

South West Enterprise and Skills Alliance (SWESA)

Performance Measurement Report

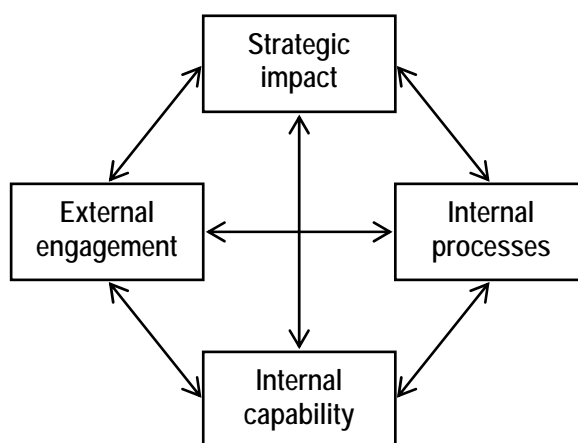
October to December 2004

This report provides information on the movement of the seven key indicators selected for the SWESA Balanced Scorecard performance measurement system.

It builds on data provided in the Performance Measurement 'Baseline Report', produced by Otter KLI in November 2004. This report provides a detailed introduction to the balanced scorecard, explaining how it is designed to gauge progress by the SWESA following its launch on 25th November 2004.

It is not necessary to repeat the explanation provided in that report. But it may be worth reminding readers of the structure Balanced Scorecard.

This is comprised of 4 key linked focus areas, each of which is assessed through two or more of the indicators highlighted in this report.



STRATEGIC IMPACT FOCUS

Strategic Impact will be examined annually, through a Healthy Labour Market Review. The SW Impact and Performance Group is responsible for leading this work and developing the review process. The Healthy Labour Market Report, to be produced by SLIM through the spring, will be presented for discussion by SWESA at its meeting on 30th June 2005.

EXTERNAL ENGAGEMENT FOCUS

Three indicators within the External Engagement Focus have been selected to measure progress towards the SWESA Goal *'To increase the numbers of individuals and organisations engaged in skills development and enterprise'*.

Engagement through business brokerage is being reported as the standard Business Link SME penetration measure (established and starts), with data provided by the Small Business Service. During the quarter from October to December 2004 this was 10.1%. This compares to a penetration rate of 10.8% for July to September 2004. While there was a slight dip in the quarter, this is largely due to high rates in the baseline quarter. Annualised de-duplicated figures, drawn from four 'rolling quarters', shows progression from a penetration rate of 25.2% to 26.5%.

The numbers of individuals engaged in leadership and management programmes is being assessed through quarterly returns from Business Links (co-ordinated by the Small Business Service) and Leadership Southwest – covering specifically defined publicly funded/supported provision. 1,623 individuals benefited from leadership and management programmes between October and December 2004. This is up by 468 or 40% from the baseline figure of 1,155 the previous quarter. The rise is due mainly to the rapid roll out of the LSC Leadership and Management Programme.

The numbers of individuals engaged in literacy, language and numeracy programmes. The LSC is working to collate accurate data on a sixth monthly basis. Currently only annual data is available¹. It is anticipated that the first six-month figure, for April to September 2004, will be available for the next report.

External Engagement Focus	Baseline	Oct – Dec 2004
Business brokerage: % SME market penetration.	10.8%	10.1%
Numbers of individuals engaged in publicly funded/supported leadership and management programmes ² .	1,155	1,623
Numbers of individuals engaged in literacy, language and numeracy programmes.	-	-

¹ Annual growth in the number of learners participating on LSC funded provision in the South West has been c14%, since the launch of 'Skills for Life' in April 2001. Figures are provided on the right.

² The 'Baseline Report' reported a provisional figure of 1,837 for the six-months from April to Sept 2004. The 'Baseline' has been updated and broken down to provide comparable quarterly data.

INTERNAL PROCESSES FOCUS

The two indicators within the Internal Processes Focus seek to measure progress towards the SWESA Goal *'To deliver a responsive, coherent and mutually supportive set of business support and learning services in the region'*.

Partner employee rating of the effectiveness of joint planning is conducted via an on-line poll of 100 individuals³. There are five questions relating to joint planning, which participants are asked to assess on a scale of 1 to 10. The panel is based on a sampling matrix that comprises 50% from the major funding agencies and 50% others. In each case, 50% of respondents have been drawn from those currently engaged with SWESA/FRESA – leaving 50% of subjects to be drawn from those that will be potentially engaged in the future.

The overall current effectiveness of joint planning in the region was rated 3.8 out of 10⁴, a very slight decline from the 3.9 in the baseline survey.

