Notice of a
**Decision Session - Executive Member for Culture, Leisure &
Tourism**

To:	Councillor Ayre (Executive Member)
Date:	Monday, 19 December 2016
Time:	4.30 pm
Venue:	The Craven Room - Ground Floor, West Offices (G048)

A G E N D A

Notice to Members – Post Decision Calling In:

Members are reminded that, should they wish to call in any item* on this agenda, notice must be given to Democratic Services by **Wednesday 21 December 2016** at **4:00 pm.**

*With the exception of matters that have been the subject of a previous call in, require Full Council approval or are urgent which are not subject to the call-in provisions. Any called in items will be considered by the Corporate and Scrutiny Management Policy and Scrutiny Committee.

Written representations in respect of items on this agenda should be submitted to Democratic Services by **Thursday 15 December 2016** at **5.00 pm**

1. **Declarations of Interest**
    At this point in the meeting, the Executive Member is asked to declare:

    - any personal interests not included on the Register of Interests
    - any prejudicial interests or
    - any disclosable pecuniary interests

    which they may have in respect of business on this agenda.

2. Minutes (Pages 1 - 2)
To approve and sign the minutes of the Decision Session held on 28 November 2016.

3. Public Participation
At this point in the meeting, members of the public who have registered their wish to speak at the meeting can do so. The deadline for registering is at **Friday 16 December 2016** at **5.00 pm**.
Members of the public may register to speak on :-
 • an item on the agenda
 • an issue within the Executive Member's remit;
Filming, Recording or Webcasting Meetings
Please note this meeting will be filmed and webcast and that includes any registered public speakers, who have given their permission. This broadcast can be viewed at
http://www.york.gov.uk/webcasts.

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at:
http://www.york.gov.uk/download/downloads/id/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

4. York Learning- Self Assessment Report 2016/17
(Pages 3 - 22)
This report presents a high level summary of York Learning's Self Assessment Report (SAR) for the academic year 15/16. It presents the service's High Level findings for its annual Self Assessment Report which are drawn from a number of contributory reports.

5. Urgent Business

Any other business which the Executive Member considers urgent under the Local Government Act 1972.

Democracy Officer:

Name- Judith Betts
Telephone No.- 01904 551078
Email-judith.betts@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

(Urdu) یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔

☎ (01904) 551550

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Agenda Item 2

City of York Council	Committee Minutes

Meeting	Decision Session - Executive Member For Culture, Leisure & Tourism
Date	28 November 2016
Present	Councillor Ayre

16. Declarations of Interest

At this point in the meeting, the Executive Member was asked to declare any personal, prejudicial or disclosable pecuniary interests not included on the Register of Interests that he might have had in the business on the agenda. None were declared.

17. Minutes

Resolved: That the minutes of the Decision Session held on 23 September be approved and then signed by the Executive Member as a correct record.

18. Public Participation

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

19. National Trading Standards and eCrime Team Update

The Executive Member considered a report which updated him on the on the activities of the National Trading Standards Regional Scambuster Team and National Trading Standards eCrime Team hosted by City of York Council (Scambusters). It also asked him to approve an updated enforcement policy for investigations carried out by Scambusters.

The Head of Regional Investigations gave a brief background to the report and responded to questions from the Executive Member. He stated that monies recovered via the Proceeds of Crime Act (POCA) were used by the City of York Council to fund local crime initiatives such as the Safer York Partnership and Community Safety Teams, which was in keeping with Home Office guidance as to how this money should be spent.

The following options were considered by the Executive Member:

Option 1

To note the report and approve the updated enforcement policy in Annex B.

Option 2

To note the report but not to approve the updated enforcement policy in Annex B.

Resolved: That the Executive Member noted the report and approved the updated enforcement policy.

Reason: To update the Executive Member on the activities of National Trading Standards Regional Scambuster Team and National Trading Standards eCrime Team hosted by City of York Council (Scambusters) and to ensure the enforcement policy reflects the changes to council structures to reduce the possibility of legal challenge.

Councillor Ayre, Executive Member
[The meeting started at 3.40 pm and finished at 3.55 pm].

