

Guide to LSIS services 2009–10

For work-based learning providers



Publisher

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Foreword

LSIS: working with you to improve services

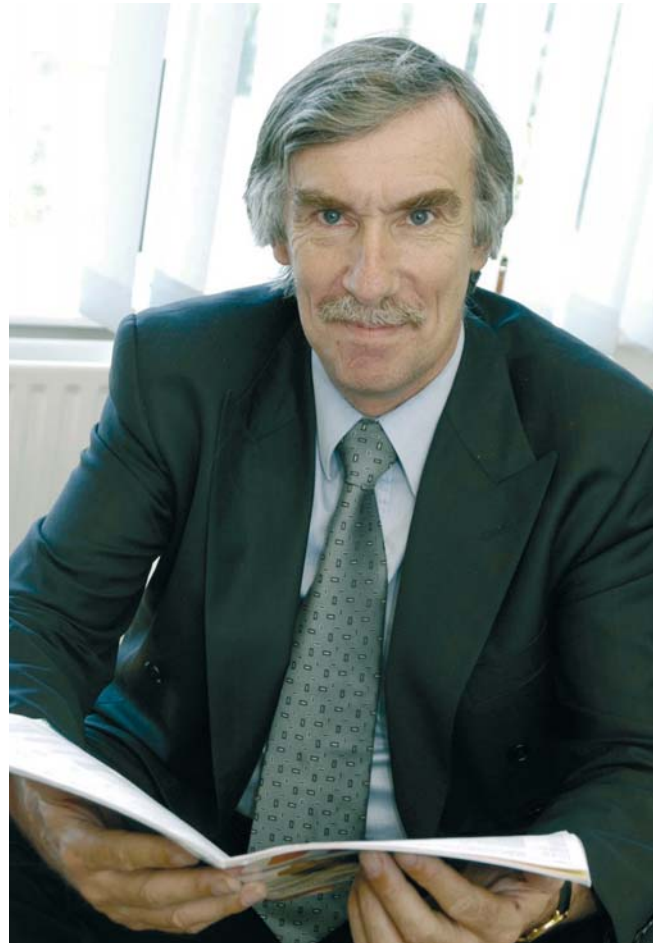
Thank you for your interest in our 2009–10 prospectus. We hope that you find it an invaluable and constructive guide to the support and services that the Learning and Skills Improvement Service (LSIS) provides.

In the past year, we have witnessed the continuing evolution of the learning and skills sector. To reflect the movement towards self-improvement and the continuing aim to achieve excellence across the sector, LSIS itself has adapted and has now truly become the sector-owned and sector-led body for learning and skills.

But the process of change does not stop there. Our unique position within the sector demands that our packages, programmes and support meet the real needs of all education providers. Everything that LSIS does must have a positive impact on the day-to-day experiences of learners. Therefore, our programmes are becoming increasingly tailored to meet the requests that you have made.

So, what can you expect from LSIS in the future?

Talking to providers and learning from their experiences remain at the heart of our work. This dialogue informs the design and delivery of our programmes, helping to create a culture of constant innovation and self-improvement, both within LSIS and within the sector in general.



With this in mind, please continue to tell us what you think, so that we can keep using your expertise and experience to adapt and improve our own services.

Dr David Collins CBE
Chief Executive
Learning and Skills Improvement Service

How to use this guide

The Learning and Skills Improvement Service's aim is to accelerate the drive for excellence in the learning and skills sector using the sector's own capacity to design, commission and deliver improvement and strategic change. This guide to LSIS's services has been designed for work-based learning leaders, managers and staff, to help you find the right programme for you and your organisation.

All the programmes are listed in the guide map on the next two pages. To help you identify appropriate programmes for your needs, at a glance, the guide map uses colours and symbols to indicate:

- ★ For practitioners
- ▲ For leaders, managers and governors
- For organisations
- W For work-based learning providers

Each programme is listed in alphabetical sequence, providing a quick reference guide and contact details for further information:

There are also details about LSIS resources to enhance your knowledge and skills, a glossary, information about equality and diversity, our subsidy policy, and a summary of our enrolment terms and conditions.

This guide complements a set of four general guides that includes:

- Guide to LSIS services 2009–10: a summary
- Guide to LSIS services 2009–10 for practitioners
- Guide to LSIS services 2009–10 for leaders, managers and governors
- Guide to LSIS services 2009–10 for organisations.

We have also published the Leadership Skills for Governance programme and support guide 2009–10.

There are other ways to find out how we can help you.

The Excellence Gateway is the online portal for practitioners at all levels in the learning and skills sector, where you can access a huge range of resources, inspire innovation and share effective practice. See www.excellencegateway.org.uk

Our website at www.lsis.org.uk has corporate information on LSIS, latest LSIS news, information about our events and publications and about further education and skills policy developments.

The LSIS helpline can also offer advice and guidance on your services and support; please call 0870 060 3278.

The online directory of support for learning and skills professionals is available via the Excellence Gateway. It includes details of all LSIS's national partners' programmes and services, with an interactive and user-friendly route map that signposts you to suitable support, programmes and services.

In consultation with you, we are revising and enhancing our offer so that we remain responsive to your needs and the changes the sector is facing. This guide covers the period until April 2010, when we will introduce a new set of services.

As always, we welcome feedback on this guide and on the range of services in general; please email enquiries@lsis.org.uk

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Guide map

Key to detailed guides:

★ For practitioners

▲ For leaders, managers and governors

● For organisations

W For WBL providers

Programme name	Which guide?			
Aspiring Principals and Senior Leaders Programme		▲		W
Career Development Service	★	▲		W
Centres for Excellence in Teacher Training (CETTs)	★		●	W
eCPD Programme	★			W
Equality and Diversity Strategy Programmes	★	▲	●	
– Black Leadership Initiative		▲		W
– Equality Impact Assessment – Development Workshop				W
– Introduction to Leadership – ILM level 3	★	▲		W
– Leading Sexual Orientation Equality		▲	●	W
Excellence Gateway	★	▲	●	W
From Management to Leadership		▲		W
Gateway of Leadership Development		▲	●	
Harnessing Technology – support for e-learning (Collaborative Leadership Skills and Technology, Connect, WBL eXplorer, Leading Change for Digital Dividends, Realise)		▲	●	W
Healthy FE Programme	★		●	
Hot Topic Seminars for ACL Leaders and Managers		▲	●	
Improvement Adviser Service			●	W
International			●	
Leadership and Performance Coaching		▲	●	W
Leadership in Practice Certificate		▲		
Leadership in Practice Diploma		▲		
Leadership of Learner Voice – Student Leadership		▲	●	
Leadership Skills for Governance		▲	●	
Leadership Toolkit – WBL (ISC and ACL also available)		▲	●	W
Leading Change through Professional Dialogue		▲	●	
Learner Health and Safety in Work-Based Learning				W
Learning and Skills Beacon Status			●	
Moving into Leadership Roles – ILM Level 5		▲		

Key to detailed guides:

★ For practitioners

▲ For leaders, managers and governors

● For organisations

W For WBL providers

Programme name	Which guide?			
National Learner Panel and 14-19 Learner Panel	★		●	
Organisational Consultancy and Services			●	W
Policy and Strategic Intelligence	★	▲	●	W
Prepared for Inspection? Building and Demonstrating Capacity to Improve		▲	●	W
Principals Qualifying Programme: Executive Leadership Development		▲		W
Qualification Reforms (<i>including 14 –19</i>)				
– 14-19 Leadership and Management Development Programme		▲	●	
– 14-19 Workforce Support Programme	★		●	
– Foundation Learning Support	★	▲	●	W
– Functional Skills Support Programme	★	▲	●	W
– General Qualifications Support Programme	★		●	
– Qualifications and Credit Framework Readiness: Provider Support	★		●	W
– Post-16 Citizenship Support Programme	★		●	W
Quality Champions Accreditation Programme		▲		W
Research	★	▲	●	
Routes to Success		▲	●	
Safeguarding and Safer Recruitment			●	W
Science, Technology, Engineering and Mathematics (STEM) Programme	★		●	W
Skills for Life Support Programme	★			W
STAR Awards	★		●	W
Strategic Business Planning in Changing Times – Workshop				W
Subject Learning Coaches	★		●	W
Support for Excellence	★	▲	●	W
SWOT for ACL			●	
Workforce Remodelling: Leading Change, Changing Leadership		▲	●	
Working in Partnerships		▲	●	
Work Shadowing	★	▲		W
World Class Skills – Developing Responsive Provision	★	▲	●	W

Aspiring Principals and Senior Leaders Programme

The Aspiring Principals and Senior Leaders Programme provides a challenging and stimulating learning experience that enhances leadership capabilities and lasting personal and professional effectiveness. The programme's value and excellence has been long established in the sector.

Who is it for?

The programme is designed for strategic senior post-holders, with at least one year's experience, who are interested in developing their leadership capabilities and are aspiring to principal posts or to play a more effective and wider role within their current senior management position.

What is involved?

This is a development programme for participants from widely varying starting points and contexts. The emphasis of its learning approach is on collaborative learning and facilitated reflection in a developing and diverse community of practice. The activities are designed to stimulate and inspire participants to explore the theory and practice, critically acknowledging the complexity of data and strategic decision-making facing current and future leaders in the sector.

The programme:

- critically explores leadership ideas and the implications for practice
- focuses on the FE system and draws on current debates in education, leadership and the wider agenda for the public sector
- incorporates work-based action learning projects, audits and assignments
- combines personalised, blended and social learning
- provides a robust and rigorous blend of assessment methodologies, both informative and summative.

How will you benefit?

