

WAES Strategic Review Appendix 2

WAES Strategic Review Questionnaire for Governor Feedback

1. How long have you been on the WAES Governing Body?

Under 2 years	50.00%	4
2-5 years	25.00%	2
Over 5 years	25.00%	2

2. What do you see as WAES's key strengths and opportunities for the future?

Ability to educate and provide opportunities to the long term unemployed. Distance learning seems to be a great opportunity.

Strong management team. Has provision to be able to deliver the Mayor's Skills for Londoners.

Focused high quality flexible programmes that achieve commended results in meeting the needs of a diverse community with significant sectors of hard to reach people. Well positioned to provide the training and skills and recreational and health programmes that are necessary for changing workforce demands and social and demographic change - Relationship with Westminster City Council. To embed an understanding and cooperative relationship with all departments of Westminster City Council supporting their City for All Strategy and maximising access that they can help facilitate such as introductions to businesses. -Strategic Plan 2019-22 that sets ambitious targets and new staffing structure. Highly motivated staff focused on enabling learners to achieve their potential -Governing body that is hands on and informed acting as a critical friend if necessary. - Use of volunteers - Funding regime that has strict quality measures (OFSTED) more rigorous than the monitoring that a local authority can provide when giving grants to other agencies to run programmes

Excellent service for the local community and the determination to develop it. Excellent leadership and committed staff. The collaboration with all interested parties to service the local community in the best possible way. The flexible thinking to provide for future needs and etc enable the inclusivity and well being plans to be realised.

Key strengths: A high level of provision A strong leadership team A powerful belief in the value of adult education Opportunities To play a key role in delivering the agenda of WCC and the new funding agencies

Strengths: committed and experienced senior leadership; caters for diverse needs and interests; located in a central and thriving area, although not without its challenges; good reputation in certain subjects. Opportunities: to continue to invest time and energy in apprenticeship partnerships, including with business in the local are; looking at what it can do to help teach people the skills of the future (computing etc).

3. What are the future needs of the service and are there areas that can be improved?

A fit for purpose new premises.

Need to improve the recognition of the WAES brand. This requires targeted marketing which needs to be actively supported by WCC.

Premises. As a priority there need to be an honest discussion between the City Council, our landlords, and Governors and a timetabled strategy for the re location of the main site currently on Lisson Grove. The Church Street Masterplan includes the loss of the Lisson Grove Centre. The current uncertainty undermines the regular functions of the governing body and senior staff . Opportunities may be lost as the Council makes decisions on planning and property matters. What opprtunities are there wo work with developers. Is WAES eligible for funds from the Community Infrastructure Levy Improved progression links to local further/higher education e.g. universities and

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professional bodies Scheme of Financial Management and Instrument and Articles of Government to be reviewed and updated and agree Working protocols with the City Council to include timetables and lines of communication. Close liaison with health and care agencies as number of learners presenting with complex needs Increase awareness among residents, businesses and media as to what adult education can provide and improve understanding as to skills needs Increase income generation through alternative sources of funding, full costs and bespoke, sponsorship etc Continue to recruit highly skilled educators and support workers Continue to improve support for learners both while studying and after

A fit for purpose permanent site equipped for future learner and partner needs Online courses, taster courses to encourage potential learners, short courses delivered in community venues, courses designed specifically to enable the disabled and the lonely. Serious commitment from partners and collaborators.

The key future needs are for the accommodation issue to be resolved and for a solid and resilient organisation-to-organisation relationship with WCC to be established that is not dependent on key individuals The key area for improvement is to bring all provision up to the level of the highest quality areas and to ensure consistency

The areas that overlap with the city council are confusing and introduce unnecessary bureaucracy. For instance, issues with buildings, HR and other back room IT systems, sign off etc.

4. What do you see as the risks facing WAES in the next 3 – 5 years and what are the barriers to further growth?

A big risk is failure to receive appropriate funding.

It is early days of the devolution of the AEB and the actual implications are still unknown. Better, fit for purpose, accommodation required. Apprenticeship delivery is still burdened with financial insecurities due to government reforms. This affects WAES' ability to deliver .

Uncertainty as to premises. Worry that if WAES seen as a 'problem' then might be an attempt to 'offload' it. Changes due to new funding regime and sector changes in the London region Physical limitations of current premises restricting types of classes Charges deterring potential learners Competition from other providers. A view that adult education is something that can be an add on to Libraries or Sports Centres Loss of key members of staff

Accommodation - space and equipment - and the associated costs. Lack of dedicated participation from partners. Managing the diversity of aims and objectives. Cost of courses for learners and meeting their expectations.

1.Failure to establish a strong working relationship with WCC 2. Failure to resolve the uncertainties over accommodation 3. Failure of WCC to engage with London-wide agenda for adult education 4. The potential for the focus of future funding to be narrower than the breadth of provision currently delivered by WAES

Key risk is that other services offer better value teaching experiences, harnessing the power of technology more effectively than WAES is able to. Also a risk of spreading too thin over lots of subjects as opposed to building a great reputation in some specific areas.

Funding and poor results

5. What do you see as the main priorities and actions to take the service forward?

Expanding the course offering, to include even more vocational courses, and increasing distance learning.

Fine tuning provision in order to support delivery of the Mayor's Skills for Londoners. Accessing funding to do so. See comments in 7. Getting ready for an Ofsted inspection.

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Resolve a way forward re property this will require a commitment from the City Council as to the longer term future of WAES within the Council Improve support from City Council in particular exchange of information, contacts and inclusion of WAES in relevant work undertaken by the City Council e.g. links with employers, funders, developers

Maintenance of the strong leadership and staff team. Ensuring accommodation and resources are fit for the future. Positive marketing to encourage all potential learners to further their learning for their own reasons. Collaboration and partnerships - particularly working with skills for Londoners, local employers and the council.

As per above: Internal - to bring the entirety of the provision up to the standard of its best elements and maintain that quality External - the relationship with WCC and the accommodation issue

Closer monitoring of learners

6. What would progress look like in 3 - 5 years time?

Seamless relationship with WCC so that the WAES senior management team doesn't need to spend an excessive amount of time managing the relationship.

While distance learning is likely to increase the need for suitably located and equipped building facilities is necessary not just for e.g. studio type work but for social interaction. Learning routes should be clearer by offering learners progression assisting older learners through career changes and technology upgrades Providing leisure learning to enable people to maintain mental and physical good healthy and productive enjoyment post retirement often more integrated with health and social care, employers, schools etc. Strong link s with other education providers to assist with progression and avoid duplication. Global on line learning

Welcoming accommodation with state of the art equipment. An increase in the number and variety of courses offered supported by a high level of staffing. Increased and more diverse employment opportunities for WAES learners. Opportunities for learning taken up by the whole range of residents in the borough. Improved employment levels in Westminster and the surrounding boroughs due to learning with WAES. Fewer members of the community feeling isolated or 'different'. Progression of WAES learners into teaching the subject they are passionate about.

7. Do you have any other comments you wish to make that contribute to the WAES Strategic Review?

I hope that following this review that WAES future will be secured with a clear understanding as to how WCC will work with WAES in the future. For too many years we have had to go over the same ground in an attempt to clarify the relationship between WCC and WAES. There have been many lost opportunities to work more closely to mutual benefit. I believe WAES can assist WCC in delivering its City for All. It can also, with its unique links into the community, bring agencies together to assist them in their work whether they be an employer, head teacher or community group.

The energy, negotiation and consideration that is devoted to clarity of purpose is impressive.