

Pipeline: Capacity Building and KPIs

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Aim of this workshop

- To explore the alignment of capacity and structure with provider KPIs.

Outcomes

- Determine KPIs for your strategic plan
- Establish the strengths and limitations of your current staffing structure in relation to KPIs
- Propose creative solutions to develop your existing staffing structure

**Sufficient
Staff Capacity**



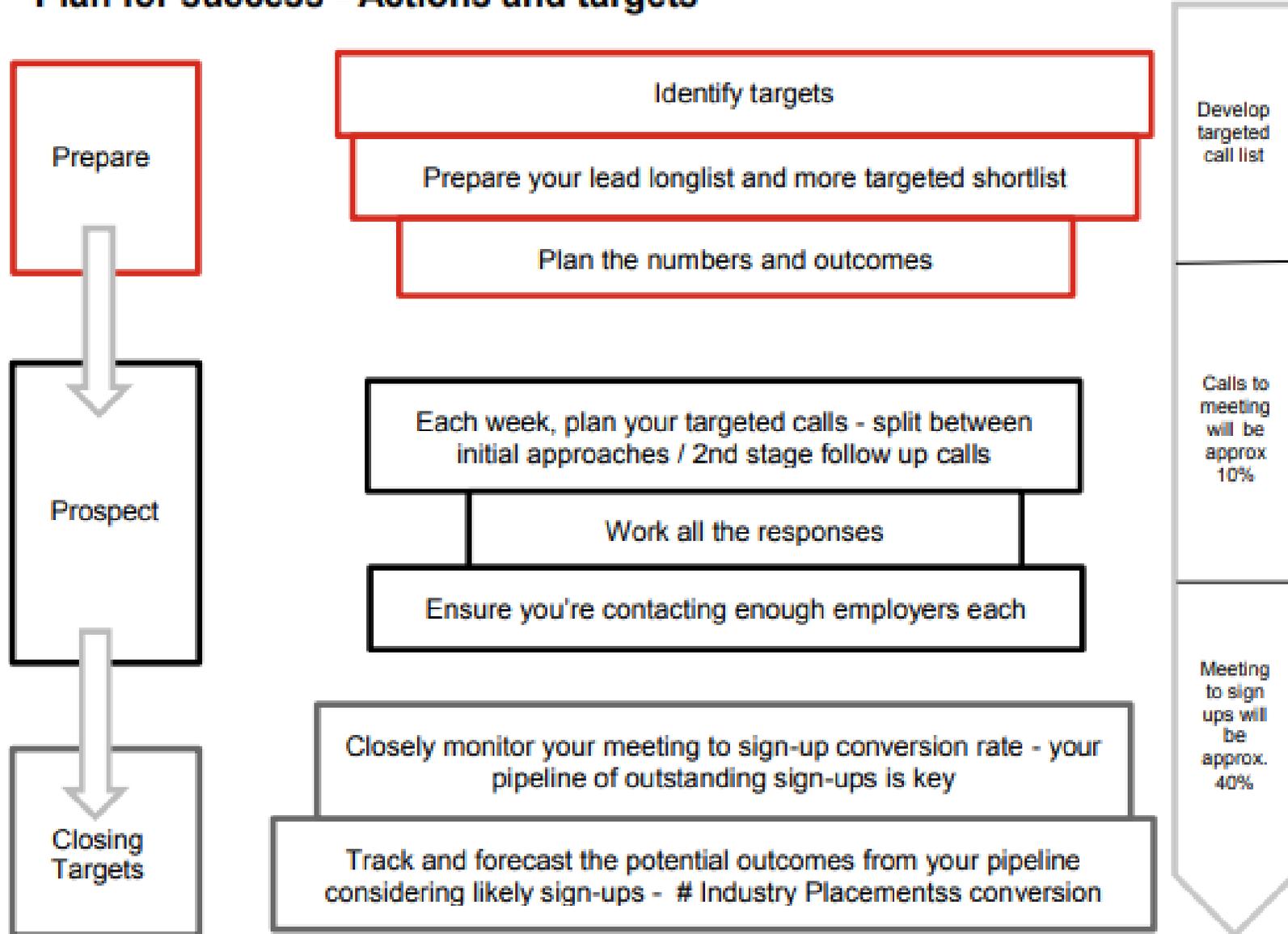
**Targeted
Staff
Structure**



**Timely KPI
Setting**

Effective Capacity Building

Plan for success - Actions and targets

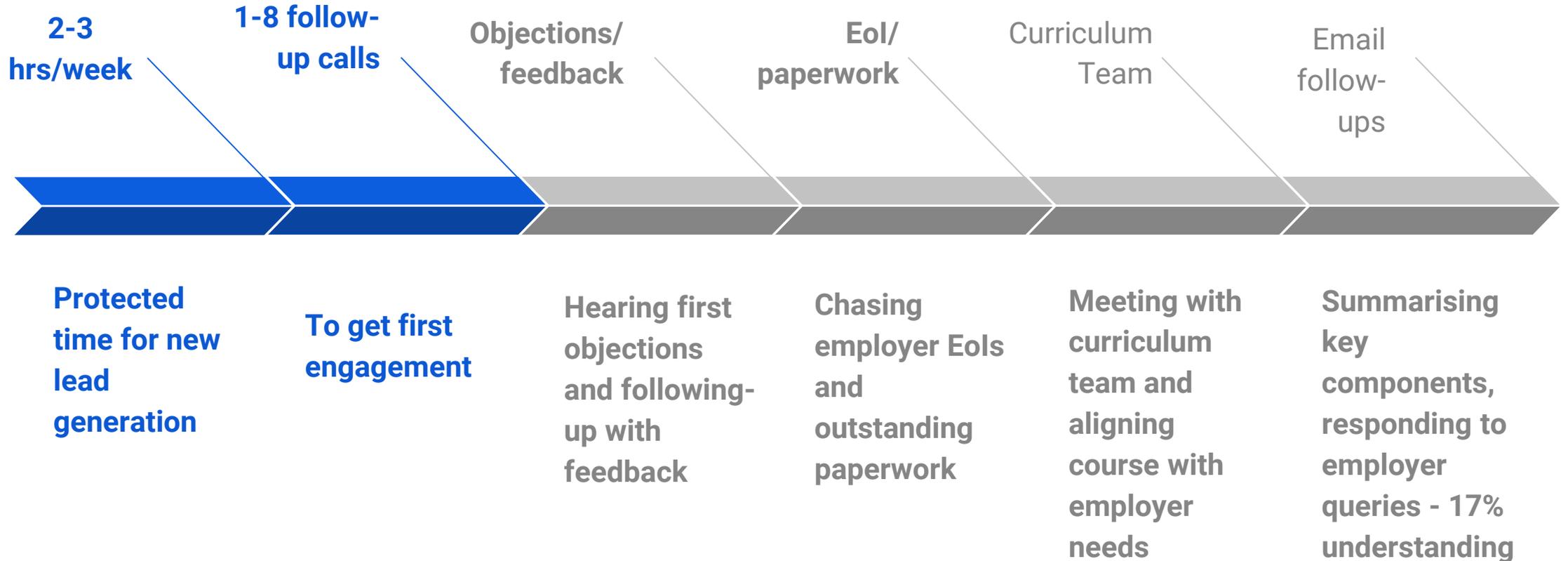


Risk Assessment - Staffing

- Fishing - not just time landing those placements that ultimately work, it's all the groundwork
- Detailed process of lead generation
- The pilot demonstrated that sufficient staffing resource was vital to successful capacity building, and also highlighted the many different staffing structures used by education providers.
- The average amount of time taken to set up a placement (leading KPIs) varied considerably between employers and routeways, with some employers needing to be contacted numerous times over several hours/days before meetings were agreed



