

Service Business Plan 2015-16

Directorate Name: Education and Young People's Services

Division Name: Education, Quality and Standards

Service Name: Community Learning and Skills

| EXECUTIVE SUMMARY: |
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| Cabinet Portfolio: Mike Hill / Roger Gough |
| Responsible Corporate Director: Patrick Leeson |
| Responsible Director: Patrick Leeson |
| Head(s) of Service: Mark Easton |

Community Learning and Skills

Our purpose is to provide learning for adults, young people and families to meet their needs for skills for work, personal development and wellbeing. We actively promote learning throughout life in support of economic growth and prosperity, to help adults adapt to the ever - changing world of work, enjoy life and make a positive contribution to their community.

The Unit has a strategic statement – ‘Enterprise and Learning for Tomorrow’, which sets out a vision and ambitions together with business and organisational objectives to 2015. This document demonstrates how the core business contributes to *Bold Steps for Kent, Vision for Kent* and the changing priorities of our funders.

Community Learning and Skills (CLS) engages with local communities throughout Kent to provide a local mix of provision that matches the needs of people and their local communities, levels of prosperity, employment and priorities. Our aim is to ensure that our provision provides learning appropriate to the needs of individuals and families at various stages in their lives.

CLS tailors its provision to five customer groups:

- Young People entering the world of work
- Adults seeking skills for employment
- Organisations seeking to improve the skills and potential of their staff
- Adults learning for personal development, pleasure and wellbeing
- Families, especially those in Kent’s disadvantaged neighbourhoods

The Unit aims to complement the work of early years settings, schools, colleges, Higher Education and other providers. It seeks to enable children, young people and adults to progress from informal learning to qualifications and employment, increasing life chances, social mobility and prosperity for all.

Statutory Context

Education Act 2011

SFA an executive agency, sponsored by the Department for Business, Innovation & Skills

EFA is an executive agency, sponsored by the Department for Education

CLS is funded entirely via a range of annually awarded Skills Funding Agency (SFA) and Education Funding Agency (EFA) contracts plus fee income.

Response to Change

Aligning organisational ambition with KCC’s ‘Facing the Challenge’, in 2015-16 CLS will be seeking to establish itself as a legal entity (initially as a LATCo) in order to formalise the KCC commissioning process and work to:

- Maintain and develop high quality learning across existing and new provision
- Manage change to reduce reliance on public funding
- Develop a business model and secure a new relationship with KCC that provides scope to compete in a challenging marketplace for learning and

skills.

- Improve outcomes for citizens through improved performance and management.
- Develop technological solutions to improve access, learning and operational efficiency.
- Within the context of place-based solutions, CLS will continue its accommodation review and the development of options for co-location and integration with other KCC and public service partners.

Young people entering the world of work – Kent Training & Apprenticeships (KT&A)

We seek to build on the success of our Kent Training & Apprenticeship (KT&A) enterprise to become a leading provider of skills, education and training to young people enabling them to achieve social and economic independence through employment.

We will develop our work with a wide range of employers and schools to enable young people to gain the skills, which contribute to Kent's economic performance, have a positive impact on families and help develop social cohesion.

We will increase engagement with young people in jobs, those entering the workforce and those classified as NEET by:

- Assisting young people to enter the world of work
- Developing new and innovative engagement programmes
- Developing new training programmes that meet the expectations of employers and young people
- Extending the range within occupational sectors in which we operate
- Effectively promoting what we offer to individuals and employers
- Increasing engagement with employers from the public, private and not-for-profit sectors
- Diversifying our offer through sub-contracting and franchise models

Objectives:

- Broaden the curriculum offer across Foundation Learning and vocational training to increase in participation rates by 2016.
- Increase accessibility to learning through the development of ILT solutions.
- Increase the number of active partnerships with employers.
- Redefine the curriculum offer to Secondary Education to maintain current market share.
- Provide impartial and objective IAG to ensure young people make the best possible work and career choices.

Adults seeking skills for employment – Skills Plus

Employment rates and skill levels are considerably below the South East averages in Kent's priority regeneration areas and coastal towns. More needs to be done to encourage individuals to participate in the development of their skills and to support employers to invest in the skills of their employees.

Our aim is to be a leading provider of skills to the public/private sector and not-for-profit organisations. We seek to be the provider of choice for individuals and community groups seeking to enhance employability skills.

We plan to work with a wide range of organisations developing adult skills and confidence to raise economic performance, improve social

mobility/cohesion and the quality of life in our County.

