

Housing, Finance and Corporate Services Policy and Scrutiny Committee

Date:	9 th March 2016
Classification:	General Release
Title:	Westminster Adult Education Service – Strategic Review findings & proposed way forward
Report of:	Ed Watson, Executive Director of Growth, Planning & Housing
Cabinet Member Portfolio	Councillor Daniel Astaire, Cabinet Member for Housing, Regeneration, Business & Economic Development
Wards Involved:	All
Policy Context:	City for All and Westminster’s Employment Programme promote opportunity for all including through supporting residents into training and employment and activities which encourage healthy, active lifestyles to reduce dependency and isolation.
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1. Executive Summary

This report provides Committee with an overview of the Westminster Adult Education Service. The report includes the findings of an internal review of the service led by the Economy Team in Growth Planning & Housing.

Following input from Committee, the review findings will be progressed with the Cabinet Member for Growth, Housing, Regeneration, Business and Housing, the Chief Executive and WAES’ Board of Governors.

Committee is also asked to note the National Area Review of post 16 education and skills is currently underway and a decision has been taken by the GLA and London Councils to undertake a separate, cross- London review of local authority adult and community learning. The findings of the latter will be considered in conjunction with the area review of FE in London and will inform the GLA devolution plans for the Adult Education budget post 2017.

2. Key Matters for the Committee's Consideration

The Committee is asked for a view on:

- The Westminster Adult Education Services' local contribution and offer to residents and employers.
- The recommendation, following an internal review, of strengthening responsibility for an Adult Education Service. This is to support Council priorities and the City for All ambition of reducing long term unemployment. *Please see Paragraph 3.4 below.*
- Local issues to feed into the National Area Review, which commences in Central London region this month.

3. Background

3.1. Overview of City for All and the Council's Economic Development Programme

City for All is the Council's three-year vision that outlines the ambition for Westminster to become a *City of Aspiration, Choice and Heritage*. *City of Aspiration* seeks to "enable all Westminster communities to share in the economic prosperity of our city"; *City of Choice* aspires to create "opportunities for residents, businesses and visitors to make responsible choices for themselves, their families and their neighbourhood"; *City of Heritage* seeks to "protect and enhance Westminster's unique heritage so that every neighbourhood remains a great place to live, work and visit both now and in the future".

Within the wider theme of City of Aspiration, the Council has outlined its commitments to:

- Back local businesses and help create jobs.
- Create a new enterprise space for small and growing businesses in Church Street
- Work with, and challenge our partners, to reduce by a third, within three years, the 10,000 residents who are long-term unemployed

These ambitions are further developed in the Westminster City Council's employment programme for 2015-19. The programme outlines how the Council will focus our interventions on those **long-term unemployed residents who are most at risk from the impact of welfare reforms and who have seen minimal benefit from mainstream employment programmes** such as the Work Programme. The Council's aim is to develop sustainable models to support our most vulnerable residents in tackling complex, deep-seated barriers to employment.

3.2 Overview of WAES' alignment with the Council's City for All Programme

The Strategic Review found that WAES works in partnership with many of the Council's departments in supporting the City for All programme. Specifically, there were close connections with the Council's ambition to reduce long term unemployment and to create opportunities for residents to be integrated within the London labour market. Further information on barriers to work for long term unemployed residents is set out at Annex 1.

In summary, our Review found that WAES currently contributes to City for All; specifically, to the employment targets as well as public health, renewal and engagement objectives through a range of activities. These include:

- **Engagement with targeted beneficiaries** - WAES runs ESOL, English, Family Learning, vocational classes for parents, Maths and IT classes in junior schools Children's centres and libraries across Westminster. In total, 1475 supported users receiving Employment benefits in 2014/15 undertook employment readiness courses at WAES.

In the past year, over 5,000 Westminster learners have benefited from courses put on by Westminster Adult Education Service. The Service has supported 216 benefit claimants in the borough through their training programmes into employment. By way of comparison, this is more than the combined figure achieved by City of Westminster College and Westminster Kingsway College, reflecting their extensive community delivery.

- **Leverage of external funding to support Council priorities** - WAES' leverages circa £10m a year from the Skills Funding Agency and other sources. This is at a low opportunity cost for the City Council. If a similar deal was offered in relation to Department for Work and Pensions services, it would arguably be viewed as a considerable success.
- **Delivery of bespoke training designed with employment support services** WAES has provided family learning classes to teach parents how to help their children with their learning and other training to help residents with the steps needed to build confidence and work based skills.
- **Public Health and support for low income families** - WAES is a key partner in the delivery of a parental employability project, which has been developed in partnership with the WCC Early Years Team through funding from Public Health. The project will provide training and employment support for parents seeking jobs in childcare, health and social care, business administration and retail and hospitality. The first three cohorts of learners will begin their programmes in March.

