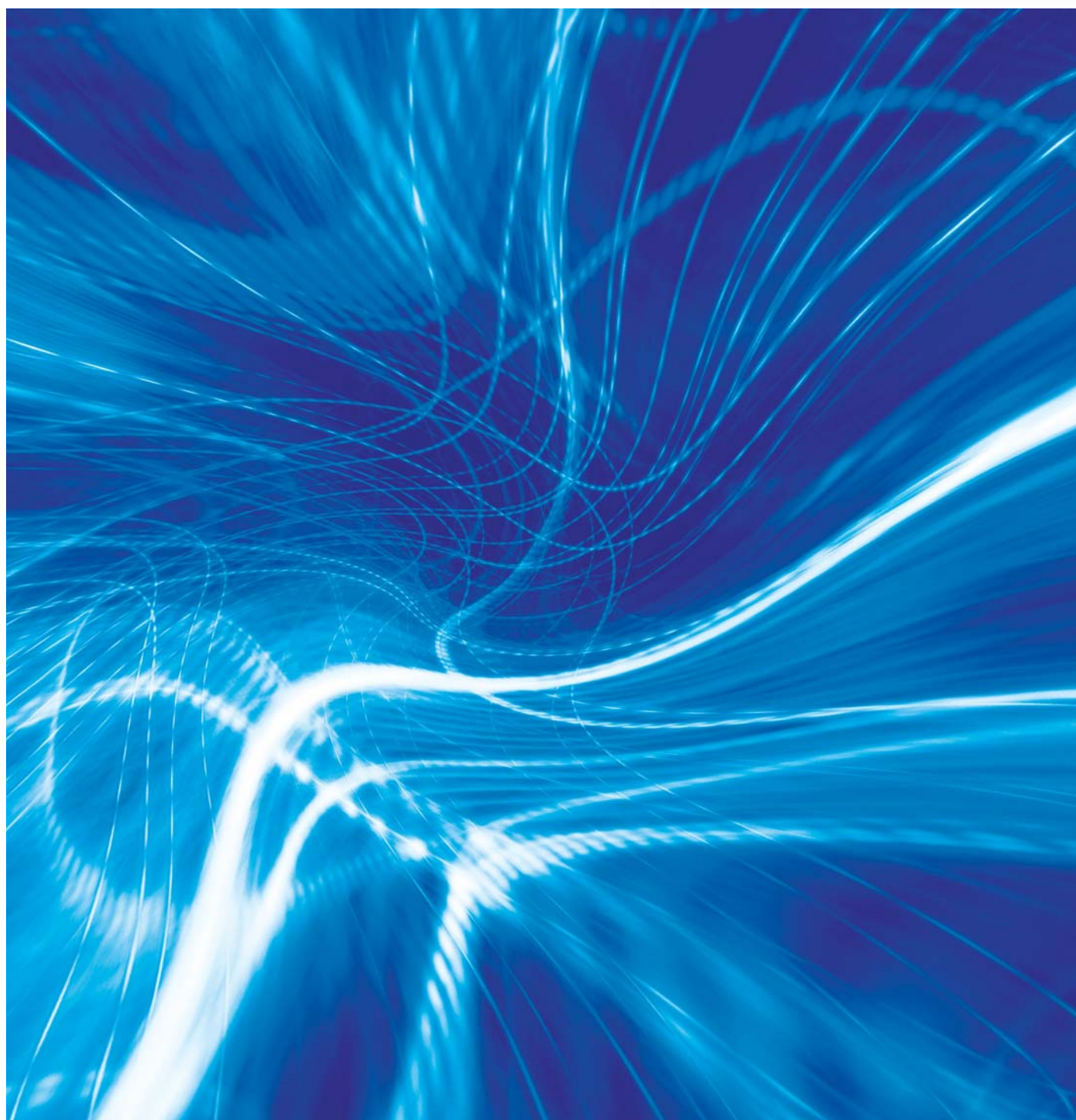


Guide to LSIS services 2009–10

For leaders, managers and governors

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LSIS LEARNING
AND SKILLS
IMPROVEMENT
SERVICE



Publisher

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Further copies of this guide are available to download in PDF format at www.lsis.org.uk

Foreword

LSIS: working with you to improve services

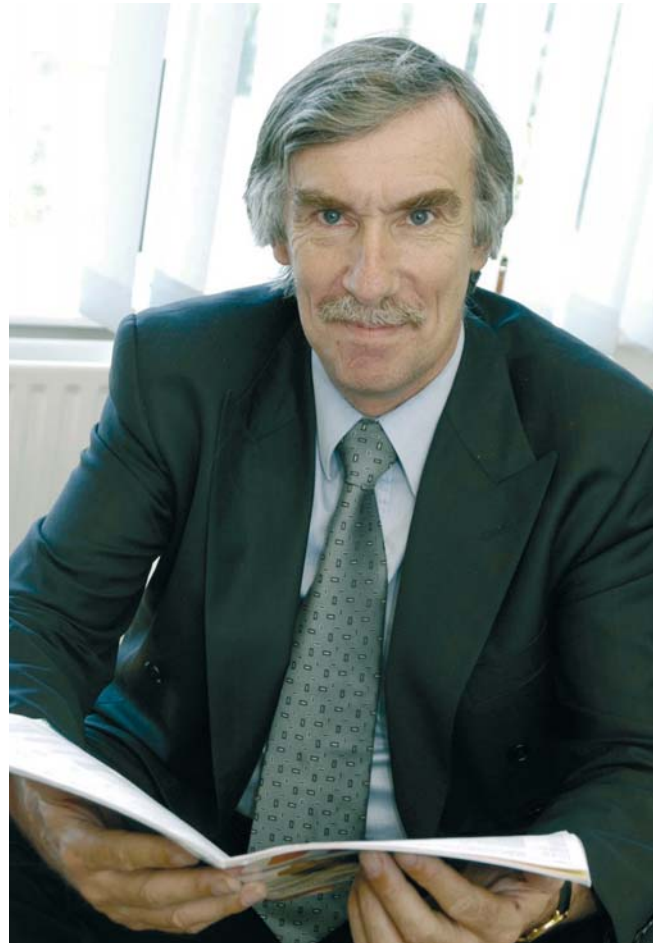
Thank you for your interest in our 2009–10 prospectus. We hope that you find it an invaluable and constructive guide to the support and services that the Learning and Skills Improvement Service (LSIS) provides.

