

PEOPLE (CHILDREN) SCRUTINY PANEL

30 June 2016

PERFORMANCE REPORT RUTLAND ADULT LEARNING AND SKILLS SERVICE (RALSS)

Report of the Director for People

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| Strategic Aim: | Creating a brighter future for all | |
| Exempt Information | No | |
| Cabinet Member(s) Responsible: | Mr D Wilby, Portfolio Holder for Lifelong Learning | |
| Contact Officer(s): | Mark Fowler , Head of Education Services (Interim) | 01572 758460 mfowler@rutland.gov.uk |
| Ward Councillors | All | |

DECISION RECOMMENDATIONS

That the Panel:

1. Notes the arrangements for post 16 provision by Rutland Adult Learning and Skills Service and the explanation of how this will be continued contractually post 2016 in partnership with Peterborough Regional College.

1 PURPOSE OF THE REPORT

- 1.1 To inform Scrutiny Panel of the work of RALSS.
- 1.2 For Scrutiny Panel to note the decision to add a further possible two years of operation (in line with original terms of contract). This will be put into operation for one year (2016-17) and followed by a review before a possible second year (2017-2018).

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 RALSS has had a successful year of operation, confirmed by the judgement as “good” by OFSTED. Plans are in place to gain “outstanding”.
- 2.2 The contract with Peterborough Regional College to deliver RALSS programmes comes to an end in July 2016. After full review and consultation with Portfolio Holders, a decision was made to extend this for a further one year plus one. This decision is in line with the terms and conditions of the contract.

3 OVERVIEW

- 3.1 **Overall provision.** Rutland Adult Learning and Skills Service (RALSS) offers a good overall level of provision with outstanding features, demonstrating high aspirations and success rates for all areas of its provision. This was confirmed during inspection by Ofsted in June 2015, where all areas of activity were graded as good, with some elements graded as outstanding. The journey to outstanding is progressing well with increasing success rates well above national averages. The provision will fully deliver the outcome targets for the grants RALSS receives from the Education Funding Agency (EfA) and Skills Funding Agency (SfA).
- 3.2 **Adult Skills and Apprenticeship.** This element of provision was sub-contracted to Adult Skills Peterborough Regional College (PRC) at the start of the 2014/15 academic year. In light of this Rutland Adult Learning and Skills Service (RALSS) restructured the methodology of delivery from both a personnel and a curricula standpoint. This process included a number of employees undertaking a TUPE transfer to PRC. RALSS management provide strong and consistent support to PRC its staff and its students to ensure a consistent and holistic approach to quality management actions. The strategic delivery partnership with PRC has led to significant expansion of the curriculum and increase in the offer for apprentices. The Service now boasts success rates which are well above national average.
- 3.3 **Improvement in provision.** The Service has shown substantial improvement. Features include; strong quality delivery systems which are reviewed monthly; effective monthly management meetings where success rates and delivery to date are reviewed and actions implemented to ensure that the drive to outstanding is maintained; all policies and procedures up to date and delivered; strong and effective IAG (information, advice and guidance) systems which ensure that the 'right student is on the right course at the right level'. Ofsted commented that managers' use of data is robust, staff and learners' performance is regularly reviewed and swift action is taken to address any underperformance.

RALSS is becoming embedded throughout the County and is continuing to develop a partnership approach with PRC and local schools and businesses. RALSS is a full member of the schools forum as the representative of post 16 actions.

- 3.4 **Leadership and management.** Leadership and management were described by OFSTED as "good" and have delivered many substantial improvements in the service. The use of data is seen, both externally and internally is an outstanding feature of the leadership team.

The management team have significantly increased the liaison with other providers at a local and regional level to enhance and develop both the service and its reputation. Councillors and senior managers promote high standards and these are subject to rigorous review as part of the RALSS Improvement Board.

- 3.5 **Staff engagement.** Staff at all levels are encouraged to be actively involved in creating and implementing a range of management tools to aid integration and in particular quality processes, strategic planning and self-assessment.

