



# **Tees Valley Works Self Assessment Report (SAR) February 2006 to November 2006**



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## **Tees Valley Works Self Assessment Report (SAR) February 2006 to November 2006**

### **TVW Mission is:**

Tees Valley Works will offer a unique, quality learning experience which will assist all learners to identify their aspirational goals and develop the necessary skills and knowledge in which to successfully progress into sustained employment or further education/other training opportunities.

### **TVW is committed to the following core values:**

- We believe in equality of access, respect for diversity and elimination of discrimination;
- We recognise the diversity of our communities and will respect each person irrespective of their personal, social or cultural circumstances;
- We are committed to integrated service delivery and partnership working to benefit service users;
- We will ensure personal information and data is managed in accordance to legislation;
- We will ensure that information about its services is communicated in the widest variety of formats;
- We will work with service users to explore their emerging needs and develop individual action plans;
- We will use monitoring and evaluation to ensure continuous service improvement.

### **Background**

Tees Valley Works is a consortium of five Local Authorities who developed training and employment projects and secured funding from the Learning and Skills Council (LSC). Tees Valley Works has been operational since February 2006 with Hartlepool Borough Council being the accountable body for the three contracts currently held. The project is delivered by a network of subcontractors, the majority being from the Voluntary and Community Sector.

The three projects currently being delivered by Tees Valley Works are:

**Tees Valley Works in the Community**

This project is aimed at unemployed people aged 16 to 65 across Tees Valley. The project provides Information and Guidance, assistance to complete an accredited qualification training course and support in moving the beneficiary into employment, further education or other training. The project is delivered by the following subcontractors:

- Abu Bakr (Referral Agent)
- Breckon Hill Community Group (Referral Agent)
- Darlington YMCA
- The Five Lamps Organisation
- The Hope Foundation
- Manor Residents Association
- Positive People Development
- Routes to Employment (Redcar and Cleveland Borough Council)

Below are the overall targets and performance for the Tees Valley Works in the Community Project to date (November 2006):

<b>STARTS/OUTPUTS/OUTCOMES</b>	<b>PROFILE</b>	<b>ACTUAL</b>	<b>OVERALL TARGET</b>
Beneficiary Starting the Project	298	292	485
Beneficiaries achieving a nationally recognised qualification	65	136	155
Beneficiaries achieving part of a nationally recognised qualification	27	3	68
Beneficiaries progressing into further education/training on leaving the project	91	36	189
Beneficiaries progressing into paid employment or self employment upon leaving the project	49	72	116
Beneficiaries working towards a nationally recognised qualification	193	292	214
Beneficiaries completing the course	144	189	166
Beneficiaries achieving a positive outcome	144	189	343

**Tees Valley Works for Women**

This project is aimed at employed and unemployed women aged 16 to 65 across Tees Valley. The project provides Information and Guidance during school hours and assistance to complete an accredited qualification training course. Support in moving the learner into employment, further education or other training and

training which allows women to use the service on a drop in basis and ensuring flexibility of training is also provided. Currently this project is being delivered by the following subcontractors:

- Darlington YMCA
- The Five Lamps Organisation
- The Hope Foundation
- Manor Residents Association
- Positive People Development
- Routes to Employment (Redcar and Cleveland Borough Council)
- Women's Support Network (Referral Agent)

Below are the overall targets and performance for the Tees Valley Works for Women to date (November 2006):

<b>STARTS/OUTPUTS/OUTCOMES</b>	<b>PROFILE</b>	<b>ACTUAL</b>	<b>OVERALL TARGET</b>
Unemployed Beneficiary starting the Project	103	94	180
Employed Beneficiary starting the Project	36	30	70
Beneficiaries achieving a nationally recognised qualification	60	25	162
Beneficiaries achieving part of a nationally recognised qualification	15	1	40
Beneficiaries progressing into further education/training on leaving the project	42	16	123
Beneficiaries progressing into paid employment or self employment upon leaving the project	24	17	65
Beneficiaries progressing into paid employment in a non-traditional sector on leaving the project	6	6	18
Beneficiaries trained as trainers	0	0	3
Beneficiaries receiving self employment support	10	4	20
Beneficiaries working towards a nationally recognised qualification	114	124	205
Beneficiaries completing the course	62	36	174
Beneficiaries still in employment on leaving the project	26	0	62
Beneficiaries achieving a positive outcome	77	42	213

### **Tees Valley Make it Happen**

The project offers unemployed people aged 25 to 60 the opportunity to develop the skills, attitude and attributes that are essential to employers and enable the beneficiary to move seamlessly into employment. The project provides innovative employability courses across Tees Valley. Each course lasts a minimum of six weeks and incorporates a number of soft skills including team building, Communication, Information Technology, Confidence Building, Health and Safety and Interview Skills. Currently, the subcontractors associated with this project are:

