

Leicester  
City Council

**Wards affected**

**All Wards –corporate issue**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Cabinet  
Council**

**22 April 2003  
5 June 2003**

---

**LIFELONG LEARNING AND COMMUNITY DEVELOPMENT: STRATEGIC  
COMMUNITY LEARNING PLAN**

---

**REPORT OF THE CORPORATE DIRECTOR OF EDUCATION AND  
LIFELONG LEARNING**

**1. PURPOSE OF THE REPORT**

- 1.1. This report seeks approval from Cabinet for the Strategic Community Learning Plan prepared by the Lifelong Learning and Community Development Division. The Plan is attached to the supporting information.

**2. SUMMARY**

- 2.1. The Strategic Community Learning Plan (SCLP) is the city wide plan for the Division's services and has been prepared following extensive consultation with the service, with partners and stakeholders. The SCLP is part of the changed approach to planning approved by Cabinet in 2001 when the Division was established. This approach to planning brings together strategic city wide planning with local plans that are built on analysis of local need and demand. This report is presented for Cabinet to approve as part of the completion of the process of review and reorganisation that created the Lifelong Learning and Community Development Division.
- 2.2. The draft plan has been used over the last few months as a working document to develop a single service and to give shape to the cluster plans for adult, young people and children's services. The plan is organised to give a high level view of the service's strategic priorities and targets.
- 2.3. A consultation process has been carried out with the Strategic Community Learning Forum (SCLF) overseeing this process and receiving a summary of the feedback from partners and stakeholders.
- 2.4. The SCLP is intended to fit into the new arrangements for corporate planning and performance management and to inform the development

of the Education Strategic Plan. The plan also sets out the range of ways in which the Division supports the key priority to raise standards of educational achievement for children and young people in the city's schools.

- 2.5. The plan is a working document and a number of improvements are planned including sharpening up the objectives and targets to ensure the impact of the service can be assessed. These improvements will be carried out as part of the review of the first year of operation of the plan.

### 3. RECOMMENDATIONS

The Cabinet is recommended to:

- a) Approve the Strategic Community Learning Plan of the Lifelong Learning and Community Development Division, for recommendation to Council
- b) Request a further report on a budget strategy for the Division.

### 4. FINANCIAL AND LEGAL IMPLICATIONS

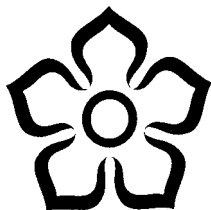
- 4.1. The Lifelong Learning Division's net controllable budget for 2002/03 is £9,971,100.
- 4.2. The Division currently receives £8,192,600 of Grant Income and further generates £2,095,400 of external income. There are three principal, on going, sources of grant funding which support delivery of the Community Learning Plan:
- a) Learning Skills Council £2,454,800
  - b) Education Maintenance Allowance £2,000,000
  - c) Neighbourhood Renewal Fund £700,000
- 4.3. Further details of the budget issues in the Division are to be found in the supporting information.

### 5. REPORT AUTHOR/OFFICER TO CONTACT

John Crookes, Service Director, Lifelong Learning and Community Development 2527703

### DECISION STATUS

<b>Key Decision</b>	<b>Yes</b>
<b>Reason</b>	<b>Part of Budget and Policy Framework</b>
<b>Appeared in Forward Plan</b>	<b>Yes</b>
<b>Executive or Council Decision</b>	<b>Council</b>



Leicester  
City Council

**Wards affected**

**All Wards –corporate issue**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Cabinet  
Council**

**22 April 2003  
5 June 2003**

---

**LIFELONG LEARNING AND COMMUNITY DEVELOPMENT: STRATEGIC  
COMMUNITY LEARNING PLAN**

---

**Report of the Corporate Director of Education and Lifelong Learning**

**SUPPORTING INFORMATION**

**1. REPORT**

- 1.1. When the Lifelong Learning and Community Development Division was established Cabinet approved an approach to planning that brought together city wide strategic planning and local cluster based planning and programming of the Division's services. The intention was to bring greater coherence to a newly established service with different approaches to service planning. This report puts the Strategic Community Learning Plan before Cabinet for its approval as a further step in the creation of a single service resulting from the reorganisation and review of services that led to the creation of the Division. The strategic plan for the Division is intended to:
- Set the overall direction for the service;
  - Reflect national, regional and city wide priorities; and
  - Provide a framework for the development of cluster based targets
- 1.2. The Division has also been developing its approach to local planning that moves away from the predominantly building based approach of the two former services and develops plans that are based on communities and local coordination of services.
- 1.3. This plan represents a working document used over the past year in varying forms to develop a single service and to give shape to the local cluster based plans. The Strategic Community Learning Plan was prepared over a number of months and different elements of it were used for different purposes. The mission, vision and strategic priorities

were the subject of wide consultation across the service and with key partners as part of the process of developing a single service. The more specific city wide strategic objectives were used to shape cluster learning plans and ensure that city wide targets would be met through focused action in each cluster. A full draft plan was completed in September and presented to the Strategic Community Learning Forum (SCLF) which approved the draft for consultation. This draft was circulated widely to stakeholders and partners during October and November and comments received and fed back to the SCLF late in November. Further work has been carried out on the plan following discussions in the Education and Lifelong Learning Directorate to ensure coherence with the emerging Education Strategic Plan.