There was no difference between the scores given by those working in 'Key Funding' agencies and those in 'Other' agencies. Those who were yet 'To be Engaged' tended to be slightly more positive (4.0) than those who were already 'Engaged' in the SWESA process (3.6).

On the individual questions 'Responsiveness to newly identified needs' remained the lowest rated (2.8), with those 'Engaged' less satisfied (2.5) than those 'To be Engaged' (3.2). The score for the extent to which SWESA joint planning currently adds value remained unchanged at 3.4. There was a decline in perception of regional flexibility relative to national constraints, from 4.1 to 3.7. The highest rating given by all sub-groups was for the extent to which training currently meets the needs of employers and individuals. This was 4.6, slightly down from a baseline of 4.8.

The value of training budgets aligned with SWESA planning processes will be reported as a single monetary value for the region. The qualifying criterion will be alignment with SWESA planning processes, rather than alignment with SWESA goals and priorities. Until these planning processes are up and running, a zero score will be included in the Balanced Scorecard.

Internal Processes Focus	Baseline	Oct – Dec 2004
Partner employee rating of the effectiveness of joint planning in the region (on a scale of 1 to 10)	3.9	3.8
Value of the publicly funded training budget aligned with SWESA planning processes	£0	£0

³ The 'Baseline' poll was telephone based. For this and future polls panel members are sent an access code to an individualised web page where they can input responses, comment and view their previous ratings for all questions. Those who didn't respond were sent 2 e-mail reminders. If they continued not to respond they were telephoned and encouraged to either go on line or complete the questionnaire by telephone there and then. 75 respondents participated in this, the first quarterly survey, compared to 79 who participated in the baseline survey.

⁴ Current rating: 1-2 = very low; 3-4 = low; 5-6 = adequate; 7-8 = high; 9-10 = very high.

INTERNAL CAPABILITY FOCUS

The two indicators within the Internal Processes Focus seek to measure progress towards the SWESA Goal *'To ensure that the SWESA and its constituent parts have the capacity to deliver the skills and enterprise agenda in the region'*.

Partner rating of SWESA capability is being assessed through a second set of five questions in the quarterly poll (outlined on the previous page).

The overall rating of SWESA capability fell from 4.2 in the baseline survey to 3.9.

This fall was evident in the results for three of the five indicators. Perceptions of the impact of SWESA leadership for building joint capability slid from 3.9 to 3.7. The effectiveness of communication and knowledge sharing dipped slightly from 4.7 to 4.6, while perceptions of the usefulness of information made available by SWESA fell from 4.2 to 4.0.

Views of the effectiveness of innovation remained static and also lowest rated indicator at 3.3, due largely to 'Engaged' panel members giving much lower scores (2.8) than those 'To be Engaged' (3.9). The extent to which SWESA has the ability to improve provision of training for adults was the highest rated indicator in the baseline survey (5.0). Unfortunately a technical fault resulted in data loss in respect to answers to this question with the result that data for this period is not reliable⁵.

An overview of comments left by participants in the poll is provided at Annex 2.

Internal engagement is being assessed through a quarterly stock take/register of the number of individuals actively engaged with SWESA activities and projects. Active engagement is defined as attendance at SWESA meetings (Board, Alliance & Research Forum) or participation in SWESA projects and Task and Finish Groups.

The number of people actively engaged with SWESA between October and December was 225 compared to 123 in the baseline⁶. This dramatic rise is principally due to the November 2004 SWESA Launch, which was attended by 179 individuals.

Internal Capability Focus	Baseline	Oct – Dec 2004
Partner employee rating of SWESA capability (on a scale ⁷ of 1 to 10)	4.2	3.9
Internal engagement: the number of individuals actively engaged in SWESA activities and projects.	123	225

⁵ Teething problems with the on-line system lead to the majority of the data for this question corrupting. The fault has been corrected and up-to-date figures will be provided in the next quarter. From the small number of responses collated indications are that there was a fall in the rating for this question.

⁶ The quarter from July to September included engagement in the FRESA process.

⁷ Current rating: 1-2 = very low; 3-4 = low; 5-6 = adequate; 7-8 = high; 9-10 = very high.