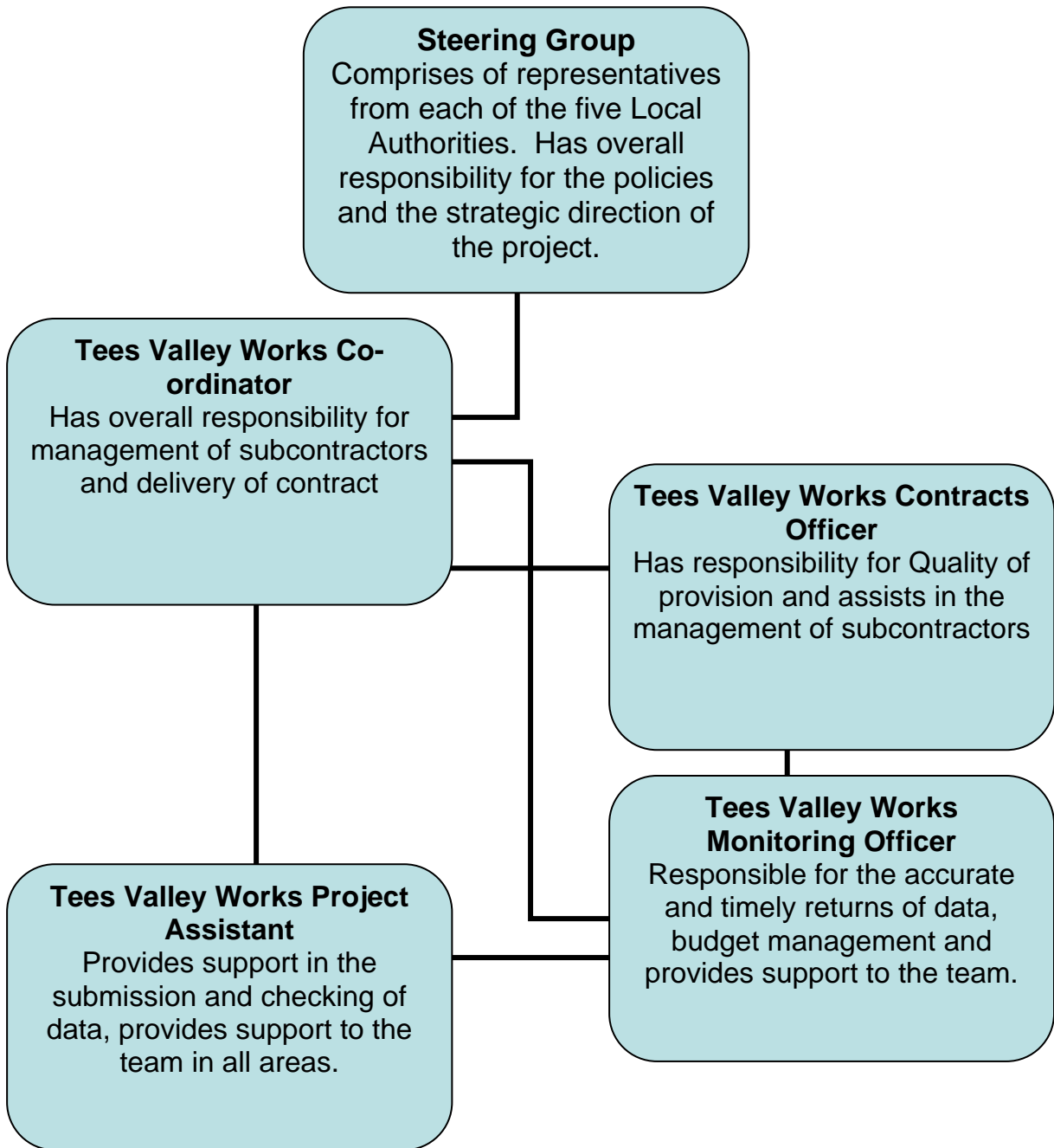
- Training and Employment Services (Stockton Borough Council)
- Routes to Employment (Redcar and Cleveland Borough Council)

However, TVW are currently going through the procurement process to identify additional suitable providers for the other three Local Authority areas.

Below are the overall targets and performance for the Tees Valley Works Make it Happen to date (November 2006):

<b>STARTS/OUTPUTS/OUTCOMES</b>	<b>PROFILE</b>	<b>ACTUAL</b>	<b>OVERALL TARGET</b>
Beneficiary Starting the Project	30	27	150
Beneficiaries progressing into paid employment or self employment upon leaving the project	0	0	101
Beneficiaries taking part in an employability programme	30	27	150
Beneficiaries completing the course	0	0	110
Beneficiaries achieving a positive outcome	0	0	110

**Management Structure of the organisation is as follows:**



## **Staff Development**

TVW is committed to the professional development of all staff. All staff within TVW are currently employed by Hartlepool Borough Council (as the lead partner) and therefore they adhere to Local Authorities staff training policies as outlined in the 'Staff Information and Personal Development Pack' (As highlighted below).

*'Training is a high priority at Hartlepool, and all employees are encouraged to undertake training as part of their development. We run a comprehensive training programme, and there are opportunities to undertake post entry training qualifications to obtain basic and professional qualifications. In addition, a wide range of specific professional updating training is available through departments. All vacancies in the council are advertised and existing employees are encouraged to apply for promotion opportunities'*

The Project Co-ordinator is currently engaged in Hartlepool Borough Council's Leadership and Management Corporate Training.

Currently one member of Staff is undertaking an NVQ Level 3 in Management, with another member of staff enrolled for the same programme in the New Year. The project administrator is also due to enrol on an NVQ Level 2 in Business Administration.

Two members of staff from TVW undertook and successfully completed the University Certificate in Continuing Education/Professional development (UCCE/UCPD) Project Management at the University of Teesside.

All subcontractors have a Continuous Professional Development (CPD) policy, with the majority of providers having a small budget for CPD. All subcontractors utilise partner organisations for development opportunities.

All subcontractors have staff appropriately qualified to deliver Information, Advice and Guidance (IAG) interviews and Teaching and Learning sessions in the relevant subject area.

The ethos of most of the subcontractors is that as training organisations they need to keep progressing the staff and ensuring that valid up to date qualifications are held.

All subcontractors hold regular Staff Reviews from which development needs are met. Subcontractors attend Conferences and have budgets for staff development. All hold regular team meetings from which comprehensive minutes are taken.

### **1. Leadership and Management**

## **1.1 Summary**

Management of subcontractors has been challenging, with the majority of the subcontractors having not previously delivered direct mainstream contracts with funding bodies. This has meant that subcontractors may not have the necessary expertise or knowledge of working within the contractual requirements of co-financed European Social Funding. Therefore, TVW implemented a number of training events and compiled a number of guidance documents which are identified within this document.

## **2. Quality Improvement**

### **2.1 Summary**

Regular Contract Monitoring meetings take place between the subcontractors and representatives of TVW whereby an organisations performance to date is reviewed and any issues relating to quality or contractual requirements can be discussed.

As part of TVW improvement strategy a review of the Contract Monitoring meetings was carried out and a new approach will be implemented whereby the subcontractors will report back to TVW on:

- Retention, Achievement and Success rates of individual beneficiaries;
- How they monitor their delivery;
- What actions are to be taken to address arising issues;
- What Quality Improvement processes they have in place.

The Contract Monitoring meetings are now attended by both TVW Projects Co-ordinator and TVW Contracts Officer and there is now a greater emphasis on quality improvement and performance to date.

Provider Support Network Group Meetings are held on a Quarterly basis. The focus of these meetings is to highlight good practice and debate arising issues relating to the TVW project. These meetings are well attended and have provided a good vehicle for two way communication channels.

TVW has also embarked on a number of training sessions to promote Quality Improvements and to provide support to enable subcontractors to provide a quality service.

TVW produced a Provider Quality Manual at the start of the project. This has recently been updated and a new document has been produced titled 'TVW Provider Manual'. This is a comprehensive document which contains information relating to the policies and procedures that are required to be met by

subcontractors. It contains guidance relating to Initial Assessment, Induction, completion of Individual Learning Plans (ILP) and completion of ESF Short Records.

