

HOLEX ACE

How to design and influence an effective quality improvement process

Module 2 – Building strategy on local plans

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Online via Zoom

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Section 1

Target audience and professional standards

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Target audience for the programme

- Aspiring and middle managers
- Engagement in strategic thinking, quality review and improvement action planning
- A growing awareness of the strategic landscape
- Raising standards, improving learner experience.

Professional Standards for Leaders

- The Leadership Standards provide guidance about professional expectations of leadership roles.
- This session is primarily aimed at Aspiring and Middle Leaders, supporting the development of the following standards for this career stage:

Professional
Values and
Attributes



Professional
Knowledge and
Understanding



Professional
Skills



Values and attributes



		Aspiring Leaders		Middle Leaders
Values and attributes	5	Build positive and strong working relationships with colleagues learners and employers	1	Be reflective on your management practice with consideration of the impact on others and yourself
			4	Be forward thinking and innovative in adapting strategies to facilitate the delivery of a high-quality learning environment.
			6	Build positive and collaborate relationships with internal and external stakeholders

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Knowledge and understanding



		Aspiring leaders		Middle Leaders
Knowledge and understanding	8	Develop your knowledge of your organisation's governance structure and strategy and consider how you contribute to it.	9	Maintain and update your knowledge of organisational governance and strategy translating it into an educationally sustainable operating plan
	9	Become familiar with local and national policies and how they influence decision-making	10	Be abreast of local and national policies to enable proactive response to change

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Professional Skills

Professional
Values and
Attributes



Professional
Knowledge and
Understanding



Professional
Skills



		Aspiring leaders		Middle Leaders
Skills	12	Support the development of curriculum that meets learner and employer needs , being mindful of local and national initiatives	14	Develop curriculum that meets learner and employer needs , being mindful of local and national initiatives
	15	Utilise effective written and verbal interpersonal skills to facilitate professional relationships with all stakeholders	17	Utilise effective written and verbal interpersonal skills to facilitate professional relationships with all stakeholders
	18	Present information clearly and professionally to a range of internal and external stakeholders.	20	Critically analyse data with consideration to your area's contribution to organisational performance.
			21	Utilise effective written and verbal interpersonal skills to facilitate professional relationships with all stakeholders

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Section 2

Introducing Module 2

Building strategy on local plans

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Module 2 Outcomes

Building strategy on local plans

Outcomes:

- Understand local/regional skills landscape
- External stakeholders' influence on strategy
- Links between funding/development priorities
- Analyse and position your own organisation
- Links between workforce planning/strategy.

Four main stages

- An outward focus
- An inward focus
- Identifying/defining your strategic priorities
- Human and physical resource implications

Section 3

**An outward focus - Understanding
your strategic landscape**

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Draw up a list of your key stakeholders

- Learners
- Funders – Unitary/Combined authorities; DfE; ESFA
- Governors / Elected members
- LEPs
- Employers
- Other community partners/voluntary organisations - (e.g. job centres, schools, colleges, community centres, hospitals, housing associations, DWP, etc.)
- Subcontractors
- Others?

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Plot a stakeholder Influence / Interest Matrix

Influence ^ ^ ^ ^ ^	HIGH	Keep Satisfied	Key Players
	LOW	Minimal effort	Keep informed
		LOW	HIGH
	Interest >>>>>>>>		

Consider funding sources and national/regional interventions

- Skills and Education Act 2022 / LSIP's
- AEB funding priorities
- LEP plans
- Unitary and County Council aims
- Combined Authority strategy/funding priorities
- The leveling up Agenda
- Shared Prosperity Fund – Multiply – 2nd Tier Skills funding for 2024/5
- Lifetime Skills Guarantee
- Skills bootcamps

Review your labour market information (LMI)

- Office for National Statistics
- NOMIS
- Local Enterprise Partnership Reports
- Local/combined authority analysis
- Regional/national analysis
- Parliamentary constituency analysis

What sort of information does LMI provide?

