



Strategic Vision and Mission Statement for 2022-2025

Building a Culture of Collaboration

Forum For Sustainable New Venture t/a e-Careers Apprenticeship is inspired by:

- The UK Government's Levelling up mission: "These missions will be cross-government, cross-society efforts. The first mission, for instance, will see pay, employment, and productivity grow everywhere, and the disparities between the top and worst performing areas narrow.
- The Industrial Strategy Council's UK Skills Mismatch 2030 report highlights that there will be a shortage amongst the workforce in leadership and management skills, finance sector skills and digital skills. Some key soft skills deficit was also the highlight of the report such as communication skills, critical thinking and information processing, teaching and training skills especially for those transiting into education and STEM skills.
- The Skills Bill rightly focuses on supporting colleges and further education, but independent training providers at their best can be more fleet of foot and more responsive to employer and local skill need. During the passage of the Bill, "we need to ensure that it is possible for independent training providers to continue to provide their best and to strengthen in the future." Lord Bichard, former Permanent Secretary, Department for Education and Employment, June 2021



Strategic Drive: What Drives us and forms our Mission

Drivers		
The UK Government's Levelling up mission		
Leadership Direction	How	Deliverables
Promote and support the delivery of our apprenticeships standards to support SME – Large Levy organisations.	Offer of Standards defined by the need of National, Regional and Local needs	Business apprenticeship targets and sustainable growth
The Industrial Strategy Council's UK Skills Mismatch 2030 report		
Leadership	How	Deliverables
Promote and support bespoke and flexible learning for learners and employers to receive quality learning experience.	Implementation of employer-Learner led programmes, high emphasis on individual Learning plans.	Good to outstanding Learner outcomes
Encouraged by the Skills Bill which rightly recognises independent training providers can achieve to growth the apprenticeship uptake and can be more fleet of foot by being responsive to employer and local skill need		
Leadership	How	Deliverables
Informed approval of Apprenticeship Standards (aka Products)	Informed through robust business cases and employer needs	Standards: See List of Standards delivered by FFSNV

Our Hierarchy's Expectations:

Our Vision and Mission Builders:

Varun Bhatt Director

Tolu Fagbola Director

Dr Busayo Ajayi Director

Paul Callaghan Director

Mala Rajput Head of Apprentice in collaboration with the Operations and Delivery Team.



We are a growing team of strong determined people. Tackling complex challenges under rapid deadlines transforming a start-up to join in competition with well-established school of training providers, with much to experience and learn, the Founder and Senior Management strongly believe that collaboration is critical.

- **Our Vision** at Forum for Sustainable New Ventures, trading as e-Careers Apprenticeships, is to be an outstanding training provider who will develop people to close the gap between performance and potential
- **Our Mission** at Forum for Sustainable New Ventures trading as e-Careers Apprenticeships is to enable the success of businesses by helping them retain skills and talent, through our own Ambition, Synergy and Expertise in training their apprentices with an attitude reinforced by our Values.
- **Our Values** at Forum for Sustainable New Ventures trading as e-Careers Apprenticeships include:
 - Accountability – We take responsibility and quality assure our processes for an excellent learner experience
 - Diversity & Inclusion – Dedication to support cultural & British values, this includes health and safety of our learners.
 - Excellence – We have pride in our teams and talent within, supporting our learners and employers to aim for the best learning outcome
 - Promise – We remain unbiased in our support, learning and advice and guidance
 - Transparency & Integrity – Open and honest with our teams and stakeholders
- Key aims include:
 - Supporting SMEs and BAME communities in creating apprenticeships: The biggest limitation for SMEs taking on apprenticeships is the additional strain it creates for small and minimally resourced human resource and administrative departments.
 - Our Business Development Unit is committed to unlocking new apprenticeship opportunities. Many employers frequently lack access to the information and practical support which can change often outdated and negative perceptions.
 - We can help employers explore how they can utilise apprenticeships within their workforce. There is a growing awareness among business services companies of a need to diversify their intake beyond standard graduate recruitment channels.



Our expectations for high quality in apprenticeship training

Top Level Roles and Responsibilities

Role	Empowered to	Expectations
Strategic Leadership	Approve policies and safeguard finances	Full accountability & Transparency
Delivery Leadership	Support , direct and implement processes. Safeguard Quality and Compliance	Full accountability with collaboration from Delivery Team
Operational Team	Innovate, create, lead on quality and service what is best for the learner and employer	Full accountability with support from leadership teams

Our Vision and Mission Builders :Varun Bhatt, Director; Tolu Fagbola Director; Dr Busayo Ajayi Director; Paul Callaghan Director and Mala Rajput Head of Apprentice in collaboration with the Operations and Delivery Team are responsible for establishing our Expectations.

