



Leading learning and skills

Bedfordshire and  
Luton  
Learning and  
Skills Council  
Annual Plan  
2006-07

May 2006

Of interest to National, Regional and  
Local Learning and Skills Colleagues

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## Our Vision

“By 2010 Bedfordshire and Luton will be a growing economy with a higher skilled local workforce, where employers and individuals can meet their educational and skills needs through an excellent learning infrastructure valued by the community”.

This is a challenging agenda for the area and the local LSC but the opportunities to realise the vision do exist. Bedfordshire and Luton is set for a period of unprecedented investment. Government has designated it as one of the four national growth areas with the expectation that by 2030 the population will have increased by approximately 185,000 – in effect adding another town the size of Luton within the area.

London Luton Airport is also planned to expand from 8 million to 30 million passengers by 2031. This will create around 15,000 jobs from additional customer service related occupations to higher-skilled technological and engineering employment. In 3 years time we will be home to a new Centre Parcs and by 2008 construction should have started on NIRAH – the National Institute for Research into Aquatic Habitats – which is forecast to generate 2000 new jobs and attract 2 million visitors.

Alongside these future developments, Bedfordshire and Luton is already seeing increasing growth in the knowledge and life sciences areas as well as high tech manufacturing through our position as central to the Oxford to Cambridge Arc – our own silicon valley.

However, there are serious concerns over whether the area can take full advantage of these opportunities and live up to the challenges ahead. We currently have a predominantly low-skilled workforce with significant skills shortages in areas, such as construction, transport and tourism, which may prevent the realisation of the growth. We must also maximise the full potential of our resident population which, with its 140 nationalities, makes up one of the most vibrant multi-cultural communities in the country.

All these factors provide a major challenge to the LSC over the next few years. We will need to plan and fund educational and learning provision that is valued by employers and will support the growth as well as allowing all local people to take advantage of the new higher skilled economy.

To achieve these outcomes the LSC at local level has much to do: our educational achievement rates at 16 and 19 are still below national average and, although we and our partners have made excellent progress on the 14-19 agenda through collaborative projects such as Campus Luton, we must maintain the momentum. In particular we need to place emphasis on reducing those not in employment education or training (NEET) and tackle underachievement of black and minority ethnic (BME) groups and learners with learning difficulties and disabilities. (LLDD).

Level 2 and 3 achievement for adults is also below national and regional averages with insufficient provision in priority areas. Although we have exceeded our Skills for Life target, we will need to ensure that we buy more activity that counts towards recognised qualifications and focus attention on first full Level 2s and Level 3s in our 5 key priority areas.

Whilst the quality of post 16 education and learning in Bedfordshire and Luton is predominantly good or excellent, with 3 Beacon providers, there is still much to do to encourage employers to use their facilities as their first choice. We will commission a higher percentage of our 19+ budget to provide demand-led solutions to employers; linked to our excellent Centres of Vocational Excellence (CoVE) network. We will also work with our providers to create leading edge facilities that will compete with the best.

Over the last year we have worked with all our local authorities, the local delivery vehicles for the Milton Keynes South Midlands (MKSM) growth area, the local economic development partnership (BLEDP) and many others to plan for the skills needs arising from the growing economy. For example significant additional construction provision involving public/private investment is being planned to train and retrain local people from the age of 14 to take advantage of the new jobs. This and other such initiatives will form the basis for a Growth Master Plan for Skills in the Bedfordshire and Luton area.

By addressing these issues in partnership with local and regional stakeholders, we are confident that by 2010 Bedfordshire and Luton will make its vision a reality – moving towards the vibrant high skilled community that we know we can become.

**Jim McGivern**

**Chairman**

**Linda Hockey**

**Executive Director**

## Our Priorities

We have published our second Annual Statement of Priorities which will take us further forward in our aim of transformation. Our six priorities for 2006/07 are to:

1. Ensure that all 14-19 year olds have access to high quality, relevant learning opportunities
2. Make learning truly demand-led so that it better meets the needs of employers, young people and adults
3. Transform the learning and skills sector through agenda for change
4. Strengthen the role of the LSC in economic development so that we provide the skills needed to help individuals into jobs
5. Improve the skills of workers who are delivering public services
6. Strengthen the capacity of the LSC to lead change nationally, regionally and locally.

## Our Regional Priorities for the East of England

This statement of priorities has been developed to reflect the commitment to:			
<ul style="list-style-type: none"> <li>• Prepare young people in the East of England to be the workforce of the future</li> <li>• Up-skill the present workforce</li> <li>• Support the unemployed to gain the qualifications necessary to re enter the labour market</li> <li>• Respond to the needs of individuals and employers</li> </ul>			
In addition to the sectors reported in the Annual Statement of Priorities we have agreed with partners the following sectors on the basis of Level 2 and Level 3 needs which are of importance to the East of England:			
<ul style="list-style-type: none"> <li>• The built environment/construction</li> <li>• Logistics</li> <li>• Health and Social Care</li> <li>• Retail</li> <li>• Hospitality</li> </ul> <p>In addition, the following sectors have been identified as important both to certain elements of the Regional Economic Strategy and partners:</p> <ul style="list-style-type: none"> <li>• Manufacturing and engineering</li> <li>• Land based</li> </ul>			
National Priority	Regional Skills Priorities	What does success look like/Regional Targets	Key Partners
N1 Ensure that all 14 – 19 year olds have access to high quality, relevant learning opportunities	R1 Increase attainment in learning and relevance to young people	a. 53,000 19 year olds qualified to Level 2 by 2008 b. 132,500 16 – 18 year olds in structured learning by 2007 c. Jointly produce with partners' area prospectuses on all learning opportunities for young people, for their information and their parents. d. Increase the amount of vocational learning undertaken by young people by developing links between schools and industry, and strengthen work related skills development.	Connexions Employers Higher Education Local authorities Schools, FE and work based learning providers Education Business Link Organisation

<p>N2 Making learning truly demand-led so that it better meets the needs of employers, young people and adults</p>	<p>R2 Develop clear routes to appropriate learning for employers, young people and adults</p>	<p>a. Commence Train to Gain: April 06: Cambridgeshire &amp; Essex August 06: Bedfordshire, Hertfordshire, Norfolk and Suffolk b. By 2009 14,775 employers engaged Which will include 8,000 hard-to-reach employers c. Agree with partners the delivery of the flexible elements of Train to Gain and a shift in the balance of provision d. Implement the regional impartial skills brokerage service with a focus on priority sectors, including public services .See also 1C above</p>	<p>Employers and employer organisations including Sector Skills Councils HE liP uk Jobcentre Plus Local authorities EEDA East of England Skills and Competitiveness Partnership</p>												
<p>N3 Transform the learning and skills sector through agenda for change</p>	<p>R3 Transform provision to ensure a better fit for employer and employee needs in the region with a focus on our regional priority sectors</p>	<p>a. Improve the quality of LSC funded provision including the leadership of the post-16 sector and aligning provider development plans to regional priorities. b. Produce Regional Sector Skills agreements for each agreed sectors c. Develop provision which will support the achievement of the following sector targets</p> <table border="1" data-bbox="600 757 1248 1102"> <thead> <tr> <th>Qualification</th> <th>Target 06/07</th> </tr> </thead> <tbody> <tr> <td>Information and technology qualifications (ITQ)</td> <td>TBC</td> </tr> <tr> <td>school support staff (SSS)</td> <td>TBC</td> </tr> <tr> <td>Onsite assessment and training (OSAT) construction</td> <td>L2 – 3300 completions</td> </tr> <tr> <td>Business improvement techniques (BIT) engineering</td> <td>L2 – 127 L3 – 40 completions</td> </tr> <tr> <td>Digital installation</td> <td>TBC</td> </tr> </tbody> </table>	Qualification	Target 06/07	Information and technology qualifications (ITQ)	TBC	school support staff (SSS)	TBC	Onsite assessment and training (OSAT) construction	L2 – 3300 completions	Business improvement techniques (BIT) engineering	L2 – 127 L3 – 40 completions	Digital installation	TBC	<p>Centre for Excellence in Leadership Colleges, independent training providers, schools Lifelong Learning UK Sector Skills Councils</p>
Qualification	Target 06/07														
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Business improvement techniques (BIT) engineering	L2 – 127 L3 – 40 completions														
Digital installation	TBC														
<p>N4 Strengthen the role of the LSC in economic development so that we provide the skills needed to help all individuals into jobs and lifelong employability</p>	<p>R4 Ensure all individuals can access the skills and qualifications they need to improve employability</p>	<p>a. 84,000 Skills for life achievements gained between 2004 and 2007 b. Develop and roll out the L2 entitlement strategy for each local area c. Maintain current levels of provision for Personal and Community Development Learning d. Implement the New Deal for Skills for Jobcentre Plus clients e. Lead a regional consortia approach to access public funding that supports education and training in local communities, with at least one new provider receiving mainstream funding during 2006/07</p>	<p>Colleges, Schools and providers Employers and employer organisations Higher Education liP uk Jobcentre Plus NIACE EEDA EoESCP Trade Unions Voluntary and community sector National Offender Management Service</p>												
<p>N5 Improve the skills of the workers who are delivering public services</p>	<p>R5 Develop responsive learning pathways for public services</p>	<p>a. Include public services within the Train to Gain model including links to Apprenticeships b. Implement the regional early years strategy c. Implement Year 2 of the Skills for Life pilot project in partnership with EEDA</p>	<p>Colleges, schools and providers Government Office EoESCP EERA Trade unions</p>												
<p>N6 Strengthen the LSC to lead change nationally regionally and locally</p>	<p>R6 Lead the development of responsive provision in the context of the regional economy</p>	<p>a Implement the agreed statement of skills priorities b. Develop an effective rapid response approach to enable the delivery of relevant and timely training to employers c. Engage partners and employers in the development of the CoVE's and Skills Academies across the region</p>	<p>Regional intelligence centre (RIC) EoESCP CoVE's Skills Academies SSC's</p>												

## Our Targets

Under priority 1, for young people:

- Increase the proportion of 19 year-olds who achieve at least Level 2 by 3 percentage points between 2004 and 2006, and a further two percentage points between 2006 and 2008, and improve attainment at Level 3.

