



Realising potential

The strategy for Leicestershire
Adult Learning Service 2018-22



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Introduction



Mr Richard Blunt, County Councillor
Lead Cabinet Member for Adults and Communities

Leicestershire Adult Learning Service (LALS) is an important part of our Communities and Wellbeing Service and works closely with our libraries, heritage and archives services.

LALS provides formal and informal learning programmes for all adults across the County. It also provides an apprenticeship and traineeship programme that supports people to gain the skills that they need so that they can progress in the world of work, and family learning courses that are designed to support parents give their children the best start in life,

In particular it supports and develops individuals and groups for whom formal learning may have been a barrier in the past, and works with them to build confidence and realise their true potential in a competitive world.

This might mean finding a new job, learning new skills, building up personal confidence, meeting new people or recovering from illness.

LALS receives its funding from the Education and Skills Funding Agency (ESFA) and currently spends approximately £5,000,000 on a payment by results basis. Like all public services it needs to respond to fast changing circumstances. This is not just financial challenges but also changing priorities in how people want to learn, the types of skills that employers wish to develop, and the priorities of other sectors such as public health and adult social care.

LALS is a provider of services and as such operates in a competitive environment with other providers in delivering training, apprenticeships, and learning programmes.

Because of this it is important to be clear about its future direction, how it is governed and how it prioritises its offer. This strategy outlines what the service will need to do and consider in order to continue to be sustainable in the future.

This is our plan for 2018-22. It sets out how we will:

- Focus service activity to contribute towards four key priorities identified in the Leicestershire County Council's Strategic Plan; a Strong Economy, Wellbeing and Opportunity, Keeping People Safe and Great Communities.
- Define LALS contribution towards maintaining people's independence through programmes that support learning for independence, personal development and improved health.
- Embed high quality Information Advice and Guidance (IAG) to help people make informed choices and support those less likely to engage in learning.
- Work with partners to create a learning pathway for individuals and groups and ensure the best fit for the LALS programme offer.
- Place quality learning at the centre of our offer.

Richard Blunt
 June 2018

Our Vision for Leicestershire Adult Learning Services



**Jon Wilson Director,
Adults and Communities Department**

Leicestershire Adult Learning Services (LALS) attracts 6,000 learners each year to a wide programme of accredited and non-accredited learning opportunities. It has been recognised by the 2015 OFSTED inspection as being a “good” service, and has ambitions to be outstanding. Our in-house Information, Advice and Guidance (IAG) Service which is available to all our current and potential learners has been recognised as a quality service through Matrix - an industry standard for this area.



Learners develop good personal, social and work-related skills that improve their confidence and prospects for further learning and employment enabling them to lead more fulfilling lives.

Ofsted 2015



Adult and Community Learning has an important part to play in improving the lives of the people of Leicestershire. The acquisition of knowledge and skills is a key component of strategies to; improve health, reduce dependence, increase economic prosperity, address inequality and realise our aspirations for a better future.

However, it is time for us to think differently about the role of the service and the way we deliver learning.

The way in which people want to learn is changing. More flexible learning options are required to enable people to acquire new skills or strengthen existing knowledge throughout their lives. We must exploit opportunities that new technology provides to help people engage in more independent learning outside of the classroom.

For the most disadvantaged learners we need to ensure that we continue to offer engaging “first steps” learning opportunities as a way of increasing participation for people who are hard to reach, and to prepare learners for a more formal programme of learning. We also want to be inclusive and offer programmes to our community to prevent social isolation through poor health and dementia.

There is a need to better connect learning to the needs of employers and engage untapped talent in the region, particularly with disadvantaged groups. We must therefore establish learning pathways to help people develop confidence, and core skills such as English and Maths, together with vocational skills and work experience.

The potential devolution of the skills strategy and the increasing influence of the Leicestershire Enterprise Partnership (LEEP) together with the introduction of the Apprenticeship Levy provide new opportunities and challenges. We must now re-position our service to adapt to these changes in order to prosper in a more competitive employer and learner led environment.