CITY OF
YORK
COUNCIL

Decision Session Executive Member for
Culture, Leisure and Tourism   19 December 2016

Report of the Assistant Director (Communities, Culture and Public Realm)

York Learning – Self Assessment Report 2016/17

Summary

1. This report presents a high level summary of York Learning's Self Assessment Report (SAR) for the academic year 15/16. It presents the service's High Level findings for its annual Self Assessment Report which are drawn from a number of contributory reports.

2. The service's SAR leads to a Quality Improvement Plan (QIP) which are dynamic improvement plans that are monitored at a service level. These are still in a draft form and are not available for this meeting.

3. The SAR report form part of the service's governance arrangements which are crucially important for the service in demonstrating to Ofsted that it has secure and robust governance arrangements in place.

Recommendations

4. The Executive Member is asked to:

    -   Consider the findings of the services self assessment report and make comments and recommendations for the production and publication of the final report.

    Reason: To help monitor the service and ensure robust governance arrangements.

Background

5. York Learning is a council service which delivers a range of learning programmes to support people into employment, to improve their skills and to support their personal development. The service is funded almost exclusively from external contract funding and fee income.

For the academic year 2016/17 this will be £2.45m, an increase of about £130k on the previous year. Most of this increase has been in funding to support 19-25 year olds with high needs support provided via a sub- contract with Blueberry Academy.

6. This report presents a digest of the services Self Assessment Report, primarily the high level information and judgements. A number of more detailed curriculum level report underpin this and are used to develop a detailed improvement plan for each area of the service.

7. Annex 2 and 3 include performance data across 2 major areas of the service, classroom based accredited programmes and apprenticeships. Data is organised in Sector Subject Areas (SSA) with overall service information included at the end of each section.

8. This report is the final draft version for the Executive Member to sign off.

Options

9. This report is for information and there are no options to consider.

Council Plan

10. The York Learning plan is set within the context of the council plan but also responds to a number of sub regional, regional and national policy objectives.

Implications

11. **Finance:** The service is fully funded via external contracts and grants.

12. The report has no Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property or other implications.

Risk Management

13. This report is for information and there are no risks to consider.

Annexes

1. Annex 1 - Self Assessment Report
2. Annex 2 – Classroom Learning Performance Data
3. Annex 3 – Apprenticeship Performance Data

Contact Details

| **Author:** | **Chief Officer Responsible for the report:** |

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Charlie Croft
Assistant Director (Communities, Culture and Public Realm)

Report Approved ✓ **Date** 22/11/16

Wards Affected: All ✓

For further information please contact the author of the report

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**York Learning Self Assessment Report for Academic Year 15/16
High Level Summary**

Changes and context for the Self Assessment report.

The service continues to operate in a dynamic and changing funding climate, with funding growth in some areas and reductions in others. A couple of areas are highlighted where growth has been significant in 16-18 foundation programmes, in High Needs Support learners and in Advance Learner Loans funding. The growth of funding in these areas has been particularly pleasing as the service set out a very clear strategy to maximise funding and develop provision. In 16-18 and High Needs Support this development in partnership with colleagues internally has seen significant benefits for young people and significant cost savings to the local authority.

A reorganisation, leading to savings close to £250k has ensured the service is in a good position financially and to enable it to take advantage of future funding streams. However staffing across the service is significantly stretched and staff illness, cover for holidays and other events have caused some problems with ensuring the service remains high quality and responsive. The increasing use of digital technology, such as distance learning support, online course bookings and the use of mobile devices has mitigated this to some extent, but the challenge of balancing workload with the demands of maximising contracts and supporting learners will need careful management.

The diversification of funding streams, in order that the service remains resilient is a double edged sword. Whilst a small number of large funding streams is easier to manage, the loss of a large contract can cause significant problems, whilst dealing with a multitude of funding streams also comes with significant demands not least of which is the management and maximisation of those contracts. For the academic year 2016/17 the service has income coming from some 18 different sources.

The service continues to develop its informal learning offer, with programmes attracting over 4000 students each year. 2015/16 was marked by a number of successful community arts programmes; Santa's Socks, a project to make a distribute Christmas stocking filled with sweets to disadvantaged families; Moths and Memories a joint project with York Museums Trust where over 1600 butterflies and moths were

exhibited in the community arts space in the Art Gallery and finally the annual "Inspiration Exhibition" at York Explore. In addition to this the service continues to support and organise the Annual Adult Learner Award where over 120 friends and families came together to support and recognise the achievement of over 40 adult learners.

