

<b>Document Title</b>		
<b>Employer Engagement Strategy</b>		
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<b>Summary/Description:</b>		
<p>The Employer Engagement Strategy responds to the following statement in the University's Strategic Plan 'Central amongst the challenges which we face will be managing the move from HEFCE-led growth to market-led growth whilst sustaining our strength in teaching and research and our commitment to community engagement and widening participation</p>		

## **Employer Engagement Strategy**

### **Introduction**

The University Strategic Plan notes that, ‘Central amongst the challenges which we face will be managing the move from HEFCE-led growth to market-led growth whilst sustaining our strength in teaching and research and our commitment to community engagement and widening participation.

The University of Winchester is well placed to embrace this challenge and to address the need for a demand-led approach in what is likely to remain a vibrant area of employment in the south of England through employer engagement. Employer engagement is essentially about building confidence in the HE sector among employers – public and private - so that more employers and employees commit to higher education.

The Head of Employer Engagement has responsibility for delivering this strategy, for working with employers to identify their higher-level skills needs, and to work with Faculties to develop responsive provision with the aim is to build the long-term capability and the capacity of the University to engage with employers.

In particular, there is scope for the University to develop a centralised CPD/Employability Skills offer building upon pre-existing provision in the Faculties. This will be delivered through online and blended learning as well as delivery in the workplace, residential, intensive courses, and mentored learning in the workplace.

The University of Winchester has made strategic investment in Web 2.0 technology will allow the University to diversify its learning and teaching methods/opportunities in such a way as to respond to employer needs.

## **Employer Engagement Strategy**

### **Strategic Priority 1**

***To develop a more coherent approach to employer engagement which secures significant additional income stream to the University***

The University Strategic Plan states, ‘Employers want critical thinkers who can deal with complexity, work collaboratively and make an impact in their organisations - employability is as much about transferable skills acquired by students as any specific knowledge. To enhance these features of our curriculum we will need to develop a more coherent approach to employer engagement and encourage a deeper understanding of the concerns of employers by promoting dialogue with our staff’.

The University intends to continue, develop and enhance its partnerships with employers to deliver appropriate bespoke HE provision which will contribute towards economic development and widening participation.

Key Objectives	By 2013 we aim to:
1.1 To build alternative income streams for University through the development of provision for employers	<p>Generation of additional income (additional to that delivered via core HEFCE contracted activity)</p> <p>Established relationships with at least 10 additional' major employers in North Hampshire by June 2013</p> <p>Developed flexible products attracting individuals at full cost who are seeking career change/staff development</p>
1.2 To consult with employers, employer representatives and local groups on workforce development needs	<p>Each Faculty will have produced an initial profile of Workforce Development needs by January 2011</p> <p>Minimum 50 employers consulted by January 2011</p> <p>Minimum 100 employers consulted by May 2011</p>
1.3 To establish a Workforce Development Advisory Board	<p>To have established a WDAB by June 2011</p> <p>To have established 3 consortia of SME's across the region (Winchester, Basingstoke, Andover) by September 2011</p>
1.4 To draft a Workforce Development Plan based on feedback received from the curriculum audit; and with reference to the University's Strategic Plan and the local and regional area review	<p>Produced a draft Workforce Development Plan</p> <p>Workforce Development Plan agreed and established by April 2011</p>
1.5 To communicate the Workforce Development Plan and targets to employers and local business networks	<p>Copies of the Workforce Development Plan have been discussed and distributed to employers and local business networks by September 2011</p>
1.6 To build a graduate culture to mitigate some of the intellectual isolation felt by many graduate professionals in parts of the region	<p>Establish the Enterprise Lecture in Basingstoke by June 2011.</p>

1.7 To establish use of a Customer Relation Management System (CRMS) into the University	To make full use of the capabilities of the University's CRMS system by December 2011
1.8 To secure support to the University through employer sponsorship	Have secured 30 employer sponsored student prizes by January 2012

## Strategic Priority 2

*To engage more fully with employers to design new 'products' with their interests in mind and to develop programmes with work based learning as central elements*

Employer engagement activity will be increased by focusing on the five separate roles that employers have with education:

- strategic stakeholders (curriculum design)
- partners in commercial training engagement
- customers of standard part-time HE
- partners in Work Based Learning
- supporters for employability (student placements).