Further information and review findings are set out below which indicate the value of the service and touch points with other Council agendas where there is the potential to do more. These include:

- Entrepreneurship programmes (through vocational training in incubation spaces)
- Public Health by providing the means for many residents with health conditions to re-engage into mainstream life

3.3 Introduction to WAES

WAES is the third largest local authority adult education service in the country at more than double the size of any other London Service. It has a diverse course offer, providing education and training programmes for over 10,000 learners annually. The vast majority of courses are externally accredited and the service has a Good Ofsted rating.

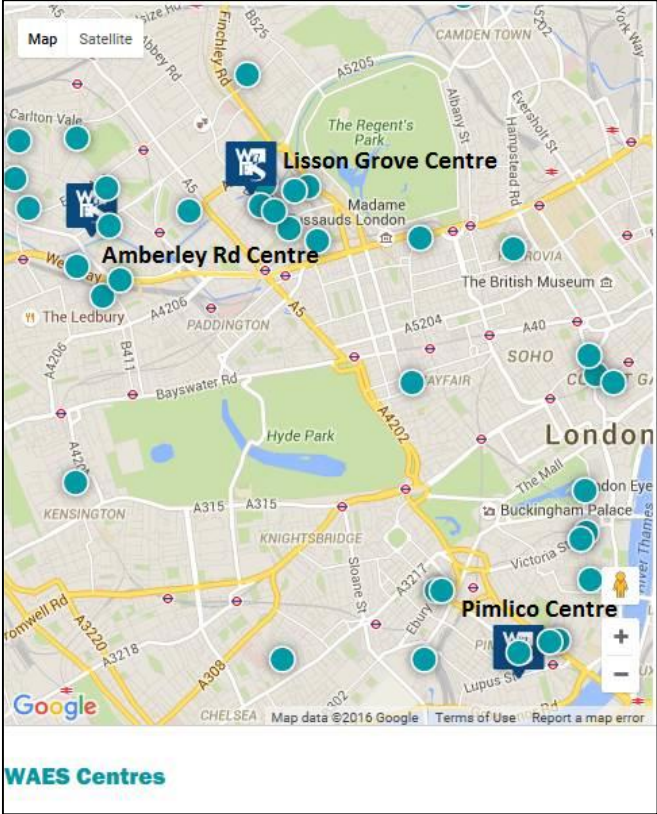
Due to its size, WAES effectively operates in the same way as a College. Unlike smaller adult education providers which are part of local authority structures, WAES has to have its own infrastructure. This includes a management information system and specialist IT requirements.

The scale of the service, requirements from the funder – the Skills Funding Agency – and Ofsted also necessitate a governance board to undertake specific duties and responsibilities as outlined below (paragraph 3.2.4).

The majority of funding comes from the Skills Funding Agency and is based on a complex methodology which limits the flexibility of how WAES and other skills providers can operate.

The Service operates from 3 dedicated centres at Lisson Grove, Pimlico and Amberley and in addition, delivers programmes from approximately 70 community venues (Figure 1).