Nationally we need an additional 31,000 young people to gain a Level 2 in 2005/2006 compared to 2003/2004 and a further 22,000 in 2007/2008 compared to 2005/2006.

Locally we need an additional **555** young people to gain a Level 2 in 2007/2008 compared to 2005/2006.

Under priority 2, for adults:

- Reduce by at least 40 per cent the number of adults in the workforce who lack an NVQ Level 2 or equivalent qualifications by 2010.

Nationally, in 2006/07 we need to increase the numbers of full Level 2 achievements through further education and work-based learning to 117,000 [NB excludes NES and NETP elements]. In addition the roll out of the National Employer Training Programme will increase the LSC contribution to this target.

Locally we plan to deliver **1037** full Level 2 achievements through further education and work-based learning in 2006/07, that is an increase of **236** compared to 2005/06,

In addition, we will also deliver [TBC] **first** full Level 2 achievements through NETP.

Under priority 2, for adults:

- Improve the basic skills of 2.25 million adults between 2001 and 2010, with a milestone of 1.5 million in 2007.

Locally we need **1800** number of learners to achieve Skills for Life qualifications in 2006/07.

Underpinning both priorities 1 and 2, for Apprenticeships:

- The LSC has agreed a new Performance Indicator for Apprenticeships. The aim is for 75 per cent more people to complete their apprenticeships in 2007/08, compared to 2002/03.

Nationally we aim to raise the number of completions to 70,000 in 2006/07 supporting the achievement of Level 2 and Level 3 qualification targets.

Locally we aim to raise the number of completions to **525** in 2006/07.

We also work with key partners to contribute to the following targets:

- Increase the proportion of young people and adults achieving a Level 3 qualification.
- Reduce the proportion of young people not in education, employment or training by two percentage points by 2010
- Increase participation in Higher Education towards 50 per cent of those aged 18 to 30 by 2010.

## Our Values

Our values set out for us the way we work.

- **Trust:** the LSC has to be world-class at partnership and so we believe trust must be at the heart of the LSC.
- **Expertise:** we demonstrate expertise and true leadership in every aspect of our work. We have complete understanding of the communities we serve and of what is needed by business in terms of current and future skills.
- **Ambition:** we are ambitious for ourselves, in the goals and objectives we set, but more importantly we are ambitious for the communities we serve, for employers and for individuals in education and training.
- **Urgency:** we want to bring drive and urgency to the learning and skills sector, to tackle long-standing issues swiftly and professionally and to be responsive and fast moving.

Together, our four values will ensure the LSC can provide leadership and direction at a time of great change.

Our plan sets out how we will deliver our national and regional priorities in a local context highlighting what actions will be critically important in local delivery and what our contribution to the national targets will be.



## **A Context for Delivery**

### **Geography and Demography**

Bedfordshire and Luton consists of 5 local authority areas: one unitary (Luton), one shire county (Bedfordshire) and three districts. The population of some 565,000 is concentrated in the urban areas of Bedford and Luton/Dunstable/Houghton Regis with a more dispersed population in parts of the rural north and mid Bedfordshire districts. Almost a quarter of the area is defined by the Countryside Agency as rural. 19% of the population are from black and minority ethnic (BME) groups, significantly higher than the regional or national figures.

Bedfordshire has a population of 380,000 of which 7% are from black and minority ethnic groups (BME) groups. One fifth of the population live in Bedford, which also has the only prison in the county. Mid and South Bedfordshire are predominantly rural. Luton is one of the UK's largest and most diverse towns. With over 140 nationalities, it is one of the most vibrant multicultural communities in the country. Over 40% of the 185,000 population is below the age of 25 with some 28% coming from a BME group.

### **Wealth and Deprivation**

Bedfordshire is perceived as being an affluent area, but the analysis of the index of multiple deprivation 2004 shows pockets of significant need in the county with Luton the most deprived area. In the lowest scoring 10% of wards in England, 73 are in the East of England, with 7 of those in Bedfordshire and Luton. In Bedfordshire of the 16 – 74 age group 27% have no qualifications and 19% have below Level 2. In Luton 31% have no qualifications and a further 19% have not achieved a Level 2.

### **Economy and Employment**

The local economy contributed almost £8 billion to the regional gross value added (GVA) measure in 2002. However GVA per head has hardly grown since 1990 and, if current trends continue, will be the lowest in the region. The Bedfordshire and Luton Economic Development Partnership (BLEDP) estimate that 50,000 more jobs are needed in the sub region by 2021. This will contribute to the reduction in the number of people out-commuting and prevent the area becoming a dormitory location. The inadequate infrastructure in town centres, property and communications impact on both urban and rural economies.

Employment in Bedfordshire (81%) is above average for both region (79%) and national (74%) with 10.6% being self-employed. Luton's employment rate is 72%. Unemployment within the county is 1.6%, slightly below the regional figure of 1.7%, while in Luton it is 3.1%. Distribution of employment is in line with national and regional figures although manufacturing, retail and motor related industries still represent significant but declining areas of the local economy. The area has suffered with the shift of production to Eastern Europe and the Far East, resulting in an increase in the number of small scale redundancies, which are most evident in Luton.

Recent growth in other sectors has offset job losses in manufacturing. The area is seeing an increasingly diverse economy with sectors such as Child and Adult Care, Transport and Logistics, Leisure and Tourism, Wholesale and Retail, Construction and Health and Social Care all forecast to grow by 2008. (cf. Local Sector Skills Research reports 2004). There has also been an increase in managerial, professional, technical and sales occupations with 18% employed in managerial positions and 12% in professional jobs. Most new vacancy notifications in Bedfordshire and Luton were in customer service, professional, administration and secretarial and skilled trades, reflecting the regional skills priorities.

## Future Developments and Growth

The economy of Bedfordshire and Luton is set for a period of major investment over the next 10 years. Government has designated Bedfordshire and Luton as one of four national growth areas. This along with other potential developments will require the LSC to commission more high quality learning and skills in priority sectors to match the needs of the growth and create a skilled local workforce able to take full advantage of existing and future employment opportunities. The key elements of the growth agenda are:

- Expansion of **London Luton Airport**. A rise from 8 million to 30 million passengers by 2030 and enhancements to road and rail networks and adjacent regeneration projects (Vauxhall Motors site) will provide growth opportunities for aviation-related sectors, transport & logistics & service sectors. It is estimated that for every additional million passengers through the airport a further 1,000 associated jobs are created.
- **Milton Keynes South Midlands** sub regional strategy proposes a growth in both housing and jobs - 97,000 homes and 53,000 jobs for the area by 2031. This will have major implications for the construction sector to ensure that there is sufficient capacity to deliver the planned growth. The demand in construction, and other sectors, is also expected to increase with the announcement of the 2012 Olympic Games in London.
- The planned **Center Parcs** village in mid Bedfordshire will create significant growth in jobs in the hospitality & associated sectors. Center Parcs has an established policy of sourcing locally and this is an opportunity for local providers of learning and skills training to demonstrate employer responsiveness. Longer term the **National Institute for Research into Aquatic Habitats (NIRAH)** which is forecast to generate 2,000 new jobs and attract 2 million visitors will have a similar effect.
- Expected growth in Knowledge Life Sciences and High Tec manufacturing through the areas position along the **Oxford to Cambridge Arc**; i.e. Bedford Priory Business Park, Cranfield Technology Park, embryonic Colworth Science Park, Butterfield Business and Technology Park
- Enhancements to **road and rail networks** will offer the potential to become a 'transport hub'. Significant investment is being made in warehousing, distribution and logistics which are having a direct impact on skills requirements around J13 of the M1 and A421 corridor.

## Key Learning and Skills Issues

Having provided an overview of the demographic and socio-economic factors in Bedfordshire and Luton the following sections briefly describe the learning and skills issues affecting our client groups and the learning infrastructure. Our responses to the issues identified here can be found in the sections on key shifts and actions later in the document.

### 1. Young People – 14 -19

#### 16-18 Participation Target Position

	2001/02 Actual	2002/03 Actual	2003/04 Actual	2003/04 Planned	Variance	% to Plan	2004/05 Actual	2004/05 Planned	Variance	% to Plan
FE	8,046	8,826	9,355	9,041	314	103	9135	9,110	25	103
WBL	1,282	1,169	998	991	7	101	944	1,015	-71	93
S6F	4,510	4,689	4,618	4746	-128	97	4,952	4903	49	100
Total	13,838	14,684	14,971	14,778	183	101	15,031	15,028	3	100

Post 16 participation is above the national average. The steady increase has been through full-time learners in Further Education (FE) and Schools Sixth Forms with numbers of part-time learners in FE and Work Based Learning (WBL) reducing. Connexions Activity Survey data for 2005 school leavers shows the number of individuals with learning as their first destination has increased from 84% in 2004 to 87%

### Level 2 by age 19 Cohort Analysis

2004/05 (Actual)						
	FE		WBL		Total	
	no	% of all	no	% of all	no	% of all
16-18 All Learners	9,135	-	944	-	10,079	-
16-18 Full Level 2 Learners	1,707	18.7%	696	73.7%	2,403	23.8%
16-18 Full Level 2 Achievements	974	10.7%	175	18.5%	1,149	11.4%
2006/07 (Planned)						
16-18 All Learners	10,306	-	970	-	11,276	-
16-18 Full Level 2 Learners	2,100	20.4%	730	75.3%	2,830	25.1%
16-18 Full Level 2 Achievements	1,291	12.5%	285	29.4%	1,576	14.0%

### Level 2 by age 19 Target Position

	19 year olds in 2004		19 year olds in 2005		19 year olds in 2006		19 year olds in 2007	
	number	%	number	%	number	%	number	%
Cohort	7,479	100	7,467	100	7,632	100	7,989	100
L2 by aged 16	3,602	48	3,674	49	3,746	49	4,047	51
L2 by aged 17	4,275	57	4,508	60	4,428	58	Data not yet available	
L2 by aged 18	4,685	63	4,880	65	Data not yet available		Data not yet available	
L2 by aged 19	4,872	65	Data not yet available		Data not yet available		Data not yet available	

Source Fisher Family Trust Administrative Data 2004

Level 2 achievement by age 19 is below the national (67%) and regional (69%) averages, particularly so in Luton. Although Level 2 by age 18 has improved between 2004 and 2005 and is in line with the national average (65%), it is still below the regional average (67%) and Luton lags significantly behind.

