

# YMCA Derbyshire

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## Background information

### Inspection judgements

Inspectors use a four-point scale to summarise their judgements about achievement and standards, the quality of provision, and leadership and management, which includes a grade for equality of opportunity.

#### Key for inspection grades

Grade 1	Outstanding
Grade 2	Good
Grade 3	Satisfactory
Grade 4	Inadequate

Further information can be found on how inspection judgements are made on [www.ofsted.gov.uk](http://www.ofsted.gov.uk).

### Scope of the inspection

In deciding the scope of the inspection, inspectors take account of the provider's most recent self-assessment report and development plans, and comments from the local Learning and Skills Council (LSC) or other funding body. Where appropriate, inspectors also consider the previous inspection report ([www.ofsted.gov.uk](http://www.ofsted.gov.uk)), reports from the inspectorates' monitoring visits, and data on learners and their achievements over the period since the previous inspection.

In addition to reporting on overall effectiveness of the organisation, its capacity to improve further, achievement and standards, quality of provision and leadership and management, this inspection focused on specialist provision in:

- Entry to Employment

## Description of the provider

1. The Young Men's Christian Association (YMCA) Derbyshire is a registered charity and a limited company by guarantee. It began providing government-funded training as a subcontractor in 2001 and obtained a contract in its own right in 2004. It funds its training provision through the Derbyshire LSC and recruits its learners from the local community. It has four training sites, three in Derby city centre and one in Chesterfield.
2. YMCA provides Entry to Employment (E2E) programmes for 16 to 18 year olds. Learners achieve qualifications in childcare, hospitality and catering as well as literacy and numeracy. At the time of inspection, there were 20 learners on E2E programmes. Fourteen learners were undertaking a childcare qualification and six learners were completing a catering course. The group of learners includes young offenders and young people with a range of social, behavioural and emotional needs. Most learners join the programme following referral by Connexions.
3. YMCA also provides a range of publicly funded programmes such as a European Social Fund programme that serves as a pre-entry to employment progression route and several programmes aimed at engaging those young learners who are not registered as employed or receiving training or education. It also offers privately funded training in food safety, health and safety and manual handling qualifications. Government funded training accounts for 80% of all training.
4. The chief executive is supported by a deputy chief executive who is also the head of operations. The training team comprises a training manager, an administration coordinator, and three training coordinators that deliver and monitor the training programmes. They are supported by three vocational tutors and two basic skills tutors. A personal careers coordinator and an employment engagement officer have recently been appointed to strengthen the training team.
5. The 2001 census identified that minority ethnic groups represented 12.5% of the local population in Derby, compared with 9% nationally. In March 2007, the unemployment rate in Derby was 6.1%, compared with 5.5% nationally. YMCA achieved the Matrix standard in 2003.

## Summary of grades awarded

Effectiveness of provision	Satisfactory: Grade 3
Capacity to improve	Satisfactory: Grade 3
Achievement and standards	Satisfactory: Grade 3
Quality of provision	Satisfactory: Grade 3
Leadership and management	Satisfactory: Grade 3
Equality of opportunity	Contributory grade: Satisfactory: Grade 3

## Sector subject area

Entry to employment	Satisfactory: Grade 3
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## Overall judgement

### Effectiveness of provision

Satisfactory: Grade 3

6. The overall effectiveness of the provision is satisfactory. The E2E provision is satisfactory. Achievement and standards and the quality of provision are satisfactory. YMCAs leadership and management are satisfactory, as is equality of opportunity.

### Capacity to improve

Satisfactory: Grade 3

7. YMCA demonstrates satisfactory capacity to improve its provision. Since it started to offer government funded programmes two years ago, the provision has grown substantially and achievement rates for all programmes have been satisfactory. The trend in the rate of learner progression on the E2E provision has also increased in 2007/08. Improvements such as the implementation of the key skills provision last year are already noticeable and the provider has made the necessary investment to improve the management information system and employer engagement although it is too early to assess the impact. The self-assessment and development planning processes are satisfactory, although the quality improvement system is insufficiently developed.