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 leaders, managers and governors, to help you find the right programme for you and your organisation.

Each programme is listed in alphabetical sequence in one of the following three sections, providing a quick reference guide and contact details for further information:

- General leadership and management development
- The ladder of leadership section, which links programmes that enable individuals from both curriculum and support areas to progress and build their leadership skills
- Issue-based leadership and management.

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 is one of a set of four 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 organisations

We have also published:

- The Leadership Skills for Governance programme and support guide 2009–10.

To complement this guide, there are other ways to find out how we can help you.

The **Excellence Gateway** is an 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 good practice. See www.excellencegateway.org.uk

Visit our **website** at www.lsis.org.uk for 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.

We are also developing an **online directory** of support, which will be available via the LSIS website and the Excellence Gateway. It will include 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

Programme name	Which guide?		
14-19 Reforms (see <i>Qualification Reforms</i>)			
Aspiring Principals and Senior Leaders Programme		▲	
Career Development Service	★	▲	
Centres for Excellence in Teacher Training (CETTs)	★		●
eCPD Programme	★		
Equality and Diversity services, including:	★	▲	●
– Black Leadership Initiative		▲	
– First Steps to Leadership – ILM level 5		▲	
– Introduction to Leadership – ILM level 3	★	▲	
– Leading Sexual Orientation Equality		▲	●
Excellence Gateway	★	▲	●
From Management to Leadership		▲	
Gateway of Leadership Development		▲	●
Harnessing Technology – support for e-learning (Collaborative Leadership Skills and Technology, Connect, eQuIP, eXplorer, WBL eXplorer, Leading Change for Digital Dividends, Realise)		▲	●
Healthy FE Programme	★		●
Hot Topic Seminars for ACL Leaders and Managers		▲	●
Improvement Adviser Service			●
International			●
Leadership and Performance Coaching		▲	●
Leadership in Practice Certificate		▲	
Leadership in Practice Diploma		▲	
Leadership of Learner Voice – Student Leadership		▲	●
Leadership Skills for Governance		▲	●
Leadership Toolkits (WBL, ISC and ACL)		▲	●
Leading Change through Professional Dialogue		▲	●
Learning and Skills Beacon Status			●

Key to detailed guides:

★ For practitioners

▲ For leaders, managers and governors

● For organisations

Programme name	Which guide?		
Moving into Leadership Roles – ILM Level 5		▲	
National Learner Panel and 14-19 Learner Panel	★		●
Organisational Consultancy and Services			●
Policy and Strategic Intelligence	★	▲	●
Prepared for Inspection? Building and Demonstrating Capacity to Improve		▲	●
Principals Qualifying Programme: Executive Leadership Development		▲	
Qualification Reforms (<i>including 14 –19</i>)			
– 14-19 Leadership and Management Development Programme		▲	●
– 14-19 Workforce Support Programme	★		●
– Foundation Learning Support	★	▲	●
– Functional Skills Support Programme	★	▲	●
– General Qualifications Support Programme	★		●
– Qualifications and Credit Framework Readiness: Provider Support	★		●
– Post-16 Citizenship Support Programme	★		●
Quality Champions Accreditation Programme		▲	
Research	★	▲	●
Routes to Success		▲	●
Safeguarding and Safer Recruitment			●
Science, Technology, Engineering and Mathematics (STEM) Programme	★		●
Skills for Life Support Programme	★		
STAR Awards	★		●
Subject Learning Coaches	★		●
Support for Excellence	★	▲	●
SWOT for ACL			●
Workforce Remodelling: Leading Change, Changing Leadership		▲	●
Working in Partnerships		▲	●
Work Shadowing	★	▲	
World Class Skills – Developing Responsive Provision	★	▲	●

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 CPD candidate, New College Durham

Find out more

@ cds@lsis.org.uk

www.lsis.org.uk/cds

£ See the website for fee information

£ Subsidies available

Leadership and Performance Coaching

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

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

Coaching enables you to identify goals, solutions and actions. The coach uses an array of leading edge continuous improvement and development tools tailored to your needs, as well as asking skilled questions, observing and actively listening.

This is not neither the passive conversation you may associate with counselling, nor the giving of advice from a wise sage that you may associate with mentoring. It is a facilitated thinking space, in which the coach challenges your normal way of doing things, provides an independent sounding board, focuses attention to the issue you bring, 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 for individuals include:

- one-to-one coaching
- Leading Change Conversations
- Advanced Coaching programme
- 360-degree feedback questionnaires.

One-to-one coaching

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

Clients have used coaching to:

- build confidence
- develop strategic thinking
- increase self-awareness
- explore their leadership approach
- consider strategies and skills for influencing.

How will you benefit?

- Have the space to reflect on practice.
- Get support in the application of new skills.
- Get support on a specific issue.
- Receive objective feedback.

“I feel stronger and more effective as a manager: many of the secrets of success have been demystified.”

Programme manager, Sheffield County Council

Personality, team and 360-degree feedback questionnaires

Many of our coaches are trained to use a variety of psychometric tools and team questionnaires, which can provide valuable insight into your current work practice and are a useful starting point for one-to-one and team coaching conversations, providing a shared language and common understanding. The many questionnaires available include, for example, Myers Briggs Type Indicator (MBTI®), emotional quotient inventory, Leadership Judgement Indicator and Firo-B.

Leadership and Performance Coaching (continued)

Leading Change Conversations

This is a personalised, focused and incisive workshop that, through a coaching approach, enables leaders at all levels to have the confidence, strategies and skills to tackle difficult conversations effectively. The workshop aims to enable leaders to:

- performance-manage staff
- deliver difficult messages
- give feedback
- ensure that their message lands first time in the way it was intended.

How will this benefit you?

- Acquire essential feedback-giving skills.
- Gain confidence to deliver tough messages.
- Develop strategies to deal with difficult conversations.

“...the trainer worked closely with us to tailor the sessions to our needs. Great care was taken to use the expertise of delegates and to closely align the session outcomes to organisational objectives.”

Philip Elliott, vice-principal – teaching and learning, Brooke House Sixth Form College

Advanced Coaching Programme

For individuals who want to provide a confident, credible, ethical and professional internal coaching service to support improved performance and change.

The workshop enables leaders to:

- gain a deeper understanding of coaching theories and practice
- be armed with a toolkit of approaches to tackle any coaching conversation

- take a step-by-step approach to the coaching relationship from initial contracting to evaluation at the end of the relationship.