### Young people not in Education, Employment or training (NEET)

		Dec 2004		Dec 2005		Variance	
		%	Volume	%	Volume	%	Volume
Beds and Luton	NEET	6.7	1,194	7.1	1231	+0.4	+37
	Not Known	9.8	1,954	11.6	2286	+1.8	+332
Regional	NEET	6.3	10,404	6.6	10887	+0.3	+483
	Not Known	6.1	10,804	8	14338	+1.9	+3534
National	NEET	7.1	105,148	7.1	108365	0%	+3217
	Not Known	6.5	114,882	6.5	106048	0%	-8834

Source LSC Performance Scorecard

The proportion of young people in the NEET group has increased by 0.4% in line with the regional and national figures. In Luton 8.6% of young people are in the NEET group compared to 7.3% in Bedfordshire. The number in the not known category is still significantly higher than regional and national averages.

### Apprenticeship framework achievements

	2004/05 Overall	By Age Group		By Programme Type	
		16-18	19+	Apprenticeships	Advanced Apprenticeships
Beds and Luton	39%	37%	40%	38%	40%
Regional	38%	Not known	Not known	39%	-34%
National	40%	41%	38%	40%	38%

Source LSC Performance Scorecard

### Entry to Employment Starts, Leavers and Positive Destinations

	Starts	Leavers	Positive Destinations	%	Leavers into Positive Destinations			Occupancy	Average length of stay (wks)
					FE	WBL	Emp		
Beds and Luton	434	345	140	41%	50	14	76	258	20.9
Regional	3,441	5,908	1,784	46%	452	394	938	1,628	23.2
National	47,702	51,103	21,869	43%	5,109	5,534	11,226	23,869	23.0

Source LSC Performance Scorecard

Framework achievements overall are in line with the regional and national averages. 16-18 year olds and those on apprenticeships (as opposed to advanced apprenticeships) are less likely to achieve. Sectors where achievements are below the average are construction (5%), health, social and public services (13%) and hospitality, sports, leisure and travel (36%).

BME participation on Work Based Learning (WBL) is less than 10%, which is lower than the population profile for Bedfordshire and Luton. Framework achievement rates for BME young people (23%) are just over half of their white British counterparts (40%). Success rates for Bangladeshi (30%), Pakistani (25%) and white 'other' (23%) are also below those of white British learners.

### 14-19 Learning

The 14-19 phase of learning is developing well, particularly in Luton, with the implementation of Campus Luton. This is a federated model of 3 consortia involving all the high schools, the colleges, the local university, WBL providers and employers. Currently one of the three consortia is operating with the remaining two planned for September 2006. Through the consortia the curriculum offer is being expanded to include Construction; Creative & Cultural Arts; Leisure & Tourism; Engineering, Hairdressing, & Health & Social Care.

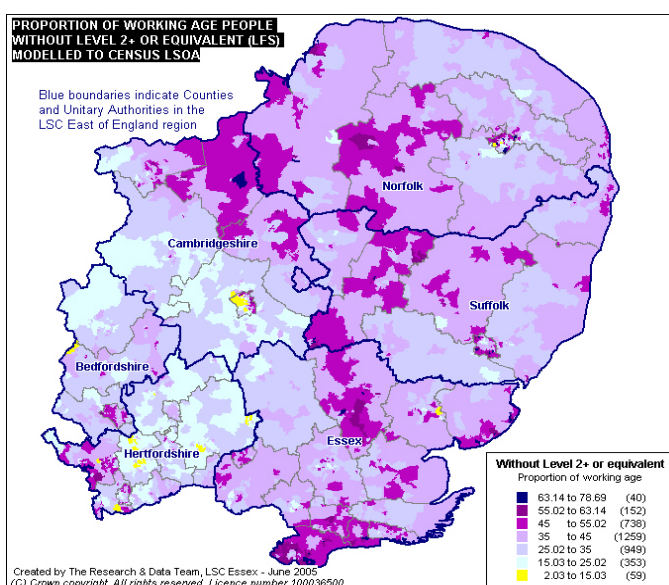
14-19 activity is slower to develop in Bedfordshire. There is a need to plan and manage our operational relationship better with the county council in order to provide stronger leadership and management of the phase. Our recently formed discreet 14-19 team will help us to do this. In addition the review of school structures in Bedfordshire provides additional challenges and opportunities for the 14-19 phase and for post 16 provision.

Part of the 14-19 strategy in both areas is the development of more in-county provision for learners with learning difficulties and/or disabilities (LLDD) through the Improving Choice pathfinder. The local programme – ‘Mayflower’ is having a small but significant impact on current provision although accelerated progress is needed.

The assessment of the current target position for young learners and the issues around the development of the 14-19 phase indicate that more resource needs to be focused on specific groups within the 16-18 cohort such as BME students, those on apprenticeships and part-time learners. The increase in the numbers in the NEET group and in the ‘not known’ category must be halted and current provision for LLDD must be strengthened in-county. The momentum behind the 14-19 developments in Bedfordshire and Luton must also be maintained in order to move forward to full implementation. This will include developing the specialised diplomas, introducing the national entitlement for 14-16 year olds and developing the area prospectus. We will also agree protocols with Connexions by the end of September 2006 to enable us to guarantee an offer of learning for every young person after they complete year 11 in the schools system.

## 2. Adults

The economy of Bedfordshire and Luton has been underperforming since 1990 and is now the weakest amongst neighbouring counties and one of the weakest in the region. For Bedfordshire and Luton to play its part in regional aspirations, realise the benefits of the MKSM growth agenda, airport expansion plans and local regeneration projects the area will need a step change in entry levels and employability skills by engaging low skilled adults to achieve skills for life qualifications and a first Level 2.



## Target Position – Skills for Life Achievements

	Number of Learners gaining target qualification in literacy, numeracy and /or language skills through LSC funded provision				
	Part 2001	2001/02	2002-03	2003/04	Cumulative Total
Beds and Luton	2,251	2,455	2,075	2,729	9,510
Regional	13,563	14,387	14,115	21,580	63,645
National	157,735	179,293	169,152	240,808	746,988

Source LSC Performance Scorecard

## Overall proportion of provision that does not count towards the target

	Part 2001		2001/02		2002/03		2003/04	
	No of learning aims	% of learning aims	No of learning aims	% of learning aims	No of learning aims	% of learning aims	No of learning aims	% of learning aims
Beds and Luton	2,236	24%	5,189	39%	8,135	55%	9,868	46%
Regional	9,712	16%	24,069	29%	40,981	44%	59,913	40%
National	188,367	26%	423,601	40%	716,182	54%	925,960	49%

Source LSC Performance Scorecard

Bedfordshire and Luton has over achieved its milestone Skills for Life figure for 2004 (112%) and is well on the way to achieving its 2007 target. Employers have reported that between 23% and 26% of their workforce still have literacy or numeracy needs. There are significant numbers of residents whose first language is not English (17% in Luton and 5% in Bedford) and have poor English language skills. The figure is likely to increase on the basis of growth in numbers of migrant workers coming in to the area. Although the 2004 target was achieved a substantial number of learners did not follow approved qualifications particularly for English for Speakers of Other Languages (ESOL). There is also a need to improve the rate of progression of learners from pre-entry level to a level which counts towards the target.

## Target Position – Level 2 for Adults

### 19+ Learner Numbers

	2001/02 Actual	2002/03 Actual	2003/04 Actual	2003/04 Planned	Variance	% to Plan	2004/05 Actual	2004/05 Planned	Variance	% to Plan
FE	42,141	43,222	41,598	41,567	31	100	41,798	40,431	1,367	103
WBL	582	691	790	554	236	143	756	684	72	111
Total	42,723	43,913	42,388	42,121	267	101	42,554	41,115	1,439	103

Source LSC Performance Scorecard

### 19+ Full Level 2 and 3

2003/2004	Learners		Funding	
	numbers	%	£	%
Full Level 2	1,754	4	£2,283,688	10
Full Level 3	1,429	3	£2,127,099	10
Full Level 2/3	3,127	8	£4,284,550	19
All Learners	41,598	100	£22,315,815	100

Source 2003/04 ILR F05 and 2004/05 ILR F05 Analysis

2004/05	Population (000s)	Level 2		Level 3		Level 4		Without Level 2	
		no's	%	no's	%	no's	%	no's	%
Beds & Luton	285	201	70.5	139	48.9	79	27.7	84	29.5
East of England	2,638	1,823	69.1	1,238	46.9	735	27.8	815	30.9
England	23,211	16,463	70.9	11,569	49.8	7,025	30.3	6,748	29.1

Source <http://www.dfes.gov.uk/rsgateway/DB/STA/t000596/index.shtml>

Men aged 18-64 and women aged 18-59 who are either in employment or ILE unemployed

CI% = Confidence Interval i.e. the sampling error attached to each estimate. That is, the scope for the estimate to vary if different random samples of people are interviewed, instead of those that actually were.

