

**Learning+Skills Council**

London North

**LEARNING AND SKILLS COUNCIL  
LONDON NORTH**

**Local Annual Plan  
2004 – 2005**

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## Attachments

- **Summary and Issues paper**

## Foreword

Since we were established in April 2001, LSC LN working with our partners and stakeholders has made significant progress towards its targets by increasing and targeting investment in learning. For example:

- We are more than halfway to our target of increasing the participation of young people in education and training by 10 per cent. The growth level indicated for the 2002/03 academic year continues to show a strong performance giving London North one of the highest 16-18 participation rate in the country at 87.02%<sup>1</sup>, an increase of 2.6% on the previous year.
- We are two-thirds of the way towards our 2006 target for the number of young people achieving a Level 2 qualification (equivalent to 5 GCSEs at grades A\* to C) and a third of the way towards our target for those achieving Level 3 (equivalent to 2 A levels).
- More than 16,500 people in North London have achieved new Basic Skills Qualifications.
- We have supported the establishment of two new Centres of Vocational Excellence: in Health and Social Care (Barnet College and the College of North East London) and in Horticulture and Garden Design (Capel Manor), with several more in development.
- We have helped 120 companies through to Investors in People recognition. We have achieved Investors in People and the 'two tick' symbol for being Positive about Disability.
- We are able to support community groups and voluntary organisations through alternative sources of funding, to help meet educational and skills needs of the local area. The figure for spending in the financial years 2001/2002 and 2002/2003 is 6.8 million.

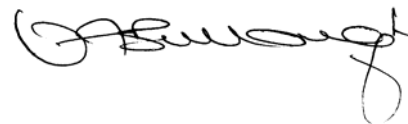
Our vision is for the area to become recognised nationally and even internationally for its Excellence in Learning. We want people who live here to benefit from that; we want people and businesses who locate here to take advantage of it; and we want them to stay here to pass these advantages on to the next generations of people and businesses.

We are fully committed to meeting the needs and aspirations of all learners in our diverse community, ensuring equality of opportunity is available to every individual.

Peter Lyne – Chairman



Verity Bullough, Executive Director



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<sup>1</sup> Against a cohort 16-18 population

## Executive Summary

This annual plan covers the final year of LSC London North's three-year Strategic Plan and will outline how LSC London North is responding to the Government's key policies for 14+ education and training. It will build on our successes and focus our energy on areas where we need to make more progress to realise our ambitions. We remain fully committed to meeting the needs and the aspirations of our learners, ensuring that equality of opportunity is available to all.

Obtaining information regarding performance against targets continues to be a challenge. However, there has been good progress made in respect of two of the indicators: Participation for 16-18 year olds and Basic Skills.

LSC London North has the highest 16-18 participation rate in the country and with our partners, have achieved some success in improving participation from the hardest to reach groups (i.e. those Not in Education, Employment or Training - the NEET group). We will continue to work collaboratively to tailor our programmes to meet the needs of those who are most disadvantaged and will develop the 14-19 curriculum to create a more coherent phase of learning. Part of this process, will include developing and agreeing an investment strategy for London North, which will address the issue of core learner entitlement, balanced with the supply of specialist provision. The Entry into Employment (E2E) programme is a key element of this provision and will be used to encourage disadvantaged young people to acquire basic, key skills and vocational knowledge, so that they may enter the Modern Apprenticeship (MA) programme, further education or employment.

The take-up for Modern Apprenticeships is very low. Traditionally the majority of young people continue their education post 16 in the Further Education (FE) / schools sector. However we wish to promote the work based route as a positive choice for young people and as an appropriate means of achieving the Public Service Agreement (PSA) MA target. We will continue to work with our local businesses to encourage participation in learning and develop sector and single employer initiatives to stimulate demand.

Under the banner of AimHigher London North is working with its partners to encourage young people to participate in Higher Education (HE). The priority for action is to develop progression routes from work related learning into higher education using foundation degrees as a key mechanism.

Widening participation for adults is a priority to ensure that we address both regional and local skills needs and we intend to develop strategies to engage groups who face barriers to access and achievement in learning. We intend to make further progress against our Basic Skills targets and Level 2 attainment, using Adult and Community learning to improve the community based offer. We have set Equality and Diversity Impact Measures and are working with our partners to develop these targets and encourage embedding them in their institutional plans. Key elements of our approach to addressing the skills for life agenda include a programme to redress the shortages of staff in key areas and activities to drive up the quality of teaching and learning. On-line learning is being used as a means to widen participation. The Broadband for learning project will be rolled out this year across the area and will include a range of providers, to offer a more flexible approach to learning and a more diverse range of learning venues.

We will continue to work with our partners to promote learning in the workplace and to meet the priorities of the Skills Strategy, ensuring the delivery of the adult Level 2 entitlement. We will build on our sectoral approach and will work with the London Sector Skills Forum to understand the skills needs of employers. We intend to concentrate on improving Investors in People and related support in a largely small and medium sized enterprise (SME) environment and we will encourage more responsive provision in the FE sector using the employer engagement targets.

An absolute priority for us in 2004/05 is to work with our partners to improve the quality of provision across the London North area and significant resources will be dedicated to pursuing financial recovery and post inspection quality improvements.

The Strategic Area Review (StAR) process in North London has already highlighted a number of key issues for the area. Our partners have been instrumental in raising these points and discussion papers

have been produced to widen the debate. A paper has been produced on Information, Advice and Guidance and considers how the need to target resources can be balanced against the demands for a universal entitlement. Other topics covered in papers include: the development of a learner entitlement for North London; the workforce development (WFD) needs of staff in the education and training sector; and a travel to study report. The next stage of the process is the development and appraisal of Strategic Options and we will continue to work closely with our partners and stakeholder groups to refine proposals, which, following extensive consultation, will form the basis of our next Strategic Plan in March 2005.

When considering the picture for young people, StAR will build on and develop the work flowing from Area Wide Inspections. An Area Wide Inspection of Enfield is drawing to a close and the Action Plan will be agreed and implementation will begin this year. We will continue to execute the Action Plans for Haringey and Waltham Forest and support Barnet in a self-assessment process. This work is to be carried out collaboratively by the borough 14-19 strategy groups. We are maintaining our support for a new 16-19 learning institution in Haringey and will be pursuing due process to submit a proposal to the Secretary of State in 2004.

## Strategic priorities

The following paragraphs provide a brief outline of the LSC's strategic priorities to set the national context for our work locally.

### Delivering government strategies

- **14-19 Opportunity and Excellence Strategy**

The LSC fully supports the government's 14-19 Opportunity and Excellence strategy and sees it as critical to our goal for increasing the participation of young people in learning. We believe that its successful implementation will offer all young people aged 14-19 an experience of learning that stimulates, motivates and stretches them so that they achieve their potential. The LSC is working closely with the Department for Education and Skills, the Qualifications and Curriculum Authority (QCA) and partners to deliver curriculum change, consistent excellence in 11-19 teaching and learning, and raise aspirations among all 14-19 year olds.

- **Skills Strategy**

The LSC is clearly positioned as a lead partner in the delivery of the Government's Skills Strategy. Central to this is the need to work with employers, individuals and partners to identify current and future skill needs and work, proactively, across the learning and skills sector, to ensure these needs are met fully. In order to do this the LSC has agreed the following seven priorities for its engagement, with the Department for Education and Skills:

- Level 2 entitlement/Level 3 skills priorities, information, advice and guidance (IAG), adult learning grant (ALG) and reform of fees/funding;
- An enhanced business support network to support an effective roll out of a national employer offer, taking forward employer training pilots (ETP) as well as other skills and business support products and services;
- Sector and occupational skills, and sector skills agreements;
- Delivering a regional agenda (regional skills partnerships);
- Qualifications reform including units and credit;
- From welfare to workforce development, including work with Jobcentre plus;
- Responsive supply (through *Success for All*).

The LSC will continue to implement its workforce development strategy, within the context of the skills strategy and the seven priorities for LSC engagement.

- **Success for All**

Success for All is the Government's strategy for the reform of the learning and skills sector. It is fundamental to the achievement of the Learning and Skills Council's vision and underpins the delivery of all our policies and targets. Through the collective process of strategic area reviews we will:

- ensure that the pattern and mix of provision meet current and future priorities;
- create a more responsive infrastructure that directly engages employers;
- achieve better choice for learners;
- strengthen the links with and pathways to higher education; and
- develop a coherent post-16 learning and skills sector.

As part of our local planning activity, we will agree three-year development plans with each of our providers. These will clearly identify each provider's role in delivering our vision, and include specific improvement targets to increase learners' success.

The LSC will also work with the Department for Education and Skills (DfES) Standards Unit to support providers to improve the quality of their provision through improving the skills and knowledge of post-16 teachers, trainers, leaders and managers and providing teaching and learning resources and delivery models for teachers and trainers.

- **Skills for Life**

The LSC is committed to delivering "Skills for Life" – the national strategy for improving literacy and numeracy skills, which focuses resources on improving the skills of those groups where literacy and

numeracy needs are greatest and the most impact can be made. In order to do this, we are targeting our activities on priority groups including the unemployed and benefit claimants, prisoners and those supervised in the community, public sector employees, low-skilled people in employment, and other groups at risk of exclusion, in order to raise standards and boost levels of achievement. This will involve building on the best of existing provision and developing new, attractive and flexible learning opportunities to draw in people who may not otherwise want to engage in learning.

