HUDDERSFIELD NEW COLLEGE FURTHER EDUCATION CORPORATION

Stakeholder Engagement Framework

Huddersfield New College Corporation believes that it is essential to know the views and experiences of students, their parents, staff and other stakeholders in order to continue to improve the provision of the college and achieve excellent outcomes.

The College Governors are committed to engaging with all stakeholders to obtain their views and opinions by means of the following arrangements, which include providing information, obtaining feedback, consulting on issues and direct involvement:

The Corporation therefore recognises the benefits of informing, consulting, collaborating and empowering all stakeholder groups.

Best Practice principles have been identified by the Corporation to guide the way it approaches Stakeholder Engagement – these include:

- The Corporation should identify, and keep under regular review, who they consider their key stakeholders to be and why.

- The Corporation should determine which stakeholders they need to engage with directly, as opposed to relying solely on information from management.

- The Corporation should determine how best to ensure that the board's decision-making processes give sufficient consideration to key stakeholders.

- The Corporation should ensure that appropriate engagement with key stakeholders is taking place and that this is kept under regular review.

- In designing engagement mechanisms, the Corporation should consider what would be most effective and convenient for the stakeholders, not just the college.

- The Corporation should provide feedback to those stakeholders with whom it has engaged, which should be tailored to the different stakeholder groups.

Benefits of stakeholder engagement:

Stakeholder engagement is an essential activity for the Corporation. It should be used to inform the decisions that the board takes enabling better planned and more informed strategies, policies, procedures, programmes and services. Effective engagement also enables stakeholders to be confident that their views have been heard and actively listened to and that there is an opportunity for those views to effect change for the good of the college.

Stakeholder engagement can therefore be mutually beneficial for the Corporation and its stakeholders. For stakeholders, the benefits of engagement include the opportunity to contribute as experts in their field to strategic developments, have their issues or concerns heard and participate as necessary on decision making process. For the Corporation, the benefits of stakeholder

engagement include improved information flows of tapping into local knowledge and having the opportunity to 'road test' strategic and policy initiatives or proposals with stakeholders as and when necessary.

The Corporation recognises that it is part of a web of relationships with a varied range of groups and must have strategies for managing these relationships to enable Governors to understand and weigh up the interests of their key stakeholders when taking strategic decisions.

Who are stakeholders:

Huddersfield New College interacts with a broad range of stakeholders, from key stakeholders who have an interest in improving learning and development outcomes for young people of Kirklees, to those who are recipients of the college's services. The nature of the relationships with stakeholders also differ.

- Some of these relationships are **transactional**, related to the business of the Corporation. Transactional relationships with stakeholders are those where the interaction is about providing or receiving a service. These are often contractual relationships.

- Some of these relationships are **developmental,** building partnerships over a period of time. Developmental relationships with stakeholders are those where the interaction is part of a long-term association. These are often partnerships with different individuals, groups and organisations that are significant for the corporation, and play a key part in securing its ongoing success and future prospects.

- Some of these relationships are about **accountability,** ensuring that the Corporation is seen to meet its various responsibilities. Accountability relationships with stakeholders are those where the interaction is part of the various ways in which the College is governed and held to account for the educational achievements and wellbeing of its students. These relationships may take a number of different forms, reflecting the different ways in which the life and work of schools are governed locally and regulated nationally.

Approach to stakeholder engagement.

The College's flexible approach to stakeholder engagement is based on a range of methods and tools depending on the goals, timeframes and resources available and the interests of all parties.

- **Guiding Principles :**

To maximise the effectiveness of stakeholder engagement the Corporation expects it's stakeholders to be open, transparent, trustworthy and respectful in all engagement processes. Principles of mutual respect and trust are therefore fundamental to establishing effective stakeholder engagement. The guiding principles when engaging with stakeholders are:

Responsive and reciprocal:

The Corporation understands that engagement is a two way process and appreciate the benefits of mutual learning (between stakeholders and the Governors). The Corporation values stakeholders' contribution to improving outcomes.

Inclusive:

The Corporation commits to seek out and facilitate the involvement of those potentially interested or effected by College work, including those that are harder to reach for reasons such as language, culture age or mobility.

Impartial and objective:

The Corporation will make efforts to ensure information is accessible and objective and facilitate engagement with all stake holders who have an interest.