To make a major impact on improving adult skills and employability the LSC will not only have to focus its own provision more effectively on Skills for Life and full Level 2s (through the Adult Entitlement), but also influence other agencies to do the same. Opportunities exist through the local Welfare to Workforce Development delivery plan and the emerging Offender Learning and Skills Service (OLASS), where the target groups are those individuals who need skills development to enter or maintain employability in the labour market. We will work with local partners through the Aim Higher steering and executive groups so that we contribute to the national target of 50% 18-30 year olds participating in Higher Education (HE) including increasing progression into HE through foundation degrees.

Not all of the LSC's adult funding, however, purely supports the acquisition of recognised qualifications. The two Adult and Community Learning (ACL) providers offer personal and community development learning (PCDL) and family learning programmes as part of the widening participation agenda. The Neighbourhood Learning in Deprived Communities (NLDC) initiative, managed for the local LSC by the Learning Partnership, also provides valuable activity at neighbourhood level. This provision will be safeguarded during the next 2 years.

Regarding the impact of skills on economic development and regeneration we will continue to proactively support the two Local Area Agreements (LAAs) and work with the Investing in Communities (IIC) partnership to tackle some of the root causes of disadvantage in the area.

### 3. Employers and Skills

Bedfordshire and Luton is undergoing major change economically and demographically. The increasing investment and employment growth over the next 10 years will require development of a skilled workforce that can take advantage of these opportunities. The area also suffers from skills shortages and gaps in a number of priority sectors with a large proportion of the local working age adults not possessing the qualifications that local employers demand. This is reflected in the number of adults without a literacy or numeracy qualification or first Level 2, as identified in the previous section.

The challenge for the LSC will be to purchase provision that employers and individuals value that reflects the skills agenda and encourages participation and progression in the labour market and/or qualification ladder. As shown in the tables below, we have increasingly moved our provision for 16-18 year olds and adults towards the requirements of employers and individuals; concentrating on our 5 priority sectors of Construction, Retail, Transportation, Health and Social Care and Engineering, as well as national and regional priority sectors. This must be accelerated by working with sector skills councils and the Skills for Business network.

We will work towards implementation of four priority qualifications identified by sector skills councils. Business Improvement Techniques (BIT), which offers modern day engineering techniques; On Site Assessment Training (OSAT), which offers the construction sector new modes and access to learning; Information Technology Qualification (ITQ), which offers a pick and mix approach to the build up of IT qualifications; and School Support Vocational Qualification to develop the skills of these key workers.

#### Shift change in FE enrolments and funding towards priority sector areas:-

##### 16-18 Learners

	Enrolments			Funding (millions)		
	2003/04	2004/05	Change	2003/04	2004/05	Change
Construction	646	563	- 12.8%	£1.16m	£1.00m	- 13.8%
Retail & Transportation	127	202	+ 59.1%	£0.16m	£0.18m	+ 12.5%
Health	1,815	1,822	+ 0.4%	£2.0m	£2.50m	+ 25.0%
Engineering	965	1,041	+ 7.9%	£1.58m	£2.02m	+ 27.8%
Priority Sector Areas	3,553	3,628	+ 2.1%	£4.89m	£5.70m	+ 16.6%
All Sector Areas	31,407	35,772	+ 13.9%	£22.27m	£24.73m	+ 11.0%

Source 2003/04 ILR F05 and 2004/05 ILR F05 (FE Funded learning aims only, based on Area of Learning)

##### 19+ Learners

	Enrolments			Funding (millions)		
	2003/04	2004/05	Change	2003/04	2004/05	Change
Construction	1,138	1,298	+ 14.1%	£1.15m	£1.25m	+ 8.7%
Retail & Transportation	516	422	- 18.2%	£0.17m	£0.19m	+ 11.8%
Health	12,995	12,024	- 7.5%	£3.41m	£2.26m	- 33.7%
Engineering	2,012	2,321	+ 15.4%	£1.39m	£1.59m	+ 14.4%
Priority Sector Areas	16,661	16,065	- 3.6%	£6.12m	£5.29m	- 13.6%
All Sector Areas	59,368	65,359	+ 10.1%	£22.27m	£24.15m	+ 8.4%

Source 2003/04 ILR F05 and 2004/05 ILR F05 (FE Funded learning aims only, based on Area of Learning)

## Public services workforce

The LSC also needs to work effectively and productively with the public sector both regionally and locally as it accounts for 25% of the national workforce. This is reinforced in the Annual Statement of Priorities 'Transforming Learning and Skills' (2006). Engagement with public sector organisations needs to be based on a strategic approach to modernisation and transformation of the workforce. The overall picture is inconsistent but a variety of good practice has been identified and will provide a good foundation for further development. Public service organisations invest heavily in workforce development and the LSC needs to ensure its funding demonstrably adds value and does not substitute legitimate employer costs.

Opportunities to increase the relevance of learning and skills provision to employers and individuals will include the re-positioning of the Centres of Vocational Excellence (COVEs) within the broader skills agenda; acting as hubs for the emerging national Skills Academies. Also we will be implementing the National Employer Training Programme (Train to Gain) from August 2006, which requires the LSC to purchase and commission the range and quality of provision that businesses need. Public sector organisations will also be included within Train to Gain in order to increase numbers of apprentices, Skills for Life and first Level 2 qualifications as well as higher skills at Level 3 and beyond.

## 4. Learning Infrastructure and Capacity

Post 16 learning provision in Bedfordshire and Luton consists of 3 general further education (FE) colleges, delivering 16-18 and adult activity and one sixth form college, delivering only to the 16-19 age group. There are 17 work based learning (WBL) providers and 13 core providers delivering learning through European Social Funding (ESF) funding. The two local authorities, Bedfordshire County Council and Luton Borough Council deliver adult and community learning (ACL). All colleges are currently assessed as being in financial category "A" (highest level) with the exception of 1 college in category "B".

All 4 colleges operate from a mix of buildings dating from the 1930's and 1960's. Much of the estate is beyond economical repair, is unsuitable for modern methods of learning and does not have the flexibility to adapt easily to the modern day curriculum. Some of the estate, however, has been recently updated, especially with regard to the Disability Discrimination Act (DDA) and the Special Educational Needs and Disabilities (SENDA) legislation. A regional capital strategy and local capital plan outlining the way forward for the intended replacement of the FE estate by 2010 has been written starting with a review of the FE estate and its management in light of the proposed growth in the county and sub region which will take place in 2006.

Bedfordshire currently operates a three tier system of lower, middle and upper schools with 17 upper schools (13-18). This is being reviewed and the LSC is involved in all discussions particularly around the implications for 16-19 provision and the impact on 14-



19 learning. In Luton there are 11 high schools (11-16) and 1 Roman Catholic 11-18 secondary school. Recent underachievement at key stage 4 and a very poor 14-19 area-wide inspection resulted in the development of Campus Luton. The council is moving ahead with its Building Schools for the Future bid, which includes an innovative approach to 11-18 academies and some major rebuild and refurbishment.

All mainstream provision within Bedfordshire and Luton is at least satisfactory apart from one WBL provider. The area has 3 beacon providers, one general FE College (Barnfield), Luton Sixth Form College and Luton Borough Council through its work based learning (WBL) provision. The quality of sixth form provision in schools is variable with some schools causing concern.

**FE Success Rates for Long and Short qualifications:-  
16-18 and 19 +**

	Qual. Type	16-18			19 +		
		02/03	03/04	04/05	02/03	03/04	04/05
Bedfordshire and Luton	Long	65%	65%	66%	51%	52%	57%
	Short	75%	71%	76%	79%	80%	82%
	All	66%	66%	67%	68%	68%	72%

Source LSC Performance Scorecard

FE success rates are improving overall for both 16-18 year olds and 19+. There are significant differences of achievement between white and some BME groups (averaging 4% in general FE and 3% in the sixth form college). At 16-18, Bangladeshi, Pakistani and those from dual heritage and 'other' ethnic backgrounds are less likely to achieve (by 7%, 4% and 7% respectively). At age 19+ the gap is more pronounced (8%) and is highest for Black African (18%), Black Caribbean (10%), Chinese (10%), and learners with dual heritage (9%) or from 'other' (9%) ethnic backgrounds.

There are good working relationships between providers and the LSC with clear evidence of joint college collaboration through the Centres of Vocational Excellence (CoVE) network and schools and colleges implementing wider curriculum opportunities for 14-19 year olds in both Bedfordshire and Luton.

The provision being delivered at present is only partly contributing to the LSC's national priorities and is concentrated in traditional mainstream organisations. Only 4% of FE provision counts towards Level 2 targets and 54% of Skills for Life is accredited learning.

In order to realise the LSC's Agenda for Change we will challenge all our learning providers to maintain their drive for excellence, focus on LSC priorities and become more responsive to business needs. An indicator of success will be the achievement of the Quality Mark. Our provider base also needs broadening to include those from the voluntary and community sectors and we will engage with the Community and Voluntary Sector (CVS) partnerships to support and implement the 'Working Together Strategy'.

This broader base of provision will only be effective and efficient through increased collaboration and joint planning in order to maximise funding particularly for adults. A review of the whole FE estate will be carried out to support this collaborative approach and ensure that we are able to meet the growth opportunities in the area.