- The programme provides significant development opportunities for senior leaders.
- It enhances personal and professional effectiveness as a leader on a personal level, with the senior management team and throughout the organisation, through a greater understanding of yourself and your impact on others.
- It extends strategic understanding of the sector and develops capability to deal with complexity and deliver sustainable change.
- Improves capacity to lead and manage in an increasingly changeable environment.
- Provides a network of senior leaders with whom to share experiences, expertise and support during and after the programme.
- Provides valuable space for reflection on your own work and career aspirations.

“The Aspiring Principals and Senior Leaders Programme provided me with a new network of contacts, a supportive reference group and, most of all, the space and context for reflection on the nature of the principal's role and its challenges.”

Michael Bretherick, newly appointed principal of Hartlepool College

Find out more

@ apslp@lsis.org.uk

www.lsis.org.uk/apslp

£ £6,210

Subsidies available

You may also be interested in

- Career Development Service
- Work Shadowing
- Principals Qualifying Programme

Career Development Service

The Career Development Service offers a range of provisions to help you plan and manage your career, including advice on developing in your current role, progression routes and alternative options, work-life balance and developing the skills and confidence needed to be successful. It also supports organisations through workshops and consultancy, helping them improve their recruitment, selection and support processes and making them better equipped to identify and nurture talent and to handle redundancies and mergers. We also support the development of information, advice and guidance (IAG) services for learners.

Who is it for?

The service is open to staff at any level in the learning and skills sector, including leaders or potential leaders interested in developing their own career or those of others in their organisation.

What is involved?

We encourage you to take responsibility for managing and developing your own career and help you recognise the opportunities available to you. Our service is impartial, confidential and personalised. The programme offers:

- one-day career development workshops
- work shadowing – up to five days' bespoke placement in another organisation
- one-to-one career coaching, either face-to-face or over the telephone
- psychometric testing and feedback to help identify and strengthen skills
- career consultancy support, helping organisations develop career policy and strategy
- *Shaping my future*, an e-learning resource that helps users develop and plan their careers
- research into the career paths of sector leaders and managers and IAG for learners.

How will you benefit?

You will develop clearer ideas about your own career direction and grow more confident in your abilities and decision-making. We will help you identify areas where you need to develop new skills and help you become better informed about the options for career progression, within your organisation and elsewhere. Through better understanding of the formal and informal processes by which job moves take place, you will develop a proactive and confident attitude to seeking opportunities.

Your organisation's staff will become more effective in their current roles, while also becoming better prepared for progression. This will improve retention of staff, organisational performance and the deployment of skills.

“The career coaching has definitely been the best piece of personal development I have ever undertaken, by miles! I have been assigned an outstanding coach with a wealth of knowledge and skills, who has developed my personal career skills immensely. If you only do one thing ever for personal development, then this has to be it!”

A former continuing professional development candidate, New College Durham

Find out more

@ cds@lsls.org.uk

www.lsls.org.uk/cds

£ See the website for fee information

£ Subsidies available

Centres for Excellence in Teacher Training (CETTs)

CETTs are partnerships of organisations. Their role is to raise the standard of initial teacher education (ITE) and to improve the quality and consistency of continuing professional development (CPD). There are 11 CETTs in England.

Who is it for?

All those involved in teacher education in the learning and skills sector, including teacher educators, teachers, trainers and tutors.

What is involved?

The main activities of the CETTs focus on the development of and support for initial teacher education and CPD. The diverse activities include:

- building links and connections between organisations
- supporting joint working and new projects to further pedagogic knowledge
- mentoring support
- research and curriculum development
- training and support
- online and hard-copy resources

Each CETT develops its own programme and annual business plan.

How will you benefit?

Organisations could benefit from engaging with a CETT, because CETTs have expertise in developing, improving, and delivering:

- coaching and mentoring, including e-mentoring
- courses including Preparing to Teach in the Lifelong Learning Sector (PTLLS) and the Diploma in Teaching in the Lifelong Learning Sector (DTLLS)
- curriculum design and development
- information, advice and guidance
- joint practice development and evaluation
- the role of the teacher educator
- training teacher educators
- improving quality of ITE and CPD
- interpreting policy
- initial teacher education, including accreditation of prior experience and learning (APEL), individual learning plans, observation, contextualising vocational learning, work experience and enrichment
- CPD including courses, conferences, events, networks, resource fairs, seminars, training and workshops
- research, including action research
- may contribute to participants' CPD record for the year.

Find out more

@ enquiries@lsis.org.uk

 <http://cett.excellencegateway.org.uk>

£ Free

eCPD programme

eCPD is e-continuing professional development. It comprises the Professional Development Advisers eCPD for those responsible for driving the use of technology in teaching and learning in their organisation and the E-Guides eCPD training programmes – what every teacher, tutor and trainer needs to know about using e-learning and technology. These two programmes are designed to support the effective use of technology in teaching and learning, and help teachers and trainers fulfil the requirement to undertake 30 hours' CPD (or pro rata) a year.

Who is it for?

Teachers, tutors, trainers, leaders and managers in adult and community learning; FE colleges; prisons; school sixth forms; sixth-form colleges; work-based learning; and initial teacher education providers funded by the LSC.

What is involved?

A new, simplified framework for eCPD has been developed to provide:

- face-to-face training over two days for nominated Professional Development Advisers (PDAs) complemented by personalised mentoring and coaching support
- blended training over three days; two days face-to-face and one day of training delivered online for E-Guides
- access to the eCPD Online Learning Space (OLS), a growing community of practice developed with representatives from the whole FE system, featuring:
 - Becta's Generator self-assessment tool to help develop action plans
 - the new eCPD framework and associated CPD planning tool designed to mirror the structure of the Institute for Learning's REFLECT tool

- lively discussion forums where users can share comments and ideas, and conduct peer-to-peer review of activities and experiences
- a growing library of resources and case studies provided by practitioners across the country to support development of effective practice
- videos and podcasts on the latest developments in e-learning.

How will you benefit?

The programme enables PDAs and E-Guides and their organisations to:

- explore the roles of PDAs and E-Guides and Advanced PDAs and E-Guides
- plan models of cascade training, coaching and mentoring
- develop their understanding of the pedagogy of e-learning and to champion e-learning approaches across their whole organisations
- meet the new teaching standards and Ofsted inspection requirements
- engage and improve learner employability skills and deliver new demand-led markets
- access to LSC e-capital funding to support training on completion of an action plan.

Find out more

@ ecpdprogramme@bdplearning.com

 <http://ecpd.bdplearning.com>

@ e-guides@niace.org.uk

 www.niace.org.uk/eguides-ecpd

£ Free for eligible providers

Equality and Diversity Strategy Programmes

Black Leadership Initiative

The Black Leadership Initiative (BLI) is managed and funded by LSIS and delivered by a division of the Network for Black Professionals. It addresses succession planning for black and minority ethnic staff at all levels, in particular at managerial level in the post-16 sector. It delivers a range of career development programmes helping the sector to diversify.

Who is it for?

Black and minority ethnic professionals, including:

- staff at all levels
- aspiring and existing leaders, managers and governors
- tutors, trainers and teachers.

What is involved?

The Black Leadership Initiative introduces practical measures to improve your career development opportunities and encourages you to manage and develop your own career and help you recognise the opportunities available. The service is impartial, confidential and personalised and offers you various opportunities, including:

- secondments and placements for up to one year into a middle or senior management post (depending on your current responsibility or seniority) at a college, sector agency or related institution
- work shadowing for up to five days within a college, sector agency or related institution
- mentoring over a 12-month period through a combination of face-to-face, email and telephone sessions

- one-day career development workshops to supplement the secondment, shadowing and mentoring programmes, offering access to a highly-practical and effective development workshops.

How will you benefit?

You will acquire new and higher level skills and knowledge in a supported and minimal-risk environment, so that you can grow more confident in your abilities and decision-making. You will be given the tools to develop further a range of skills, including CV writing, interview techniques, personal branding, assessment centres, policy masterclasses and so forth.

Through better understanding of the formal and informal processes by which job moves take place, you will develop a proactive and confident attitude to seeking opportunities.

Your organisation will see the difference at a micro (individual) and macro (organisational) level, with an increase in the number of senior Black and minority ethnic managers and leaders, raised performance levels and staff taking ownership of their careers.

To find out more

@ equalities@lsis.org.uk

 www.lsis.org.uk/equalities

 Fully subsidised for eligible participants

You may also be interested in

- Introduction to Leadership
- Leading Sexual Orientation Equality

Equality Impact Assessment – Development Workshop

As public bodies, FE institutions have a statutory legal duty to consider and assess the impact of their current, proposed and core activities on different equalities groups. LSIS offers an interactive and practical programme for FE providers on how to carry out meaningful equality impact assessments within a performance and quality framework. The programme is timely, given that the new inspection framework places greater emphasis on equal opportunities, and equality impact assessments are a key tool to help embed and improve equality and diversity throughout the organisation.

Who is it for?

Policymakers, project managers, equality and diversity managers and co-ordinators, HR managers and professionals, continuing professional development (CPD) professionals, trade union representatives, chief executives, principals and senior managers, from FE colleges, prisons, school sixth forms, sixth-form colleges, work-based learning and initial teacher education providers funded by the Learning and Skills Council.

What is involved?

Our equality impact assessment training can be delivered in-house, to a consortia of providers or tailored specifically to meet the needs of a provider. As part of the training, we ask participants to bring policies, plans or strategies from their organisations for live review and assessment. This gives us live case studies with which to work, as well as an opportunity for peers to review and consider the impact of organisational practices and policies on the diverse communities, learners, staff and users of our services.

