



National Star

Realising the aspirations
of people with disabilities

Building our Brighter Future

Organisational Strategy 2023



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1. Executive Summary

National Star is a charity providing education, personal development, care, accommodation and support services for young people and adults with a broad range of physical and learning disabilities and complex PMLD (profound and multiple learning disabilities).

National Star's strategy over the next five years starts by recognising that the organisation is currently in a position of strength, both in terms of the quality of its services provision as well as in terms of its stability and resilience, however there are key areas that require further development. The resilience has been evidenced by the continuity of services maintained during the pandemic and economic challenges of recent years, as well as the organisation's financial position. Due to the pandemic, some plans to grow or develop since 2020 have been paused as the priority was to ensure day-to-day operation was safe and effective. National Star is now able to reignite the growth and development plans captured in the strategy, which will evolve as progress is made.

The quality of provision across the curriculum and other services must be consistently embedded and sustained and demonstrated/evidenced through clear intent, implementation and impact. This was recently noted in the January 2023 Ofsted inspection of the Ullenwood and Hereford provision, where National Star was graded an overall 'Good', a reduction from the 2018 grading of 'Outstanding'. Continuous improvement is part of the culture and ethos of National Star and the strategy reflects how we plan to improve the curriculum offer to strive to be graded 'Outstanding' once again.

To achieve this, we must continue to invest in staff, facilities and resources, with a particular emphasis on the stability of the Leadership and Management structure across the organisation, taking accountability and responsibility for areas that suit the skills and expertise of the Senior Management team and Operational Heads. The Leadership and Management structure must be resilient to sustain high quality and prepare the organisation for the next phase of improvement and growth.

Building expertise, improving systems and processes, and investing in additional non-statutory income streams such as National Star's external training and consultancy offer will support the charity's capacity for growth.

It should be noted that whilst the growth and development of the training and consultancy offer as an important non-statutory income generating activity, it is also an essential component of National Star's desire to be seen as a leader in the sector, working in collaboration with other providers. This approach will allow the organisation to remain current and be well positioned to influence the quality of specialist education and care which people with disabilities receive from providers across the UK, through collaborating, training and developing colleagues across the sector.

Recognising this position of strength, this strategy describes an aspiration to build on the two areas of operational expertise – delivering high quality learning programmes and providing high quality care services for young people and adults with a broad range of physical and learning disabilities and complex PMLD – to continuously improve, grow further and work with a greater number of individuals and influence opinion formers and decision makers across the country by being a recognised leader in the sector.

2. The Priorities – Our Key Aims

Review curriculum, efficiency and cost models – SO1

Objective: To review curriculum and funding models for all education and therapeutic provision to sustain and further improve high quality teaching and learning and value for money. Ensuring that a recognised curriculum and therapeutic offer can be operationally delivered through staff expertise, resource, and innovative technology, to recognise and record progress for students with the most complex of needs.

Increase specialist accommodation at Ullenwood and facilities in Hereford to meet future need and demand – SO2

Objective: Considering organisational priorities and funding sources, agree plans to create more facilities and teaching space in Hereford and confirm priorities for Phase 2 of 'Building a Brighter Future' capital development programme at Ullenwood, to increase student resources.

Establish additional satellite education provision in England – SO3

Objective: To establish a new pilot satellite education provision, potentially through partnerships with GFE (General Further Education) providers in England, in response to meeting local need.

Sustain education provision in Wales – SO4

Objective: To continue providing an education and therapeutic provision in Wales either by collaborating with a Welsh GFE provider or standalone National Star provision. The new environment must enable a high quality, diverse and value for money curriculum and therapeutic provision to be delivered to a minimum of 25 learners in a sustainable model.

Strengthen the delivery model for long-term living for growth – SO5

Objective i: To establish a sustainable delivery model for long-term living in line with funded hours that maximises quality and value for money.

Objective ii: Establish long-term living care provision in Wales, either through collaboration with an accommodation provider, or as standalone National Star provision by 2026.

