

Strategic Plan 2020 - 2025

October 2020-

What is the purpose for a Strategic Plan

- ▶ It is a road map for LRC providing direction, drive and navigation through the 5 year journey
- ▶ It is not a tablet of stone
- ▶ It will be reviewed and updated no less that twice a year
- ▶ Each strategic aim will be underpinned with clear objectives and a methodology for achievement
- ▶ Gives all stakeholders a role within LRC through contributing and regularly feeding into the strategic plan to support its direction of travel
- ▶ All key players, collaborators and partners feed into the plan and work with LRC to achieve outcomes, and where appropriate, inform change and direction

Strategic Plan

- ▶ Your contribution and involvement is critical and essential
- ▶ A clear vision of what we will become over the following years - there will be a period of consolidation, growth and new sections/segments
- ▶ An idea of the direction of travel and developments we need to make within the next 18 months to 3 years
- ▶ From year 4 through to 5 will be less certain - the political, social and economic position may vary that will influence the direction of travel and targets
- ▶ Also key areas we need to strengthen and improve against

Our Vision

- ▶ LRC is a progressive Provider where everyone has the opportunity to grow, achieve and improve their life chances through education, training and community based activities.

Our *Mission Statement*

- ▶ Raising skills and attainment
- ▶ Delivering excellence
- ▶ To inspire people from all ages, communities and backgrounds to achieve their potential
- ▶ Working in partnership with employers to upskill workforce to meet local and other regions key objectives.

Our Values

- ▶ **Our Values** that lie at the heart of our work are:
- ▶ **Care and Compassionate Support** for all learners, especially those who could be vulnerable, marginalised or requiring support
- ▶ **Quality Service** for all that contact, enquire, enter or become a learners at LRC
- ▶ **Listen** and respond empathetically to every learner or individual
- ▶ **Generosity** in allowing people another chance
- ▶ **Respect** for all: valuing each person, their experience, opinions and choices

Embedded in the professional nature of our work, **Our Principles** are:

- ▶ **Integrity** - expressed in honesty and reliability, transparency, accountability and trustworthiness
- ▶ **Inclusiveness** - welcoming people from all backgrounds, treating them fairly, recognising and valuing their distinctiveness as individuals
- ▶ **Empowerment** - creating an environment which enables people to take control of their learning, skills and life chances, by listening to them and offering choice wherever possible
- ▶ **Equality** - in the delivery of education and training to our learners and employed staff; recognising and valuing the diversity of the communities we serve
- ▶ **Collaboration** - through our enthusiasm and commitment for working in partnership with others

What we strive to do

Our Context:

Be inclusive in all areas

Be understanding, compassionate, inviting and accommodating

Be transparent and accountable

Be responsible for upskilling learners at every stage

Be more effective in communication, both internal and external

Be more creative, stronger and bolder in marketing

Be more effective and use all resources available to achieve the challenges and goals within LRC

What we strive to do

- ▶ Be the best and demonstrate high quality in all aspects of operation, administration and quality
- ▶ Be effective team players through operating an open space office to enable sharing of good practice
- ▶ Be professional at all times

Our challenge over the next five years

Government legislation and funding changes

Audit, compliance and delivering excellence at inspection that reflect the quality of learning, leadership and operation

Uncertainty over Brexit and the impact that this may have on funding, learner numbers and skills training within the region and beyond

Staffing with the level of skills, experience and knowledge to ensure LRC meets and exceeds all standards and performance indicators

To ensure we meet all standards in relation to safeguarding, child protection, prevent, e-safety and meeting the needs of vulnerable adults

The environment, resources and equipment are of a standard to meet learner, administrative and staff team

To ensure we are fully compliant in relation to data protection

Strategic Aims

- ▶ To be a centre of excellence in education and training at all levels
- ▶ To assist in the learners driving their economic growth by supporting learners to higher education
- ▶ To be innovative in working with individuals and groups that require additional opportunities and chances through offering teaching, learning, skills and a curriculum that is delivered to a high quality and standard
- ▶ To recruit, retain, develop and reward the best staff who will take LRC forward
- ▶ To be future proofed, responsible and accountable Provider, financially viable with reserves that can be used to invest in growth that builds greater sustainability
- ▶ LRC to be a centre that people, industry and community groups feel able to refer individuals and groups to through demonstrating and achieving excellence in advice and guidance.

Strategic Aims developed further under the following headlines

- ▶ Objectives
- ▶ This will be achieved through
- ▶ Success will look and feel like this

To be a centre of excellence in education and training

- ▶ OBJECTIVES:
- ▶ To be one of the first choices for learners, employers, staff and stakeholders
- ▶ To provide outstanding teaching, learning, assessment and learner experience
- ▶ To ensure resources are of the highest order
- ▶ To become a role model education and training Charity
- ▶ To be recognised for excellent communication and marketing both internally and externally

This will be achieved through

- ▶ Achieving excellent outcomes in all external audits and against national benchmarks through effective quality assurance processes
- ▶ Implementing an effective and evolving teaching, learning and assessment strategy
- ▶ Dynamic and proactive governance
- ▶ An effective Staff Development Policy
- ▶ Investment in resources and facilities
- ▶ A robust progression strategy
- ▶ Appropriate and effective employer engagement and delivery
- ▶ Effective Community & Stakeholder engagement
- ▶ A comprehensive Learner Engagement Strategy encompassing both employability skills and personal development
- ▶ A pro-active Safeguarding and Prevent Strategy

Success will look and feel like this

- ▶ LRC has an excellent reputation in all communities and advances equality and diversity
- ▶ LRC will be deemed to be outstanding in all external audits
- ▶ LRC's brand and sub-brands are recognised and associated with excellence
- ▶ Opportunities are recognised and maximised
- ▶ Staff are empowered to take risks
- ▶ There are specialisms within LRC and good practice is embedded across the sub centres
- ▶ Learners have excellent employability skills and go on to positive destinations
- ▶ **Learners** promote LRC within their communities and industry due to the quality of service, are well informed of their social responsibilities and know how to build on their achievements and experience.

