

WAKEFIELD COLLEGE

DELIVERY AGREEMENT
2017-2020



WAKEFIELD COLLEGE DELIVERY AGREEMENT

THIS AGREEMENT BETWEEN WAKEFIELD COLLEGE, LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP) AND THE WEST YORKSHIRE COMBINED AUTHORITY SETS OUT HOW THE COLLEGE WILL CONTRIBUTE TO THE ACHIEVEMENT OF OUR SHARED ASPIRATIONS FOR THE CITY REGION.

ASPIRATIONS

The tables below set out the baseline position for 2015/16 (or 2013/14 subject to availability) alongside the aspirations of the College against a range of measures relating to the Leeds City Region Employment and Skills Plan priorities.

RAISING THE BAR ON HIGH LEVEL SKILLS	2015/16	2016/17	2017/18	2018/19	2019/20
Higher level starts	430	610	767	800	920
MORE AND BETTER APPRENTICESHIPS	2015/16	2016/17	2017/18	2018/19	2019/20
Apprenticeship starts	420	409	550	660	936
GREAT EDUCATION CONNECTED TO BUSINESS	2015/16	2016/17	2017/18	2018/19	2019/20
Proportion of full time courses with a work experience element	N/A*	N/A*	N/A*	N/A*	N/A*
% of employers who would recommend college to another employer	57%	80%	82%	85%	90%
BUILDING WORKFORCE SKILLS AND ATTRACTING TALENT	2015/16	2016/17	2017/18	2018/19	2019/20
Income from apprenticeships	£1.77m	£1.59m	£2.3m	£2.7m	£3m
% of learners that would recommend the college/training organisation to their friends or family	85%	88%	89%	90%	87%

EMPLOYABILITY, ACCESSING JOBS AND REALISING POTENTIAL	2013/14	2019/20
Sustained positive destination rate	67%	80%
Sustained positive destination rate – skills provision	65%	80%
PRIORITY SKILLS	2015/16	2019/20
Proportion of total apprenticeship starts in priority skill subjects	73%	75%
Proportion of total non-apprenticeship starts in priority skill subjects	16%	18%
Infrastructure / construction / allied skills - apprenticeship starts	30	132
Infrastructure / construction / allied skills – non apprenticeship starts	90	136
Engineering and manufacturing - apprenticeship starts	200	250
Engineering and manufacturing - non-apprenticeship starts	210	260
Digital - apprenticeship starts	-	75
Digital - non-apprenticeship starts	20	75
Health and care - apprenticeship starts	80	245
Health and care - non-apprenticeship starts	430	285

* This measure reflects the proportion of full Level 2 and Level 3 students studying vocational / technical courses who receive work experience. Wakefield College does not teach full Level 2 and Level 3 vocational / technical courses so this measure is not applicable.

COLLEGE ACTIONS

TO MEET THESE ASPIRATIONS WAKEFIELD COLLEGE COMMITS TO CARRY OUT THE FOLLOWING ACTIONS:

1. Launch the Advanced Skills and Innovation Centre (ASIC) to bring affordable, high-quality higher education together in one purpose-built location while refining our higher offer to better meet employers needs including expansion in digital, business and health which will be validated by Hull University and Leeds Beckett University.

2. Increase local demand for higher skills by:
 - generating interest in science, technology, engineering and mathematics (STEM) careers;
 - developing information advice and guidance to encourage progression from Level 3 into higher skills; and
 - extending our access to higher education (HE) provision and improving participation in HE from the low-participation wards in the district through outreach work with schools.

3. Deliver a coordinated programme of activity with Calderdale and Kirklees Colleges, designed to align the range of provision being offered with clear progression pathways. We will seek to jointly raise the status of higher skills training in our localities and to engage more learners and employers and ensure the maintenance of high quality.

4. Consolidate our apprenticeships portfolio to focus on priority sectors including digital, engineering, care, construction and business and administration while expanding our higher apprenticeships portfolio as part of ASIC development.

5. Working collaboratively with West Yorkshire Consortium of Colleges to secure end-point assessment arrangements which deliver value for money for stakeholders.