Joint meetings have been established between TVW and Tees Valley Working Together consortium. The purpose of these meeting is to establish a common protocol and direction on how both organisations will work in partnership to develop Quality Assurance systems, share good practice, expertise and to improve the learning experience for all beneficiaries and to ensure consistency within the networks.

TVW recognises the importance of the Self Assessment process as part of the planning cycle and have implemented the following process:

- Completion by the subcontractor of a 'Learners Journey' self assessment document in July 06. Subcontractors graded themselves against each area of the Common Inspection Framework (CIF).
- Each subcontractor had a member of staff observed as they conducted an IAG interview with a TVW beneficiary.
- Each subcontractor had a member of staff observed as they conducted a lesson for courses delivered under TVW.
- As TVW buys training on behalf of some subcontractors' lesson observations were also carried out on these providers. The providers who have been observed are Houghall College, Wolviston Management and Wilton Forklift.
- A Quality planning meeting with each subcontractor which resulted in an agreed list of strengths and areas for development and an action plan.
- A review of this process was carried out as there was acknowledgement amongst TVW staff that this system was not sufficiently robust.
- TVW responded by adding 'Quality Assurance' to the agenda of each subcontractor's monthly Contract review.
- TVW Contracts Officer has since revisited each subcontractor to review the grade that each organisation scored themselves within the 'Learners Journey' self assessment document. The TVW Contracts Officer acted as a 'critical friend' to the subcontractor and together they validated this score using the 'so what?' methodology.
- TVW met with a representative from the LSC to exchange guidance on good practices relating to compiling a robust SAR.

- TVW met with representatives from partner organisations to exchange good practices on compiling a robust SAR.
- All staff from TVW were involved in the process of completing this document.
- Each subcontractor and members of the Steering Group were consulted on the draft SAR prior to it being submitted.

## **2.2 Key Strengths**

- Good working relationships with funding bodies
- Good partnership working
- Robust SAR process
- Good involvement of staff and partners in SAR process
- Good Guidance documents
- Frequent monitoring of data

## **2.3 Areas for Improvement**

- Poor understanding by some subcontractors of the SAR process
- Poor understanding by subcontractors of the requirements of the Common Inspection Framework (CIF)

## **2.4 Evidence sources**

- Provider Guidance Manual
- Contract Monitoring Meeting Minutes
- Subcontractors 'Learners Journey' Self Assessment/strengths and weaknesses Action Plan
- IAG observation reports
- Teaching & Learning observation feedback

## **2.5 Grade**

<b>Quality Improvement</b>	<b>Grade 4</b>
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## **3. Equality & Diversity**

### 3.1 Summary

Tees Valley Works is an active player in the Equality and Diversity area. Prior to the projects 'going live' each Economic Development department identified through their Local Area Agreements (LAA) the priority groups they wished TVW to target. Across the Tees Valley area there are certain social and economic similarities amongst the priority groups, for example, people with disabilities, lone parents, Black Minority Ethnic (BME) and individuals with redundant skills.

However, there are also key social issues which have also been identified. As part of its widening participation strategy for tackling the barriers to learning TVW have contracted with a number of referral agencies who promote the services to the learner and offer support, advice and guidance to their client group and encourage them to register onto the project.

The specialist organisations contracted with are:

- AbuBakr
- Breckon Hill
- Women's Support Network

The benefit of contracting with these agencies is that learners who may not traditionally engage with mainstream providers have been willing to register onto both projects. This has encouraged the promotion of Equality and Diversity and has allowed TVW to create a culture of inclusion.

TVW are developing relationships with external agencies such as the BECON organisation which supports individuals from BME communities, refugees and asylum seekers. By developing this partnership TVW hope to be able to promote its services and advise on its inclusion policies and ensure that any future projects fully understand and consider the requirements of this target group.

TVW delivered an Equality and Diversity training session on 27 July 2006. The purpose of this event was to encourage the subcontractors to embed equality of opportunity policies, procedures and practices within all aspects of their organisation.

A Care Leavers and Looked After Children project – The Works – has been designed and is currently being delivered. This project provided a guaranteed interview with Hartlepool Borough Councils Intermediate Labour Market (ILM) scheme. The project has also utilised Aim Higher funding and encourages the client group to raise aspirations to progress into Higher Education. A visit to the University of Teesside was arranged for beneficiaries to attend and was held on 29 November 2006.

One of TVW subcontractors has widened participation amongst disaffected learners by employing a specialist adviser to work with ex-offenders and engage

with prisoners from the Holme House Prison prior to their release so that these individuals are aware of what employment and training opportunities are available. A number of subcontractors engage directly with key stakeholders such as the Youth Offending Service and the Probation Service to offer IAG services.

A motivational and confidence building course which focus on women returners to the labour market has also been arranged. This also provided a guaranteed interview scheme for the ILM programme.

TVW have introduced Equality and Diversity statements which are advertised within the TVW website and have also been communicated to all of the subcontractors.

TVW produced a Marketing Strategy and a Marketing Action Plan which was designed to provide the subcontractors with a focus for marketing activity. Literature is available to promote the project in an equal and diverse fashion.

A website has been designed which has a section whereby English has been translated to Urdu so that individuals who read this language have information on how they can access the services.

The Translation Language Line service is available via Hartlepool Borough Council for a diverse number of ethnic minority backgrounds. This service is used to prevent further barriers to learning for this client group.

### **3.2 Key Strengths**

- Good engagement of BME groups and other priority groups;
- Close monitoring of Equality & Diversity Impact Measures (EDIMs) by TVW;
- Flexible programmes for women with suitable timetabling of courses which consider family issues;
- Innovative programmes developed to encourage participation;
- Good engagement with specialist organisations;
- Good promotion of TVW projects to minority groups;
- Translation Language Line service via Hartlepool Borough Council;
- Some subcontractors have regular training on policies, procedures and processes relating to Equality and Diversity.

### **3.3 Areas for Improvement**

- Subcontractors do not monitor EDIMs;

- Some subcontractors do not have fully embedded systems in place to monitor Equality & Diversity;
- Some subcontractors do not have up to date Equality & Diversity policies;
- Some subcontractors do not regularly train staff on policies, procedures and practices relating to Equality & Diversity;
- Updated marketing literature to be compiled for speakers of other languages

### **3.4 Evidence sources**

- Monthly Contract Monitoring minutes;
- Contracts with referral agencies;
- Close monitoring of EDIMs via monthly Contract Monitoring Return (CMR);
- Minutes of meetings between external agencies, for example, Children’s Services to develop ‘The Works’ project;
- Leaflets for TVW Works in the Community, Works for Women and Make it Happen;
- E mail correspondence with partner organisations (e.g. BECON);
- Equality & Diversity Training Manual;
- List of attendees at Equality & Diversity Training;
- Translation Language Line service procedure;
- Equality & Diversity statement available on TVW website.