How will this benefit you?

- You will receive a professional qualification, the programme is accredited at ILM level 5.
- You will be confident to support organisational change through coaching.
- The programme takes a holistic approach, where you will learn from being coached as well as coaching others.
- You will develop your reflective practice.

Other leadership coaching programmes and services

Further coaching initiatives available for organisational needs include:

- Leaders as Coaches
- Embedding Initiatives
- Leading Team Change
- Advanced Coaching Programme
- Leading Change Conversations
- Developing Mentors.

Find out more

@ coach.bespoke@lsis.org.uk

 www.lsis.org.uk/coaching

£ See the website for fee information

 Subsidies available

Leadership Toolkits

The Leadership Toolkits have been tailored to support and address the challenges of whole-organisational and individual improvement. 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 toolkits benefit all those who want to be leaders of outstanding work-based learning (WBL), adult and community learning (ACL) and independent specialist college (ISC) organisations, including:

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

What is involved?

Through an annual subscription, 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 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

 See the website for fee information

 Subsidies available

Leading Change through Professional Dialogue

Leading Change through Professional Dialogue introduces the concepts and skills of constructive change talk. This innovative programme is designed to enable leaders and practitioners to engage others (in groups or one-to-one) in exploring issues; developing and adapting ideas and suggestions; finding and implementing solutions; seeking and introducing new and innovative ways of working; and embracing and implementing change.

Who is it for?

This programme is for leaders and managers; practitioners, support staff and student representatives whose role involves working with others in change, improvement or development situations; and for teachers supporting learner development and autonomy. It is of particular benefit where specific, cross-organisational or inter-organisational teams engage with each other to facilitate development of individual or group practices, curriculum or organisational change and improvement.

What is involved?

Indicative content for this programme includes:

- models of professional effectiveness and constructive dialogue
- working across difference and with diversity
- strategies for facilitating, empowering and building the capacity of others
- practical ways of engaging others in planning and implementing improvement and change
- strategies for monitoring implementation and impact.

Delivered over two days, the programme uses a practical and experiential approach, with references to relevant theory where appropriate and in response to participants' interests.

The exploration of power, empowerment and the effects of cultural difference is central. Participants work in small groups, pairs and trios on issues relevant to their working situations and are encouraged to explore ways of applying the skills and concepts in a range of situations. This programme can be delivered in-house to single organisations, partnerships or networks, or to individuals through open access workshops.

How will you benefit?

- Work effectively in a variety of professional leadership and practitioner situations where effective dialogue and interaction are key to success.
- Engage in constructive dialogue with groups or individuals to develop long or short-term action plans with agreed targets, outcomes and strategies for implementing ideas and solutions.
- Establish and maintain styles of interaction that are facilitative, empowering and promote equity.
- Engage others effectively in situations requiring change, improvement, personal, professional, curriculum or organisational development.
- Build confidence, creativity and effective team working.

Find out more

@ lcpd@lsis.org.uk

 www.lsis.org.uk/lcpd

£ See the website for fee information

 Subsidies available

You may also be interested in

- Workforce Remodelling

Work Shadowing

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

Participants have benefited from shadowing managers at John Lewis, NHS Trusts, National Trust, Alliance Boots, colleges and other FE providers.

Who is it for?

The scheme is open to staff at all levels who work for LSC-funded providers, including further education, work-based learning, and adult 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. Placements are designed around your individual development needs or organisational objectives.

- Participant applies, identifying areas of interest and objectives for the placement.
- Suitable potential host placements are identified and suggested.
- Shadow identifies preferred host organisation, who is contacted by us.
- Following a positive response from the host, a preliminary meeting is arranged.
- Placement dates are agreed between the shadow and host.
- At the end of the placement, the shadow completes a questionnaire and receives a certificate of completion.

How will you benefit?

- 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 institution and can lead to advancements.
- Contribution to continuing professional development (CPD) requirements.

“All the meetings I had were informative, stimulating and enjoyable. Overall, my two days proved to be of great value both to me personally and in influencing thinking about the development of the college.”

Frank Botham, principal, Strode’s College
shadowed at John Lewis

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

Ladder of Leadership

Whatever your role, learning experience, leadership requirement or career aspirations, we probably have the leadership development programmes and services to meet your needs.

Our programmes are linked through a Ladder of Leadership that enables individuals from both curriculum and support areas to progress and build their leadership skills.

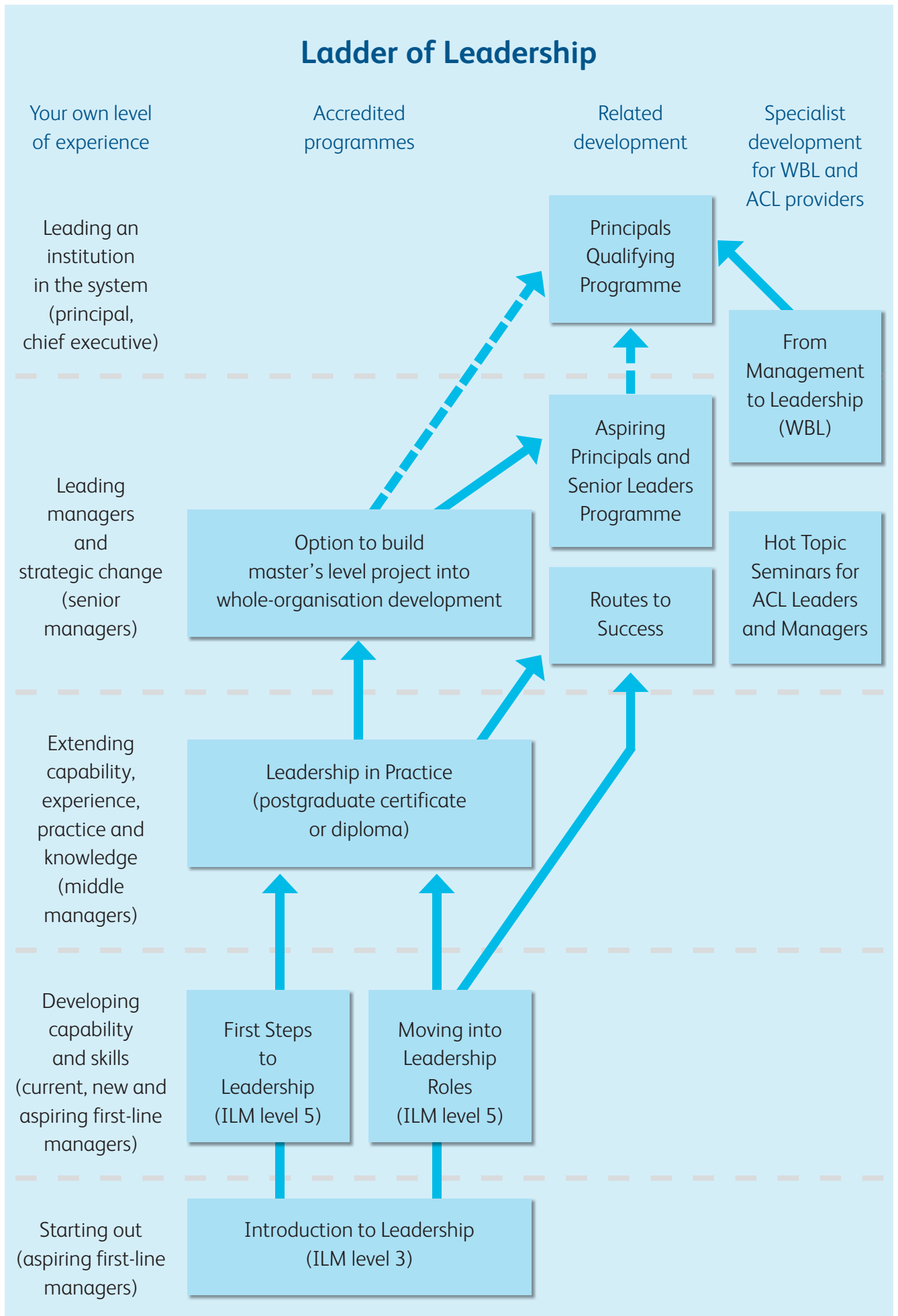
Joining an open programme is exciting and confidence-building.