Finally one of the key strengths of the service; the responsive nature of provision, was highlighted by the quick and professional response to supporting Syrian refugees coming into the city. This included both adults and young people and supporting their English Language Learning.

Effectiveness of Leadership & Management

Grade: 2
Strengths:

- Good development and diversification of funding streams including full cost and Advance Learner Loans means service provision is more resilient

- Good management of staffing and provision ensures some outstanding success rates in GCSE Maths, ICT and Business Admin apprenticeships

- Effective partnerships with a number of providers ensures very productive learning for students with high support needs

- Good management an development of programmes for 16-18 and 19+ HNS ensures provision is robust and costs effective

- Good curriculum leadership across the service ensures that learners are well supported and make significant progress from their starting point

- Good development of counselling programme ensuring clear progression routes for learners to "full practice" qualifications

Areas for Improvement:

- The performance development process is not used effectively for continuous improvement particularly with sessional staff

- There is a lack of clarity in the quality assurance arrangements for full cost programmes

- In some areas of service provision managers are engaged in too many routine admin tasks

- There are still too many complaints and comments about the promptness of telephone answering

- Partnerships with and referrals routes for learners with mental health issues

Quality of Teaching, Learning and Assessment

Grade: 2

Strengths:

- Good support arrangements, including detailed adjustments and support for individual learners ensure that teaching and learning is effective

- Thorough and robust initial assessment procedures for English, maths and ICT ensure learners are well supported on appropriate learning aims

- Good Information Advice and Guidance (IAG), taster sessions and assessment in counselling ensures learners are supported onto appropriate provision

- Adaptable and flexible teaching and assessment methods ensure vulnerable learners are well supported to achieve their learning aim

Areas for Improvement:

- There are still some missed opportunities to share good practice across the service particularly in classroom management strategies

- Despite some considerable improvements in the use of digital technology to support learning the approach is inconsistent across the service

- The use of digital resources to support learning are not yet used effectively nor are digital resources deployed effectively to support teaching and learning consistently

- Whilst there is effective use of on-line support and electronic portfolios in Business Administration, practice is not widely shared across the service

Personal Development, Behaviour and Welfare of Learners

Grade: 2

Strengths:

- Good range of enrichment activities and celebration events that promotes self worth and self esteem

- Good and effective safeguarding arrangements and partnerships for 16-18 and 18-24 year olds high needs support learners, means they feel safe in programmes

- Good support and detailed understanding of learners' circumstances ensures that wider issues that might affect learning are understood and mitigated

- Learners report that their health and well being is improved by attending programmes and they report significant improvements in self confidence and self esteem

Areas for Improvement:

- Whilst safeguarding arrangements are good and training for the prevent duty is embedded, there is still some work to do in ensuring that "Prevent" is understood within the context of teaching and learning.

- Support for learners with mental health issues needs strengthening

- There continues to be a significant challenge in finding suitable premises for the delivery of family learning programmes within school and children's centres premises close to learners homes and childcare

Outcomes for Learners

Grade:2

Strengths:

- Good success rates in GCSE maths increasing from 62% to 79% and L2 English at 86% (with significant numbers of learners whose first language is not English).

- Learners regularly demonstrate significant progress and achievement in informal learning programmes and use those skills in wider community context

- Success rates in ICT have remained outstanding at above 89%

- Outstanding success rates (91%) for learners in High Needs Support provision at Blueberry Academy

- Success rates in classroom based Health and Social Care are outstanding (counselling, health and social care and children's workforce qualifications) increasing from 75% in 13/14 to 85% in 15/16.

Areas for Improvement:

- Overall success rates for the service are declining from 80% to 76% – (a second year fall in success rates mostly as a result of withdrawal of short course qualification in functional English and maths (304 of 568 students))

- In GCSE English a significant drop in success rates from 80% to 66% although this only affects a relatively small number of learners (30 of 568)

- There has been a significant drop in the number of learners and qualifications. This is mainly as a result in a reduction in funding and the changes associated with qualifications.

