

Detailed evidence of progress against the previous Strategic Plan

Source Documents:

- WAES Strategic Plan 2015-2018
- 2017/18 Quality Improvement Plan
- 2017/18 Self-Assessment Report
- March 2016 Ofsted Inspection Report
- Position Statement from WAES Principal June 2019

Successful Outcomes For Learners

The Service's Ofsted inspection outcome (March 2016 Ofsted Inspection Report) is rated as good or better and the Service strives to become an outstanding provider.

The WAES 2017/18 Self-Assessment Report states that:

The Service has exceeded national averages: year 1 – 80% of curriculum areas; year 2 90% of curriculum areas; year 3 in all curriculum areas. The Service has achieved year on year increase in learner success rates. 87% of lessons are Good or Outstanding (against a target of 85%).

- Functional Skills maths results at level 1 are significantly (17%) above the national average.
- Functional Skills level 2 maths results are considerably (10%) above the national average.
- GCSE English and GCSE maths results are considerably above national benchmarks, at 9% and 18% respectively. At 40%, GCSE high grades are significantly above the results for Further Education, which is 19%.
- Learners with a learning difficulty or disability showed 5.2% higher achievement than learners without a declared difficulty or disability, which is 7.2% above the national benchmark.
- LDD achievement is considerably (10%) above the national average.

In Distance Learning Level 2 courses, outcomes exceeded national benchmarks:

- Certificate in the Principles of Dementia had an achievement rate of 94% against a national benchmark of 90.5%.
- Certificate in Understanding Nutrition and Health had an achievement rate of 96% against a national benchmark of 91.1%.
- Certificate in the Principles of End of Life Care had an achievement rate of 97% against a national benchmark of 93.6%.
- Certificate in Understanding Autism had an achievement rate of 93% against a national benchmark of 90.5%.

The Service's Community Learning Qualification Achievement Rate (QAR) has shown an increase of 2.9% in achievement rates compared to the previous year, which is 13.8% above the national average and an upward three-year trend. The learner achievement rate is 96.6% compared with 93.7% in 2016/17. Five of the eight subject areas are above 99% achievement rate; the lowest-performing area was hospitality and catering, with an achievement rate of 93.3%.

The overall QAR for learners in Apprenticeships is 84%, which is 23% above national benchmarks. Timely QAR for Apprenticeship learners has increased by 10.7% from last year and at 60.7% is 2% above national benchmark.

The WAES 2017/18 Quality Improvement Plan states that:

A large majority of learners have a positive destination. 3,035 learners were contacted, of which 1,881 responded. Of these responses, 71.5% (against a target of 62%) progressed into employment, FE or HE. For Apprentices 72.6% of

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	<p>learners achieved a positive destination: employment, FE or HE. 95.83% of those entering employment have sustained employment.</p> <p>The Position Statement on progress against the previous Strategic Plan from WAES Principal June 2019 states that:</p> <p>An Annual calendar of learner celebrations is now well-established and embedded in the curriculum calendar including:</p> <ul style="list-style-type: none"> • Summer art exhibition • Hair, make-up, fashion and floristry show • Learner awards • LDD End of year celebration • Community art exhibitions
<p>Delivering a responsive, relevant and innovative curriculum</p>	<p>Online learning has grown, with the addition of English and maths being offered wholly online following a successful pilot last year.</p> <p>The Curriculum Plan is on target to for all curriculum areas to have an employability focus. Employability units have been included specific to areas and in an attempt to progress learners between curriculum areas. ESOL E3 & L1 courses have direct Employability elements attached (Skills for Employment & Preparation for Work respectively). E2 focuses on skills required for learning and L2 builds on personal development and time management. Enterprise Week took place in November 2017, Work Week took place in March 2018 and Progression Week took place in June 2018.</p> <p>As mentioned above, the WAES 2017/18 Quality Improvement Plan states that: A large majority of learners have a positive destination. 3,035 learners were contacted, of which 1,881 responded. Of these responses, 71.5% (against a target of 62%) progressed into employment, FE or HE. For Apprentices 72.6% of learners achieved a positive destination: employment, FE or HE. 95.83% of those entering employment have sustained employment.</p> <p>The WAES 2017/18 Quality Improvement Plan states that:</p> <p>The Service works with 133 employers. From the 96 employers who responded to the FE Choice survey 74% were likely or extremely likely to recommend WAES as a provider.</p>
<p>Developing the potential of all staff</p>	<p>The WAES 2017/18 Quality Improvement Plan states that:</p> <p>All staff have undertaken at least one CPD activity and have been encouraged to use the CPD recording App.</p> <p>All staff are encouraged to participate in cross-service activities and projects. Cross-Service activities Strategic Planning Action Group (SPAG) and projects continue in the 5 selected areas that have been embedded in SMT work-streams:</p> <ul style="list-style-type: none"> • Curriculum innovation: Use of sensory room to enhance and extend learning for LDD; new partnership in community learning which has provided learning opportunities in new areas e.g. Reading with Dads, sports. • Digital transformation: online learning has grown, with the addition of English and maths being offered wholly online following a successful pilot last year.

