

To: All Members of the Overview &  
Scrutiny Committee - Community  
Wellbeing  
(Other Members for Information)

When calling please ask for:  
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Date: 16 November

Dear Councillors

OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 20 NOVEMBER  
2017

I refer to the agenda for the Overview & Scrutiny Committee - Community Wellbeing, on Monday, 20 November 2017 and now enclose the following background information of which you will receive a presentation on at the meeting:

WAVERLEY TRAINING SERVICES (Pages 3 - 6)

To receive a presentation from Kelvin Mills, the Head of Communities and Adele O'Sullivan, the Centre Manager for Waverley Training Services on the main risks associated with the delivery of the service and to review the mitigations that may be in place.

Yours sincerely

Ema Dearsley  
Democratic Services Officer

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## Waverley Training Services (WTS)

### 1.0 Introduction

Waverley Training Services (WTS) is part of Waverley Borough Council and offers training and apprenticeships throughout Surrey and the surrounding borders of Hampshire, Berkshire and Sussex. We have over 30 years' experience of delivering work based learning qualifications, apprenticeships and study programme employability courses.

WTS provides:

- **A comprehensive apprenticeships programme which includes** - Business and Administration, Customer Services, Team Leading, ICT, Management, Debt Recovery, Supporting Teaching and Learning , Social Media, Activity Leadership, Play work, Supporting Teaching and Learning in Physical Education, School Sport, Childcare, Hospitality, Health and Social Care, Footwear and Children Learning and Development.
- **A fully supported study programme** – aimed at the needs of NEET learners covering employability and personal development and functional skills in Maths, English, ICT and sport.
- **A competitive private training service** – aimed at individuals who are not funded by the Government.

WTS is listed on the register of apprenticeship training providers (RoATP) and have been through an application process that considers due diligence, capability, quality and financial health. WTS subcontracts some of its training provision with the following three organisations:

Subcontractor Name	Sector areas covered
<b>Soccer Coaching Ltd</b>	<ul style="list-style-type: none"> <li>• Activity Leadership</li> <li>• Advanced Play Work</li> <li>• Supporting Teaching and Learning in Physical Education</li> <li>• School Sport</li> </ul>
<b>First for Training</b>	<ul style="list-style-type: none"> <li>• Hospitality</li> <li>• Health and Social Care</li> <li>• Footwear</li> <li>• Children Learning and Development</li> <li>• Leadership and Management</li> </ul>
<b>Reach4Skills</b>	<ul style="list-style-type: none"> <li>• Childcare</li> <li>• Supporting Teaching and Learning</li> <li>• Play Work</li> <li>• Leadership and Management</li> </ul>

WTS works with the Skills Funding Agency (SFA) and the Education Funding Agency (EFA) to offer quality training to learners and employers and is a member of The Association of Learning Providers in Surrey (ALPS). ALPS is a consortium of training providers who share good practice, ideas and training to reduce costs and act as a referral unit for learners and employers

## 2.0 Objectives

The objectives over the next three years, 2017- 2020, are:

- To agree the Business Plan and for it to be reviewed annually
- Increase the number of learners by 30% p.a. over the term of this Plan
- Increase the number of new business customers by 20%
- Create a financially successful service
- Become the leading provider of apprenticeships for public sector organisations in Surrey.
- Achieve Ofsted grading of Overall Good

### Quality

Ofsted inspected WTS in October 2016 and acknowledged that standards had been raised which had led to an improvement in achievement rates in most vocational qualifications. The report also acknowledged that there has been a significant advancement in the quality of apprenticeships, personal development, behaviour and welfare which were rated “good”.

The report said that staff provide a caring and supportive environment for learners, enabling them to overcome their barriers to learning, raising their aspirations and life chances. However the performance in GCSE attainment suggested the centre still Require Improvement Overall. The full gradings were as follows:

Apprenticeships Received a Grade 2                      **(Good)**

The Study Programme Received a Grade 3            **(Requires Improvement)**

Overall rating in 2016 was a Grade 3                    **(Requires Improvement)**

Improvements identified in the Ofsted Report and Matrix Assessment have been incorporated into the 2017-2020 Business Plan. As a result of the grade we receive support and challenge visits from Ofsted to ensure we have an effective improvement plan and an accurate self assessment review.

We have implemented changes to ensure that all of our provision is graded as Overall “Good” by Ofsted at our next inspection if not higher.

## SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Being part of Waverley Borough Council.</li> <li>• Local authorities trust our knowledge of apprenticeships and working in such environments.</li> <li>• Good mix of qualifications which are essential for all businesses whatever their sector.</li> <li>• Competitive as we are “not for surplus”</li> <li>• Established relationships with Enterprise Rent a Car and Surrey County Council.</li> <li>• Waverley Borough Council is a levy paying employer and will need to increase their apprenticeship cohort.</li> <li>• Matrix Assessment awarded in September 2016.</li> <li>• Study programme has grown in the latter part of 2016 which is a strength as this programme will be unaffected by changes in 2017.</li> <li>• Building relationship with ALPS following the departure of the previous Centre Manager who are a referral agency for a small cost.</li> <li>• Apprenticeships achieved an Ofsted grade 2.</li> <li>• Personal Development, Behaviour and Welfare achieved an Ofsted grade 2.</li> </ul>	<ul style="list-style-type: none"> <li>• SFA accountancy requirements for the new Levy Employer contract are far more detailed and we need a solid relationship with our finance department to ensure we are able to report accurately.</li> <li>• Demand due to levy could result in lack of administration and assessing staff that we may not be ready to handle without proper planning.</li> <li>• Lack of knowledge regarding the data systems which means a lack of important essential information for our business.</li> <li>• Our Business Development team is small and may not give enough coverage when interest in the Apprenticeship Levy increases</li> <li>• Very few live vacancies compared to our competitors.</li> <li>• No website as a training provider.</li> <li>• No dedicated social media presence.</li> <li>• Little and outdated marketing materials.</li> <li>• Confusion over whether we are associated with or are part of the council.</li> <li>• Management of subcontractors has been poor which has resulted in Grade 3 Ofsted Inspection.</li> <li>• We need assessors who are qualified in the areas we want to grow such as management, HR, project management and accountancy.</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Apprenticeship Levy started in May 2017 which will force larger employers into taking on apprenticeships.</li> <li>• More publicity and either 100% or 90% of funding for SME's.</li> <li>• New standards being introduced which draws further government funding.</li> <li>• Implementation of Employer Recharge costs for missed visits and start costs for those over 19 plus between January and April 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Data Analysis – poor analysis and poor understanding of the data we have.</li> <li>• New standards are due to start from 2017 to 2019 depending on sector.</li> <li>• We are due an audit from the Skills Funding Agency – Centre Manager has already identified where we can tighten administration systems to maximise funding.</li> <li>• Ofsted are due to re-inspect in 2018.</li> <li>• Workforce succession planning.</li> <li>• Reliance of subcontractor for study programme to meet minimum levels of contracting.</li> <li>• Standards – external End Point Assessment availability which could impact success rates</li> </ul>