Objective iii: To protect the long-term accommodation offer in Malvern by either the purchase of the property or new tenancy agreement/landlord. Increasing the offer of places through registered or domiciliary care to form part of the long-term accommodation growth strategy in England.

Develop community income generation – SO6

Objective: To open a further two to five locations for charity retail to provide additional income generation to the charity and raise the profile of the charity in local communities. Strengthen and diversify fundraising activities.

Expand National Star's external training and consultancy offer – SO7

Objective: To share best practice by developing new training and consultancy services to market across the education and care sector, as well as other sectors where National Star holds significant expertise.

Establish the organisation's people strategy – SO8

Objective: To retain, recruit and nurture highly skilled staff to meet the current and future needs of service users.

Implement system resources – SO9

Objective: To ensure that appropriate systems and processes are in place to enable the organisation and its staff to deliver high-quality, cost-effective services to all its service users.

Develop organisational KPIs and Management Information – S10

Objective: To ensure transparent monitoring and reporting of agreed KPIs and Management Information (MI) across all strands of the organisation.

3. Matching Capacity to the Ambition

Senior Management Capacity

It is important to ensure that the Senior Management team has the capacity to oversee this agenda. Now that the pandemic has subsided, Senior Management are again able to focus on some of the more strategically important priorities, and the Chief Executive Officer (CEO) will be able to prioritise the ambassadorial role and other externally facing activities to raise the profile of National Star.

In addition, continuing to develop the next level of management, National Leads (functional experts) and Heads of Department (middle managers), will provide resilience and succession planning opportunities to support Senior Management over the forthcoming years.

The role of Chief People Officer (CPO) was appointed in January 2023 in recognition of the importance of National Star's largest and most important key stakeholder, its employees. This role will improve all functions that support the people who work across National Star to ensure they have fulfilling careers at all levels, thus delivering high quality services that will directly or indirectly benefit all young people and adults accessing National Star's education and care services. The Chief People Officer forms part of the Executive team and will support the charity into the next phase of development.

Financial stability is of key importance during some of the most economically turbulent times the charity has faced. Ensuring immediate and future financial sustainability is critical and, with that in mind, strengthening the Senior Management team with the appointment of a Director of Finance is considered prudent to the charity's succession and development plans.

Furthermore, for service delivery to grow, as well as maintain and further improve high-quality provision, it is critical that there is sufficient leadership to pave the way. Reviewing the responsibilities of service delivery directors, including recruiting a third director, alongside the permanency of the Interim Chief Operating Officer (COO) position will prove crucial for National Star to realise the strategy. We will ensure Operational Management have the appropriate areas of responsibility.

Infrastructure Capacity

Part of supporting staff to deliver the strategy is the need to ensure that the appropriate infrastructure, systems and processes are in place. Some of the key objectives under this area include:

- Investment in key systems and IT solutions that drive efficiency and effectiveness.
Areas to specifically address:
 - Identify and implement off-the-shelf enterprise cloud services to replace legacy services.
 - Integrate enterprise systems to facilitate a single source of information and eliminate multiple entries of data.
 - Data/document classification and retention policies.
- Investment in additional staff resources with expertise to review and affect key organisational processes, (e.g., the assessment processes, costings, and ways of working) with the goal to drive organisational value.

- Ongoing review of information security best practices to ensure the continuous implementation of improvements to enhance information security compliance against anticipated risks and known standards.
- Reporting services analysing usable data sources to produce timely Management Information and Business Intelligence via automated reporting and dashboards.
- Tried and tested business continuity planning to ensure during service outages that the organisation's core (and infrastructure) services are maintained and effective.

Financial Capacity

Having successfully managed the uncertainties of the pandemic and maintained the delivery of services, the charity has also experienced the recent financial pressures from the economic environment and inflation. The organisation will need to continue to balance the needs of meeting increasing costs, remunerating its employees competitively and securing appropriate funding for its services.

