

The 16-19 Transfer

Part 1: The Young People's Learning Agency and how it fits into the system

What is the YPLA?

- The Young People's Learning Agency (YPLA) forms part of the wider 16-19 system, together with local authorities, working in their regions and sub-regions, and Government Offices.
- It will be a new slim-line body, committed to reducing unnecessary bureaucracy. One of its primary roles will be to support local authorities commissioning learning and skills for 16-19 year olds.
- The YPLA will have specific responsibilities, which it will discharge at national and regional levels, for example ensuring that regions and local authorities get the right funding.
- At a regional level the YPLA will also provide support, such as integrated analytical services to local authorities.
- Because of the important support and enabling role of the YPLA local authorities will have a significant role in its governance and strategic direction.

Next steps

- We will be publishing the broad framework of local authority functions in the new year, with the next iterations of the proposals on regional or sub-regional groups being returned in February.
- We will be talking to the Local Government Association, the Association of Directors of Children's services and Regional Planning Groups about how we can ensure that in the regions the support the YPLA provides can best be deployed to support the different needs of each region.
- And we will be working with local authorities on the transfer process, so that by September 2009 LSC staff with 16-19 expertise are able to work alongside local authorities on their planning and commissioning functions for 2010/11, ready for local authorities, the YPLA and Skills Funding Agency to run the process from April 2010 (subject to all the legislation being in place).
- Our aim is to ensure stability of the system and ensure we make the best use of existing LSC expertise, so that we can all continue to deliver and improve services and outcomes for young people.

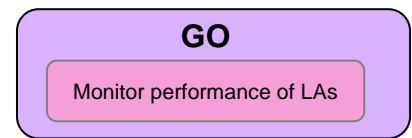
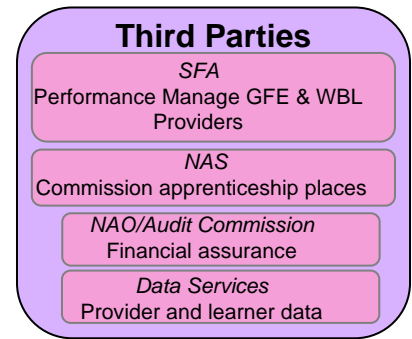
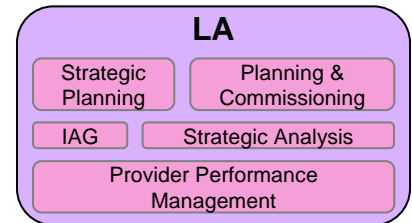
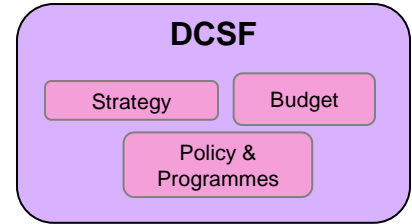
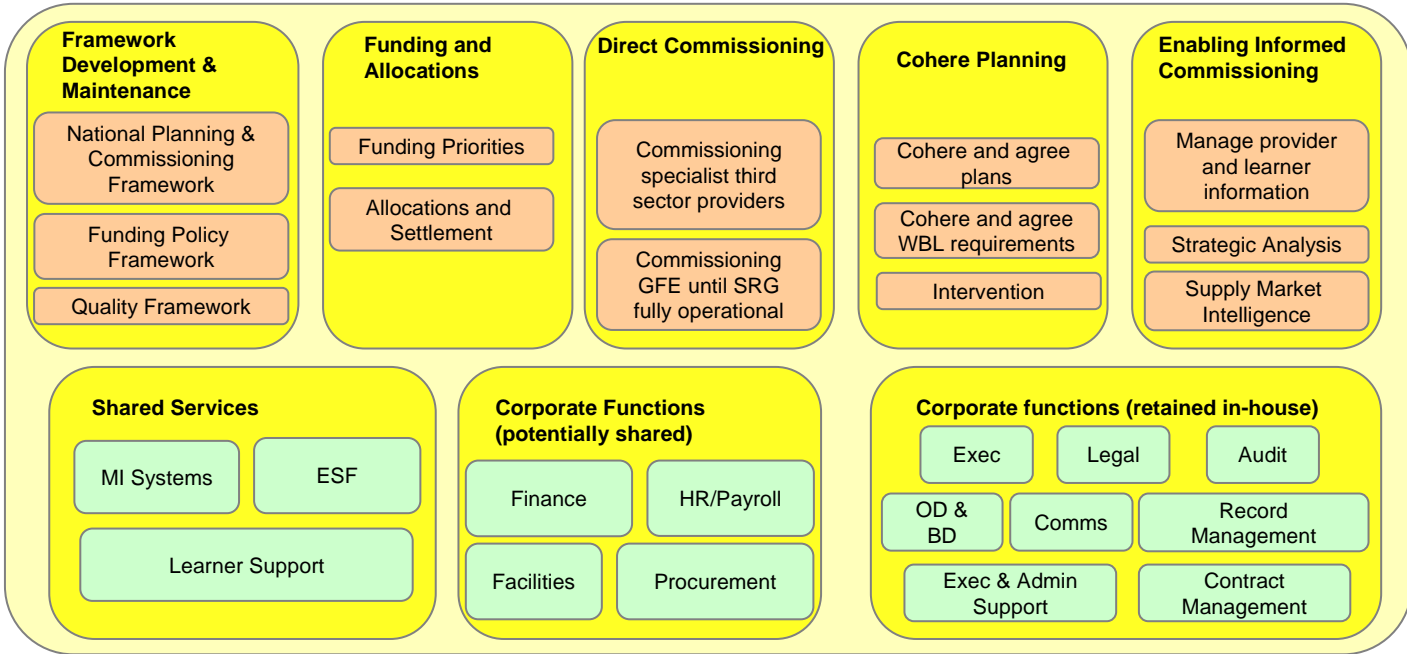
The following slides show the key functions that we expect the YPLA to have and the business units around which those functions might be organised.