The equality impact assessment training can be delivered over a half-day, one-day or two-day period, depending on the needs and requirements of organisations.

How will you benefit?

- Support to review and enhance your policies, plans and strategies.
- Gain practical knowledge and skills needed to review and develop policy and practice in line with the requirements of legislation.
- Enhance organisational performance in the area of equality and diversity.
- Explore the advantages and disadvantages of tools and templates.
- Develop an action plan identifying key priorities for action.
- Understand how equality impact assessments can be used as a key tool to help improve equality and diversity practice across the organisation.

Find out more

@ equalities@lsis.org.uk

 www.lsis.org.uk/equalities

£ See the website for fee information

You may also be interested in

- Black Leadership Initiative
- Introduction to Leadership
- Leading Sexual Orientation
- Bespoke and Consultancy Programme

Introduction to Leadership

Introduction to Leadership is one of the programmes in our positive action suite, and has been designed for black and minority ethnic staff who wish to develop the confidence and skills required to progress into their first leadership and management role. The programme is accredited by the Institute of Leadership and Management (ILM) and participants have the chance to attain a level 3 Certificate in Leadership and Management.

Who is it for?

The programme is suitable for a range of Black and minority ethnic staff across the FE system including:

- subject lecturers, teachers and tutors
- classroom assistants
- student support staff
- office support staff
- administration and clerical staff
- business support staff.

What is involved?

This five-day programme comprises:

- half-day workshop for participants' line managers
- four-day delivery (two blocks of two days)
- half-day post-course workshop.

The programme is structured flexibly and can be tailored to meet the needs of each cohort and individual. Bespoke programmes can be developed and delivered for individual colleges, providers or consortia.

Delivery methods include a mix of blended e-learning, facilitator-led sessions and peer support through the use of action learning set approaches.

How will you benefit?

This programme:

- helps participants to take stock of their careers and creates clarity around career aspirations
- improves participants' management and leadership opportunities
- gives participants the confidence to apply for promotion when opportunities arise
- helps them develop the skills required to break down personal and organisational barriers to their success
- builds the capability of the organisation's more junior staff and provides increased confidence, motivation and performance
- offers organisations the opportunity for participants' line managers to attend a half-day workshop to support them with strategies to mentor and develop staff on positive action programmes.

Find out more

@ equalities@lisis.org.uk

 www.lisis.org.uk/equalities

£ Free for eligible applicants

You may also be interested in

- Equality Impact Assessments
- Visible and Valued Masterclasses
- Policy through Procurement
- Promoting Trans Equality in FE
- Succession Planning and Diversity

Leading Sexual Orientation Equality

This leadership programme offers participants the opportunity to develop leadership skills and expertise in making sexual orientation equality integral to organisational culture, policy and practice. It also addresses the findings of the former Centre for Excellence in Leadership's research report, *Equality and sexual orientation – the leadership challenge for further education*.

Who is it for?

The programme is open to staff of all sexual orientations and at all levels of leadership and management from FE, work-based and adult and community learning, including:

- HR and continuing professional development (CPD) professionals
- subject lecturers, teachers, trainers and tutors
- business support staff
- senior managers
- equality and diversity practitioners
- student support services
- governors and clerks
- learner representatives
- trade union and student union officers.

What is involved?

This two-day programme empowers participants to promote sexual orientation equality confidently across employment and service delivery by:

- examining organisation-wide strategies for change and enabling individual participants to develop job-specific strategies and action plans for them to implement in their professional roles
- developing familiarity with and strategies for using LSIS's sexual orientation equality training DVD, *Visible and valued*

- sharing and analysing good practice in employment and service delivery
- including presentations by lesbian, gay, bisexual and transgender leaders in the sector that explore strategies and tactics for achieving institutional change
- examining and developing models for creating lesbian, gay, bisexual and transgender-friendly organisations.

How will you benefit?

This programme equips participants to meet the sector's legal obligation to:

- comply with the law and remove unlawful discrimination on grounds of sexual orientation
- embed sexual orientation equality in wider equality and diversity work
- develop and consolidate a range of leadership skills
- make the FE system safe for and welcoming to lesbian, gay, bisexual and transgender learners and staff.

Find out more

@ equalities@lsis.org.uk

 www.lsis.org.uk/equalities

£ See the website for fee information

Ⓢ Subsidies available

You may also be interested in

- Introduction to Leadership

Excellence Gateway

The Excellence Gateway is your first port of call for finding advice, resources and support for your day-to-day work in the FE and skills sector.

With online access to an unrivalled breadth of resources, it provides inspiration for innovation, allows the sharing of good practice with fellow practitioners and gives you access to sector support services and programmes to assist you in your role and your provision.

Who is it for?

The Excellence Gateway is for everyone working in the wider FE and skills sector in England, including teachers, tutors and support staff, quality managers, principals and chief executives.

What is involved?

- Practical help to enhance your professional skills.
- Free access to thousands of case studies and examples of effective practice to help you develop your knowledge and skills and help your organisation in its pursuit of excellence, innovation and improvement.
- The entire contents of well-established online sector resources such as Ferl, ACLearn and AskButler – plus the complete Ofsted Good Practice Database.
- Resources from LSIS’s programmes and services, and materials from learning and skills organisations such as the National Institute of Adult Continuing Education (NIACE) and the UK Office for Library and Information Networking UKOLN.
- Easy access to a rapidly expanding directory of organisations that provide improvement services, including full details of all the programmes, support services and development opportunities available from LSIS.

- A comprehensive calendar of sector events, to help you find those that are local and the most relevant to you.

How will you benefit?

- Become part of the wider FE community by taking part in the Excellence Gateway forums, asking others for their views of key issues, contributing your own opinions and taking part in discussions.
- Draw on the knowledge of colleagues from across the country by downloading and rating resources provided by them.
- Upload resources that you find useful and think might help others.
- Build and tailor a personal profile, make contact with others who have similar interests and expertise, and swap ideas.
- Bookmark useful resources and receive personalised news feeds – all from a single web page.
- Establish your own Excellence Gateway interest group, to attract fellow practitioners and share ideas within a focused group.
- Seek advice and inspiration from colleagues elsewhere in the country on a range of issues, such as:
 - how to deal with a challenging class
 - new methods for engaging with those with special needs
 - the 14–19 Diplomas
 - how to deal with an imminent inspection
 - ideas for enhancing your own professional development.

Find out more

 www.excellencegateway.org.uk

 Registration is free of charge

From Management to Leadership

This experiential learning programme takes participants out of the task-driven environment of the daily workplace and encourages reflection on key leadership issues in the work-based learning (WBL) sector through a process of individual and collective learning.

Who is it for?

- Chief executives and managing directors.
- Senior managers in the independent, work-based learning sector.
- Senior college managers with responsibility for leading WBL provision.

What is involved?

The programme is designed in three modules, each of which consists of a two-day workshop with a one-day follow-up workshop, spread over four to five months.

Module one – From managing the business to business leadership. Exploring business context and strategic priorities, future thinking and horizon scanning, and the development of strategic thinking and intent.

Module two – Leading teams; leading learning including the stimulation of innovation and creativity in curriculum design. Team leadership and development issues, including appraisal of team models, are the focus of this module. Attention is also paid to leadership of the operation, and the leader's role within the team.

Module three – Leadership and you the leader
This module explores themes of self-awareness and self-development, including issues of power and influence, and the impact of leader behaviour on others. Models of leadership are evaluated critically in respect of relevance to the sector and individual organisations.

How will you benefit?

Benefits for individuals

- An increased capacity to meet the challenges of organisational leadership and management.
- Enhanced ability to develop a strategic agenda with a longer-term outlook for core business.
- An increased understanding of the interconnection between individual, team and organisational learning and its impact on the effectiveness of leadership.
- Learning transferred to the workplace.

Benefits for organisations

- Improved strategic capability in planning, implementation and continuous quality improvement.
- Enhanced ability to develop a strategic agenda with a longer-term outlook for core business.

Find out more

@ fmtl@lisis.org.uk

🌐 www.lisis.org.uk/fmtl

£ £1,995

📄 Subsidies available

Harnessing Technology – support for e-learning

Collaborative Leadership Skills and Technology

This programme develops and accelerates the leadership and entrepreneurial skills of managers responsible for harnessing the potential of technology in their organisation. Participants have the opportunity to create and manage a collaborative technology project that is appropriate to the strategic needs of their organisation.

Who is it for?

- Leaders and senior managers, aspiring managers, network managers seeking to develop leadership roles.
- Individuals whose roles are concerned with change and quality enhancement, e.g. advanced Subject Learning Coaches, project managers and quality managers.

What is involved?

This five-day programme features two residential events and a final conference.

How will you benefit?

- Gain an understanding of your organisational context and the wider FE and skills framework.
- Focus on, explore and share ways in which you can maximise the use of technology.
- Become confident, engaged and in tune with the promise and possibilities of technology and working collaboratively with others.
- Develop the aspirations and ambitions to explore ideas, co-operate with and influence others, becoming committed to quality enhancement through the use of technology.
- The initiation of a technology-led project.

ConnecT

The ConnecT programme helps you to analyse the current state of e-learning in your organisation and develop an understanding of the key benefits of developing technology strategies.

Who is it for?

The programme is for managers and leaders in a work-based learning (WBL) organisation or college that has a WBL contract, including:

- leaders and senior managers
- aspiring managers with influence in the senior management team
- network managers seeking to develop a leadership role.

What is involved?

A one-day programme with follow-up support provides you with the support and guidance needed to help you develop an effective technology strategy for your organisation.

How will you benefit?