Our expectations also inform our Key Performance Indicators (KPIs) introduced in February 2022 to the business as part of our quality improvement plan. Our KPIs are developed collaboratively with SMT and Operations Teams informed by our Quality Improvement Plan. Impact expectations are high, learning outcomes to achieve 80% -100% in every programme area. Solutions and Ideas are sought out in team meetings which occurs every fortnight. KPIs are reviewed and monitored by the Quality team, approved by the Senior Management team (SMT)



The team is getting used to having these new set of expectations (KPIs) and what it looks like to move forward together. This means that these expectations have to be reinforced constantly. At first, in 2020 we aligned our processes to comply fully with ESFA rules to ensure that we work towards 100% compliance. As our start up matures with a growing team and new learners in the pipeline, our key performance indicators, per process, will evolve depending on the business growth and our stakeholder needs.

In practice our expectations cover the whole end to end learner journey. The main expectation is that all our KPIs are met that leads to Learner Success. Our teams are aware that our quality is measured by our employers, learners, ESFA and Ofsted.

Our Expectations in practice:

- Delivery by highly qualified people (supported by CPD/other activities)
- Achieve our Set KPIs in order to provide high quality service to our stakeholders both internal and external including ESFA and OFSTED
- Tailored training content, learning contextualised to job roles/behaviours
- Provide Additional Support for those with learning needs (e.g., SEND) ensuring 100% positive outcome for the learner and employer.
- Encouraging apprentices to aim high through SMART Target setting e.g. distinctions or progression in the workplace.
- Timely interventions by relevant teams to support learners in their journey
- 100% employer engagement in progress reviews and other subject based developments, working closely with employers in designing the learner journey.



- Working towards partnerships with universities in offering Higher Apprenticeships, creating progression routes for our apprentices e.g. we have initiated partnership with Buckingham University for progression routes in Digital apprenticeships and Leadership and Management programmes.
- Retaining accreditations such as CMI, BCS, LIBF, AAT and ICB
- We have planned to achieve or are working towards gaining accreditation and partnerships with NCFE for our assessor coach programme
- We plan to gain our Matrix accreditation in the later end of 2022
- We plan to gain our ISO 9001 by April 2023
- We plan to hold Investors in People mark as we grow and by 2023
- 100% stakeholder satisfaction rating via our surveys which inform our Quality improvement plan for maximum impact on learning outcomes and high-quality experience
- Good level of staff retention and progression, to motivate and encourage creativity and innovation
- We expect easily accessible safeguarding consult, open access to all our learners and staff
- We expect to all our coaches to develop our learners instilling good British Values
- Equality, Diversity and Inclusion in stilled in our values and we expect out learners, clients and employees to respect and follow on the culture for collaborative working.
- Our focus and expectations are designed to support the Small and Medium Sized Companies and the BAME community in hiring apprentices, being a part of their growth.
- 100% ESFA Compliance rating is expected in our first ESFA, joint OFSTED visit.
- Good to outstanding OFSTED rating is expected led by our KPIs.



Our KPI Structure - Communications

Accountable – person responsible	Dependency – Accountable person's support	Line Manager – reporting line for person accountable	Dependency Line Manager – reporting line for person supporting	SMT overall accountability
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We expect Management and Delivery by highly experienced and qualified people (supported by CPD/other activities), tailored training content, learning contextualised to job roles/behaviours, robust support for those with additional needs (e.g., SEND), empowering apprentices. KPIs are for achievement, completion, learner & Employer satisfaction.

2022 – 2025 KPI Expectations

Journey	KPIs	Completion %	KPI				
Onboarding KPI			Accountable	Dependency	Line Manager	Dependency Line Manager	SMT
Preinduction	timely	100%	BB	BDU	MR	PC	TF
Enrolments	timely before induction	100%	BB	BDU	MR	PC	TF
6 week retention	monthly	95%	BB	PC	MR	VB	TF BA
onboarding Spreadsheet	timely completion within 3 days after induction	100%	BB	Admin	BB	MR	TF
ESFA Documents KPI			Accountable	Dependency	Line Manager	Dependency Line Manager	SMT
Commitment Statements	Timely, as agreed by Team minimum 1 day before induction	100%	NG	BB & Admin	MR	MR	TF
Apprenticeship Agreements	Timely, as agreed by Team minimum 1 day before induction	100%	NG	BB & Admin	MR	MR	TF
Employer contracts	Timely, as agreed by Team minimum 1 day before induction	100%	NG	BB & Admin	MR	MR	BA
Student IDs	Timely, as agreed by Team minimum 1 day before induction	100%	BB	NG	MR	MR	TF
Inductions KPI			Accountable	Dependency	Line Manager	Dependency Line Manager	SMT
Preinduction Paper work aka ESFA doc	timely before induction	90%	NG	BB	MR	MR	TF
Induction Schedule	2x a month as agreed attended by Coaches and completed timely	100%	BB (to arrange with coaches)	Coaches (going solo)	MR	MR	TF
First day of learning	induction activity	100%	BB (to arrange with coaches)	Coaches (going solo)	MR	MR	TF
Induction Quiz	induction activity	100%	NG	BB/Coaches	MR	MR	TF
First visit checks	post induction activity	100%	Coaches	BB/MR	MR	MR	TF
Coaches and Trainers			Accountable	Dependency	Line Manager	Dependency Line Manager	SMT
First visit	within 7 - 10 days	100%	coaches	IQA - FO	MR/BB	MR	TF
Coaching Sessions	monthly as agreed with learner and well planned	100%	coaches	IQA - FO	MR/BB	MR	TF
Progress Reviews	bi-monthly	100%	coaches	IQA - FO	MR/BB	MR	TF
Timely Achievements	within practical period and timely Gateway/EPAO	80%	coaches	IQA/EPA Manager	MR/BB	MR	TF
Timely Ach within ESFA Year	ESFA Year timely Gateway/EPAO	90 -100%	coaches	IQA/EPA Manager	MR/BB	MR	TF
Functional Skills	within 4 months	80%	BB FO	BB	MR	MR	TF
Peer IQA	timelyx3 - interim first 8 months, final 12 months, Gateway	80%	course leads, coaches/IQA	Peers	MR/BB	MR	TF
Qualification Achievements	per Standard and where applicable	80%	coaches	EC/external exams	MR/BB	MR	TF
Off the Job	timely and smart targets, quality of feedback on Progress reviews & complet	100%	coaches	IQA - FO	MR/BB	MR	TF
Portfolio	To commence in Month 5 (latest)	100%	coaches	Peer IQA	MR/BB	MR	TF
Gateway ready and final reviews	complete final reviews with Learner and Employer between month 12 and end of practical period	100%	IQA - FO	NG	MR/BB	MR	TF