- You can network and share experiences with others.
- You can choose the programme that best suits your needs.
- Several of our programmes are accredited, allowing you to gain CATS points as part of your overall career development plan.
- The programmes use a range of learning approaches, so you can begin to personalise your learning experience.

In choosing, you need to consider:

- How much time can you afford to be away from your work?
- Does the programme approach suit your particular learning style?
- Are you looking to build your skills in your current role or for a new position?
- Do you want an accredited programme?
- What support do you need from your organisation?
- How important is it that learning is integrated with your organisation?

We would be delighted to talk through your requirements. Please call the LSIS team on 0870 060 3278.



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 SMT 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 dynamic and 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.

First Steps to Leadership

As one of the programmes in our positive action suite, First Steps to Leadership has been designed to develop the leadership of BME first-line managers, focusing on three areas:

- Leadership and self-management
- Leading others
- Leading in my organisation and sector.

The programme also provides the opportunity for participants to achieve the Institute of Leadership and Management (ILM) level 5 certificate in leadership.

Who is it for?

The programme is suitable for a range of staff across the FE system, including:

- Senior lecturers and course coordinators
- Course or programme managers
- Office supervisors or managers
- Student support staff in supervisory roles
- Any staff responsible for line managing or supervising others.

What is involved?

This six-day non-residential programme, taken in three blocks of two days each, 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 or consortia.

Delivery methods include a mixture 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 to heighten knowledge and understanding of developing and leading teams as a practising first-line and aspiring middle manager
- increases participants' leadership and management skills in the context of issues relating to working in the FE sector
- 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
- empowers and enthuses staff
- helps staff gain the skills, understanding and greater capacity to respond to change

provides the opportunity to have a bespoke programme designed to further develop the leadership skills necessary to respond to specific college issues and challenges.

Find out more

@ equalities@lisis.org.uk

 www.lisis.org.uk/equalities

£ Free for eligible applicants

£ 100 per cent subsidy for BME staff

You may also be interested in

- Moving into Leadership Roles

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@lsis.org.uk

 www.lsis.org.uk/fmtl

£ £1,995

 Subsidies available

Hot Topic Seminars for ACL Leaders and Managers

The Hot Topic Seminars are designed to reflect the current issues and changes in adult and community learning (ACL), providing up-to-date information on topics that those working in the ACL environment want to understand and develop.

These seminars have been a popular source of training over the last four years and have included topics such as:

- leading in the new realities
 - still getting the job done
 - doing more with less
 - leading in the political environment
- leading tutor development
- leading and managing curriculum change
- community engagement and empowerment.

Who is it for?

The Hot Topic Seminars are for strategic and operational managers working for adult and community learning providers.

What is involved?

These one-day seminars are available for in-house delivery at a place and time to suit you. They can be booked on a mix-and-match basis or individually. **Please note that only a limited number of seminars are available.**

- Your organisation provides the venue.
- Agree delivery dates to suit your organisation.
- Sign up your participants and nominate a liaison person for relevant paperwork.
- Participate in the seminars and implement the learning in your organisation.

How will you benefit?

In direct response to consultation with the sector, the next series of Hot Topic Seminars will be based around the needs of:

- adaptive leadership in troubled times
- leading the learning revolution
- unleashing the creativity of your team.

“An excellent, well-delivered and proactive training session with lots of opportunities for sharing and feedback.”

Sue Sprivey, East Riding of Yorkshire Council

“Really enjoyed the day – a good chance to explore issues and to come away with positive actions, thank you; an excellent, thought-provoking day, lots to reflect on.”

County council participant

Find out more

@ hottopics@lisis.org.uk

🌐 www.lisis.org.uk/hottopics

£ See the website for fee information

📄 Subsidies available

You may also be interested in

- SWOT for ACL

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 (BME) 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 BME 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

Leadership in Practice Certificate

The Leadership in Practice Certificate programme provides a supportive but challenging development opportunity that extends the knowledge, capability, experience and practice of managers in the FE and skills sector.

The Certificate programme comprises three core modules with the following indicative content:

- Leading performance: working with change
- Leading Improvement: working with people
- Leading policy: working with processes.

Who is it for?

- Middle-tier staff working in curriculum, business support or teaching and learning advisory roles, who want to extend their experience, practice and knowledge
- Participants who have the responsibility for managing or coordinating the work of others, but may have had little or no formal leadership and management development.

What is involved?