- You receive access to a range of resources to help you develop your strategy, a framework for strategy development; and signposting to effective practice across the WBL sector.
- You gain access to the Leadership Learning Environment (LLE) for further support and extensive online information.
- Raised awareness of the importance of the strategic management of technology.
- More accessible learning opportunities for learners.
- Improved achievement, retention rates and learner engagement.
- Access to a capital grant of £2,100 at the end.

Harnessing technology – support for e-learning (continued)

Leading Change for Digital Dividends

Leading Change for Digital Dividends offers a supportive and challenging experience to encourage the development of an innovative digital culture. Drawing on reported evidence, the programme builds on e-strengths and provides development opportunities in the form of online diagnostics, podcasts, workshops and case studies. Peer referencing and benchmarking are key activities and participants are expected to produce a business plan and results of a pilot study for peer scrutiny.

Who is it for?

This programme is designed for senior leaders and their teams throughout the FE and skills sector, including those in work-based learning and adult and community learning, to develop their information learning technologies (ILT) strategy to realise a digital dividend.

What is involved?

This blended programme takes two days, with additional access to online modules and discussion areas. There is an emphasis on social networking, peer referencing and benchmarking, as well as the opportunity to request optional visits and take part in a seminar programme.

How will you benefit?

- Develop team leadership, change leadership, peer referencing and reflective skills.
- Contribute to a social networking programme.
- Use and apply diagnostic tools.
- Realising a measurable digital dividend from e-learning and technology strategy.
- Scale up effective e-practices and showcase collaborative teamwork in the organisation.
- Create a peer-referencing network in the sector.

Realise

Realise, the follow-up programme to ConnectT, focuses on the implementation of your technology strategies, giving you the opportunity to develop your organisation's culture and technological capability to harness technology. It is recommended that work-based learning (WBL) organisations should complete both ConnectT and Realise to ensure successful implementation of technology strategies in their organisations.

Who is it for?

Senior managers and leaders working for work-based learning organisations or colleges that have WBL contracts.

What is involved?

This structured programme offers a flexible approach to meeting your individual and organisational needs. It incorporates a one-day interactive session with follow-up support to help you implement your ILT strategy effectively.

How will you benefit?

- Develop strategies to improve provision quality.
- Promoting a whole-organisational approach to harnessing technology.
- Improved achievement, retention rates and learner engagement.
- Access to a capital grant of £2,100 at the end.
- Access to the Leadership Learning Environment.

Harnessing technology – support for e-learning (continued)

WBL eXplorer

The WBL eXplorer programme aims to develop a culture of innovation in the strategic leadership of e-learning and technology, and to support the leadership of change in an evolving and uncertain environment. It seeks to develop change leadership skills, specifically in the area of e-learning technologies, to enable participants to lead an e-change initiative in their organisation.

Who is it for?

The WBL eXplorer programme is for individuals in work-based learning provision who have leadership responsibilities and seek to be effective change agents in e-learning and technology, including:

- current and aspiring leadership team members
- staff development managers
- e-learning managers and champions.

What is involved?

WBL eXplorer takes place on three separate days, and the face-to-face learning is supported by workshops, resources and one day of follow-up support.

Participants have the chance to develop an understanding of the complexities of harnessing technology for supporting learning, and the programme provides a seedbed of expertise on the potential futures of e-learning.


How will you benefit?

- Initiate and lead an e-change intervention.
- Experience a variety of techniques to foster creativity, change and innovation.
- Develop skills in benchmarking, peer referencing, problem-solving and collaboration.

Find out more

@ eleadership@lsis.org.uk

 www.lsis.org.uk/eleadership

 Fully subsidised for eligible participants

Improvement Adviser Service

The Improvement Adviser Service (IAS) is a managed network of quality improvement advisers that support FE and skills sector organisations on a one-to-one or group consultancy basis. They will work alongside organisations to put together tailored packages of support to target specific areas of provision or management to bring about improvement or attain excellence. The service aims to help providers, and the sector, to lift and enhance the level of performance.

Who is it for?

Organisations in the further education system that:

- have been identified as unsatisfactory by external inspection or funding body review
- are currently satisfactory and wish to improve
- aspire to excellence.

This can include:

- work-based learning providers and adult learning providers (FE or personal and community development learning)
- independent specialist colleges receiving government funding for individual learners
- FE, sixth-form and tertiary colleges
- information advice and guidance organisations
- European Social Fund (ESF) providers
- offender learning institutions, including private prisons that may have had Adult Learning Inspectorate (ALI) support from the Provider Development Unit
- Providers funded by the Department for Work and Pensions (DWP).

What is involved?

Organisations will be matched with an Improvement Adviser, or advisers, with relevant skills and expertise. They will deliver direct support and co-ordinate a tailored package of support from across LSIS programmes. This package will target specific areas of provision or key themes such as leadership and management, quality assurance and improvement, where improvement is needed to bring about sustained quality improvement or the achievement of excellence.

The programme offers three levels of support, each informed by an inaugural meeting between the provider and the service. These are:

- rapid response
- intermediate support
- aspiring to excellence.

How will you benefit?

You will benefit from a tailored package of help from experts in the areas your organisation needs support in that will work to raise your level of performance and lead to improvements in provision.

Find out more

@ enquiries@lsis.org.uk

 www.excellencegateway.org.uk/improvementadvisers

£ Free for eligible providers

Leadership and Performance Coaching

Coaching is about unlocking individual, team and organisational potential to maximise performance and enable positive change.

Coaching helps you learn, rather than teaching you. At the heart of our coaching interventions is the philosophy you already have the answers, and by engaging with coaching the untapped potential within you, the team and organisation will be released in a focused, expedient and sustainable way.

This is not an opportunity to dwell on the past, or have passive counselling. Neither is it advice from the ‘wise sage’ you may associate with mentoring. It is a facilitated thinking space, in which the coach challenges your way of doing things, provides an independent sounding board and focused attention to the issue. The coach holds you to account and reviews your actions.

Who is it for?

Coaching is for current and aspiring leaders at all levels. The coaching programmes and services are designed to help you create a positive and supportive organisational culture and break down some of the barriers to leading change in FE.

What is involved?

The coaching programmes and services include:

- one-to-one coaching
- Leading Change Conversations
- Advanced Coaching Programme
- Leaders as Coaches.

One-to-one coaching

Following a diagnostic questionnaire, you will be matched with a coach who will work with you to focus on a specific issue in a supportive and challenging way, providing space to reflect and take action.

Leading Change Conversations

This is a personalised, focused and incisive workshop that, through coaching, enables leaders to have the confidence, strategies and skills to tackle performance management and difficult conversations.

Advanced Coaching Programme

The ILM level 5 accredited programme is for individuals who want to provide a confident, credible, ethical and professional internal coaching service to support improved performance and change.

Leaders as Coaches

This programme is designed to help you create a positive culture where a coaching approach to management is successfully employed.

Other leadership and performance coaching programmes and services are available.

Find out more

@ coach.bespoke@lsis.org.uk

🌐 www.lsis.org.uk/coaching

£ See the website for fee information

📄 Subsidies available

Leadership Toolkit – WBL

The Leadership Toolkits have been tailored to support and address the challenges of whole-organisational and individual improvement. There are three toolkits: one for work-based learning (WBL) providers; one for adult and community learning (ACL) providers; and one for independent specialist colleges (ISCs). Each of them contains a wealth of regularly updated management materials to enable learning opportunities that support individual development and business operations.

Who is it for?

The WBL Leadership Toolkit benefits all those who want to be leaders of outstanding work-based learning organisations, including:

- members of leadership teams
- middle managers
- staff development managers.

What is involved?

By registering, members have access to regularly updated management material, interactive diagnostic tools and activities, and media-rich content. The toolkits include the following modules:

- Managing the operation
- Quality improvement
- Responding to policy
- Finance and funding
- Equality and diversity
- Learning technology
- Leading your organisation
- The responsive provider
- People and organisations.

Free introductory workshops are available to help get you started, and there are free regional development workshops to enhance your use of the tools within your organisation.

How will you benefit?

Benefits for individuals

- Facility to create a continuing professional development (CPD) learning log.
- Sharing of effective practice through case studies.
- Access to forums.
- Safe and supportive online environment.

Benefits for the organisation

- Ability to assign areas of the toolkit according to department and individual need.
- Templates and planning tools can be saved and shared between teams and throughout the organisation.
- Access to other online resources, including *Shaping my Future* and the LSIS online library, and full text access to the *Harvard Business Review*.

Find out more

@ toolkit@lsis.org.uk

🌐 www.lsis.org.uk/toolkit

£ Free

Learner Health and Safety in Work-Based Learning

The presentation provides a two-hour, strategic briefing on health and safety for directors and senior managers of WBL providers. It is delivered by LSIS with Effective Health and Safety Management Limited.

Recent developments have made this a good time for WBL providers to review their approach, including:

- legal developments, including corporate manslaughter and the new Health and Safety (Offences) Act
- Health and Safety Executive (HSE) developments, including important Leading Health and Safety at Work guidance
- Learning and Skills Council (LSC) developments, including the Safe Learner blueprint and self-assessment.

Who is it for?

Directors and senior managers of WBL providers.

What is involved?

Directors' Duties – Update

- The Corporate Manslaughter Act 2007.
- The new Health and Safety (Offences) Act 2008.

Good Health and Safety Leadership

- New guidance from the Institute of Directors and HSE.
- Other best practice.

Excellence Going Forward

- Safe Learner Blueprint.
- Self-assessment.
- Carrying out a strategic health and safety health-check.

How will you benefit?

You will gain:

- a strategic understanding and practical insight into:
 - the new acts and their effects
 - key aspects of good health and safety leadership.
- increased ability and confidence to:
 - ask key questions of yourself and employers
 - fulfil respective roles, duties and contractual obligations.