YPLA Operating Model: Key Functions

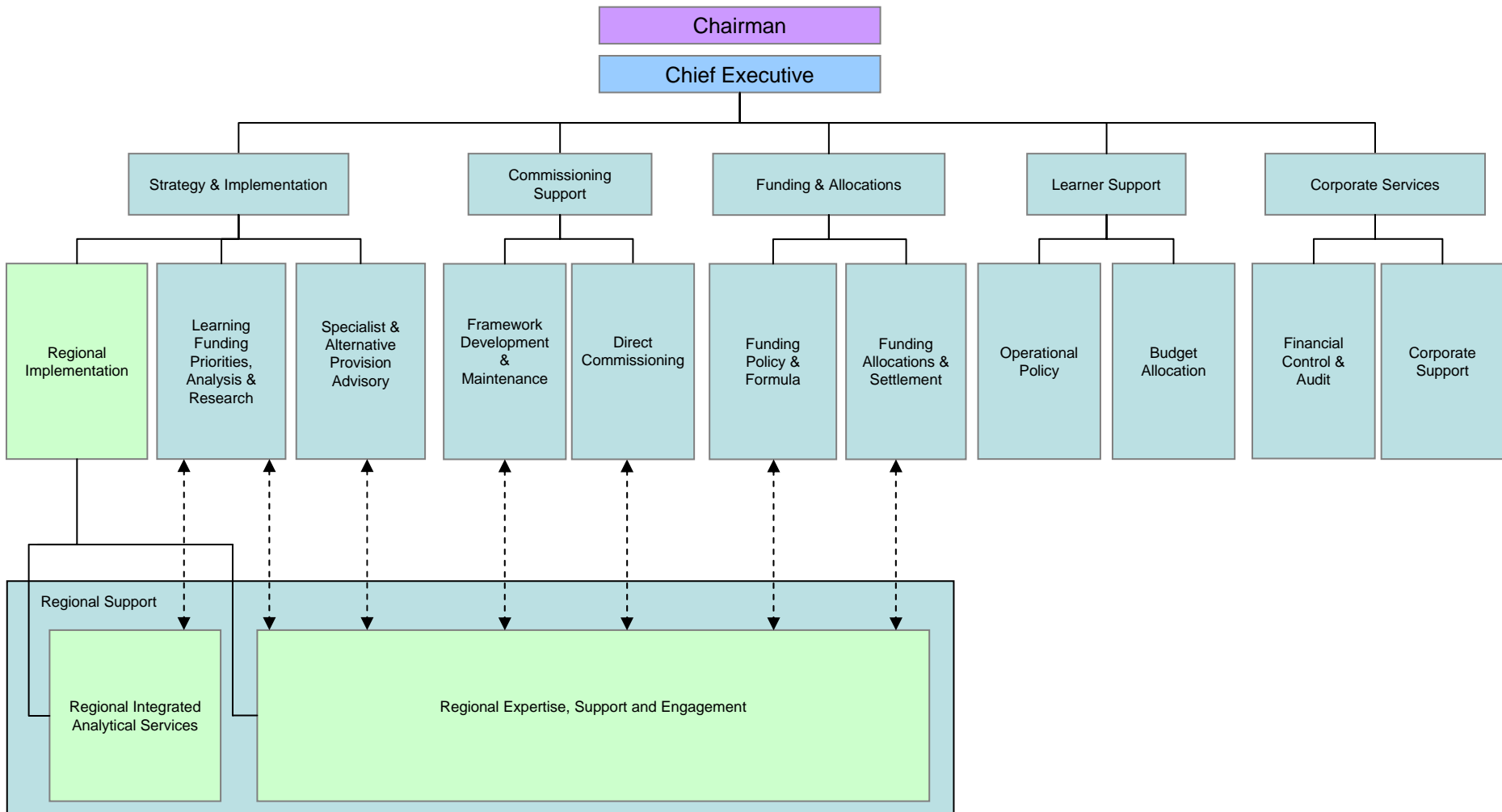


Regional Contact Points:

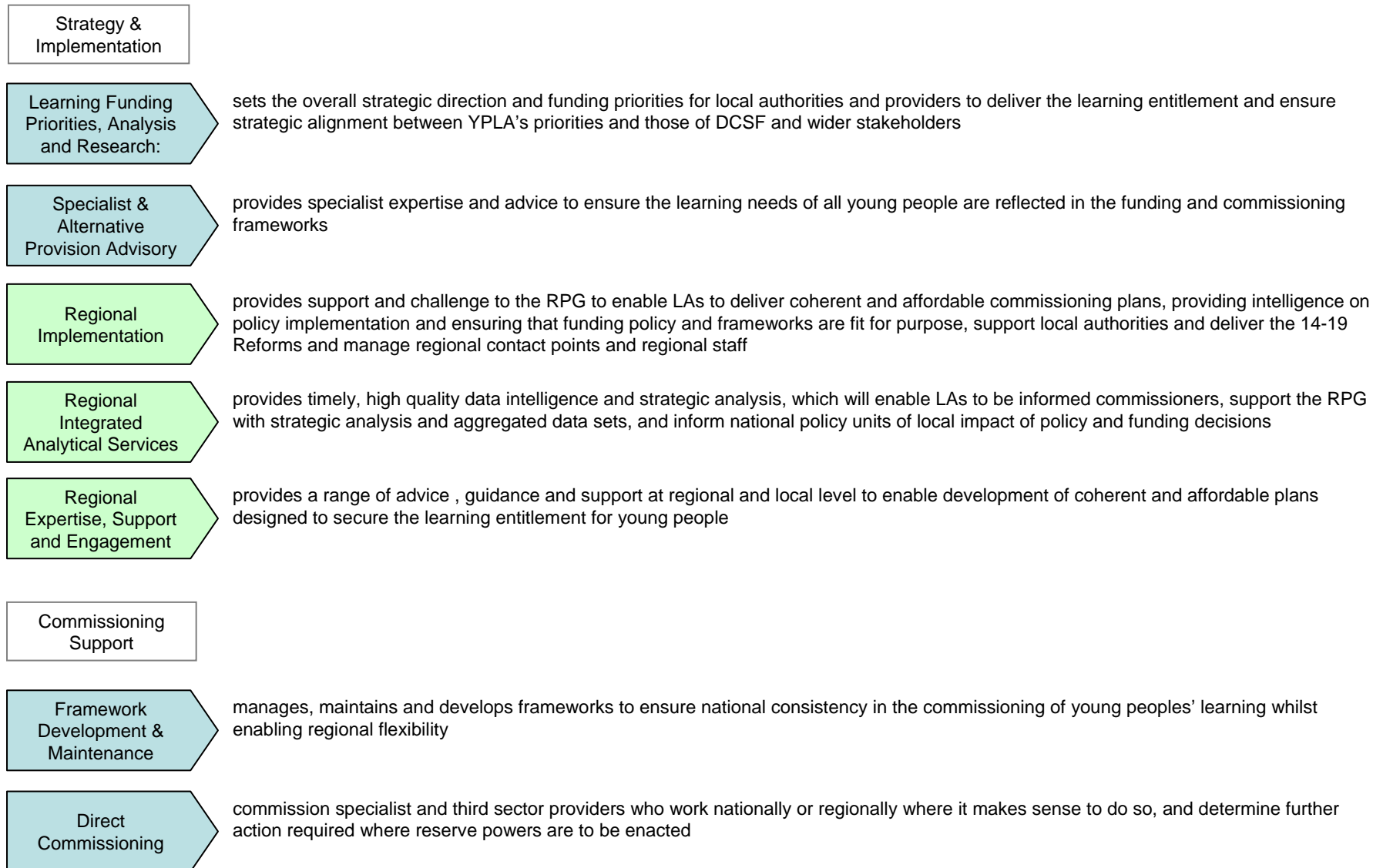
- Cohere planning at regional level
- Supply regional level market intelligence
- Engage with local authorities and build local commissioning capacity/capability as required
- Commission Model (a) provision,
- Manage effective and efficient communications channels between national/regional/local level



YPLA: Core Business Units



YPLA: Purpose of Core Business Units



YPLA: Purpose of Core Business Units

Funding & Allocations

Funding Policy & Formula

manages and maintains the Funding Formula and ensures that it reflects national, regional and local priorities (as they emerge), as well as ensures that funding decisions are transparent and contribute to driving appropriate commissioning decisions and behaviours