### **3.5 Grade**

Equality & Diversity	Contributory Grade 2
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## **4. Communication**

### **4.1 Summary**

TVW has strong lines of communication with subcontractors, beneficiaries, partner organisations and members of the public.

TVW always consult with the subcontractors and offer them an opportunity to feedback on documents produced such as the Provider Manual, Marketing Strategy and Marketing Action Plan. This SAR will also be sent to the subcontractors for consultation prior to being submitted.

### **4.2 Key strengths**

- Advising subcontractors on performance to date through Contract Monitoring meetings;
- Responding to requests for information from subcontractors;
- Regularly informing the TVW Steering Group on issues relating to performance and quality;
- Regularly updating the subcontractors on key issues relating to performance, contract requirements and quality issues through the TVW e bulletin;
- Regular meetings with the subcontractors to focus on quality issues.

#### **4.3 Areas for Improvement**

- Subcontractors should develop better links to communicate better with each other so that they can share good practice on all aspects of quality improvement;
- More marketing is required so that a wider audience of the public are made aware of TVW;
- Website to be updated to include translation of additional languages to ensure services can be read by all.

#### **4.4 Evidence sources**

- Copies of the Bi monthly TVW e bulletins;
- Minutes of Contract Monitoring meetings;
- Minutes of Quality Action Plan meetings;
- Minutes of Quarterly Provider Support Network Group meetings;
- Minutes of Provider Self Assessment meetings;
- Copies of Bi monthly Management Information to the Steering Group;
- Emails to the subcontractors providing support, advice and guidance;
- Regular phone calls, enabling advice and guidance for subcontractors;
- Minutes of Quality Focus groups;
- Documents chronicling Teaching observation feedback to the subcontractors;
- Documents chronicling Information, Advice and Guidance (IAG) observation feedback to the subcontractors;
- Copy of the Provider Guidance Manual;
- TVW website;
- Copies of the TVW Marketing Literature for all projects;
- Copies of the marketing of TVW in the local press and community newsletters.

### **5. Employer Engagement**

## **5.1 Summary**

TVW assisted in successfully engaging with employers through the partnership agreements between the five Local Authority Economic Development Departments. All five Local Authorities offer TVW unique access to a range of employer engagement opportunities via business support, inward investment and job creation schemes.

There are strong partnerships with Building Futures, a sub-regional employment and training project which engages with disaffected youngsters and Hartlepool Working Solutions which includes Targeted Training and the Intermediate Labour Market (ILM) programme.

Some subcontractors have excellent relationships with a diverse range of employers from a multitude of sectors. This means that these subcontractors can offer more comprehensive opportunities for beneficiaries when conducting IAG interviews.

Some subcontractors work well with employers to identify skills gaps which lead to training being offered to beneficiaries which is conducive to the needs of a specific sector. There is evidence that some subcontractors develop pre-employability programmes to support beneficiaries to improve their motivation and confidence, increase their aspirational goals and complete nationally recognised qualifications.

One of the subcontractors has recruited an employer engagement officer into their organisation whose key task is to develop links and work directly with local employers.

Good relationships with key stakeholders including Sector Skills Councils and Learning and Skills Council. There is regular attendance at promotional events and meetings with key organisations such as Business Link.

## **5.2 Key Strengths**

- Good employer links;
- Some subcontractors have good track records of engaging with employers;
- Strong partnerships with Building Futures and Hartlepool Working Solutions;
- Close liaison with employers to identify skills gaps and training requirements;
- Strong partnerships with employers to develop pre-employability programmes.

## **5.3 Areas for improvement**

- TVW to work more closely with subcontractors to identify employers in their local area who have vacancies which need filling;
- Some subcontractors have poor engagement with employers;
- Some subcontractors do not have an employer engagement strategy;
- Some subcontractors do not have the capacity or resources to directly link with employers.

#### **5.4 Evidence sources**

- Provider Support Network Group Meeting Minutes
- Personnel Managers Group Meeting minutes

### **6. Data**

#### **6.1 Summary**

TVW report back on a monthly basis to the Steering Group on the overall performance of each project and the performance of each subcontractor.

TVW monitor the achievement, retention and success rates of each subcontractor on an individual basis and feedback this information to the subcontractor's management within the Contract Monitoring review meetings.

Some subcontractors do not have systems in place in which to capture data which allows them to monitor their own performance.

Some subcontractors do not have adequate tracking systems in place which means that beneficiaries are not monitored throughout their programme of learning and beyond. Therefore it is unclear in some instances whether individuals have progressed into positive outcomes. However some subcontractors have now introduced systems to ensure there is robust tracking of the beneficiary.

Some subcontractors have robust tracking systems in which to capture evidence relating to a positive outcome. A number of subcontractors regularly review the beneficiary throughout the learners' journey. Once a learner has completed some subcontractors track a beneficiary at key stages, for example, 4, 8 and 12 weeks to see if they have progressed into a positive outcome.

TVW have quality assurance systems and regularly monitor and review the data relating to retention, achievement and success rates and this information is fed back to subcontractors.

Some subcontractors do not have quality assurance procedures in place and are dependent on TVW in advising them on their performance to date. To counter this issue TVW have designed beneficiary spreadsheets which collect this data and some subcontractors have begun using this document.

There is close monitoring of EDIMs via monthly Contract Monitoring Returns (CMR) by TVW.

There is a Monitoring and Support Officer in each Local Authority area who are employed to audit check paperwork and track the progression of beneficiaries.

## **6.2 Key Strengths**

- TVW have robust auditable systems to collect evidence from subcontractors;
- Monitoring of EDIMs via monthly Contract Monitoring Return (CMR);
- TVW have a robust quality data collection system and quality procedure so that data is regularly scrutinised to review retention, achievement and success rates.

## **6.3 Areas for improvement**

- Some subcontractors do not have robust procedures in place to review data relating to retention, achievement and success rates;
- Some subcontractors do not audit their paperwork prior to it being submitted to TVW;

## **6.4 Evidence sources**

- Copies of Contract Monitoring Reports (CMR);
- Provider Guidance Manual;
- Monitoring and Support Officer timesheets;
- Guidelines on paperwork for Monitoring and Support Officer;
- Samples of submitted data.