Find out more

@ enquiries@lsis.org.uk

 www.lsis.org.uk

£ See the website for fee information

Organisational consultancy and services

We offer tailored support to help sector organisations clarify their vision and strategic aims and develop the leadership required at an individual, team and organisational level to achieve them. Our primary focus is to increase sustainable effectiveness and organisational health, using structured and planned consultancy and leadership interventions that are suited to your organisation's culture, goals and aspirations.

Who is it for?

All FE colleges, prisons, school sixth forms, sixth-form colleges, work-based learning and initial teacher education providers funded by the Learning and Skills Council.

What is involved?

- An independent evaluation.
- LSIS works with you to create a programme for your needs.
- Consultation from experienced experts from within and outside the sector.
- Flexible and adaptable approach to working, ensuring all opportunities to respond to issues that arise and, where appropriate, adapt the activities to reflect shifting imperatives.

This service is delivered in-house at a pace, in a style and at a budget to suit you.

How will you benefit?

- The activities are tailored to your specific context.
- We can incorporate organisation-wide projects, with delegates working in teams to work on a specific activity of immediate benefit.
- Some programmes can be accredited.
- The activities can involve participants from across the organisation.
- Through some of the tools we use, we can provide a profile of your organisation's capability and fitness for change.
- We can combine a number of different activities to achieve the best solution. These could include top team development, structured programmes, dedicated half-day or one-day topic sessions, coaching and large group events.

Find out more

@ bespokeconsultancy@lsis.org.uk

 www.lsis.org.uk/bespoke

£ Please contact us to discuss

Policy and Strategic Intelligence

To function effectively in a rapidly changing sector, effective leaders need access to sound analysis of government policy for the medium to long term. The LSIS policy service provides authoritative and reliable policy scanning and analysis services for the sector. We also host regular policy seminars to consider and develop understanding of current and emerging policy.

Who is it for?

Leaders and managers at all levels in the sector, partner organisations and sector associations.

What is involved?

Policy seminars

Throughout the year, we host invitation-only seminars for leaders in the FE and skills sector to examine and discuss policy developments facing the sector. For example, we conducted a series in the spring and summer of 2009 around FE's role in the financial crisis, examining the sector's crucial support for employment and skills strategies to mitigate the effects of the recession and prepare for the upturn.

We also publish reports of the seminars, to record the discussion for wider dissemination, track areas of consensus and of disagreement, and capture the rationale and narratives of the debate. These reports are circulated widely and published on the policy pages of the LSIS website.

Policy updates

We produce a regular digest of policy developments and initiatives and email this to more than 900 subscribers. The digests cover a wide span of policy from our own sector and from other areas of public sector policy that may become significant for the FE and skills system.

Brief guides

We produce summaries of significant policy developments, reports and documents pertinent to the FE and skills sector to raise awareness and make them accessible to a wide audience. Examples include:

- the government reshuffle
- the Cabinet Office reports, *Excellence and Fairness* and *Unleashing Aspiration*
- the UK Commission for Employment and Skills' *Ambition 2020*.

How will you benefit?

- Increased knowledge of policy matters.
- Opportunity to share knowledge of and strategies around policy, and to influence policymakers through the seminars.

“Outstanding chairs, excellent presenters . . . [the team] is superb at taking notes and summarising the issues . . . whole way the seminar is conducted is very high quality.”

“Thanks for this. Reading through these are always very good value in terms of my time and this one is no exception!”

Feedback on policy updates and brief guides

Find out more

 policy@lsis.org.uk

 www.lsis.org.uk/policy

 Free, by invitation only

Prepared for Inspection? Building and Demonstrating Capacity to Improve

With the new Ofsted inspection methodology now in force, LSIS is continuing to support providers as they engage with the new inspection process and develop the evidence base needed to show continuous improvement.

This programme offers two series of workshops in which the detail and implications of the new inspection arrangements and approaches to grading are examined fully. They focus on evidence-based self-assessment, building and demonstrating capacity to improve and how these are reflected through the new common inspection framework.

Developed and delivered in conjunction with Ofsted and the sector, and following on from the highly successful Preparing for Inspection workshops, the programme explores how providers can most effectively gather evidence of the impact of their work on learners as the core of their quality improvement activities and how to present this evidence base at inspection.

Who is it for?

Both series of workshops will be useful for nominees from all LSC and DWP-funded providers, and those responsible for quality improvement or inspection. Leaders of equality and diversity, safeguarding, and teaching and learning will also benefit from these workshops.

What is involved?

Participants may attend either or both series of workshops, which are delivered collaboratively with Ofsted inspectors. Each workshop provides an in-depth explanation of how that particular aspect will be inspected and graded. They include activities that enable participants to explore and develop strategies for improving and presenting those features of their own provision.

- Workshop Series A explores the detail and implications of the new inspection arrangements and Ofsted's approaches to grading.
- Workshop Series B works through the key themes of leadership and management, safeguarding, equality and diversity to help providers focus more effectively on capacity to improve and how to illustrate this in their self-assessment reports.

How will you benefit?

- Understand the changes to the inspection arrangements and their impact on how providers approach self-assessment and the development of a data-rich evidence base.
- Select nominees and enable them to carry out their role effectively in preparing for inspection and working positively with inspection teams.
- Clarify what will be expected through the key grading themes of leadership and management; capacity to improve; and teaching and learning, and through the limiting judgements of equality and diversity and safeguarding.
- Develop strategies to demonstrate continuous improvement and capacity building in all aspects of provision.

Find out more

@ pfi@lsis.org.uk

 www.lsis.org.uk/pfi

£ See the website for fee information

£ Subsidies available

You may also be interested in

- Workforce Remodelling: Leading Change, Changing Leadership
- Leading Change through Professional Dialogue

Principals Qualifying Programme: Executive Leadership Development

The Principals Qualifying Programme: Executive Leadership Development supports principals and chief executives in leading transformational change in the sector, and is designed to support new and practising principals in their leadership of complex change and in shaping a new sector.

A reflective and highly personalised programme, it is one of the key outcomes of the 2007 Further Education and Training Bill and is sponsored by the Department for Business, Innovation and Skills (BIS) for principals of FE colleges. By July 2009, more than 150 principals had embarked on the Principals Qualifying Programme, and 60 had successfully completed it.

Who is it for?

The programme is mandatory for first-time principals appointed after September 2007, but many participants are established principals who choose the programme as part of their continuing, visible professional development. The programme has been designed to meet the needs of both long-serving and first-time principals, by working with your personal starting point and valuing your experience.

What is involved?

Over the course of 12 to 15 months, participants:

- build on experience, skills and knowledge to develop adaptive leadership capacity
- develop leadership excellence as a key driver to raise standards and performance and respond to the diverse needs of employers and learners
- help create a community of leadership practice
- develop a systemic approach to strategic leadership challenges in the sector, and greater awareness of the critical factors that determine organisational capability and success

- extend personal and professional commitment to inclusion and diversity management and promoting equality of opportunity
- understand better how to work more effectively in collaborative and lateral relationships
- evidence how they meet the programme award criteria, through a written submission and a dialogue with assessors.

How will you benefit?

- Completion and achievement of the Principals Qualifying Programme award.
- Enhanced effectiveness as an adaptive leader in the sector.
- Deeper understanding of individual, group and organisational dynamics.
- Development of leadership and organisational capacity within your college or institution.
- On completion, access to an optional fast-track route to status as chartered manager and fellow of the Chartered Management Institute.

“In these most challenging of times, it’s essential that further education is driven by world-class leaders, and the Principals Qualifying Programme framework offers a personal and professional development programme that is second to none.”

Lynette Cutting, principal, Stourbridge College

Find out more

@ executive@lsis.org.uk

www.lsis.org.uk/ppq

£ £7,000

£ BIS subsidy of £5,000 for eligible participants

Qualification Reforms

Foundation Learning Support

Foundation Learning is the name given to education provision at entry level and level 1, and includes the qualifications at these levels within the Qualifications and Credit Framework (QCF). LSIS now offers a range of support activities and resources to meet the needs of local authorities, schools, colleges and learning providers at various stages of Foundation Learning implementation.

Who is it for?

Managers and practitioners in learning providers responsible for delivering to 14 to 19-year-old learners or to adult (post-19) learners.

What is involved?

A bespoke consultancy service through regional contacts who work with managers to help them address the development of Foundation Learning in their organisational planning and quality improvement processes.

- Professional development opportunities:
 - the Foundation Learning champions' training programme, which builds the skills of key staff leading programme development and supports professional development opportunities for other practitioners in the organisation
 - a range of flexible, online continuing professional development (CPD) activities to equip practitioners with the skills to develop flexible and personalised learning programmes that harness the potential of the QCF and enhance learner participation, achievement and progression.
- Regional networks giving practitioners and managers the chance to develop and share effective practice, enhance their skills and receive updates on relevant policy drivers.

- Funding for post-16 providers to undertake action projects, to encourage the development and sharing of emerging practice.

How will you benefit?

This programme enables providers to build organisational capacity to deliver Foundation Learning programmes successfully, and to increase the participation, retention, achievement and progression of learners. Leaders, managers and practitioners will have the opportunity to:

- develop their understanding of Foundation Learning and its role within 14–19 and vocational qualification reform
- develop curriculum models that support the effective implementation of Foundation Learning programmes
- develop their understanding of credit, rules of combination and the flexibility of units and qualifications from the QCF to design and deliver personalised Foundation Learning that leads to increased participation, achievement and progression
- transfer existing effective practice in the delivery of Foundation Learning across to the implementation of units and qualifications from the QCF
- work collaboratively to resolve issues and to develop and share effective practice.