Key Objectives	By 2013 we aim to:
2.1 To build an effective 'commercial' business model	Established a new commercial/financial business model for employer engagement by December 2011  Introduced a Flexible Pricing Strategy December 2011
2.2 To engage with an appropriate range of employers in the region and beyond with the aim of providing bespoke HE and appropriate CPD provision	Increased the number of employers directly involved in programme design and shared delivery by 3 additional employers  Have a CPD offer which meets the needs of employers by December 2011  Provide Organisational Needs Analysis services to a minimum of 30 employers January 2012
2.3 To establish employer engagement projects focused on the development and delivery of HE provision full cost or co-funded by employers	Co-funded student numbers increased by 20 by June 2013

2.4 To align provision to provide a match with the needs of employers	Have developed a further bespoke Logica-type model by June 2013  Increase student recruitment to the Logica Scheme – target minimum 20 students per academic year
2.5 To work with local public sector and private sector partners to identify scope to develop Higher level apprenticeships	Have established 3 HE level apprenticeships by June 2013
2.6 To design and market ‘bite size’ learning	Creation of a permanent approval panel with a retained external reviewer to enable swift approvals for small units of learning by December 2011  Secured additional resource to support employer engagement activity: appointed telesales/sales person by December 2011
2.7 To take advantage of the University’s investment in Web 2.0 technology	Feedback from employer forums, CRM and surveys will demonstrate whether increased flexibility in delivery methods better meets their needs
2.8 To widen and strengthen links with local employers in order to enhance our reputation and develop opportunities for students and graduates	Involve employers in all new programme design by 2012.
2.9 To increase the proportion of students who engage in some work based learning	Over 50% of students to be engaged in some work based learning by 2013

### **Strategic Priority 3**

#### ***Identify emerging markets appropriate to the University’s potential***

As well as continuing to build on strong public sector relationships in the Winchester area, activity will also focus on the University working in North Hampshire with a particular emphasis on Andover, Basingstoke and Deane and Rushmoor in order to broaden our regional operation (Collaborative Provision Strategy, 2008), strengthen our community engagement strategy, continue to meet widening participation targets (Widening Participation and Lifelong Learning Strategy, 2008) and to develop key specialisms in business, the creative industries and education.

The University is well-placed to continue to lead HE provision in Basingstoke, securing the involvement of other providers where appropriate. It has established a strong identity in Basingstoke and Deane, through its Chute House campus and significant involvement with the business community. It is also well placed to pursue emerging opportunities in Andover.

In Basingstoke there are higher level skills shortages that are restricting economic growth; our aim is to help close the skills gap in the local area and be a lead partner in expanding the local economy.

<b>Key Objectives</b>	<b>By 2013 we aim to:</b>
3.1 To further strengthen collaboration and sub-regional capability to raise aspirations and build Higher Education opportunity	<p>Have established a Centre for Responsible Management with activities based throughout North Hampshire</p> <p>Have held Enterprise Lectures within the wider community of North Hampshire</p>
3.2 To work with partner FE colleges such as BCOT, Brockenhurst, Eastleigh, Andover and Sparsholt to enhance and share local market intelligence	<p>Further strengthened collaboration and engagement with existing partners</p> <p>Worked with regional colleges to enhance and share local market intelligence</p>
3.3 To consult with local business partners, employers and strategic groups to gather Market Intelligence to inform workforce development plans	<p>Shared intelligence on the demand, scheduling and delivery of CPD, Management and HE qualifications that best fit with social demands and facilitate flexible participation</p>
3.4 To continue to work with a range of partners to support individuals and businesses, particularly SMEs and third-sector organisations - to provide professional knowledge and expertise to help equip them for future growth.	<p>Sought ways to link Advanced Apprenticeship with Foundation Degree/Level 4 study</p> <p>Supported businesses to help them to have a better understanding of the benefits of staff with professional qualifications and the impact this may have on their business.</p> <p>Sharing of expertise to support SME business and the Third Sector</p> <p>Supported the School of Social Entrepreneurs</p>
3.5 To develop a marketing plan and Materials which clearly identify where resources should be targeted to support workforce development.	<p>Production of a Marketing Strategy which addresses employer engagement/workforce development needs</p> <p>Production of a Marketing materials to support a employer engagement activity</p>

#### **Strategic Priority 4**

***Encourage Faculties to increase employer engagement activity and to identify employer engagement activity within their strategic plans***

The aim will be to build on existing levels of employer engagement in respect of all areas of University activity.

It is important that such engagement is strategic and takes due cognisance of University, regional and national policy developments.

<b>Key Objectives</b>	<b>By 2013 we aim to:</b>
4.1 To encourage Departments and Faculties to embed Employer Engagement their strategic planning	Identify staff within each faculty responsible for developing and monitoring relationships with employers  Ask Faculties to address employer engagement in their strategic plans.
4.2 To ensure data and systems to support the setting and monitoring of targets and performance is sufficiently robust	Have use the CRMS as an effective tool for managing the employer journey and for analyzing local market intelligence
4.3 To encourage Faculties to be pro-active in working on Employer Engagement activities	Created alternative income stream(s) through employer engagement activity within each Faculty