## Key strengths

- Good development of skills to improve learners' lifestyles and well-being
- Good vocational training
- Particularly effective strategy to respond to local needs

## Key areas for improvement

- Low achievement of literacy and numeracy key skills qualifications
- Poor planning of individual learning and target-setting
- Insufficiently well developed quality improvement systems

## Main findings

### Achievement and standards

Satisfactory: Grade 3

8. Achievement and standards are satisfactory. Learners develop skills to improve their lifestyles and well-being very well. This is partially recognised by YMCA Derbyshire in its self-assessment report. Learners are better able to eat a balanced diet, take care of their personal hygiene, care for others, feel confident about themselves and work with other people. They understand how they improve their chances of finding work and living a healthy lifestyle. Most learners improve their personal motivation. Attendance is satisfactory overall.
9. The achievement rate for Council for Awards in Children's Care and Education qualifications is very high. In 2007/08, 89% of childcare learners achieved a qualification. Learners on catering courses achieve less well, and only 11% achieved a qualification in 2007/08. In addition, many learners also achieve short course qualifications such as first aid or basic food safety.
10. The rate of learner progress has increased in the last year and overall learners' progress is satisfactory. In 2006/07, 30% of learners progressed into further training, education or employment. In 2007/08, the rate improved to 48%. However, very few learners progress into employment and in 2007/08 only 6% found work at the end of their course. A high number of learners achieve the key objectives set out in the learning plan, however, these are insufficiently challenging.
11. The achievement of key skills qualifications is low. Most learners require help to improve their literacy and numeracy skills for work or further learning. In 2007/08, 21% achieved the key skills qualification in communication and 15% achieved a skill qualification in application of numbers. YMCA Derbyshire has recognised this issue and, although still low, achievement rates have improved significantly from no achievement in 2006/07.

### Quality of provision

Satisfactory: Grade 3

12. The quality of provision is satisfactory, vocational teaching is good, this was identified by YMCA in its self-assessment. Classes are very well planned. A good range of relevant teaching strategies keep learners engaged and well motivated. Practical activity is particularly effective and resources are good. Tutors use verbal questioning and written activities to effectively assess learners' developing knowledge. In childcare classes, learners are encouraged to extend their learning through internet research and to find out the answers to the wider questions raised during classes. However, there is insufficient development of learners'

literacy and numeracy skills. Although key skills have recently been introduced into vocational classes, the teaching of key skills does not sufficiently stimulate learners' interest and some activities fail to challenge learners.

13. Assessment and internal verification are satisfactory, as is the process for testing to national standards. Accommodation at the training centre in Derby, and for practical catering training is good. However, YMCA is looking for new premises in Chesterfield to provide larger training space and better welfare accommodation.
14. Individual planning of learning and target-setting is poor. This was not recognised by YMCA in its most recent self-assessment. Although a satisfactory range of initial assessment is carried out, the summary is generic and does not sufficiently reflect the individual support required to help learners achieve their employment and training goals. Most key objectives for learners are too broad and do not yet provide a framework to measure progress or achievement. Reviews are not always carried out on time and some learners wait too long for their first review. Tutors do not provide learners with sufficient opportunity to review their own progress or contribute to review discussions. Targets lack challenge and are not sufficiently measurable.
15. Programmes match learners' interest and aspiration. Childcare and catering qualifications provide a useful framework to capture learners' interest. The vocational focus of courses is well matched and responsive to local labour market circumstances. Visits to local places of interest, such as Beechen Hill Farm and the European food market enrich learners' programmes. A breakfast club in Derby provides learners with toast and tea at the start of their day, but this is not available to learners in Chesterfield. Pre-E2E courses are well used to promote the E2E programme to very vulnerable learners. However, there are too few work-placements and insufficient employer involvement. In 2007/08, less than 20% of learners had the opportunity to gain work experience as part of their E2E programme. This has been recognised by YMCA Derbyshire, and although it is too early to see the impact, an employment engagement officer and a personal career adviser have recently been taken on to increase employer engagement and progression into work.
16. Learners are supported well and tutors provide a high level of pastoral care. Tutors have a good understanding of learners' barriers to work and further learning. They effectively help learners develop the skills to manage complex barriers, such as homelessness and domestic abuse. Links with specialist providers of information and advice are satisfactory and often used to support learners in crisis. Pre-course information is comprehensive. Learners have a satisfactory understanding of the E2E programme before they start. Induction is satisfactory, however, learners are not sufficiently stimulated by group sessions and have only a basic understanding of equality of opportunity. Tutors carefully consider how to help learners progress and have good links with other providers and local colleges. However, exit and progression advice is not introduced sufficiently early.



