

# **Stakeholder consultation: criteria and indicators of a quality framework for Learning Regions**

## **Sweden**

City Conversion AB

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APPLYING QUALITY ASSURANCE CRITERIA: GUIDE TO CONSULTATION WITH NETWORKS			
<b>Partnership:</b>	<b>Quality Indicators:</b> What you might look for to establish this is being done effectively and appropriately?	<b>Methods and Approaches to Measuring Quality:</b> How you might go about getting information or feedback on these issues:	<b>Constraints:</b> What difficulties you foresee in collecting this information/feedback:
<ul style="list-style-type: none"> <li>○ Common vision, mission, aims and objectives identified and understood</li> <li>○ Targets specified</li> </ul>	Common strategy, objectives and targets in place, communicated and ongoing educated.	Evaluation sheets, reviews.	
<ul style="list-style-type: none"> <li>○ Principles and protocols to govern ongoing collaboration developed and understood</li> </ul>	Working principles and protocols documented, communicated and ongoing educated.	Yearly review.	
<ul style="list-style-type: none"> <li>○ Partnership is ‘deep’ (not just one person if representative)</li> <li>○ BUT also ‘deep’ if personal – bring all experience, not just some</li> </ul>	Broad representation in council, encourage long term networking so that members build trust and open up		
<ul style="list-style-type: none"> <li>○ Individual partner can communicate back to their partnership organisation (non-conflictual)</li> </ul>	Anonymous regular feedback/evaluation. Encourage informal feedback.	One to one meetings.	
<ul style="list-style-type: none"> <li>○ Partnership is proactive (participative not representative)</li> </ul>	Encourage dialogue an not monologue. Ensure agenda with workshop activities and not only information meetings.		
<ul style="list-style-type: none"> <li>○ Engagement is voluntary, not enforced</li> </ul>	Allow “guests” to participate in networking activities. Ensure member participate on their own will.		
<ul style="list-style-type: none"> <li>○ Partnership is valued (time is paid for)</li> </ul>	Ensure time is paid for in framework.		

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○ Partners show leadership	Allow partners to prepare and lead activities.		
○ Basis of partnership can be reviewed (changing to suit needs and challenges as they arise)	Members can change over time.	Round table discussions	
○ Partners are kept motivated – ensuring network agenda matches partner expectations – is value-added (but not cherry-picking); ‘what’s in it for us?’	Ongoing communication regarding progress and reached targets. Ask for needs and issues and expectations ongoing.		
○ Consistency – language, concepts clearly understood to facilitate partnership (common sense)	Agree on framework.		Too rigid framework
○ Coverage: all necessary partners are involved to address needs	Allow all members to communicate needs.		
○ Partners clear of their own role (responsibilities) and the connections they need to make	Sign letter of intent/agreement		
○ Flexibility: partnership arrangements are not too rigid as to impede responsiveness	Oversee and change if necessary strategy, working principles etc. periodically.		

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<ul style="list-style-type: none"> <li>○ Trust and openness amongst partners exist (even within competitive conditions)</li> </ul>	<p>Share openly in which areas you cooperate and where you don't. Sign confidentiality agreements if needed.</p>		
<ul style="list-style-type: none"> <li>○ There is Ownership: autonomy as well as sense of responsibility</li> </ul>	<p>Define ownership, roles and responsibilities. Communicate and educate ongoing.</p>		

<b>Participation:</b>	<b>Quality Indicators:</b> What you might look for to establish this is being done effectively and appropriately?	<b>Methods and Approaches to Measuring Quality:</b> How you might go about getting information or feedback on these issues:	<b>Constraints:</b> What difficulties you foresee in collecting this information/feedback:
○ Involving the wider public or community	Regular use of social media.		
○ Network is known and understood by general public	Evaluate market plans ongoing and change if needed.	Awareness activities	Complex information
○ Clear measures to involve those most distant from learning opportunities	Use of modern technology		
○ People have a chance to express their needs	Ensure open climate.		
○ People are involved in decision-making (governance)	Define governance model to get all people involved		
○ People are involved in review	Ensure everybody participates		
○ People are actively supported (and opportunities created) to express needs, be involved in decision-making and review	Allow participation on all levels.		
○ Language, materials, resources, published materials are clearly understood in everyday life: not just at overall network level, but also in constituent activities and programmes	Allow for external review		
○ Understanding of learning needs to be universally relevant and meaningful to all life-styles	?		

<b>Progress and Renewal</b>	<b>Quality Indicators:</b> What you might look for to establish this is being done effectively and appropriately?	<b>Methods and Approaches to Measuring Quality:</b> How you might go about getting information or feedback on these issues:	<b>Constraints:</b> What difficulties you foresee in collecting this information/feedback:
○ The capacity to continuously understand results, reasons; and the capacity to use this understanding to influence ongoing planning	Ensure ongoing evaluation and have flexibility in planning		
○ Partners ‘internalise’ evaluation and review (identifying benefits and not just an imposition)	Ensure everybody understand the importance of ongoing evaluation.		
○ Evaluation and review (quality) are prioritised – seen as a core activity and not just an add-on	Ensure evaluation and review are part of daily work, procedures and processes.		
○ Resources are allocated (not just finance but human responsibility)	Allocate more resources if needed.		
○ Methods and mechanisms should not be cumbersome or divert from the main purpose of the network.	Be willing to change methods in needed.		
○ Means of measuring must be appropriate in context of learning region (not just quantitative; and also longer-term)	Ensure both quantitative and qualitative targets.		
○ Results and findings must be able to be widely understood	Communicate openly and willingly.		
○ Must be macro as well as micro picture (product as well as process)	Ensure members share the same view regarding progress.		
○ Flexibility of partners to share information (not defensive)	Again if needed sign confidentiality agreement		

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<ul style="list-style-type: none"> <li>○ Flexibility and openness of partners to accept results (failures as well as successes) and act on results – open to change</li> </ul>	<p>Create an open climate, share information on both failures and successes.</p>		
<ul style="list-style-type: none"> <li>○ Benefits identified are broad-based (not just education-linked)</li> </ul>	<p>?</p>		
<ul style="list-style-type: none"> <li>○ Benefits are demonstrated and communicated</li> </ul>	<p>Develop benefits plans as needed</p>		
<ul style="list-style-type: none"> <li>○ Results and learning is used to influence policy (not just practice)</li> </ul>	<p>Oversee standards and policies regularly</p>		
<ul style="list-style-type: none"> <li>○ Unintended as well as planned outcomes are documented and shared</li> </ul>	<p>Ensure lessons learned activities on a regular basis.</p>		