The programme takes up to one year, generally delivered over six days, that is, two days per module. This face-to-face delivery is supported by a participant handbook and activity packs, and there is further supported learning and development through the LSIS Leadership Learning Environment (LLE) and resources, work-based activities and assignments.

Assessment and accreditation

The Leadership in Practice programme is accredited at master's degree level, and the full postgraduate certificate qualification (60 credit points) requires successful completion of a 4,000-word (or equivalent) assignment for each of the three modules.

Prerequisites

To be accepted on to the Leadership in Practice Certificate programme, participants should have a professional qualification, graduate capability, and two years' working experience in the FE and skills sector.

How will you benefit?

- A postgraduate certificate and the opportunity to progress to the postgraduate diploma or other LSIS programmes.
- Increased confidence, personal awareness and development of professional, management and leadership skills and knowledge.
- The chance to address live and personally relevant professional, management and leadership issues.
- Engagement with sector policy and its implications in own professional environment.
- Reflective and critical thinking on practice to support improved continuing professional development for self and others.
- Collaborative learning through the use of action learning and coaching.

Find out more

@ lip@lsis.org.uk

🌐 www.lsis.org.uk/lipc

£ £2,000

📄 Subsidies available

You may also be interested in

- Moving into Leadership Roles
- Leadership in Practice Diploma

Leadership in Practice Diploma

The Leadership in Practice Diploma programme is the next stage for those participants who have completed the Leadership in Practice Certificate programme. It provides a supportive but challenging development opportunity that further extends the knowledge, capability, experience and practice of managers in the FE and skills sector.

It enables each participant to reflect critically on their leadership and professional development journey to date, and to prepare a research proposal for an extended piece of research into an aspect of their leadership practice.

Who is it for?

Middle-tier staff working in curriculum, business support or teaching and learning advisory roles, who hold a relevant postgraduate certificate and want to further extend their experience, practice and knowledge.

What is involved?

The programme takes up to one year, generally delivered over six days, that is, two days per module. This face-to-face delivery is supported by a participant handbook and activity packs, and there is further supported learning and development through the LSIS Leadership Learning Environment (LLE) and resources, work-based activities and assignments.

Assessment and accreditation

The Leadership in Practice programme is accredited at master's degree level, and the full postgraduate diploma qualification (60 credit points) requires successful completion of a 4,000-word (or equivalent) assignment for each of the three modules, in addition to the postgraduate certificate.

Prerequisites

To be accepted on to the diploma programme, participants must have a relevant postgraduate certificate, and five years' experience of working in the sector.

How will you benefit?

- A postgraduate diploma and the option to progress to the Oxford Brookes University master's degree in education or other LSIS programmes.
- Increased confidence, personal awareness and development of professional, management and leadership skills and knowledge.
- The chance to address live and personally relevant professional, management and leadership issues.
- Engagement with sector policy and its implications in own professional environment.
- Reflective and critical thinking on practice to support improved continuing professional development for self and others.
- Collaborative learning through the use of action learning and coaching.

Find out more

@ lip@lsis.org.uk

www.lsis.org.uk/lipd

£ £2,000

Subsidies available

You may also be interested in

- Moving into Leadership Roles
- Leadership in Practice Certificate

Moving into Leadership Roles

Moving into Leadership Roles has been designed to develop the capability and skills of new and aspiring first-line managers. Offering an ILM level 5 accreditation option, the programme aims to move individuals from a personal understanding of their leadership strengths and development needs to an appreciation of their role in the organisation and sector.

Who is it for?

- Current, new or aspiring first-line managers who are starting out and keen to develop the skills to proceed on their leadership journey
- Individuals working in curriculum, business support or learning support role.

What is involved?

The programme is delivered over a period of up to 30 weeks, with completion expected in one year. The flexible design offers significant potential for organisations and individuals to address their own specific leadership and management projects throughout the programme. It focuses on three key areas:

- Leadership and self-management
- Leading others
- Leading in my organisation and sector.

How will you benefit?

- The chance to achieve an ILM level 5 certificate in leadership, and for further accredited study with LSIS.
- Increased confidence and personal awareness, and the development of key leadership knowledge and understanding, and professional and transferable skills.
- The chance to address live and personally relevant professional development, leadership and management issues.
- Collaborative learning through the use of action learning and coaching.
- A more reflective approach to one's own and others' professional leadership development.
- Ability to deal successfully with change and complexity.
- Development of positive and sustainable collaborative relationships across teams.

Find out more

@ milr@lsis.org.uk

 www.lsis.org.uk/milr

£ £1,500

 Subsidies available

You may also be interested in

- Leadership in Practice Certificate

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/pqp

£ £7,000

£ BIS subsidy of £5,000 for eligible participants

Routes to Success

Routes to Success is a fast-track programme designed to develop a diverse pool of high-performing middle managers in the learning and skills sector into the senior leaders of tomorrow. The programme helps participants to improve their performance in their current role and become credible candidates for promotion.

Who is it for?

Experienced staff currently in middle management, academic and support roles across the further education system who aspire to senior management and have the potential to reach senior management level within two to five years.

What is involved?

This 25-day programme takes place over 12 months and offers tailored learning and personal development tools to accelerate your development. It provides leading-edge interventions, including:

- core and bespoke workshops aligned to individual development plans covering activity before, during and after the programme
- e-learning
- executive and career coaching, mentoring and work shadowing
- a dedicated learning tutor to coach and challenge you to achieve your personal best throughout the year
- access to up to £3,000 worth of optional learning modules
- option to join alumnus network.

How will you benefit?

Benefits for individuals

- Enhanced individual leadership knowledge and capability
- Ongoing assessments, career support, learning support and peer support networks to help you build your career.
- Support to become a credible candidate for senior management positions.

Benefits for the organisation

- An assessment of the leadership capability of middle managers from within the organisation.
- The development of aspiring senior managers able to contribute to the overall leadership capacity of the organisation.
- The outcomes of individual and group projects throughout the programme offer direct benefits for the organisation.

Find out more

@ r2s@lisis.org.uk

 www.lisis.org.uk/r2s

£ £1,800

 Subsidies available

14–19 Leadership and Management Development Programme

This programme is managed and delivered in partnership with the National College for Leadership of Schools and Children’s Services. It provides bespoke provision, with referral to workforce support partners and others, to support the successful implementation of Diplomas within a consortium of colleges, schools and other 14–19 providers.

Who is it for?