## Leadership and management

Satisfactory: Grade 3

Equality of opportunity

Contributory grade: Satisfactory: Grade 3

17. Leadership and management are satisfactory. YMCA Derbyshire has developed a particularly effective strategy to respond well to local needs. The provider has aligned its training strategy to the vocational demands in the community. Over the last two years it has acted quickly and responsively to offer the training programmes that would develop the skills needed in the community as part of future regeneration projects. The provider has effectively adapted its training provision to offer construction, catering, retail and logistics programmes ensuring the learners maximise their employment opportunities at the end of their training. YMCA Derbyshire has developed very successful partnerships with local businesses, colleges and agencies to ensure successful delivery of training to its learners. It is currently building a learning and development venue to create an extensive prevocational and vocational training centre in the community.
18. Communications are satisfactory. Meetings take place frequently and staff make effective use of informal opportunities to update each other with regard to operationally relevant issues. However, meetings are insufficiently structured and agendas are not formalised. Topics such as learner progress and performance, health and safety and equality of opportunity are not discussed regularly. There are no structured, dedicated opportunities for staff to discuss and develop best practice.
19. The staff appraisal system is satisfactory. Staff receive an annual appraisal where their job role and competencies are appropriately reviewed. However, there is insufficient focus on measuring performance against business objectives. Development opportunities are effectively highlighted and included in a comprehensive yearly training plan.
20. The use of management information is satisfactory. The provider is making effective use of a manual recording system, management and staff are well informed with regards to current learner progress. YMCA Derbyshire has recently introduced a computerised information system but it is too early to assess its impact.
21. The quality improvement systems are insufficiently developed. This was partially recognised in the self-assessment report. The use of learner feedback has only recently been implemented although the provider has already used this information to bring about improvement in the quality of the provision. The provider has not yet implemented the gathering of stakeholder feedback. The teaching and learning observation process is insufficiently thorough. Staff have not been appropriately trained to carry out the observations and although graded, there are no grading criteria to establish the quality of each observation. The outcome of the observations has not been analysed to identify or monitor

improvement trends. YMCA Derbyshire does not carry out internal audits on its policies, processes and procedures.

22. The self-assessment process is satisfactory. It appropriately involves staff. The provider was sufficiently self-critical when judging the provision and the report was accurate and comprehensive enough. Data has been used well to highlight improvements in achievement over the last two years. The strengths and areas for improvement identified in the report have a significant impact on the learner and although inspectors agreed with these, they found a further area for improvement during this inspection.
23. YMCA Derbyshire meets the current legislative requirements for the safeguarding of children. Staff have undertaken the appropriate criminal record checks and have received training to raise awareness of legislative requirements.
24. Equality of opportunity is satisfactory overall. YMCA Derbyshire offers good access to training for young learners, particularly those who are hardest to reach. Learners receive adequate information with regards to complaints, harassment and bullying policies at induction. However, the equality of opportunity policy has not been reviewed and contains some incorrect references to legislation.
25. Although there is no training strategy for staff, they have a satisfactory awareness of equality of opportunity and diversity and have received appropriate training in safeguarding children. Learners are listened to and feel included. Learners develop sufficient knowledge and understanding of diversity during their induction. The YMCA Derbyshire monitors the learners' well-being with respect to equality during the progress reviews. However, there is no further reinforcement of equality and diversity knowledge to learners during the programme.
26. Equality of opportunity is monitored through the collection of learner data although the provider does not analyse performance amongst the different groups of learners.

## What learners like:

- Learning how to take care of children and obtaining a qualification
- The support they receive – ‘tutors make a real effort and make people fit in’
- ‘Everyone changes for the better when they come here’

## What learners think could improve:

- The key skills classes – ‘they are boring and too easy’
- The amount of work-placements available – ‘it would help me to get a place at college or a job’

## Learners' achievements

### Outcomes on Entry to Employment (E2E) programmes managed by YMCA Derbyshire from 2006 to 2009

Year	Number of leavers in the year	Achieved objectives rate* (%)	Progression rate** (%)
2006/07	66	59	30
2007/08	75	92	48
2008/09 (4 months)	4	75	75

Note: 2008/09 data is 'part year' only and is representative of four months or greater of the LSC contract year

\* These are key objectives identified for each learner following an E2E programme

\*\* Progression is measured in terms learners' movement to further education, education and employment, during or at the end of their training period.

Note: E2E 'achieved objective' and 'progression' rates are calculated using data supplied to Ofsted by the provider prior to inspection