We seek to increase engagement with adults in employment and those not in jobs by:

- Strengthening the employability skills within existing curriculum offer to enable us to develop a customer focused response to the workforce within the Public Sector
- Developing new training packages with embedded functional skills tailored to individual needs
- Increasing the capacity of our highly regarded Skills Plus network and by developing flexible and responsive learning packages
- Working in partnership with Job Centre Plus and other employment agencies to provide joined-up responses for individual jobseekers
- Expanding and developing our ability to communicate our offer
- Increasing engagement with not-for-profit organisations and businesses
- Building a reputation as a leading provider of workforce development

Objectives:

- Support economic growth through engagement with the DWP Work Programme.
- Increase by 20% the number of active partnerships with not-for-profit and stakeholder organisations by 2016.
- Increase levered-in external funding for skills development in Kent's most deprived communities through joint bids with partners.
- Optimise overall capacity and efficiency of Skills Plus provision through remodelling.
- Provide impartial and objective IAG to help adults develop their skills to improve work and career choices.

Organisations seeking to improve the skills and potential of their staff - Kent Training & Apprenticeships (KT&A)

The Kent workforce possesses skill levels below the South East average.

12.2% of the population have no qualifications at all and 16.4% are qualified only to Level 1.

There are over 54,000 employers in Kent, over 90% of which are small or medium size enterprises (SMEs). More people are employed in the public and third sector than in all SMEs put together.

Our ambition is to establish ourselves as a trusted and specialist provider of workforce development skills to public, private, not-for-profit and third sector organisations.

We seek to increase the volume of business with selected SME's and especially the not-for-profit and public sectors. We plan to achieve this by:

- Concentrating effort and resources on defined markets
- Working with employers to expand young peoples' and adult apprenticeships in line with National and Regional policy
- Building on our core expertise in Foundation Skills and ICT, to develop flexible training packages to meet client requirements
- Establishing key partnerships, building relationships and improving our communication

Objectives:

- To increase the provision of Adult Apprenticeships. **In line with anticipated growth in National funding via National Apprenticeship Service*

- Develop the higher Level Apprenticeship offer across all sectors.
- Provide impartial and objective IAG to help young people and adult apprentices make the best possible work and career choices.

Adults learning for personal development, pleasure and wellbeing – Kent Adult Education (KAE)

Kent Adult Education courses and venues are a respected and popular part of community life across the County. They provide a broad and engaging range of learning that enriches lives and contribute to well-being. Many students first join a ‘taster’ or short course before committing to longer courses of study leading to qualifications or enhancing their employment prospects.

Under the banner of Adult Learning we will translate our enthusiasm for the power of learning into a forward thinking sustainable business.

We seek to achieve this by:

- Offering programmes that are of high quality and deliver value for money for our customers, based on ability to pay.
- Offering programmes that are capable of generating an on-going contribution.
- Providing a programme relevant to local interests and priorities based on research, consultation and feedback
- Developing a range of programmes delivered through on-line and blended learning.
- Reviewing the use of our centres and outreach venues to make sure that they meet the needs of the customer and maximise the return for the organisation
- Working closely with Partners to provide a vibrant learning offer that reflects the interests and aspirations of the community
- In partnership with organisations from the voluntary, community and Social Enterprise (VCSE) sector providing a programme of short, vocationally-relevant courses under the “Response” brand targeting people who are unwaged and low waged to support them to progress to further learning, volunteering and paid employment

Objectives:

- To understand our market and meet the needs of those who are disadvantaged economically and socially.
- To reduce the reliance on public sector funding to secure a sustainable future for adult learning in Kent
- To provide learning opportunities that contributes to career progression, self –employment and the acquisition of qualifications.
- To increase participation in learning for pleasure to support personal wellbeing and enjoyment in life.
- To grow our social capital by targeted use of public funding to generate improved social and employment outcomes.
- To promote social renewal by bringing local communities together to experience the joy of learning and the pride that comes with achievement.
- To maximise access to community learning for adults bringing new opportunities and improving lives whatever people’s circumstances
- To enrol 1,400 learners on the RESPONSE programme
- Provide impartial IAG to help learners make the best possible choices and to gain the most from their learning.

Families, especially those in Kent’s disadvantaged neighbourhoods – Kent Adult Education (KAE) Family Courses

Kent Adult Education Family courses provide inter-generational learning, which builds parent confidence and skills better to support children’s learning and enjoy family life. Courses help to build good connections between home and schools or early years settings and with other public agencies as children develop their own expectations and aspirations. Parents enhance their maths and English skills through FEML courses (Family English, maths

and language) and many achieve accreditation. Adults progress from Family courses to volunteering, further learning and employment.

