



## CASE STUDY:

## Skills Development

### Background

The Midlands Highway Alliance (MHA) was established in 2007 as a result of the “National Improvement and Efficiency Strategy” driven by the Department for Communities and Local Government (DCLG). Membership currently consists of 21 local authority members, based across the East and West Midlands and the East of England regions, and the Highways Agency. General governance is co-ordinated across a director-level Executive Board, supported by a Programme Board which undertakes a more detailed management of five specific work streams, including skills community development. The approach the MHA takes to skills development reduces duplication and supports integrated working.

### Summary

MHA Skills Community workstream provides unique and bespoke learning, training and development for its partners. The principle of continuing improvement is implicit in the evaluation and planning for skills development. Skills development activities that the MHA provide, enables Alliance partners to use the competencies framework, website and processes to undertake related work; and there is an effective method to engage with all the supply chain. Using the same competencies, systems, learning and development opportunities

is a great benefit and of shared interest for this sector. The MHA Learning Management System (LMS) provides the opportunities for Alliance members to be part of a mixed economy, providing venues, training and access to online resources.

The MHA continues to work with infrastructure organisations to promote upskilling, re-skilling and conversion so that the workforce is agile with transferable skills. MHA Skills Community development is sustainable, scalable and transferable.

### Objectives

The potential of adopting a strategic approach to the continued professional development of MHA members, framework contractors and supply chain has been an ongoing priority; as the workforce needs to continue to adapt; framework contractors need to evidence competence and confidence of their workforce. Skills planning is about organising and developing resources to make sure that the

supply chain is trained to help meet business objectives in the short, medium and long term. Effective engagement support the delivery of MHA priorities and objectives in relation to skills development. Activities include:

- Analysis of the current and future skills that are needed
- Agreed a learning, training and development policy
- Procured and commissioned a learning management system

- Developed a competencies framework linked to the MHA portfolio
- Ensured that learning and development opportunities supports achievement of defined MHA competencies
- Expand the breadth of our learning and development opportunities for the supply chain, in order to upskill, build capacity and capability

“Well presented. Encouraged interaction and participation from all. Left the course with increased knowledge and understanding.”

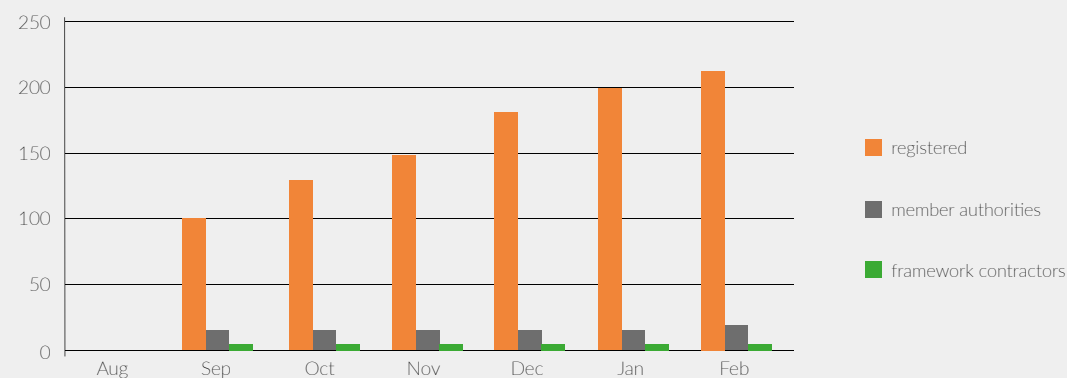


## Key achievements

➤ **MHA learning management system (LMS) 2016:** The LMS enables access to completion of online courses and booking onto face to face learning events – provided by the MHA skills community, sector partners and our members. Procurement, using the gcloud procurement process; working with Virtual College to develop a bespoke system; engagement with sector partners has enabled the provision of learning, training and development opportunities – as well as resources to support learning. Virtual learning content can be undertaken from any computer with internet access. This helps to overcome some of the geographical challenges of providing learning for our members and means that as many people as possible can take part in training. Learners have to complete a pre and post evaluation process to access the learning events and once completed can access and print their pass certificate. To date, participants from 32 MHA member organisations, have registered and 263 learners have accessed the MHA event programme.