In the short term, those pressures have led to the charity drawing upon its resources and reserves to underpin the retention and recruitment of staff. The organisation has also recognised the need to continue to protect the quality of its provision through investment in the resources and facilities that will enable services to be maintained and developed.

The focus for the charity's growth in the next few years is additional long-term living services in England and Wales and delivering additional day education, potentially in partnership with GFEs (General Further Education colleges).

To enable us to grow the long-term living offer, the organisation must first ensure the long-term living model is financially sustainable.

The capital funding required to support new initiatives will be met through the careful management of existing financial resources, fundraising and securing capital funding based on financial business models for future sustainability, that can withstand significant economic fluctuation.

The challenges we have faced in 2022-2023, in securing agreement from local authorities on inflationary fee increases needs to be considered as we submit funding applications for new placements. For the charity to remain sustainable, a full cost recovery model of services should be achieved and an ongoing standardised review process for long-term living fees and student fees should be implemented.

However, there is an ever increasing need to ensure we operate efficiently, deploying staff effectively and managing overheads appropriately in order to demonstrate value for money.

Staff Capacity

Having enough highly skilled staff who are appropriately trained is essential to maintain quality and develop capacity for growth. To meet the current and future needs of service users, we need to meet the following tactical objectives:

- Provide accurate MI data relating to deployment, attrition, and vacancies monthly, utilising one source of data and ensure there is a pipeline of data shared in a timely manner with managers by the end of August 2023.
- Utilise structured processes to ensure that all employees can receive training, development and qualification to assist them to thrive in their current role, and work towards any future career opportunities identified.
- By end of 2023, identify all roles with qualifications which could be funded through the apprenticeship levy and provide formal qualifications to as many employees as possible, for maintaining employee

professional development motivation. Develop relationships with Apprenticeship Levy paying companies that donate funding for a minimum of five employee apprenticeships.

- Implementation of a Mentoring Programme, initially through line managers, by September 2023.
- Actively listen to the views of employees through mechanisms such as employee survey (annually) and LINK (availability accessed easily), and great leadership and management. Understanding what is important to employees, implementing improvement initiatives where possible and providing feedback where suggestions are untenable. Continuously seeking to be envied as a best place to work through strategies that allow the organisation to adapt and strive.
- Reviewing the use of different labour strategies (direct recruitment, Peri, Agency, internal transfer, overseas labour provision, etc.) within the organisation and making changes to improve efficiencies and reduce cost by end of August 2023.
- Recognised as an employer of choice, maximising the retention and increasing the attraction of new recruits to the organisation through recruitment campaigns which attract the best talent in a planned and organised manner by end of August.
- Generating a longer-term plan to address skill shortages through talent generation strategies by December 2023.

Culture, Values and Communications

National Star's services are anchored to the organisation's ability to recruit, retain and develop professional and high-quality staff. Establishing a strong culture, values and internal communications is an integral part:

- We are acknowledged as an employer of choice.
- We are a place where employees are supported to develop both professionally and personally.
- We are all encouraged to be champions of our culture.
- Our values are clearly articulated, commonly accepted, visible in both words and actions across the organisation and lived out daily by all (without exception).
- We bring our values to life through demonstration of our individual and collective behaviours.
- We are bold to challenge ourselves when we fall short.

To achieve and embed this culture we need to ensure that National Star continues to develop inclusivity across the charity to benefit all stakeholders. The organisation has created an Equality, Diversity, Inclusion (EDI) working group and peer support groups for staff and one for students/residents. An employee engagement calendar has been created and will be updated each year to encourage staff to get more involved in EDI activities and discussions.

To ensure our internal communications enable the organisation to listen to the views of users and staff, we need to:

- Review how service users influence the development of services and making relevant changes to ensure the organisation is meeting users' needs and that they play a key role in the organisation by August 2023.

