

York Learning
Strategic Plan 2016/17

Service:

Communities, Culture and Public Realm
York Learning

Directorate:

Communities and Neighbourhoods

Director:

Sally Burns

Cabinet Member:

Cllr Nigel Ayre

Section 1: The Service

York Learning is a CYC business unit that focuses on improving people's skills for work, contributing to their health and well being and providing a range of leisure based learning opportunities. Provision is secured exclusively by external funding and contracts and the service has a zero base budget.

Turnover for 2016/17 is expected to be £2.4 m, (an increase of 100k on 15/16, mainly as a result of increases in funding for 16-18 work, fee income and loans funded provision), with all of the funding secured from external contracts and fee income. The service is expecting a reduction in funding for Apprenticeships for 16-18 year olds, partly as a result of fewer companies within the sectors the service operates in taking on apprentices in this age group.

The service employs 180 staff, with some 60 full and part-time contracted staff and 120 sessional tutors and support staff. The service had just over 6000 student enrolments in 2015/16 which was just over 4000 students. Currently the service operates from 40 community venues with substantial provision at York and Acomb Explore, Huntington, Fulford and York High secondary schools and Huntington Community centre, as well as in local primary schools and children's centres. The service operates its 16-18 full-time programme from Rougier House on Rougier Street, where there are dedicated learning rooms and a fully equipped ICT suite. The service management headquarters are in West Offices, with the main service reception located within CYC customer centre.

The service was subject to an Ofsted Short Inspection in February 2016 which resulted in the service being judged as Good, thus maintaining its status from the previous inspection. Success rates in the majority of areas of provision are above the national average (judged as the % of those people successfully achieving the qualification compared with those who started the course), as reported in the service self-assessment report. Success rates for Childcare and ICT (Information and Communications Technology) are outstanding. Success rates for functional English, maths and ICT are good with a three year improvement trend and significant improvement for 16-18 provision.

The service has maintained a highly successful leisure learning programme at a time when other local authority providers have substantially reduced this type of provision. This has not only enabled the service to continue to offer local residents highly valued and popular courses, but enabled some cross subsidy of other programmes where fee income is impossible to collect.

The service offers a range of programmes including but not restricted to the following:

- English and maths functional skills and GCSE programmes
- ICT programmes to support Digital inclusion
- Full-time 16-18 programmes including personalised learning programmes
- A range of health and well being programmes
- Family Learning Programmes as part of a first steps back into learning and work
- Employability and work preparation programmes
- 16-18 and 19+ Apprenticeships
- Essential workplace qualifications to improve skills
- A range of leisure programmes to support health and well being and personal development
- A range of loan-funded programmes at level 3,4 and 5, to support the improvement of skills for work

Section 2: Mission and Vision

The service mission and vision are drawn from the CYC Council Plan. The service will seek to support and implement clear council policies relating to Skills and Employment focussing on supporting Adults to improve their life chances, but also on improving Adult Skills to support young people, particularly through Family Learning. Where appropriate the service will work with local employers to improve the workforce skills and support new developments as appropriate. The service mission and vision are included below:

Our Vision

All our clients have the skill and motivation to maximise their life chances

Our Mission

Support people to achieve the best they possibly can, by delivering learning, skills and employability programmes to suit their needs

Section 3: Operating Context

The service primarily provides learning to adults, in partnership and with links to a number of other learning providers. It has a unique place in the city providing community based learning in a variety of community venues throughout York. The service offers a non-campus based programme in local communities; a feature often sighted by learners as significant to them. There are close partnership links with Explore York, who provide three significant community spaces for delivery, York Explore, Acomb Explore and Clifton. These high quality spaces are vital to the delivery of York Learning programmes.

There are strong partnership arrangements through York Community Learning Partnership and Higher York for the planning and promotion of learning. York WEA, (Workers' Educational Association) York College, York Explore, York Museum Trust and York University are significant and active partners who collaborate to produce joint publicity, celebration events and other promotional activity. Joint planning of programmes is developing although there is still significant work to do in this area. The Family Learning team liaise with children's centres, local primary schools and education advisers to ensure programmes support local early years and primary school priorities and initiatives. In the area of 16-18 programmes and personalised learning for 19-25 there is a very strong and productive relationship with Blueberry Academy. This secures provision for the most vulnerable learners in the city and provides a highly cost effective programme.

In common with most public sector organisations, core funding for provision is reducing year on year and the service is continually seeking new funding

streams to diversify its offer, in order to be able to continue to support some of the most vulnerable adults and young people in the city. This includes developing more “full-cost” provision (with a view to investing more in targeting learning) and competing in the market place for new business. The service is well placed to take forward opportunities for ESIF (European Structural Infrastructure Funding) mainly in supporting individuals who are unemployed or those returning to the workplace.

Core work for the service over the past couple of years has focussed to a large extent on getting people ready for work and improving their skills so that they can improve their work and life chances. Whilst this work will continue, the current relatively low levels of unemployment mean that the focus will shift to support some of those who are most vulnerable and perhaps some way from the job market. This work involves intensive one to one support for individuals.