6. Formation of a dedicated team to support apprenticeship promotion and delivery and ensure that new funding arrangements operate seamlessly. This team will roll out a comprehensive programme of employer engagement activity, targeting levy payers and small and medium sized enterprises (SMEs).

7. Continue to use intelligence we gather from working with employers to focus more of our curriculum on meeting their needs, particularly at higher levels, and to increase students' ongoing exposure to the world of work.

8. Develop our traineeship portfolio to enable access to apprenticeships and employment.

9. Maintain our relationship as preferred provider with Jobcentre Plus and our relationships with employers to identify employment opportunities and ensure that participants on Routes to Employment provision and Sector Based Work Academies develop the right skills to secure success at interview.

10. Ensure the College offer appeals to businesses and individuals thereby maximising:
 - tuition fee revenue from higher education as a result of increased HE numbers in ASIC in line with ASIC bid;
 - income from apprenticeships via growth in starts and effective negotiation of contracts;
 - loan funded provision via loan funded curriculum and effective information, advice and guidance to potential students; and
 - non-grant funded provision including bespoke training for employers. The College is implementing a new Customer Relationship Management system in 2017, and aims to more effectively harness opportunities for selling and cross-selling full-cost provision to employers as a result.

Further information on the indicators and baseline data can be found [HERE](#)

WAKEFIELD COLLEGE

DELIVERY AGREEMENT: COMMENTARY

2017-2020



WAKEFIELD COLLEGE DELIVERY AGREEMENT:

COMMENTARY

THIS DOCUMENT HAS BEEN WRITTEN BY WAKEFIELD COLLEGE IN CLOSE COLLABORATION WITH THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP) AND THE WEST YORKSHIRE COMBINED AUTHORITY TO PROVIDE A COMMENTARY IN SUPPORT OF THE WAKEFIELD COLLEGE DELIVERY AGREEMENT FOR 2017/18. IT SETS OUT WAKEFIELD COLLEGE'S DEVELOPMENT PLANS FOR THE NEXT THREE YEARS, INCLUDING HOW THE COLLEGE WILL CONTRIBUTE TO SUCCESSFUL DELIVERY OF THE LEEDS CITY REGION EMPLOYMENT AND SKILLS PLAN.

Wakefield College

Wakefield College is the only general further education (GFE) college located in and serving the Wakefield Metropolitan District. We have three large campuses; two in Wakefield – City Centre and Thornes Park - and the Castleford Campus in the north east of the district. In addition the College has a dedicated Performing Arts Centre, offers post-16 provision at Crofton Academy, offers Construction and Sport provision in the former Lightwaves Leisure Centre, and is due to open an Advanced Skills and Innovation Centre (ASIC) at the City Campus in September 2017. The focus of this will be development of higher level professional and technical skills in collaboration with industry and employers.

The College was last inspected by Ofsted in March 2017 when it received a grade 3: requires improvement. The College has improvement plans in place to strengthen areas of identified weakness.

In 2015-16 the College enrolled 9,025 students, of whom:

- 81% of all students were from a Wakefield postcode.
- 85% of 16-18 year old students were from a Wakefield postcode.
- 48% were 19 or over.
- 19% were non-White British (compared to local ethnic minority population of c.7%).
- 16% of 16-18s were non-White British.
- 22% of 19+ students were non-White British.

In 2015/16, the numerically most significant ethnic groups at the College in the 16-18 age group are:

- Any Other White (203)

- Pakistani (184)
- African (68)

Among adults they are:

- Any Other White (456)
- African (154)
- Pakistani (128)

The Wakefield context

The following is a high-level analysis of the key features of the district, including the employment and skills landscape.