- **Higher Education Strategy**

The LSC has a clear role to play in achieving the Government's target for participation in Higher Education, that by the end of the decade half of those aged 18-30 should have the opportunity to benefit from Higher Education. The LSC will work with the Higher Education Funding Council for England to increase progression rates into Higher Education, particularly from vocational and work based learning.

Whilst we will continue to support schools and colleges to facilitate individual progression into HE at 18, we recognise that it is our work with colleges and HE to improve progression from workforce development courses that will increase access for young adults.

### Delivering LSC national strategies

- **Widening Adult Participation Strategy**

The LSC's vision is that wider adult participation will contribute to our corporate objectives and targets. The recently published Widening Adult Participation Strategy recognises that significant progress towards widening adult participation can be achieved only by incorporating a range of actions into the mainstream of the LSC's business. These actions can be categorised into four cross-cutting themes, which are:

- supporting learner interests;
- promoting demand for learning opportunities;
- developing the supply of diverse learning opportunities; and
- creating a learning environment for adults.

The successful implementation of these actions will be dependent on our capacity to develop essential partnerships and to ensure complementarity with other Skills Strategy developments.

- **Quality Improvement Strategy**

The LSC has developed its Quality Improvement Strategy for the period 2003 to 2006 to help colleges and other providers to deliver high quality provision. The key objectives are:

- to improve the quality of the weakest provision;
- cease to fund provision of unacceptable quality;
- improve provision that is in the middle band of performance; and
- recognise and reward the most effective colleges and other providers and help them share good practice.

The strategy will be implemented within a rapidly changing policy context that requires close collaboration and working in partnership with a wide range of stakeholders. The delivery programme to be developed in consultation with stakeholders will involve: building capacity in providers; improving patterns of provision; monitoring and measuring success; building capacity in the LSC; management, review and evaluation of the process

- **Equality and Diversity**

The LSC is committed to promoting and mainstreaming equality of opportunity, to enable all learners and potential learners to benefit from LSC funded provision. All learners, regardless of age, sex, race, disability, sexual orientation or any other characteristic, can expect to learn successfully in an environment that is free from discrimination of any kind. A great responsibility is placed on our providers to ensure that the duties placed on the LSC in this respect will be met. We have established Equality and Diversity Impact Measures (EDIMs) to address key equality gaps by monitoring participation, retention and achievement within provision to ensure that learners are not being systematically disadvantaged.

## Regional Priorities

London faces a unique set of learning and skills challenges. The capital has diverse and vibrant communities, and a powerful economy with well-paid, highly skilled jobs. It is also home to many disadvantaged people who continue to be employed in low-skilled, low-waged jobs that are vulnerable to a downturn in the economy.

Too many young people continue to leave education at 16 without securing a job or training. Most of London's young people still complete their statutory education without gaining the equivalent of 5 A\*-C grade GCSEs. The Area-Wide Inspections that have been carried out across London highlight the weaknesses that have to be addressed so that young people can acquire the skills and qualifications needed for London's future prosperity.

## Collaboration of London LSCs

The five London LSCs are working together to address the capital's learning and skills needs. We are collaborating as a pioneer region to deliver the Strategic Area Review. This aims to assess the quality of learning opportunities and how well they match the needs of learners, employers and communities, so that we can make informed decisions about how we plan and fund provision. We have been using a 'Common Review Framework', developed by the Pan-London LSC StAR Group, to gather and analyse the information needed to make strategic decisions to ensure we are best able to achieve a coherent and consistent regional approach. Our priorities for 2004 to 2005 at local and regional levels are shaped by this work.

We are sharing experience on new initiatives, including London West LSC's Adult Learning Grant pilot and London East LSC's Employer Training pilots. The regular pan-London planning meetings help us all to roll out these initiatives coherently across the capital. The London LSCs are continuing to work with London Challenge partners, local education authorities and schools to help transform schooling. This collaboration also includes sharing the experiences of our Area-Wide Inspections, to ensure that we support the development of an infrastructure that will give all school pupils equal access to high quality education and choice in each London LSC area.

The London LSCs have introduced a unique Pan-London European Social Fund (ESF) allocation of £29.5 million in 2004. This is in addition to their local allocations. The objectives of the Pan-London ESF prospectus reflect national LSC strategic priorities. They also provide an opportunity to address the *Skills Strategy* and its emphasis on the importance of coordinated regional action to address skills development issues alongside local programmes. At the heart of this proposal is the contribution that it will make to London's Framework for Regional Employment and Skills Action (FRESA), which is aligned with the LSC's strategic remit and the aims of the Objective 3 Regional Development Plan. We will be seeking to fund significant projects in accordance with these objectives, including supporting the implementation of the FRESA flagship programmes.

## Working with our regional partners

Our regional collaboration on StAR is making a significant contribution to the delivery of the FRESA, enabling us to work closely with all the key funders of provision in the region. The Pan-London LSC StAR group is advised by the Pan-London StAR Stakeholder Group, which is also charged with taking forward the FRESA Objective 4: to encourage provision that is market-sensitive and that matches the needs of London's workforce and employers. Our close involvement with this Stakeholder Group is enabling regional learning and skills priorities to be identified and explored effectively, including through three commissioned research projects:

- Information, advice and guidance provision – led by London North LSC
- Tracking data on the destinations of learners – led by London West LSC
- Employer needs and the development of provision – led by London Central LSC

The Pan-London Stakeholder Group is also working closely with the London Sector Skills Forum to ensure there is a good fit between provision and the needs of London's priority sectors, as identified in the FRESA. It is using the Common Review Framework to collate and analyse employer data, and to map provision, so that strengths and gaps can be better identified at a regional level. This intelligence will inform the development of our provision, including Centres of Vocational Excellence (CoVEs).



In 2004 to 2005, the five LSCs will work closely with the London Development Agency (LDA) to jointly deliver a number of collaborative projects. For example:

- London East LSC is heading up the Basic Skills Flagship Initiative, working with Jobcentre Plus, Connexions and other partners in developing a model to ensure that there are enough Basic Skills tutors of a consistent quality across London
- London West LSC is leading on the Objective 4 FRESA/Pan-London StAR Stakeholder Group to improve choice and quality in provision, ensuring that it meets the needs of employers and learners
- London Central LSC is taking the lead on the Construction Flagship Initiative, working with the Construction Industry Training Board, trades unions and other partners to address skills shortages and improve the skills and flexibility of those employed in the industry
- London North LSC is working on the Communications and Engagement strategy for the FRESA, to ensure that all stakeholders are informed and can play an active role
- London South LSC is working with Business Link for London and other partners in the Information and Communications Technology (ICT) for Small and Medium-Sized Enterprises Group that is developing a London-wide programme to address skills shortages and up-skill employees in this vital skill area

Whilst all of these are at varying stages of their work they are all clearly focused on addressing the needs of London's priority sectors.

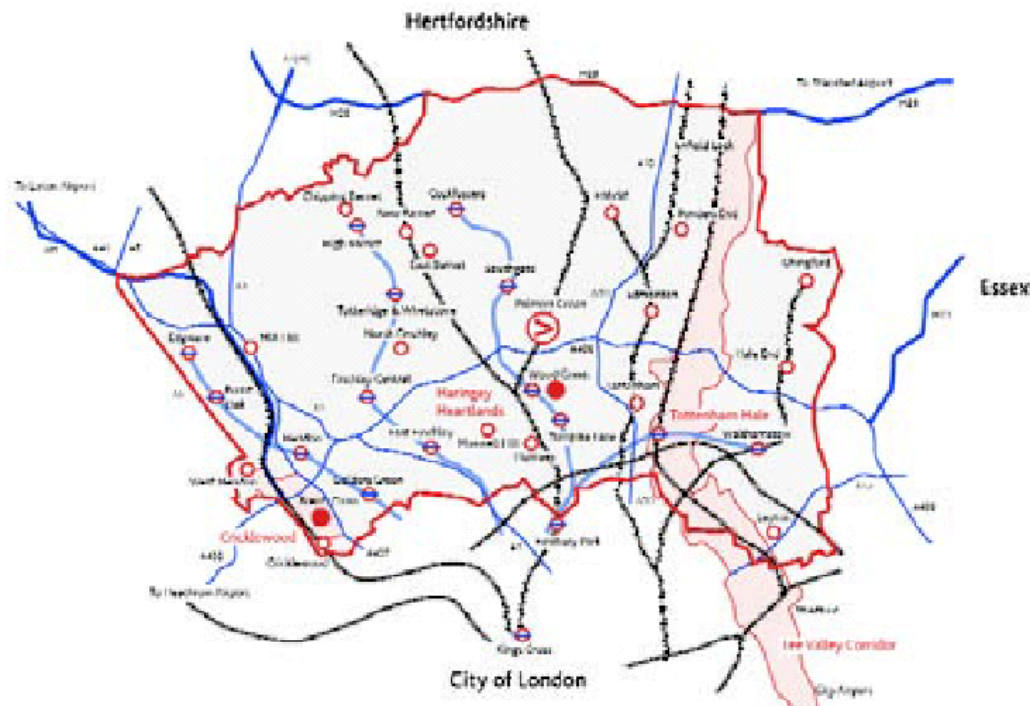
### **Regional Skills Partnership**

In 21<sup>st</sup> Century Skills: Realising Our Potential the Government sets out, as a key feature of the national Skills Strategy, the development of Regional Skills Partnerships that 'will best deliver a better skilled workforce' to support the achievement of regional economic strategies. The new Regional Skills Partnership for London is building on the excellent work of the London Skills Commission. The new Partnership will provide the London LSCs with an opportunity to collaborate even more closely with the LDA, Jobcentre Plus and other key partners involved in the planning, funding and implementation of learning, skills and business support in the capital. The introduction of the LSC Regional Director and the Regional Operation Director in London creates even more emphasis on focused collaboration and leadership at a regional level.