## **7. Quality Assurance**

### **7.1 Summary**

TVW have quality assurance procedures which have been designed to monitor, review and improve the standards of training provision, the financial management systems, data collection and audit systems of subcontractors.

Although TVW have observed Teaching and Learning and IAG sessions of subcontractors, there is a need for some subcontractors to introduce and implement quality assurance procedures so that they ensure that observations on their own Teaching and Learning and IAG sessions are carried out.

TVW have supported the subcontractors to develop partnerships so that they can work together to each observe each others Teaching and Learning and IAG sessions.

Some subcontractors hold Matrix Accreditation and some are currently working towards the standard. TVW has funded Matrix consultants to work with

subcontractors to enable achievement of the standard. A number of the subcontractors also hold Investors in People award.

TVW intends to promote a Charter Mark for its subcontractors; this standard will indicate the minimum standards to be met by the subcontractor. Work is to continue in the New Year to finalise the standards.

A Learner Satisfaction Questionnaire was designed and a process is in place for receiving feedback from learners via the subcontractors. However, some subcontractors do not collect this information and in response TVW set up a number of Quality Focus Groups which gave beneficiaries an opportunity to feedback on the service they received.

TVW has now revised their Learner Satisfaction Questionnaire to ensure that appropriate information is collected to enable accurate analysis which will influence future planning and ensure that appropriate targets are identified.

A Chief Executive from one of the subcontractors has an annual meeting with learners whereby she receives feedback from beneficiaries on the service they have received and taken appropriate action where necessary.

Some subcontractors do not have adequate quality assurance systems in which to regularly review beneficiaries Learning Plans and programme objectives.

TVW have a quality assurance statement which is shown on the TVW website. This document highlights how TVW strive to improve the quality of provision offered and encourages feedback from learners who have registered onto a TVW project.

TVW have introduced Leadership and Management meetings within their team on a weekly basis where they can debate issues arising from the current week and ensure key decisions are discussed and formalised.

## **7.2 Key Strengths**

- Observation of subcontractors Teaching and Learning sessions by TVW, as part of the quality assurance procedure.
- Observation of subcontractors IAG sessions by TVW, as part of the quality assurance procedure.
- Some subcontractors observe their Teaching and Learning and IAG sessions.

### 7.3 Areas for improvement

- Some subcontractors do not observe Teaching and Learning sessions on a regular basis;
- Some subcontractors do not formally feedback to staff following their Teaching and Learning observations;
- Some subcontractors do not observe IAG sessions on a regular basis;
- Some subcontractors do not formally feedback to staff on their IAG observations;
- Poor use of Learner Satisfaction Questionnaire.

### 7.4 Evidence sources

- Minutes of Leadership and Management meetings;
- Teaching and Learning Observation feedback forms;
- IAG Observation feedback forms;
- TVW Provider Manual;
- Learner Satisfaction Questionnaire.

### 7.5 Grade

Quality Assurance	Grade 4
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## 8. Quality of Provision

### 8.1 Summary

Across the TVW network there is inconsistent use of the Initial Assessment grade. Some subcontractors have good systems in place to ensure that information is collected and used effectively to ensure there is a good level of support provided. However some subcontractors do not collect or use this information effectively.

Most subcontractors have systems in place for assessing learners however this may not be formalised or may not be fully embedded into the subcontractors overall processes and procedures.

Some subcontractors use recognised Basic Skills assessment packages which feed directly into beneficiaries ILPs. However, this is not fully implemented across the network and is recognised as an area for improvement.

Some subcontractors do not have robust systems in place to ensure that all learners are assessed and actions are currently being undertaken which are identified within the Development Plan.

Arrangements for Induction appear to be satisfactory; most subcontractors deliver their inductions via Powerpoint to ensure clear messages are passed to the client group.

All subcontractors cover as a minimum the following subjects:

- Health and Safety;
- Equal Opportunities;
- Complaints procedure;
- Equality and Diversity;
- Rules of using PC's/internet.

Despite regular training sessions by TVW staff and guidelines provided within the Provider Guidance Manual, information held within ILP's is poor. The document does not appear to be used as a working tool and is not regularly updated.

TVW has recently carried out a 100% audit of paperwork which again highlighted this issue. It is unclear whether further training is required as information is still unsatisfactory. TVW recognises this as an area for development and has identified actions within the Development Plan.

Lesson planning is fragmented across TVW network. However, there are some excellent examples of planning, where regular reviews take place and lesson plans are regularly updated.

Some subcontractors do not have structured learning plans or are using out of date lesson plans which have not been reviewed. This is an area that TVW recognises is not consistent across the network and therefore actions have been identified within the Development Plan to ensure that lesson planning is more consistent and that regular, formal reviews of lesson planning take place.

Subcontractors consider external factors such as childcare, football and schooling in the timetabling of courses.

In some subcontractors regular reviews are not held and most subcontractors do not have procedures in place to carry these out systematically. TVW acknowledges this is an area for development and this has been included in the Development Plan. Some subcontractors do not set stretching targets for beneficiaries.

Most beneficiaries who enrol onto a TVW programme receive good pastoral support from subcontractors. There is evidence to show that equipment is supplied for learners who require it. Childcare facilities are available at some subcontractors premises and information and guidance is freely available to other beneficiaries requiring this service.

In essence this is an area where Voluntary and Community sector subcontractors are strong and mentoring and counselling support is provided to ensure beneficiary needs are met and the beneficiary has the support necessary to enable them to achieve their qualification and chosen progression route.

All staff within subcontractors are appropriately qualified to deliver the programmes and the centres are approved to deliver their identified courses. Subcontractors have in place staff development policies to improve and update the qualifications of all staff involved in the delivery of the programmes.

All TVW subcontractors have robust Health & Safety (H&S) policies and procedures in place and cover H&S in the beneficiary induction. Regular risk assessments are carried at delivery sites and regular Portable Appliance Testing (PAT) is also carried out. Most providers have a nominated person who is responsible for H&S.

Some subcontractors do not have fully implemented Quality Procedures in place.

## **8.2 Key Strengths**

- Some subcontractors have good systems in place for Initial Assessment of beneficiaries;
- Timetabling of programmes considers external factors and is scheduled accordingly;
- Good pastoral support for beneficiaries.