To ensure our external communications enable us to share opinion and best practice in order to champion and promote high quality education, therapeutic and care services, we need to:

- Invest in the development of a new website to successfully promote National Star as a quality provider with it completed by January 2024.

To define and implement a Digital Strategy encompassing all aspects of life and working at National Star. Ensure the Digital Strategy is flexible and routinely reviewed to:

- Understand our service users' needs both current and future.
- Ensure staff have appropriate technology and services to effectively perform their roles.
- Combine technologies under one umbrella to ensure cohesivity of service delivery whether to staff, students, residents, or visitors.
- Provide a channel for staff, students and residents to influence the roadmap for our technologies.

Brand Profile

National Star is committed to continue sharing views and best practice to champion and promote high quality education, therapeutic and care services across the sector in the UK and globally. It is also seen as essential for National Star to be seen as a leader in the sector, working in collaboration with other providers. This approach will allow the organisation to remain current and be well positioned to influence the quality of specialist education and care which people with disabilities receive from providers across the UK, through collaboration.

To achieve this, we need to:

- Contribute to all appropriate Government and sector consultations.
- Work more closely with key individuals in all tiers of government.
- Develop networks to ensure key people of influence know of and understand National Star and proactively support the work of the charity through various means.
- Work in collaboration with other providers across the sector, either by directly delivering services or indirectly influencing provision, sharing best practice and leading the way in co-production.
- Seek and capitalise on all opportunities to speak publicly about National Star and the wider disability sector to raise awareness, understanding and support.
- Ensure that all publicity has a clear purpose of raising the profile of specialist provision and the motivation is defined by increasing awareness and understanding.

4. Strategic Objectives – Implementation Plans

Strategic Objective - 01: Review curriculum, efficiency and cost models

To review curriculum and funding models for all education and therapeutic provision to sustain and further improve high quality teaching and learning and value for money. Ensuring that a recognised curriculum and therapeutic offer can be operationally delivered through staff expertise, resource and innovative technology to recognise and record progress for students with the most complex of needs.

Strategic Owner: *Director of Learning and Support (Jojo Kingsbury-Elia)*

Operational support to owner:	Action:	Commencement / Completion Date:
DD/SW/CP	Define delivery model and associated costing model/assumptions and sense check value for money against current model	July 2023
DD/EH/SW	Revise real time tracking of student numbers for MI planning and impact on staffing	March 2023 / July 2023
DD/EH/SW	Produce minimum of monthly tracking of anticipated student numbers for subsequent years for staffing and budget planning	May 2023 / July 2023
DD/EH/SW	Revise hours planning model to simplify and make more accessible to key managers	June 2023 / July 2023
MR/KS/JM	In September 2023, pilot new delivery structure for existing cohort with particular attention to deployment of staff	September 2023 / December 2023
DD/SW	New delivery structure to be implemented for September 2024 starters	September 2024 / September 2027
SW	New technology / system for recording learner journey from assessment to transition out of college	September 2023 / December 2026

Strategic Objective - 02: Increase specialist accommodation at Ullenwood and facilities in Hereford to meet future need and demand

Considering organisational priorities and funding resources, agree plans to create more facilities and teaching space in Hereford and to confirm priorities for phase 2 of 'Building a Brighter Future' development programme at Ullenwood and to increase student accommodation.

i) Decision making Ullenwood and how to implement and when

ii) Decision making Hereford and how to implement and when

Strategic Owners:

i) Deputy Chief Executive (Peter Horne) and Director of Services (Megan Rogers)

ii) Deputy Chief Executive (Peter Horne)

2 a) Ullenwood

Operational support to owner:	Action:	Commencement / Completion Date:
ZB	Phase 1 of Ullenwood development to be open and operational	September 2023 / December 2027
DD	Develop student numbers document to provide data on student turnover for next three years to understand demand for day college and residential college spaces at Ullenwood	May 2023 / August 2023
SW/DD	Identify day student applications for Ullenwood that could be redirected to Heart of Worcester	May 2023 / July 2023
Exec	Agree purpose of more accommodation and approve by Trustees	April 2023 / July 2023
CV/PH	Finalise plan for fundraising strategy for Phase 2 development	April 2023 / July 2023
HP	Secure changes to planning permission	April 2023 / August 2023