Figure1. WAES delivery locations in Westminster



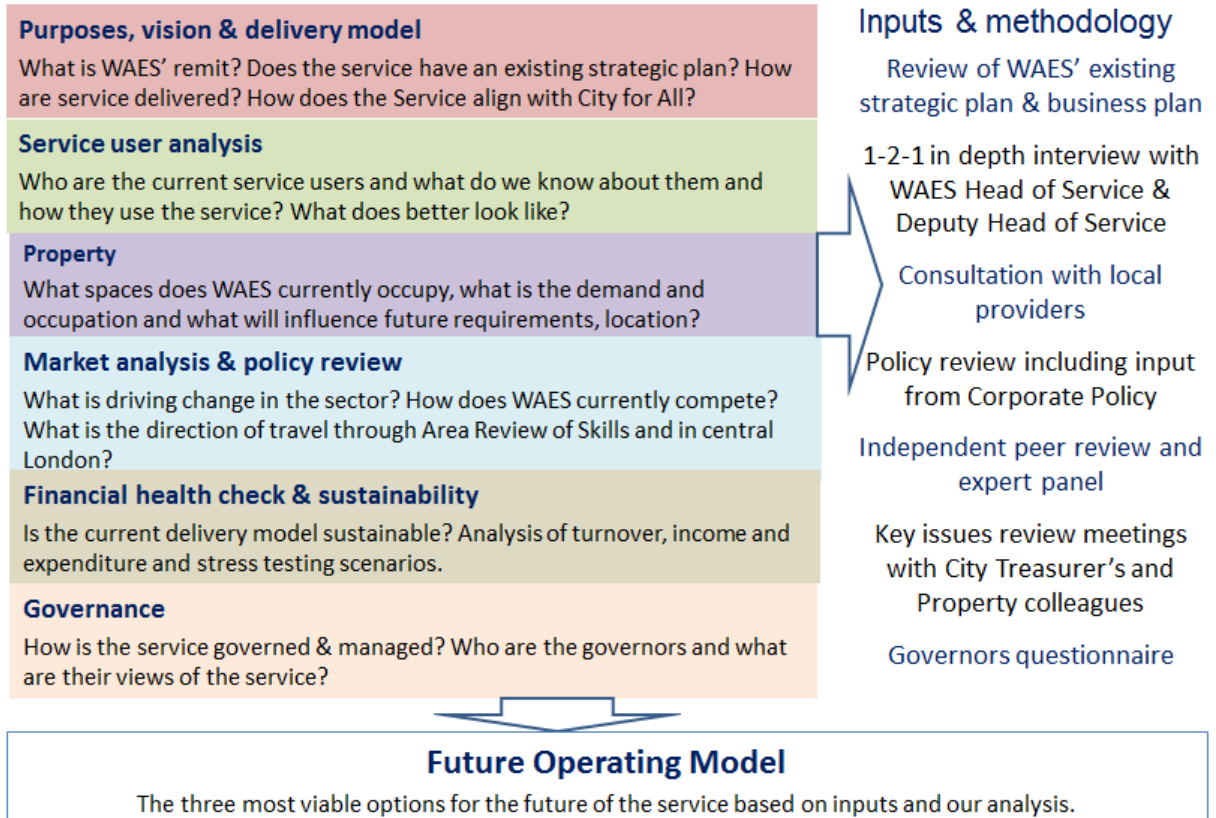
3.4 Key findings from an internal Council led review of the Service

An internal review of Westminster Adult Education Service was requested by the Chief Executive and the Cabinet Member for Growth, Housing, Regeneration, Business and Economic Development in December 2015.

The purpose is to inform future positioning of the service ahead of a national area review of post 16 education and training which will begin in London this month (see paragraph 3.4 below).

The approach taken to the internal review of WAES, questions and inputs received are summarised below and at Annex 4.

Approach & inputs



3.4.1 WAES' existing vision and strategy

WAES' vision for the next 3 to 5 years, as set out in their strategic plan is to become "the best provider of adult learning and skills training in central London". Its Board of Governors outlined the following ambitions that will enable the service to reach this goal:

- Increase the number of apprenticeships and traineeships.
- Extend the reach of the service's work with employers through the delivery of work placed learning.
- Embed the links with WCC and utilise the contacts and influence of the Council to mutual advantage.
- Strengthen links with the Greater London Authority

Strategic Review findings and proposed way forward

1. The current strategic and business plans would benefit from Council input to support WAES' ambition of embedding links with the Council. This should include an agreed process with WAES for jointly signing off a Strategy and Business Plan by WAES Governors' and by the Council.
2. That a cross departmental officer group, led by the Economy Team in Growth, Planning & Housing works with the WAES Head of Service to develop a revised Strategy and a detailed business plan for sign off by the Council and WAES Governors.¹
3. As referenced in the section below on a financial health check, the business plan should clearly set out how the vision for the service will be achieved including the use of resources and the formulation of targets around business development.

3.4.2 Service users

The service has a well-established and positive reputation for working with the most disadvantaged and hardest to reach learners, providing the stepping stones from unemployment into further learning, community engagement and ultimately work. This includes supporting on average over 120 learners with learning disabilities per annum and the delivery of over 220 separate ESOL courses in Westminster.