- The resident population of the district is 331,379.
- 65th most deprived district in England.
- Ethnic diversity increasing with large numbers of migrants from Eastern Europe.
- Large differences in affluence between wards, with levels of child poverty three-times higher in Wakefield West (39%) than in Stanley and Outwood East (13%).
- 47% of adult students are from deprived wards.
- The health sector is the largest employer in the district but there is a high degree of specialisation in transportation and storage businesses, and manufacturing.
- Wakefield's measure of economic success, Gross Valued Added (GVA), is higher than the Yorkshire and Humber region average.
- The employment rate is in line with the regional and national rate and is increasing.
- Median annual gross earnings are lower than the national median.
- A significant proportion of Wakefield residents earn around £12,000 per annum.
- 12.4% of working age residents are claiming key out of work benefits compared to 11.0% and 9.8% for the region and Great Britain respectively.

- There has been a marked improvement in educational attainment at Key Stage 2 and GCSE pass rates still compare well with national averages.
- 23% of all residents qualified to Level 4+ (degree level and higher), compared to 30% across the region and 37% nationally. 46% are qualified to Level 3 or higher (the equivalent of 2 A levels) and 64% are qualified to Level 2 or higher (the equivalent of 5 GCSE's A*-C). 11.3% of all residents have no qualifications. Wakefield College is working with Wakefield Council to increase the proportion of residents who have the qualifications they need to find work.

Priority skills areas identified in the Wakefield Jobs and Growth Plan 2012-17:

- Business and professional services*
- Digital, creative and cultural industries*
- Environmental technologies*
- Manufacturing*
- Food and drink*
- Logistics

*indicates alignment with Leeds City Region priorities

More recent analysis of the economic performance of the district also indicates a need to develop skills in construction.

In recent years, the College has seen growth in enrolment on to information technology (IT), media and business, care and early years, health and social care, A Levels and engineering and motor vehicle provision.

Our vision and strategy

The vision for Wakefield College remains a constant in an ever-changing further education (FE) landscape. At Wakefield College, our vision is to be:

“AN OUTSTANDING COLLEGE AT THE HEART OF THE WAKEFIELD DISTRICT.”

Our mission remains:

“TRANSFORMING LIVES THROUGH LEARNING ... BY ENABLING YOUNG PEOPLE, ADULTS AND EMPLOYERS TO FULFIL THEIR POTENTIAL”

The strategic objectives which will enable us to achieve our vision are:

1. Be known as the leading post-16 provider of high quality teaching and learning in the Wakefield District.
2. Become highly regarded by our communities.
3. Connect with the Wakefield district in order to raise aspirations, particularly in deprived areas.

4. Be the major contributor to meeting the skills needs identified by the Wakefield district's employers.
5. Secure the College's long-term financial health in order to invest back into the Wakefield district.

Wakefield College has long sought to align its curriculum to the needs of the very diverse district it serves. Curriculum planning always takes account of labour market intelligence and the curriculum itself is shaped to meet those needs where we are in a position to do this. The College recognises the need to meet the needs of employers whilst appealing to potential students and we are confident that our curriculum strikes the right balance.

We recognise that apprenticeships and higher education (HE) are key to the future prosperity of the district and the wider Leeds City Region and have already taken significant account of this in the development of our partly LEP funded ASIC and our apprenticeship offer. ASIC will open in September 2017 and will offer a higher level skills portfolio, developed in conjunction with employers, as well as business incubation opportunities to address the low level of advanced skills in the district and the low rate of business start-ups.

Our apprenticeship offer focuses primarily on those areas of greatest need in the district: engineering, construction and business administration, primarily in the health sector. Our top 10 apprentice employers are the 10 largest employers in the district which provides a solid base on which we will grow our apprenticeship provision.

At the same time, we offer extensive support for the district's residents who are seeking work, through close collaboration with Jobcentre Plus and employers, primarily through Sector Based Work Academies, which in 2015/16 had a 68% success rate in getting participants into employment.

Unusually Wakefield also benefits from an Adult and Community Education Service (ACES) run by the local authority which offers community-based provision often for adults taking their first steps back into education. Much of the ACES provision is non-accredited. As a result, the College offers very little community learning aimed at the hardest-to-reach. This means the adult curriculum is focussed on Jobcentre Plus work, professional qualifications, basic English and maths and English for speakers of other languages (ESOL) and higher level skills development.