Whilst acknowledging that we and our Regional Skills partners face significant challenges in responding to London's current and emerging learning and skills needs, we are fully committed to the successful achievement of a regional approach to employment and skills delivery. Our Annual Plans confirm our determination to play an important role in meeting these challenges by continuing to develop world-class learning opportunities and raise skills levels across the capital. Our activities and resources remain focused on making a positive difference for learners, employers and communities.

## Market Analysis

### London North LSC Area



Key Facts About North London	North London's Challenges
<ul style="list-style-type: none"> <li>Population just over one million residents</li> <li>29% of the population from ethnic minorities.</li> <li>Between 58, 500 and 72,000 refugees and asylum seekers</li> <li>Unemployment 5.2% (Barnet 3.9%, Haringey 7.3%)</li> <li>303, 280 people employed within North London</li> <li>39, 900 businesses registered, 89% have fewer than 11 employees</li> <li>47% travel outside the LSCLN area to work</li> <li>Figures for 2003 show 5 GCSE A-C attainment levels vary widely: from 38.9% in Haringey to 59.7% in Barnet</li> </ul>	<ul style="list-style-type: none"> <li>Extreme Polarisation (wealth/deprivation; success/underachievement; participation /exclusion) Cultural diversity and transience</li> <li>SME Labour market/employer base – employer engagement</li> <li>Enhancing the provider base – inheritance, composition and quality</li> <li>Skills base – residents v. workforce: where residents are more qualified than the workforce.</li> <li>Recording participation and achievement</li> <li>Evaluating complex local travel to study patterns and impact across London</li> </ul>

### A Summary of LSC London North Key Statistics

#### 1. Population

- LSC London North's total resident population based on the 2001 Census was 1, 022, 911.
- Approximately 6% of the population are young people (aged 15-19)

London North LSC	Total	Males	Females
0-4	68,674	34,865	33,809
5-9	67,432	34,471	32,961
10-14	64,606	32,918	31,688
15-19	61,325	31,142	30,183
20-24	74,450	35,998	38,452
25-49	410,106	197,206	212,900
50-59	105,424	50,258	55,166
60 and over	170,894	73,584	97,310
<b>All</b>	<b>1,022,911</b>	<b>490,442</b>	<b>532,469</b>

(Source: Census 2001)

- Currently 29% almost 1/3 of LSCLN residents are from ethnic minority groups.
- Since the younger age groups are more ethnically rich than older generations a key long term issue for us is to devise ways and means of engaging many distinct cultural groups.

**2. Economic Activity**

- The economic activity rate for those aged 16+ is 61%, below the London average of 65.5%. Across boroughs, the rate ranges from a low of 55% in Haringey to a high of 62% in Barnet. This suggests that there are significant numbers of individuals who although not formally unemployed have absented themselves from the labour market: 5.2% have never worked.
- One of our key challenges in the coming year will be to work with partner organisations across North London to develop and utilise this important human resource.

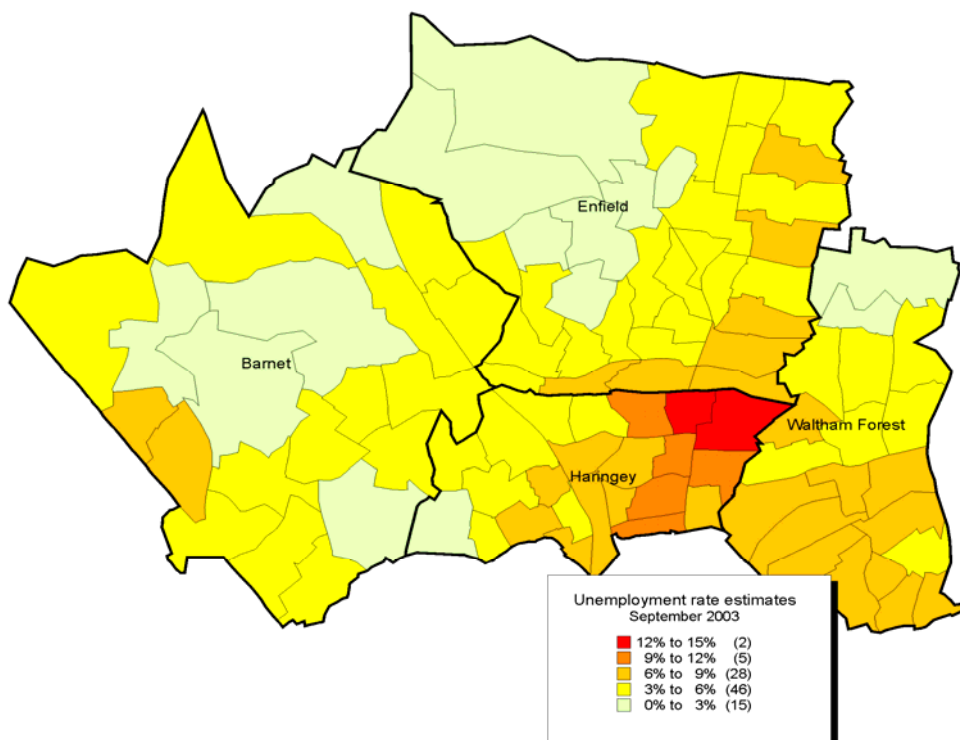
**3. Workforce**

- LSC London North’s economy is particularly dependant on small businesses. On average, about 89% (35, 400) of the 39, 900 businesses have 11 employees or less. It is therefore vital that we develop services which meet the particular needs of this group. In particular we need to communicate to this group the benefits of training and developing staff and the potential for e-learning to meet business objectives.
- 41% of the businesses in the area are situated in the borough of Barnet (which has also been the main engine of job growth within the area).
- There are about 215, 270 residents employed in all sectors in the LSC London North with the five largest sectors Retail, Real Estate, Health, Manufacturing and Education, accounting for more than half (68%) of all employment within the area.
- Over half (53%) of the LSC London North residents work in the area. 42% work in other parts of London and a minority (5%) work outside the London area.

**4. Unemployment**

- The unemployment rate in the LSC London North area in September 2003 stood at 5.2%, with the rate varying across boroughs from a low of 3.9% in Barnet to a high of 7.3% in Haringey.
- Long-term unemployment (unemployed for 6 months or more) has dropped drastically in the past 10 years.
- Unemployment levels vary greatly between the most deprived and the most affluent wards (from a high of 14% to a low of 1.9%) in the area.

**Chart 2 – Unemployment rates in London North LSC wards; Sept 2003**



Source: Quarterly Key Statistics London North LSC October 2003 – Taylor Associates

## 5. Vacancies

- There were 2, 888 job centre vacancies notified in the area for the quarter ending September 2003, with the highest number of vacancies in Sales Occupations. We need to promote the benefits of a culturally diverse workforce to local employers and highlight best practice in recruitment and equality of opportunity.

## 6. Training and Education Participation and Outcomes

- The data shows that there are around 20, 267 (21%) Special Educational Needs (SEN) pupils in primary school in the London North area (statemented and non-statemented). The figure for SEN secondary pupils is almost exactly the same at 20.9%.
- Just over a third (42%) of primary school pupils in the area are from ethnic minorities with the main group (21.5%) coming from Black ethnic groups.
- The confirmed data from DfES shows a 2% (46% to 48%) increase in the percentage of pupils achieving at least 5 A\* to C grades between the year 2001 and 2002. Unconfirmed 2003 figures show a significant improvement in Haringey.

GCSE/GNVQ Results								
	2002		2003					
	Pupils aged 15	% 5 A* - C	Pupils aged 15	% 5 A* - C	% 5 A* - G	GSCE Points	Value Added	% of No Passes
England Average	-	52%	-	52.9%	90.5	34.81		5.2
London Average	-	49%	-	-	-	-	-	-
LN LSC	11, 675	50%	10445*	-	-	-	-	-
Barnet	3, 838	59%	3561	59.7%	90.5	38.1	100.4	5
Enfield	3, 375	46%	3367	48.3%	90.0	34.3	100.6	4.5
Haringey	1, 960	35%	1117	38.9%	81.7	29.3	101.9	10
Waltham Forest	2, 502	44%	2400*	45.3%	88.8	32.7	101.3	6.4

Source: DFES Performance Tables \*estimated figure

## Poverty and Deprivation

- The deprivation rankings of the London North boroughs shows that the most deprived borough with an average ranking of 20 is Haringey followed by Waltham Forest with a ranking of 62 (out of 354 English Unitary Authorities, districts and boroughs).

