

Learn Without Limits CIC

Fourth Quarterly Programme & Governance Update

Reporting period: April-June 2026

From Public Insight to Governed Stabilisation

Programme status: Unfunded but active. Go/no-go stage gate reached at the end of June 2026. Continuing into Q3 2026 in controlled stabilisation mode only.

Executive Summary

At the end of June 2026, Learn Without Limits CIC reached a formal go/no-go stage gate.

The Directors' governance decision is to continue into Q3 2026 in controlled stabilisation mode only. This decision is based on positive but not yet converted stakeholder response from the June open-call briefing and the existence of credible follow-up routes.

This is not a decision to scale.

Area	Current position
Programme status	Unfunded but active
Stage-gate outcome	Continue into Q3 in stabilisation mode only
Primary programme driver	Prevent: missing systemic navigation layer for ALN families
Bridge	Limited, temporary stop-gap; not statutory provision
Progress	Handover point outside LWL's delivery remit
Strongest delivery area	WS4 Free Information Layer: 115 articles against 100 target
Main constraint	No core or unlock funding secured
Critical path	WS3 Technical Lead / digital governance
Immediate Q3 unlock requirement	c. £125,000 working estimate from funding tracker
WS3 Technical Lead requirement	£56,000
Confirmed funding as at 30 June 2026	£1,500 confirmed; £500 received and allocated to WS4
Immediate support sought	WS3 technical leadership funding, governance strengthening, sustainability support, accessibility/data/evaluation input
Next decision point	End of Q3 2026 go/no-go review

The Q3 success measure is not growth. It is whether stakeholder response, earned income and support routes convert into the funding, governance capacity, technical leadership and operating support required to justify continuation beyond stabilisation mode.

1. Purpose of this Fourth Quarterly Update

This fourth quarterly update records Learn Without Limits CIC's programme position at the end of June 2026 and forms part of the CIC's continuing public governance trail.

Previous updates recorded the transition from unfunded research and proof-of-concept activity, to readiness for funded build, to limited public-facing activity under clear governance constraints. The September 2025 update established that no funded delivery had commenced and that full programme delivery would only begin once appropriate funding and staffing were secured. The January 2026 update confirmed readiness to move into governed build and phased delivery, subject to funding, safeguarding and supervision.

This report records the April-June 2026 stage-gate outcome, workstream status, funding position, key risks and Q3 governance decision.

2. Stage-Gate Outcome and Q3 Decision

By the end of June 2026, Learn Without Limits CIC had reached a go/no-go stage gate.

Continuation could not be assumed because:

- core funding had not been secured;
- WS1, WS2 and WS3 remained in controlled suspension;
- WS3 had not progressed beyond January UAT due to lack of funded technical leadership;
- founder dependency remained high;
- Board strengthening was incomplete;
- founder subsidy for WS4 had ceased.

The Directors' governance decision is:

Continue into Q3 2026 in controlled stabilisation mode only.

This decision is based on positive but not yet converted stakeholder response from the June open-call briefing and credible follow-up routes in areas including FE/post-16 transition, accessibility, Welsh-language capacity, technical governance, funding, school-age professional input, health and social care.

A further Directors' go/no-go review is planned for the end of Q3 2026.

3. Programme Model: Prevent -> Bridge -> Progress

The March 2026 briefing publicly set out the Prevent -> Bridge -> Progress model as the core programme architecture for Learn Without Limits CIC. The model is grounded in lived experience from a community of 950+ parent carers across Wales and recurring escalation patterns including unmet or unidentified ALN needs, school conflict, reduced timetables, exclusion risk, placement breakdown and disengagement.

Element	LWL position
Prevent	The primary driver of the programme. Prevent addresses the missing systemic navigation layer experienced by ALN families: earlier information, clearer routes through fragmented systems, practical understanding of rights and processes, and support before situations escalate into crisis.
Bridge	A limited, temporary stop-gap for a small number of families where education, confidence, participation or progression has already begun to break down. Bridge does not replace statutory provision, school, college, EOTAS, local authority duties or formal education pathways.
Progress	Outside LWL's direct delivery remit. Progress is the handover point back into appropriate statutory, formal or long-term routes, including school, college, further education, training, volunteering, employment, accredited learning or other progression pathways. LWL may support people towards that point, but does not deliver Progress as a separate service.

The stage-gate conclusion is:

The programme has demonstrated sufficient relevance and practical fit with the user community to justify a further stabilisation period. However, LWL cannot safely justify scaling WS1, WS2, WS3 or WS5 without funding. WS4 delivery is dependent on earned income, sponsorship, grant support or stakeholder contribution from this point on.