The key risks that could significantly impact on the capacity of our provider infrastructure to deliver our priorities and targets in 2006/07 are:

- The ability of the sector to effectively engage with employers in the context of Train to Gain; Skills for Life in the workforce; engaging more employers in the provision of

Apprenticeship places; the provision of more full cost adult provision; and delivering more flexible work place provision for young people.

- The challenge of reversing the downward trend in take up of Apprenticeships.
- The ability of the sector to manage the implication of 'Priorities for Success', particularly the increase in fee assumptions and greater focus on first Full Level 2 provision and the changing pattern of adult provision that will be publicly funded.
- The impact on performance in FE Colleges due to their inability to recruit and retain staff and capacity to develop a workforce development strategy in the twelve months timeframe recommended by the Foster Review of FE.
- Provider's financial and land capacity to enable the capital renewal needed to keep pace with growing demand and the new vocational offer.

## Skills Priority and Provision Analysis Matrix - 04/05 – Bedfordshire and Luton

Under 19	High		Medium		Low		Total	
	£ and Enrols	%	£ and Enrols	%	£ and Enrols	%	£ and Enrols	% of Overall
Likely to contribute	10,326,181 17521	46%	2,380,293 2674	11%	5,979,872 5523	27%	18,686,346 25718	83%
Potential to contribute	369,915 973	2%	106,989 355	0%	15,237 69	0%	492,141 1397	2%
No longer eligible for LSC funding	375,086 4832	2%	865 8	0%	4,824 15	0%	380,776 4855	2%
Other (eg UFI and Unclassified)	0 0	0%	0 0	0%	0 0	0%	0 0	0%
Entitlement	0 N/A	0%	2,940,770 N/A	13%	0 N/A	0%	2,940,770 N/A	13%
<b>Totals</b>	<b>11,071,183</b> <b>23326</b>	<b>49%</b>	<b>5,428,916</b> <b>3037</b>	<b>24%</b>	<b>5,999,933</b> <b>5607</b>	<b>27%</b>	<b>22,500,032</b> <b>31970</b>	<b>100%</b>

19 and Over	High		Medium		Low		Total	
	£ and Enrols	%	£ and Enrols	%	£ and Enrols	%	£ and Enrols	% of Overall
Likely to contribute	7,957,998 15930	43%	1,628,582 5919	9%	2,310,347 3891	13%	11,896,926 25740	65%
Potential to contribute	3,686,127 14192	20%	781,611 4711	4%	113,058 522	1%	4,580,797 19425	25%
No longer eligible for LSC funding	1,879,758 15341	10%	19,767 403	0%	21,681 93	0%	1,921,206 15837	10%
Other (eg UFI and Unclassified)	0 0	0%	0 0	0%	0 0	0%	0 0	0%
Entitlement	0 N/A	0%	29,085 N/A	0%	0 N/A	0%	29,085 N/A	0%
<b>Totals</b>	<b>13,523,883</b> <b>45463</b>	<b>73%</b>	<b>2,459,044</b> <b>11033</b>	<b>13%</b>	<b>2,445,086</b> <b>4506</b>	<b>13%</b>	<b>18,428,013</b> <b>61002</b>	<b>100%</b>

NB percentages are funding values as a percentage of the total funds, for each age group

In line with both local and regional skill priorities we will agree with our providers an increased shift in the provision we fund to ensure that we move provision from "low" to "medium" and then "high". We will use the FE & WBL differentiation reports, supplemented by other local information to produce "local provider discussion documents" to inform the detailed discussion with each FE provider on provision currently delivered; success rates and to inform the discussion on shifting provision to address skill priorities.

## **The key changes needed**

The analysis of the context within which we are working and the identification of headline issues in relation to supply, demand and the capacity of our infrastructure to deliver our priorities and targets, has determined the key changes needed in Bedfordshire and Luton as a matter of urgency. The key actions section will detail how we will take this and other activity forward in 2006/07.

### **Priority 1 - 14-19**

Continue the development of the Campus Luton initiative and challenge the Bedfordshire 14 – 19 strategic forum to accelerate progress so that all 14 – 19 year olds will have access to high quality, relevant learning opportunities as outlined in the 14 – 19 implementation plan.

- During 2006/07 increase by 600 the number of Luton students accessing opportunities through new curriculum areas.
- Reduce the numbers of young people in the NEET group especially those who are in the “not known” category. Place particular focus on the NEET young people from BME groups, those who have learning difficulties and/or disabilities and those who are employed without training.
- Increase the number of learners with learning difficulties and/or disabilities attending in county provision through the Improving Choices Pathfinder project “The Mayflower”
- By 2008 increase the number of young people achieving Level 2 by age 19 by 870. (The 2006/07 target is 350).

### **Priority 2 – Demand Led Learning**

Rebalance mix of provision to reflect the growth potential in the five priority sectors (construction, health & social care, wholesale and retail, leisure & tourism and transport & logistics) from 24.6% in 2004/05 to 30.0% in 2006/07.

Introduce Train to Gain, to engage 780 employers and enable 2827 employees to achieve a first full Level 2 qualification by 2009.

### **Priority 3 – Transforming FE (Agenda for Change)**

Challenge all of our providers to improve the quality, balance and mix of provision so that by 2007/08 no poor quality provision exists and by 2010 all provision is good or excellent.

During 2006/07 secure “in principle” approval for capital plans for all the FE colleges so that by 2008/09 first phase applications are approved and underway and by 2010/11 the whole estate has been renewed.

### **Priority 4 – Economic Development**

Increase Skills for Life provision leading to qualifications and ‘other provision’ from 46% in 03/04 to 60% in 2006/07 and 80% by 2007/08.

Reduce the number of adults without a first full Level 2 qualification from 56% in 2001 to 40% by 2010, with a local milestone of 52% in 2006/07.

Quantify how economic growth in the MKSM sub-region will impact on the demand for skills; identifying the gaps in learning and skills provision. Lead the development of a local skills master plan that is incorporated within local LAAs, LiC Business plan, local Joint Economic Development Strategies & local growth partnerships.

### **Priority 5 – Improve Public Sector Skills**

Increase the number of apprentices employed, Skills for Life qualifications & first Level 2 qualifications held by employees, or sub-contractors, within the county, unitary and district councils that identifies a contribution towards local LSC PSA targets.

**Summary Statement of Activity**

Red header indicates underpinning data is incomplete (validates FE and WBL Total Learners values, and ACL 19+ FLLN values only).  
 Green header indicates underpinning data is complete (validates FE and WBL Total Learners values, and ACL 19+ FLLN values only).

Area Name: **Bedfordshire and Luton**

What we have delivered so far and our planned changes for 2006/07

Summary of Young People (16-18)	2004/05				
	Learners				Funding £
	Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)		
FE Total Learners	9104				£26,996,369
<i>of which</i>					
Learners on Skills for Life target qualifications	3758	1593	42.4%		
Learners on a full level 2 qualification	1695	986	58.2%		
Learners on a full level 3 qualification	2783	1585	57.0%		
School sixth form	4903				£22,469,272
Work Based Learning	12 month average in learning (volume)	Framework achievements (volumes)	Framework achievement / 12 month AiL (%)		
WBL Total Learners	791				£2,991,008
<i>of which</i>					
Learners on an Apprenticeship	589	163	27.7%		
Learners on an Advanced Apprenticeship	202	32	15.8%		
Entry to employment	Learners				
	Volumes (starts)	Numbers in learning	Average length of stay (weeks)	Positive destinations	
All E2E	541	739	19.9	185	£2,323,900

2005/06				
Learners				Funding £
Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)		
	9804			£30,761,873
	3673	2197	59.8%	
	2154	1252	58.1%	
	3095	1782	57.6%	
	5021			£24,367,360
12 month average in learning (volume)	Framework achievements (volumes)	Framework achievement / 12 month AiL (%)		
1002				£3,465,121
	722	281	38.9%	
	254	62	24.4%	
	Learners			
	Volumes (starts)	Numbers in learning	Average length of stay (weeks)	Positive destinations
	614	870	19.4	290

2006/07			
Learners			Funding £
Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)	
	10346		
	4071	2515	61.8%
	2317	1386	59.8%
	3337	1946	58.3%
	5021		
12 month average in learning (volume)	Framework achievements (volumes)	Framework achievement / 12 month AiL (%)	
1166			
	842	299	35.5%
	269	98	36.4%
	Learners		
	Volumes (starts)	Numbers in learning	Average length of stay (weeks)
	750	982	17.1

Summary of Adults (19+)	2004/05				
	Learners				Funding £
	Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)		
FE Total Learners	41598				£22,401,988
<i>of which</i>					
Learners on Skills for Life target qualifications	2074	913	44.0%		
Learners on a full level 2 qualification	1575	716	45.5%		
Learners on a full level 3 qualification	1327	681	51.3%		
Adult & Community Learning	9314				£2,037,226
Work Based Learning	12 month average in learning (volume)	Framework achievements (volumes)	Framework achievement / 12 month AiL (%)		
WBL Total Learners	455				£1,002,781
<i>of which</i>					
Learners on an Apprenticeship	252	72	28.6%		
Learners on an Advanced Apprenticeship	203	57	28.1%		
Learners on Skills for Life target qualifications (ALL AGES)	941	333	35.4%		
ETP/NETP	Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)		
	225	38	16.9%		

2005/06				
Learners				Funding £
Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)		
	33654			£21,402,454
	2842	1609	56.6%	
	1799	1079	60.0%	
	1559	798	51.2%	
	9220			£1,941,481
12 month average in learning (volume)	Framework achievements (volumes)	Framework achievement / 12 month AiL (%)		
503				£959,503
	294	133	45.2%	
	203	77	37.9%	
	1132	696	61.5%	
	Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)	
	570	270	47.4%	

2006/07			
Learners			Funding £
Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)	
	26040		
	3290	1829	55.6%
	2170	1336	61.6%
	1614	849	52.6%
	8350		
12 month average in learning (volume)	Framework achievements (volumes)	Framework achievement / 12 month AiL (%)	
444			
	244	137	56.1%
	183	77	42.1%
	1262	780	61.8%
	Volumes of learners	In-year achievements (volume)	In-year achievement / Volume (%)
	1365	875	64.1%

Budgets	FE	WBL	E2E	SSF	ACL	ETP/NETP	Development Funding	Capital	Administration	Other Programme Budgets
2004/05	£50,234,540	£4,675,897	£2,262,143	£22,469,272	£2,083,579	£0	£2,069,091	£1,131,678	£1,692,004	£0
2005-06	£51,121,032	£4,489,387	£2,313,459	£24,367,360	£1,941,481	£0	£1,370,032	£582,431	£1,507,015	£0
2006-07	£52,893,160	£4,354,387	£2,328,367	£25,090,352	£1,794,283	£0	£0	£0	£0	£0

**Notes:**

All budgets are Academic Year budgets.