Find out more

@ foundationlearning@nordanglia.com

www.excellencegateway.org.uk/flt

£ Free for eligible applicants

You may also be interested in

- Consultancy support for local authorities: email foundationlearning@lsnlearning.org.uk

Functional Skills Support Programme

Functional skills are integral to the four learning pathways – Diplomas, general qualifications, foundation learning and apprenticeships – as well as being standalone qualifications.

The Functional Skills Support Programme is designed to prepare practitioners, leaders and managers to introduce functional skills in your centre, from developing applied learning to adopting a whole-organisational approach to functional skills implementation. It involves all centres in the pilot and those preparing to deliver functional skills in 2010.

Who is it for?

Leaders, managers and practitioners in post-16 education and training centres (similar support for schools is offered by National Strategies).

What is involved?

The programme offers a blended learning approach that includes:

- a range of regularly updated resources aimed at supporting the introduction and delivery of functional skills, offering practical help and advice to practitioners as they move forward with teaching and learning strategies or the management of functional skills
- a comprehensive package of support for continuing professional development (CPD) at regional and local levels, including local consultancy and a suite of customised in-house training modules
- regional networks and support, including regional facilitators who provide local support for all post-16 centres, linking with other programmes and initiatives in the area as part of a coherent range of support to underpin the 14–19 and other reforms
- helpline and email support
- a new functional skills website available at www.fssupport.org

How will you benefit?

This programme helps leaders and managers to:

- build knowledge and practice of functional skills, ensuring that the organisation is capable of preparing functional skills teaching and learning materials to prepare learners for successful progression to further training, education or employment
- through your regional team, link with other programmes and initiatives that will help your organisation be part of a coherent range of support underpinning the qualification reforms
- ensure that better functional skills enable you to raise standards within your institution and improve employment prospects and further learning opportunities for all learners, regardless of age or ability
- give employers and universities reassurance that when learners leave compulsory education they have the English, mathematics and ICT skills they need and can apply these skills to different tasks and problems.

Find out more

 enquiries@lsis.org.uk

 www.fssupport.org

 Free for eligible applicants

You may also be interested in

- 14-19 Workforce Support Programme
- Skills for Life Support Programme

Qualifications and Credit Framework Readiness: Provider Support

This programme enables FE managers and practitioners to exploit the flexibilities of the Qualifications and Credit Framework (QCF) to deliver responsive provision that meets the needs of employers, learners and communities. It includes a consultancy service for QCF action planning, professional development opportunities, events, resources and funding for action research projects. By December 2010, providers should have the necessary expertise and systems in place to enable them to support the QCF fully.

Who is it for?

Learning and Skills Council-funded colleges and learning providers including FE colleges, independent training providers identified by the Association of Learning Providers (ALP) as delivering the majority of Learning and Skills Council-funded provision for this part of the sector and other providers delivering provision in the four LSC gateways identified as priorities for QCF implementation from 2009 (Train to Gain; Integrated Employment and Skills; OLASS and adult learners).

What is involved?

The programme offers a blended learning approach that comprises:

- consultancy support for QCF action planning, including support for Support for Excellence peer, review and development (PRD) groups
- QCF champions' training programme
- bespoke training for providers
- support for Association of Colleges and Association of Learning Providers staff forums and other provider networks
- funded action research projects
- website and resources.

How will you benefit?

The programme will provide flexible support responsive to individual needs in different types of provider with varying levels of experience. It will enable practitioners to:

- develop understanding of the QCF (and associated developments and the definitions of full level 2 and 3 in the QCF) and its key role in vocational qualification reform and the move to a demand-led learning and skills system
- develop curriculum models that support effective implementation of QCF qualifications
- develop understanding of credit, rules of combination and flexibility of units and qualifications from the QCF to design and deliver personalised learning programmes that lead to increased participation, achievement and progression
- transfer existing effective practice in the delivery of vocational qualifications to the implementation of units and qualifications from the QCF; work collaboratively to resolve issues and to develop and share effective practice.

Working with strategic managers, the support programme will develop their planning for, and build their organisational capacity to successfully exploit, the flexibilities of the QCF and the revised qualifications to increase the participation, retention, achievement and progression of learners.

Find out more

@ qcfprovidersupport@nordanglia.com

 www.excellencegateway.org.uk/qcfprovidersupport

£ Free

Post-16 Citizenship Support Programme

The Post-16 Citizenship Support Programme aims to disseminate and support best practice in citizenship across all areas of 16–19 education and training, and improve cohesion and progression from key stage 4 citizenship to the post-16 phase. Key citizenship concepts include rights and responsibilities, governments and democracies and identities and communities.

Who is it for?

The programme is open to leaders, managers and practitioners in all post-16 settings: school sixth forms, colleges, work-based learning providers and the youth and community sector.

What is involved?

- Customised training available as in-house sessions that offer flexibility of support, incorporating blended learning approaches as appropriate.
- A range of resources; an appropriate mix of electronic and hard copy.
- A communications strategy to promote the programme using an appropriate mix of media.
- Continuation of the programme website which will sit within the Excellence Gateway.
- A set of small-scale projects and resulting case studies, working closely with individual centres from all of the post-16 settings to explore good practice for the teaching and learning of active citizenship.

How will you benefit?

Through the support of citizenship, organisations have encouraged young people to initiate and manage their own activities including the creation of:

- learner councils or student unions that enable young people to be consulted
- representative structures, e.g. youth councils, unions, forums
- activities in taught programmes or qualifications, e.g. General Studies, NVQs, key skills, Youth Awards
- specially written courses or units for citizenship
- group tutorial programmes
- voluntary and community activity and campaigns
- events, e.g. conferences, visits
- individual or group research projects.

Experience suggests that effective citizenship education for post-16 learners:

- increases motivation
- builds confidence and self-esteem
- encourages a constructive attitude
- improves attendance and retention
- raises overall achievement.

Find out more

@ citizenship@lsnlearning.org.uk

 www.excellencegateway.org.uk/citizenship

£ Free

Quality Champions Accreditation Programme

The Quality Champions Accreditation Programme is designed to identify, develop and accredit leaders in quality improvement. It aims to develop the knowledge and skills needed for effective leadership in quality improvement.

Who is it for?

Quality Champions are likely to be managers or team leaders working for providers of further education. This status is not restricted to those individuals with designated quality roles, since all staff and managers should be responsible for quality improvement in their organisations.

What is involved?

The Quality Champions Accreditation Programme is delivered over 10 months, and is made up of learning modules that inform activities and tasks delivered through a Moodle-based virtual learning environment and one-day thematic workshops, offered regionally around England.

At the core of the course is a work-based organisational change project, sponsored by a senior manager in the candidate's home organisation. Candidates reflect on and evaluate their work critically, through action learning sets, tutorial support and regional workshop days.





The experiential aspect of the programme is complemented by opportunities to engage with, test and develop appropriate theoretical perspectives.

How will you benefit?

The programme helps FE providers, through their champions of quality improvement, to build their capacity for self-regulation and self-improvement. Quality Champions are key resources at the heart of the self-regulated sector, effecting change, securing improvement and inexorably raising standards.

Participants have the opportunity to achieve the Certificate in Leading Quality Improvement, accredited by the Institute of Leadership and Management at levels 5 or 7.

Find out more

-  enquiries@lisis.org.uk
-  qualitychampions@liseducation.org.uk
-  www.qualitychampions.org.uk
-  See the website for fee information
-  Subsidies available

Safeguarding and Safer Recruitment

Safeguarding covers the full range of measures in place to protect young people and vulnerable adults from potential dangers. Safer recruitment is one of the key aspects of safeguarding. The Safeguarding Programme runs facilitator training and workshops and offers an e-learning resource.

Who is it for?

The workshops and e-learning resource are suitable for all staff in the learning and skills sector. The workshops are particularly useful for leaders, HR staff and others with responsibility for safeguarding recruitment. The facilitator training is for staff with experience of delivering training and development who wish to deliver the face-to-face workshop in their own organisation or partnership.

What is involved?

The e-learning resource includes five modules:

- introduction and context
- safer organisations
- safer recruitment
- support and development
- assessment.

The facilitator training is designed to enable staff to deliver the face-to-face workshop. This involves a two-day course covering preliminary work, the facilitator workshop and the e-learning course.

How will you benefit?

The workshop and e-learning resources will enable you to:

- be aware of the new Independent Safeguarding Authority
- be familiar with the legislative context and key policy points behind the safeguarding agenda
- understand the difference between safeguarding and child protection and explore ways of safeguarding young people and vulnerable adults
- identify the importance of creating a whole organisation approach
- review safer recruitment processes and practices.

Ongoing support will be provided for facilitators.

“The training was brilliant. All the staff who attended were buzzing when they came out ... the content obviously got them all thinking about their own practice, so it was exactly what I wanted.”

Manager from Derby Adult Learning Service

To find out more

@ safeguarding@lisis.org.uk

 www.lisis.org.uk/safeguarding

You may also be interested in

- Prepared for Inspection? Building and Demonstrating Capacity to Improve

Science, Technology, Engineering and Mathematics (STEM) Programme

Part of the Teaching and Learning Programme, this programme provides subject-specific continuing professional development (CPD) opportunities for teachers, tutors and trainers; and support for managers. The Subject Learning Coach is the pivotal agent for change who, with the support of managers, releases the potential of existing staff to embed elements of the programme. The programme offers teaching and learning resources; subject coaching networks; peer and community activities; action research funding and support; and manager support and resources.

Who is it for?