4. Governance, Board Development and Programme Capability

Learn Without Limits CIC is a parent-led, programme-governed organisation developing preventative navigation infrastructure for ALN families in Wales.

Lived experience informs the model. Programme governance controls delivery.

During the quarter, the Programme Lead refreshed programme governance knowledge by completing PRINCE2 Agile training. This supports LWL's existing use of staged delivery, iterative development, risk control and dependency management, and helps align programme language with public-sector stakeholders where future co-production, pilots, partnership working or delivery assurance may be explored.

The Directors have continued to draw on existing Board advisers to sense-check governance, delivery boundaries, risk position and next-step decisions.

Board strengthening has been an identified governance priority since August 2025, when LWL first sought external support through SCVS routes to recruit additional Board capacity. As this route has not yet produced the additional appointments required, the CIC has moved to direct public advertising through its own Support page.

Recruitment for two additional Directors remains ongoing. Additional Directors would also support eligibility for funders and voluntary-sector funding routes that require three Directors. LWL is specifically advertising for two roles:

- one based around the technical and data demands of the programme;
- one based around fundraising and sustainability.

Role descriptions are advertised on the English-language Support page of the website.

5. Position Against Previous Quarterly Reports

Report	Programme position	Governance boundary
September 2025	Unfunded research, consultation and proof-of-concept phase	No funded delivery had commenced; full delivery dependent on appropriate funding and staffing.
January 2026	Ready to move into governed build and phased delivery	Build and delivery subject to funding, safeguarding and supervision.
March 2026	Unfunded but active public-facing programme	Public activity had strengthened, but technical, safeguarding and funded capacity remained limiting factors.
Fourth report / June 2026	Go/no-go stage gate reached. Cautious continuation agreed following positive stakeholder response to June briefing.	Continue in controlled stabilisation mode only; no unmanaged scale-up without funded capacity.

The core constraints remain materially consistent with previous reports because the underlying funding and capacity position has not changed.

Much of the programme has remained in controlled suspension since January 2026. Activity has continued only where it can remain proportionate, public-facing and low-risk. Workstreams requiring funded infrastructure have not been pushed forward unsafely.

6. Workstream Status Update

Workstream	Current status	April-June update	Q3 control
WS1: Community Platform	Materially unchanged from January 2026.	Parent-carer insight continues through existing community routes, but LWL remains reliant on commercial social media and does not yet have the funded platform, moderation and safeguarding infrastructure required for scale.	Maintain bounded community insight routes. Do not move to wider platform delivery without safeguarding, moderation and technical governance.
WS2: Welsh Language Capacity	Materially unchanged from January 2026.	Website is bilingual, but sustainable Welsh-language delivery capacity is not yet funded. Welsh-language delivery requires adult Welsh-speaking capacity, safeguarding-aware moderation, parent communication and content accuracy.	Avoid tokenistic or unstable Welsh-language delivery. Seek adult Welsh-speaking support and funded Welsh-language capacity.
WS3: Digital Infrastructure	Materially unchanged from January 2026.	UAT on the app prototype/build approach completed in January 2026, but lack of funding means LWL has not moved from tested approach to governed build.	Treat WS3 as the critical path. Do not scale app/platform work without a funded Technical Lead, version control, data governance and supervised development.
WS4: Free Information Layer	Active and exceeded quarterly target, but no longer founder-funded.	Blog reached 115 articles against a target of 100. This is a material programme achievement. Founder subsidy for WS4 has now ceased. Direct delivery costs must now be met through earned income, sponsorship, grant support or stakeholder contribution.	Continue only within available income and capacity. Structured topic sessions must cover direct costs. If core engagement tools cannot be funded, related activity will pause. Deeper architecture, SEO, accessibility and version-control improvements depend on WS3 technical leadership.
WS5: Bridge Pathways	Early public architecture now live, but delivery remains constrained by funding.	Bridge page is live. Current Pathway 1 and Pathway 2 opportunities are visible. Certifications and qualifications are not yet live because they require funding, safeguarding, accreditation and delivery capacity.	Keep Bridge clearly bounded as supplementary, temporary stop-gap support. Do not imply that qualifications, certification routes, statutory provision, EOTAS or formal education delivery are live or delivered by LWL.
WS6: Sustainability	Formalised as a cross-programme enabling workstream.	Support page is live and includes governance-strengthening opportunities, research/data/evaluation support, Welsh-language/community support and technical/infrastructure collaboration. Structured WS4 topic advice workshops will move from founder-funded to low-cost participant-funded delivery where appropriate.	Build sustainability without mission drift. Protect free core guidance where affordable, and use paid structured sessions/enhanced resources to reduce founder subsidy and support the free information layer.