Other key information about WAES' service users includes:

- The majority of learners (59%) are under 40 and the service supports in the region of 5,000 Westminster learners per year (Figure 3).
- The number of WAES' learners accessing employability and basic skills courses has increased over the last two years. In 2014/15 over 5,700 learners accessed Skills for Life Courses, a 6% increase on the previous year (Figure 4). Most of this growth has been a result of delivering GCSEs for adults to meet work or further and higher education requirements.
- The majority of learners are non-Westminster residents, almost 61% of current learners that access the service reside outside of the borough (Figure 5)

Figure 3. Age profile of learners

16 – 19 years	1.6%
20 – 30 years	30%
31 – 40 years	29%
41 – 50 years	22%
51 – 60 years	12%
66 – 92 years	5.4%

¹ To note that the Strategy and business plan will need to reflect the specific requirements and conditions of their principal funder – the Skills Funding Agency.

Figure 4. Breakdown of service user by course type²

1 August 2013 - to date						
	1/8/13 - 31/7/14		1/8/14 - 31/7/15		1/8/15 - to date	
Department	No of Learners	%	No of Learners	%	No of learners	%
Vocational courses	6532	46.71%	5309	40.46%	1914	32.70%
Skills for life courses	5358	38.32%	5773	44.00%	2900	49.55%
Creative courses	2093	14.97%	2038	15.53%	1039	17.75%
Grand Total	13983	100%	13120	100%	5853	100%

Figure 5. Learner profile by Westminster / Non-Westminster residents

Breakdown of Westminster/Non Westminster residents 1/8/2013 – date						
	1/8/2013 - 31/7/2014		1/8/2014 - 31/7/2015		1/8/2015 - to date	
Area	Learner Count	%	Learner Count	%	Learner Count	%
Westminster	5096	41.24%	4761	39.37%	2290	39.13%
Not in Westminster	7262	58.76%	7332	60.63%	3563	60.87%
Grand Total	12358	100%	12093	100%	5853	100%

Service Users - Strategic review findings & proposed way forward

- An analysis of learner destinations was out of scope of our internal review of the service. For each of WAES' three departments: vocational courses, skills for life and creative courses, this would clarify student journeys into work, the interface with other services, employers and self-employment opportunities.
- One of the lines of inquiry for the Government's National Area Review of post-16 education and skills concerns whether provision meets business, local, social, and economic needs. There is strong on-going demand for basic and functional skills in Westminster and Central London. In response, WAES has a clearly defined offer and delivery model. Performance information indicates this is attractive to adult learners; in the past year, over 50% of referrals to the service have been through word of mouth marketing. Therefore, for WAES there will be considerable interest in the outcome of the Government Area Review of post-16 education and skills.

² Vocational courses include business, accounting childcare, health and social care, job centre programmes etc. Skills for Life courses include English and maths, ESOL, learning for learners with disabilities and family learning courses. Creative courses include the full range of creative - ceramics, glass, graphic design, and visual art and make-up courses.

3.4.3 Property & premises

The service's three dedicated centres are multi-use venues owned and maintained by Westminster City Council. There are no rental costs for the premises as a result of a Cabinet Member decision, agreed following the Services' decant from Amberley Road and Ebury Bridge. WAES does pay facilities management costs for Lisson Grove which currently stands at £547,938 per annum.

The Corporate Property Team within Westminster Council is conducting a review of the Council's assets. Corporate Property has confirmed that the review may require WAES to move from Lisson Grove in 2020.

Strategic Review findings & proposed way forward

6. Arrangements between Corporate Property and WAES for all premises should be further formalised through a service level agreement. The agreement might be drafted to also include commitments relating to WAES' contribution to City for All and service integration.
7. The possible move may yield medium term savings. Two opportunities for such efficiencies were identified through the review, both connected to the Council's Economic Development programme. Both will require further consideration:
 - i. *Integration of employment and skills services* – officers are currently designing an integrated employment service. Adult education will be an integral component in the proposed new model. Options being explored include drawing together a wide range of organisations into a service to Westminster residents which could include co-located teams. In other developments, Jobcentre plus, at a national level, has been tasked with reducing its estate (it has three offices in Westminster). Discussions progressed with Jobcentre plus on potential co-location are connected to wider public service reform during 2016. Working closely with Corporate Property, it is therefore proposed that an integrated employment and skills service model be further developed taking into account property and service changes in WAES and Jobcentre plus, respectively.
 - ii. *Connecting WAES' learners with business incubation space* - officers explored in outline the notion of WAES using some of their current space as a dedicated enterprise area for self-employed people. This is of interest to WAES and is subject to identifying different ways of using existing space or potentially consolidating space. The space, which would be developed using the expertise of a professional provider, could be used by WAES students, or local residents who are currently running micro businesses. Moreover, it would provide a stronger connection between WAES' vocational courses and the Council's aspiration of nurturing entrepreneurship across the City.