This workbook ends at 2006/07.

\*Discrete funded activity - i.e. activity which is solely ESF funded (not co-financed) and is not already included in FE, WBL or ACL Toolbox or any other activity not recorded in the FE, WBL or ACL Toolboxes and not ESF funded, e.g. LIDf or discrete project funded.

## Key actions

NP1: Ensure that all 14-19 year olds have access to high quality, relevant learning opportunities	
Action	Measure of Success
1.1 Continue the development of the Campus Luton initiative for 11 – 19 year olds.	<ul style="list-style-type: none"> <li>• A developed 14-19 implementation plan across Luton by June 2006.</li> <li>• A new curriculum offer extended across the first Campus Luton consortium – The SSPA.</li> <li>• Area prospectus produced by October 2006.</li> <li>• One (1) specialist diploma (possibly in Construction) being developed from September 2006.</li> <li>• 150 additional students access a wide curriculum from September 2006.</li> <li>• A strategy and plan to address under achieving young people agreed by July 2006.</li> </ul>
1.2 Launch the new curriculum offer in the second and third consortia of Campus Luton by implementing collaborative working arrangements	<ul style="list-style-type: none"> <li>• 9 new schools involved from September 2006.</li> <li>• 600 additional students covered by the new offer from September 2006.</li> <li>• 10 new vocational courses available from September 2006.</li> </ul>
1.3 Challenge the Bedfordshire 14 – 19 strategic forum to accelerate the progress of the 14 – 19 strategy.	<ul style="list-style-type: none"> <li>• A developed 14-19 implementation plan across Bedfordshire Authorities by June 2006.</li> <li>• Broader curriculum offer.</li> <li>• Area prospectus produced by October 2006.</li> <li>• A strategy and plan to address under achieving young people agreed by July 2006.</li> </ul>
1.4 Commission provision which increases 16 – 18 participation targeting underrepresented groups where appropriate.	<ul style="list-style-type: none"> <li>• Increase 16-18 year olds in FE sector by 500.</li> <li>• Indicative funding increase of £2.5m in 2006/07.</li> </ul>
1.5 Challenge providers to increase Level 2 achievement.	<ul style="list-style-type: none"> <li>• Increase Level 2 achievements by 350 comprising               <ul style="list-style-type: none"> <li>• FE Sector – additional 175</li> <li>• WBL - additional 25</li> <li>• Schools - additional 150</li> </ul> </li> <li>• Increase Level 2 achievements by 870 (from the 2004 baseline), by 2008.</li> </ul>

1.6	Work with Connexions to halt the rise in the NEET group, especially in key areas identified in Activity survey data December 2005.	<ul style="list-style-type: none"> <li>• Increase males' participation from 85% in 2005/06 to 87% in 2006/07.</li> <li>• Number of young people in employment without training reduced from 4% to 3%.</li> <li>• Guarantee of a suitable learning opportunity is met by September 2006.</li> </ul>
1.7	Increase the capacity of providers to offer mainstream provision for LLDD in county through the Improving Choices Pathfinder.	<ul style="list-style-type: none"> <li>• Increase of 5 learners to a total of 9.</li> <li>• SEN/LLDD research completed April 2006 and plan agreed – September 2006.</li> </ul>
1.8	Challenge providers to improve WBL framework achievements.	<ul style="list-style-type: none"> <li>• Increase achievements from 262 to 335.</li> </ul>
1.9	Work with Bedfordshire County Council to review School Structures (currently 3 tiers).	<ul style="list-style-type: none"> <li>• 14-19 Education and training reviewed in Bedfordshire by September 2006 in preparation for Building Schools for the Future.</li> </ul>
1.10	Continue to engage with Luton Borough Council on 'Building Schools for the Future', to include 2 Academies (11- 19).	<ul style="list-style-type: none"> <li>• Improved learning estate and facilities for Luton 11-19 learners from 2010.</li> </ul>

**NP2: Make learning truly demand-led so that it better meets the needs of employers, young people and adults**

2.1	Manage the introduction and launch of Train to Gain (including Skills Brokerage Service) building on the valuable experience gained through national ETP pilots and local mini ETP pilots.	<ul style="list-style-type: none"> <li>• 200 employers engaged in Train to Gain.</li> <li>• 700 employees to gain L2 qualification through Train to Gain.</li> </ul>
2.2	Build on the Bedfordshire and Luton employer engagement research and development to continue the transformation of local provision that reflects the needs of employers.	<ul style="list-style-type: none"> <li>• 3 local FE colleges commit to achieve new quality mark accreditation.</li> <li>• Successful employer engagement demonstrated by achievement of 32.5% fee income target.</li> </ul>
2.3	Implement the five sector engagement plans for Bedfordshire and Luton's priority sectors.	<ul style="list-style-type: none"> <li>• Sector engagement plans agreed with the five priority sectors and in-year milestones achieved.</li> </ul>
2.4	Reassess local CoVEs and link to National Skills Academies and Regional Hubs.	<ul style="list-style-type: none"> <li>• 6 local CoVEs reassessed against revised national criteria.</li> <li>• 2 local CoVEs attached to National Skills Academies as hubs.</li> </ul>
2.5	Establish private-public partnership involving employers and providers operating on a 'hub and spokes' structure linked to children's centres delivering demand-led provision.	<ul style="list-style-type: none"> <li>• Adult skills consortia in place by October 2006.</li> <li>• Adult learning entitlement piloted in targeted disadvantaged area.</li> </ul>
2.6	Work collaboratively with key providers and partners to establish PCDL development plan.	<ul style="list-style-type: none"> <li>• Establish baseline for level and content of current provision.</li> <li>• Agreed plan for development of PCDL provision for 2007/08 and beyond.</li> </ul>
2.7	Establish Equality and Diversity Impact Measures (EDIMs), agree provider-level measures and monitor progress.	<ul style="list-style-type: none"> <li>• Providers have agreed individual measures in development Plans by June 06.</li> </ul>
2.8	Sponsor Business Excellence Awards 2006 in partnership with Bedfordshire Newspapers.	<ul style="list-style-type: none"> <li>• Award ceremony held in autumn 2006.</li> </ul>



**NP3: Transform the learning and skills sector through agenda for change**

3.1 Agree and implement a coherent, integrated reform programme in the FE Sector, within the context of Agenda for Change and the key recommendations in the Foster and Leitch Reviews.	<ul style="list-style-type: none"><li>• LSC Priorities transparent in all LSC funded provider development plans by May 2006.</li><li>• All LSC funded providers align self-assessment and planning activities to LSC Business Cycle.</li><li>• More robust and comprehensive self assessments provided by LSC providers by November 2006.</li><li>• Value for money measures and local benchmarking implemented as part of the Annual Planning Review (APR).</li></ul>
3.2 Drive up performance in terms of leadership and management by encouraging providers to take advantage of Learning and Skills Development Agency (LSDA) consultancy.	<ul style="list-style-type: none"><li>• First class leadership in Bedfordshire providers demonstrated by improved inspection grades in leadership.</li><li>• All providers use LSDA Health Check in 2006/07.</li></ul>
3.3 Drive up quality of provision offered by FE and WBL providers focussing on Level 2 & 3 priority skills needs.	<ul style="list-style-type: none"><li>• Provision commissioned from poor quality providers removed in 2007/08.</li><li>• Improvement plans agreed with 3 providers by May 2006, who have Grade 4 (inadequate) provision.</li><li>• All providers will be operating above floor target/relevant benchmarks by 2008.</li><li>• Clear targets agreed for Level 2 and 3 with each FE provider in May 2006.</li><li>• Increase all provision purchased through LSC funds to high and medium relevance from low by July 2009.</li></ul>
3.4 Foster greater collaboration between FE colleges and ACL providers to maximise opportunities for learners.	<ul style="list-style-type: none"><li>• Agreed offer in place for September 2007 and review in January 2007 for September 2008.</li></ul>
3.5 Continue to renew the FE Estate to achieve 21 <sup>st</sup> century accommodation of all students.	<ul style="list-style-type: none"><li>• LSC Bedfordshire Capital Plan approved by March 2006.</li><li>• In principle applications submitted and approved by end 2006/07.</li><li>• Full review of FE estates complete in 2006/07 (linked to MKSM growth).</li></ul>

**NP4: Strengthen the role of the LSC in economic development so that we provide the skills needed to help individuals into jobs**