Open, Transparent and trusting:

The Corporation will provide information so stakeholders can participate in a meaningful way and will foster a culture of sharing ideas.

Respect:

The Corporation will value stakeholders and use their input to improve strategies, policies and outcomes. The Corporation will actively listen to and understand stakeholder needs.

- **Guiding Values : ASPIRE**

As a learning organisation, the Corporation is committed to the following ASPIRE values in its relationships with colleagues, children and young people, parents and families, partners , local and national businesses and communities. The College's ASPIRE values underpin the principles which guides the Corporation's interactions with all stakeholders:

Ambitious for our students to realise their full potential

Supportive of our students personal growth and development into rounded, resilient young adults, ready for whatever their future holds

Passionate about making a positive difference for our students through education

Inspiring our students with a love of learning, to help them succeed

Respectful of our students individual strengths, gifts and differences

Encouraging our students to be the best that they can be

The stakeholder engagement & analysis process.

There is no 'one size fits all' model for stakeholder engagement. The stakeholder engagement process should be tailored to the particular needs of the stakeholder, project, issue, situation etc. Ensuring appropriate engagement requires good judgement; for the Corporation recognises that poorly thought through engagement practice can create mistrust, waste stakeholders' time and lead to 'engagement fatigue' – a reluctance to participate in future consultations. The below table (fig 1) provides an overview, adopted by the Corporation, of the four key steps associated with stakeholder planning.

Fig 1:

Key Component	Action
Step 1 *What is the purpose?*	- *Identify why engagement is important* - *Identify what outputs or outcomes you want to achieve by understanding stakeholder engagement*
Step 2 *Who to engage?*	- *Identify relevant stakeholders* - *Determine suitable level of engagement for each stakeholder (refer to table directly below)*
Step 3 *How to engage (level of engagement)*	- *Choose suitable method of engagement* - *Plan engagement logistics (timing resourcing and responsibilities)* - *determine key message to communicate* - *consider stakeholder engagement risks.*
Step 4 *Evaluate outcomes*	- *review, action and share the key learning where necessary* - *reflect on expectations of stakeholders*

The Corporation accepts that the level of interest and influence of stakeholders will also depend on a range of issues, such as the nature of the policy, project, issue, strategy etc, the timing and extent of stakeholders involvement and stakeholders potential ability to impact on the effectiveness of the outcomes. The Corporation understands that it is important to keep in mind that the interest or influence of a stakeholder may change as the strategy, policy, project etc progresses. Therefore there is a need to continuously reassess and identify new stakeholders and the level of stakeholder engagement at different stages.