Indicative Timeline: Leading Indicators



Lagging Business KPIs: Progress and 'Big Issues'

- Leading (input oriented) and lagging indicators (output oriented) - use both
- Targets set during the design phase used conversion rates based on feedback from employers during the consultation phase and previous experience from other business development teams within TCN.
- Numerous factors affecting KPIs - route, numbers, existing links, geography etc.
- 20 different statuses between KPI 1-5 from 1st to 8th contact
- Key conversions: **leads:meetings**; **first meetings to Eol**; **leads:placements**

KPI	Total number achieved	Target conversion rate	Conversion % achieved	Total Target	% Achieved
KPI 1: Employer lead generated	10,508	N/A	N/A	11,164	94%
9.68% KPI 2: First stage meetings	1,017	10.00%	9.68%	1,575	65%
KPI 3: Second stage meetings	157	20.00%	15.44%	324	48%
57.6% KPI 4: EOIs submitted	586	40.00%	57.62%	634	92%
KPI 5: EOIs signed	436	80.00%	74.40%	511	85%
6.99% KPI 6: Total Industry Placements sourced	735	4.70%	6.99%	714	103%

Establish Your Indicative Targets for Next Year

	Conversion rate	Your Targets
KPI 1 Leads to be generated	n/a	
KPI 6 Placements sourced	7% of KPI 1	

Use your individual cohort target for next year (20%) as your starting point.