- Census/population statistics
- Employment/unemployment
- Job and workforce data
- Earnings profile
- Qualifications profile
- Benefit claimants profile
- Significant change to employment opportunities

Take the LMI to the next stage

How does that information help you reflect on, and identify your priorities?

- Literacy, numeracy, digital literacy, ESOL
- Skills shortage areas
- SEND needs
- Employability skills, job search
- Social coherence / deprivation
- Wellbeing and mental health.

Strategic and business planning

PESTLE (Francis Aguilar 1967)

External change factors that influence your organisation

- Political
- Economic
- Social/Societal
- Technological
- Legal
- Environmental

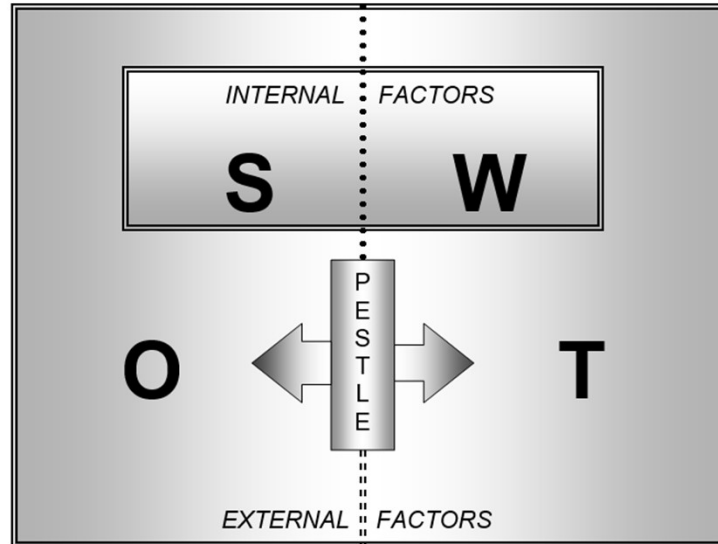
Summary – Outward focus the strategic landscape

- Identified your key stakeholders
- Considered the influence/impact they have
- Reviewed funding sources/regional interventions
- Reviewed LMI and its impact on your business
- Analysed external change factors

Section 4

**An inward focus – understanding
your own organisation**

The link between SWOT and PESTLE analysis



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SWOT Matrix

Strengths	Innovate new solutions based on your strengths to minimise or avoid threats	Exploit these areas – match strengths to opportunities to improve change of success
Weaknesses	Address weaknesses or change strategy to avoid threat.	Use the opportunities identified to work on your weaknesses
	Threats	Opportunities

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Vision, Mission, culture and values

Vision and Mission statements are an important navigational tool when thinking about our organisation

By identifying the **culture** and **values of your organisation** you can better understand the **strategies** you should choose.

Once goals are set you can develop sound **strategies** for achieving them.



Vision statement

- Written declaration
- Meaning and purpose
- Stakeholders
- Long-term results

E.g. – Greater London Authority vision statement - “to create a fairer, more equal city for all Londoners.”

Mission statement

- Action-based statement
- Purpose
- How it serve the customers.

E.g. – Redbridge Institute of Adult Education – “Providing exceptional learning opportunities in a responsive, flexible and supportive way to the local community – a stepping-stone to improving people’s quality of life through education, employment and wellbeing.”

Corporate culture and values

- Set of guiding principles
- Fundamental beliefs
- Function together as a team
- Common goal
- Business relationships
- Customer relationships
- Growth.

Hammersmith and Fulham – Core values

- Building shared prosperity
- Creating a compassionate Council
- Doing things with residents, not to them
- Taking pride in the borough
- Being ruthlessly financially efficient
- Rising to the challenge of the climate and ecological emergency.

Vision, Mission, culture and values

Vision and Mission statements are an important navigational tool when thinking about our organisation

By identifying the **culture** and **values of your organisation** we can better understand the **strategies** we should commit to accomplish.

Once goals are set we can develop a sound **strategies** for achieving them.