We will ensure that the service is best positioned to provide targeted programmes of activity that meet the strategic outcomes of a range of stakeholders. This may mean de-commissioning some programmes and developing new ones.

We will determine the most appropriate way of providing this offer, whether it be by retaining the service within the County Council, or via an alternative model of delivery.

We will continue to review and improve our places of learning so that they are locally accessible and of high quality.

Above all else we will place the learner at the centre of our work and ensure that a quality learning experience is achieved through innovative and experimental teaching practices that ensure that learners achieve their goals and progress to fuller and richer lives.

Jon Wilson
June 2018



Our vision

To inspire and support the people of Leicestershire to improve their lives through lifelong learning.

Key design principles

Our future model for services must put the learner at its centre and ensure:

- **Workforce:** that a skilled and quality workforce is in place to support the learner through their experience.
- **Outcomes led:** that we contribute to the outcomes for communities as proposed in the Leicestershire County Council's Strategic Plan 2018-22
- **Right partners:** that we identify and work with strategic partners that will help us to determine relevant and targeted programmes and with these delivery partners ensure that the needs of the learner are always put first.
- **Targeted programmes:** that we prioritise our work towards those in society where learning activities will have the most impact and tailor programmes to provide accessible learning pathways
- **Flexible:** that the service is responsive to a fast changing environment and is able to be flexible to change direction
- **Local:** that programmes of activity are situated where learners want to learn: in venues such as libraries and other neighbourhood centres
- **Quality provision:** that programmes are of the highest quality to provide all learners with the best possible support to enable them to fulfil their full potential.
- **Equality of access:** that we will remove barriers to learning and widen participation through a fair and simple fees policy and targeted promotion.
- **Innovation:** that programmes truly align with demand and provide more flexible models of delivery capitalising on digital technology and e-learning