3.4.4 Financial Health Check

In recent years, WAES has seen material changes to its income and costs. Built up reserves have been used to finance building refurbishment and there was a large operating deficit in 2013/14 resulting from funding policy changes and historic recharges.

Grant allocations cover over 90% of WAES costs and the service is vulnerable to fluctuations in adult skills funding and policy. For example, in July 2015, the Skills Funding Agency reduced WAES' grant by £550,000, followed a staff restructure already underway to save funding cuts of over £1.3m.

Although the Comprehensive Spending Review has stabilised the adult education budget, at least for the rest of the financial year, there is no guarantee of funding levels thereafter. There is, however, an ambition to grow the number of apprenticeships, one of the strategic growth areas identified in WAES' existing three year Strategy.

WAES therefore aims to diversify its income streams and adopt flexible operating practices to sustain itself over the medium term. However, the Service currently has limited business development capacity. Through the Review, there was recognition that the way in which WAES sells skills services to employers could be streamlined or supported by the Council's proposed business engagement campaign.

Skills Funding Agency funding for academic year 2014/15: **£10,423,311**

Skills Funding Agency funding for academic year 2015/16: **£8,589,669**

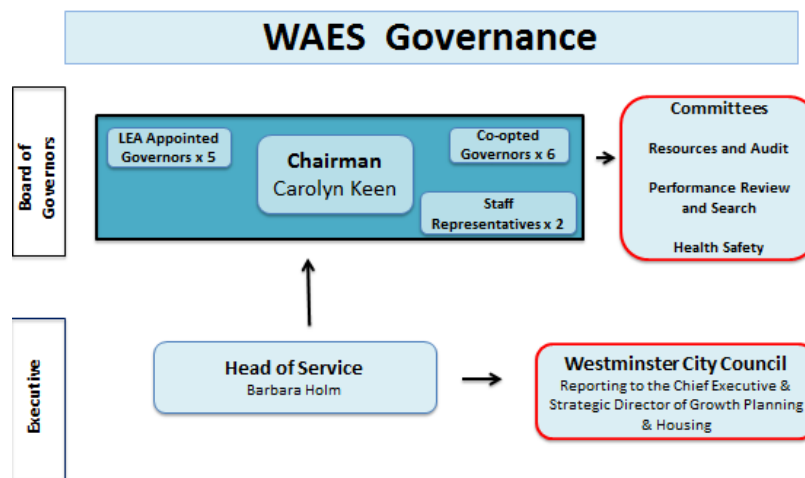
Strategic Review findings & proposed way forward

8. The national growth in apprenticeships is both an opportunity and a risk. The opportunity is for WAES to increase market share and grow income for the service. This is assumed in the budget profile below. The risks behind this assumption are considerable: without a strengthened business development function, it is difficult to see how the service will compete with the new 'super' Colleges.
9. There are also risks to future income. The Adult Education Budget has been protected during the lifetime of the current parliament. The Prime Minister has recently committed another £20m for English language courses. WAES has a track record of delivering such courses and will be well placed to benefit from this change in policy. However, grant settlements for the service are agreed on an annual basis, presenting considerable risk to WAES including to in-year delivery.
10. To deliver the income projections which WAES is profiling (see Annex 2) the service needs to identify how new business opportunities will be generated and invest resource to support delivery. The business engagement campaign being proposed by the Economy Team within the Council should also be used to support WAES' business development targets.

11. The wider policy context for Adult Skills is characterised by considerable volatility and change, impacting on the service’s ability to plan in the medium and short term. On a more positive note, expected cuts to Adult Skills budgets in the Comprehensive Spending Review did not materialise, and there are opportunities presented by the new apprenticeship levy which will raise £3bn a year and fund three million apprenticeships.

3.4.5 Governance

Operating within the Council structure, WAES has a long established independent governance structure which is summarised below. The structure reflects the Skills Funding Agency and Ofsted requirements.



The current Local Authority representatives on the Board are: Councillor Louise Hyams; Councillor Barbara Arzymanow; Carolyn Keen (current Chairman) – former Councillor and Lord Mayor and Reggie Kibel.

Membership of the Board is as follows: 5 LEA appointed Governors, 2 Staff representatives, 6 co-opted Governors and the Head of Service/Principal. There is currently one LEA representative vacancy and one vacancy for co-opted members.

