

Delivering the 14-19 Education and Skills Programme

Support for leaders and managers from gateway to delivery

Implementation planning and Workforce development planning

Are you involved in developing, leading or managing strategic and operational plans to ensure effective Diploma implementation? Do you have responsibility for planning staff training and development?

Would your consortium benefit from consultancy or a workshop on these issues?

What are collaborative implementation planning and workforce development planning about?

Following a successful Gateway submission, a consortium may need to remodel its Diploma implementation priorities. Most consortium leaders are experienced planners in their own institution. However, to achieve an **Implementation Plan** on a collaborative basis is new territory for everyone.

Collaborative implementation planning brings together the particular dimensions of shared vision, common understanding; agreeing resources, timescales, actions and responsibility and clear communication.

An implementation plan is a working document. It will be amended and refined over time as actions are successfully completed and new areas for development emerge. The implementation plan belongs to the consortium; accountability is primarily to partners in the consortium and to the local strategic partnership.

The implementation plan is the primary driver for putting into place all that is needed to implement Diplomas. Out of it will emerge other plans and processes, not least workforce development needs such as:

- the roles and responsibilities needed to meet implementation objectives
- identification of the skills, knowledge and behaviours that staff, existing and new, require to fulfil these roles
- identification of ways in which staff needs can be met where gaps currently exist.

There is an intrinsic link between implementation planning and workforce development planning. **Workforce development planning** is about planning for and meeting the needs of staff to enable implementation objectives to be met. Subsets of the workforce development plan will reflect the needs of different groups of staff, for example leaders and managers, practitioners, examinations officers, and identify the resources required.

Who is this support for?

This support is for leaders and managers in consortia offering Diplomas in 2009. It is specifically aimed at those with a strategic role or advisory roles within the consortia, those with a responsibility for implementation planning or staff development/ workforce planning or consortia lead contacts. To date, consortium leads for lines of learning have also participated in sessions.

What kind of support is available for leaders and managers?

- Are you finding it difficult to get others to take action to support your implementation plan and would value some help on strategy and tactics?
- As consortium leader, do you have a draft of or some thoughts about a workforce development plan but would like someone with whom to share and build ideas?
- Is your consortium now integrating a number of drafts and plans from separate consortia or partners and want to evaluate priorities and identify risks?

Bespoke consultancy support for an individual or a small group is one option.

LSIS/NCSL offers delivery consultants who have the experience and tools to help you identify issues and discuss and make progress on solutions.

“ We were able to explore where the consortium is currently, which involved looking at existing plans and also making reference to the Consortium Leadership Development Plans for all five ‘old’ consortia. The CLDPs were very useful in providing that strategic focus. In terms of where the consortium wants to go. We made reference to the Guidance Notes produced by LSIS/ NCSL.”

Delivery consultant reflecting on a 3.5-hour one-to-one session

“The initial discussion focused on the forthcoming Consortium Support Conversation and the role that the Implementation Plan would play in this process. To have the plan emailed to me so I could offer advice prior to the meeting worked well – the consortium had already acted on some of the points I had raised, so we were able to get off to a flying start.

As critical friend I reviewed the plan and raised questions on each line in the plan. This approach gave rise, in particular, to issues of organisational structure and roles within the structure. I advised on planning for contingencies in relation to this rather thorny issue. This was appreciated by the group.

Consortium members were able to leave the event with a plan of action particularly in relation to an operational meeting they were having with the full team in 2 days’ time.”

Delivery consultant reflecting on a 3-hour group consultancy session

The second option being requested by consortia is a **workshop**. These are offered on both implementation planning and workforce development planning using either a half day or full day format. The latter provides increased time for participants to work on developing plans with expert support to hand. We can either **customise** one of the programmes already piloted or design a **bespoke** event with you.

A pack of materials has been developed to support delivery that includes guidance notes, a diagnostic tool, suggested plan format and case studies.

“The workshop has helped me to develop a real understanding of what I now need to do`
`It is great to have actual examples of what others are doing.”

“The proformas are great.”

“I found the case studies very useful as it helps you to identify issues with more clarity as you are not bogged down by local issues.”

Participants on a workforce development planning workshop, January 2009

Example half day workshop on workforce development planning

This half day workshop takes participants through a process of exploring ways to identify and meet development needs for a consortium rather than a single organisation. By the end of the workshop, you will have a deeper understanding of workforce development planning, be familiar with approaches and tools you can use and have made a start on your own consortium plan.

9.30	Introduction and overview Introduction to workforce development planning and defining terms Links with implementation planning Stages of workforce development planning - WFD cycle Specific issues for workforce development in consortia and partnerships
10.00	What do we know about workforce development planning? An overview of the research that is most applicable to 14-19 consortia
10.30	Coffee break
10.45	Developing the stages of WFD An overview of some of the tools that can be used WFD readiness and case studies
11.30	The specific needs of the consortium Work in groups 14-19 Diploma workforce development planning
12.45	Identifying the route forward Identifying the next stages Decisions on what to do next for individuals and consortia
13.00	Evaluation and depart

How do I request support?

If you feel your consortium might benefit from support on implementation planning and/or workforce development planning, please make your request through your consortium leader who will then contact your LSIS/NCSL Consortium Leadership Consultant.



Delivering the 14-19 Education and Skills Programme

Support for leaders and managers from gateway to delivery

Implementation planning and Workforce development planning

Who are we?

LSIS and NCSL work together to provide a range of flexible programmes for 14-19 leaders and managers.

The Learning and Skills Improvement Service (LSIS) is the new sector-owned FE improvement service that was formed in 2008 from the merger of CEL (The Centre for Excellence in Leadership) and the QIA (Quality Improvement Agency). LSIS brings together the work of CEL and QIA to support leadership development and excellence in the sector.

The **National College for School Leadership (NCSL)** was launched in 2000 to improve the lives and life chances of all young people, by developing world-class school leaders, now and in the future. It has helped identify, grow and support leadership talent through its insightful leadership development programmes and its exceptional understanding of schools.

Next steps

For more information about all the leadership and management support we offer, please visit our websites. Requests for coaching, consultancy or for a workshop can be made through your consortium leader who will then contact your LSIS/NCSL Consortium Leadership Consultant.

The contact details for your Consortium Leadership Consultant (CLC) are available online.

National College for School Leadership (NCSL)

Telephone: **0845 609 0009**
Facsimile: **0115 872 2001**
Email: **14-19@ncsl.org.uk**
Website: **www.ncsl.org.uk/14-19**

Learning and Skills Improvement Service (LSIS)

Telephone: **0870 060 3278**
Facsimile: **020 7929 8798**
Email: **14-19@lsis.org.uk**
Website: **www.lsis.org.uk/14-19**