- 1.4. The plan is organised to provide a high level view of the service's strategic priorities and targets. It has the following elements:
  - The mission and vision of the service: this was widely consulted upon in the early stages of the establishment of the Division.
  - A summary of key national, regional and local drivers: a more detailed description of these is found in appendix one.
  - A profile of Leicester and the implications for the service: again more details can be found in appendix two.
  - Resources and their deployment: this section looks also at the broad resourcing strategy for the plan.
  - The planning context showing how the Division organises its different planning requirements and how these fit into the emerging corporate picture. This section also sets out the implementation and review arrangements.
  - Strategic objectives: under the three principal strategic objectives each of the principal services has set out its own contribution to the plan.
  - A more discursive set of annexes that set out in more detail the context in which the Division operates and the resources available to it currently.
- 1.5. The plan sets out the purpose and direction of the Lifelong Learning and Community Development Division of Leicester City Council for the period 2002-2007. It identifies three strategic objectives (each with a sub-set of service specific objectives) that underpin all our work:
  - **To widen participation in learning and community development:** The Division wants to draw new learners in; promote the value of learning for all with a particular focus on the needs of disadvantaged and excluded groups and contribute to building the social capital of communities across Leicester by encouraging participation and involvement.

- **To raise standards of achievement through learning and community development:** The Division will play its part in helping to raise standards of achievement in schools so the city has a set of high achieving, high quality and popular schools; it will also work with partners to increase skill levels to improve employability and the economic base of the city.
- **To improve the leadership and management of community learning services:** The Division will work to develop leadership capacity that is learner focused, responsive to people's needs and engages directly with communities and groups; we will work to strengthen partnerships and joined up working to tackle the complex problems associated with social exclusion.

1.6. The Strategic Community Learning Plan provides the basis for clear target setting through the Division. This target setting is achieved through the Cluster Community Learning Plans that identify local need and demands, the strengths and weaknesses of local services in meeting them and clear actions, with targets, to meet both these and the strategic objectives set out in this document. Individual business plans are then developed for each school based or free standing setting. In addition these plans inform the development of the Service Specifications for Grant Aided Projects to secure the key contribution of this sector to the achievements of the Division's targets.

1.7. The plan is a critical tool for the continued improvement in the quality and effectiveness of the service. Alongside the other key strategies of team working and community engagement, the plan and its associated processes will be used to secure a coherent, user focused service that delivers high quality outcomes. The plan itself sets out a vision for the service in five years time:

Within 5 years the Division aims to be:

- A higher performing, learner-centred service
- A valued and active partner
- Engaged with all Leicester's communities
- Sufficiently resourced to meet our objectives

With

- A skilled, motivated and reflective staff, representative of the communities we serve.

1.8. The Division is subject to a number of inspection regimes and over the course of this plan we aim to meet external inspection requirements across all relevant services as well as demonstrating best value. The involvement of learners and users in the design and delivery of the service will be a routine feature of the work staff at all levels in the Division. The Division will be seen as having played a full part in the community engagement and development strategies of the council and

will have led the development of innovative ways of engaging with all of Leicester's communities.

- 1.9. Almost all of the work of the Division is carried out in partnership with other agencies and providers. Over the course of this plan we will be working increasingly in multi-agency teams to counter social exclusion and target our services for the most disadvantaged. We will also be working with other providers in the council and beyond to ensure there is coherent and coordinated planning of provision so communities know what is available and how to access the range of services.
- 1.10. Resource levels and availability of funding streams are likely to change over the course of the implementation of this plan. There is also a need to ensure that resources are allocated more effectively in relation to need and demand rather than using historic bases for allocation. Over the course of this plan the Division will have developed flexible, learner and user led models of resource allocation that more closely match the Division's spend with need.
- 1.11. The creation of the Division from two distinct and different services has not been an easy process but a single service is now being developed with its own distinct identity and ethos. The challenge over the course of the implementation of this plan is to secure the commitment of a large, diverse and dispersed workforce to the Division's strategic objectives and recognise the contribution everyone makes to their achievement.
- 1.12. This plan has been prepared and is being implemented at a time of development and change in the planning and performance management arrangements of the Council and the Education and Lifelong Learning Department. The establishment of a corporate plan and the associated performance management arrangements provide the overall framework for the further development of planning in the Division. The planning framework set out in the plan should allow for a clear demonstration of the linkages between high level objectives and targets and the performance of individuals and teams. The strategic plan also needs to show how it contributes to the overriding objective of raising standards of educational achievement for children and young people. The plan sets out clearly how the Division understands its role in relation to raising standards and more specifically how it will make its own distinctive contribution.
- 1.13. As stated above the draft plan has been used as a working document and some early targets are being assessed for their achievement. Each cluster is currently undertaking a mid-year review of progress against objectives. The adult service has also recently completed its Self Assessment Report and Development Plan for the LSC. Each of the three principal services will be introducing their own approaches to self assessment over the coming months. These reviews will feed into the preparation of one year operational plans for 2003-2004.