- 3.6 **Outcomes for learners.** Outcomes for learners are good overall, with outstanding elements in the success rates of literacy and numeracy. Success rates are significantly above the national rate across all areas of provision for the current academic year. In particular the increase in “timely success” is outstanding and reflective of the management actions that have been put in place. “Timely” success means successful completion within the allotted timeframe i.e. one year and one day for apprenticeships.
- 3.7 **Apprenticeship success rates.** These are timely and overall, good. Significantly increased links with employers have been a key driver in increasing success rates and the development of employability skills. New frameworks (apprenticeship areas) have been developed and implemented in response to Labour Market Intelligence (LMI).
- 3.8 **Safeguarding.** The safeguarding of learners is a key element of the provision and is good with outstanding features. All staff are trained to deliver E Safety to learners and have been trained in an awareness of the PREVENT agenda. Further work is ongoing to introduce ‘British values’ into the curriculum.

4 QUALITY: DELIVERY AND OUTCOMES

4.1 Financial

For the current academic year, 2015/16, RALSS will achieve the grant target from the SfA and EfA as in Table 1.

| Area of Funding | Target | March 16 | July 16 | % |
|-------------------------|----------|----------|----------|-----|
| 16-18 Apprentices | £88,353 | £78,372 | £89,200 | 101 |
| Adult Apprentices | £127,923 | £71,000 | 85,000 | 66 |
| Classroom and Workplace | £143,968 | £102,000 | £186,891 | 129 |
| Community | £263,000 | £220,000 | £263,000 | 100 |

Table 1: financial report 2015-16

In the previous academic year (2014-15), PRC did not provide training to match the total funding available leading to an underspend of £60,000. This arose because insufficient students were enrolled across the portfolio of programmes. Actions are in place to ensure targets are met this year as part of the support to PRC provided by RALSS. Monies from the SfA are, this year, transferrable between the funding lines so a shortfall in one area can be compensated for by over-delivery in another. Consequently, the shortfall in the delivery for Adult Apprenticeships (c.f. Table 1) is being compensated for by over-delivery in Classroom and Workplace. This will mean that RALSS achieves its overall financial target. An example of this is the work being done with the sector skills council and jobcentre plus which is delivering circa £20,000 per month of activity.

4.2 Success rates

Each year the SfA publishes the National Success rates for all institutions and ranks these as; Top 10%; Top 25%; Top 50%; Lowest 25% and Lowest 10%. In the last two years, the success rates of RALSS have moved from the lowest quartile (Lowest 25%) to the highest quartile (Top 25%) some elements are within the Top 10% of providers nationally (Literacy and Numeracy plus Timely success for Apprentices). These success rates are significantly higher than those achieved by PRC in their own college which are in the lower quartile as an average.

Timely success for apprentices is currently running at 100% for those who have completed in year and is anticipated to fall no lower than 95% overall timely success. This when compared to a national average of 56% places RALSS as one of the highest performing services in England.

| Learner Groups ¹ | No. of Enrolments 2014/15 | Success Rate (%) 2014/15 | No. of Enrolments 2015/16 | Success Rate (%)* 2015/16 | National Success Rate (%) (2013/14) | 2015/16 + or - |
|-----------------------------|------------------------------|-----------------------------|------------------------------|------------------------------|--|-------------------|
| 16-18 Apprenticeship | 18 | 77.8 | 18 | 78.8 | 72 | +5.8% |
| 19-23 Apprenticeship | 17 | 70.6 | 24 | 87.5 | 72.4 | +15.1% |
| 24+ Apprenticeship | 18 | 77.8 | 10 | 90 | 67.9 | +22.1% |
| Classroom 19+ | 204 | 86.8 | 621 | 94.8 | 86.7 | +8.1% |
| Classroom 16-18 | 9 | 77.8 | 8 | 100 | 80.1 | +19.9% |
| Workplace | 13 | 76.9 | 15 | 86.7 | 89.2 | +10.8% |
| 19-24 Traineeship | - | - | 3 | 66.7 | Not available | - |
| Community | 492 | 96% | 667 | 97% | 91% | +7% |

Table Two: Success Rates

¹ The courses shown on the table are expressed according to “learner group”. This is because RALSS offers over 200 individual learning courses, each of which is personalised and may contain very few participants. E.g., the programme Advanced Apprenticeship – Accounting 19+ has one learner. For this reason, individual courses are grouped under the generic headings shown above. Details of individual courses can be viewed on the attached file.