- 1. Divide your target cohort number by 7.**
- 2. Multiply the answer by 100.**

This gives you the indicative number of leads you will need to generate based on the conversion rates from the pilot carried out by The Challenge.

Remember that other factors will affect the exact amount of leads required for your institution, but this is a useful approximation.

Routeway Conversion Rates and Considerations: Applied Science

The overall conversion rate for Applied Science was **one of the lowest on the pilot** at 3.81%. Slightly skewed by the fact most of these placements were in London, where there is high volume of employers within the sector but relatively few with the possibility to offer lab based roles. The employer engagement team therefore did generate a high volume of leads to ensure we were covering enough of the market to source the required number of placements. **At scale across the country, you would expect the conversion rate to be slightly improved.**

Barriers:

- Highly competitive industry often involving well-trained and highly qualified roles
- A high volume of graduates for entry level roles, most of which are at graduate or masters level
- There are financial incentives in place for most pharmacies to hire graduate and masters
- Safeguarding and confidentiality concerns based on sensitive nature of work being completed

Hospitality and Catering

Hospitality & Catering was one of our most **successful and easiest routes** to source the required number of placements for the pilot, with a 35% conversion rate.

The route also showed the **highest number of placements per EOI** across all routes covered in the pilot – with an average of 6.7 placements offered per employer.

Barriers

- It can be a challenge to source placements that can guarantee the learner will be developing the level of technical skills required – the tasks available for students will vary greatly dependent on the business type e.g. local café vs high end café
- Is relatively easy to source part-time work within the industry; there is therefore a high proportion of students already working in the industry with a reluctance to take an industry placement alongside that job
- Peak periods for the sector (and therefore when employers would most benefit from a student) generally fall outside of core curriculum hours e.g. evenings, weekends, school holidays
- Seasonal challenges in sourcing placements: placements in spring term (January – March) are always likely to be more challenging falling immediately after Christmas period when many hospitality businesses are reducing their staffing teams

Engineering

Although the overall number of placements sourced exceeded 100% of the overall target, Engineering and Manufacturing did prove to be one of the industries where employers have the **most concerns about how industry placements could be offered at scale.**

The conversion rate (9.67%) was affected by time constraints faced in sourcing autumn placements; we therefore had to take a very targeted approach to the volume of their leads generated. We would therefore **expect overall conversion rates to be much lower for this route at scale.**

Barriers:

- Health and safety concerns for creating meaningful roles for under 18's
- Access to sites can be particularly challenging and resource intensive in terms of completing background checks and receiving required access cards
- Most engineering employers work on high pressure projects that limits the amount of resource they can commit on site to hosting students
- Most employers need students to have a certain level of skills to be able to complete meaningful activities within a placement

Pause and Assess

Taking into account the indicative number of leads you have just calculated, the varying conversion rates of different pathways and your own experience/routeways:

- 1. Assess the areas of concern/threats around the capacity of your current staffing structure to meet your placement targets**
- 1. Share your existing structure and concerns with others in your group; creative solutions later**

“It’s all about building capacity”

The focus this year is on thinking about the future; building capacity for next year and measuring distance travelled.

How can we be clever and work within/around existing limitations in terms of staffing structure, related funding implications etc?

- Priority groups to target?
- Existing employer relationships
- Routeways?
- Cross-selling?



Creative Solutions and Planning

You now have some time to **focus on your own institution**.

Use the information from the session to help you to:

1. Identify how your staffing structure could be better adapted to meet your objectives for industry placements in the future
1. Propose solutions to any other issues you identified in the last activity to strengthen your capacity going forward
1. Share your ideas and solutions with the people around you

And

4. If you already have an ideal structure or the majority of your placements arranged, share your strategies!