Overall Effectiveness

Grade: 2
Strengths

- Good planning and development of the programme to meet the needs of learners, employers and the local community

- Good support for learners ensures that despite significant non-learning related barriers achievement is good

- Good management of the service ensures development and resilience of provision across all areas

- Good development of programmes to support priorities for full time foundation 16-19 and 16-25 high needs support learners

- Good development of new programmes and diversification of funding streams ensures the service continues to development and grow

- Embedded governance arrangements ensure that the service is accountable for the quality of provision and outcomes for learners

Areas for Improvement:

- Whilst success rates and timely success are improving in apprenticeships, further improvement is needed (Timely success has improved from 36% to 50% and success rates from 65% - 68%

- In some areas of the service capacity and staffing are under significant pressure with potential for support to some of the most vulnerable students suffering

- The overall decline in success rates needs to be reversed, despite a good understanding of the reasons behind this

Annex 2

SSA Success Rates 2015/16

SSA 1 Health, Public Services and Care		OVERALL			TIMELY			Qualifications in this SSA
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	Certificate in Counselling Skills
1.3 Health & Social Care	Achieved	21	36	46	21	37	43	Certificate in Counselling Studies (LOAN)
	Leavers	28	50	56	28	52	56	Diploma in Health & Social Care (Adults) (LOAN)
	Achievement	75.0%	72.0%	82.1%	75.0%	71.1%	76.8%	Diploma for the Children and Young People's Workforce (LOAN)
1.5 Child Development and Well Being	Achieved	-	28	7	-	29	4	Diploma in Playwork (LOAN)
	Leavers	-	29	7	-	30	9	Diploma for the Early Years Educator (LOAN)
	Achievement	-	96.6%	100.0%	-	96.7%	44.4%	
TOTAL	**Achieved**	**21**	**64**	**53**	**21**	**66**	**47**	
	Leavers	**28**	**79**	**63**	**28**	**82**	**65**	
	Achievement	**75.0%**	**81.0%**	**84.1%**	**75.0%**	**80.4%**	**72.3%**	

SSA 2 Science and Mathematics		OVERALL			TIMELY			
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	GCSE in Mathematics B
2.2 Mathematics and Statistics	Achieved	28	22	27	28	22	27	
	Leavers	32	35	34	32	35	34	
	Achievement	87.5%	62.9%	79.4%	87.5%	62.9%	79.4%	
TOTAL	**Achieved**	**28**	**22**	**27**	**28**	**22**	**27**	
	Leavers	**32**	**35**	**34**	**32**	**35**	**34**	
	Achievement	**87.5%**	**62.9%**	**79.4%**	**87.5%**	**62.9%**	**79.4%**	

SSA 6 Information and Communication Technology		OVERALL			TIMELY			
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	Certificate in IT User Skills (ECDL Extra)
6.2 ICT for Users	Achieved	421	240	103	411	233	98	Certificate in IT User Skills (ECDL Advanced) (LOAN)
	Leavers	447	268	116	445	273	113	Award in IT User Skills (ECDL Essentials)
	Achievement	94.2%	89.6%	88.8%	92.4%	85.3%	86.7%	Award in IT User Skills (ITQ)
TOTAL	**Achieved**	**421**	**240**	**103**	**411**	**233**	**98**	Award in Digital Skills
	Leavers	**447**	**268**	**116**	**445**	**273**	**113**	Spreadsheet, Word Processing, Presentation, Database Software
	Achievement	**94.2%**	**89.6%**	**88.8%**	**92.4%**	**85.3%**	**86.7%**	IT User Fundamentals, Improving Productivity Using IT

Annex 2

SSA Success Rates 2015/16

SSA 7 Retail and Commercial Enterprise		OVERALL			TIMELY			
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	Diploma in Nail Technology (LOAN)
7.3 Service Enterprises	Achieved	-	-	6	-	-	5	
	Leavers	-	-	7	-	-	8	
	Achievement	-	-	85.7%	-	-	62.5%	
TOTAL	Achieved	-	-	6	-	-	5	
	Leavers	-	-	7	-	-	8	
	Achievement	-	-	85.7%	-	-	62.5%	