WAKEFIELD COLLEGE'S KEY ACTIVITIES 2017-2020

Raising the bar on higher skills

The College currently offers a wide range of provision to enable adults to upskill ranging from professional courses at Level 3 and above, enabling progression into or within employment, to a solid portfolio of Access to HE provision, to a suite of externally validated foundation and Top-up degrees delivered in a dedicated HE area. However, the College recognises that there is room to further develop these portfolios, enable adults to make more use of Advanced Learner Loans (ALLs), and further extend the HE curriculum to address the acute absence of higher level skills in the Wakefield district.

Advanced Skills and Innovation Centre

Work is well underway to complete the ASIC at the Wakefield City Campus. The ASIC will bring affordable, high-quality higher education together in one purpose-built location. Launching in September 2017, ASIC will act as a focal point for five of the LEP key sectors in construction, health and life sciences, advanced manufacturing and engineering, digital and creative technologies, including computer coding. It will also offer specialist management and professional training including logistics and marketing. It will also provide space and support for business incubation, helping new business to grow. The business incubation facility will be a joint venture between Leeds Beckett University and the College, which will benefit from the University's experience of operating similar facilities successfully. It will provide a range of services including virtual and private office space and rent-a-desk/co-working, and support including mentoring, coaching, appraisal and financial guidance leading to an exit plan (post incubation).

The design and facilities will encourage and facilitate interaction between students, staff and employers which generates innovation and supports enterprise. For example the business incubation units will occupy a prominent position situated within the main entrance to the building. Learners will also benefit from opportunities to engage with the professionals from the industry who will regularly access the centre, for example to refresh or update their skills, and with ex-learners who are taking advantage of the facilities for business incubation. In many areas this contact with professionals will increase opportunities for learners to engage with employers in other ways, including live briefs, mentoring and work placements.

This will support our aim of increasing the proportion of the district's population qualified to Level 4 and promote the growth of local and regional businesses by facilitating delivery of learning and skills at higher level, skills we know business needs.

ASIC has been developed in partnership with employers and employers will remain key stakeholders once it is in operation. It will feature discrete areas for engineering, creative and digital and the business school, delivering specialist management qualifications, and the advisory panel includes representatives from key industrial and commercial sectors including manufacturing (Coca Cola), legal (Chadwick Lawrence), leisure (Wakefield Trinity) and digital (Cognitiv).

The College has a partnership with two other colleges, Calderdale College and Kirklees College through a memorandum of understanding. This partnership will support the coordinated development of higher level skills to ensure effective local progression routes. Through recognising the specific specialisms of each institution and providing appropriate progression routes the three organisations plan to grow provision to meet employer demand, LEP priorities and skills shortages.

The College is currently refining its higher education offer to better meet employers' needs and we have secured validation of new programmes with Hull University in key areas including digital, business, health and sport and with Leeds Beckett University in health and care.

In addition, in 2017, the College will begin to offer:

- Higher National Diploma Travel and Tourism
- Higher National Certificate Applied Biology
- Higher National Certificate Computing

By 2021 we aim to:

- provide 1,269 individuals (including 74 advanced and higher apprenticeships) and 129 employers with the opportunity to obtain advanced level training in their immediate locality, improving participation rates in Level 4+ education.
- recruit an additional 217 learners to achieve at Level 5.

Raising demand for higher level skills

While significantly increasing our higher level capacity through ASIC we will increase local demand through a range of initiatives, including:

- generating interest in science, technology, engineering and mathematics (STEM) careers via Key Stage 3 STEMPlus Academies which give talented 13 and 14 year olds the opportunity to try out activities in a range of subject areas including science, technology, engineering, maths and digital industries.
- developing supporting information, advice and guidance (IAG) to encourage progression from Level 3 into higher skills, highlighting related local employment opportunities.
- working collaboratively and in partnership with two other colleges to ensure a coherent

and high-quality higher skills portfolio across key districts of the Leeds City Region.

- improving participation in higher education from the low-participation wards in the district through outreach work with schools.