Funding Allocations & Settlement

manages allocations and settlement process to ensure that budgetary control and funding are distributed in a timely and accurate manner, whilst making sure that the process is responsive to national, regional and local priorities

Learner Support

Operational Policy

provides operational policy for the allocation of funds to all learners that require financial support

Budget Allocation

provides budgets for the allocation of funds to all learners that require financial support

Corporate Services

Financial Control & Audit

provides assurance to DCSF through internal controls to secure proper and effective use of funds and ensures that financial systems operate effectively

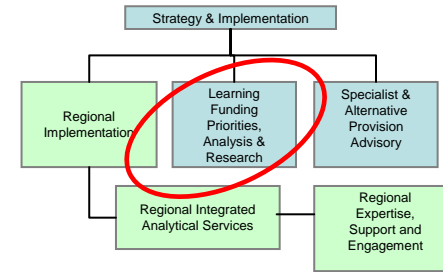
Corporate Support

provides YPLA with organisation-wide support services to allow it to run efficiently and effectively and in accordance with the requirements of an NDPB

YPLA: Core Business Units Functions

Strategy and Implementation

Learning Funding Priorities, Analysis and Research: sets the overall strategic direction and funding priorities for local authorities and providers to deliver the learning entitlement and ensure strategic alignment between YPLA's priorities and those of DCSF and wider stakeholders.



Responsibilities

Learning Funding Priorities:

- o Develop the annual statement setting out national funding priorities for Young People's learning (ensuring national funding priorities are consistent with key 14-19 policy reforms and meet Ministerial priorities outlined in the grant letter)
- o Contribute advice to Funding Policy to help inform DCSF on planning in future years such as for CSR/SR requirements
- o Commission strategic analysis nationally to model scenarios and complete impact assessments in relation to priorities and future funding analysis
- o Contribute to understanding of potential changes in national policy and funding rates, and impact on supply and demand etc.

Strategic Analysis and Research:

- o Secure management information and market intelligence from national and regional sources
- o Influence data services to ensure that data collected is consistent and coherent in relation to 14-19 imperatives, and will meet LA commissioning needs
- o Set and ensure standards for strategic analysis and MI
- o Model impact of policy requirements
- o Interface with regional integrated analytical services to ensure consistency and standards
- o Undertake evaluation of outturn data to determine whether learner entitlement is being met, and feed analysis to interested internal and external stakeholders: GO, Funding Policy, Framework Development etc.

Strategic Relationships:

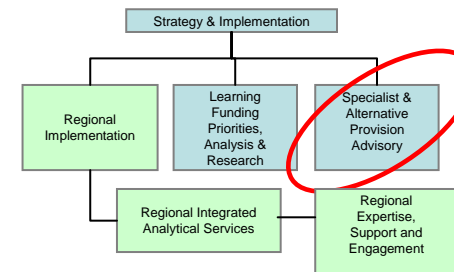
- o Liaise with national stakeholders to consult on policy and funding, and the implications for the annual statement setting out regional funding priorities
- o Actively engage with key stakeholders to ensure common understanding and appreciation of each organisations' priorities to ensure that strategies are aligned with YPLA
- o Identify appropriate channels for communications
- o Provide and manage external communications

Outcomes

- o Annual statement setting out learning funding priorities, which supports the delivery of 14-19 reforms (and sets funding changes in this context), and which are affordable within the overall budget envelope
- o Annual statement setting out national funding priorities produced with understanding of the impact of changes to funding rates on policy delivery and provider behaviour
- o Effective support to the DCSF on CSR modelling
- o Comprehensive and rigorously tested understanding of the implications of policy directives for learners and providers
- o RPGs, SRGs, LAs and Providers have clear understanding of the priorities for the Department and the DCSF's/YPLA's expectations of their collective contribution to delivering the entitlement
- o Alignment of key players' strategies for addressing young people's learning requirements
- o Coordinated and consistent communication about the direction and priorities for young people's learning

Strategy and Implementation

Specialist and Alternative Provision Advisory: *provides specialist expertise and advice to ensure the learning needs of all young people are reflected in the funding and commissioning frameworks*



Responsibilities

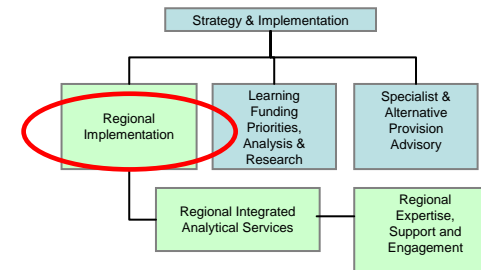
- o Provide specialist apprenticeship policy expertise
- o Provide specialist policy expertise on education for young people in juvenile custody
- o Provide specialist knowledge and expertise in relation to the needs of learners with learning difficulties and disabilities, and the type of provision available to meet learner needs and address specialist policy and delivery issues
- o Support the planning of provision for LLDD regionally and nationally by maintaining a database of providers capable of meeting the needs of this group of learners
- o Provide LAs/SRGs/RPGs with a strategic overview of LLDD provision to support their collective planning to meet RPA objectives
- o Influence the ongoing maintenance of the funding formula, allocations framework, and other commissioning frameworks to ensure they adequately reflect and cater for the needs of learners with specialist requirements
- o Ongoing analysis to identify learners who are potentially marginalised by the system and who would benefit from and deserving of specific and focused attention
- o Develop expertise in developing areas for new or changed provision in consultation with DCSF
- o Work with regional experts to ensure practice led policy
- o Support regional experts with technical policy and specialist related queries
- o Work with third sector organisations to support their engagement with delivery for marginalised and vulnerable groups