Summary – An inward focus

- SWOT Analysis
- SWOT Matrix
- Vision, Mission, culture and Values

Section 5

Defining strategic priorities

Accountability statement

- Organisational purpose
- Contextual background
- Approach to developing annual accountability
- Identify key partner stakeholders and other links
- How strategy contributes to regional priorities
- Confirmation of governance sign-off
- Links to supporting documentation

Norfolk - Context and place (1)

- Norfolk – around 915k residents
- 15% of the county live in areas of social deprivation
- 25% of population over 65
- 60% of population live in rural areas – hard-to-reach educationally
- Significant inequalities in health outcomes
- Those from deprived areas three times more likely to die before 75
- High level of deprivation in education, skills and training

Norfolk - Context and place (2)

- County has low rate of higher qualifications, in comparison to other counties.
- 37.5k of 16-64 year olds have no qualifications.
- Largest employment sectors – health, retail, manufacturing and education
- Average wage £28k, some 13% lower than national average
- Some 51k children live in families with low income.
- Deprivation most prevalent in Great Yarmouth, Norwich and North Norfolk.

Norfolk – Statement of purpose

- Norfolk County Council Adult Learning Service provides learning opportunities that **improve people's lives and outcomes**, enable people to **participate** in their **communities** and support **growth and prosperity** in Norfolk.

Norfolk – Vision

- We anticipate and **respond** to the **needs of individuals, communities**, employers, and Norfolk's economy through the delivery of **outstanding, inspirational** and highly **flexible** learning opportunities

Norfolk – County's planning approach

- Adult learning planning cycle October to March
- Leaders analyse **national, regional and local priorities**, especially
 - Government policy
 - New Anglia LEP priorities
 - New Anglia Recovery Restart Plan
 - County's 'Better Together' plan.
- County values multi-layered **governance support**
- Also important is **input from external stakeholders**.

Norfolk – Management team approach

1. Consider initial **long-list** as starting point for planning,
2. Analyse **county needs**, providing in-depth data **from wide range of sources**,
3. Annual plan is approved by **Steering Group**, including external reps.
4. Annual plan taken to **elected members for challenge**
5. Annual plan **signed off** by Council's Cabinet.

Norfolk – Key stakeholders involved in planning

- LEP
- Other Council teams
- FE colleges
- Voluntary Norfolk
- DWP
- Citizens Advice Bureau
- Job Centre Plus
- Local employers
- Voluntary organisations (e.g. project for recovering alcoholics)

Norfolk – Strategic aims and objectives

Corporate aims and objectives are to:

1. Enable a vibrant and sustainable **economy**
2. Support **better opportunities for children** and young people
3. Empower individuals to live **healthy, fulfilling and independent** lives
4. Create strong, engaged and **inclusive communities**
5. Enable the development of a **greener more resilient future.**

1. A vibrant and sustainable community

- Apprenticeships – health and social care, digital and technology, haulage, logistics.
- Provision in digital, creative, ICT

2. Better opportunities for young people

- National priority apprenticeship programme
- Free L3 courses for jobs
- Training to improve the quality of schools and childcare providers

3. Healthy, fulfilling and independent lives

- Basic English and mathematics provision.
- Development of core transferable skills enabling individuals to live independent lives

4. Strong, engaged and inclusive communities

- Training in digital and technology
- ICT
- Digital inclusion
- Creative
- Upskilling people from ethnic minority communities - employability skills

5. A greener, more resilient future

- Construction
- Net zero strategy.

Section 6

Human and physical resource implications

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Resource priorities

- Staff skillset
- Staff recruitment
- Staff development priorities
- Physical resources
- Investing in new resources

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Section 7

Summary and conclusion

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Module 2 Outcomes Building strategy on local plans

By the end of this module, you will:

- Have a greater **understanding of** the local/regional **skills landscape**
- Identify how **external stakeholders** influence strategy and planning
- Recognise the link between **funding and development priorities**
- Know how to **analyse and position** your own organisation
- Explore the **links between workforce planning and strategy**.

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Thank you - Questions