SSA 12 Languages, Literature and Culture		OVERALL			TIMELY			
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	GCSE English Language
12.1 Languages, Literature and Culture of the British Isles	Achieved	10	21	20	10	21	20	
	Leavers	12	26	30	12	26	30	
	Achievement	83.3%	80.8%	66.7%	83.3%	80.8%	66.7%	
TOTAL	Achieved	10	21	20	10	21	20	
	Leavers	12	26	30	12	26	30	
	Achievement	83.3%	80.8%	66.7%	83.3%	80.8%	66.7%	

SSA 13 Education and Training		OVERALL			TIMELY			
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	Diploma for Specialist Support for Teaching and Learning in Schools
13.2 Direct Learning Support	Achieved	-	-	2	-	-	2	
	Leavers	-	-	2	-	-	3	
	Achievement	-	-	100.0%	-	-	66.7%	
TOTAL	Achieved	-	-	2	-	-	2	
	Leavers	-	-	2	-	-	3	
	Achievement	-	-	100.0%	-	-	66.7%	

Annex 2

SSA Success Rates 2015/16

SSA 14 Preparation for Life and Work		OVERALL			TIMELY			
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	
14.1 Foundations for Learning and Life	Achieved	642	318	205	639	318	202	Functional Skills in English
	Leavers	772	414	296	776	416	299	Functional Skills in Mathematics
	Achievement	83.2%	76.8%	69.3%	82.3%	76.4%	67.6%	Functional Skills in ICT
14.2 Preparation for Work	Achieved	74	-	8	74	-	8	English and Maths awards
	Leavers	80	-	8	81	-	8	Certificate in Employability Skills
	Achievement	92.5%	-	100.0%	91.4%	-	100.0%	Blueberry non-regulated
TOTAL	Achieved	716	318	213	713	318	210	
	Leavers	852	414	304	857	416	307	
	Achievement	84.0%	76.8%	70.1%	83.2%	76.4%	68.4%	

SSA 15 Business, Administration, Finance and Law		OVERALL			TIMELY			
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	
15.1 Accounting and Finance	Achieved	28	10	8	28	10	8	Extended Award in Bookkeeping Skills
	Leavers	33	15	10	33	15	10	Certificate in Computerised Accounting for Business
	Achievement	84.8%	66.7%	80.0%	84.8%	66.7%	80.0%	Certificate in Principles of Business and Administration
15.2 Administration	Achieved	8	-	1	8	-	1	
	Leavers	8	-	2	8	-	2	
	Achievement	100.0%	-	50.0%	100.0%	-	50.0%	
TOTAL	Achieved	36	10	9	36	10	9	
	Leavers	41	15	12	41	15	12	
	Achievement	87.8%	66.7%	75.0%	87.8%	66.7%	75.0%	

GRAND TOTALS		OVERALL			TIMELY		
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
TOTAL	Achieved	1232	675	433	1219	670	418
	Leavers	1412	837	568	1415	847	572
	Achievement	87.3%	80.6%	76.2%	86.1%	79.1%	73.0%

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Annex 3

Apprenticeship Success rates

SSA 1 Health, Public Services and Care		OVERALL			TIMELY		
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Health and Social Care Intermediate Level	Achieved	5	12	3	0	4	2
	Leavers	10	15	11	13	10	13
	Achievement	50.0%	80.0%	27.3%	0.0%	40.0%	15.4%
Health and Social Care Advanced Level	Achieved	6	9	17	1	1	7
	Leavers	11	22	18	8	34	15
	Achievement	54.5%	40.9%	94.4%	12.5%	2.9%	46.7%
Health and Social Care Subtotal	**Achieved**	**11**	**21**	**20**	**1**	**5**	**9**
	Leavers	**21**	**37**	**29**	**21**	**44**	**28**
	Achievement	**52.4%**	**56.8%**	**48.3%**	**4.8%**	**11.4%**	**32.1%**
Children and Young People's Workforce Intermediate Level	Achieved	6	4	6	2	4	5
	Leavers	6	5	7	2	5	7
	Achievement	100.0%	80.0%	85.7%	100.0%	80.0%	71.4%
Children and Young People's Workforce Advanced Level	Achieved	26	14	15	13	10	9
	Leavers	26	22	27	25	29	23
	Achievement	100.0%	63.6%	55.6%	52.0%	34.5%	39.1%
Children and Young People's Workforce Subtotal	**Achieved**	**32**	**18**	**21**	**15**	**14**	**14**
	Leavers	**32**	**27**	**34**	**27**	**34**	**30**
	Achievement	**100.0%**	**66.7%**	**61.8%**	**55.6%**	**41.1%**	**46.7%**
Youth Work	Achieved	-	-	0	-	-	0
	Leavers	-	-	1	-	-	1
	Achievement	-	-	0.0%	-	-	0.0%
TOTAL	**Achieved**	**43**	**39**	**41**	**16**	**19**	**23**
	Leavers	**53**	**64**	**64**	**48**	**78**	**59**
	Achievement	**81.1%**	**60.9%**	**64.1%**	**33.3%**	**24.4%**	**39.0%**