As can be seen from Table Two, the achievement rate remains significantly above the national rates provided by SfA. As a rule of thumb, organisations offering

success rates 0- 10% above the national rate are classified 'good'; more than 10% above, outstanding.

4.3 Statistical Neighbours

| Learner Groups | Achievement Rate (%) 2014/15 | Achievement Rate (%)* 2015/16 | Statistical Neighbours Success Rate (%) (2013/14) | 2015/16 + or - |
|----------------------|---------------------------------|----------------------------------|---|-------------------|
| 16-18 Apprenticeship | 77.8 | 78.8 | 71 | +7.8 |
| 19-23 Apprenticeship | 70.6 | 87.5 | 69.9 | +15.6% |
| 24+ Apprenticeship | 77.8 | 90 | 74.2 | +15.8 |
| Classroom 19+ | 86.8 | 94.8 | 92 | +2.8% |
| Classroom 16-18 | 77.8 | 100 | 84 | +16% |
| Community | 96% | 97% | 90% | +7% |

Table Three: comparison with statistical neighbours

As can be seen from the previous table three, the achievement rate remains significantly above the national rates as published for statistical neighbours by the SfA. The figures for statistical neighbours are an average of the surrounding local colleges and local authorities.

4.4 Destination data

As directed by the SfA, RALSS closely manages the destinations of learners when they complete their course of study to ensure they reach the outcomes they need from the programmes to meet their personal aims. This was reflected in the comment from Ofsted used earlier regarding managers' use of data being robust and ensuring staff and learners' performance is regularly reviewed and learner destinations are tracked. This means that RALSS knows where each person went to when they completed their learning programme by category i.e. employment, further study, apprenticeship etc.

5 BUSINESS ENGAGEMENT

5.1 RALSS are currently providing training to forty-eight employers delivering either:

- single qualifications – these range from Leadership and Management; Early Years; First Aid; Supporting Teaching and Learning in Schools; Accounts; Hospitality; IT and Customer Service;
- apprenticeships – for ages 16-18, 19-24, 24+. The total number of apprentices currently in training is 57. Training is currently provided to a further 20 apprentices, all of whom have been successful. This provides a

total of 77 for the academic year. Flexible enrolment enables apprentices to register at any point during the year; further apprenticeships are in the pipeline.

Details of the employers are attached in appendix 1.

As part of the sub-contract with PRC, and as per the notes section of the contract (P39), RALSS delivers training to a range of local employers. The contract requires RALSS to meet 85% of the top 20 employers in the County, i.e. 17 employers. At time of writing RALSS has met 5 of the top employers; plans are to meet the remaining 12 by the end of the contract in July 2016. There has been little liaison with Economic Development in this respect. However, a meeting has now been arranged to ensure this engagement. A member of the Economic Development Unit is attending the next meeting of the Performance Board.

RALSS are currently seeking to further embed the use of apprenticeships locally and are hosting a skills summit on April 26. Whilst numbers for apprenticeships remain consistent, a key issue is attracting a higher calibre of entrants who have 5 GCSEs at A to C as many of the available apprenticeships are in professions such as accountancy.

6 REVIEW PROCESS

- 6.1 As per Schedule 3 of the contract, RALSS and PRC undertake an annual process for establishing and agreeing the learning offer. This is timetabled and published within the agreed Quality Calendar which allows monitoring of delivery of the learning offer and ensures it conforms to the original contract. This is reviewed at meetings of the Performance Board, attended by the Portfolio Holder and Head of Service. Meetings are held five times a year (three are required in the contract) and are a key component of management of the sub-contract. All meetings are held within RCC or at the RALSS location in the Oakham Enterprise Park.

Meetings deal with:

- user engagement;
- outline and ongoing offer;
- marketing and recruitment;
- monitoring of delivery and amendment of offer;
- final annual review and planning.