Outcomes

- o Increased participation and achievement in learning by those groups that are under represented
- o Transfer of specialist knowledge to regional staff
- o Specialists informed by good delivery practice
- o Voice for the third sector to enable it to contribute fully to delivery of learning to marginalised learners
- o Appropriate attention is given to vulnerable groups within framework and funding development
- o Decisions and negotiations with NAS are supported by robust and expert understanding of the specific requirements and issues relating to apprenticeships
- o LAs able to make informed decisions about how best to meet the specialist learning needs of learners resident in their area, or travelling to learn in their area

Strategy and Implementation

Regional Implementation: *provides support and challenge to the RPG to enable LAs to deliver coherent and affordable commissioning plans, providing intelligence on policy implementation and ensuring that funding policy and frameworks are fit for purpose, support local authorities and deliver the 14-19 Reforms and manage regional contact points and regional staff*



Responsibilities

Provide support and challenge to the RPG:

- o Represent YPLA at RPG meetings
- o Inform the development of the Regional Statement of Priorities
- o Engage RPG to understand and address emerging problems/issues (e.g. disagreement with growth, indicative allocations etc) and identify appropriate solutions

Manage Front-line YPLA:

- o Manage the front-line YPLA business units
- o Ensure consistency of corporate messages and standards

Provide visibility of national and regional perspective:

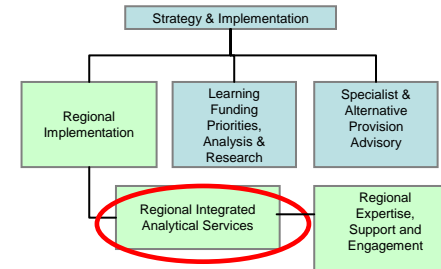
- o Communicate national perspective to regional stakeholders
- o Communicate, explain, justify and brief LAs on the allocations
- o Gather intelligence from a range of regional stakeholders in order to ensure that funding and frameworks enable delivery of 14 – 19 reforms and that their requirements are achievable for regions and LAs
- o Provide regional perspective and intelligence to support DCSF in development of practice led and therefore, deliverable policy
- o Maintain ongoing relationship with relevant regional representatives of SFA, NAS, GO and RDA

Outcomes

- o Clear and consistent information flow between national, regional and individual LAs
- o National frameworks aligned with delivery of 14 – 19 reforms
- o National perspective reflected in regional priorities
- o National business units informed by regional delivery
- o Checks and balances throughout the system to ensure LAs are able to deliver coherent and affordable commissioning plans
- o Funding policy and frameworks are fit for purpose and support local authorities and deliver the 14-19 Reforms

Strategy and Implementation: Regional Support

Regional Integrated Analytical Services: *provides timely, high quality data intelligence and strategic analysis, which will enable LAs to be informed commissioners, support the RPG with strategic analysis and aggregated data sets, and inform national policy units of local impact of policy and funding decisions*



Responsibilities

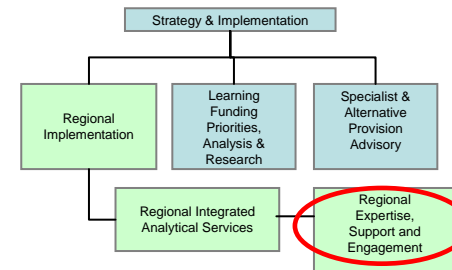
- o Secure management information from national and regional sources
- o Aggregate and disaggregate volume and budgets, providing information and analysis to support the moderation and planning responsibilities of the RPG
- o Provide integrated data pack and strategic analysis to support 14-19 Partnerships and LAs in developing the 14-19 plan and strategic commissioning priorities
- o Collate regional research and intelligence
- o Ensure flow of 14-19 management information to 14-19 Partnerships and LAs to support strategic planning and commissioning needs
- o Provide analysis to RPG to support LLDD and other specialist commissioning such as offender learning
- o Provide additional analysis to GO to help inform GOs' LA performance management responsibilities
- o Provide management information to DCSF
- o Provide data and analysis to identify local impacts of policy and funding decisions
- o Provide information and intelligence relating to the use and impact of qualifications on the ground to JACQA