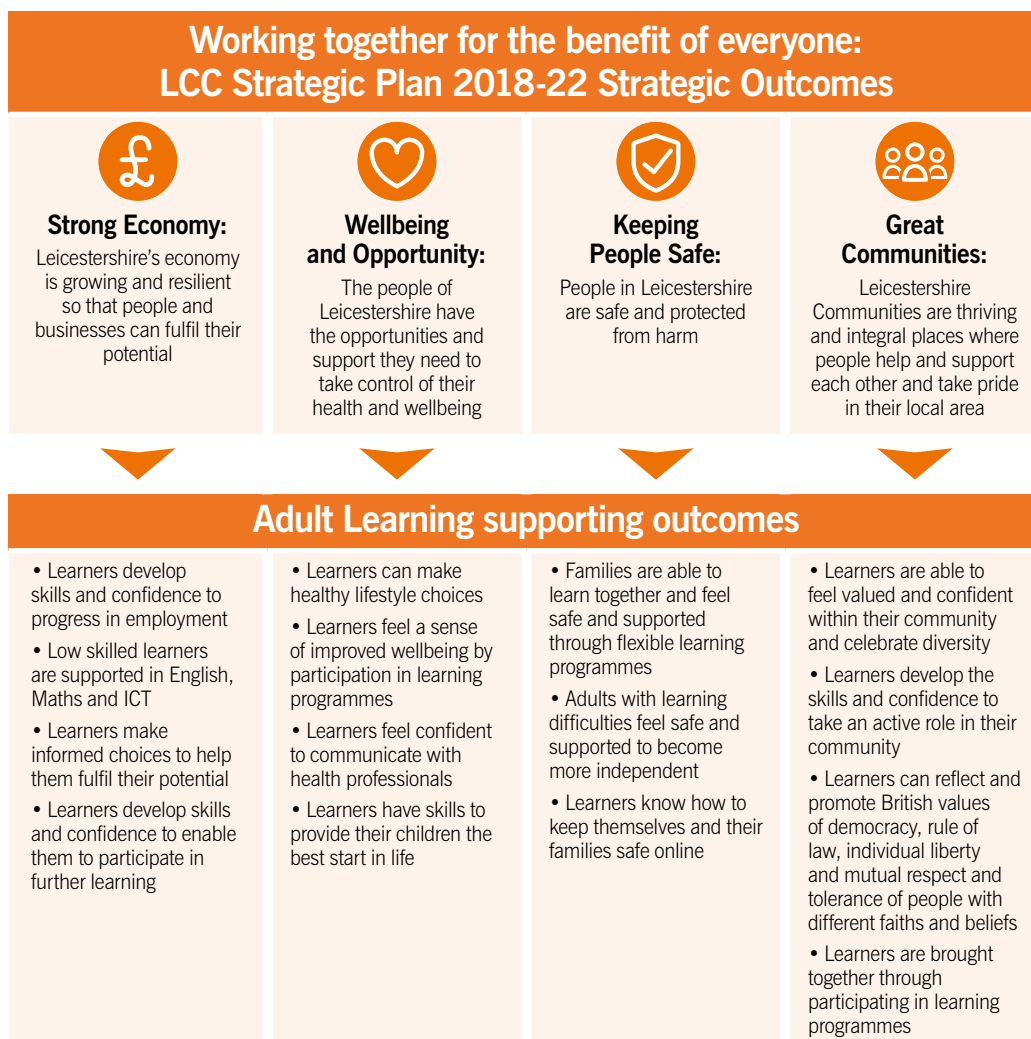


Our strategic approach

Our service is informed by a range of existing partner and stakeholder strategies, including:

- Working together for the benefit of everyone; Leicestershire County Council's Strategic Plan 2018-22
- Working together to build great communities: Leicestershire County Council's Communities Strategy 2017-21
- Promoting Independence, Supporting Communities: Our vision and strategy for Adult Social Care 2016-2020; Leicestershire County Council
- Providing Less Supporting More: Our vision and strategy for Communities and Wellbeing 2016-2020; Leicestershire County Council
- Leicester and Leicestershire Enterprise Partnership (LLEP) Strategic Economic Plan (SEP)
- Leicestershire Rural Development Framework 2014-2020; Leicestershire Rural Partnership
- Leicestershire Joint Health and Wellbeing Strategy 2017-2022
- English Apprenticeships: our 2020 vision; Department of Business Innovation and Skills, Department of Education; Department of Business Innovation and Skills
- New Challenges New Chances: Further Education and Skills System Reform Plan 2011; Department of Business Innovation and Skills
- Skills for Sustainable Growth 2010; Department of Business Innovation and Skills
- Careers Strategy: making the most of everyone's skills and talents; Department of Education, 2017

Our service will focus on contributing to the delivery of four of the five strategic outcomes outlined in Leicestershire County Council's strategic plan "Working together for the benefit of everyone".



How we plan to achieve our vision and outcomes

Strong Economy – we will:

- Provide access to good Information Advice and Guidance (IAG) to help people make informed choices about their best options in finding the right learning opportunities
- Prioritise the delivery of cores skills that employers value including English, Maths and ICT
- In collaboration with partners tailor employability programmes to meet the needs of unemployed people
- Develop partnerships with public and private sector employers to support the delivery of high quality apprenticeships and upskill the workforce
- Further develop links with employers to provide work experience opportunities
- Develop new programmes that provide more flexible ways for people to learn which includes a mix of online and classroom based learning
- Tailor existing programmes to support people with learning difficulties and disabilities into work and volunteering

“

Outcomes for learners participating in traineeships are outstanding.