2 b) Hereford

Operational support to owner:	Action:	Commencement / Completion Date:
DD	Review demand for day student places in Hereford for 2023-24	March / April 2023
SW	Decision to be made for capped student numbers in Hereford for 2023-24	March / June 2023
SW/SN	Confirm plans to create more space at the Eveson Centre	March / June 2023
PH	Develop and finalise capital plan to fund additional work	April / July 2023
PH	Seek Trustees' approval	June 2023 / July 2023
PH/HP	Construction work to commence and to be completed	August 2023 / January 2024

Strategic Objective - 03: Establish additional satellite education provision in England

To establish a pilot satellite education provision, potentially through partnerships with GFE (General Further Education) providers in England, in response to meeting local need.

Strategic Owner: Chief Operating Officer (Simon Welch)

Operational support to owner:	Action:	Commencement / Completion Date:
PH/CP/JKE	Develop clear business plan for delivering Specialist Education at GFE college	March 2023 / May 2023
DD	Gain GFE confirmation of agreement and sustainable commitment from relevant LA to support the partnership	April 2023 / May 2023
SW	To deliver recommendations to Risk and Assurance	April 2023 / July 2023
PH	Recommended project to be submitted for Trustee agreement to proceed	June 2023 / July 2023
DD/SW	Get sub-contract in place from GFE in line with ESFA requirements and joint organisational protections	June 2023 / July 2023
PH	Review facilities and refurbishment design agreed by partner GFE	February 2023 / June 2023
RH/GB/KW	Implement staff recruitment campaign plan	June 2023 / September 2023

Strategic Objective - 04: Sustain education provision in Wales

To continue providing an education and therapeutic provision in Wales either by collaborating with a Welsh GFE provider or standalone National Star provision. The new environment must enable a high-quality, diverse and value for money curriculum and therapeutic provision to be delivered to a minimum of 25 learners in a sustainable model.

Strategic owner: Chief Operating Officer (Simon Welch)

Operational support to owner:	Action:	Commencement / Completion Date:
JM/PH	Develop clear business plan for delivering Specialist Education at Coleg Gwent. Confirming timings of re-location and possible extension to existing lease until 2027.	April 2024 / August 2024
PH/JM/JKE	Review facilities and refurbishment design of new Coleg Gwent Newport Campus	April 2024 / August 2024
DD/JM	Present to SMT and Board anticipated impact on student recruitment in Wales with implementation of Additional Learning Needs Act changes and seek approval from Trustees	February 2024 / June 2024
RH/GB/KW	Staff Recruitment Plan	April 2025 / July 2025

Strategic Objective - 05: Strengthen the delivery model for long-term living to aid current

financial performance and enable growth of long-term accommodation and care services in Wales and Malvern.

- i) To establish a sustainable delivery model for long-term living in line with funded hours that maximises quality and value for money.
- ii) Establish long-term living in Wales, either through collaboration with an accommodation provider, or as a standalone National Star provision by 2028
- iii) To protect the long-term accommodation offer in Malvern by either the purchase of the property or new tenancy agreement/landlord. Increasing the offer of places through registered or domiciliary care to form part of the long-term accommodation growth strategy in England.