Outcomes

- o Standard management information to support 14-19 plans and 16-18 commissioning plans
- o Strategic analysis to support 14-19 plans and 16-18 commissioning plans
- o Strategic analysis to RPG to support development of Regional Statement of Priorities
- o Standard management information to RPG to support cohering and moderation of plans
- o Rigorous and robust analysis of plans and allocations to secure budgetary control
- o Local analysis and modelling to inform funding policy and framework development
- o GOs provided with additional support and information to allow them to take a coherent view of LA performance

Strategy and Implementation: Regional Support

Regional Expertise, Support and Engagement: provides a range of advice, guidance and support at regional and local level to enable development of coherent and affordable plans designed to secure the learning entitlement for young people



Responsibilities

RPG Support

- o Ensure the Regional Implementation lead is kept up to date with relevant intelligence to enable them to support, and, where necessary/appropriate, challenge the RPG by:
 - aggregating volumes and budgets as part of the moderation and approvals process - highlighting potential issues regarding coherence, mix and balance, and cost for RPG consideration
 - advising on the mix, balance and value for money of provision for LLDD and identifying other areas where regional or national contracts are required
 - providing NAS with indicative numbers of apprenticeships
 - providing NAS with aggregated demand for apprenticeships and identifying issues in relation to achieving targets
 - providing the national commissioning unit with aggregated demand for specialist support
 - checking aggregated plans align with regional and national statements of priorities, and identifying the nature and scope of discrepancies

Providing Expert Advice and support

- o Communicate the basis for the funding formula and frameworks to LAs and providers and provide ongoing advice, guidance, and expertise for all stages of the commissioning cycle
- o Provide ongoing advice, as required, on specialist areas (e.g. advice and guidance to RPG and SRG about how to ensure sufficient accessible provision for learners with learning difficulties and disabilities – in line with Learning for Living and Work)
- o Provide modelling tools to LAs and providers to support modelling process

Engagement

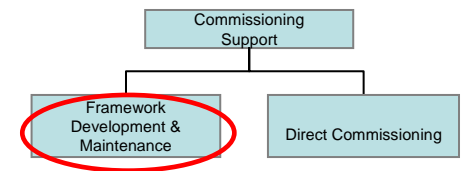
- o Engage with LAs where issues are identified to understand emerging problems/issues, and support them to identify and agree appropriate solutions
- o Liaise with GOs around issues of LA performance
- o Provide regional and local contextual information to support development of national frameworks and the funding formula
- o Liaise with national business units to inform practice led policy and escalate and resolve issues relating to funding formula, policy and frameworks

Outcomes

- o LAs are well informed and through appropriate levels of support, enabled to make intelligent commissioning decisions
- o Regional aggregate of volumes and budgets leading to affordable plans being submitted and challenged, and issues identified and dealt with early in the commissioning cycle
- o Modelling tools permit LAs and SRG to cost individual plans

Commissioning Support

Framework Development and Maintenance: *manages, maintains and develops frameworks to ensure national consistency in the commissioning of young peoples' learning whilst enabling regional flexibility*

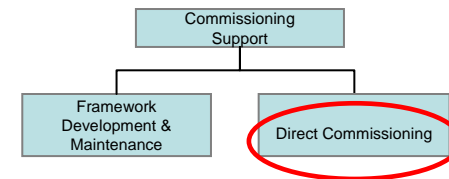


Responsibilities
<ul style="list-style-type: none"> o Develop the commissioning framework, gathering input from relevant internal and external stakeholders o Liaise with SFA/NAS to ensure coherence between business cycles and frameworks o Provide and maintain frameworks for: <ul style="list-style-type: none"> o OCT Procurement o 16-19 Capital allocation o Sixth Form College interventions o LLDD commissioning o Juvenile offender learning in custody commissioning o 14-19 quality framework o Provide guidance and tools for front-line business units to support LAs fulfil their commissioning roles and responsibilities o Work with DIUS/SFA to develop a comprehensive assessment framework for 14-19 provision and 14-19 providers o Work with DIUS/SFA to develop a joint framework of intervention in FE and sixth form colleges o Work with DIUS/SFA to set provider quality standards and minimum levels of performance for 16-19 provision o Manage the framework for reserve powers (which will incorporate the triggers and processes that comprise the reserve powers interventions)

Outcomes
<ul style="list-style-type: none"> o Range of frameworks are developed that are responsive to the needs of LAs, providers and employers o Range of frameworks are developed that balance need for national consistency whilst allowing a high degree of local flexibility o Range of frameworks are developed that are transparent and equitable and minimise bureaucracy o Range of frameworks are developed that will enable the delivery of 14-19 reforms and improved outcomes for Young People o Framework guidance that provides LAs and providers with clarity about the procedures, timeframes, rules, and requirements etc. that underpin the frameworks, ensuring commissioning, competitions and interventions are fit for purpose and deliver the desired outcomes