Strategic Review findings & proposed way forward

Separate governance arrangements for the Service are necessary for WAES to fulfil funding requirements from the Skills Funding Agency and Ofsted. Further consideration will be given to WAES’ governance, including Council representation. This will follow revisions to the existing strategy and development of a business plan.

3.5 Future operating model and relationship with Westminster City Council

The Council's own analysis and contribution from an independent peer review group suggest the Council could either develop closer ties with or conversely could move away from, responsibility for an adult education function. Three approaches are outlined as follows:

1. Within the current Council structure, WAES develops a **shared service model** with other Adult Education Services at a Central London or Tri-borough level.
2. Within the current structure, WAES **strengthens links with the Council's growth function** and specifically with the Economy Team in Growth Planning & Housing and is included in proposals to develop an integrated Employment and Skills service.
3. The Council and WAES explore **a new structure and organisation** to support the future delivery and which could include:
 - Collaboration or merger with a Further Education College
 - Setting up the Service as a new social enterprise

In recognition of the challenge of reducing long term unemployment, as articulated in City for All, it is proposed that a Skills and Employment Service is developed. WAES is an important part of these plans. Therefore, the preferred option is for WAES to remain within the local authority structure where links would be strengthened with the Economy Team.

This has been discussed with the Cabinet Member for Housing, Regeneration, Business & Economic Development³ and he has requested additional information in respect of this recommendation. This information is as follows:

- A breakdown of Westminster beneficiaries and specifically in relation to Skills for Life courses;
- Projections set out by WAES as part of the business planning process for Westminster learner numbers for 2015/16 and 2016/17.
- The City Council supports WAES to recruit a governor(s) that represent local businesses.
- A refreshed strategy and business plan for WAES is developed for joint sign off by WAES Governors and Westminster City Council.
- Following inputs from WAES' Governors (below) and Scrutiny Committee that a formal Cabinet Member decision is made.

³ Cabinet Member and lead Economic officer meeting 24th February 2016.

At a special meeting of the Governing Body, Governors considered the findings of the recent Strategic Review of the Service that had been undertaken by the Westminster City Council.

Governors supported the proposal that the service remain within the local authority structure with strengthened links to the Economy Team to support the City Council deliver the City for All priorities and service integration. Governors endorsed the proposed closer collaboration with the City Council and the enhanced opportunities available to support Westminster residents and engagement with local businesses.

Governors emphasised their ongoing responsibility for the strategic direction and overall management and governance of the Service whilst recognising the opportunity to strengthen business planning and strategy through a more formalised process, incorporating input from across the City Council.

A more detailed note of the Governors meeting will be circulated to Councillor Daniel Astaire and Scrutiny Committee in due course.

3.5.1 Next steps following input from Committee

Following input from Committee on the approaches outlined above, a final formal Cabinet Member report will be issued to the Cabinet Member for Housing, Regeneration, and Business & Economic Development for consideration and approval.

Committee is asked to note criteria developed by officers set out at Annex 3 to inform views on WAES future operating model and relationship with the City Council.

3.6 The Area Based Review of post-16 education & training in London

The Mayor and London boroughs will play a lead role in a series of **area reviews of post-16 education and training across London** at the beginning of this month. This is part of a national programme of reviews designed to deliver a rationalised and more responsive FE sector.

In summary, the key features of the Area Reviews in London are:

- The reviews will be conducted on a sub-regional basis. Westminster falls within the Central sub-regional which includes Central London Forward boroughs plus Lewisham, Tower Hamlets, Hackney and Haringey.
- The sub-regional area reviews will be led and overseen by a pan-London steering group, chaired by the Mayor, and will be deputy chaired by a nominated borough leader. There will be representation from central government, the LEP, local government and the post-16 sector. The pan-London steering group will ensure a strategic view across the city, and consider the recommendations and findings of each review within this

broader context. Each area review will also have its own sub-regional steering group, with representation from central and local government as well as the post-16 sector and employers. These steering groups will report into the pan London steering group.

- The reviews will begin in March and start with the West London sub-region, followed by Central London (17th March) and the south and east sub-regions which commence in May. The staggered approach takes account of the resourcing available from central government, the Mayoral election period and college term times.
- The priority for the Government review is Further Education and College provision and within the context of reduced public funding, quality and oversupply. Other post-16 provision is within scope, including Adult Community Learning providers but the Government has made it clear this is not the primary focus given the limited capacity of the review teams.