## 7. Refugee and Asylum Seekers

- The latest asylum seekers figures show that in September 2003 the total asylum seekers in the area stood at 7, 989. A majority of these (78%) were families and a minority 2% were unaccompanied young people aged 0–15.
- A recent LSC London North research report estimated that there was between 58,500 – 72,000 refugee and asylum seekers in our area. The forthcoming 'amnesty' for these groups presents additional challenges for the LSC and its partners locally.
- A key issue for us is to work with community organisations to tailor provision to meet the needs of individual from specific community groups

## Local Market Segmentation

LSC London North has identified a number of key sectors that reflect our local skills and labour market priorities. We have adopted a sector-based approach because we see them as vital to the success of the London North area. We work with our six key sectors. These are:

- **Manufacturing:** in 2001 this sector accounted for nearly 26000. Sector is in long term decline in absolute employment terms but a significant number of service related jobs are also dependant on this sector. Demographic change within an ageing workforce means significant replacement skilled recruitment will be required over the coming years
- **Public services:** an important and growing sector; sector which employs over 17000 (excluding health and social care and education); providing both high level professional careers and progression routes for lower skilled individuals
- **Voluntary and community organisations:** a key resource for both the local economy and the community. A key source of employment for many members of communities which often find it

most difficult to access traditional employment areas. It has been estimated there are as many as 2100 voluntary sector organisations operating in North London.

- **Creative and cultural industries:** a growing sector with large number of sole traders and smaller businesses. Sub regional employment has been estimated at 14000.
- **Leisure and tourism:** a growing sector with an estimated workforce of over 22000 and good long term growth prospects
- **Health and Social Care:** a large and growing sector area in North London which directly employs over 36000.

It is our intention to complement our Workforce Development budget to further develop and extend our sector work by directing discretionary funds such as the Local Initiative Discretionary (LID) fund to target interventions in our Key Sectors, particularly small businesses, which dominate the local economy and present a particular challenge for us to engage with. We will work closely with employers, local providers the emerging Sector Skills Councils to identify how we can engage Young People who are likely to leave, recent leavers adrift from structured learning and long term disadvantaged groups. As part of our sector work, we are conducting a number of research projects within the area of leisure and tourism to evaluate sports pathways and how these can encourage learners, including those who are demotivated i.e. those within segment 4 of the LSC's national Learner Segmentation model.

### Employer Engagement

To gauge the extent to which employers engage in activities that enable them to develop the skills of their workforce we have looked at a number of key findings outlined in the *National Employer Skills Survey 2003*. The findings at a local level<sup>2</sup> have highlighted a number of issues in North London, which will help the LSC listen to and understand the needs of local business and inform the Strategic Area Review process. The survey indicated that 33% of employers, have training plans in place and 26% have a specific budget for training. However, those actually in receipt of structured training were somewhat higher at 51%. Other employer issues include the low recognition and take up of MA programmes by employers. These indicators in addition to reliable research and management information will provide us with valuable data on employers. This will enable LSC London North to direct our resources and workforce development activities more effectively to overcome these skills deficiencies, acting as a catalyst between business and education providers.

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<sup>2</sup> Data subject to validation

## Improving the participation of young people in learning

### Performance against targets - Analysis: 16-18 Participation

Changes to participation on LSC funded provision, 16-18 year olds, 2001/02 to 2002/03													
	2001/02				2002/03				Change 2001/02 to 2002/03				
	FE	Work based learning	6 <sup>th</sup> Form	Total LSC funded	FE	Work based learning	6 <sup>th</sup> Form	Total LSC funded	FE	Work based learning	6 <sup>th</sup> Form	Total LSC funded	
LSCLN	14,300	1,700	8,700	24,700	15,100	1,400	8,800	25,300	800	-300	100	600	2.4%

In our first Strategic Plan we set ourselves the challenging target of 3,666 additional young people in structured learning by 2005. Over the past 3 years London North has shown exceptional growth adding an extra 3,407 young people in to structured learning (2004 target: 3,666).

**Performance: Exceptional growth.** The growth level for 16-18 participation continues to perform strongly and has out performed last year's figures. National Office analysis of local performance against the 16-18 participation target indicates that London North has consistently performed over the 3 past years and currently (2002/03 academic year) has one of the highest 16-18 participation rates in the country at 87.02%<sup>3</sup>, an increase of 2.6% on the previous year.

**Learner numbers** – sum of 3 year development plans plus assumption of growth in school 6th form numbers

Planned changes to participation on LSC funded provision, 16-18 year olds, 2003/04 to 2005/06																
2003/04				2004/05				2005/06				Overall changes for 2003/04 to 2005/06				
FE	Work based learning	6 <sup>th</sup> Form	Total LSC funded	FE	Work based learning	6 <sup>th</sup> Form	Total LSC funded	FE	Work based learning	6 <sup>th</sup> Form	Total LSC funded	FE	Work based learning	6 <sup>th</sup> Form	Total LSC funded	
15,100	1,700	9,200	26,000	15,300	2,000	9,400	26,700	15,700	2,100	9,700	27,500	600	400	500	1,500	5.7%

Information taken from 3 year development plans and from estimates of growth in school sixth forms. It is projected that learner numbers will increase by 6.8% between 2003/04 and 2005/06.

<sup>3</sup> Against a cohort 16-18 population

### Modern Apprenticeships

PSA targets for modern apprenticeships start in 2003/04. Whilst participation and achievement generally in London North continue to be strong, MA take up is very low, as it is in all parts of London. Our PSA target for first time entrant starts in 2004 is 752 (16 – 21) year olds. To date we have 287 (16 – 25) year-olds starting MAs. There are currently 1,260 young people engaged in MAs in North London.

Measure	London North Current Position (**)	London North Target July 2004
MA Starts London North	287 (38%)	752

(\*\*) Shows percentage increase against 2004 target

### Participation in Higher Education

The LSC will work to support the Government target of 50% participation in Higher Education by 2010 for all 18-30 year olds. London North will continue to deliver a range of Government initiatives including AimHigher, Excellence Challenge and Excellence Clusters. We will be investing in excess of £500,000 over 3 years (we are currently in year 1) and a North London partnership group, which includes HE and borough representation has been set up to oversee the delivery of the activities.

London LSCs have adopted a Pan London approach to Foundation Degrees and a mapping exercise is currently taking place to determine need and demand for this provision, especially what is available to support progression from Work-Based Learning (WBL) to HE. Locally a number of our CoVEs in partnership with Middlesex University have developed Foundation Degrees in Health Care and IT.

### Key Local Issues and Challenges

- Pursue the establishment of a new 16-19 institution for Haringey
- Meeting the challenge of the MA PSA target in an area with little employer and learner demand and limited infrastructure
- Maintaining excellent participation rate, addressing the issue of differential achievement and ensuring that increased access leads to increased success for all
- Working closely with the Connexions Partnership to ensure that provision is available and tailored to the needs of those with multiple disadvantages – the 'NEET' group
- Developing and accelerating collaborative work on the 14-19 curriculum in response to Area Inspections, London Challenge and Strategic Area Review (StAR)
- Improving the quality of provision for young people across North London but particularly in Further Education and Work-Based Learning
- Securing a more consistent and coherent package of learner support measures across the area, in particular the implementation of Education Maintenance Allowances (EMAs)

<b>Headline business activities: Improving the participation of young people in learning</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes / measures of success</b>	<b>Resource</b>
<b>Increase the participation of 16-18 year olds</b>	<p>Assess provision through Strategic Area Review, identifying gaps and good practice.</p> <p>Implement Haringey and Waltham Forest post-area inspection plans.</p> <p>Implement Council recommendations with respect to new post-16 provision in Haringey.</p> <p>Increase curriculum offer and 16-18 participation in FE through growth funding.</p>	<ul style="list-style-type: none"> <li>• Developing and appraising Strategic Options.</li> <li>• Offering greater choice and quality of provision.</li> <li>• The development of new Haringey post-16 provision.</li> <li>• 15,300 16-18 year olds in FE.</li> </ul>	<p>A total of £1.2m designated LID funds allocated to partnerships in 2004</p> <p>£49,545,742 FE Funds</p>
	Sixth Form Funding – funding of 45 schools to deliver level 2 & 3 programmes to post 16 students including key skills, GCSE, NVQ, GNVQ, AVCE AS/A2.	<ul style="list-style-type: none"> <li>• 8500 students in 2004/5.</li> <li>• Anticipated increased participation rates of 3.9% in 2004/5.</li> </ul>	£44m (provisional allocation)
To increase the participation in education and training of all young people, especially those from disadvantaged groups and deprived neighbourhoods	<p>Working with Local Strategic Partnerships (LSPs) and Thematic Groups to meet the needs of most deprived neighbourhoods using Neighbourhood Learning in Deprived Communities Funding &amp; targeted LID/ESF programmes.</p> <p>Maintain Board level and operational involvement with Connexions; developing Service Level Agreement and programme of joint training for staff to establish peripatetic WBL advisers and enhance learner support functions.</p> <p>To ensure via Connexions that all young people are equipped with information guidance support and navigation skills to make appropriate choices.</p> <p>Ensure a consistent and coherent package of learner support measures to address financial barriers to learning.</p>	<ul style="list-style-type: none"> <li>• Raise standards of achievement and improve motivation and attendance, especially those in disadvantaged areas.</li> <li>• Revised specification of service, to target provision.</li> <li>• 3,000 Year 11 students accessing psychometric testing.</li> <li>• A positive programme of activities to support targeted cohort of young people focused on the NEET<sup>4</sup> group.</li> <li>• Maximise take-up of Education Maintenance Allowances and learner support.</li> </ul>	<p>A total £617K (Mainstream and LID funds)</p> <p>Allocated Aug 2003-July 2004</p> <p>£4.3m Learner Support</p> <p>£8.1m Additional Learning Support Funds</p>
	Use E2E to re-engage young people, so that they may acquire basic and/or Key Skills and vocational knowledge to enable them to directly enter Modern Apprenticeship programmes, further education or employment.	<ul style="list-style-type: none"> <li>• Target young people who are disengaged.</li> <li>• 740 E2E starts 2004/5.</li> </ul>	£2,606,521 E2E
Create enhanced vocational and work related learning	Work with 14-19 Strategy groups to develop a coherent phase of 14-19 learning across North London, developing 14-19 vocational options to improve access and raise standards.	<ul style="list-style-type: none"> <li>• 211 young people in cohort 1 and 320 young people in cohort 2 accessing GCSE and NVQ courses.</li> </ul>	A total of £1.2m designated