Commissioning Support

Direct Commissioning: *commission specialist and third sector providers who work nationally or regionally where it makes sense to do so, and determine further action required where reserve powers are to be enacted*



Responsibilities

Direct Commissioning:

- o Liaise with regional bodies to establish shared understanding of learning that cannot be delivered by LAs at a local, sub-regional or regional level, and subsequently needs to be commissioned directly by YPLA
- o Liaise with specialist and third sector providers on behalf of LAs collectively, who work nationally or regionally to discuss baseline and consider potential/implications for growth/change where it makes sense to do so
- o Produce commissioning plan encompassing specialist and third sector providers
- o Procurement of provision from specialist and third sector providers, to include drawing up contracts and funding agreements
- o Procurement of provision of GFE colleges where a LA is on Model (a), to include drawing up contracts and funding agreements
- o Monitor delivery of 16-19 provision (16-25 for LLDD) against contract/funding agreement for specialist providers classified as GFE colleges, and liaise with SFA over issues of performance
- o Monitor delivery of 16-19 provision of GFE colleges on behalf of LAs on Model (a), and liaise with SFA over issues of performance
- o Work with SFA on ESF undertaking direct contract management of 14-19 ESF sponsored contracts

Reserve Powers

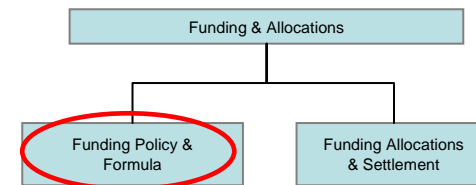
- o Liaise with front-line YPLA to understand significant “emerging issues”
- o Agree the scope and specification of reserve powers to be delivered with RPG and the respective LA/SRG
- o Deliver interventions where appropriate
- o Make provision for LA role to be carried out by third party (where reserve powers are enacted)

Outcomes

- o 16-18 Commissioning Plan for specialist and third sector providers who work nationally or regionally
- o Schedule of activity and contract for provision of third party reserve power interventions
- o Provision directly commissioned by the YPLA reflects best practice, with transparent and equitable procedures followed and clear audit trails for decision making
- o Comprehensive and rigorous performance management of providers who are directly commissioned by YPLA, ensuring performance standards are met and/or exceeded, and providers that fail to deliver expected levels of performance are encouraged to improve or fail to have their grant agreements renewed

Funding & Allocations

Funding Policy and Formula: *manages and maintains the Funding Formula and ensures that it reflects national, regional and local priorities (as they emerge), as well as ensures that funding decisions are transparent and contribute to driving appropriate commissioning decisions and behaviours*



Responsibilities

Funding Policy:

- o Liaise with DCSF to secure and determine the total budget (CSR/SR)
- o Contribute funding expertise to the process of establishing the annual statement setting out funding priorities for Young People's learning
- o Input funding requirements into framework development
- o Develop funding policies to support the 14-19 reforms, in consultation with DCSF
- o Advise on indicative budget for each region
- o Develop funding policy for LLDD, Juvenile Offending and/or new or changing provision in consultation with DCSF
- o Work with SFA to ensure compatibility and consistency in the approach to setting rates for LLDD provision
- o Co-chair of JACQA to determine qualification funding and biennial reviews of 14-19 qualifications
- o Maintain expertise in ESF sponsored provision and commissioning
- o Manage policy interfaces with SFA with respect to ESF
- o Support capital planning to ensure investment is appropriate to emerging needs and learning priorities
- o Inform and influence the BSF, SFA and RDA capital frameworks
- o Manage the funding interface

Funding Formula:

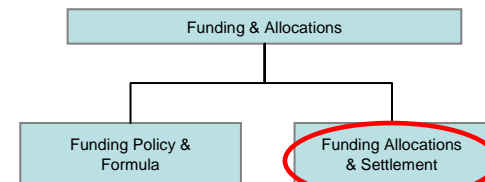
- o Develop, manage and maintain the National Funding Formula (to include LLDD and Juvenile Offenders rates):
 - Gather inputs from relevant internal stakeholders, technical sub groups (incorporating LAs and providers), and the DCSF to inform, establish and set rates
 - Specify funding rules
 - Support front-line staff with funding policy and formula queries
 - Determine compliance arrangements and brief auditors

Outcomes

- o Funding Formula reflects national, regional and local priorities (as they emerge) as well as ensures that funding decisions are transparent and contribute to driving appropriate commissioning decisions and behaviours
- o Recommendation to DCSF on CSR/SR is sufficiently robust and compelling to support DCFS to secure funding required to support 14-19 reforms

Funding & Allocations

Allocations and Settlement: manages allocations and settlement process to ensure that budgetary control and funding are distributed in a timely and accurate manner, whilst making sure that the process is responsive to national, regional and local priorities



