



Heart of England Training Strategic plan 2015 – 2018

Company history

Heart of England Training Ltd (HOET) is a private training provider. Established in 1971, the head office is in Rugby and the company has six training centres in Rugby, Coventry, Birmingham and Leicester. In the 1980's the organisation, then known as Midland Hairdressers Training, became a managing agent, providing hairdressing training in Warwickshire and Birmingham. Since then there has been expansion both geographically and with additional vocational areas. The majority of programmes are funded by the Skills Funding Agency and the Education Funding Agency.

The company currently delivers training in business administration, information and communications technology (ICT), management and professional, customer service, marketing, hairdressing, beauty therapy and nail services, warehousing, retail, teaching assistant and sport, GCSE and functional skills as well as a range of technical certificates are also included in the wide range of training programmes to include apprenticeships for work-based learning, pre- 16 provisions with schools, full and part time courses, sub- contract arrangements with partners, and bespoke training for private learners. There is also a comprehensive training programme for a wide range of commercial courses including first aid, CIAVA (assessors and internal quality assurance qualifications) and education and training qualifications.

Strategic planning policy

Strategic decisions are the responsibility of the directors. All operational management is delegated to the managing director and team. The team of sector specific managers have subject and contract area roles as well as additional responsibility for the generic areas of safeguarding, quality improvement, equality, diversity and inclusion, marketing, health and safety, management information and staff training and development. This strategic plan supports our ambitions and the challenges within the environment we operate and arising from our vision.

Vision

To be recognised as one of the largest and best training providers in the country whilst responding quickly and efficiently to emerging needs of local and national businesses and where learners and staff can be the best they can be.

Mission

To deliver outstanding training and support throughout all our sectors.

Values

As an organisation, we share a common set of values across everything we do: -

- *Continually strive for excellence*
- *Act with integrity and be respectful at all times*
- *Responsive and flexible to learner and employer needs*
- *Encourage and support high aspirations*

Strategic aims

1. Excellent teaching learning and assessment leading to excellent outcomes

Learners will be equipped with the skills most valued in the modern economy and society, be able to work independently and be effective users of English and maths. They will be keen to promote equality and diversity and to protect the environment. Our learners will also have high aspirations, be enthusiastic and be able to identify when they need to develop their knowledge, understanding and skills. We will be graded excellent through our own self-assessment and maintain an Ofsted grade 1 and learners and employers will grade us highly for the quality of their experience with our organisation.

To achieve this we will:

- Increase investment in staff training and development, including Continuous Professional Development.
- Continue to increase the number of teaching and learning sessions that are outstanding.
- Provide commercially driven learning environments that reflect modern work settings and encourage collaboration and skills expansion through employer engagement.
- Deliver a programme that is work focussed on learning through projects and assignments, work and practical experiences.
- Ensure programmes are aligned with the Local Enterprise Partnership strategy and meet the needs of the local economy the labour market and modern Britain.
- Involve employers in the further development and delivery of the programmes to meet business needs.
- Develop expertise in the delivery of English, maths, and digital technologies.
- Invest in technology for learning to drive independent learning, outstanding results, flexibility of delivery, and efficiency.
- Monitor and analyse learner destinations to inform programme planning and recruitment.
- Increase the number of progressions into higher level programmes

Key Measures by 2018

- Teaching, learning and assessment observations graded 1 or 2: **95%**
- Progression rates to higher level programmes (based on prior attainment) **75%**
- Overall successful completion of apprenticeship programmes: **5%** above national average
- Overall successful completion of 16-19 study programme: **3%** above national average

- Overall successful completion of programmes for the unemployed: **3%** above national average
- English and maths successful completion: **85%**
- Attendance: Average across the training centres. **92%**
- Learner satisfaction surveys indicate that: **98%** learners are happy with training and assessment
- Continued increase in the use of technology into the programmes and working practises.

2. Excellent Learner Experience

Heart of England Training learners will experience processes and activities that will engage and inspire them to progress to their chosen career and life in modern Britain. They will feel safe, supported and develop as people, gaining understanding of other cultures, lead healthy lifestyles and learn from and respect each other.