Teachers, tutors, trainers, leaders, and managers in adult and community learning, FE colleges, prisons, school sixth forms, sixth-form colleges, work-based learning and initial teacher education providers funded by the Learning and Skills Council.

What is involved?

The STEM Programme offers a range of opportunities designed to work in concert, creating a clear impact where it matters most – supporting you to deliver learner success. The programme offers:

- teaching and learning resources
- subject coaching networks, peer and community activities
- action research funding and support
- manager support and resources.

Programme events and activities particularly support Subject Learning Coaches.

How will you benefit?

- Opportunity to explore and develop new and refreshed approaches to teaching and learning, through discussion and development with colleagues.
- Explore important issues, ideas and subject updates.
- Experiment with new teaching approaches and resources.
- Ability to review and refine current professional practice.
- Extend learning and professional development.
- Contribution to your Institute for Learning 30-hour (or pro rata) CPD requirement.
- Help build your organisation's understanding of, and response to, the government's STEM agenda.
- Through peer-to-peer coaching, Subject Learning Coaches can strongly contribute to building a flexible, motivated workforce.
- Access to a regional and national network of support through the subject coaching networks.

Find out more

@ subjectlearningcoach@nordanglia.com

 www.subjectlearningcoach.net

£ Free

You may also be interested in

- Subject Learning Coaches

Skills for Life Support Programme

The Skills for Life Support Programme offers an integrated and cohesive programme to enable quality improvement and increase organisational capacity for self-improvement.

The Support Programme offers a differentiated model of support to meet your current needs and goals. There is a whole range of services available including development grants; fully subsidised consultancy; peer exchange groups; help for family literacy, language and numeracy and wider family learning providers; support for large employers; customised training and development; and help with professional development planning.

Who is it for?

The Skills for Life Support Programme welcomes applications from providers in:

- work-based learning providers, adult and community learning, specialist colleges
- FE colleges
- health authorities
- independent providers
- initial teacher training providers
- large employers
- local authorities
- offender learning
- third sector.

What is involved?

Through a range of reform and development programmes and projects designed to respond to national priorities, projects including Move On Up; Motivating Learners to Persist; Progress and Achieve; Family Literacy, Language and Numeracy; and Review of Curricula, the Skills for Life Support Programme offers the following support:

- workforce development

- quality systems and processes to improve learner success rates – self-assessment and improvement planning and Skills for Life training needs analysis
- embedding literacy, language and numeracy – support and professional development
- assessment – support for improvement of processes that underpin the learner journey
- working with people with learning difficulties or disabilities – support for embedding guidance materials
- speaking and listening – a cluster or in-house approach.

Participants will have access to tailored support that will accommodate current and potential needs of development of a whole-organisation approach.

How will you benefit?

- Improved learner retention.
- Increased responsiveness to learners, communities and employers.
- Improved leadership and management.
- Better success rates across all programmes – vocational and Skills for Life.
- A better qualified, more competent teaching workforce.
- Staff teams who are more confident in developing learners' literacy, language and numeracy skills.
- Learners gaining skills and confidence and who are better prepared for life and work.
- Better quality improvement systems.
- Resources to share across the sector.

Find out more

 enquiries@lisis.org.uk

 www.excellencegateway.org.uk/skillsforlife

STAR Awards

LSIS holds the annual STAR Awards to recognise and reward the unsung heroes of the learning and skills sector. Since 2003, more than £150,000 in development funding and prize money has been given to winners and highly commended nominees. The awards cover all aspects of learning and skills and are open to those in teaching and non-teaching roles.

Who is it for?

Learners, colleagues and managers can all nominate any eligible person in the learning and skills sector whose commitment and professionalism has made a difference to the learning environment in which they work.

To be eligible, STAR nominees must work in the further education, learning and skills sector in England. Nominees must work in an environment that is not a school or university and is fully or partly-funded by the Learning and Skills Council (LSC) or has its course provision funded by the LSC.

What is involved?

The 10 categories for 2009 were:

- Teaching, training and learning practitioner
- Skills for Life
- Response to learners' needs
- Engaging employers
- Workforce development
- Support role
- Learning support
- Leadership
- Innovation
- Lifetime achievement.

How will you benefit?

Some of the benefits of nominating a STAR include:

- getting national and local recognition for FE's unsung heroes
- showing your staff, colleagues and managers how much you value them and boosting their morale
- generating positive regional and national public relations opportunities for your organisation
- having the opportunity to attend one of three regional celebrations and the glittering national awards ceremony if your nominee is short-listed.

Benefits of being nominated:

- Award winners receive a £500 personal cash prize and £1,500 worth of personal or professional development from the STARlight fund
- each winner, and all highly commended nominees, will receive £1,500 from the STARlight fund which can be used for personal and/or professional development support. This could be put towards a study trip abroad, a new piece of equipment, a training course or any other activity the winner believes will enhance their ability to make a difference in the further education system.

Find out more

@ excellence.innovation@lsc.org.uk

 www.starawards.lsc.org.uk

£ Free

Strategic Business Planning in Changing Times – Workshop

The purpose of the Strategic Business Planning in Changing Times workshop is to enhance the development of a strategic approach to planning the direction of your organisation.

Who is it for?

The workshops are for owner managers and senior managers of small to medium work-based learning training providers who have responsibility for strategic planning.

What is involved?

The day is based on a series of presentations followed by workshops where delegates discuss and debate the ideas and questions raised during the presentation.

To give the day a structure and a theme each session will assess strategic choices and pose questions for discussion. The workshop will address strategic issues in the context of the changing times and the uncertain climate, including:

- levels of funding
- changing employer demand
- effects of a recovery
- changes to the qualification frameworks – Qualifications and Credit Framework
- new relationships with local authorities and the Skills Funding Agency.

Content

- Session 1:
 - range of services
 - range training provision
 - partnerships and subcontracting.
- Session 2:
 - delivery location
 - expansion, consolidation
 - availability, frequency.
- Session 3:
 - use of ICT.
- Session 4:
 - identity and branding
 - marketing
 - customer service.

How will you benefit?

- Provides ideas and suggestions for the future development of training organisations.
- Encourages an examination of the vision for your organisation.
- Examines examples of strategic choices.
- Considers what drives your strategies.
- Looks at the strategies of other sectors.
- Provides an opportunity to discuss and debate with other providers and discover how they shape the direction of their organisations.
- Openly discuss the choices away from day-to-day pressures.

Find out more

 enquiries@lsis.org.uk

 www.lsis.org.uk

Subject Learning Coaches

This programme has been designed to enable Subject Learning Coaches to provide peer coaching to colleagues. Acting as critical friends, they use powerful, non-judgemental questions and fresh perspectives with their colleagues to focus on important issues and ideas; experiment with new approaches and explore possibilities; review and refine current professional practice; clarify opportunities, create action plans and monitor progress; challenge and change; and extend learning and move the action forward.

Who is it for?

Teachers, tutors, trainers, leaders, and managers in adult and community learning, FE colleges, prisons, school sixth forms, sixth form colleges, work-based learning and initial teacher education providers funded by the LSC.

What is involved?

At the heart of the programme is the Subject Learning Coach, the agent for change who, with the support of managers, releases the potential of existing staff to embed elements of the programme.

The Subject Learning Coaches programme offers four enablers designed to work in concert, creating a clear impact where it matters most – supporting providers to deliver learner success. The enablers are:

- teaching and learning resources
- subject coaching networks, peer and community activities
- professional training programme for subject learning coaches and advanced learning coaches
- manager support and resources.

How will you benefit?

- Opportunity to undertake an action research based professional development project with leaders in the organisation linked to the development and delivery of the Subject Learning Coaches programme.
- Opportunity to deliver the Subject Learning Coaches programme in your organisation.
- The ability to support and mentor Subject Learning Coaches.
- A portfolio that includes a reflective journal, Individual Learning Plan and evidence of your role as an Advanced Learning Coach.
- Participation in face-to-face and online activities.
- Participation in regional Advanced Learning Coach networks.
- Contributing to quality assurance processes.
- Contribution to staff Institute for Learning (IfL) 30-hour (or pro rata) continuing professional development (CPD) requirement.
- Four modules assessed by Lifelong Learning UK (LLUK) at levels 4 and 5 through the Standards Verification UK Framework which can contribute to a qualification.

Find out more

@ subjectlearningcoach@nordanglia.com

 www.subjectlearningcoach.net

£ Free

Support for Excellence

The Support for Excellence programme helps colleges and providers work together to improve their self-assessment processes and develop their capacity for self-improvement.

Who is it for?

The programme is open to all providers within the learning and skills sector.

What is involved?

The programme facilitates peer review and development activity, focusing on whole-organisation development. By ensuring the robustness of self-assessment, and encouraging collective action to improve, the programme supports colleges and providers to demonstrate their capacity for self-improvement. It supports providers in their own peer review and development activity, with advisers on hand to offer advice on peer review and development practice. The programme website offers a range of resources and enables providers to identify existing peer review and development groups or support them to form new groups of their own.

There is also a specific strand of work that supports self-improvement amongst Learning and Skills Council-funded offender learning providers, staff based in prisons and probation services, and those delivering to learners under youth offending services supervision. This includes establishing and supporting offender learning-focused peer review and development groups and an online quality improvement checklist to monitor progress.

How will you benefit?

Peer review and development supports the development of a reflective and learning organisation. Each partner will find that this collaborative activity will lead to whole-organisation improvements that are of direct benefit to learners.

Peer review and development will give you:

- an independent review by critical friends
- external validation of self-assessment judgements
- a safe environment for the discussion of development needs and the opportunity for collaborative development
- access to expertise that is not available within your own organisation
- an insight into how other organisations work
- continuing professional development (CPD) for staff, developing the ability to be self-critical and increasing confidence to implement change.