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	<ul style="list-style-type: none"> • Sustainability: Improved hand-drying facilities that minimise paper towel wastage. • Staff development and well-being: Well-being group is fully established and have been instrumental in planning staff inset days, the creation of the chill-out room, organising well-being activities for staff. • Income generation: GLA funding achieved for nursery and the sensory room <p>All staff are encouraged to undertake appropriate training and development in accordance with the Staff Development Policy and Training Plan and a staff group was set up to review and evaluate the effectiveness of training and development.</p> <p>Staff Support Managers have worked on how best to engage part time Tutors in training and development.</p> <p>All staff have completed mandatory Health and Safety Training and Prevent Training & GDPR training.</p> <p>Targeted workshops delivered to staff by QM and ALPs to improve teaching, learning and assessment practice, the embedding of English and mathematics, British values and SMART target setting and monitoring for learners. Term 1 – 10 workshops Term 2 – 8 workshops Term 3 – 3 Numeracy workshops 3 specific workshops for Apprenticeship Team and community tutors.</p> <p>2 whole service Learning Walks took place against a target of 3, to improve the quality of teaching, learning and assessment. The term 2 Learning walk focussed on the themes of ILP, differentiation and embedding Maths.</p> <p>A peer pop in week was held in term 2 to develop “professional dialogue” in pedagogy across WAES. 10 professional dialogues were completed in term 2. Feedback was positive and good practice shared.</p> <p>Focus groups were arranged to discuss current issues and allow management to gauge staff morale and address concerns. Staff engagement opportunities were set up to ensure that staff voice is captured and feedback acted on.</p> <p>Feedback from staff Inset day in September has been implemented: Staff inset day in February focused on staff well-being. Liaison with the City Council to continue to provide access to wider benefits for staff. Creation of a chill-out room for staff at Lisson Grove. Refurbish and upgrade staff room at Pimlico. Staff survey undertaken in May. The staff well-being group made recommendations to the Executive Team on actions for 2018-19.</p>
<p>A sound and strengthening financial position</p>	<p>The Position Statement on progress against the previous Strategic Plan from WAES Principal June 2019 states that:</p> <p>The Service has consistently achieved the AEB grant allocation for the last 3 years. Continued focus on basic skills, employability and ESOL.</p> <p>The WAES 2017/18 Quality Improvement Plan states that:</p>

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	<p>Non ESFA income – Full Fees and others has reached the £1m mark which is just above the 12% of ESFA grant income against a revised non ESFA Target to between 12% and 15% in 2016.</p> <p>The Position Statement on progress against the previous Strategic Plan from WAES Principal June 2019 states that:</p> <p>Income streams have diversified to increase flexibilities and ensure business viability and meet the demand of the local community. Additional funding was secured through:</p> <ul style="list-style-type: none"> • ERASMUS – 700K Euros across two projects • GLA - £50K • Ward Budgets £15k • Nursery – 2/3 year offer £70k • Public Health Project £10k • Talk English Project £30k • Returners Fund – The Government Equalities Office - £60k <p>In addition to those mentioned above bidding activity has been undertaken for a number of other funding opportunities some of which has not been successful but we are awaiting the outcomes on others. These include:</p> <ul style="list-style-type: none"> • Erasmus – European Union funding has allowed member countries to bid for funding to support improvement in current practices. WAES has bid for 225K euros to support the exchange of Good Practice in the use of technology to support teaching learning and assessment methods. This is a collaboration with partners in Italy. • RBKC – The local authority adult education service sub-contracts its AEB provision. WAES has submitted a bid for £200K to deliver to RBKC residents. • ETF – The Education and Training Foundation invited bids for supporting the delivery of Functional Skills. We submitted a bid for £15K but were not successful. • GLA (ESF) – The GLA made a call for proposals for a six-year funding opportunity to support lifelong learning and facilitating the transition from education to work. WAES is part of a joint bid worth around £1.3M. <p>The Service completed major staff restructuring in 2016. This has continuously been reviewed to ensure that staffing levels are in line with the funding and functional requirements of the Service. A recent review has meant that we are in the process of completing another staffing restructure in 2019 to ensure that the staffing is aligned with the new three-year Strategic Plan, which anticipates the shift in the new Education Inspection Plan that comes into effect in September 2019.</p> <p>The Service has returned a surplus for three consecutive years and this has been invested in service infrastructure e.g. new IT equipment, improvement of centres, as well as topping up its reserves for future proofing of the service.</p>
<p>Effective partnership working and strategic alliances</p>	<p>The WAES 2017/18 Quality Improvement Plan states that:</p> <p>WAES contributed to the City Council’s “City for All” targets of moving long term unemployed residents into work. Employability strategy developed and tracked by Employability group, including continued rolling out of Enterprise, Work and Progression Weeks. New Employment and Skills Officer appointed to work with staff to further embed employability across the colleges and to focus on the</p>