Leaders and managers of 14–19 consortia who have moved successfully through the DCSF Diploma Gateway and are preparing to implement Diplomas.

What is involved?

Primary support is offered through the Consortium Adviser, who provides ongoing dialogue maintained through planned conversations, interim meetings, phone calls and emails.

Consortium Advisers are on hand to support strategy and planning, facilitation of key meetings, attendance at those meetings, and facilitation or brokering of peer-to-peer learning with colleagues in other consortia.

“Working in a small isolated school, I have appreciated the opportunity to discuss all aspects of Diploma implementation with another experienced colleague. I have also benefited professionally from the development of my time management, project management and delegating skills.”

Deputy headteacher talking about coaching sessions

This supportive programme also offers access to:

- consultancy for individuals and groups, to help develop solutions to specific development issues around collaborative working, quality assurance, change management and equality and diversity
- one-to-one coaching for a leader or manager to generate new insights and skills
- peer learning options on the website, including learning visits and online communities
- bespoke workshops
- resources such as diagnostic tools, guidance and case studies.

How will you benefit?

- Expansion of capability and capacity within the consortium to implement Diplomas successfully.
- Leaders and managers develop the capability to lead and manage collaboratively through more effective structures, systems, processes and practice.
- Individual institutions are better able to support their learners and offer them optimal choices in their learning.
- Learners are more successful, due to their interests, aptitudes and aspirations being supported and challenged.

Find out more

 14-19@lsis.org.uk

 www.14-19support.org/lmdp

 Free for eligible applicants

You may also be interested in

- 14–19 Workforce Support Programme

Equality and Diversity Strategy Programmes

Equality and diversity programmes and activities have been designed to support FE providers to embed equalities into all core functions and activities, including leadership and management practices, teaching and learning, quality improvement, learner and staff development

Who is it for?

- Positive action leadership programmes aim to meet the needs of BME staff who are under-represented in senior leadership roles.
- FE providers, in an organisational development and quality framework, to support improving organisational culture and practices.
- HR and CPD professionals working to embed equality and diversity into policies, employment and workforce practices, and staff development.
- Equality and diversity practitioners.
- Senior leaders, principals, governors and senior managers.
- Learners, learner development officers and managers, curriculum development managers, quality improvement teams.
- Staff at all levels in FE to help them confidently lead and manage equalities.

What is involved?

We use a variety of interventions to support the promotion of equality and diversity, including:

- research
- leadership development and organisational development programmes
- e-resources and learning materials
- masterclasses, seminars and conferences
- consultancy and bespoke interventions
- access to a critical friend or thinking partner
- equality and diversity practitioners network
- proactive support to help organisations meet Ofsted equality and diversity requirements

- programmes focusing on specific topical areas:
 - BME staff and staff with disabilities
 - sexual orientation equality
 - promoting equality for transgender people
 - tackling equalities within procurement
 - understanding equality impact assessments
 - equality health checks.

How will you benefit?

- Gain the support, tools and know how to mainstream equality and diversity into decision-making, policies and all core activities.
- Build your capacity and capability to deal confidently with equality and diversity issues.
- Lead and manage diversity more confidently across the organisation.
- Understand your legal duties and responsibilities.
- Enhance the organisation's reputation and profile amongst learners, staff and local communities.
- Improve organisational culture, policy and practice.
- Tackle any existing and potential discrimination.

Find out more

 equalities@lisis.org.uk

 www.lisis.org.uk/equalities

 See the website for fee information

 Subsidies available

You may also be interested in

- Black Leadership Initiative
- Introduction to Leadership
- Leading Sexual Orientation Equality

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 (BME) 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?

BME professionals who could be:

- 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) level and at a macro (organisational) level, with an increase in the number of senior BME 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

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:

- human resource (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 (LGBT) 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 LGBT 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 NIACE and 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

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?

This programme offers support for managers and practitioners in colleges and 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 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?

By working with strategic managers, this programme enables providers to build organisational capacity to deliver Foundation Learning programmes successfully, 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 developing their Foundation Learning 14-19 implementation plan available through LSIS's 14-19 Workforce Support. Find out more from 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 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

Gateway of Leadership Development

The Gateway of Leadership Development programme uses an experiential process to help organisations create strategies, processes and in-house capability to deliver succession planning and proactive talent management.

Who is it for?

Senior management teams who are committed to reviewing and updating their people strategies to enable and support more effective talent management practices.

What is involved?

The Gateway of Leadership Development programme is offered through a series of workshops, meetings, and consultancy. The two key elements of the programme are:

- **maximising organisational talent** (strategy and process creation), which focuses on ensuring that the organisation has, at a strategic level, reached its conclusions about talent management and has agreed upon the processes to be adopted
- **maximising individual talent** (building capability to deliver the talent strategy), which focuses on ensuring that the senior management team and any other key stakeholders have the capabilities required to bring about improvement in how talent management is handled in their organisations.

“It was a very unexpected, productive and valuable process. I was surprised by how much output we got from it and how much value we gained.”

Anna Openshaw, director of human resources,
College of North West London

How will you benefit?

Senior managers will benefit from:

- learning about leading edge talent management tools and the experience of having used them
- having an agreed set of actions to ensure that the process is effective and that talent management is embedded throughout the organisation
- enhancing your capability to manage other people and teams effectively through the deployment of effective talent management
- being able to identify and implement critical roles in your organisation
- being able to produce a set of leadership competencies and an aligned people strategy
- being able to provide tools to help identify performance and potential
- being able to offer an insight into leading edge thinking and practice
- being able to support the roll-out of talent management strategies and improvements throughout the organisation.

Find out more

@ enquiries@lisis.org.uk

 www.lisis.org.uk/gold

£ See the website for fee information

Ⓢ 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, cooperate 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 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)

eQuIP

eQuIP is an interactive facilitator training day designed to provide college and adult community learning (ACL) leaders with an introduction to the eQuIP process and resources. The eQuIP resources have been created to help increase understanding of the importance of e-learning and technology as a strategic issue, and to encourage significant progress towards harnessing technology in your organisation.

Who is it for?

eQuIP is for management teams in colleges and ACL providers. A member of the organisation's leadership team with the strategic responsibility for staff development is invited to attend with up to two other relevant managers.

What is involved?

This one-day eQuIP training day introduces members of your organisation to the eQuIP approach and to the extensive range of resources. The resources have been designed to be as user-friendly and flexible as possible in order to meet the specific needs of your organisation.