<b>Headline business activities: Improving the participation of young people in learning</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes / measures of success</b>	<b>Resource</b>
opportunities for 14-19 year olds	<p>Build on 14-16 Flexibility programme, vocational (applied) GCSE's and increase work-related learning provision.</p> <p>Increase our Education Business Link Organisation (EBLO) capacity to deliver high quality Pre-16 work-related teaching and learning in schools.</p> <p>Encourage specialism in work-based learning, developing additional opportunities in sport, health &amp; care, media and agriculture/horticulture, engineering and motor vehicle.</p>	<ul style="list-style-type: none"> <li>• Pre-16 Work Experience, 8550 Placements.</li> <li>• Professional Development' 153 Placements.</li> <li>• Enterprise Initiative/Employer Involvement, 7960 programme places. 2755 work experience placements to enhance the 14-19 agenda.</li> </ul>	<p>LID funds</p> <p>Allocated to partnerships in 2004</p> <p>£692,561 EBLO Funds</p>
Deliver the target for Modern Apprenticeships.	<p>MA Implementation programme to increase participation by young people and employers.</p> <p>Improve success rates in WBL through the implementation of the Provider Development Programme and North London Learning Partnership (NLLP) network initiatives</p> <p>Develop E2E network and collaborative working initiatives including skills resource bank, so that provision meets local needs, ensuring progression through Foundation Modern Apprenticeship / Advanced Modern Apprenticeship (FMA/AMA) routes.</p> <p>Support careers fairs, including Pan London training and jobs fair.</p>	<ul style="list-style-type: none"> <li>• Increase participation by young people in MAs. Additional 519 MAs to meet the 2004/05 PSA target of 752.</li> <li>• Improve success rates in WBL by meeting our target of 73%: 9.7% point growth 2004/05 on 2003/04.</li> <li>• Collaboration with partners and employers on working initiatives.</li> </ul>	<p>£10.8m WBL funds</p> <p>WBL/ Marketing</p>
Support the delivery of the HE target for participation, including the expansion of Foundation Degrees.	<p>Working with the Higher Education Funding Council for England (HEFCE) Establish the new Area Steering Group with for 'AimHigher' (formerly Partnership for Progression P4P) with a view to raising aspirations and attainment, in schools, colleges and HE institutions.</p> <p>Providing widening participation activities and events, extending educational opportunity and improving access to higher education.</p> <p>Working in partnership with Middlesex University and our Centres of Vocational Excellence to develop and promote further the Foundation Degree in Health Care.</p>	<ul style="list-style-type: none"> <li>• Progression to achieving improved participation in Higher Education and participation target.</li> <li>• Improve progression routes into Level 3 and prepare learners to access Foundation Degrees and/or employment.</li> <li>• Increase referral and participation numbers onto Foundation Degrees.</li> </ul>	<p>P4P funding is allocated by the HEFC (approximately £150k is being spent in our area this year.)</p> <p>Each CoVE is allocated a total of £500K over 3 years</p>

## Raising the level of skills

**Performance against targets Basic Skills:** We have exceeded this year's target by 3,577 literacy and numeracy qualifications. The three-year cumulative total of **14,150** shows **very strong growth** in basic skills attainment. We have currently achieved over three-quarters (84%) of our 2004 target of 16,829. A key development to the basic skills agenda in 2004 will be the establishment of a pan-London arrangement to manage the transfer of basic skills provision from the National Probation Service and the National Prison Service to the LSC.

Basic skills	2004 target	Achievements to date				2007 target	Overall target
		2000/01	2001/02	2002/03	Cumulative total after 3 years		
LSCLN	16,800	5,300	4,400	4,400	14,100	14,800	31,700

### New targets to 2006/07 – Basic Skills

The LSC has now augmented our target for basic skills to a total of 31,667 achievements by 2006/07, which represents an additional achievement of **14,838** qualifications over our current 2004 target.

### Performance against targets: Attainment

It should be noted that we only have information based on figures up to 2001/02 available to us for the targets measures of Level 2 and Level 3 achievement by age 19 and Adult attainment at Level 3.

### Attainment of young people at Level 2 and Level 3

Measure	London North Position 2001	London North Position 2002	London North* (**) Current Position	London North Target 2004
Level 2 attainment at age 19	8,661	590	590 (70%) No new information	846
Level 3 attainment at age 19	4,972	280	280 (40%) No new information	689
Adult attainment at Level 3	242,049	6,600	6,600 (17%) No new information	39,519

- \*There is no new performance information against targets for Level 2 & 3 @19, and Adult Level 3

- (\*\*) Shows percentage increase against 2004 target

**Performance Level 2 by age 19:** We have no new information on 2001/02 performance figures. However, the trend after 1 year indicated **good overall growth** (a trend we are confident will be supported by 2002/03 data, when available) in North London where we have achieved 590 qualifications towards our 2004 target of 846. As a percentage of the 19-year-old cohort, London North had the highest growth rate in London; however, this also means that 28% of 19 year-olds in North London do not have a Level 2 qualification.

**Performance Level 3 by age 19:** No additional information on 2001/02 figures. However after 1 year we added an additional 280 qualifications (2004 target: 689) indicating **average growth** in North London.

**Performance Adults at Level 3:** No additional information on 2001/02 figures. However the trend after 1 year shows **some growth** in North London, according to the DfES data we have achieved an additional 6,593 Level 3 qualifications

### Widening adult participation to meet regional and local skill needs

A priority of our Equal Opportunities Strategic Plan 2002-05 is to 'develop widening participation strategies for all priority groups who face barriers to access and achievement in learning'. A recent review of progress indicated that there has been improvement towards all of the objectives under this priority. An Equality and Diversity Impact Measure Analysis (A Working Paper) was produced in April

2003, to identify areas in which EDIMs could be set in FE Colleges. This enabled us publish the following EDIMs:

- Increasing participation for male students
- Increasing the retention rates for white learners
- Increasing the average achievement rate for minority ethnic groups, especially achievement rates for BME learners

FE Colleges are now embedding targets within their institutional planning. The first milestone review will take place in autumn 2004. It is expected that WBL providers will set EDIMs in Spring.

### **Stimulate demand for skills and workforce development**

London North LSC will continue to work to our ambition that employers, both existing and incoming, have access to a skilled and adaptable workforce in North London. In line with the national skills strategy London North LSC will:

- Raise skill levels and the demand for learning by engaging employers
- Work with employers to encourage recruitment and participation in education and training especially in SMEs, using strategic business frameworks such as engagement measures and IIP (see Market Analysis section, page 14).
- Working with Sector Skills Councils focus on London North's key sectors by further developing our employer networks, sector specialisms and CoVEs.
- Raise the qualification levels of the North London workforce, with an emphasis on Basic Skills and Modern Apprenticeships.
- Build on existing strong working relationships with Business Link for London (BL4L) on delivery of targets. To continue brokerage work with the Trade Union Congress (TUC) and IAG Partnerships to provide advice and guidance to local employers and employees on training and skills.

LSC London North will also be working closely with the newly formed London Sector Skills Forum to develop our regional working. The Forum will work to identify and understand the skills needs of employers in each sector to determine if provision is adequate. Sector Skills Agreements are currently being developed as a result of the Skills Strategy and LSC London North will implement them as appropriate to the area.