To achieve this we will:

- Offer an excellent information advice and guidance service for all programmes both internally and externally.
- Deliver a variety of Every Learner Matters and enrichment activities to include external workshops for current topical matters.
- Identify and access financial support for learners where a barrier to learning may occur.
- Offer an appropriate range of learning and pastoral support to meet individual needs.
- Further develop stakeholder voice processes so that learners, employers and parents are actively involved with company improvement plans.
- Embed an aspirational learning culture that celebrates learner diversity and achievement to ensure that there are no signification achievement gaps.
- Continue to ensure that learners are safe and protected from radicalisation through a well-established safeguarding culture.
- Increase and widen access through technology supported by secure learning, enhancing opportunities for self-study using digital technology.

Key Measures by 2018

- Learner feedback indicate satisfaction with individual advice and guidance: **98%**
- Learners say they feel safe: **100%**

- Learners would recommend us: **98%**
- There is no significant achievement gap between different groups of learners **<5%**
- Technology is featured in all learner learning and their experiences throughout the training

3. Excellent Employer and Stakeholder Engagement

We will continue to develop excellent employer engagement in order to meet their needs and to understand aims and aspirations. We will develop strong employer partnerships and broaden our geographical coverage. We will consider new vocational areas and apprenticeship frameworks where employer demand is present. We will offer excellent advice and guidance to learners, employers, schools and parents about the local economy, training options, employment options and EDI and safeguarding topics including prevent. We will provide training for the unemployed in the skills, attitudes and behaviours that employer's need and the confidence to demonstrate this to prospective employers. We aim to be a 'one stop shop' for employer recruitment needs.

To achieve this we will:

- Offer a range of employer services that puts the employer first and gives them a single point of contact for their recruitment to meet their individual business needs.
- Offer excellent two way communication expanding on employer's involvement with technology to include an increased range of methods for evaluation.
- Involve employers in the design and delivery of training and simplify the processes for engaging in work based learning.
- Risk assess employers and learners to improve success and achievement.
- Deliver training that meets the needs of the employer and enables learners to progress in their chosen careers and develop relationships with employers that involve using industry skills, equipment and facilities. Ensure that it offers value for money and sets clear responsibilities regarding safeguarding, EDI and prevent.
- Add value for employers by encouraging learners to develop higher level skills than required by apprenticeship standards and giving them the opportunity to take part in additional training.
- Meet employer needs, where practicable, by flexible, bespoke training and delivery including maximising the use of technology.
- Engage employers in celebrating our combined success.
- Engage more employers in work experience for full-time learners.

- Plan a marketing strategy to secure apprenticeship delivery and growth by expanding into new geographical areas and in preparation of the apprenticeship funding reform in 2016.
- Partner with excellent training providers where relevant to meet demand and expand apprenticeships to include consideration of sub-contract arrangements.

Key Measures by 2018

- Employers supporting apprentices retained year on year **75%**
- Progression rates to higher level programmes (based on prior attainment):**75%**
- Numbers and income from apprenticeships: **3% growth per year**
- Progression from study programmes to positive destinations: **70%.**
- Progression from unemployed programmes to employment: **40%**
- Employer and learner satisfaction with all services and outcomes: **98%**
- Apprenticeship sector successful completions, minimum of **5% above national average**

4. Staff Excellence

We will aim to recruit, retain and develop the very best staff. We will maintain and improve staff and organisational arrangements that will support excellence in teaching and learning, and customer service. We will provide training, development and support for staff to enhance their skills and knowledge to meet the ever changing demands in the sector and support staff to achieve the excellent standard that learners and employers expect and deserve.

To achieve this we will:

- Plan and deliver effective training and development for the management team so that they have the capability to manage and motivate staff.
- Continue to invest in staff development to ensure the right skills are in place to support the attainment of the company vision.
- Use staff feedback to improve systems, processes and practices and use feedback to strive for high staff satisfaction levels.
- Introduce a staff newsletter and digital ‘talk board’ to improve and support communication between staff and the company.
- Build capacity and capability within staff teams to support strategic change.
- Maintain fair pay scales related to job role and key performance indicators.