How will you benefit?

- Understand and engage with the strategic importance of e-learning and technology.
- Explore the eQuIP process and resources and consider the uses for them in your organisation.
- Become part of a creative network in which the challenges of e-learning can be explored.
- Take opportunities to explore the wider ILT environment.
- Explore a culture that encourages innovation in e-learning and technology.
- Build organisational capacity in the technological context.

eXplorer and WBL eXplorer

The eXplorer and WBL eXplorer programmes aim 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. They seek 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 eXplorer programmes are for individuals in the learning and skills sector who have leadership responsibilities and seek to be effective change agents in e-learning and technology, including:

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

What is involved?

Over four days, including a two-day residential, eXplorer uses a blended learning approach. 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.

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 ILT strategy in order 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 Connect, 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 Connect 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.

Find out more

@ eleadership@lsis.org.uk

 www.lsis.org.uk/eleadership

 Fully subsidised for eligible participants

Leadership of Learner Voice – Student Leadership

The Student Leadership programme gives student leaders in FE the skills, knowledge and confidence to make an effective and valuable contribution to their college. It addresses the essential aspects of being an effective student leader and covers:

- the broad policy context
- current debates within the sector
- essential skills and capabilities.

The programme, run in conjunction with the National Union of Students (NUS), is designed specifically around the needs of students union, guild, association and council officers and representatives.

Who is it for?

- Student leaders.
- Student representatives and champions.

What is involved?

This three-day residential training package challenges learners to think about their role as representatives and change champions, and offers participants the opportunity to gain a level 3 qualification.

Alongside this core programme, we are pleased to offer two additional streams:

- **advanced course stream** – for learners who have attended an LSIS or NUS training event, or who have previous leadership experience.
- **bespoke sabbatical stream** – for student leaders whose representative role is full time.

How will you benefit?

Student leaders undertaking this programme will gain a good understanding of:

- the role of a student leader
- student leaders and organisations
- student leaders in FE
- student leaders and the law
- standards for student leaders in FE
- what a student union can do and how
- students union officer roles
- sorting out student problems – working through procedures
- what is happening nationally
- making decisions
- involving students
- communication strategies.

Find out more

@ learnervoice@lsis.org.uk

 www.lsis.org.uk/learnervoice

£ See the website for fee information

 Subsidies available

Leadership Skills for Governance

Recognising the increasing and vital strategic leadership role of governors and the essential role of the clerk in advising the corporation board, the Leadership Skills for Governance programme offers a wide range of support to meet their needs.

The programme offering promotes and encourages awareness-raising; training; development; peer-to-peer learning; critical review; sharing effective practice, advice and guidance; and research and development.

Who is it for?

The programme is designed to offer development opportunities for everyone involved in the governance of FE colleges or skills and training providers, regardless of experience or governance role. There are specific development opportunities for:

- chairs and vice-chairs
- clerks
- governors
- staff governors
- student governors.

What is involved?

As well as offering consultancy options for governing bodies, the programme offers opportunities for individual professional development, including:

- boardroom briefings
- coaching
- conferences and events
- ICSA Certificate in FE Governance (for clerks)
- inductions.

Boardroom briefings

The boardroom briefings offer up-to-date information on key areas relating to FE governance. Sessions are available on:

- Audit and Risk Management
- College Governance and the New Ofsted Inspection Framework
- College Involvement in Academies
- Curriculum and Learner Needs
- Equality and Diversity: Development for Governors
- Essentials of Good Governance in Health and Safety
- Good Practice Models for a Successful Relationship: the Chair and the Principal
- Governance and 14–19: a Strategic Update
- Introduction to Finance and Funding
- Leading Change Conversations
- Making Sense of the FE Policy Context
- Self-Assessment and Quality Improvement
- Senior Post Holders and College Governance.

Coaching

Given the wealth of experience that you bring to your role, we recognise that you do not need to be taught what to do. Coaching appreciates and aims to unlock your knowledge, insight, vision, creativity, sensibility, determination, external resources and vast ability to learn and develop.

How will you benefit?

Coaching enables you to identify goals, solutions and actions. The coach uses an array of leading edge continuing improvement and development tools tailored to your needs, as well as asking skilled questions, observing and actively listening. In a facilitated thinking space, the coach challenges your normal way of doing things, providing an independent sounding board and focusing attention on the issues you bring.

Leadership Skills for Governance (continued)

Conferences and events

The programme offers conferences and events over the year for delegates to address key issues and network. Current event listings include:

- 2010 Annual Governance Conference
- Governance and Leadership Succession Planning
- Learner Representatives Forum
- Staff Governors Conference.

ICSA Certificate in FE Governance

This qualification has been designed specifically for clerks and deputy clerks to the corporation to develop effective governance practice. The NVQ level 5 equivalent award is accredited by the Institute of Chartered Secretaries and Administrators (ICSA).

The three core units cover the legal framework for governance; procedures and practices of governance; and governance performance.

How will you benefit?

This programme will provide you with:

- knowledge and understanding of the legal framework in which FE colleges operate
- understanding of the critical links between FE college governing bodies, senior staff and the clerk to the corporation
- confidence in handling complex information, appraising situations and advising governors and senior staff
- development as a good governance adviser
- a recognised qualification that will be useful for career progression and your further professional development.

Inductions

The induction sessions for chairs, clerks, governors, staff governors and student governors provide background knowledge, understanding and the practical skills needed for each role in order to contribute effectively to college governance.

How will you benefit?

- Having the opportunity to explore the essential characteristics of being successful in your role.
- Gaining a deeper understanding of your role in the corporation and development of your competence and confidence.
- Sharing ways of working and effective interpersonal skills in addressing a range of college situations and challenges.
- Networking and the opportunity to learn from others and from practising professionals in open discussion.
- Understanding the background and context of further education.

Find out more

@ fegovernance@lisis.org.uk

 www.fegovernance.org

£ See the website for fee information

 Subsidies available

You may also be interested in

The Leadership Skills for Governance Programme also provides whole-organisational development support in the form of consultancy and an observer scheme. You can find out more in the organisational development guide or at www.fegovernance.org

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 seminar is conducted is very high quality.”

“So many seminars, workshops, conferences are at a superficial level, so not particularly useful. This series of seminars has been absolutely unique in this respect.”

“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

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 level 5 or 7.