The lack of core funding is now creating a second-order programme risk. Continued delay risks undermining community confidence and increasing co-production fatigue among the parent-carer community whose lived experience helped shape the programme.

Families have contributed insight, tested assumptions and helped identify practical need. If a programme explicitly designed from that insight still cannot secure support to move forward, there is a risk that families experience this as further evidence that their needs are heard but not acted upon.

7. Stakeholder Engagement and Public Briefings

The March briefing established the public model and was grounded in lived experience from a community of 950+ parent carers across Wales.

The June briefing moved from model explanation into delivery architecture. It brought together parent-carer, early years, FE/post-16, third-sector, disability and cross-party political interest. It also identified the next engagement gap: stronger professional input from school-age education and health.

The invitee architecture for the June briefing was designed as a systems-alignment exercise, not a fundraising pitch. It identified priority categories including Welsh Government and public bodies, FE/ALN transition leads, advice networks, local authority commissioning/procurement, invite-only funders and sector partners.

The June outreach created visibility, recognition and follow-up routes. Q3 must now test whether the strongest routes convert into practical support, funding conversations, governance strengthening, partnership development or delivery capacity.

8. Funding and Sustainability Position

The programme remains unfunded at core level.

Funding layer	Purpose	Approximate amount
Full Year 1 safe-delivery model	Proper staffing, systems, safeguarding, governance, accessibility and sustainability	£195k-£205k
Minimum workstream stack	Staged unlock model across key workstreams	c. £150k
Immediate Q3 stabilisation / unlock requirement	Current working estimate from funding tracker: practical continuation and critical-path unlock	c. £125k
WS3 Technical Lead within Q3 requirement	Critical technical governance dependency	£56k
Confirmed funding as at 30 June 2026	Current confirmed funding	£1,500
Received to date	Received and allocated to WS4	£500

The full Year 1 safe-delivery model remains approximately £195,000-£205,000, including core staffing and infrastructure/setup costs. This is the level required to operate the programme with appropriate staffing, systems, governance, safeguarding, accessibility and sustainability capacity.

The published minimum workstream stack including WS2 is approximately £150,000, with Workstream 6 distinguishing between the ideal model and the minimum viable unlock model required under current fundraising constraints.

For Q3 2026, the immediate stabilisation and practical unlock requirement is a current working estimate of approximately £125,000 from the live funding tracker, with £56,000 allocated to the WS3 Technical Lead / digital governance role as the critical path dependency.

The sustainability issue is structural. WS1 and WS3 were designed to become key income-generating parts of the programme over time. WS5 was designed to generate a smaller proportion of income through qualification, progression or pathway activity. However, WS1, WS3 and WS5 cannot generate income until their initial build, safeguarding, technical governance and operating infrastructure are funded.

Workstream 6 cannot "earn its way out" of the problem before WS1, WS3 and WS5 are funded enough to operate safely. The immediate task is to reduce founder subsidy, test low-risk earned income through WS4, and secure the startup funding required to unlock the income-generating parts of the model.

Q3 sustainability position: Grant, sponsorship or strategic partner funding remains required to unlock safe infrastructure and capacity. Earned income can support WS4 and reduce founder subsidy, but it cannot replace the startup funding required for WS1, WS3 and WS5.

9. Cost-Benefit, Data Fragmentation and System Visibility

The programme's cost-benefit analysis uses Education Tribunal for Wales cases as a conservative proxy for high-cost escalation. It estimates a five-year programme cost of approximately £900,000, compared with projected five-year tribunal system costs of £5.2 million at the low estimate and £19.5 million at the high estimate.

The analysis does not claim that LWL can eliminate tribunal cases or system failure. It states that the programme would need to prevent a modest proportion of escalation cases to break even, and that tribunal costs represent only the most visible point of escalation within a wider system of cost pressures.

In January 2026, LWL approached Torsten Bell MP through a parliamentary route seeking DWP data relating to NEET figures for PIP claimants. No data had been received by the end of June 2026. This is recorded as part of LWL's wider evidence-gathering work on cross-system data fragmentation, not as a criticism of an individual office.

During the quarter, LWL also received a Welsh Government ATISN response to an information request about recorded costs of ALN consultation, engagement, research and evaluation activity. Welsh Government declined the request under the FOI cost limit. The response estimated that the full request would exceed the £600 / 24-hour limit and that even the reduced request would require more than 72 hours / £1,800, based on a 12-hour sample covering around 18% of the reduced scope.

The evidence is treated cautiously. It supports the system-visibility argument; it does not provide a direct savings claim.

Policy relevance: Families, practitioners and decision-makers are operating in a fragmented information environment where escalation, disability, participation, cost and long-term outcomes are not easily visible in one place. This strengthens the case for a preventative navigation and insight layer, while reinforcing the need to avoid overclaiming direct savings before delivery evidence exists.