## **8.3 Areas for improvement**

- Some subcontractors have weak systems in place for Initial Assessment of beneficiaries;
- Some subcontractors do not have systems in place for Initial Assessment of beneficiaries;
- Insufficient use is made of the information from the Initial Assessment;
- Poor use of Individual Learning Plans;
- Individual Learning Plans are not regularly updated;
- Poor quality of information contained within Individual Learning Plans;
- Inconsistent Lesson Planning;
- Some subcontractors are using out of date lesson plans;
- Some subcontractors do not regularly review the lesson plans;
- Some subcontractors do not have fully implemented Quality Procedures in place.

## **8.4 Evidence sources**

- Copy of subcontractor's Induction documentation;
- Beneficiary files;
- Provider documentation file;
- Provider Guidance Manual;
- Provider Self Assessment file;
- Contract Monitoring Meeting minutes;
- Learner Satisfaction Questionnaire.

## 8.5 Grade

Quality of Provision	Grade 4
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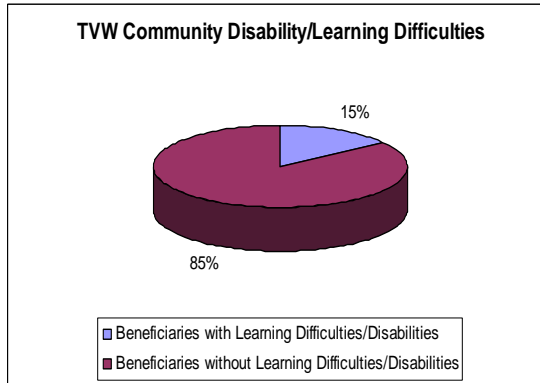
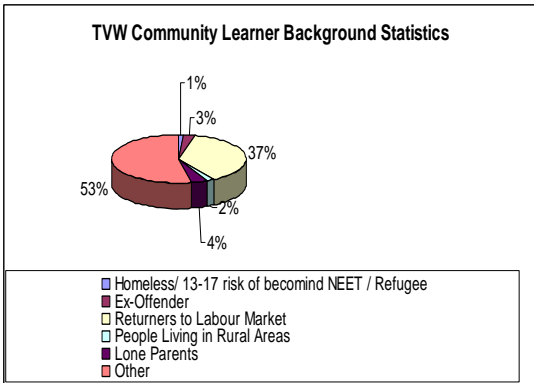
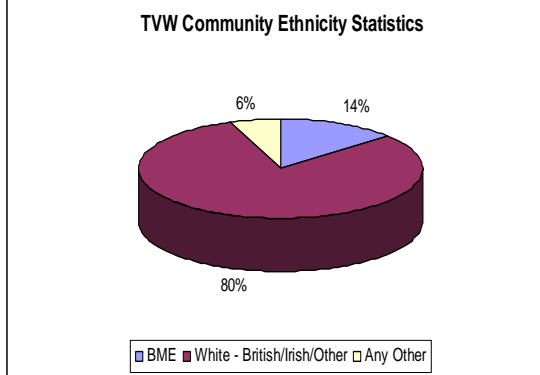
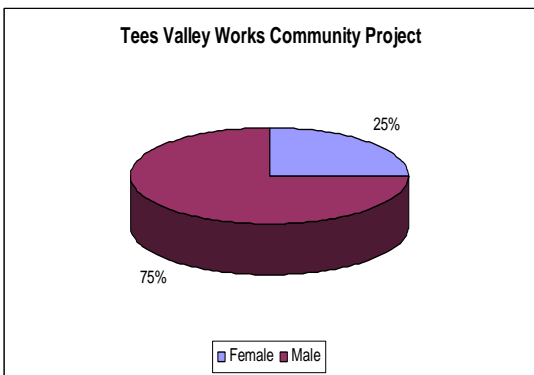
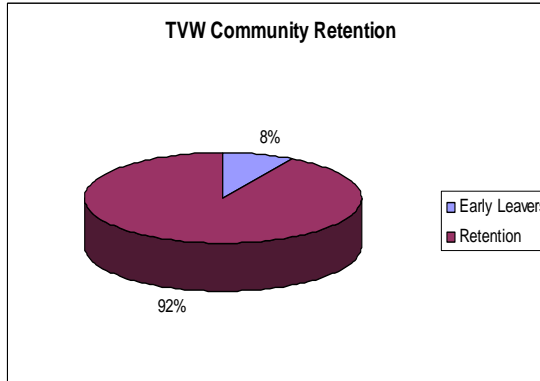
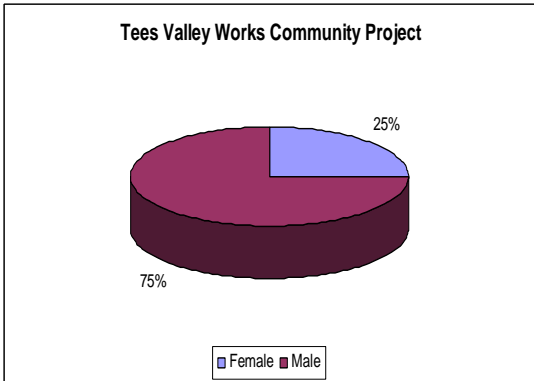
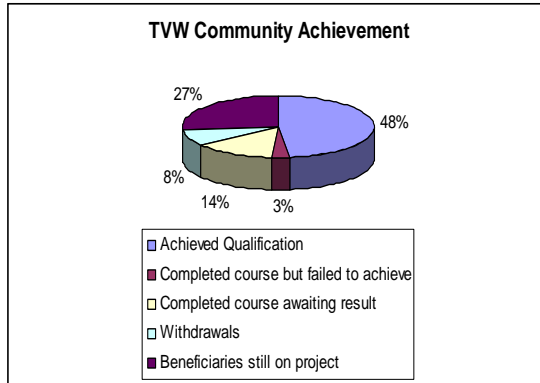
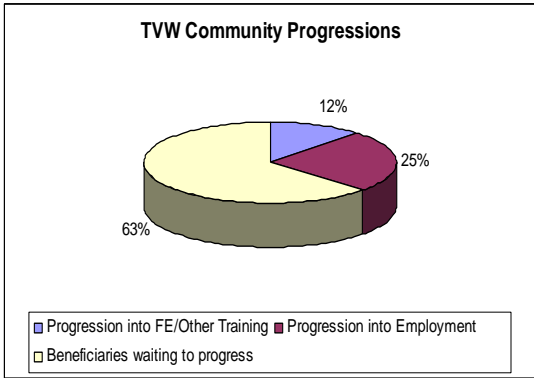
### 9. Achievement and Standards