- Establish an annual recognition and reward event to celebrate staff achievements and length of service.
- Demonstrate a strong safeguarding culture across all staff levels.
- Promote equality and inclusion and respect diversity.

Key Measures by 2018

- Overall staff satisfaction survey shows high scores of at least 4/5
- Staff satisfaction survey shows high scores of at least 4/5 for satisfaction with training
- Staff satisfaction survey shows high scores of at least 4/5 for fairness of job responsibilities
- Staff satisfaction survey shows high scores of at least 5/5 for understanding of and commitment to safeguarding responsibilities

5. Organisational Excellence

Culture

Culture is developed through the collective beliefs, values, routines, stories and symbols of the organisation and evident in its structures, systems, processes and the behaviours of leaders and staff. Heart of England Training has committed to values that underpin the culture of the company:

- To continually strive for excellence in everything we do
- To be respectful and act with integrity at all times
- To be responsive and flexible to learner and employer needs
- To encourage and support high aspirations

We will continue to take steps to ensure that the culture of Heart of England Training aligns with these values.

Governance

Excellent governance means focusing on the company's purpose and on outcomes for learners and employers including their safety and wellbeing. Heart of England Training strives to perform effectively and continues to develop the capacity and capability to be highly effective. We will promote values for the whole organisation and behave with integrity, taking informed transparent decisions and managing risk. Leaders and managers will be accountable for the Company's performance and its commitment to continually improve.

Quality Assurance and Improvement

Quality assurance and improvement is the responsibility of the whole company. We create and sustain quality systems that support excellence in teaching, learning and assessment and all other services wherever and whenever they are offered by the company. Quality systems, services and processes aim to be supportive, informative and accessible, and includes the use and analysis of data to identify areas of excellence and those in need of further development. The outcomes of quality processes, to include 'self-assessment', are used to inform and support the quality improvement plan.

To achieve this directors will:

- Review and improve our processes annually to ensure they meet the needs of all stakeholders
- Ensure consistency and compliance with all quality processes
- Use the primary research tools of observations, feedback, audits
- Work collaboratively with other organisations to identify best practice
- Support innovation, experimentation and managed risk taking that lead to effective practices that will have positive impacts
- Identify and reward examples of good practice within the company to inform staff development and quality improvement
- Identify areas of under-performance that require agreed and closely monitored plans to secure timely improvement

Financial Health and Resources for Learning

We will allocate where possible the funds identified as needed to support and advance excellent success rates and learner and employer satisfaction. We will support staff to achieve the company aims including excellent quality of delivery and growth in provision.

To achieve this directors will:

- Identify areas for increased efficiency to contribute to budget expenditure and enable investment
- Set clear actions and targets on all key efficiency measures – staff utilisation, travel, digital technology
- Use skills and experience to set a strategy and vision for the company, focussed on achieving excellence for learners, employers and stakeholders
- Support and challenge the company's leaders, managers and staff to ensure the best learning experience and outcomes for learners
- Monitor key performance measurements, particularly those related to the quality of teaching and the learner and employer experience
- Oversee the company's financial position and risk management processes

- Be involved in and ensure the rigour of the company's self-assessment process and quality improvement planning
- Be appropriately supported by professionals who will advise on the company's governance's processes and procedures

Systems and Processes

We will review and improve systems and processes so they efficiently and effectively support the company, staff, learners and stakeholders.