10. RAID Position

A fuller internal RAID log is maintained separately. The top public RAID items for Q3 are:

Ref	Scope	Type	Item	Current position	Impact	Q3 control
PW-R1	Programme-wide	Risk	No core or unlock funding secured	£1,500 confirmed; £500 received and allocated to WS4. Immediate Q3 unlock requirement is c. £125k, including £56k for WS3.	WS1, WS2, WS3 and WS5 remain constrained; WS4 now depends on WS6 earned income to continue.	Prioritise WS3; continue targeted funding and stakeholder follow-up.
PW-R2	Programme-wide	Risk	Founder dependency	Delivery, governance, fundraising, reporting and stakeholder follow-up remain founder-heavy.	Burnout and continuity risk.	Continue Board recruitment and prioritise funded core capacity.
PW-R3	Programme-wide	Risk	Board capacity gap	Two Board roles are now publicly advertised.	Some funder and voluntary-sector funding routes require three Directors.	Continue direct advertising for technical/data and fundraising/sustainability Directors.
PW-R4	Programme-wide	Risk	Community confidence and co-production fatigue	Parent-carer insight has shaped the programme, but core funding has not followed.	Risks trust, engagement and future co-production.	Be transparent; avoid over-promising; prioritise routes that unlock practical progress.
PW-I1	Programme-wide	Issue	System data, cost and outcome visibility	ATISN and DWP/PIP/NEET data routes show difficulty assembling joined-up evidence.	Weak visibility of cost, escalation, disability, participation and outcomes.	Continue cautious cost-benefit work; seek research/data/evaluation collaborators.
WS3-R1	WS3	Risk	Technical governance bottleneck	No funded Technical Lead yet.	Unsafe digital scale, technical debt, data protection weakness.	Treat WS3 as critical path.
WS4-R1	WS4	Risk	Information architecture/accessibility dependency	WS4 is live and over target, but deeper architecture, SEO, accessibility and version control require WS3.	WS4 can continue publishing but cannot resolve deeper architecture issues alone.	Maintain HTML-first approach; do not treat WS4 architecture improvement as separable from WS3.
WS4-R2	WS4	Risk	Founder subsidy has ceased	WS4 has over-delivered, but direct operating costs can no longer be personally subsidised by the founder.	Free information and engagement activity may reduce if core engagement tools cannot be covered.	Require structured sessions to cover direct costs; keep free activity only where affordable; prioritise WS6 income/support asks.
WS6-R1	WS6	Risk	Income-generating workstreams cannot generate income before startup funding	WS1 and WS3 are future key income generators; WS5 may contribute smaller income share. All require initial funding before safe income generation.	The programme cannot become sustainable through earned income while the workstreams designed to generate income remain unfunded.	Prioritise startup funding for WS3 and staged unlock funding for WS1/WS5.

11. Q3 Priorities

Priority	Action
Stakeholder follow-up	Convert the strongest June briefing routes into focused conversations.

Priority	Action
WS3 technical governance	Prioritise Technical Lead funding and digital governance as the critical path for the app, future community platform, WS4 information architecture, accessibility infrastructure, technical SEO, version control and safe digital scaling.
Funding / unlock routes	Pursue targeted funding, sponsorship, strategic partner and stakeholder support routes to test whether Q3 stabilisation can convert into funded continuation.
Board strengthening	Continue direct advertising for the two additional Director roles: technical/data and fundraising/sustainability.
WS6 sustainability	Test low-cost paid sessions and enhanced resources while protecting free core guidance where affordable.
WS2 Welsh-language capacity	Seek adult Welsh-speaking support and avoid placing delivery responsibility on young volunteers.
WS5 bounded Bridge development	Keep youth and parent-carer routes clearly supplementary, temporary and safeguarded. Bridge must not be presented as statutory provision, EOTAS, alternative education, school or college replacement, or Progress delivery.
September briefing preparation	Use Q3 to bring in the missing professional voices, especially school-age education and health.

If those routes do not produce practical support, funding conversations, governance strengthening, partnership development or delivery capacity, the programme will return to a further go/no-go stage gate at the end of Q3.

12. Closing Position

LWL enters Q3 2026 in controlled stabilisation mode.

WS4 has over-delivered against target, but founder subsidy has ceased. WS5 and WS6 have become more visible and practical. The June briefing created credible follow-up routes.

However, WS1, WS2, WS3 and WS5 cannot safely scale without funding, and WS4 can continue only within available income and capacity.

The Q3 success measure is not growth. It is whether stakeholder response, earned income and support routes convert into the funding, governance capacity, technical leadership and operating support required to justify continuation beyond stabilisation mode.