#### 9.1 Summary

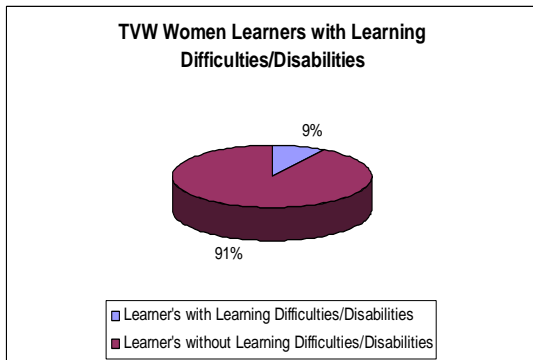
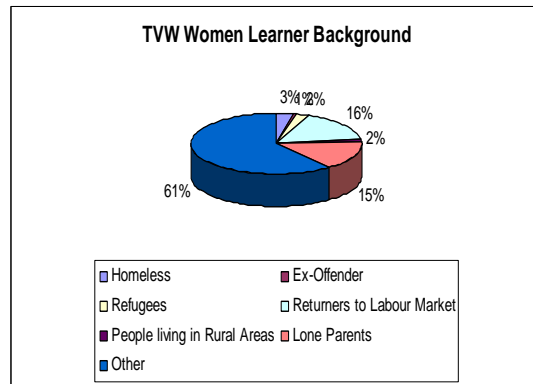
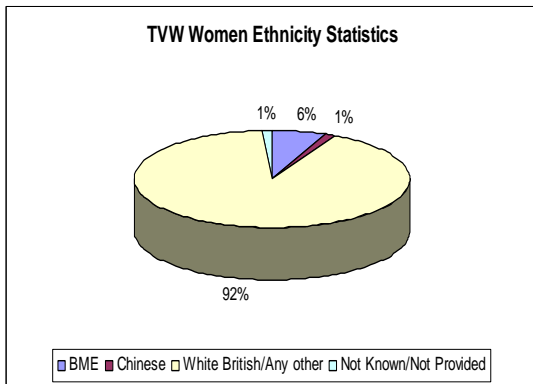
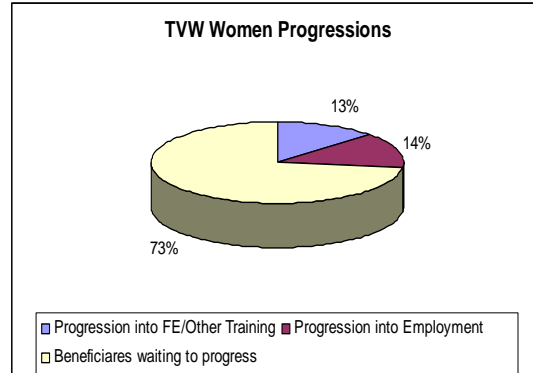
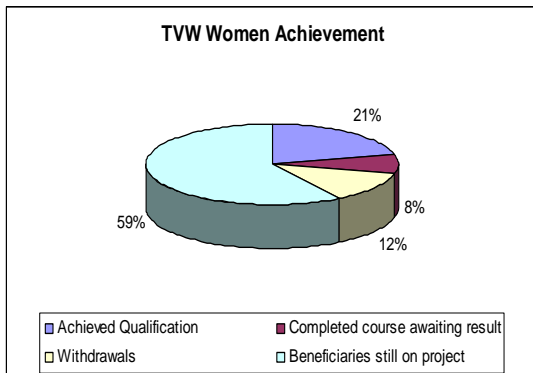
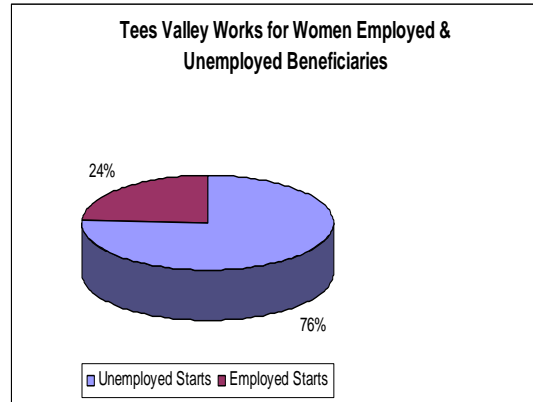
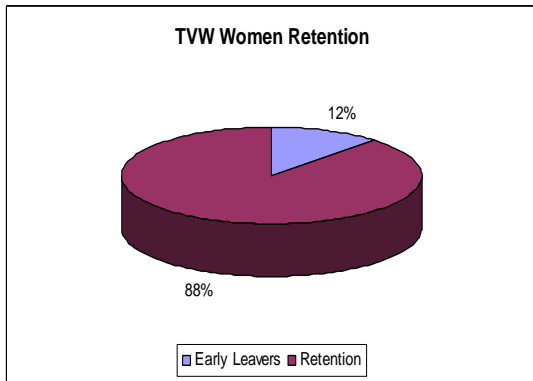
Achievement is satisfactory. It is however recognised that this is the overall figures and is due to over delivery by some subcontractors compensating for the under delivery by other contractors. TVW is aware of the issues with the subcontractors and will continue to work and develop them to ensure that there is a significant improvement in delivery patterns. There have also been problems with subcontractors understanding of progression into further education and training. Remedial steps have taken place and will continue to take place to ensure there is a clear understanding which will help beneficiaries to achieve their ultimate aim on completing their programme of learning.

The pie charts on the following page show statistics from TVW in the Community project and TVW for Women:

# TVW in the Community



## TVW for Women



TVW Make it Happen has only been delivering for a month therefore we have not shown the delivery to date.