More and better apprenticeships

The College is an established apprenticeship provider, working closely with the 10 largest employers in the District. The College has around 800 apprentices in learning across the three age groups, with particular concentrations in engineering, health and business administration. The College recognises that apprenticeships are a key and increasingly important part of its curriculum offer. Much work has already been undertaken to ensure that we are well-positioned to meet the demands and challenges of the apprenticeship reforms from May 2017.

The College has already identified the need for new staffing roles and business processes to support apprenticeship provision, and is engaged in a comprehensive programme of employer engagement activity to support employers to secure the most from the levy. As an employer, the College is already meeting its target for apprentices. Eight apprentices are currently employed or being recruited by the College in sectors as diverse as engineering and marketing.

The recently appointed Executive Director, Employer Engagement and Apprentices has reviewed and amended our Apprenticeships Strategy to ensure we are well placed to respond to the challenges and opportunities afforded by the new funding landscape and that the College will meet its ambitious growth target in apprenticeship numbers.

Key features of the strategy include:

- consolidating our portfolio to focus on priority sectors including digital, engineering, care, construction and business and administration;
- developing our traineeship portfolio to enable access to apprenticeships and employment;
- expanding our higher apprenticeships portfolio as part of ASIC development;
- comprehensive programme of employer engagement activity, targeting levy payers and small and medium sized enterprises (SMEs);
- formation of a dedicated team to support apprenticeship promotion, delivery and ensure that new funding arrangements operate seamlessly; and
- working collaboratively with West Yorkshire Consortium of Colleges (WYCC) to secure End Point Assessment arrangements which deliver value for money for stakeholders.

Great education connected to business

The College enjoys strong relationships with employers which enhance curriculum content

and students' experience whilst on programme. Employers contribute to curriculum development and student learning via a range of means including: live briefs, guest speakers, site visits, work placements, employer panels and forums, stakeholder groups, sponsorship, participation in assessment activity and interview practice.

Our Business School, which offers accredited professional qualifications, largely to those already in employment who are seeking to progress, responds well to needs articulated by employers. For example, the College identified a need, via interactions with employers, to develop the law curriculum for those in employment and, as a result, introduced Chartered Institute of Legal Executives qualifications as an alternative to university for those in wishing to enter or upskill in legal professions.

Since its inception employers have played a key role in the development of the ASIC and have shaped the curriculum it will deliver. Employers will continue to exert influence over the provision in ASIC and will be an integral stakeholder in the continuing development of the higher level curriculum. Employers will be a presence within ASIC, mentoring business start-ups and enabling knowledge transfer.

We will continue to build on these strong relationships with employers to ensure the curriculum anticipates and responds to their needs. This employer interaction is a valuable motivational tool for students showing the link between their learning and future employment.

As a result, students will benefit from a current and relevant curriculum, assessed in line with industry standards and will have access to current skills and knowledge of relevant industries and commercial sectors.

Going forward, we will:

- ensure the Business School curriculum is refined to meet the higher levels skills needs in management and business;
- build on our firm foundation of engagement with employers, through the development of bespoke relationships with large levy payers and SMEs;
- continue to use intelligence we gather from working with employers to focus more of our curriculum on meeting their needs, particularly at higher levels, and we will seek to offer a and to increases students' ongoing exposure to the world of work;
- implement our Apprenticeship Strategy; and
- work in tandem with employers to ensure that we are seen as the first port of call in the district for apprenticeship and non-apprenticeship training.

Employability, accessing jobs and realising potential

Routes to employment

We offer extensive support for the district's residents who are seeking work through close collaboration with Jobcentre Plus and employers, primarily through Sector Based Work Academies (SBWAs). We are Jobcentre Plus' preferred provider for Routes to Employment provision and work continuously with them to refine the curriculum offer, responding with agility to requests for different kinds of provision to meet needs. This work will continue to focus primarily on SBWAs which address the skills needs of a particular employer.