7 AREAS FOR IMPROVEMENT

- 7.1 Whilst the service has progressed well, the Service has the ambition to be the best in the country. The quality improvement plan, monitored by the Performance Board, sets the following actions:

- increase the amount of outstanding teaching, learning and assessment through training and sharing of good practice;
- train observers to identify ways to improve tutors' practice in order to enable them to become outstanding practitioners;

- develop tutors' skills in the use of information learning technology to promote learning;
- increase tutors' knowledge, confidence and ability to promote discussion with learners on topics related to equality and diversity in lessons and through assessments;
- improve in-class support for learners so that they fully develop confidence and independence.

8 FUTURE PROVISION

The two-year contract with PRC ends in July 2016 but allows for up to three extensions of 12-months if required.

9 PROPOSALS REGARDING SUB-CONTRACTING

A decision regarding the sub-contract³ from July 2016 onwards was required. After full review three options were identified for consideration; these are described below.

³ *The original contract runs to several hundred pages and is available as three files on shared drive S:\RALSs Contract*

9.1 Option One – Continue Contract

The Contract Team develop and agree a contract extension with PRC, as allowed in the original contract. This allows further specification in the schedules.

Pros

- Maintains the status quo – whilst specifying the schedules relating to types of programmes and locations of delivery.
- Reduced expenditure for RCC.
- No ICT requirements for RCC.

Cons

- SfA have stated that subcontracting may be phased out.
- Possibly insufficient delivery to Rutland residents and businesses.
- Lack of RCC management control over numbers / location / curriculum.

9.2 Option Two – Partially continue contract

As in Option One, with the inclusion of a second provider to ensure full delivery of the contracted provision.

Pros

- Additional provider will help ensure delivery of contract.
- Reduced expenditure for RCC.
- No ICT requirements for RCC.

Cons

- SfA have stated that subcontracting is high risk provision and is to be phased out.
- Increased management time.

9.3 Option Three – Terminate contract and rebuild service in Oakham

The contract with PRC would be ended and RCC would be required to deliver the service.

Pros

- May increase opportunities for Rutland residents and businesses.
- Increases the opportunities for funding transfers between lines.
- Establishes central control over what is taught, to whom and where.
- Gives the opportunity for a restructure thereby reducing management costs.

Cons

- Acquire staff and resources, including re-TUPE staff back to supply service and preparation of two teaching rooms.
- Increased expenditure bill.
- Further period of instability.
- Need to build ICT capability in RCC.

10 DECISION REGARDING SUBCONTRACT

- 10.1 The proposals above were reviewed (as described above). After full review of the contract and in consultation with the Portfolio Holder and other Members, the decision was made. This means a further possible two years of operation (in line with original terms of contract). This will be put into operation for one year (2016-17) and followed by a review before a possible second year of operation (2017-2018).

During the first year, the service will be thoroughly embedded within the County's Economic Development ambition and activity. During this period RALSS will also consider future options.

It is also expected that the national picture will be clarified regarding, in particular, the implications for sub-contracting.

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 11.1 The Panel is requested to note the report.

12 BACKGROUND PAPERS

- 12.1 There are no background papers.

13 APPENDICES

- 13.1 Appendix 1 – list of the employers with whom RALSS has been engaged during 2015-16.