recruitment of learners for Traineeship programme. Of the 1,330 Westminster residents who were unemployed at the start of their programme, 305 have progressed into work.

Working in partnership with the City Council and employers to deliver targeted and supported provision to meet the education, training and support needs of vulnerable people in Westminster. Parental Employability Project (PEP) developed in collaboration with the Westminster Employment Service to help unemployed parents in Westminster. The PEP Coordinator coaches clients throughout their studies to remove their barriers and empowers them to go into placements, volunteering or work on completion of their course. 30 learners supported, of which 4 have progressed into work and the remaining have progressed to further training.

WAES put out over 20 tender opportunities for community learning to meet the needs of residents facing barriers to learning and employment; often facing social isolation. WAES has successfully commissioned 22 community projects this year to meet the needs of Westminster residents.

Partnership work with Lords Cricket Club and The Forward Trust to deliver skills and employability training to ex-offenders/ex-drug users. 4 out of 7 learners have successfully progressed to further training to gain work experience in their kitchens for five weeks.

The service is working with the City Council to raise the profile of WAES to employers, the local community and employees of the City Council by participating in relevant events e.g. corporate staff inductions, community events and wider network/forum events.

- The Service continues to participate in WCC Corporate staff inductions. Two attended to date.
- Partnership work with Westminster Employment Service, supporting recruitment drive for Construction industry.
- Attending Church Street Community Forum networking meetings
- Family Learning forums
- All permanent staff attend corporate inductions.
- Staff attend either leading the Westminster Way or Working the Westminster Way training
- WAES delivers education engagement activities at all major Festivals in Westminster
- Staff attend regular networking, forums and events across Westminster - WAES will also host in June the first 'Westminster Community Learning Forum'
- 5 Apprenticeship Open Day Sessions held between November to January where those persons who were interested in applying for an Apprenticeship Role with WCC were invited in to meet the managers, be part of a Q&A session and were initially assessed/eligibility checked
- 4 Managers group workshops held across Operational Delivery, Childcare (CYPW & EYE) and Procurement
- 12 initial individual support meeting with each of the apprentice managers and these were followed up with an additional 10 support sessions and the Progress Review process. Total of 22 support sessions undertaken with managers.
- Having an active presence at most GPH events, including the economy team's business breakfast meetings

- Attended an array of community based networking meetings such as the PDT Lunch

The Position Statement on progress against the previous Strategic Plan from WAES Principal June 2019 states that:

The Service has undertaken collaborative work with:

- Westminster Employer Service (WES)
- Early Years
- Adult social care team
- Disabilities Team
- Housing Services
- Schools
- Children's centres
- Libraries

The Service undertakes activities with City Council departments in four main areas, which are Construction Training, Youth Support, Apprenticeships and Hospitality. In addition, we work with other employers and community organisations to support resident's needs.

- Construction Training
- Westminster Employment Service
- Central London Forward through an employment coach based within Westminster Employment Service
- Westminster Housing Service supporting the CityFutures project
- Youth Support - working with the Leaving Care Team to support those in and about to leave care this includes working with the NEET Reduction Panel and the Virtual School. Working with the Employment Education and Training team with the support provided to the Early Years and Family Services teams
- Apprenticeships – WAES are the City Council's employer provider currently delivering to 47 apprentices (in addition, 11 are due to start in June, 6 have achieved and 7 withdrawn) with the support of People Services team and WAES are represented on the Apprenticeship Board
- Hospitality - working with Westminster Employment Service in the design of a Hospitality project to be launched shortly to address in-work progression and in-work support for persons in the sector. Delivery of training within the project once it is launched.