### **Key Local Issues and Challenges**

- Maintaining momentum on delivery of Basic Skills Targets, particularly in the workplace (*Resource intensive in terms of local LSC capacity to deliver and high cost involved.*)
- Improving the quality of provision for adults across North London, particularly in Further Education (some Basic Skills delivery is very poor) and Adult and Community Learning
- Working with colleges and other providers, including, where appropriate, new providers, to shape provision to meet employer and business needs (*employer engagement weak in some development plans*)
- Stimulating demand for Level 2 qualifications from adults, particularly those in low paid or low skilled employment and working with providers to realign provision to meet the demand for the Level 2 entitlement
- Developing a more strategic approach to the provision of information, advice and guidance services; addressing the issue of targeting versus a universal service
- Improving Investors in People and related business support delivery in a largely SME environment

<b>Headline Business Activities: Raising the level of skills</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/measures of success</b>	<b>Resource</b>
<b>Increase the level of basic skills</b>	<p>Focus Skills for Life activity on target bearing courses and agree achievement targets with providers.</p> <p>Skills for Life research project to identify gaps in provision and to target priority groups and sectors. Targeting Basic Skills Brokers and Learning Representatives.</p> <p>Implementation of:</p> <ul style="list-style-type: none"> <li>• Skills for Life Quality Initiative</li> <li>• WBL Basic Skills pilot</li> <li>• Basic Skills in the Communities.</li> </ul> <p>Work with Local Education Authorities (LEAs) to deliver Adult and Community Learning provision in line with the 3 year development plan to provide basic skills and target those who are disadvantaged by offering informal community based learning opportunities.</p> <p>Establish a pan-London arrangement to manage the transfer of basic skills provision from the National Probation Service and the National Prison Service.</p>	<p>Basic Skills target for London North of 16,829 achievements by July 2004.</p> <p>Additional target for Basic Skills for 2007 of 14,838 achievements in addition to the 2004 baseline of 16,829.</p>	<p>£14,271,957 FE Basic Skills</p> <p>£703,214 Adult Community Learning (ACL) Family Literacy &amp; Numeracy</p>
	<p>Target pan London investment for 2004/5 towards priority areas.</p> <ul style="list-style-type: none"> <li>• Co-ordinated activity at a Pan London level on Skills for Life agenda</li> <li>• Develop Teacher Training Unit model led by London East and linked to the Co-Financing Prospectus</li> <li>• Ensure all Colleges have access to Skills for Life Quality Initiative training</li> <li>• Develop a Skills for Life Tutor Training model for London North building on current Co Financed projects: <ul style="list-style-type: none"> <li>• Skills for Life training tutors project</li> <li>• Basic Skills and English for Speakers of Other Languages (ESOL) network</li> <li>• ESOL Level 3 Teacher training programme.</li> </ul> </li> </ul>	<p>116 Skills for Life teacher training qualifications by Nov 2004.</p> <p>Support 20 new organisations delivering Skills for Life provision by 2004.</p> <p>Produce a Basic Skills and ESOL directory and Website for London North by 2004.</p> <p>15 ESOL Level 3 Teacher training qualifications by Nov 2004.</p>	<p>£200,000</p> <p>£180,000</p> <p>£68,500</p>
Improve Basic Skills within the workplace	Promote Skills for Life delivery in the Workplace using the Basic Skills Brokerage Model to advisers and BL4L associates.	Increase the level of skills in the Workplace	WFD [£800k]
Widen access to learning to those	In partnership with University for Industry (UFI), Learndirect widen access to learning using technology and e-learning.	Raise basic skills levels (Level 1) to enable progression to courses at Levels 2	£3,500,000 – Learndirect

<b>Headline Business Activities: Raising the level of skills</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/asures of success</b>	<b>Resource</b>
aged 16+ leading to achievement at Level 1 or above.	<p>Access to innovative and high quality e-learning courses provided to those age 16+. 80% of the courses to be on-line in 30 centres across London North.</p> <p>In 2004 we will:</p> <ul style="list-style-type: none"> <li>Roll out phase 2 of the Broadband Project across four boroughs and range of providers</li> <li>Support Open Learning Partnership (OLP) in establishing a growing network of learning centres</li> <li>Prepare action plan for implementation of London North E-learning strategy.</li> </ul>	<p>and 3, through the delivery of electronic, open and flexible learning.</p> <ul style="list-style-type: none"> <li>9,020 Learners engaged</li> <li>18,040 course uptakes</li> <li>70% of courses completed</li> <li>66% of courses achieved.</li> </ul> <p>35% of learners progressing to target-linked learning.</p>	<p>activity (provisional allocation: this funding will be routed through the National Contracts Service (NCS) from 2004/05)</p>
	Through E2E engage young people at/below Level 1, to meet basic skills and vocational needs to enable them to progress to FMAs/Level 2.	E2E - 740 starts in 2004/5	£2,606,521
<b>Improve attainment of Young People at Level 2 and Level 3</b>	<ul style="list-style-type: none"> <li>Local retention and achievement targets for WBL to be developed using 3 year development plans.</li> <li>Provision of vocational pathways to develop and accredit skills at Levels 1-3 to include progress to/within employment opportunities and access to HE (e.g. foundation diplomas).</li> <li>Implementation of support mechanisms for L2 &amp; L3 to improve attainment.</li> </ul>	<p>Meet WBL success rate target of 73%: a 9.7% point growth 2004/05 on 2003/04</p> <p>16-18 1,331 average in learning 19+ 907 average in learning</p> <p>Contribution to National PSA MA Targets (752)</p> <p>Increase achievements at Level 2, for those at risk of dropping out</p>	<p>£5,027,953 WBL 16-18 (excluding E2E)</p> <p>£2,720,832 WBL 19+</p>
<b>Improving attainment of adults at Level 2</b>	<p>Implement the Level 2 entitlement:</p> <ul style="list-style-type: none"> <li>Stimulating demand from adults, particularly those in low level employment, for Level 2 qualifications</li> <li>Work with providers to realign provision to meet Level 2 entitlement</li> <li>Increase attainment at Level 2 for adults in the workforce, particularly in key sectors.</li> </ul>	<ul style="list-style-type: none"> <li>1% growth in delivery of Level 2 qualification bearing courses in FE.</li> <li>Contribute to the overall success rate target of 57.1% by 2004/05 - a 1.2% point growth.</li> </ul>	£12.3m FE Funding (notional)
Widen participation of adults and raise the qualification levels of the adult population	<p>Continue to work collaboratively with LEAs to review and develop the Adult and Community Learning offer.</p> <p>Develop adult learning entitlement:</p> <ul style="list-style-type: none"> <li>Consider the implications of the mapping of adult learning provision within the context of Strategic Area Review</li> <li>Assess identified gaps in learning provision for adults and scope</li> </ul>	<ul style="list-style-type: none"> <li>Complement the StAR process by identifying gaps in learning provision for adults.</li> <li>Agreement of learner entitlement – including role of ACL with respect to lifelong learning.</li> </ul>	<p>£3,861,942 ACL</p> <p>£180,912 Family Learning</p> <p>£703,214</p>

<b>Headline Business Activities: Raising the level of skills</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/asures of success</b>	<b>Resource</b>
	<p>recommendations</p> <ul style="list-style-type: none"> <li>Determine implications of formula funding proposals for ACL provision.</li> </ul> <p>Family learning</p> <ul style="list-style-type: none"> <li>Support developing ACL provision for Family Learning</li> <li>Maintenance of Family Literacy and Numeracy activity, supporting ACL provision through LEAs</li> <li>Develop a Guide to Family Learning in North London.</li> </ul> <p>Developing a more strategic approach to the planning, provision and delivery of IAG.</p> <ul style="list-style-type: none"> <li>Continue to increase capacity of IAG partnership</li> <li>Ensure IAG becomes an integral part of all adult programmes</li> <li>Increased targeted advice and guidance interventions through migrant projects.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively target the learning needs of adults in deprived communities.</li> </ul> <p>Increased adult participation in learning. –</p> <p>2004/05 IAG interventions:</p> <ul style="list-style-type: none"> <li>Advice (pre-Level 2) 6956</li> <li>Advice (Level 2) 3391</li> <li>Information 50,618.</li> </ul> <p>Increase in the advice and guidance opportunities taken up by adults. 450 enhanced Guidance interventions.</p>	<p>Family Literacy &amp; Numeracy</p> <p>£395,262</p> <p>Neighbourhood Learning in Deprived Communities (NLDC)</p> <p>£759,621</p> <p>IAG</p> <p>£351,000</p> <p>ESF (guidance)</p>
	<ul style="list-style-type: none"> <li>Increase participation and raise standards in achievement of those underachieving within minority communities.</li> <li>Widen educational opportunities for people from ethnic minority groups using Ethnic Minority Achievement Grant (EMAG) to raise achievement.</li> <li>Target (using LID/ESF funding) the learning needs of adults in deprived communities, including Neighbourhood Renewal Areas.</li> <li>Evaluation of LID/ESF programmes and local impact.</li> <li>Create new links with ethnic minority communities with the establishment of new community partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Raise achievement rates of those underachieving within minority communities.</li> <li>Increase the number of courses and enrolments of adults in deprived communities and minority groups by 10%.</li> </ul>	<p>£234,357 FE EMAG</p> <p>£60,850 ACL EMAG</p> <p>£395,262 NLDC</p>
<b>Improve attainment of adults at L3 in regional &amp; sectoral priority areas</b>	<p>Implement the Level 3 entitlement in priority sectors:</p> <ul style="list-style-type: none"> <li>Stimulating demand from adults for Level 3 qualifications</li> <li>Work with Providers to realign provision to meet Level 3 entitlement</li> <li>Increase attainment at Level 3 for adults in the workforce, particularly in key sectors.</li> </ul>	<ul style="list-style-type: none"> <li>1% growth in delivery of Level 3 qualification bearing courses in FE.</li> <li>Contribute to the overall success rate target of 57.1% by 2004/05 - a 1.2% point growth.</li> </ul>	<p>£9.1m FE Funding (notional)</p>
	<p>Prioritise adult growth funding (non-guarantee) to support CoVE activities.</p>	<ul style="list-style-type: none"> <li>Additional L3 provision/success.</li> </ul>	
	<p>Key to the adult skills agenda in 2004 is our work on the FRESA (see regional priorities) to raise the skills and achievements levels of London's population and build a healthy labour market.</p>	<ul style="list-style-type: none"> <li>Increased access to employment, training and personal development</li> </ul>	<p>No specific funding covered by</p>