## **9.2 Key Strengths**

- Flexibility of qualifications;
- Flexible delivery;
- Good support for beneficiaries;
- Good links with employers;
- Flexible programmes for women with suitable timetabling of courses which considers family issues;
- Innovative programmes developed to encourage participation;
- Good engagement with specialist organisations;
- Good promotion of TVW projects to minority groups;
- Observation of subcontractors Teaching and Learning sessions by TVW, as part of the quality assurance procedure;
- Observation of subcontractors IAG sessions by TVW, as part of the quality assurance procedure;
- Some subcontractors observe their Teaching and Learning and IAG sessions;
- Some subcontractors have good systems in place for Initial Assessment of beneficiaries;
- Timetabling of programmes considers external factors and is scheduled accordingly;

## **9.3 Areas for improvement**

- Some subcontractors have poor Employer Engagement or do not have an Employer Engagement policy;
- Subcontractors do not have in place robust systems and procedures to collect data relating to retention, achievement and progression;
- Teaching and Learning observations are not held on a regular basis;
- IAG observations are not held on a regular basis;
- There is poor use of the Learner Satisfaction Questionnaire and data;
- Delivery of Initial Assessment is not consistent across TVW network;
- ILPs are not used consistently across the network or completed to an acceptable standard;
- Some subcontractors are using out of date lesson plans or do not regularly review the lesson plans;
- Some subcontractors do not regularly review their schemes of work;
- Some subcontractors do not have appropriate Quality Assurance procedures in place.

#### **9.4 Evidence sources**

- Copy of subcontractor's Induction documentation;
- Beneficiary files;
- Provider documentation file;
- Provider Guidance Manual;
- Provider Self Assessment file;
- Contract Monitoring Meeting minutes;
- Learner Satisfaction Questionnaire;
- Contract Monitoring Reports (CMR).

#### **9.5 Grade**

<b>Achievements and Standards</b>	<b>Grade 4</b>
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### **10. Overall Effectiveness**

#### **10.1 Summary**

Overall effectiveness of the project is satisfactory. The project has only been in place for 10 months and processes and procedures are just becoming embedded which will lead to better quality of service and ultimately better delivery of the programme.

One of the key strengths of subcontractors is that they have very good relationships with beneficiaries and regularly receive informal verbal feedback from learners on the positives and assist in identifying areas for the improvement of an organisations service.

#### **10.2 Key Strengths**

- Flexibility of qualifications;
- Flexible delivery;
- Good Opportunities for the Community;
- Good support for beneficiaries;
- Good links with employers;
- Good working relationships with funding bodies;
- Good partnership working;
- Robust SAR process;
- Good involvement of staff and partners in SAR process;
- Good Guidance documents;
- Frequent monitoring of data;
- Good engagement of BME groups and other priority groups;
- Close monitoring of Equality & Diversity Impact Measures (EDIMs) by TVW;
- Flexible programmes for women with suitable timetabling of courses which considers family issues;

- Innovative programmes developed to encourage participation;
- Good engagement with specialist organisations;
- Good promotion of TVW projects to minority groups;
- Translation Language Line service via Hartlepool Borough Council;
- Some subcontractors have regular training on policies, procedures and processes relating to Equality and Diversity;
- Advising subcontractors on performance to date through Contract Monitoring meetings;
- Responding to requests for information from subcontractors;
- Regularly informing the TVW Steering Group on issues relating to performance and quality;
- Regularly updating the subcontractors on key issues relating to performance, contract requirements and quality issues through the TVW e bulletin;
- Regularly meetings with the subcontractors to focus on quality issues;
- Good employer links;
- Some subcontractors have good track records of engaging with employers;
- Strong partnerships with Building Futures and Hartlepool Working Solutions;
- Close liason with employers to identify skills gaps and training requirements;
- Strong partnerships with employers to develop pre-employability programmes;
- TVW have robust auditable systems to collect evidence from subcontractors;
- Monitoring of EDIMs via monthly Contract Monitoring Return (CMR);
- TVW have a robust quality data collection system and quality procedure so that data is regularly scrutinised to review retention, achievement and success rates;
- Observation of subcontractors Teaching and Learning sessions by TVW, as part of the quality assurance procedure;
- Observation of subcontractors IAG sessions by TVW, as part of the quality assurance procedure;
- Some subcontractors observe their Teaching and Learning and IAG sessions;
- Some subcontractors have good systems in place for Initial Assessment of beneficiaries;
- Timetabling of programmes considers external factors and is scheduled accordingly;
- Good pastoral support for beneficiaries.

### **10.3 Areas for improvement**

- Better links with employers;
- Self Assessment process has been condensed into a short period of time;
- Poor understanding of Common Inspection Framework (CIF Self Assessment process);
- Some subcontractors do not have a Self Assessment Report process;
- Equality and Diversity Impact Measures are not currently monitored by subcontractors;
- Some subcontractors do not regularly train staff on EO policies and procedures;
- TVW does not have marketing literature that is understandable for all target groups;
- Some subcontractors do not have effective communication with each other to share good practice relating to Quality Improvement;
- Further marketing is required to enable a wider audience are made aware of TVW project;
- Some subcontractors have poor Employer Engagement or do not have an Employer Engagement policy;
- Some subcontractors do not have in place robust systems and procedures to collect data relating to retention, achievement and progression;
- Teaching and Learning observations are not held on a regular basis;
- IAG observations are not held on a regular basis;
- There is poor use of the Learner Satisfaction Questionnaire and data;
- Delivery of Initial Assessment is not consistent across TVW network;
- ILPs are not used consistently across the network or completed to an acceptable standard;
- Some subcontractors are using out of date lesson plans or do not regularly review the lesson plans
- Some subcontractors do not regularly review their schemes of work;
- Some subcontractors do not have appropriate Quality Assurance procedures in place.

### **10.4 Evidence Sources**

- Copy of subcontractor's Induction documentation;
- Beneficiary files;
- Provider documentation file;
- Provider Guidance Manual;
- Provider Self Assessment file;
- Contract Monitoring Meeting minutes;
- Learner Satisfaction Questionnaire;
- Copies of the Bi monthly TVW e bulletins;
- Minutes of Contract Monitoring meetings;
- Minutes of Quality Action Plan meetings;
- Minutes of Quarterly Provider Support Network Group meetings;
- Minutes of Provider Self Assessment meetings;

- Copies of Bi monthly Management Information to the Steering Group;
- Emails to the subcontractors providing support, advice and guidance;
- Regular phone calls, enabling advice and guidance for subcontractors;
- Minutes of Quality Focus groups;
- Documents chronicling Teaching observation feedback to the subcontractors;
- Documents chronicling IAG observation feedback to the subcontractors;
- Copy of the Provider Guidance Manual;
- TVW website;
- Copies of the TVW Marketing Literature for all projects;
- Copies of the marketing of TVW in the local press and community newsletters.

### 10.5 Overall Effectiveness Grade plus table of contributory grades

Overall Effectiveness	Grade 4
Leadership and Management	3
Contributory Grades	
Equality and Diversity	2
Quality Improvement	4
Areas of Learning	
Information Technology	4
Engineering/Construction	4
Lifeskills	3