- 1.14. As a working document the plan requires further and ongoing improvement. In the first review of the plan the following issues will be picked up, developed and refined:
- Tightening up objectives to ensure they are all measurable in relation to their impact and ensuring clear linkages between this plan and each cluster community learning plan;
  - Identifying cross service synergies and linkages to other key plans including the Education Development Plan, Corporate Plan and the strategic plans of partners such as Connexions and other providers such as Leicester College;
  - Incorporating the work of the Division with the voluntary sector into the plan more fully and coherently.
- 1.15. The community learning forums –both strategic and cluster level will also be involved in the coming months in reviewing progress on the plan and giving feedback on services and their linkage with need and demand.

## **2. CONSULTATION**

- 2.1. Strategic community learning forum
- 2.2. Stakeholders including schools, unions, LSC, Connexions
- 2.3. Divisional Extended Management Team
- 2.4. Education and Lifelong Learning Scrutiny have agreed to scrutinise the plan after the election and to provide advice that will feed into the review of the first year of operation of the plan.

## **3. FINANCIAL LEGAL AND OTHER IMPLICATIONS**

### **a) Financial Implications**

- 3.1. The Lifelong Learning Division's net controllable budget for 2002/03 is £9,971,100.
- 3.2. The Division currently receives £8,192,600 of Grant Income and further generates £2,095,400 of external income. There are three principal, on going, sources of grant funding which support delivery of the Community Learning Plan:

a)	Learning Skills Council	£2,454,800
b)	Education Maintenance Allowance	£2,000,000
c)	Neighbourhood Renewal Fund	£700,000

3.3. The targets set out in this plan are judged to be achievable within the resources currently available to the Division. The longer term targets will need to be reviewed if the level of resourcing changes over the lifetime of the plan. The principal risks the Division faces include:

- Potential changes in the level of funding available for adult and community learning as a result of LSC formula funding. The grant from the LSC is contingent upon submission of a satisfactory adult learning plan. The national LSC is currently developing a formula based approach to funding adult and community learning. This may have an impact on the quantum of resource made available to the local authority to deliver its adult learning programme.
- The use of NRF to cover approximately £700,000 of activity in disadvantaged wards. The City Council's Neighbourhood Renewal Funding, is time limited; alternate sources of funding will need to be explored if the services delivered through this funding programme are to be secured.
- Securing increases in youth service spend in line with government expectations. The recently approved Youth Plan sets out the DfES expectations regarding funding for Local Authority Youth Services. The Division will need to look at redefining its patterns of spend to meet these expectations.
- Changes in government policy in relation to the administration of grants and awards. The DfES has recently announced that in the rollout of Education Maintenance Allowances the "back-office" administrative function will be carried out by a national agency not LEAs. This reduction in responsibilities of the LEA will need to be taken into account in planning the future of the Awards and Grants Team.

3.3. The Plan for 2002/03 will be delivered within the available resources. For future years the availability of external funding and any subsequent financial impact will be considered as part of the Council's budgetary process. A further report from the Division will set out a more detailed budget strategy that manages risks and clarifies expectations.

**b) Legal Implications**

3.4. The Strategic Community Learning Plan is not a statutory plan.

**c) Other Implications**

OTHER IMPLICATIONS	YES/NO	Paragraph References within this report
School Improvement	Yes	1.5
Equal Opportunities	Yes	1.4, 1.5



Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	Yes	
Human Rights Act	No	
Elderly/People on Low Income	No	

#### **4. RECOMMENDATIONS**

The Cabinet is recommended to:

- c) Approve the Strategic Community Learning Plan of the Lifelong Learning and Community Development Division, for recommendation to Council
- d) Request a further report on a budget strategy for the Division.

#### **5. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972**

Proposals for the new Division for Life-Long Learning and Community Development in the Education Department. Cabinet February 2001

I:\LLL\SCLP\Final Version\SCLP cabinet report.doc