To achieve this we will:

- Have a learner and employer focus that identifies the impact of systems and processes on their experience
- Learn from internal and external good practice of systems or processes in need of redesign, and have a focus group tasked with application
- Replace the company 'u drive' system to allow more self-managed records, and enabling a more streamline processes for staff and managers

Review resources used by staff in their roles to identify more efficient and effective opportunities using technology

- Review finance systems and processes to be further improved
- Invest in technologies to digitalise the employer engagement sign-up and review processes, for the benefits of assessors and learners
- Review the potentials of the company management information system (PICS) to introduce a customer relationship management system and or other potentials
- Review the learner register process to ensure audit recommendations are met
- Learn and apply learning from any trends or incidents to strengthen safeguarding in the future

Key measures:

- Outstanding 'Financial Health' measured by SFA definition
- Income growth year on year in key areas: 16-18 Apprenticeships and study programme
- Annual budgets for individual centre improvement spend
- Digital sign-up and review process in place
- Effective development of staff whose needs have been identified through Quality processes - teaching grades improved to at least '2'

- 100% compliance with process deadlines
- Full compliance with safeguarding policy and procedures

Monitoring and performance management

Monitoring and performance management of the delivery of the plan will be undertaken by the directors and team and an annual review of the plan by directors will take place.

Targets

Targets to support the achievement of the strategic plan will be monitored and set annually.

Key measures 2015 - 2018

Key measure	2014 - 2015	2015 - 2016	2016 - 2017	National average	Target
Teaching, learning and assessment graded 1 or 2	86%	98%			95%
Progression rates to higher level programmes (based on prior attainment)	60%	80%			75%
Overall successful completion of apprenticeship programmes	85.2%	85%		67% (2015/ 2016)	5% above National average
Overall successful completion of 16-19 study programmes	82.8%	87.4%		80.2% (2015/ 2016)	3% above National average
Overall successful completion of programmes for the unemployed	91.6%	66.7%		87% (2015/ 2016)	3% above National average
English and maths successful completion	71%	75%			85%
Training centre attendance	92%	93%			95%
Learner satisfaction training and assessment survey indicates 98% of learners are happy with their training and assessment.	96%	97%			98%
Continued increase in the use of technology into the programmes and working practises.					
Learner satisfaction surveys indicates 98% of learners are happy with individual advice and guidance.	96%	98%			98%
Learner satisfaction surveys indicates 100% of learners feel safe.	100%	100%			100%
Learner satisfaction survey indicates 98% of learners would recommend us.	95%	98%			98%
There is no significant achievement gap between different groups of learners.	'Other' ethnicity in study programme 8.4% gap	No significant gaps			<5%
Technology is featured in all learner learning and their experiences throughout the training.					
Employers supporting apprentices retained year on year.	72%	78%			75%
Numbers and income from apprenticeships	Starts 670 Income +1.5%	Starts +21% Income +27%			3% growth per year (starts/ income)

Key measure	2014 - 2015	2015 - 2016	2016 - 2017	National average	Target
Progression from unemployed programmes to employment	29%	20%			40%
Employer satisfaction survey indicates 98% of employers would recommend us	98%	97%			98%
Successful completion for all apprenticeship sector subject areas	Business administration and law 87.3% Retail and commercial 83.8% Leisure, travel and tourism 77.8%	Business administration and law 86.8% Retail and commercial 87.2% Leisure, travel and tourism 92.8%		Business administration and law 65.3% Retail and commercial 64.6% Leisure, travel and tourism 74.4%	5% above National average
Overall staff satisfaction survey shows high scores of at least 4/5	4/5	4/5			4/5 overall score
Staff satisfaction survey shows high scores of at least 4/5 for satisfaction with training	4/5	4/5			4/5
Staff satisfaction survey shows high scores of at least 4/5 for fairness of job responsibilities	4/5	4/5			4/5
Staff satisfaction survey shows high scores of at least 5/5 for understanding of and commitment to safeguarding responsibilities	5/5	5/5			5/5
Outstanding 'Financial Health' measured by SFA definition	Outstanding	Outstanding			Outstanding
Income growth year on year in key areas: 16-18 Apprenticeships and study programme	Apprenticeship -8.4% POS -4.5%	Apprenticeship +23% POS +19%			
Annual budgets for individual centre improvement spend					
Digital sign-up and review process in place	N/A	N/A			
Effective development of staff whose needs have been identified through Quality processes - teaching grades improved to at least '2'.					
100% compliance with process deadlines.	100%	100%			100%
Full compliance with safeguarding policy and procedures					