4.1	Deliver Level 2 Entitlement and through Next step, advice sessions to adults yet to achieve a Level 2 qualification.	<ul style="list-style-type: none"> <li>• 1,037 adults gain a first full Level 2 qualification.</li> <li>• 4080 adults receive advice session.</li> <li>• 274 enhanced sessions.</li> <li>• 1959 adults referred to Level 2 provision</li> </ul>
4.2	Purchase Information Technology Qualification (ITQ) Business Improvement Techniques (BIT), and On Site Assessment and Training (OSAT) provision from local providers to contribute to Level 2 target.	<ul style="list-style-type: none"> <li>• 650 ITQ qualifications completed</li> <li>• ITQ provision delivered by a minimum of 2 FE providers</li> <li>• 60 Level 2 BIT qualifications achieved</li> <li>• 100 Level 2 OSAT qualifications achieved.</li> </ul>
4.3	Proactively influence learning, skills elements of Block 4 activities in both Bedfordshire and Luton LAAs.	<ul style="list-style-type: none"> <li>• Bedfordshire and Luton's LAAs Block 4 targets and measures align with LSC Bedfordshire &amp; Luton's targets and priorities.</li> </ul> <p>(Targets and Reward targets currently being negotiated with Beds and Luton)</p>
4.4	Lead the learning and skills elements of the local IIC Business & Investment Plans.	<ul style="list-style-type: none"> <li>• IIC Business Plan and Investment Plan both aligned to LSC priorities.</li> <li>• 2 out of 3 priority areas linked to LSC priorities (Adults and Transition from Education to Employment).</li> </ul>
4.5	Proactively influence the learning and skills elements of local Strategic Partnerships (LSPs) Community Plans.	<ul style="list-style-type: none"> <li>• All 5 LSP Community Plans align to LSC priorities.</li> </ul>
4.6	Rebalance the mix of Skills for Life provision (Including ESOL) and Increase capacity of Skills for Life Tutors.	<ul style="list-style-type: none"> <li>• 1,800 Skills for Life qualifications achieved.</li> <li>• 15 Level 2, 20 Level 3 and 10 Level 4 Skills for Life trainers qualified.</li> </ul>
4.7	Develop stronger links between Family Learning programmes, including FLLN and adults.	<ul style="list-style-type: none"> <li>• 20% adults progressing from Family Learning Programmes to full skills for life programmes.</li> </ul>
4.8	Introduce OLASS for offenders both in custody and in the community.	<ul style="list-style-type: none"> <li>• 50 offenders in the community participating in Skills for Life programmes.</li> </ul>
4.9	Proactively lead the learning and skills elements of MKSM growth area in Bedfordshire.	<ul style="list-style-type: none"> <li>• Production of a skills master plan for Bedfordshire and Luton. Identified gaps in learning and skills provision incorporated into partner plans.</li> </ul>
4.10	Manage handover of current Jobcentre Plus Skills for Life provision (including ESOL) and support implementation of "New Deal for Skills".	<ul style="list-style-type: none"> <li>• LSC Bedfordshire /Jobcentre Plus Action Plan in place by end of April 2006.</li> </ul>

**NP5: Improve the skills of workers who are delivering public service**

5.1	Support county, unitary and district councils in developing a strategic approach to working collaboratively to address skill needs across the workforce.	<ul style="list-style-type: none"><li>• 300 low skilled workers targeted in public services.</li><li>• 180 achieving Skills for Life qualification.</li><li>• 150 achieving first full Level 2 qualification.</li></ul>
5.2	Agree a regional joint approach to funding support for skills development in the public services, making more effective use of collective funding through the East of England Skills and Competitiveness Partnership (EESCP).	<ul style="list-style-type: none"><li>• A joint regional approach in place by October 2006.</li></ul>
5.3	Targeting public service organisations within Train to Gain from August 2006.	<ul style="list-style-type: none"><li>• (TBC) apprenticeships, 450 Skills for Life qualifications and (TBC) first Level 2 qualifications achieved.</li></ul> <p>(Targets for Train to Gain to be confirmed for rollout in August 2006)</p>
5.4	Supporting the LSC/Teacher Training Agency investment in developing school support staff in support of the "Children's Workforce Development Strategy".	<ul style="list-style-type: none"><li>• 150 schools support staff targeted.</li><li>• 75 Level 2 qualifications included in provider development plans.</li></ul>
5.5	Reinforcing the Level 2 Adult Learning Entitlement to local public service employees through the negotiation of plan led funding agreements with local LSC providers.	<ul style="list-style-type: none"><li>• 100 adult first Level 2 qualifications achieved.</li></ul>

## **Our Delivery Resources**

The following section summarises key areas that will support our plan.

### **Partnerships**

Effective partnership working is critical to the delivery of both LSC and wider Government priorities. However partnerships need to be fit for purpose and able to deliver real change without unnecessary duplication. Over the next year the local LSC will carefully assess which partnerships it must support and resource and, perhaps, initiate new partnerships where there is a demonstrable need.

The Agenda for Change - theme 7 - proposes changes to the structure of the LSC. It will mean closer alignment of our staff resources to the learners, employers and individual communities we serve. However it will also mean that we must be more focussed, ensuring our resources are used primarily in partnerships which will contribute to the priorities outlined in the plan.

The following paragraphs outline the main partnerships the local LSC will engage with, relating to the 6 national LSC priorities, and summarises the key outcomes.

### **Priority One**

Over the next year we will ensure that the 14 -19 Implementation Plan is actioned and that learners in this age group are able to access a more balanced curriculum that includes vocational opportunities, is supported by excellent information, advice and guidance and is delivered by quality teaching staff. We will achieve this through the continuing development of the 11-19 Achievement Strategy Group in Luton and the 14-19 Strategy Group in Bedfordshire. These groups include representatives from the local authorities, schools, colleges, WBL providers, HE and employers and provide the driving force behind 14-19 developments in the county area.

A significant partner in these developments is the Connexions Service, with whom we will work jointly to address the higher than average levels of young people who are NEET, particularly from BME groups. Increasing in-county provision for LLDD will also be a key requirement for the 14-19 phase and we will work through the inter-agency Special Needs strategy group (linked to the Improving Choice pathfinder) to bring about the necessary change.

By strategic involvement in both the Luton and Bedfordshire Children and Young Peoples Strategic Boards, we will influence the 'Enjoying and Achieving' and 'Achieving Economic Wellbeing' elements of 'Every Child Matters' and the emerging Children's Trusts. We will also be a major partner in the Local Safeguarding Boards to ensure that the safety and security of children remains paramount within the post 16 sector.

### **Priority Two**

Ensuring learning and skills provision is demand led will require much greater involvement with employers, through partnership working with the local Chamber of Commerce, Business Link and those Sector Skills Councils in our priority areas. Because of the diversity of our population it will be important to link with specialist business groups such as the Bedfordshire Ethnic Minority Business Forum. Groups such as the Local Learning Partnership's (LLP) Employer Engagement Forum will also prove valuable in capacity building the post 16 sector to take advantage of opportunities such as Train to Gain.

In Luton we will engage positively with initiatives such as the City Growth Strategy and continue to lead the 2 major groups within the Local Strategic Partnership (LSP), focussing

on learning, skills and employment. Using our excellent links with Jobcentre Plus, the Information, Advice and Guidance network and the trades unions we will ensure that provision more closely matches the needs and aspirations of individuals whether in the workforce or unemployed.

### **Priority Three**

Effective transformation of the post 16 sector can only take place through collaboration and not just individual institutional change. We will continue to work through the Bedfordshire Federation of Colleges (which includes the Higher Education establishments), the WBL provider network, the 2 adult consortia and the sixth forms to undertake a thorough review covering delivery of LSC priorities; with emphasis placed on employer engagement and quality. Further involvement of the voluntary and community sector as providers will be pursued through the local Compact to meet the Working Together Strategy and broaden the overall mix of learning activity.

For the 14-19 phase, the LSC is represented on the Bedfordshire Elected Member Task Group looking at a possible review of the 3 tier system in the county, and the Building Schools for the Future Commission in Luton. Both these activities allow us to influence the delivery of pre-16 education and give us an opportunity to positively shape the 14-19 phase particularly around the introduction of academies.

### **Priority Four**

The LSC is a member of the Bedfordshire and Luton Economic Development Partnership (BLEDP), which produces the local economic strategy linked to regional priorities. Through continuing involvement with BLEDP we will influence the direction of the local Investing in Communities programme, which, for the coming year, will add some £5 million to activity supporting LSC priorities.

The LSC is also a member of the county and unitary LSPs and has contracted the LLP to represent it at district level. The LSC is seen as a key contributor to local regeneration and neighbourhood renewal, working with partners to develop innovative skills solutions, such as the Kingsland Skills and Enterprise Centre, in particularly deprived parts of our area. We are also actively engaged in developing the 2 Local Area Agreements; taking lead responsibility for the skills element of the Economic Development and Enterprise blocks.

At a cross-regional level, the local LSC is leading the development of a Skills Master Plan for the MKSM growth area and is a member of the Inter-regional Board chaired by the Office of the Deputy Prime Minister (ODPM). The outcome of this activity will be a blueprint for skills development in the area, complete with cost implications that will support future economic growth and social inclusion.

### **Priority Five**

The public sector workforce has tremendous potential for development. Over the last 2 years we have worked with the Bedfordshire and Hertfordshire Workforce Development Confederation and the hospitals, focusing on the skills needs of those in the health and social care sector. For the future we will concentrate on the wider public sector making use of the county wide Chief Executive Forum to develop a joint approach to the local government workforce. This will be enhanced through collaborative work with the East of England Skills and Competitiveness Partnership and the Regional Assembly.