“Peer review and development has been the best and most effective activity to be developed for work-based learning. The opportunities open to staff and organisations for individual and quality improvement are, without question, huge. As a long time practitioner in work-based learning, I can only see benefits for the sector.”

Kath Roe, director, UXL Newcastle

Find out more

@ lsissfe@deloitte.co.uk

 www.excellencegateway.org.uk/sfe

 Subsidies available

Work Shadowing

The Work Shadowing scheme enables leaders, potential leaders and managers in the learning and skills sector to gain experience of practice outside of their own organisation. The knowledge gained from a work shadowing placement can then be applied to organisational or career development issues.

Who is it for?

The scheme is open to participants from all Learning and Skills Council-funded providers. Applicants are staff at all levels within further education colleges, work-based learning or adult and community learning providers.

What is involved?

Depending on your needs, we can arrange placements of up to five days with any willing organisation in the private or public sector.

The placement may take place in any organisation from the private, public or learning and skills sectors. We will approach specific organisations in response to individual requirements of an applicant. The scheme is designed to be flexible and non-bureaucratic; hosts and shadows discuss the practicalities of the placement directly between themselves in order for realistic objectives to be addressed.

Depending on the preference of both host and shadow, the shadow may spend time with one individual, or a range of senior managers within or across departments. Placements may be spread over a week or a number of months.

How will you benefit?

Benefits to shadows

- Opportunity to reflect on own work practices and possibly highlight areas of change.
- Spending time with a manager at the next level gives shadows a deeper understanding of skills required within the role.
- Increased confidence in own practice.
- Networking with colleagues from the sector and outside can lead to the creation of valuable partnerships.
- Time spent at a host organisation helps the shadow think about the development of their organisation and can lead to advancements.
- Contribution to continuing professional development (CPD) requirements.

Benefits to host organisations

Host organisations get the chance to extend links with educational and training providers and contribute to the learning and skills sector in a direct and meaningful way. Host organisations in the learning and skills sector can benefit from the exchange of ideas and best practice. Many useful partnerships between shadow and host organisations have evolved post-placement.

Find out more

@ cds@lsc.org.uk

www.lsc.org.uk/cds

£ See the website for fee information

£ Subsidies available

You may also be interested in

- Career Development Service

World Class Skills – Developing Responsive Provision

World Class Skills – Developing Responsive Provision is a support programme focused on supporting you in becoming more responsive to the needs of employers, whatever your starting point. It aims to help FE sector providers to work successfully with employers to deliver flexible, responsive, high-quality training, as called for in the Leitch *Review of Skills* and subsequent policy documents.

The programme helps colleges and training providers enhance the way they work with employers and employees and maximise the benefits to employers and the economy of upskilling the UK's workforce.

Who is it for?

This programme is for all Learning and Skills Council-funded providers. There are activities targeted at all levels of staff, including chief executives, directors and principals who are involved in planning, developing and delivering employer-responsive provision.

What is involved?

The World Class Skills programme offers a range of support and you can apply for any activity that you feel meets your needs and those of your organisation. Full details are on our website.

The programme is delivered through a range of methodologies, including:

- consultancy
- seminars
- the Innovation Pathfinders initiative
- e-learning modules
- thematic development projects
- supporting the Training Quality Standard.

How will you benefit?

- You can become more responsive to employers' needs and work in partnership to mutual advantage. Enhanced employer engagement represents an opportunity for sustainable growth and business benefits.
- You will better understand the impact of funding and policy changes, and the steps you need to take to achieve the Training Quality Standard. This will help your organisation identify and understand employer needs and become more responsive to employers.
- You will know how to use labour market intelligence more effectively in developing responsive provision. This will support the ability to measure your own performance, develop a workable action plan and adopt practical solutions to achieve your employer engagement targets.
- You will be able to share experience with peers, through events, thematic development projects and cluster consultancy, where you can address challenges and concerns and build a support network.
- You will receive individual bespoke support to address specific organisational issues through consultancy.

Find out more

@ wcsenquiries@kpmg.co.uk

 www.excellencegateway.org.uk/wcs

 Fully subsidised for LSC-funded providers

Glossary

ACL	adult and community learning
ALP	Association of Learning Providers
BETT	originally the acronym for British Education and Training Technology, this annual event is now simply known as BETT
BIS	Department for Business, Innovation and Skills
CEL	Centre for Excellence in Leadership
DCSF	Department for Children, Schools and Families
DIUS	Department for Innovation, Universities and Skills
DWP	Department for Work and Pensions
FE	further education
HR	human resources
ICSA	Institute of Chartered Secretaries and Administrators
ILM	Institute of Leadership and Management
ILT	information and learning technologies
ISC	independent specialist college
LSC	Learning and Skills Council
LSG	Leadership Skills for Governance
LSIS	Learning and Skills Improvement Service
NIACE	National Institute of Adult Continuing Education
NUS	National Union of Students
Ofsted	Office for Standards in Education, Children's Services and Skills
QCF	Qualifications and Credit Framework
QIA	Quality Improvement Agency
UKOLN	UK Office for Library and Information Networking
WBL	work-based learning

Subsidy policy

As a sector-led organisation, LSIS is committed to working with and supporting FE institutions to deliver improvements to organisational, management and leadership practices that lead to quality improvements and enhanced opportunities for learners and the workforce.

A major part of this involves ensuring that specific groups currently under-represented in leadership and senior management roles within FE have an equal chance and equal opportunities, and are positively enabled and supported. The groups covered under the subsidy policy include:

- black and minority ethnic staff
- disabled staff
- lesbian, gay, bisexual and transgender staff.

Subsidy criteria

As part of its ongoing and expanding diversity and equality remit from the Department for Business, Innovation and Skills (BIS), LSIS provides subsidised places on some of its individual development programmes and events as follows:

- 100 per cent for black and minority ethnic participants
- 100 per cent for disabled participants
- 100 per cent for lesbian, gay, bisexual and transgender participants
- 50 per cent for work-based learning providers
- 50 per cent for adult and community learning providers
- 25 per cent for independent specialist colleges and Learning and Skills Council-funded colleges catering wholly for young adults with special educational needs.

As the subsidies are funded by a finite budget from BIS, the number of places available through LSIS in any financial year is limited.

Applying for a subsidy

Delegates wishing to apply for a subsidy should follow these steps:

- check your eligibility by reading the subsidy policy and guidance notes at www.lsis.org.uk/subsidypolicy
- book your place by completing an enrolment form
- complete the subsidy request and the equality and diversity monitoring section (you may be required to complete this separately for some events).

Returning your subsidy request form

Note: subsidy request forms should be accompanied by completed enrolment and equality and diversity forms.

- Book online at www.lsis.org.uk/enrol
- Download form at www.lsis.org.uk/enrolform
- Scan your form and email it to the relevant programme team.
- Fax your form to 020 7929 8798.
- Post to:
Learning and Skills Improvement Service (LSIS)
Friars House, Manor House Drive
Coventry
West Midlands
CV1 2TE

Equality and diversity

LSIS is committed to supporting equality of opportunity and works towards ensuring that everyone has access to all our products and services.

Participants are requested to complete an equality and diversity monitoring form when registering for a programme or event, and also, if applicable, in support of a subsidy request.

For further information about our subsidy and equality and diversity forms and how the information is used, please read our guidance notes at www.lsis.org.uk/subsidypolicy

If you consider yourself disabled and require reasonable adjustments to be made to support you, please contact us on 0870 060 3278.

Enrolment terms and conditions

This section sets out LSIS’s terms and conditions for all programmes, events and services.

Participants confirm that information provided is correct and true and understand information will be used by LSIS staff for enrolment and reporting purposes.

Cancellation policy

- See the cancellation table below for timelines and cost implications.

Cancellations received by LSIS	Charges
28 days or more before start date	No charge
14–28 days before start date	50% of the fee payable
0–14 days before start date	100% of the fee payable

- All cancellations or requests must be made in writing by post, fax or email. Cancellations by telephone will not be accepted.
- Informal cancellations or non-attendances will be charged the full fee.

- No refund will be given in the event of failure to complete a residential programme.
- A £75 administration charge may be levied for non-attendance at a ‘free’ event, unless cancelled in writing one week in advance.
- Failure to complete a programme in full will be subject to appropriate programme costs as agreed by the programme director and no refund will be given for longer programmes that include accommodation and administration costs that have already been incurred.

If you think you may need to cancel your enrolment, please contact the relevant programme team as soon as possible.

Disclaimer

Programme details are indicative; programmes and services offered are subject to change and may be withdrawn at the discretion of LSIS.

Friars House, Manor House Drive
Coventry CV1 2TE
t 024 7662 7900
e enquiries@lsis.org.uk

www.lsis.org.uk

Learning and Skills Improvement Service

The Learning and Skills Improvement Service aims to accelerate the drive for excellence in the learning and skills sector, building the sector's own capacity to design, commission and deliver improvement and strategic change. This will help realise our vision that every learner acquires the skills, knowledge and appetite for learning, living and working and that every provider is valued by their community and employers for their contribution to sustainable social and economic priorities.

Strategic Ambitions, which we published in July 2009, demonstrates how we will contribute to delivering core improvement principles and sets out our new ways of working to engage the sector in everything we do to make LSIS a truly sector-led organisation. You can find this document and other information about LSIS activities and services at www.lsis.org.uk

Disability equality policy

LSIS is committed to promoting equality for disabled people and we strive to ensure that all our communication and learning materials are available in various formats including large font, audio or braille. Please let us know if you consider yourself disabled and require reasonable adjustments made to support you.