To further deliver on the support for Westminster residents The Service has also worked in partnership with the following employers and providers:

- Lords Cricket Club
- The Passage
- Smartwork
- Encompass
- AEET
- Cherry Tree Foundation
- Moberly and Paddington Recreation Leisure Centres
- Stockwell Community Centre
- TOCA
- JCP – Westminster and Stockwell
- Hotels including – The Ritz, Goring Hotel, Red Carnation, Corinthia and JW Marriott

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	<p>Community Partnership projects through local commissioning. WAES are working with over 25 local groups to deliver 31 projects to engage with the long term unemployed and those not in employment, education or training.</p> <p>WAES continues to work with City Council colleagues and the wider community to raise awareness of the learning opportunities available to residents and build its brand reputation.</p>
<p>Excellent support services for learners</p>	<p>The WAES 2017/18 Self-Assessment Report states that:</p> <p>WAES continues to receive high learner satisfaction ratings from the Department for Education's national surveys.</p> <ul style="list-style-type: none"> • 95% of learners would recommend WAES compared to a national benchmark of 82%. • Learners rate the quality of teaching at 8.9 compare to a national benchmark or 7.6. • Learner satisfaction rating of 8.7 compared to national benchmark of 7.5. • Learners rate respect from staff at 8.7 compared to a national benchmark of 8.3. • Learners rate support at 8.6 compared to a national benchmark of 7.7. • Learners rate the quality of IAG at 8.5 compared to a national benchmark of 7.0. • Learners rate WAES acting on their views at 8.5 compared to a national benchmark of 7.5. • Learners rate their expectations being met at 8.4 compared to a national benchmark of 7.3. <p>The scores are significantly higher compared to the General Further Education colleges in the area.</p> <p>Achievement rate for those receiving learning support is 4% above the Service average.</p> <p>WAES has a highly effective strategy in place for the delivery of IAG and this is being continually strengthened to ensure its learners receive the most relevant support.</p> <p>The WAES Position statement on CEIAG (June 2019) states that:</p> <p>WAES was awarded full Matrix accreditation December 2016 and have successfully completed the annual health checks carried out by Matrix. In 2017/18, a Self-Assessment Report and Quality Improvement Plan was created for Careers. This included IAG and the wider progression elements. The Employability Strategy is the main target for 2018/19. This will form the main basis for the Matrix re-accreditation for 2019/20. A key recent development is that WAES CEIAG services are in the process of rolling out an Adult Programme which will have two distinct routes:</p> <ul style="list-style-type: none"> • Adult Career Plan • Cultural life and Wellbeing Plan
<p>Areas For Development</p>	
<p>Delivering a responsive, relevant and</p>	<p>The WAES 2017/18 Quality Improvement Plan states that:</p> <p>Whilst many tutors are now using e-learning and other technologies for blended learning, the capturing of hours of online learning is very difficult to determine</p>

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<p>Innovative curriculum</p>	<p>and is not being officially recorded. The Service's aim is for 10% of courses to be delivered using e-learning and other technologies.</p> <p>The Service's employer engagement activity has mainly been focusing on repeat business from existing employers. Increasing the number and range of employers that it works in partnership with requires further focus.</p>
<p>Effective partnership working and strategic alliances</p>	<p>The Position Statement on progress against the previous Strategic Plan from WAES Principal June 2019 states that:</p> <p>WAES has expressed interest in having a question included in the Council's annual resident's survey to gauge local community opinion on adult education services.</p>
<p>Areas No Longer In Scope</p>	
<p>Delivering a responsive, relevant and innovative curriculum</p>	<p>The Position Statement on progress since last review from WAES Principal June 2019 states that:</p> <p>In October 2016, the government announced significant Apprenticeship funding reforms, which completely changed the Apprenticeship landscape. This necessitated a change in the service's strategy for this area of work. With the introduction of the Apprenticeship Levy in May 2017, the Service became the employer provider for the City Council. The service's bid to deliver non-Levy Apprenticeships was successful but the financial threshold imposed after the tender round meant that the amount requested was below that threshold. Additionally, concerns with the quality of delivery by some of the Services' subcontractors led to a decision to wind down Apprenticeship activity and significantly reduce subcontracted Apprenticeship delivery.</p>