Plymouth Adult and Community Learning Service





Benefits analysis linked to Plymouth City Council's Corporate Plan (v2.0 – Sept 2013)

I. Introduction

This report demonstrates how the proposed establishment of the Plymouth Adult and Community Learning Service (PACLS) as a Public Service Mutual (PSM) will generate benefits that clearly align to the values, objectives and outcomes outlined within <u>Plymouth City Council's Corporate Plan</u>¹.

PACLS has produced a Feasibility Study² after receiving authorisation from Plymouth City Council (PCC) to explore the viability of externalising the current service as an option for service delivery.

2. PACLS' current contribution to Corporate Plan priorities

Through the delivery of innovative, needs-led and outcome focused learning opportunities that are designed and evaluated in conjunction with learners, partners and other stakeholders, PACLS contributes to PCC's outcomes as outlined within 'Our Plan'. These include:

- Pioneering Plymouth The Parent Body provides and enables brilliant services that strive to
 exceed customer expectations. Currently 96% of learners surveyed felt PACLS was
 outstanding or good at meeting their identified learning outcomes;
- Pioneering Plymouth Plymouth's cultural offer provides value to the City PACLS has worked in partnership with Open Doors International Language School and the Mountbatten Centre on a Learning and Skills Improvement Service funded project. This project has led to the engagement of learners from different ethnic backgrounds who are considered as 'hard to reach', helping them to build confidence, develop a sense of belonging and encouraging social contact. Engaging with the service has helped these learners to understand the local opportunities that are available to them, as well as helping them to improve their health and wellbeing and engage in further learning opportunities.
- Growing Plymouth A strong economy creating a range of job opportunities. 71% of job seekers engaged with the PACLS Hospitality Sector Based Work delivered in partnership with Job Centre Plus and Jury's Inn Hotel secured employment at the end of the course;
- Growing Plymouth A top performing education system from early years to continuous learning opportunities. In 2011-12, PACLS had the highest qualification success rates in the largest number of subject specific areas when compared to other organisations in the area including City College Plymouth, Devon Adult and Community Learning, Exeter College and Cornwall Adult Learning;

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¹ Our Plan – The Brilliant Co-operative Council, Plymouth City Council

² PACLS Feasibility Study, September 2013. Please contact Tracy Hewett (<u>Tracy.Hewett@plymouth.gov.uk</u>) for copies of the study or for further information

- Caring Plymouth PACLS continues to help people to take control of their lives and communities "It has not just changed my life but also that of my husband and my children. I can now go on to a good career, be a better role model to Jessica and Jack and give them a better life than what we have had these past years. I feel like a whole new world has just opened up and while I am a little anxious about the changes to come, I am also glad for them!" feedback from Access to Higher Education learner before taking up her University place; and
- Confident Plymouth Citizens enjoy living and working in Plymouth Following a family learning jewellery making course at Pilgrim Primary, parents have now formed a social enterprise to raise school funds using the skills they have learned.

3. Future ownership and governance arrangements

PACLS staff are determined that the future PSM's ownership and governance structure will ensure the meaningful involvement of staff and learners, as well as the PSM benefiting from representation from VCS and charitable sectors. The organisation will exist as a social enterprise with an 'asset lock' embedded within the PSM's constitution.

PACLS has clearly outlined their intention for staff, learners and CLT members to own the PSM, as well as ensuring that all parties between them hold majority representation on the Board.

Discussions relating to the ownership of the PSM have centred on staff, learners and the CLT representative being 'members' of the PSM, making them the owners of the organisation. As members, staff, learners and CLT members will be responsible for the appointment of the Chief Executive, as well as electing a Staff Director and two Learner Directors onto the Board.

Within the initial model, learner members will be responsible for the appointment of two Stakeholder Non-Executive Directors, with representation likely to come from the CLT/VCS /charitable sectors. Staff members will be in a position to elect two Independent Non-Executive Directors who will be able to bring commercial, legal, financial etc. expertise to the PSM.

Further learner involvement and influence will be exerted via the Learner Forums and the results from learner impact surveys informing discussions at Board level. In addition, a wide range of stakeholders will attend the Stakeholder Advisory Group that will in turn feed into the Board.

The following diagram demonstrates how the CLT will be involved in membership of the PSM. Each of the CLT members will have access into other organisations and groups, widening the community involvement. It is envisaged that as the CLT grows in strength, further organisations will be included within the PSM's ownership model.



4. Future anticipated benefits associated with PACLS establishing as a Public Sector Mutual

The following diagram demonstrates how the PACLS proposal clearly aligns to the ambitions outlined within 'Our Plan':

OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL



WE ARE DEMOCRATIC

Involving staff,
Iearners, and the
Voluntary
Community Sector
(VCS) in the
ownership structure
and decision making
process

WE ARE RESPONSIBLE

Improving outcomes for all customers and learners, including those who are hardest to reach

WE ARE

Promoting an inclusive and accessible service that is designed and monitored by a wide range of stakeholders

WE ARE PARTNERS

Working in partnership with a range of agencies across the VCS / charity sectors and the ELAF cooperative

OUR OBJECTIVES Creating a fairer Plymouth where everyone does their bit

Pioneering Plymouth

PCC becoming an advocate for the mutualisation agenda Majority ownership of the company by staff, learners and members of the Community Learning Trust (CLT)

Staff, learners and community involvement in designing services that are flexible, that better meet the needs of learners / customers / communities

PACLS remaining accountable to the Skills Funding Agency, Ofsted and PCC

Supporting PCC to reduce liabilities/costs

Growing Plymouth

Investing surpluses into areas of service development identified by staff, learners and members of the CLT

Becoming more commercially aware, accessible and competitive through marketing and use of IT (website, online registration and learning)

Becoming more efficient in terms of back office and delivery functions

Protecting services by Increasing our access to external funding to offset reductions in SFA funding

Caring Plymouth

Increasing the availability and accessibility to needs led services via a wider range of community partners and settings

Prioritising partnerships with VCS / charity sector and ELAF to strengthen the coordinated approach to the delivery of universal and targeted services

Ensuring that the views, wishes and opinions of learners, customers and partners are taken into account – supporting communities to take control

Confident Plymouth

Improving the quality of service delivery and performance of the service and wider partnership, resulting in improved outcomes and increased recognition

Actively contributing to the economic development of the city through improving the quality of the local workforce

Valuing the independence of the PACLS PSM while also working in close partnership with PCC / ELAF

THE OUTCOMES What we will achieve

PCC promoting joint working between PSMs across the city (PACLS, ELAF and others)

Putting citizens at the heart of the decision making process

Higher levels of staff retention and reduced dependence upon agency staff

Reductions in PCC's pension & redundancy liabilities, premises costs and corporate recharges

PACLS receiving SFA grant funding directly from the SFA Increased levels of service development via growing surpluses

Supporting the development of markets for personal budgets

Increased levels of learner engagement and retention, leading to improved outcomes

Increased range of needs led opportunities (full cost recovery and those funded via external funding)

PACLS gaining access to specialised and bespoke business support Increased access to accessible, targeted and timely services via partnerships (including ELAF)

Supporting the population to stay active and healthy, increasing independence and quality of life

Raisethecity's skills, targeting support towards young adults, the lowskilled, unemployed and other economically inactive adults

Improved subcontracting arrangements, informed by the views, opinions and preferences of learners Improved performance against SFA and Ofsted performance measures

Building confidence through effective support to employers

Higher levels of employment, particularly in relation to NEETS via improved transition from school to the workplace via apprenticeships and traineeships

Developing a new PACLS brand to support our commercial approach, while remaining aligned and committed to PCC objectives and priorities