2030

- Consistently strong learner experience
- Diverse, contemporary programs
- Appropriate online, hybrid and innovative delivery
- Engaged tutors; stronger satisfaction and repeat learning

HOW WE'LL KNOW

Learner satisfaction · Repeat enrolment · Consistent quality · Tutor capability and learning outcomes

2 ENHANCING OUR COMMUNITY

A welcoming learning community where people belong.

WE WILL

- Create more opportunities to connect
- Strengthen events, groups and social participation
- Build member and alumni relationships
- Draw from diverse learners and tutors

BY 2030

- Stronger sense of belonging
- More community participation and active learner networks
- Clearer understanding of WEA's social impact
- Broader participation across ages and backgrounds

HOW WE'LL KNOW

Membership and event participation · Community activities · Repeat engagement · Greater inclusion and demonstrated impact

3 SUSTAINABLE GROWTH & INNOVATION

Respond confidently to changing learner needs and opportunities.

WE WILL

- Grow priority program areas
- Develop new markets and partnerships
- Expand suitable online &hybrid delivery
- Use AI & emerging technologies responsibly
- Attract new audiences & retain our community

BY 2030

- Stronger, more diversified program portfolio
- More and more diverse learners
- Improved retention and repeat enrolment
- Growing digital audience and sustainable income

HOW WE'LL KNOW

Sustainable enrolment and income growth · Portfolio renewal · Audience diversity · Innovation that improves outcomes

4 PARTNERSHIPS & CIVIC IMPACT

A trusted partner contributing to Sydney's cultural and civic life.

WE WILL

- Build strategic partnerships
- Expand public programs and civic conversations
- Join major community initiatives
- Strengthen WEA's profile and reputation
- Pursue grants and funding

BY 2030

- Stronger, more diverse partnerships
- Increased external funding
- Greater public visibility
- More participation in civic and community initiatives

HOW WE'LL KNOW

Partnership strength and diversity · External funding · Public visibility · Community participation and impact

5 STRONG FOUNDATIONS

Future ready, financially sustainable & operationally strong.

WE WILL

- Strengthen financial sustainability
- Invest in workforce capability & leadership
- Improve data, systems & technology
- Plan sustainably for WEA House & assets
- Strengthen risk, cyber security and resilience

BY 2030

- Sustainable finances and diversified revenue
- Capable, engaged workforce
- Better information for decisions
- Fit-for-purpose facilities and technology

HOW WE'LL KNOW

Adequate annual surplus · Workforce capability and engagement · Evidence-based decisions · Fit-for-purpose facilities · Organisational resilience