SBWAs focus on developing employability skills and all participants who complete the Academy are guaranteed an interview with the employer. In 2015/16 192 clients from Jobcentre Plus attended SBWAs at a time when the unemployment registers across the Wakefield district fell by almost 60%. The College delivered 19 SBWAs for 12 employers including Haribo, B&M Stores, Next PLC, Care UK, and Wakefield District Housing as well as for small employers like Conservatory Outlet and Route One Highways. 68% of participants were successful in securing sustained employment as a result of these Academies, with 130 previously unemployed people returning to work in addition to the 252 who found employment through a SBWA in 2014-15.

Routes to Employment provision has delivered 88 SBWAs since August 2012 for 992 unemployed people with over 60% of those attending returning to work.

Broader provision for adults

Beyond Jobcentre Plus provision, the College's curriculum for adults focusses on developing skills for the workplace or progression to higher education. Students benefit from ESOL courses which ensure they can communicate and secure employment and professional courses in, for example, human resources and accountancy, which enable students to progress in their careers. Our Access to HE portfolio is vocationally-based and provides adults with a second chance to successfully progress to higher education, an option they may not have pursued when they were younger. The curriculum is planned to respond to the skills needs of the district, focussing on professional and higher level qualifications which are so in demand. Teaching and learning are rooted in the application of skills and knowledge to the workplace and students are supported to access careers guidance and pastoral support to ensure they remain on course and successfully make their next step. Curriculum

planning ensures that the portfolio allows access to loan funding to enable participation in learning, and curriculum delivery patterns facilitate the attendance of adults with jobs or caring commitments. ASIC will be accessible day and night in recognition of the non-traditional availability of students and the 24/7 nature of business.

Engaging the hardest-to-reach

Wakefield benefits from an Adult and Community Education Service (ACES), run by the Local Authority, which focusses on engaging the hardest-to-reach, often in community-based provision. The College has excellent links with ACES including representation on the ACES Board and the two providers have begun to work collaboratively to ensure provision is seamless and not unnecessarily duplicated across the district.

Specifically over the next three years we will:

- extend our Access to HE provision, to enable adults to secure higher level skills in priority areas, facilitated by ALLs;
- maintain our relationship as preferred provider with Jobcentre Plus and our relationships with employers to identify employment opportunities and ensure that participants on Routes to Employment provision and SBWAs develop the right skills to secure success at interview;
- finalise progression agreements with ACES and implement these to ensure progression is available for all across the two providers; and
- continue to develop our relationship with ACES to ensure that each provider focusses on aspects of provision that it does well. For example, ACES are expert at delivering non-accredited provision as a first step to getting adults back into learning and they will then guide students to our accredited provision aimed at developing employability and technical skills to support adults into employment.

Building workforce skills and attracting talent

The College recognises that current changes in the sector represent a sea-change in the configuration of provision and that we have a pivotal role to play in ensuring the continued prosperity of the district. Key to this is our own financial stability, as articulated in our Strategic Objectives. The College enjoys outstanding financial health due to prudent financial management and forensic analysis of the viability of provision. To maintain this health rating the College will need to ensure that it maximises opportunities for diversification of income and reduces dependency on core funding streams.

Specifically we will ensure that:

- the curriculum enables progression from entry level provision to higher education. For example, adults undertaking Functional Skills qualifications may progress through levels of learning to higher education focussed on skills shortage areas, ensuring repeat business via different funding opportunities;
- professional qualifications offered by the Business School are valued by employers and informed by them and enable access to employment or progression in employment;
- curriculum planning exploits increased availability of ALLs funding at higher levels; and
- adults are given sufficient information about ALLs to enable them to make an informed decision regarding their learning via continued high-profile campaigns about this facility and the employment opportunities afforded by qualifications at this level and expert advice at enrolment.

The College will look to ensure its ongoing financial stability by maximising:

- tuition fee revenue from higher education as a result of increased HE numbers in ASIC in line with ASIC bid;
- income from apprenticeships via growth in starts and effective negotiation of contracts;
- loan funded provision via loan funded curriculum and effective information, advice and guidance to potential students; and
- non-grant funded provision including bespoke training for employers. The College is implementing a new Customer Relationship Management system in 2017, and aims to more effectively harness opportunities for selling and cross-selling full-cost provision to employers as a result.