Find out more

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

Research

LSIS uses its research programme to maximise the contribution that research evidence and other intelligence makes to improvement in the learning and skills sector. It also aims to raise the profile of the value of research and to generate interest among practitioners in using and conducting research.

The research programme is directly supportive of the intentions set out by the Cabinet Office in its 2008 publication, *Excellence and Fairness: Achieving world class public services*, to encourage the ‘new professionalism’, including the expectation that professionals will

“... challenge each other, share knowledge and learn from each other to continuously drive up performance.”

Excellence and Fairness, paragraph 94

Who is it for?

The programme is directed at all those working in the further education and skills sector.

What is involved?

The LSIS research programme activities include:

- **carrying out reviews of existing evidence** (from all the research that is conducted in the sector and in related sectors) to identify the most useful findings and translate them into actions that practitioners can apply in their day-to-day activity
- **publishing *Inside Evidence*** – a research newsletter intended to bring useful research to the attention of practitioners and help them try out useful tips and techniques generated from the research findings

- **hosting a research site on the Excellence Gateway** where practitioners can locate useful research reports and toolkits, links to other useful research sites and forums and workspaces about research
- **providing two bursary programmes for practitioner-led research:**
 - one focused solely on leadership research
 - one for research focused more generally on teaching and learning, which is being delivered in partnership with the Institute for Learning (IfL) and the University of Sunderland Centre for Excellence in Teacher Training (SUNCETT), with bursaries linked to REFLECT – IfL’s online, personal learning space – and to continuing professional development (CPD) accreditation.
- **providing support materials and activities** to encourage practitioners to conduct their own research.

How will you benefit?

- Materials and toolkits to help you apply useful improvement tips that have been generated by research.
- The opportunity to get financial and other support to conduct your own research.

Find out more

@ research@lsis.org.uk

 www.excellencegateway.org.uk/research

 Bursary applications for this year now closed

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 LSC-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
- 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

You may also be interested in

- The online user guide to self-assessment and improvement planning at www.excellencegateway.org.uk/page.aspx?o=self-assessment-guide

Workforce Remodelling: Leading Change, Changing Leadership

The challenges facing the sector require new approaches in terms of leadership, strategy and the management of change, including the need to work effectively in internal and external communities and with partner organisations to build capacity and raise standards. This includes the need to reprofessionalise the workforce and engage leaders, managers and practitioners in working co-operatively to harness creativity and develop innovative practices.

Remodelling is a structured approach that encourages and enables positive and sustainable change. It embeds a proactive culture where staff have the skills, experience, confidence and commitment to apply an effective approach to change and to significant challenges at all times.

Following highly successful trials undertaken in 2008–09, LSIS has developed this programme in conjunction with Lifelong Learning UK (LLUK) and the sector. The programme uses a self-sustaining cascade model, which develops leadership teams as change facilitators, who are then able to use the materials and techniques provided to build capacity throughout the organisation.

The use of live improvement and change projects keeps the focus strongly in the workplace and brings immediate and long-term results.

Who is it for?

Initially, LSIS works with change teams, nominated by principals and chief executives and generally drawn from across the organisation.

Change teams may be developed from a single organisation or bring together colleagues from partnership groups (for example, peer review and development groups).

What is involved?

LSIS facilitators work with and through nominated change teams, using a variety of practical activities, tools, materials and techniques to introduce the model. Support for the change teams continues as they use the approach with others to work on change or improvement projects and build further capacity throughout the organisation.

How will you benefit?

- Support for leaders in bringing innovation and improvement projects to fruition.
- Introduction of sustainable workplace practices that build workforce capacity for the future.
- Optional accreditation routes are being developed for individuals and teams trained in the use of the approach and associated materials and techniques.
- Organisations that have completed the programme and have successful change teams in place would be in a position to work more closely with LSIS to share and develop practice across the sector.
- Using Workforce Remodelling techniques with the Leading Change Conversations programme enables organisations to create a particularly powerful professional workforce, focused on continuous improvement.

Find out more

 workforce@lsis.org.uk

 www.lsis.org.uk/workforce

 Please contact us to discuss

You may also be interested in

- Leading Change through Professional Dialogue

Working in Partnerships

The challenges facing the sector require new approaches in terms of leadership, strategy and the management of change, including the need to network and work effectively in internal and external communities and with partner organisations and stakeholders to build capacity and raise standards.

The programme offers skills development and practical support for individuals and teams engaged in networks or inter-agency working, collaborative working practices and strategic or local change projects.

Who is it for?

The programme is particularly useful to individual leaders, managers or practitioners engaged in networks or collaborative projects. It is also suitable for senior leaders, managers and teams seeking to implement strategic change at team or whole-organisational level. Networks, teams and partnership groups engaged in collaborative or cooperative working may wish to discuss appropriate support.

What is involved?

Through structured and practical distribution of leadership and collaborative working skills, the programme provides a workforce development model for quality improvement and capacity building. The programme team works with organisations and networks to establish and support:

- effective partnerships and networking
- internal and inter-organisational collaborative working practices
- team development and culture change.

Participants are invited to discuss their particular needs and purposes and to create an appropriate programme from a range of:

- open access and customised workshops
- online materials and resources
- supported change projects
- consultancy.

Groups, teams and individuals are supported in working on live projects or issues.

How will you benefit?

The programme supports leaders and managers in:

- developing and maintaining internal and external networks and collaborative working practices
- harnessing and building the capacity and creativity of individuals and teams
- implementing and embedding change
- distributing leadership and bringing about culture change
- engaging staff in problem-solving and solution development
- increasing practitioner professionalism and raising standards.

Find out more

@ partnerships@lsis.org.uk

 www.lsis.org.uk/partnerships

£ Please contact us to discuss

You may also be interested in

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

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 LSC-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
- 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
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
BME	black and minority ethnic
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
ILT	information and learning technologies
ISC	independent specialist college
LGBT	lesbian, gay, bisexual and transgender
LSC	Learning and Skills Council
LSG	Leadership Skills for Governance
LSIS	Learning and Skills Improvement Service
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 (BME) staff
- disabled staff
- lesbian, gay, bisexual and transgender (LGBT) 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 LSC-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 no shows 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.

Coventry office

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

LSIS's mission 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.

We will engage with the sector throughout its journey to excellence using a range of support and self-improvement strategies and activities that recognise, reward and share excellent and innovative practice.

For further details about our strategic ambitions, support programmes and major streams of activity, visit the LSIS website 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.