Responsibilities

Framework and systems:

- o Develop Allocations Framework rules
- o Maintain Allocations Framework:
 - Gather inputs from relevant internal stakeholders, technical sub groups (incorporating LAs), DCSF and regional business units to inform, establish and set the business cycle and allocations framework
 - Support front-line staff with allocation framework, provider factor and other allocations management related queries
- o Communicate framework and rules to LAs, providers and employers
- o Develop and maintain the planning, allocations and payments systems
- o Develop and manage reconciliation systems as requested by DCSF

Plans and Indicative allocations:

- o Final moderation of plans – agree affordability and apply budgetary control to overall set of aggregated plans
- o Provide indicative allocations to regions on basis of decisions made in conjunction with funding policy

Agree and allocate final funding:

- o Agree final funding allocations based on the agreed commissioning plans and provide funding to LAs
- o Allocate funding to NAS on the basis of aggregated volumes within commissioning plans
- o Allocate funding to those providers that YPLA has direct commissioning responsibility

Provide expertise:

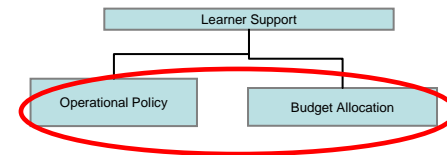
- o Provide expert funding and allocations support to regions where required

Outcomes

- o Allocations Framework ensures correct payments are made whilst minimising burdens on recipients of funding
- o LAs and directly commissioned providers receive payments in a timely and accurate manner
- o Grant aid contracts are issued to LAs and providers in a timely and accurate manner

Learner Support

Operational Policy and Budget Allocation: provides operational policy and budgets for the allocation of funds to all learners that require financial support



Responsibilities

Operational policy development:

- o Work with policy colleagues in YPLA to establish how the Learner Support Programme might be adapted to support other objectives
- o Work with policy colleagues in DIUS to establish how the programme is operating and might be adapted to support their objectives

Develop expertise:

- o Maintain an understanding of the take-up and performance of the Learner Support Programme and address variations between strands to reduce anomalies
- o Maintain an expertise in preventing fraud across the strands of the Learner Support Programme

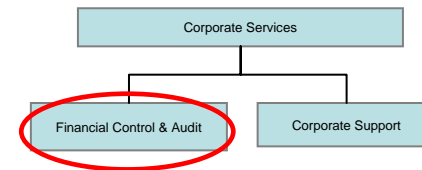
Stakeholder engagement:

- o Manage the contract and relationship with the Helpline, Assessment and Payment Body (HAPB)
- o Maintain good communications with key groups and stakeholders with an interest in Learner Support
- o Develop and maintain relationships with LAs on the effectiveness of the Learner Support Programme

Outcomes

- o Effective and robust relationships with key stakeholders who have interest in Learner Support
- o EMAs are appropriately targeted
- o Learners who require it receive funding support to participate fully in learning
- o Financial barriers to participation are significantly reduced
- o Learners receive funding in a timely manner

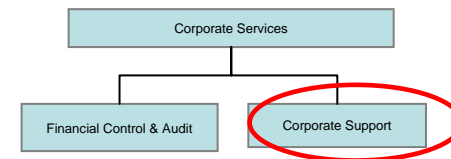
Corporate Services



Financial Control & Audit: provides assurance to DCSF through internal controls to secure proper and effective use of funds and ensures that financial systems operate effectively

Responsibilities
<ul style="list-style-type: none"> o Examine financial statements of LAs to ensure that they make proper use of 14 – 19 funds o Produce combined reports and accounts to be audited by NAO and for the approval of the Treasury o Ensure that YPLA systems of internal control operate effectively o Identify, measure and manage organisational risks o Monitor and manage in-year expenditures (management accounting) o Set and monitor internal budgets o Financial regulations of SFC sector e.g. college borrowing, asset disposal and capital investment and financial intervention

Outcomes
<ul style="list-style-type: none"> o Internal YPLA budgets o In-year expenditures and financial statements o Risks measured and acted upon



Corporate Support: provides YPLA with organisation-wide support services to allow it to run efficiently and effectively and in accordance with the requirements of an NDPB

Responsibilities
<ul style="list-style-type: none"> o HR/Payroll – recruitment, pay and reward, L&D, performance management of staff o Legal services – appeals, contracts o Procurement – office stationery, furniture etc. o Record management – document repository, design and manage corporate plan o Contract Management – manage and maintain contracts with third party suppliers o Business change – help the organisation quickly adapt to change and address change-related issues when necessary o IT/Management Information systems – manage outsourcing contracts o Executive and administrative support – support Chief Executive o Internal communications – across YPLA (Corporate and Regional) through appropriate channels

Outcomes
<ul style="list-style-type: none"> o Regular internal communications o Best practice adapted across the organisation