

Landex – Strategic Direction 2018-2021

VISION

All our members will be:

- **Recognised by their learners and stakeholders as providing high quality cost-effective land based (Agri-Food, Land and Animal Sciences) education, training and professional development.**
- **Valued by their communities and employers for their contribution to the sustainability of businesses, the well-being of society and the prosperity of rural economies.**

STRATEGIC PRIORITIES

Landex through its membership and resources will focus on improving the quality of service delivered by all members to that of the very best in the sector by focussing on the 4 strategic priority themes of: -

- 1.0 Quality Enhancement, Staff Development and Student Experience
- 2.0 Leadership and Management
- 3.0 Governance and Reputational Management
- 4.0 Funding – Protecting and Enhancing through Influencing.

1.0 Quality, Staff Development and Student Experience

1.1 Aspirational targets:

| Targets that all Landex members are expected to work towards: | Evidence indicator: |
|--|--|
| i) 100% of membership to be evaluated as having good or better land based provision | Through all peer reviewed and published evidence & Ofsted reports where these are current. |
| ii) 100% land based HEIs of high quality and meet the expectations of external agencies, students and employers. | Through all peer reviewed and published evidence & TEF outcomes |
| iii) Effective strategies for providing high quality Teaching, Learning and Assessment. | Through peer review and published evidence |

1.2 Strategies:

- maintain a clear focus on quality improvement activity by:*
 - implementing its quality improvement strategy firmly and fairly with a focus upon development and quality improvement plans
 - maximising the amount of collaborative improvement activity
 - improving the percentage of learning activities judged to be good or outstanding
 - increase the take-up of, and engagement with, activities focussing upon improvements in teaching, learning and assessment.

- ii) *target more specialist CPD to meet members needs by:*
 - ensuring that the offer is demand driven and meets the specific needs of the sector, whilst avoiding duplication with other providers' offers.
 - Widening the attendance and range of activities included in the annual conference programme.
 - focusing Landex CPD upon issues such as the Management of Residential Students, Commercial Enterprises, Work Experience/Industry Placement and other unique aspects of Land based providers
 - helping staff to develop as middle managers through master classes by successful practitioners as part of succession planning.

- iii) *develop the range of specialist teaching and learning materials available by:*
 - managing the performance of Land based Learning Ltd.
 - ensuring that experienced practitioners inform LBL's priorities and the content of materials.

2.0 Leadership and Management

2.1 Aspirational targets:

| Targets that all Landex members are expected to work towards: | Evidence indicator: |
|--|--|
| iv) Effective leadership and management plan | Through all peer reviewed evidence & Ofsted reports where these are current. |
| v) Strong Financial management providing sustainable performance and planning | Through all available peer review and published evidence. |
| vi) Strong Governance that receives appropriate, timely and accurate information and data, and challenges leaders appropriately. | Through all available peer review and other available information. |

2.2 Strategies:

- i) *research and publish best practice reports by:*
 - sharing and developing knowledge about provision that best meets the needs of the land based sector
 - informing members about potential developments and preferred directions of travel
 - communicating to others the achievements within Landex colleges and universities
 - promoting and facilitating institutional sustainability by sharing good practice in operational effectiveness and value for money approaches
 - providing accurate sector average data and appropriate bench marking data.

- ii) *providing opportunities for members to share good practice by:*
 - identifying effective management practices during peer review
 - presenting case studies during conferences and seminars
 - facilitating visits to centres of good practice by DEFRA, DfE, AHDB etc. colleagues as well as by members
 - investigating examples of good practice in other countries that may be of benefit to members

3.0 Governance and Reputational Management

3.1 Aspirational targets:

| Targets that all Landex members are expected to work towards: | Evidence indicator: |
|--|---|
| vii) Effective training, briefing and governor CPD | Through all peer reviewed evidence |
| viii) Effective Clerk support and advice being provided to the board of governors | Through all peer reviewed evidence & Ofsted reports where these are current. |
| ix) Effective Risk Management | Through all peer reviewed evidence |
| x) Use of Land based College Expertise in seeking advice on future strategy (external to the staff of the institution) | Through all peer reviewed evidence |
| xi) Strengthen links with representative groups, government departments and agencies, the AHDB and LEPS | Through regular meetings, responding to consultations and providing expert input. |

3.2 Strategies:

- i) *develop its influencing and lobbying functions by:*
- keeping very close to sector employer representative groups, governments departments and its agencies
 - playing an active part in implementing the Agri-Food Strategy and accelerating the drive towards ‘a new professionalism’.
 - Strengthening links with employers and employer organisations through the National Land Based College.
- ii) *raise our profile with stakeholders and influencers by:*
- ensuring that Landex is represented on all key sector groups
 - having a well-informed view, based on strong evidence, on matters that impact on the efficient and effective provision of land based education and training, and acting on this to support members interests
 - developing Landex staff to ensure they remain well informed about company policy and communicate it unequivocally
 - seeking to work more effectively through Landex Board members and Heads of Institutions.

4.0 Funding – Protecting and Enhancing through Lobbying.

4.1 Aspirational targets:

| Targets that all Landex members are expected to work towards: | Evidence indicator: |
|---|--|
| xii) Maintain specialist provider designation. | DFE/ESFA recognition of specialist provider designation |
| xiii) Maintain the specialist funding weighting, residential bursaries and care standards funding received by specialist providers. | DFE/ESFA recognition of specialist funding weighting and residential bursaries/Care standards funding to accompany specialist provider designation |
| ix) Enhance access to cost effective, specialist land based provision, ensuring the need for onsite practical duties is included. | Through all peer reviewed and published evidence |

4.2 Strategies:

- i) *increase our capacity to meet members' needs by:*
 - helping members to achieve more for less in a time of severe pressure on the national economy and public services
 - maintaining a strong committee structure
 - securing additional funding of benefit to members through competitive tender.
- ii) *review the range of activities undertaken to reflect the changing shape of the sector by:*
 - keeping abreast of relevant departmental and agency consultations, white papers and guidance documents.
 - reacting to changes in government policy
 - strengthening links with DEFRA, AHDB, LEPS and a representative range of sector organisations
 - Maintaining links with, and informing, Ofsted and other regulatory authorities
- iii) *ensure that members are aware of the action required to justify specialist designation and funding by:*
 - providing guidance on and monitoring the allocation of residential bursaries
 - monitoring the application of care standards funding
 - providing guidance on the recording the delivery of specialist teaching and learning.
- iv) *inform the allocation of specialist provider status by:*
 - meeting regularly with the funding agency
 - providing evidence to inform the specialists provider criteria
 - advising the funding agencies on eligibility for specialist provider designation.

Landex Board
16th October 2018