Strategic Owner: Director of Services (John Mann)

i) Operational support to owner	Action:	Commencement / Completion Date:
SJ/CP	Develop a model to charge for all new and future long-term placements which can be operationally deployed against	March 2023 / August 2023
SJ	Complete pilot of new staff deployment efficiencies at Ledbury Road and roll out across all other long-term provision based on findings from the pilot	Feb 2023 / August 2023
ii) Operational support to owner	Action:	Commencement / Completion Date:
PH	Information share with Trustees regarding current position on the property in Malvern	January 2023
CP/HP/PH/JM	Recommendation to Trustees for agreement on ownership of and potential of development at property in Malvern	April 2023 / July 2023
PH	Establish financing options	April 2023 / July 2023
PH/CP/DD	Apply costing model for support and staffing for residential and supported living models	March 2023 / April 2023
PH	Seek approval of business plan from Trustees	April 2023 / July 2023
PH/HP	Conclusion of Recommendations if agreed	September 2023 / October 2023
iii) Operational support to owner	Action:	Commencement / Completion Date:
JM/SJ	Research housing and long-term living models in Wales and numerous opportunities and implications.	April 2024 / November 2025
SMT	Confirm if model for Wales will provide residential care, supported living or a combination of both	November 2024 / April 2026
JM/CP/DD	Apply costing model for support and staffing for residential and supported living models to inform new business plan	March 2025 / April 2026
JM/SJ	Communicate with Care Inspectorate Wales (CIW) plans for opening LTL accommodation in Wales	May 2025 / December 2025
JM	Confirm business plan and recommendation to be made to Trustees	January 2026 / April 2026

Strategic Objective - 06: Develop community income generation.

To open a further two to five locations for charity retail to provide additional income generation to the charity and raise the profile of the charity in local communities. Strengthen and diversify fundraising activities.

Strategic Owner: Deputy Chief Executive (Peter Horne)

Operational support to owner:	Action:	Commencement / Completion Date:
AS/TW	Developing the charity retail offer by increasing number of shops by 2-5	April 2023 / January 2025
CV/PH	Continue to invest in Trusts, Foundations and Legacy income streams and investigate new opportunities.	August 2023 / December 2026
AS/CV	Develop supporter database and stewardship programme	June 2023 / April 2024
AS/CV	Embed regional fundraising role to strengthen community fundraising	April 2023 / January 2024

Strategic Objective - 07: Expand National Star's external training and consultancy offer.

To share best practice by developing new training and consultancy services to market across the education and care sector, as well as other sectors where National Star holds significant expertise.

Strategic Owner: Chief People Officer (Rachel Harber)

Operational support to owner:	Action:	Commencement / Completion Date:
MaRob/SMT	Document existing Education and Training Foundation commitment and ensure appropriate resources are in place to deliver	March 2023 / March 2024
CP/MaRob/RH	Develop individual P & Ls for each element of the training and consultancy being delivered to inform overall business plan and budget forecast	April 2023 / April 2024
MaRob/DMN	Agree all new training material to offer externally 2023/2024	May 2023 / December 2024
SMT/MaRob	Co-ordinate internal resources to fulfil the delivery commitment	May 2023 / December 2024

Strategic Objective - 8: Establish the organisation's people strategy.

To recruit, retain and nurture highly skilled staff to meet the current and future needs of service users.

Strategic Owner: Chief People Officer (Rachel Harber)

Operational support to owner:	Action:	Commencement / Completion Date:
RW/GB/KW	Implement a formal recruitment strategy to ensure efficient and effective recruitment processes in line with the overall people strategy	March 2023 / September 2023
RW, EIHo and HRBA's	Develop simple communications to ensure all employees understand staff rewards and benefits received and in place with ease	March 2023 / April 2023
DMN/SMT	Implement a gradual but structured mentoring system where roles allow and will benefit	July 2023 / September 2023
RW/DMN	Performance Management – confirm that iTrent is the right system to move to continuous performance management. If iTrent unsuitable, source alternative, ascertain timescales for implementation, and implement successfully. Long term, gain better monitoring and reporting of performance related data	March 2023 / September 2024
DMN/EIHo	Maximise qualification and training opportunities and ensure clear communication of opportunities for career development	March 2023 / September 2023
RW/CW	Monitor attrition, retention data closely and apply agile approach to data provided.	March 2023 / August 2023
RW	Review sickness absence policy and ensure it is fit for purpose to maximise attendance and wellbeing.	March 2023 / April 2023

Strategic Objective - 9: Implement system resources.