- We focus on communities with the greatest economic and social disadvantage
- We work with families where the adults have had a poor previous experience of learning and obtained few or low level formal qualifications
- We are committed to working in partnership with schools, Children's Centres, community and voluntary organisations, district councils, housing associations, Job Centre Plus and other local organisations to increase engagement with families in all parts of Kent
- We will work closely with partner organisations in the design of our programmes and collaborate with community groups to provide opportunities for learning and skills development

Objectives:

- To provide high quality learning experiences for families which support aspiration for adults and for children to reach 3,000 families in 2015/16
- To improve the English, maths and other skills of parents to have a direct impact on the attainment of their children and improve their own opportunities for employment.
- To provide courses which are accessible and relevant to local communities
- To maximise the impact of public investment by working collaboratively with partners across agencies and sectors.
- To Pilot new approaches to joint planning methodologies in 3 districts to improve outcomes for learners
- Provide impartial IAG to help learners make the best possible choices and gain the most from their learning

SECTION B: CONTRIBUTION TO FACING THE CHALLENGE/ EYPS VISION AND PRIORITIES

CLS are working toward Draft strategic outcomes framework, in particular the three strategic or population-level outcomes:

- Children and young people in Kent get the best start in life
- Kent communities benefit from increasing prosperity by being in-work, healthy and enjoying a high quality of life
- Older and vulnerable residents are safe, supported to live well and independently

CLS will also align service outcomes to :

- EYPS vision and priorities for improvement
- Adult Skills strategy (in development)
- 14 -24 Learning, Employment and Skills strategy

CLS will respond to the change brought about by KCC's Facing the Challenge and the Commissioning Framework by:

The transformation plan focuses on 3 themes:

- Service review (market engagement) – understanding how service currently operates, the difference CLS makes, and if there's a better way
- Integrating services – bringing services together around customer groups to streamline our operation and avoid duplication
- Managing change better – coordinating all transformation programmes in a single, more efficient way.

We will be:

- Placing the customer at the heart of service delivery
- Shaping services around people and place
- Looking again at our service, the difference they make and whether there's a better way, taking a prompt from our customers and the people working close to them
- Putting a greater focus on outcomes - being clearer on what we're trying to achieve
- A more coordinated approach to project and programme and performance management.

Community Learning and Skills

Vision

CLS will operate as a social enterprise that anticipates and responds quickly and flexibly to market and customer needs and delivers quality learning, training and skills that make a real difference to all its customers.

Strategic Statements that frame the organisation and its activities during transition, in 2015 and beyond:

Finance

CLS will make inward investment against any surplus gained from its trading operations to enable the business to continue to operate, finance its on-going development and undertake activities consistent with its ultimate purpose.

Customers

CLS will put the customer at the centre of all that it does and secure their loyalty and trust by providing outstanding choice, value and service. CLS will anticipate and react to customer, community, employer and market needs and respond quickly and flexibly with an appropriate quality offer.

Quality and Continuous Improvement

High quality provision will be achieved by driving continuous improvement for each of the five distinct customer groups. CLS's ambition for excellence will be achieved by maintaining the Good Ofsted judgement and aspiring, in everything it does, towards excellence and an Outstanding Ofsted judgement. CLS will also deliver high quality Information, Advice and Guidance and in so doing, maintain the Matrix quality standard. This ambition will be underpinned through robust performance management

Staff and Workforce Development

CLS will employ people of ability who are committed to working together and support its principles. Working relationships will be based on mutual respect and courtesy. CLS will develop staff and ensure they are appropriately skilled and qualified. CLS will recognise individual and team contributions and reward them fairly.

Governance

Governance arrangements will be through the KCC Shareholder Committee. Governors will commission, review and evaluate the performance and continuous improvement of CLS.

Stakeholders and Partners

CLS will meet the expectations of external stakeholders and partners and will conduct all its business relationships with integrity and will honour all business agreements.

Communities

CLS will make a positive contribution to the well being of the communities within which it operates.

Values

CLS will value enterprise, innovation and creativity as fundamental in responding to an ever-changing environment and market place. As an organisation it will aim to continuously improve, delight its customers, develop its people and deliver value for money.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level.

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| PRIORITY 1: Increase existing business activities | DESCRIPTION OF PRIORITY: By 2016, CLS will further develop a marketing, sales and engagement strategy to increase customer access and participation, whilst reducing the reliance on Government funding. |
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| PRIORITY 2: Supporting a Commissioning Authority | DESCRIPTION OF PRIORITY: Achieve the ambition of KCC ‘Facing the Challenge’ through progressing organisation transformation. |
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| PRIORITY 3: Quality: Continuous improvement and Learner Success | DESCRIPTION OF PRIORITY: Provide high quality learning opportunities that lead to learner success |
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| PRIORITY 4: Supporting Families to develop the skills to enable them to be independent and resilient | DESCRIPTION OF PRIORITY: CLS will work with schools, Children’s Centres, Early Years settings and VCSE partners in targeted areas of deprivation to provide courses for families developing skills and knowledge which support independence |
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| <p>PRIORITY 5: Support adults to obtain skills and knowledge to succeed in local employment and self-employment opportunities.</p> | <p>DESCRIPTION OF PRIORITY: By using market analysis to identify and provide relevant courses including accreditation that supports access to and progression in employment. Maximising access through flexible responsive delivery. E.g. time, location and cost</p> |
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| <p>PRIORITY 6: Increase participation in learning for pleasure to support personal wellbeing and enjoyment in life</p> | <p>DESCRIPTION OF PRIORITY: To sustain and develop the business through increased customer loyalty and new customer acquisition</p> |
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