To assist in the learners driving their economic growth by supporting learners to higher education

Objectives:

To be the partner of choice for local and regional Universities to support learners to grow their workplace skills

▶ To assist in the learners driving their economic growth by supporting learners to higher education
To have a pipeline of community and other education and training organisations LRC can signpost learners and candidates too

To have a pipeline of potential partners/stakeholders that LRC can include in tenders, bids and other partnership opportunities

To be a 'Community Champion' promoting the involvement of community groups within LRC's services

This will be achieved through.....

LRC to join and work towards being a proactive member of local community groups and develop further the network opportunities

The creation of an 'Additional Services' register and become a central hub for the community groups to access and work with

The creation of the LRC approved provider register. Organisations on the approved list will be required to meet requirements and set criteria e.g appropriate governing policies, Equality Act compliant

Regular attendance at community events; stakeholder representation on project steering committees

Success will look and feel like this....

LRC joined and participates in various networks promoting services and fostering robust community links

No learner or ineligible candidate should leave LRC without information enabling them to access alternative provision

An effective register of 'Approved Providers' that adds values to LRC's offer to commissioners and other funders

Local and regional community groups recognise LRC as committed to supporting their growth; stakeholders are actively engaged in LRC project steering committees.

To assist in driving the economic growth in our region and other key regions through the delivery of education and skills aligned to local economic priorities and employment needs

Objectives

To be aware of the existing regional and local borough economic priorities and employment needs

Work with economic key stakeholders to inform the priorities and needs at Borough, sub regional and regional levels

Work with employers to better understand their HR needs and to identify emerging requirements

Employers recognise LRC as one of the first choice providers that is able to support employers across a range of areas, from recruitment through to CPD

This will be achieved through.....

Effective research using Central/Local Government sources (NOMIS ONS), sub regional strategic development plans and employer group information

Attend Local Authority engagement events and provide feedback to consultation exercises

Attend employer events, business forums and Chamber of Commerce meetings to engage employers and offer complementary services

Meeting employers and 'selling' the business case for engaging with LRC

Success will look and feel like this...

LRC provision is clearly mapped to the regional priorities and this is recognised by commissioners and funders

LRC is recognised locally, regionally and within key business sectors as a key player in being a recognised partner in shaping social and economic wellbeing and strategy

LRC actively takes part in local and regional employment events including becoming participants with presentation stands

Employers and involved in the design of projects to ensure they meet employer and industry needs. Partnering with employers and employer networks e.g. East London Business Network, Redbridge Chamber of Commerce.

To recruit, retain, develop and reward the best staff who will take LRC forward

Objectives

Robust recruitment process by a panel

Strong staff development plan

Incentivise and reward staff that develop LRC

Develop strong working relationships between departments

This will be achieved through ...

Only employ staff that meet job descriptions - robust micro teach and interview

Robust appraisal process and accurate training and development

Achieved through meeting contract targets, external feedback, repeat contracts and personal goals

Strong, creative, supportive, proactive and fair management top down

Success will look and feel like this ...

Strong teaching and learning with low staff turnover

Achieving key performance indicators and being a valued member of a team achieving and exceeding contracts

Achieving excellent success rates and customer feedback

Excellent external assessment and grades from external organisations and inspection bodies

To be future proofed, responsible and accountable charity with financially viable reserves that can be used to invest in growth that builds greater sustainability

Objectives

To have accountable trustees (board members) that are active and responsible working for the charities best interests

To have a strong senior management to drive forward the vision, mission and strategic aims and achieve excellence

To have a strong, robust financial system with reserves that can be used for investment to ensure the charity is sustainable through financially difficult times

To invest in sustainability and growth of hub centres nationally and worldwide

This will be achieved through.....

Strong and responsive financial processes

Increasing and diverse streams of income by being more financially astute in the contracts we partner with or win and secure

A three year financial plan strongly managed by the executive team and monitored by the trustees with devolved budgets for each section/manager

Being enterprising and entrepreneurial in growing the charity

Success will look and feel like....

Financially stable

Strong reserves

National and International hub centres

Strong partnership working

LRC to be a centre that people, industry and community groups feel able to refer individuals and groups to and is proactive in demonstrating and achieving excellence in Information, Advice and Guidance

Objectives

To be a centre of excellence for Information, Advice and Guidance

To have community and employer/industry links that can be celebrated with reliable, secure and successful partnership

To be known in the community as strong and effective in working hard to reach groups and learners through delivering quality and achieving high standards

To accurately and fairly support new learners on the correct and most appropriate course or work with funding links to sign post to an appropriate organisation

This will be achieved through....

Qualified, motivated and resourceful staff that are able to work with a range of learners

To be minimum Ofsted Grade 2

Strong, robust community and business connections with professional links in Industry and key community groups

To achieve and retain matrix and Investors in People and other relevant kite marks

Success will look and feel like this.....

Recognised for personal, professional and business attention given to individuals and groups

Great achievement rates

Great learner feedback

To be recognised and rewarded for the quality of our work though being a centre of excellence both locally, nationally and internationally