”

Ofsted 2015

Wellbeing and Opportunity – we will:

- Refocus less targeted programmes to support independence, confidence building, first steps learning and health and wellbeing
- Review and determine alternative funding avenues for any of the current range of courses that are more focussed towards leisure learning
- Embed volunteering and work experience in programmes to provide pathways to work
- Support vulnerable and disadvantaged people develop independent living skills
- Develop 'first steps' provision to engage and support learners low in confidence and/or poor mental health

Keeping People Safe – we will:

- Create a safe environment for learning
- Develop learners confidence to enable them to speak up and share concerns about their safety or wellbeing
- Bring people together from different backgrounds to learn from each other and develop tolerance and understanding.
- Raise awareness of and promote values within all programmes of learning
- Embed the development of e-safety skills within learning activities
- Help people access other services and support which will help them to be safe and independent

Great Communities – we will:

- Take account of and develop activity that complements existing work with volunteers provided by key stakeholders such as Voluntary Action Leicestershire (VAL)
- Deliver programmes that develop the skills and confidence of people wishing to volunteer for example, skills to run local services
- Support volunteers and Community Learning Champions to act as advocates for adult learning in their local areas
- Create more effective links with community groups to help them access the expertise they require
- Utilise resources effectively by working in partnership with other services to plan and deliver courses including; children and families, libraries and social care
- Enable people to be informed and get involved in decisions that affect them

This diagram illustrates our learning pathway from what we do, the benefit to individuals, and how it impacts on partner strategic areas.



Case studies



Case study 1: ESOL - English For Speakers Of Other Languages

Jiro Miki is from Japan, he's a swimming coach and former Olympic swimmer. He is employed by the Tokyo 2020 Olympics and is in on secondment at Loughborough University to understand more about sports science techniques.

Jiro says, "I'd like to speak English because I need this for my job. Some friends had told me about the course, and as it was really close to the University and the pool so I enrolled. Sangita, my tutor was really helpful and inspirational. We use technology like ipads in the class, and my classmates are really helpful. I can now speak more English with my friends. If you are not hesitant it will surely be of use to you in your life."



Case study 2: Employability

Lee Spiby had been unable to work for 36 years due to a disability. The staff at Shephed Job Centre suggested he could consider enrolling onto a GoLearn Skills for Jobs course to help him with CV writing and interview skills.

He really enjoyed the course, finding the tutor and all the other learners supportive and friendly. The courses were good fun and he enjoyed being out of the house and learning new skills. He progressed onto an Introduction to Computers course which is helping him to gain the skills to apply for jobs online. He hopes to enrol onto English and maths courses next, which will be valuable qualifications to include in his future job applications.



Case study 3: Information, advice and guidance

Melissa met Jo Beck, Adult Learning Service Learning and Work Adviser at the local Job Club. She had been out of work for some time and was low in confidence.

Jo helped Melissa to make a plan to help her move forward, and she enrolled onto a Learning for Confidence course where she flourished, improving her self-esteem and moving on to an IT Skills for Employment course to learn vital computing skills.

Melissa now works part time, so fantastic news!

She says “All information, advice and guidance through my courses have been excellent. I am slowly gaining confidence which would not have happened if it wasn’t for the courses. Before the courses I never went out of my house.”



Case study 4: Apprenticeship

“I started my NVQ 2 in business admin to reinforce my job role. During the time I studied, I changed jobs from a care provider administrator to training to be a Deputy Clerk for Earl Shilton Town Council. My role change required me to undertake further study for a Certificate in Local Council Administration.

The Leicestershire Adult Learning Service staff were very helpful in my study and I was always supported with my course work. My tutor continually kept me motivated and assisted me in completing my course.

The continued study has helped me move forward in my career and I am now halfway through my next course. I would recommend adult learning whatever your stage in life as it gives you the motivation to succeed and move forward”. *Karen Miller*

Listening and responding

We have listened to your views on this strategy and acknowledge that you support the approach that we intend to take. In addition you have told us:

- That learning programmes should help employees achieve their work outcomes
- That learning programmes are rooted in the community and are local
- That we should invest in the learner offer on-line
- That it is important to get the right pricing for Learning programmes
- That we develop partnerships with organisations like, the NHS, public health and social care
- That we should make sure that our programmes are inclusive

Delivering the adult learning strategy

To achieve our strategic goals, we must effectively engage and inspire people from all sections of our communities. Our approach will focus on supporting individuals by providing an accessible, high quality service relevant to the needs and interests people across the county.