'Stakeholder mapping' is an analytical tool used to help the Corporation survey and analyse the environment in which they currently operate. The impact and materiality of different stakeholder groups will not always remain static over time. The stakeholder mix may therefore be affected by changes in strategy, the requirements of the business, or changes in legislation. Therefore the Corporation recognises that it is important to have a process in place for reviewing the groups identified as key stakeholders to make sure that engagement remains appropriate for the relevant audience.
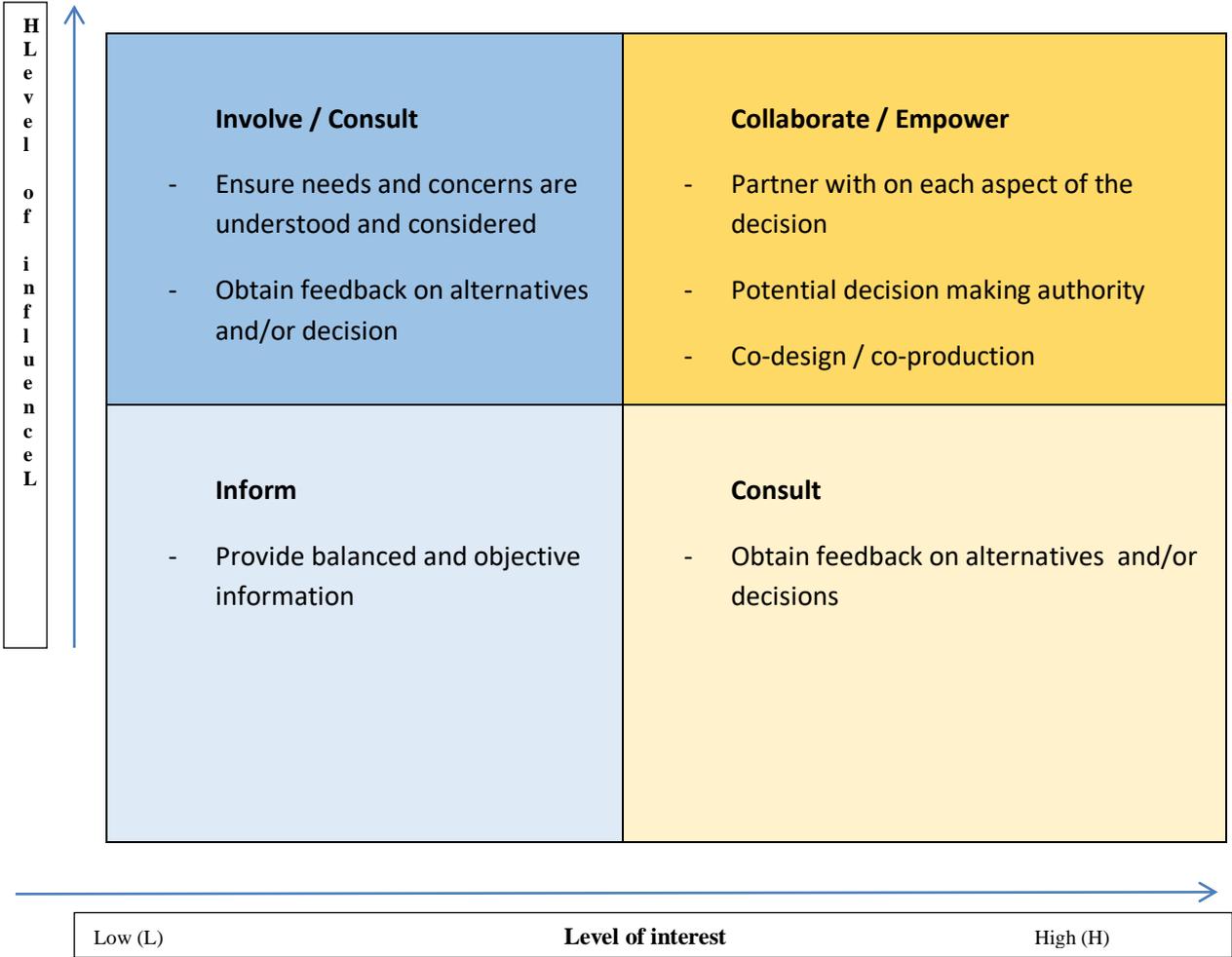
The Influence/Impact grid (fig 2) helps the Corporation identify and categorise stakeholders with increasing influence and impact. This tool helps the Corporation focus on the key stakeholders, when undertaking its business as well as the purpose and methods of stakeholder engagement.

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Influence/Impact grid – definitions:

Influence: the capacity to have an effect on the character, development, or behaviour of someone or something, or the effect itself

Impact: to have an effect upon

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Fig 2:

Level of influence (H ... L, with upward arrow)

Involve / Consult	Collaborate / Empower
- Ensure needs and concerns are understood and considered - Obtain feedback on alternatives and/or decision	- Partner with on each aspect of the decision - Potential decision making authority - Co-design / co-production
Inform - Provide balanced and objective information	**Consult** - Obtain feedback on alternatives and/or decisions

Low (L)   **Level of interest**   High (H)

If a stakeholder has high levels of influence over and interest in the outcomes they should be placed in the top right quadrant. Conversely, if they have a low level of influence and low interest they should be placed in the bottom left quadrant.

Monitoring and Review

Stakeholders' views on and experiences of the College and its activities are used by the Corporation to inform the strategic direction of the college. Stakeholder views also feed directly into the College's Quality Assurance processes, including the Self-Assessment Review and Quality Improvement Plans, which are also monitored regularly by the Corporation.

The arrangements for obtaining stakeholder views are reviewed by the Corporation on a regular basis and evaluated by the Principal and the Senior Leadership Team to strengthen college outcomes and continue to provide a positive and safe learning experience for all current and future students.

Version	Date	Author	Comments	Authorised
1	May 2018	Claire Coupland	Recommended by S&G to Corporation for approval and implementation	Corporation July 2018
2	May 2019	Claire Coupland	No changes required	S&G May 2019
3	May 2020	Claire Coupland	No changes proposed	S&G May 2020