To ensure that appropriate systems and processes are in place to enable the organisation and its staff to deliver high-quality, cost-effective services to all its service users.

Strategic Owner: Director of Business Improvement (Simon Bridgnell)

Operational support to owner:	Action:	Commencement / Completion Date:
MT/JP	Investment in key systems and IT solutions that drive efficiency and effectiveness	January 2023 / December 2027
IB	Data/document classification and retention policies	January 2023 / December 2023
IB	Implementation of data/document classification and retention across all services	February 2023 / December 2026
MT/JP	Integrated enterprise systems to facilitate a single version of the truth and eliminate multiple entry of data	September 2023 / August 2028
MT/JP	Implementation of off-the-shelf enterprise cloud services to replace legacy services	September 2023 / August 2028

Strategic Objective-10: Develop organisational KPIs and Management Information

To ensure transparent monitoring and reporting of agreed KPIs and Management Information (MI) across all strands of the organisation.

Strategic Owner:

10 a) Director of Funding and Management Information (Dave Dalby)

10 b) Director of Business Improvement (Simon Bridgnell)

10 a)

Operational support to owner:	Action:	Commencement / Completion Date:
DD/SMT	Identify specific headline areas of organisational KPI requirements	March 2023 / April 2023
DD/SMT/operational managers	Breakdown headline areas into operational specifics for reporting and monitoring	April 2023 / June 2023
DD/EH	Identify sources of information for operational specifics and how they be harvested	June 2023 / July 2023
DD/EH	Produce draft 1 KPI report format for review and feedback from SMT and operational management	July 2023 / September 2023
DD/EH	Revise to agreed version and timescales for regularity of reporting	September 2023 / October 2023
DD/EH	Refine and add to reporting from regular feedback from SMT and operational management	October 2023 / ongoing

10 b)

Operational support to owner:	Action:	Commencement / Completion Date:
DD/EH/MT/Data Analyst	Identify KPI reports that can be transferred to Dashboard format based on "12 a)"	November 2023 / January 2024
Data Analyst /DD/EH/MT	Prototype sample KPI dashboards for iterative development, test and acceptance by SMT.	January 2024 / April 2024
Data Analyst /DD/EH/MT	Continuous development and implement MI PowerBI dashboards	May 2024 / May 2026
MT/Data Analyst	Amalgamate and analyse NS data sources to develop MI and organisational dashboard data sources	May 2023 / April 2026

Note, all completion dates are anticipated for the end of the indicated month unless otherwise specified.

References

Staff Initials to Full Name

Initials	Name
AS	Andrew Stark
CP	Claire Paine
CV	Catrin Viveash
DD	Dave Dalby
DMN	Dawn Macey-Norris
EH	Emma Hall
EHo	Elaine Hodgkin
GB	Gina Bizat
HP	Hugh Piggott
HRBAs	HR Business Advisors
IB	Ian Bilsborough
JKE	Joanna Kingsbury Elia
JM	John Mann
JP	James Palmer
KS	Kirby Shepherd

Initials	Name
KW	Katherine Welsh
MaRob	Matt Roberts
MR	Meg Rogers
MT	Matt Tetlow
PH	Peter Horne
RH	Rachel Harber
RW	Rob Walker
SB	Simon Brignell
SJ	Sue Jefferies
SMT	Strategic Mgmt Team
SN	Sasha Narey
SW	Simon Welch
TW	Tina Walsh
ZB	Zoe Barnett

Acronyms

Acronym	Full Title
ETF	Education and Training Foundation
IT	Information Technology
KPI	Key Performance Indicator
LINK	Not an acronym – NS' staff representative group
MI	Management Information
PMLD	Profound and Multiple Learning Disabilities