3.6.1 Key issues for Westminster & Committee's consideration:

The two Further Education Colleges in Westminster, Westminster Kingsway College and City of Westminster College, are within scope of the Area Review of FE. Both are financially strong, rated Good in their last Ofsted assessments and are progressing separate collaborations:

- Westminster Kingsway City and Islington Colleges are to merge and a new Chair Designate and CEO Designate have been appointed.
- City of Westminster and Kensington and Chelsea Colleges are currently undertaking an independent review on formal collaboration going forward.

The GLA in conjunction with London Councils has introduced a separate, London-wide review of Adult and Community Learning to establish the long term strategic direction of post 19 adult and community learning provision across the capital. This review will run parallel with the London Area Review, with direct links into the process. The findings of this review, along with those of the college-focused Area Review, will together provide a comprehensive picture of adult education to inform an integrated approach to the future commissioning and delivery of adult education in London.

Given supply side skills issues in London, for example the high number of unemployed adults with low skills, no qualifications or limited workplace skills, there could be a stronger focus on adult skills (levels 1 & 2) and developing new models of integrated employment and adult skills provision.

The City Council's position is that the shape of provision and future collaborations between Colleges and Adult Skills providers should not in any way be restricted by the geography of the reviews and the existing borough partnerships, particularly in view of travel to study patterns.

- The latest position is that University Technical Colleges are not within scope of the Area Review process. However, the Area Reviews are

seen to favour the creation of larger, more resilient organisations. This necessitates the Institute of Technology being carefully positioned in the new landscape.

4. Health and Wellbeing Implications

Within a wider range of learners, groups prioritised within the Health and Wellbeing Strategy are supported by WAES. These include residents on Employment Support Allowance, with long term health conditions, multiple and complex needs, learning disabilities and troubled family lives.

A presentation on WAES' services, and connections with health agendas, including the delivery of a parental employability course with public health, will be delivered to a forthcoming Health and Wellbeing Board.

5. Financial Implications

Financial implications and considerations are set out at paragraph 3.4.4 above.

6. Risks and Mitigations

See the section on financial health check for key risks.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Report Author x2244
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ANNEX 1

Overview of Long Term Unemployment in Westminster

Benefit Profile	Total	Active claimants				ESA (Support)
		ESA (WRAG)	JSA	Lone Parent	Other Income	
Total All Claimants	14,400	4,200	2,700	1,300	500	5,800
Long Term Claimants	11,040	3,600	900	1,000	350	5,100
% of Long Term Cohort by Benefit Type	100%	33%	8%	9%	3%	47%

What we know:

- The 47 % of residents that are long term unemployed are not expected by DWP to go to interviews due to limiting illness or disability. The term used by DWP for this cohort is Employment Support Allowance Group (Support).
- About half ESA claimants have mental health issues.
- Westminster's long term unemployed numbers have fallen, with reductions of some 14% compared to 13% in London and 10% in England
- Long Term Unemployed residents in WCC are older than the English average. Few are under 35 years and have an average number of dependent children. Almost half are in private rentals where there is very high volatility, a further 40% are in social housing with very low volatility

Barriers to Employment

For those with **mental health problems**, key barriers are isolation. This is exacerbated by lack of expertise (outside of health and care services) in overcoming the inherent challenges created by mental health issues. These include a lack of confidence and low self-esteem, the time needed for recovery, the detrimental effects of punitive or demanding benefits conditions, and poor assessments for benefits applications.

For families, childcare, unsurprisingly, is a barrier to seeking and maintaining work, with many describing the need to structure any work around childcare needs and of course the need to balance the costs of childcare against earnings. For many parents there was also a sense of a 'barrier spiral' that might start as, say, a health problem could become a debt problem, compounded by benefits caps or sanctions, and subsequent housing problems, all of which ate into.

For the most disadvantaged (not specifically by benefit type and as identified by the Centre for Economic and Social Inclusion for Westminster, June 2014)

- **Loss of confidence and motivation** – from being out of work for a long time
- **Loss of skills** – both general, workplace skills and specific, job-related skills
- **The ‘signal’ that being out of work sends to employers** – meaning that those out of work often fall to the bottom of the queue
- **Loss of networks and access to jobs** – it is much easier to find a job when you are already in a job

All of these four areas get worse the longer that you are out of work, and can be reinforcing. They can also affect different people in different ways: young people may be particularly affected by signalling effects; people with health conditions by confidence and motivation; the longest-term unemployed by a loss of networks, and so on.