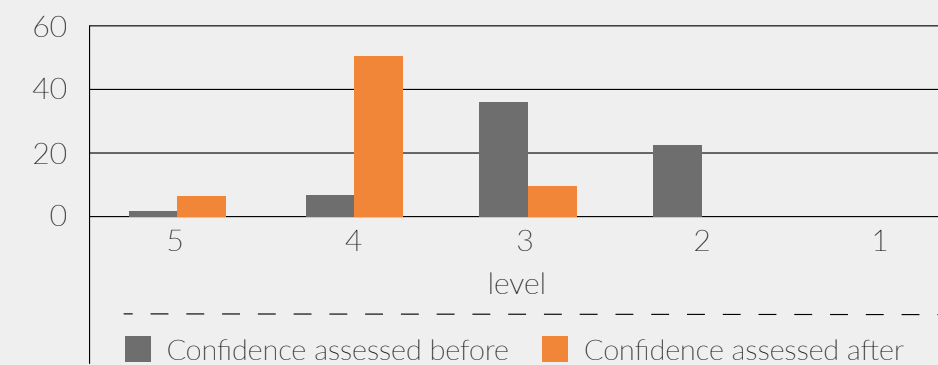
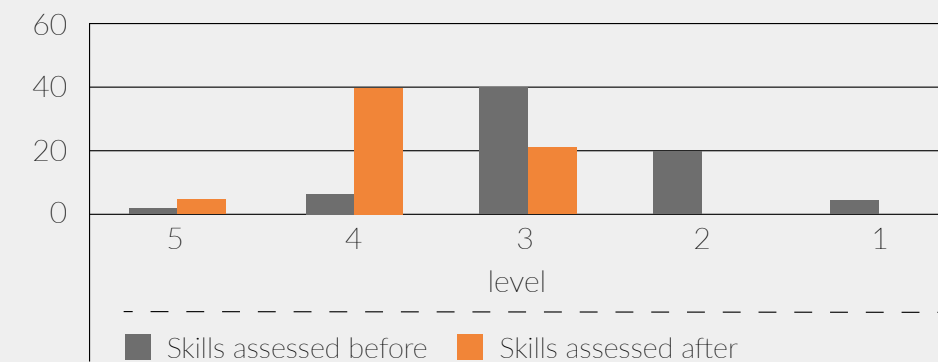
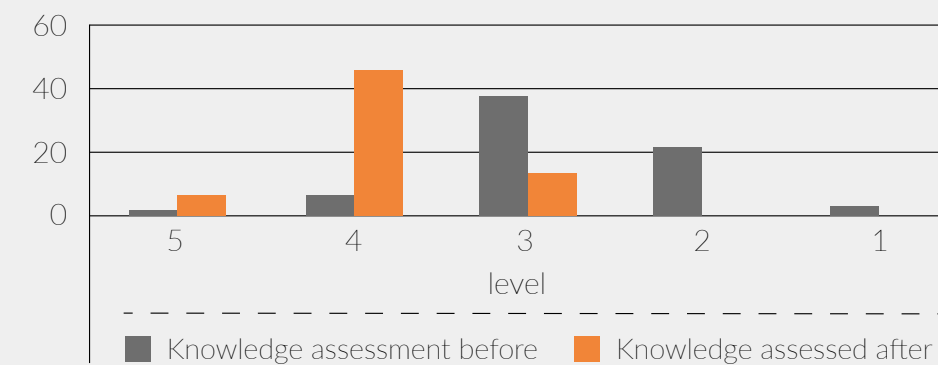
**MHA skills community competencies Framework (MHAF) 2015:** The MHAF uses four levels, showing the change in skills needed by people in different roles. The MHA skills community Framework (MHAF) is relevant to all alliance members, whatever their role, experience or level of training; whether that is either level 2 /3 qualifications or graduate and postgraduate levels. The MHAF augments a range of other competence-based frameworks that are relevant to specific professions. The framework uses groupings (1-4) of roles; the standard occupational classifications 2010 is used as a proxy to group roles - that are similar in terms of qualifications, training, skills and experience

**Learning, training and development:** MHA has commissioned and subsidised a range of events and workshops that support achievement of priorities in relation to skills development. The breadth of our learning and development opportunities has expanded, in order to upskill, build capacity and capability. There have been no significant issue with Lms registration, access and its use to access face-to-face events, workshops and virtual learning. Effective engagement across the MHA has been realised with an incremental increase in the numbers that are using the MHA Lms to access virtual; face to face learning and specialist workshops. Graph 1 shows the incremental monthly increase in registered learners, member authorities; affiliated organisations and framework contractors to date. Graph 1: Lms engagement 2016/17



Participants in workshops and MHA learners are asked to complete a pre and post evaluation process. The Lms has a range of certificates and evaluation templates available – so that these can be made applicable to the event. That said, some of the questions are universal – to enable comparison.

Graph 2 a, b c: self-assessment pre and post learning



The graphs show an increase in the levels of KSC for our learning events commissioned in 2016/17.