APPENDIX ONE

List of Employers – 2015-16

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| Lands End, Lands End Way, Oakham, Rutland LE15 6US |
| Rutland County College, Barleythorpe, LE15 6QH |
| Brooke Hill Academy, Brooke Road, Oakham, LE15 6HQ |
| Uppingham School, High Street West Uppingham LE15 9QE |
| Knossington Grange Therapeutic School, 15-17 Somerby Road, Knossington, LE15 8LY |
| Casterton Business & Enterprise College, Ryhall Road, Greta Casterton, Rutland, PE9 4AT |
| Little Bloomers Nursery, Ashwell Block, Kendrew Barracks, Cottesmore, Oakham, Rutland, LE15 7BL |
| Catmose Nursery, Huntsmans Drive, Oakham, LE15 6RP |
| Park Lane Nursery, 2 St John's Drive, Melton Mowbray, LE13 1JX |
| Scallywags, Cold Overton Road, Oakham, LE15 6NT |
| Woodlands Nursery, Asfordby Sportsground, Melton Mowbray, LE13 0HR |
| Oakham Day Nursery, Oakham Enterprise Park, Ashwell Road, Oakham, LE15 7TU |
| Bluecoat Primary School, Green Lane, Stamford, PE9 1HE |
| Park Lane Nursery, 2 St John's Drive, Melton Mowbray, LE13 1JX |
| Oakham Day Nursery, Oakham Enterprise Park, Ashwell Road, Oakham, LE15 7TU |
| Casterton Childcare Centre, Ryhall Road, Great Casterton, PE9 4AT |
| The Ark Association, Burley Road, Oakham, LE15 6GY |
| Stamford Endowed Junior School, Kettering Road, Stamford, PE 9 2LR |
| Park Lane Nursery, 2 St Johns Drive, Melton Mowbray, LE13 1AF |
| Keepers Cottage, Luffenham Road, Ketton, Stamford, PE9 3UT |
| Brooke Priory School, Station Approach, Oakham, Rutland, LE15 6QW |
| Woodlands Nursery, Asfordby Road Sports ground, Melton Mowbray, LE13 0HR |
| Chris's Childcare, 1 Cheviot Close, Oakham, LE15 6NS |

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| Little Angels, Ayston Road, Uppingham, Oakham, LE15 9RL |
| One Call Services, Unit 2 Saddlers Court, Barleythorpe, Oakham, LE15 7GH |
| RCC, Catmose, Oakham, LE15 6HP |
| Onecall Services, 2 Saddlers Court, Oakham Office Park, Oakham, LE15 7GH |
| Savvi Travel, 15 Mill Street, Oakham, LE15 6EA |
| Chartered Institute of Purchasing & Supply, Easton House, Church Street, Easton-on-the-Hill, Stamford, PE9 3NZ |
| RPC Containers Ltd, Schofield Road, Oakham, LE15 6RW |
| MECC ALTE, 6 Lands End Way, Oakham, LE15 6RF |
| Cabel UK, Unit 8 Pillings Road, Oakham, LE15 6QF |
| Rutland Plastic Containers Ltd, Schofield Road, Oakham, LE15 6FW |
| Onecall Services Ltd, The Old Grainstore, Main Road, Whitwell, Oakham, LE15 8BW |
| Bat & Bottle, Oakham Enterprise Park, Oakham, LE15 7TU |
| Catmose College, Huntsmans Drive, Oakham, LE15 6RP |
| Policywise Ltd, 2 Saddlers Court, Oakham Office Park, Oakham, LE15 7GH |
| Efficient Portfolio, Seaton Grange Offices, Seaton, Rutland, LE15 9HT |

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| Chartered Institute of Purchasing & Supply, Easton House, Church Street, Easton-on-the-Hill, Stamford, PE9 3NZ |
| Pink Glove, Voluntary Action Rutland, Lands End Way, Oakham, LE15 6RB |
| Homestraight Partnership Ltd, Unit 4/5, Oakham Enterprise Park, LE15 7TU |
| Rutland County Council, Catmose, Oakham, LE15 6HP |
| Cathedral Home Care, Voluntary Action Rutland, Oakham, Rutland, LE15 6RB |
| Mark 1 IT Solutions, Unit 2, Digby Drive, Leicester Road Industrial Estate, Melton Mowbray, LE13 0RQ |
| We Love Cards Ltd, Unit 7a, The New Forge, Station Road, Uppingham, LE15 9TX |
| Max Accountants, Suite 7, Unit 16a Oakham Enterprise Park, Ashwell Road, Oakham, LE15 7TU |
| Uppingham Community College, London Road, Uppingham, LE15 9TJ |

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| Conquest Midland LLP, Wood Farm, 11 High Street, Collyweston, PE9 3PW |
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| Preslands & Co Ltd, Closefield House, Burley Road, Oakham, LE15 6DH |
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