- **Engagement** – We know that in order to effectively engage people, the context in which learning is delivered has a significant impact on outcomes. We will therefore capitalise on our unique connection with local residents and our position as the only post 16 learning provider covering the whole of Leicestershire, to increase participation in learning.
- **Information Advice and Guidance** – To enable people to make informed decisions about their future they require access to unbiased Information Advice and Guidance (IAG). This will be delivered through a combination of online materials and face to face sessions for current or prospective learners in collaboration with other Council initiatives.
- **Delivery of High Quality Programmes** – Critical to success is the learning experience people receive once they have enrolled on their programme. Our aim is to provide our learners with a life changing experience through inspirational teaching and learning. We will therefore continue to focus on becoming an ‘Outstanding’ service delivering the following programmes:
 - Learning for Independence Programmes for Learners with Learning Difficulties and Disabilities and those with mental health issues
 - Traineeships for young adults not in education, employment or training
 - Vocational training programmes
 - English and Maths functional skills and GCSEs
 - Languages including English for Speakers of other Languages
 - Family Learning
 - Employability and ICT
 - Personal development
 - Learning for confidence and better mental health

- **Partnerships** – Our approach will focus on becoming part of a more integrated skills strategy across Leicestershire and the LLEP region. This will require more effective collaboration particularly with employers, schools and colleges to support people at different stages of their learner journey. Closer collaboration will provide a more consistent and easily accessible learning offer across the region.
- **Finances** – The sustainability of our service will increasingly rely on our ability to develop a long term financial strategy less dependent on funding from the Education and Skills Funding Agency (ESFA). The challenge of providing high quality targeted provision to support disadvantaged groups where there is less public funding will need to be addressed. Our priority remains equality of access however we must also raise income through programmes which we can sell on a more commercial basis. To achieve these different objectives an effective fees policy will be essential to ensure those less able to pay have every opportunity to participate and gain from the benefits of learning.

We will:

- ✓ Deliver commercial activities to raise additional income.
- ✓ Develop commissioning and external funding opportunities.
- ✓ Maximise tuition fee income.
- ✓ Increase efficiencies.
- ✓ Develop partnerships to deliver added value.
- ✓ Attract additional investment through match funding.
- ✓ Align learning programmes with the range of County and Council organisations' objectives and outcomes.

- **Governance** – Review the governance arrangements for the service to determine the best model for the County Council to ensure that it fulfils its role in enabling adult and community learning. This may be by, retaining LALS in-house or developing an alternative model of delivery for LALS provision.
- **Action Plan** – Produce a detailed action plan that will give focus to the strategy and shape the future development of the service. We will continue to engage with communities, key partners and other relevant stakeholders in order to further develop and co-produce the activities within the Action Plan.

Adult Learning Centres

LALS offers learning programmes from over 100 community venues. Major activity can be found in the following areas:

Anstey Frith House

County Hall
Glenfield
Leicester
LE3 8RL

Coalville Library

High Street
Coalville
Leicestershire
LE67 3EA

Coalville Resource Centre

Comet Way
Coalville
Leicestershire
LE67 3FS

Enderby Adult Learning Centre

Townsend Road
Enderby,
Leicestershire
LE19 4PG

Groby Community College

Ratby Road
Groby
Leicester
LE6 0FP

Hinckley Library

Lancaster Road
Hinckley
LE10 0AT

Leysland Community College

Winchester Road
Countesthorpe
Leicestershire
LE8 5PR

Loughborough Library

Granby Street
Loughborough
LE11 3DZ

Melton Library

Wilton Road
Melton Mowbray
Leicestershire
LE13 0UJ

The Moira Centre

Moira Street
Loughborough
Leicestershire
LE11 1AX

Roundhill Academy

Adult Learning Centre
997 Melton Road
Thurmaston
Leicestershire
LE4 8GQ

Symington Building

Adam and Eve Street
Market Harborough
Leicestershire
LE16 7LT

Wigston Magna Library

Bull Head Street
Wigston Magna
Leicestershire
LE18 1PA

For more information:

Call 0116 305 0820 or FREEphone 0800 988 0308

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