The service will be seeking to secure external funding for this work through both Leeds City Region LEP (Local Enterprise Partnership) and York and North Yorkshire LEP. This may involve work beyond the city boundaries, either in direct delivery or in partnership work as part of a larger contract.

Section 4: Priority Focus

Key priorities for the service remain on developing skills for employment and to support health and well being. The service continues to focus on core skills of English, maths and ICT as these are the building blocks for the development of other skills and are key to the development of further learning. There continues to be a focus in all provision on improving core skills of English, maths and ICT alongside a general focus on supporting people skills to gain employment. In brief priority areas include:

- Full time 16-18 programmes, including personalised learning programmes for some of the city’s most vulnerable young people
- 16-18 and 19+ Apprenticeships, supporting national and local priorities
- Developing and improving skills in English, maths and ICT
- Programmes designed to support parents and individuals to support children’s learning
- Programmes designed to support and improve peoples’ mental health and well being
- Programmes to support people’s personal development and leisure learning
- Programmes designed to support people back into work or to improve in work skills to enable them to progress

Section 5: Challenges

Funding for programmes remains the single key challenge for the service. This is both in securing new funding to develop the offer and respond to local needs. During 2015 the service underwent a major reorganisation shedding some 10 FTE roles amounting to savings close to £300k. Whilst this process was

managed efficiently and effectively, reductions of this magnitude do affect staff morale and expertise within the service. This will continue to be a challenge going forward.

There are also some risks associated with contract compliance and reaching maximum contract values. Whilst the service is aware of those risks and takes the appropriate action to monitor and mitigate those risks, there remain some challenges in ensuring that the resources dedicated to fulfilling the contracts do not exceed the value of the contracts themselves. This is particularly a risk in the early “capacity building” phase of a new contract, where initial investment is needed to secure the model, but where the funding is insufficient in the early stages to cover this. Ensuring a model is developed to cope with this is important.

One very specific contract risk that was identified in the previous strategic plan related to the 16-18 full time learning programme. Whilst the risks identified previously still remain, increases in funding into this area, due to the increase in student numbers and effective management to maximise funding are now mitigating this risk. The service will need to remain vigilant as this area supports some of the most vulnerable young people in the city.

Reductions in funding have resulted in significant cuts to provision of sessional childcare which is having an adverse effect on the number of parents, in particular lone parents, accessing Family Learning courses. Whilst the increase in two and three/four year old funded places will provide some support, the lack of funding for sessional childcare for younger children and at appropriate venues to enable parents to attend first step courses remains a significant challenge.

Apprenticeship reform at a national level continues at a pace. Whilst this is a complex area, in essence the risks to the service come from the switch in control of funding to employers and the fact that for the first time many employers will have to make a “cash” contribution for apprenticeship programmes. The detail of Apprenticeship reform is still not clear but the opening up of the market place clearly poses some risks to this aspect of the service’s provision.

Finally, the role of the Local Enterprise Partnerships (both Leeds and York and North Yorkshire) and the potential affects of Devolution are sure to have a significant impact on funding for the service. Whilst the switching of control of funding from a national to a regional level is a positive development, competing for funding with other areas where levels of deprivation and unemployment might be greater, does pose some risks. Whilst direct impacts are not likely to be felt in 2016/17, impacts are likely to be significant in subsequent years.

Section 6: Actions 2016/17 Academic Year

	Council Plan/Local Priority	Activity	Lead officer	Milestones	Indicators by which performance will be measured & Frequency
1	<p>Residents have the opportunity to get good quality and well paid jobs</p> <p>YSS – 2 - Skills for Employment – More opportunities for the city’s most vulnerable adults and excluded groups.</p>	<p><i>Rolled forward action from 2015/16 plan</i></p> <p>Secure an ESIF (European Structural and Investment Fund) contract for working with some of the most vulnerable adults in the city to help them secure skills for employment and to support their mental well-being</p>	CC/AG	<ul style="list-style-type: none"> • Delivery contract agreed with Lead provider - 07/16 • Contract deliver commences - 10/16 • First cohort of learners recruited to programme– 10/16 • First job outcomes achieved 03/17 	<ul style="list-style-type: none"> • Total Number of people recruited and supported in programme (TBA) • Total number of new starters each month (TBA) • Total number of job outcomes achieved and sustained (TBA)
2	<p>Everyone has access to opportunities regardless of their background</p>	<p>Continue to secure provision for High needs support students as part of a “Personalised Learning” for 16-19 year olds and for 19-24 with learning difficulties</p>	CG	<ul style="list-style-type: none"> • New funding arrangements are modelled and agreed and the impact on provision is understood • Work with a range of new providers to secure appropriate places for students 	<ul style="list-style-type: none"> • 40 learners secure education provision with appropriate levels of High Needs Support funding.