### **Priority Six**

The LSC is all about 'localness' and ensuring that as much of our resource as possible goes to the front-line. Theme 7 will ensure that the LSC changes to meet these new aspirations; developing a structure where national, regional and local functions are clearly

understood by partners and staff. Regionally change has already occurred, with the co-ordination of several work areas.

Locally we will be creating 2 partnership teams, one for Luton and one for Bedfordshire, which will consist of skilled professionals who will lead the change, in collaboration with the full range of partners. In addition, because of the significant growth agenda in Bedfordshire and Luton, there will be an Economic Development team operating across the whole county area.

This new structure will provide a consistency of approach across the country, rationalise functions regionally, reduce the potential for silo operation and integrate skills and learning at a local level through the partnership teams. The addition of a separate economic development team will allow us the resource to proactively engage in major inward investment plans, regeneration projects and the wider Government growth agenda.

### **Agenda for Change**

Working with the sector, the LSC has looked at how best to meet the workforce skills needs of **employers**; build a sector fully committed to **quality** and the highest standards; how **funding** methods can be changed to support priorities as simply as possible; how **data** collection and exchange can be streamlined; how the sector can achieve **business excellence**; and how the **reputation** of the sector can be enhanced.

### **Local Council**

The Council Members of the Learning and Skills Council Bedfordshire and Luton are from diverse backgrounds and are invited to contribute their skills, knowledge and experience to the LSC's Core Business Cycle, which includes the process for the production and approval of an Annual Plan. Both at Council meetings and as part of smaller sub groups they contribute to a number of specific tasks; for example the development of local priorities. The members are also intimately involved with the dissemination and support of the strategies and plans of the Learning and Skills Council, Bedfordshire and Luton within their own and wider communities and various other strategic bodies. They witness at first hand the outcomes of the LSC's work by attending and leading various events throughout the county.

### **Work with College Governors**

It is essential that the members of college governing bodies are fully aware of and engaged in the LSC agenda. We will do this by continuing to attend their planning events; ensuring they have access to clear local information and we will maintain contact with each College Governing body to discuss key issues as necessary. This will include the implications of the "Agenda for Change"; the Skills Agenda; the focussing of funding on LSC priorities; the outcome of the review of school structures in Bedfordshire (Summer 2006) and the introduction of "11 - 19 Academies" which may affect the pattern of 11 - 19 learning in an area. We will continue to engage with governors as appropriate.

### **Human Resources and Staff Development**

The Learning and Skills Council Bedfordshire and Luton is a recognised Investor in People and continues to develop its staff through an ongoing process of performance and development review as part of its wider people plan. Staff are developed in a variety of ways in line with needs and objectives derived annually from national, regional and local business and learning and development plans and their own developmental needs. The Learning and Skills Council Bedfordshire and Luton is committed to the core values of the LSC, Trust, Expertise, Ambition and Urgency. Staff development is carried out in support of these ensuring our staff are focussed on, and have the skills to, deliver our mission and targets.

## Equality and Diversity

The Learning and Skills Council (LSC) has a statutory duty to make learning more inclusive, to widen participation, identify and help eradicate unlawful discrimination and promote equality of opportunity for all learners. It aims to tackle social and economic disadvantage by removing barriers to post 16 education and training. The LSC's commitment to equality and diversity makes good business sense and contributes towards creating a world-class workforce able to compete effectively in the 21st Century.

The Learning and Skills Act 2000 Section 13 and 14 require the LSC to 'have due regard to the need to promote equality of opportunity between:

- People from different racial groups
- Men and women
- People with a disability and people without'.

Equality Legislation, regulation and policy provide a framework within which the LSC will strive to deliver equality of opportunity for all learners, irrespective of their age, race, sex, religion, sexual orientation, whether or not they have a disability, learning difficulty or any other characteristic. Our actions and activities which are covered in this plan will be underpinned by and reflect the Council's Race Equality Scheme. We will develop a local action plan and all staff will have training in "Impact Assessment" and other related skills. We have also developed and are implementing an Impact Assessment Tool for our providers.

The LSC developed **Equality and Diversity Impact Measures (EDIMs)** as the mechanism for supporting, monitoring and assessing the impact of its programmes and activities on different groups of people and learners. The key EDIMs are:-

- **For 16 – 18 year olds**
  - Reduce the gap in success rates by at least 1% per year for the next three years.
  - Improve success rates for
    - White learners by 1% per year for the next three years.
    - Bangladeshi, Mixed and Any Other groups by 2% per year for 2005-08.
    - Pakistani learners by 1% per year for the next three years.
    - BME Level 2 learners by 2% per year for the next three years.
  - Increase the proportion of BME applicants to successfully secure places on WBL programmes.
- **For the 19+ age group**
  - Reduce the gap in success rates by at least 2% per year for the next three years.
  - improve success rates for
    - Black African by at least 4%, Black Caribbean, Chinese, other Asian and Mixed by at least 2% per year for the next three years.
    - Level 3 BME and 'unknown' learners by at least 3% per year for the next three years.

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## Workforce profile

The LSC Bedfordshire and Luton works to ensure its workforce represents the diverse communities it serves. The following table shows progress against our targets in his area.

<b>Actual</b>	25.00%	14.29%	13.46%	42.86%	0.00%
<b>Band</b>	<b>B3+ Females</b>	<b>B1 Male</b>	<b>All BME</b>	<b>B3+ BME</b>	<b>Disabled</b>
<b>Target</b>	50.00%	14.00%	17.50%	22.00%	15.00%

Source Human Resource Team LSC National Office

### **Learners with Learning Difficulties and / or Disabilities**

Under the Learning and Skills Act 2000, the Council has a specific responsibility to consider the needs of young people and adults with learning difficulties and/or disabilities. There are arrangements in place to ensure that this group of learners have access to suitable provision that meets their needs and where appropriate the additional support required.

The findings of the Little report '*Through Inclusion to Excellence*' - relating to the LSCs planning and funding of provision with Learners with Learning Difficulties and/or Disabilities outlines a vision of change and transformation for the education and training provided for this group of learners. The LSC Bedfordshire has introduced the *Improving Choice Pathfinder Project, - Mayflower* which places it in a strong position to take forward the recommendations from this significant review.

The Pathfinder has allowed us to develop provision for LLDD in local colleges, enabling learners who would have had to go out of county to residential colleges, or who would have dropped out of learning on leaving school, to access learning locally. The project is successfully bringing together the relevant agencies and organisations so that appropriate curriculum and support arrangements can be put in place. During 2006/07 a range of capacity building activities will be implemented so that colleges and other providers can access LLDD matrix funding, which until now has only been available to specialist colleges, none of which are located within the East of England.

### **Offender Learning**

We will continue to develop existing Community Provision within the regional OLASS framework as captured in the ETE (Education, Training and Employment) Pathway Delivery Plan produced in March 2006 as part of the NOMS (National Offender Management Service) Reducing Re-offending Delivery Plan.

Local Partnership Plans will be reviewed with the Probation Service and updated in the light of OLASS developments. The key aspect will be to maintain the focus on offering effective skills for life programmes to respond to LSC and Probation targets and priorities. In addition, steps will be taken to extend the range and scope of provision for offenders in the community, including for young offenders. This will include more progression opportunities and increased access to IAG.

The current provider base will be expanded and the local LSC will take every opportunity to maximise the use of mainstream funding and, where appropriate, discretionary monies to supplement the relatively small OLAAS budget for community activity. This will be facilitated through the development of new local partnership arrangements to cover provider and stakeholder collaboration, including the important prison/probation 'through the gate' links.

Following the introduction of OLASS on 31st July 2006, planning for 06/07 will focus on increasing participation and achievement in education and training for offenders in custody and the community, and redesigning provision to support this.



## **Health and Safety**

The health and safety of learners is a fundamental value for the Learning and Skills Council. We believe that learners are entitled to learning that takes place in a safe, healthy and supportive environment. Our policy is to adopt a “best practice” role with regard to the promotion of learner health and safety, by applying the following four core principles:

- to expect that colleges and other providers funded by the Council will fully meet their legal obligations and “duty of care” to learners;
- to seek assurance that colleges and other providers have suitable and sufficient arrangements for learner health and safety;
- to take appropriate action where expected standards are not met or maintained;
- to promote the raising of standards for learner health and safety through support, and challenge, as appropriate.

## **Sustainable Development**

The LSC published its strategy for sustainable development (SD), *From Here to Sustainability*, in September 2005. The LSC’s vision is that the learning and skills sector will proactively commit and contribute to sustainable development through its management of resources, the learning opportunities it delivers and its engagement with communities. In particular, by 2007 we will expect providers to have carried out a baseline audit of current SD activity, agreed on guiding principles and approaches, and agreed long-term milestones to 2020 and beyond.

## **Financial and Performance Management**

The demands on the Learning and Skills Council are limitless; however the funds we have are not. We will therefore work closely with all our providers and partners to ensure we maximise the benefit of the public money, including additional funds such as European Social Funds (ESF), Investing in Communities (IiC), other Government departments and the Regional Development Agency (RDA), we invest in order to deliver the skills that local employers and individuals need. In order to do this we will conduct, in addition to day-to-day contract management, an annual review of colleges and providers, supported by local management information and research, as part of our wider core business cycle to ensure that the mix of provision purchased locally meets local priorities and targets.

## **Risk Management**

The LSC is committed to the effective and timely management of risk. It regularly identifies and reviews the most significant risks relating to the successful delivery of corporate objectives and targets. This is founded on a shared process for:

- Identifying barriers which prevent the achievement of objectives and evaluating the likelihood and impact of these;
- Evaluating the controls that are currently in place and determining any further action needed with regards to the residual risk; and
- On-going senior management monitoring.

The Executive Director is responsible for ensuring that adequate systems of internal control, risk management and governance are designed and implemented for each local LSC.

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