<b>Headline Business Activities: Raising the level of skills</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/asures of success</b>	<b>Resource</b>
		<p>both for those in work and those seeking work.</p> <ul style="list-style-type: none"> <li>• Socially and economically excluded people to access learning and sustainable employment.</li> <li>• Employers and businesses of all sizes to recruit and retain skilled workers.</li> </ul>	mainstream /discretionary & European budgets
<b>Stimulate demand for skills &amp; workforce development</b>	<p>Foster an alliance with local employers and learning providers that will enable a closer fit between skills supply and employer demand.</p> <p>Develop relationships with Further Education Institutions to increase their engagement with employers to improve skills within the workplace.</p>	Establish links with the employer-facing unit within each Institution. Develop opportunities for joint working.	WFD [£800k]
	Working with Sector Skills Councils and London Sector Skills Forum to identify skills needs, promote best practice and support the development of local, regional and sectoral employer networks.	Develop effective employer networks within each of the key sectors.	WFD [£800k]
Raise the quality of Workforce Development	Promote business and organisational effectiveness, developing further sector approaches to achieving Investors in People commitments and recognitions through delivery partners and the effective use of Laurel on Line where appropriate.	04-05 targets: <b>5-49</b> - 45 commitments 35 recognitions <b>50+</b> - 20 commitments 19 recognitions.	WFD [£800k]
	Deliver Investors in People through the Small Firms Initiative, through BL4L.	219 IIP commitments and 77 recognitions by Mar 2005.	WFD [£800k]
	Promote the Matrix Standard and other standards required by specific sectors to employers.	20 organisations made aware of the Matrix Standard.	WFD [£800k]
IAG within the workplace	Develop Workforce Development Brokerage models with BL4L and North London Chamber of Commerce to deliver MA, Skills for Life, E2E referrals to providers.	Work with BL4L: Targets TBC April 04. North London Chamber of Commerce: 100 organisations supported, 30 Training Needs assessed, HR Forum established.	WFD [£800k] LID £88K
	<p>Continue to manage the pan London TUC learning representatives in the workplace project.</p> <p>Support extension of learning representatives into non-unionised environments through successful ESF bid for learning champions.</p>	<p>Greater deployment of learning representatives in non-unionised environments.</p> <p>50 Learning champions placed in SMEs.</p>	WFD [£800k] ESF £94K

<b>Headline Business Activities: Raising the level of skills</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/measures of success</b>	<b>Resource</b>
Development and Implementation of skills frameworks for specific sectors	Work with large organisations (e.g. London Underground) to enable them to build staff capacity to develop the skills of their workforce.	Achievement of 40 NVQs and Assessor units.	WFD [£800k]
	Working with NCS, London Underground and a local FE institution to support adults to take up and achieve NVQ Level 2.	2500 NVQ Level 2.	National Office WFD
	Maximise the role of Management and Leadership Pathfinder programme in creating demand for workforce development in SMEs.	Contract with BL4L: Targets to be agreed April 04.	National Office WFD
	Integrate the assessment of basic skills and NVQs using the internet to record and manage a paperless portfolio in the care sector.	30 NVQ at Level 2.	National Office WFD
	Implement pilot phase two for support staff in schools.	20 individuals to gain NVQ qualification and training by March 2005.	National Office WFD
	Develop a network of providers delivering Levels 2/3 NVQ to Adult construction workers (On Site Assessment and Training – OSAT).	160 NVQ Level 2 by March 2005.	National Office WFD
	Working with local FE Institution to support adults employed within the creative sector to take up and achieve NVQs.	8 NVQ Level 2. 12 NVQ Level 3. 13 Assessor qualifications.	National Office WFD
	Working with the 4 LEAs, supporting Teaching Assistants within the workplace to enable them to progress to a recognised qualification.	50 Teaching assistants participating in training leading to a recognised qualification.	LID £100k
	Utilise opportunities offered by the Workforce Development Network to encourage employer engagement on skills development.	3 Employer Network events, 5 Workshops, Newsletter and post Investors on People recognition support.	WFD [£800k]
	Work closely with the Skills Alliance on the implementation of the Skills Strategy.	Working with the Skills Alliance stimulates demand for skills in the workplace.	WFD [£800k]
	Participate in LSC Sector Hub and support the development of local, regional and sectoral employer networks.	Promote best practice and effective use of sector data within each of the key sectors.	National Office/ WFD [£800k]



## Developing the learning infrastructure

### Performance against targets: Learner Success and Completion Rates

#### Learner Success and Completion Rates

The tables below are an outline of our current and planned targets for learner success and completion rates over the coming year and growth projections until 2005-06. Our rates are drawn from provider 3 year development plans and based around the following provision:

- Further education - long programmes
- Work Based Learning.

#### SUCCESS RATES - from provider 3 year development plans - all ages

Success/completion rates (%) – all ages										
FE Success rates - long programmes only						Work based learning – completion rates				
			Planned success rates					Planned completion rates		
	2001/02	2002/03	2003/04	2004/05	2005/06	2001/02	2002/03	2003/04	2004/05	2005/06
LSCLN	53.5%	Not available	55.7%	56.9%	58.5%	29.3%	38.9%	55.7%	67.6%	68.2%

We are conscious of the slow progress that our colleges in particular have made, are making and are planning to make in improving success rates. There is an urgent priority to ensure that the measurement systems in place in London North have kept pace with the rest of the sector. Introducing targets that genuinely stretch colleges' performance in this area will be a key outcome of the review of Three-Year Development Plans that will take place in the summer of 2004.

In the Performance Review in the autumn of 2003, London North categorized two colleges as causing serious concerns and two further colleges bordering causing some concerns, largely due to low success rates. These colleges are the focus of considerable attention of the LSC's staff and maximum assistance from, for example, Support for Success and the Skills for Life Quality Initiative is being sought. This package of assistance is planned to continue into the coming year, together with more customised local support from LID.

#### Investors in People

To further enhance employer engagement London North has set itself a number of challenging targets<sup>4</sup> in 2004 to promote and increase penetration of Investors in People, building on our success over the last three years, where we have consistently exceeded our targets. IIP continues to be an important measure of engaging with employers and we are confident that we will meet our 2004/05 targets to complement our engagement strategy.

Measure	Local Targets for 2004/05
IIP Recognitions: companies with 5-49 employees	35
IIP Commitments: companies with 5-49 employees	45
IIP Recognitions: companies with 50+ employees	19
IIP Commitments: companies with 50+ employees	20

#### Strategic Area Review

Success for All remains central in 2004 to meeting the Government's ambitious programme of raising standards, increasing participation in education and training, and providing greater choice and progression opportunities for all. The Strategic Area Review process continues to be a primary driver for change in 2004 and remains an integral part of our workload. We will be working extensively with our partners and stakeholder groups to develop strategic options, which following extensive consultation will form the basis of our next Strategic Plan in March 2005.

<sup>4</sup> Subject to SMT and Local Council approval

**Centres of Vocational Excellence (CoVEs)**

To date, London North has Centres of Vocational Excellence in Horticulture, Landscaping and Garden Design and a CoVE in Health and Social Care. We see their continued development as essential to promoting vocational options, developing employer engagement and sharing good practice in order to raise quality. A collaborative CoVE in rail competence has been submitted for national moderation and we are also planning to support the submission of CoVE proposals in childcare, motor vehicle maintenance and floristry. In addition, we are working with the colleges in which no CoVEs are planned or possible in the short-term to ensure that they are well placed to submit applications as soon as possible in 2005.

**Key Local Issues and Challenges**

- Addressing the shortage of qualified, high-quality teachers and tutors with a particular focus on Basic Skills and ESOL
- Developing and agreeing through the StAR process an investment strategy for North London, which addresses the issue of core learner entitlement versus specialist or targeted provision
- Building the capacity to support and challenge effectively institutions in difficulty or recovery for financial or quality reasons – securing long-term viability
- Managing increased demand for capital support to address the deterioration of the FE estate and to ensure a local learning infrastructure that meets skill needs whilst providing a safe and inclusive learning environment.

<b>Headline business activities: Developing the learning infrastructure</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/measure of success</b>	<b>Resource</b>
<b>Developing the learning infrastructure</b>	<p>Develop sector-based Strategies for each Key Sector to secure the changes necessary to meet the high demand for skilled and qualified individuals.</p> <p>Increase employer engagement in training and workforce development by actively involving employers and employer bodies, specifically their Sector Skills Councils, in agreeing priorities, actions and delivery models. Participate in Sector Skills Agreements.</p> <p>Develop sector approaches to support the development of Assessors and Network groups of Assessors.</p>	<p>Sector Action Plans for each of our key sectors.</p> <p>Develop pilot activities within each key sector to create a better fit between supply of and demand for skills within the workforce.</p> <p>Increase the number of qualified Assessors by 20.</p>	<p>WFD / LID National Office WFD WFD [£800k]  WFD [£800k] ESF</p>
	Work with leisure and tourism sector in evaluation of sports pathways to engage individuals (particularly young men) within segment 4 of the National Segmentation Model.	Collaboration with Sector Skills Councils, employers and key providers to Improve quality and standards of local provision.	£125000 LID Funding.
	<p>Area-Inspections: In 2004-2005 we will continue to implement the actions and recommendations of our area inspection plans of 16-19 provision in Haringey and Waltham Forest.</p> <p>Enfield Area inspection of 14-19 provision was completed in November 2003. An action plan will be put in place in the first quarter of 2004.</p> <p>To assist with StAR a comprehensive self-assessment will be carried out in Barnet early in 2004 to provide access to comparative data for each borough.</p>	<p>To raise standards of provision across Haringey and Waltham Forest.</p> <p>Identify and implement a series of actions to improve quality in Enfield.</p> <p>Provide comparative data to assist the StAR process in North London.</p>	£1.2m TBC
	We are maintaining our support for a new 16-19 learning institution in Haringey and will be pursuing due process to submit a proposal to the Secretary of State in 2004.	The establishment of a new 16-19 institution in Haringey.	
Developing a framework for quality, success and excellence	<p>Introduce new collaborative arrangements to improve the range and quality of local provision.</p> <p>Improve the depth and rigour of quality monitoring activity in all sectors.</p> <p>Develop and implement approaches to performance review and evaluation that address new national processes and consistent regional procedures.</p> <p>Establish a self-regulatory system within institutions to improve quality</p>	<p><u>Target success rates in 2004/5</u></p> <p>FE (long) 3.1% increase</p> <p>WBL 9.7% increase</p> <p><u>Inspection grades in FE and WBL</u></p> <p>New Grade 4/5 = nil</p> <p>Reduction in Grade 4/5 = 4</p>	LID TBC