WESTMINSTER ADULT EDUCATION SERVICE BUDGET 2016-17 TO 2019-20 - ACADEMIC YEAR

Funding Stream	Notes	For information		Baseline	Funding	Indicative		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Adult skills budget allocation		£7,585,424	£6,794,416	£4,960,308	£4,880,415	£4,909,815	£4,935,948	£4,939,215
Community learning allocation		£1,542,653	£1,542,653	£1,542,654	£1,511,801	£1,520,908	£1,529,003	£1,530,015
Discretionary learner support allocation		£775,886	£683,251	£544,965	£534,066	£537,283	£540,143	£540,500
SUBTOTAL ADULT EDUCATION BUDGET		£9,903,963	£9,020,320	£7,047,927	£6,926,281	£6,968,006	£7,005,094	£7,009,730
Change £			-£883,643	-£1,972,393	-£121,646	£41,725	£37,089	£4,636
Change %	9		-8.92%	-21.87%	-1.73%	0.60%	0.53%	0.07%
24+ advanced learning loan bursary allocation		£114,288	£216,265	£130,238	£130,238	£130,238	£130,238	£130,238
24+ advanced learning loan facility		£449,210	£372,618	£240,000	£240,000	£240,000	£240,000	£240,000
16 to 18 apprenticeship and traineeship allocation		£23,933	£23,933	£23,933	£23,933	£23,933	£23,933	£23,933
SUBTOTAL OTHER BUDGETS	10	£587,431	£612,816	£394,171	£394,171	£394,171	£394,171	£394,171
19+ Apprenticeships	11	£205,672	£569,392	£1,043,826	£1,200,400	£1,380,460	£1,587,529	£1,825,658
TOTAL SFA GRANT ALLOCATIONS		£10,697,066	£10,202,528	£8,485,924	£8,520,852	£8,742,637	£8,986,794	£9,229,560
Change £			-£494,538	-£1,716,604	£34,928	£221,785	£244,158	£242,765
Change %			-4.62%	-16.83%	0.41%	2.60%	2.79%	2.70%

Criteria to inform Council decision making / steer on WAES' future operating model

The operating model supports City for All & the Council's Growth agenda

- Activities would result in more effective support for long term unemployed residents and cohorts with multiple needs, helping their progression into sustained employment.
- Activities support self-employment and are better able to support local economic growth through providing skills which the local economy needs.

The operating model helps generate cashable savings and financial independence

- Activities support the service to be self-financing and with minimal demands on the General Fund.
- Activities help to reduce costs
- Activities help to develop sustainable sources of incomes.

The operating model support Public Service Reform

- Activities support collaboration within the Council and with other public services.
- Activities help to reduce the demand for public services.

Contributors to the WAES Strategic Review

The content of the WAES strategic review has been informed by the feedback sought from:

1) A peer review group formed of:

- Keith Cowell, Principal City of Westminster College.
- Sue Pember, Policy Director, HOLEX
- Samantha Duncan, Institute of Education, University College London
- Yolande Burgess, London Councils

2) A survey, circulated to 30 WAES' partners. 8 responses have been received from the following organisations:

- SHP
- FACES
- Essendine Primary School
- Organisational Development Team, WCC
- Supporting People Development, Housing Team, WCC
- All Souls Primary School
- Paddington Development Trust
- Global Skills

3) WAES' Board of Governors

<u>Chairman:</u>	Carolyn Keen
<u>LEA Appointed Governors:</u>	Carolyn Keen former Westminster Councillor and Lord Mayor Councillor Louise Hyams Councillor Barbara Arzymanow Reggie Kibel
<u>Staff Representatives:</u>	Sindi Hearn Community Partnership Manager (Support Staff representative) Krisztina Fabian ESOL Tutor (Teaching Staff representative)
<u>Co-opted Governors:</u>	Tomasz Patzer Barrister, Accountant, CID officer Richard Frost School Secretary, London Business School Dr Sam Taslaq local GP Ellie Bottie former student, worked with TECs, Learning & Skills Council focusing on employer-based training and apprenticeships
<u>Head of Service:</u>	Barbara Holm

4) Westminster Council teams:

- Councillor Daniel Astaire, Cabinet Member for Housing, Regeneration, Business & Economic Development
- Executive Management Team
- Employment and Skills Team
- Business and Enterprise Team
- Corporate Property Team
- Finance Team