3	<p>Residents have the opportunity to get good quality and well paid jobs</p> <p>YSS – 2 - Skills for Employment – More opportunities for the city’s most vulnerable adults and excluded groups.</p>	<p>Deliver NEET ESF contract as part of a strategy to support young people into employment</p>	CG	<ul style="list-style-type: none"> • Contract volumes are agreed 05/16 • Strategy to engage young people agreed and implemented 06/16 • Staffing levels agreed and contract management arrangements confirmed 06/16 	<p>Danesgate Outcomes</p> <p>30 starts</p> <ul style="list-style-type: none"> • 30 completers of unaccredited activity • 15 education • 5 employment • 3 Traineeships • 2 Apprenticeships <p>FE dropout/ other NEET or other</p> <p>25 starts</p> <ul style="list-style-type: none"> • 10 employment • 3 Apprenticeships • 15 voluntary placements
4	<p>Residents have the opportunity to get good quality and well paid jobs</p> <p>York Skills Strategy (YSS) – 2 - Skills for Employment – More opportunities for the city’s most vulnerable adults and excluded groups.</p>	<p>Review the current Jobs Fair offer and agree a plan for future events and activities</p>	LD/DR/JL	<ul style="list-style-type: none"> • Decision about future jobs fair is agreed and implemented. • Future funding is sought and secured 	<ul style="list-style-type: none"> • Outcomes are dependent on whether future funding can be secured.

5	<p>Everyone has access to opportunities regardless of their background</p> <p>YSS – 2 - Skills for Employment – More opportunities for the city’s most vulnerable adults and excluded groups.</p>	<p>Continue to develop provision for digital inclusion targeting skills development on the final 25% by developing new programmes with a range of partners</p>	AP	<ul style="list-style-type: none"> • New “Get Digital” skills programme is launched working with targeted groups including ex-offenders and family learning - 06/16 • Bid for new resources to support work with those with visual impairment, developed with York Blind and Partially Sighted Society -09/16 • SLA with Tang Hall Online is agreed. 05/16 <ul style="list-style-type: none"> ❖ Clear targets and a joint delivery plan is developed - 06/16 ❖ Delivery of the programme commences – 06/16 	<ul style="list-style-type: none"> • Outputs as agreed with Digital skills contract funding are achieved • Outputs as agreed on the SLA for Tang Hall online. are reached each month • New funding stream is secured in partnership with YBPSS and any outputs are reached
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6	Residents have the opportunity to get good quality and well paid jobs	Maximise funding for 24+ loans by expanding and developing new programmes for those seeking to improve their skills.	CC/ AG	<ul style="list-style-type: none"> • New qualifications are developed and implemented 09/16 • 2nd cohort of level 4 counselling students are recruited and commence programme 09/16 • Decision on whether to develop level 5 therapeutic counselling programme is taken 	<ul style="list-style-type: none"> • £120k of funding for loans secured with clear pipeline for continued provision • 14 more students are enrolled on level 4 counselling programme • 2 new qualifications are offered and taken up by learners
7	Be entrepreneurial, making the most of commercial opportunities.	Increase full cost programme to ensure a diverse and varied offer and develop a robust fee income stream	SB/ AG	<ul style="list-style-type: none"> • Increase fee income each quarter by 5% - 12/16 • A clear and transparent full cost offer is developed with subsidy clearly identified 12/16 	<ul style="list-style-type: none"> • Total fee income for the year increases from £380k to £400k • Total courses full cost is increased by 10%
8	Everyone has access to opportunities regardless of their background	Submit a bid for Financial inclusion, "Making the most of your money" working specifically with local food banks to support people with budgeting and other skills	CG	<ul style="list-style-type: none"> • <i>Bid is submitted with support from 4 food banks in York – 05/16</i> • <i>If successful project specification and delivery plan is implemented -06/16</i> • <u><i>(NB – this bid has now been secured)</i></u> 	<ul style="list-style-type: none"> • 100 Food bank clients- initial IAG • 50 Foodbank clients - in depth learning packages • 15 staff members trained in IAG

9	Residents are encouraged and supported to live healthily	Through a range of courses with Family Learning programmes young families are supported to eat healthily	FH	<ul style="list-style-type: none"> • Deliver a range of healthy eating on a budget courses as part of the Family Learning Offer 09/16 • Produce a Family Learning healthy eating cookbook 01/17 	<ul style="list-style-type: none"> • 4 courses are delivered attracting 30 learners
10	Help local businesses to achieve their potential including through Make it York.	Work with local businesses to support them to access apprenticeship and other work related programmes through new national arrangements	CG/ TG	<ul style="list-style-type: none"> • A clear and transparent fee policy for apprenticeships is developed -03/17 • Businesses are supported to understand the new national apprenticeship arrangements 07/17 • The service develops apprenticeships with 4 new businesses – 01/17 	<ul style="list-style-type: none"> • Fee policy is published and shared with partners • A number of forums for partners is delivered explaining new arrangements for apprenticeships • 8 new apprentices start programme with new businesses.
11	Residents have the opportunity to get good quality and well paid jobs	Building on recent research to develop explicit actions and approaches to employability skills	FH	<ul style="list-style-type: none"> • All FL courses will have identified transferable skills within the timeframe of the course- 08/17 • FL participants will have access to one to one IAG support – 06/17 • All maths courses will have clear budgeting skills elements built into programmes – 10/16 	<ul style="list-style-type: none"> • Learners will have basic CVs • Clear progression paths mapped • 20% of learners gain employment/volunteering within year of their first family learning course