<b>Headline business activities: Developing the learning infrastructure</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/measure of success</b>	<b>Resource</b>
	<p>assurance and to identify priorities for action.</p> <p>Ensure that LSCLN fulfils its responsibilities to providers, the Adult Learning Inspectorate (ALI) and the Office for Standards in Education (OfSTED) throughout the inspection cycle.</p> <p>Provide advice, guidance and support – internally and externally – on self-assessment and quality improvement.</p> <p>Develop customised support packages that assist providers, both individually and collectively, in attaining their targets in respect of staff qualifications and success rates, drawing on national and local programmes.</p> <p>Develop Regional Projects in:</p> <ol style="list-style-type: none"> <li>1. Performance Review</li> <li>2. Provider development, harmonising the various national programmes with local projects.</li> </ol>	<p>Remaining Grade 4/5 = 13. (due to be re-inspected in 2005).</p> <p><u>Performance Review outcomes in 2004/5</u></p> <p>Percentage of learners in excellent provision = 3% (2% increase).</p> <p>Percentage of learners in some or serious concerns = 58% (15% reduction).</p> <p><u>Provider Development Programme</u></p> <p>15 lesson observers trained and in place in all colleges.</p> <p>Reduction in proportion of unqualified staff in FE to meet floor target (Full-time by 7%, Part-time by 2%).</p> <p>WBL practitioners achieving recognised teaching and assessment qualifications (12 candidates).</p> <p>Strategic Skills Project launched.</p>	
<ul style="list-style-type: none"> <li>• CoVEs</li> </ul>	<p>Through our Centres of Vocational Excellence (LSCLN currently has two CoVEs) we will raise quality and promote expertise by developing employer engagement, promoting vocational options and sharing good practice in order to raise quality.</p> <p>To enhance our existing CoVEs (Horticulture, Landscaping and garden design, Health and Social Care and Building Services) we will work with a number of partner organisations to develop CoVEs in Rail engineering, Motor vehicle maintenance and childcare.</p>	<p>Increase access to high quality vocational provision both locally and regionally.</p> <p>Improve progression routes into Level 3 and prepare learners to access Foundation degrees and/or employment.</p> <p>Develop CoVEs to full status (3 pending).</p> <p>Support new CoVE proposals.</p>	<p>Each CoVE is allocated a total of £500K over 3 years.</p>
<ul style="list-style-type: none"> <li>• Childcare</li> </ul>	<p>LSC London North will be working closely with the children's workforce unit, the Early Years Development and Childcare Partnership (EYDCP) and other partners to implement the proposals of the Green Paper 'Every Child Matters'.</p>	<p>Raise the quality of childcare provision</p> <p>Increase Level 2 &amp; 3 qualifications for childcare trainees.</p>	<p>EYDCP is £100,000 from LID.</p>

<b>Headline business activities: Developing the learning infrastructure</b>			
<b>LSC target / priority</b>	<b>Summary of local activity</b>	<b>Key outcomes/measure of success</b>	<b>Resource</b>
	We are funding the 4 Borough based Early Years and Childcare Development Partnerships to deliver Level 2 & 3 NVQs qualifications.	Level 2 340 - Level 3 583 via colleges, Enfield CoVE, EYDCPs.	
<ul style="list-style-type: none"> <li>Increasing capacity</li> </ul>	<p>Through our capacity-building programme we will support community and voluntary sector partnership activity to target non-participating target groups through accessible delivery. In 2004 we will:</p> <ul style="list-style-type: none"> <li>Utilise maximum FE growth funding to purchase additional Basic Skills provision (including through OLP) to contribute to target</li> <li>Manage the capacity-building programme, including targeting additional funding and monitoring outcomes and impact</li> <li>Extend on-line assessment by increasing number of test centres</li> <li>Encourage community and voluntary sector activity to target non-participating target groups through accessible delivery</li> <li>Target neighbourhood learning in deprived communities by providing funding to increase neighbourhood learning centres.</li> </ul>	<p>Target non-participating target groups.</p> <p>Contribute to Basic Skills target by purchasing additional provision.</p> <p>Target neighbourhood learning in deprived communities.</p>	<p>LID Capacity-building programme TBC</p> <p>Capacity Building Basic Skills £550,355 (mar 2004)</p>
<ul style="list-style-type: none"> <li>Advisory and support service providers on new and developing equality legislation</li> </ul>	<p>Keep Providers up to date with current and developing legislation such as the Race Equality Scheme (RES) and Special Educational Needs and Disability Act (SENDA)</p> <ul style="list-style-type: none"> <li>Help ensure compliance with relevant legislation</li> <li>Articles on new legislation e.g. RES in Northface Newsletter</li> <li>Training on relevant legislation: events for SENDA/LLDD in 2004.</li> </ul>	<p>Develop RES Plan and set objectives and action points (EDIMs) for 2004/05.</p> <p>Implementation of the Disability Action Plan to 2004/5 to commence in 2004.</p> <p>Recommendations to be addressed as part of StAR review in 2004.</p>	LID/ESF

## Engaging local partners

### North London Partners and Partnerships

Partnerships and relationship building with key partners is a fundamental part of the London North LSC's role and remit. It is vital to the successful delivery of our local strategic plan and our targets. Partnership working permeates many aspects of the LSC's work and involves many staff at all levels.

Given the extensive level of involvement in partnerships, London North LSC has undertaken a further analysis to highlight the priority partners and partnerships for the future. These relationships were then graded in terms of effectiveness and risk. This process highlighted the following key partnerships for the future:

1. Skills Alliance – National
2. Skills Commission – London
3. North London Learning Partnership
4. Standing Committee of North London Principals
5. North London External StAR Steering Group
6. North London Connexions
7. Local Strategic Partnerships – Borough level
8. 14-19 Strategy Groups – Borough level

The analysis also enabled us to highlight the high-risk partnerships and to suggest actions for change. Our Council is overseeing this work.

### North London Learning Partnership

The North London Learning Partnership has the following role:

- To act as the steering group for Strategic Area Review in North London.
- A 'critical friend' of the LSC.
- The Learners' Voice.
- Promoting collaboration.
- Regeneration.
- Programme of existing projects and activities around 3 key themes (raising achievement; widening participation; and improving progression).

London North LSC intends to continue to financially support the Learning Partnership. The Partnership has a key role to play especially with regards to StAR.

### Key local partners

The partnership review process highlighted two key local partners for our ongoing success and delivery. They were Jobcentre plus and Connexions. London North believes it needs to develop more robust working arrangements with both of these partners and as a result the Council has set up a joint committee with Connexions to focus on joint activity for the NEET group. Meanwhile joint meetings are taking place with the two Jobcentre Plus districts to develop more areas of mutually beneficial joint working. It is also our intention to develop joint strategies with both organisations.

## Strategic area review

### Pan London arrangements

The five London LSCs are working together as a regional pioneer to ensure a consistent approach to the complex issues that arise from reviewing such a large, diverse and densely populated region. To help achieve this objective the London LSCs have adopted a code of practice and a regional timetable.

### North London External StAR Steering Group

London North has set up its own local steering group to provide advice and input into the StAR process. This steering group is a sub group of the North London Learning Partnership and involves representatives from all the sectors and from the four Boroughs. This group will have a key role to play throughout the StAR process. By necessity this group remains relatively small to ensure practical working can take place. However the broader range of stakeholders who have an interest in StAR are members of the reconstituted Learning Partnership. The full Learning Partnership will aim to meet twice a year and have an input on a range of issues.

## Annex

### 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 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.

### Learners with learning difficulties and/or disabilities

Under the Learning and Skills Act 2000, the LSC has a specific responsibility to help young people and adults with learning difficulties and/or disabilities. There are clear arrangements in place to ensure that this group of disadvantaged learners have access to suitable provision that meets their needs and where appropriate the additional support required. Our commitment in this area is strengthened under the Disability Discrimination Act part 4.

### 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.

### Sustainable Development

The LSC is committed to the Government's Sustainable Development Strategy and aims to be a green organisation. We are working to the principles embedded in the Department for Education and Skills' Sustainable Development Action Plan and will promote sustainable development in our policies and programmes, especially in the areas of property management, procurement and transport. We are also identifying and sharing good practice to inform and promote sustainable development more widely in the post-16 learning sector.

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