Annex 1 – Survey data in detail

Responses - average score and (sample size)

		Section 1	Section 2	Section 1					Section 2				
		All External Engag't	All Internal Process	Qu1	Qu2	Qu3	Qu4	Qu5	Qu6	Qu7	Qu8	Qu9	Qu10
		Internal Processes Focus					Internal Capability Focus						
ALL	Qtr2	3.8	3.9	4.4 (74)	3.4 (74)	3.7 (71)	2.8 (70)	4.6 (73)	3.7 (71)	n/a	4.6 (69)	4.0 (72)	3.3 (61)
	Qtr1	3.9	4.2	4.5 (77)	3.4 (74)	4.1 (74)	2.7 (70)	4.8 (76)	3.9 (67)	5.0 (73)	4.7 (71)	4.2 (74)	3.3 (63)
TBE Key and Engaged Key	Qtr2	3.8	4.3	4.5 (40)	3.6 (40)	3.6 (38)	2.7 (38)	4.5 (40)	3.9 (39)	n/a	5.2 (37)	4.3 (40)	3.6 (33)
	Qtr1	4.0	4.3	4.7 (40)	3.5 (40)	4.2 (39)	2.5 (37)	4.9 (40)	3.8 (39)	5.0 (41)	4.9 (40)	4.3 (40)	3.4 (37)
TBE Other & Engaged Other	Qtr2	3.8	3.5	4.3 (34)	3.2 (34)	3.8 (33)	3 (32)	4.7 (33)	3.4 (32)	n/a	3.9 (32)	3.7 (32)	3.0 (28)
	Qtr1	3.8	4.2	4.3 (37)	3.2 (34)	3.9 (35)	2.8 (33)	4.6 (36)	3.9 (28)	5.0 (32)	4.5 (31)	4.1 (32)	3.2 (26)
TBE	Qtr2	4.0	4.2	4.5 (35)	3.6 (35)	3.9 (34)	3.2 (33)	4.7 (34)	3.9 (32)	n/a	4.6 (31)	4.4 (35)	3.9 (28)
	Qtr1	4.1	4.4	4.5 (38)	3.9 (33)	4.2 (37)	3.0 (32)	4.9 (36)	4.1 (28)	5.4 (33)	4.3 (31)	4.5 (35)	3.5 (28)
Engaged	Qtr2	3.6	3.7	4.3 (39)	3.2 (39)	3.5 (37)	2.5 (37)	4.5 (39)	3.5 (39)	n/a	4.6 (38)	3.7 (37)	2.8 (33)
	Qtr1	3.7	4.1	4.5 (39)	2.9 (41)	3.9 (37)	2.4 (38)	4.6 (40)	3.7 (39)	4.6 (40)	5.0 (40)	3.8 (39)	3.1 (35)

Survey Questions

External Engagement

- Section 1, Qu1 At this point in time, to what extent does provision of training for adults meet the needs of employers and individuals in the region?
- Section1, Qu2 Over the past 3 months, to what extent have SWESA joint planning activities added value (over and above what could be achieved by the major funding agencies working separately)?
- Section 1, Qu3 Relative to national constraints, how much flexibility is there for planning and allocation of funding at a regional or local level?
- Section 1, Qu4 Over the past 3 months, to what extent has SWESA enabled provision of training to respond to newly identified needs?
- Section 1, Qu5 How effectively has current training provision been informed by up to date evidence about the needs of individuals, employers and sectors?

INTERNAL PROCESS

- Section 2, Qu1 Over the past 3 months, what impact has the SWESA leadership had on building joint capability?
- Section 2, Qu2 To what extent does SWESA currently have the ability to improve the provision of training for adults, so that it can more closely meet the needs of employers and individuals in the region?
- Section 2, Qu3 Over the past 3 months, how effective has communication and knowledge sharing been between different SWESA member organisations?
- Section 2, Qu4 Over the past 3 months, to what extent has information made available by SWESA proved useful to your organisation?
- Section 2, Qu5 How effective has innovation within the SWESA network been over the past three months?

Annex 2 – Comments from the on-line poll

Comments made by contributors to the on-line poll tended to express the following sentiments. Selected quotes have been picked as typical of the general sentiment.

Recognition that it was too early to make definite judgements

“Early days yet!”

“Not really enough time to make / notice any changes.”

“Like turning a tanker around.”

Recognition of the need for greater coherence in planning

“There is a lot of duplication in the activities of major funding partners.”

“Everybody is involved in workforce development. There are focus groups all talking about the same thing.”

Frustration about information flows and a desire to be involved

“No information about progress by any of the task and finish groups has been provided.”

“The degree of pro-active information coming from the SWESA to Alliance partners has reduced significantly.”

“I feel strongly that SWESA should be working much closer with its colleagues.”

Hope for the future

“More impact should be felt once some key positions have been filled, ie the Director.”

“Until the Executive team is up and running progress will be slow.”