SMT, Quality and HR			Accountable	Dependency	Line Manager	Dependency Line Manager	SMT
SMT - updates	Quarterly financial updates and targets - Business Health	3	TF	VB/BA	-	-	VB, BA
SMT Policy reviews	Annually	100%	SMT	SMT	-	-	
CPD Log	30 hours annually	90-100%	all employees	Line Managers	-	-	HR
Staff Survey	annually	100%	HR	MR	VB	TF	TF BA VB
Appraisals	yearly	100%	Line Managers	Coaches	MR/BB	-	HR
Financials - Employer contributions	monthly updates	100%	TG	BA	MR	TF	BA VB TF
ILR and QAR Updates	monthly updates	100%	TG	GC	MR	TF	BA VB TF
IQA Audits	Learner centric: Progress Reviews, coaching sessions, Off the job training, observations of teaching learning and assessment and first visits - monthly	100%	IQA - FO	N/A	MR/BB		TF
Compliance Audit	ESFA related - monthly	100%	NG	BB	MR	MR	TF
QAR, SAR AND QUIP	monthly updates	100%	MR	NG/FO/GC/TG	TF	VB	VB, BA
External Audit success	ESFA, EPAO, Partners and Ofsted	100%	MR	NG BB FO			TF BA VB
Safeguarding, Health and Safety, Prevent Risk Assessment, GDPR, Complaints Policy	Policy implementations, reviews and controls, refresher training annually covers all staff	100%	NG	MR	TF (Data Controller)	VB	TF BA VB
All other operational policy & Process audits	Annually - reviews, version control and reminders	100%	MR	NG/BB	TF	VB	TF BA VB
Business Continuity Plan and Estates	Annually - reviewed and updates	100%	SMT	HOA MR		TF	TF BA VB
Learner and Employer Surveys	3 x year - 1 induction feedback and knowledge check 100% of monthly new learners 2 on programme 3 at Gateway.	100%	NG BB	MR DS	MR	TF	TF BA VB
Accreditations Management	CMI, NCFE, LIBF, BCS and AAT Retain and update	100%	DS BA TF				TF BA VB
EPAO contracts	DSW, ICB, AAT, CMI, BCS, AP, NCFE and UKAAB retain and manage	100%	TF NG	Lead Coaches	MR	TF	TF BA
New accreditations	ISO9001, Matrix and Investors in People	2023-2025	MR NG	TF	-	-	TF BA VB

Monitoring and Control

This document is reviewed by our Directors and Head of Apprenticeships at least annually and in accordance with industry, legislative, and best practice updates. It was last reviewed in March 2022 and will next be reviewed in March 2023.

Title: Strategic Vision and Objectives for 2022-2025:		Version 1.0	Date
Policy is Reviewed		Annually	Mar 2023
Authorised by:	Name	Signatures	Dates/comments
Director of Apprenticeships	Tolu Fagbola		
Implementation Head of Apprenticeships	Mala Rajput		This document has been a work in progress and in discourse since Aug 2021, after our monitoring visit by OFSTED. SMT commissioned HOA to work with the operations, Business development and delivery teams to create our vision & KPIs. This Document will be formally introduced as the final copy to all the teams by 31 st March 2022. The teams have been retrospectively working towards the objectives, values and vision stated in this document since 2020.
Related documents	Quality, SAR QUIP and BDU targets		
Last review date	March 2022		
Next review date	March 2023		
Amendments	n/a		
Distribution	All employees		

End of Document