SSA 6 Information and Communication Technology		OVERALL			TIMELY		
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
IT Application Specialist	Achieved	-	-	2	-	-	2
	Leavers	-	-	2	-	-	2
	Achievement	-	-	100.0%	-	-	100.0%
TOTAL	**Achieved**	**-**	**-**	**2**	**-**	**-**	**2**
	Leavers	**-**	**-**	**2**	**-**	**-**	**2**
	Achievement	**-**	**-**	**100.0%**	**-**	**-**	**100.0%**

Annex 3

Apprenticeship Success rates

SSA 13 Education and Training		OVERALL			TIMELY		
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Supporting Teaching and Learning in Schools	Achieved	-	-	0	-	-	0
	Leavers	-	-	3	-	-	3
	Achievement	-	-	0.0%	-	-	0.0%
TOTAL	**Achieved**	**-**	**-**	**0**	**-**	**-**	**0**
	Leavers	**-**	**-**	**3**	**-**	**-**	**3**
	Achievement	**-**	**-**	**0.0%**	**-**	**-**	**0.0%**

SSA 15 Business, Administration, Finance and Law		OVERALL			TIMELY		
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Team Leading	Achieved	1	1	-	1	1	-
	Leavers	1	1	-	1	1	-
	Achievement	100.0%	100.0%	-	100.0%	100.0%	-
Customer Service Intermediate Level	Achieved	-	5	1	-	5	1
	Leavers	-	5	1	-	5	1
	Achievement	-	100.0%	100.0%	-	100.0%	100.0%
Customer Service Advanced Level	Achieved	-	0	1	-	0	-
	Leavers	-	1	1	-	2	-
	Achievement	-	0.0%	100.0%	-	0.0%	-
Customer Service Subtotal	**Achieved**	**-**	**5**	**2**	**-**	**5**	**1**
	Leavers	**-**	**6**	**2**	**-**	**7**	**1**
	Achievement	**-**	**83.3%**	**100.0%**	**-**	**71.4%**	**100.0%**
Business and Administration Intermediate Level	Achieved	12	10	13	12	10	11
	Leavers	15	15	15	16	17	13
	Achievement	80.0%	66.7%	86.7%	75.0%	58.8%	84.6%
Business and Administration Advanced Level	Achieved	1	3	3	1	3	3
	Leavers	1	3	4	2	3	4
	Achievement	100.0%	100.0%	75.0%	50.0%	100.0%	75.0%
Business and Administration Subtotal	**Achieved**	**13**	**13**	**16**	**13**	**13**	**14**
	Leavers	**16**	**18**	**19**	**18**	**20**	**17**
	Achievement	**81.3%**	**72.2%**	**84.2%**	**72.2%**	**65.0%**	**82.4%**
Management Advanced Level	Achieved	3	7	12	3	7	9
	Leavers	3	10	17	3	17	16
	Achievement	100.0%	70.0%	70.6%	100.0%	41.2%	56.3%
TOTAL	**Achieved**	**17**	**26**	**30**	**17**	**26**	**24**
	Leavers	**20**	**35**	**38**	**22**	**45**	**34**
	Achievement	**85.0%**	**74.3%**	**78.9%**	**77.3%**	**57.8%**	**70.6%**

Annex 3
Apprenticeship Success rates

GRAND TOTALS		OVERALL			TIMELY		
		2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
TOTAL	Achieved	60	65	73	33	45	49
	Leavers	73	99	107	70	123	98
	Achievement	82.2%	65.7%	68.2%	47.1%	36.6%	50.0%

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