

# successforall

**Welcome** to the first edition of the Success for All newsletter. It is produced by the Department for Education and Skills (DfES) and the Learning and Skills Council (LSC) to keep you up to date with Success for All – the change programme designed to transform quality and responsiveness right across the learning and skills sector.

## About the Newsletter

Success for All was announced by Charles Clarke at the Association of Colleges conference in November and is being implemented to tight schedules; consultation, for example, has already begun on the proposed new arrangements for planning and funding provision.

We hope the newsletter will be a valuable way of keeping in touch and flagging the changes that lie ahead. We will also be reporting on policies and initiatives linked to Success for All. The 14-19 announcement and the HE strategy paper are both covered in this issue (page 5). We expect the newsletter to appear monthly, and we hope to keep future issues much shorter.

We are sending it to FE colleges, adult, community and work-based learning providers and to higher education institutions (HEIs) delivering further education. It is being copied for information to national bodies with an interest in the learning and skills sector and its success.

We will move as quickly as possible to electronic and web-based distribution. Meanwhile, please give us your feedback on the newsletter and please use it as a forum for raising questions and issues about Success for All of sector-wide interest. You can email us at [successforallnewsletter@lsc.gov.uk](mailto:successforallnewsletter@lsc.gov.uk). We will publish the most stimulating and interesting contributions.

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This publication is available in an electronic form of the Council's website: [www.lsc.gov.uk](http://www.lsc.gov.uk)  
Publication enquiries:  
0870 900 6800

Reference S4A/0630/03

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**education and skills**  
creating opportunity, releasing potential, achieving excellence



Learning+Skills Council

**Success for All has four key themes.** These are:

- 1 Meeting needs and improving choice
- 2 Putting teaching, training and learning at the heart of what we do
- 3 Developing the leaders, teachers, lecturers, trainers and support staff of the future
- 4 Developing a framework for quality and success.

Implementation is shared between the LSC and the DfES. The LSC leads on themes 1 and 4 and the DfES on themes 2 and 3. The main vehicles for delivering Success for All are set out below, together with the name of the senior colleague responsible for implementing each theme.

Success for All theme and senior staff lead	Main implementation vehicles
<b>1 Meeting needs, improving choice</b> Caroline Neville Director of Policy and Development, LSC	LSC strategic area reviews Provider mission reviews Provider development plans and improvement targets Skills Strategy Centres of Vocational Excellence
<b>2 Putting teaching, training and learning at the heart of what we do</b> Jane Williams Director of Teaching and Learning, DfES	Provider development plans and improvement targets DfES Standards Unit Model teaching and learning frameworks Expansion of e-learning Re-engineered 14-19 stage
<b>3 Developing the leaders, teachers, lecturers, trainers and support staff of the future</b> Jane Williams Director of Teaching and Learning, DfES	Provider development plans and improvement targets Provider reward strategies National leadership college Recommendations of the Commission for Black Staff in FE Occupational standards Sector Skills Council Awards scheme for sector staff
<b>4 Developing a framework for quality and success</b> Avril Willis Director of Quality and Standards, LSC	New LSC funding and accountability framework consisting of: <ul style="list-style-type: none"> <li>● provider development plans</li> <li>● three-year funding agreements</li> <li>● provider floor and improvement targets</li> <li>● higher funding for higher performance</li> </ul> Beacons status Intervention with poor performers

# Success for All four th



## Meeting needs, improving choice

### Strategic area reviews put to the test

Strategic area reviews (SARs), which begin formally in April and build on previous work, are one of the main ways in which Success for All will make provision more responsive to the needs of learners, employers and local communities. As part of the current consultation on SARs, two simulated reviews were carried out at the end of January. They were held in Nottinghamshire and Essex and were led for DfES and the LSC by an independent consultancy. The simulations took the form of the local LSC working through key aspects of the review process with local partners and stakeholders. The outcome, including partner views and ideas on how the process can be made most effective, will be fed into the **SAR consultation**, which **closes on 21 February** (see LSC circular 02/21 published November 2002). There will be a short report on the simulations in the next issue of the newsletter.

The first reviews are due for completion by late 2004. By spring 2005 review findings will be incorporated into all local LSC plans.

### Strategic area reviews: toolkit

LSC Circular 02/21 introduced a 'toolkit' to assist in carrying out strategic area reviews. Eighteen tools are being developed and 12 of these in draft form are available on the LSC website (see the 'documents' section of the website under 'strategic area reviews' at <http://www.lsc.gov.uk/documents>).

# Themes for change

## 2 & 3 4

### Teaching, training and development

#### Standards Unit

The new DfES Standards Unit is up and running. It is headed by Jane Williams, formerly principal of City of Wolverhampton College. Top priorities for the Unit are putting in place work plans for theme 2 Success for All – that is, putting teaching and learning at the heart of what we do, and theme 3, developing the sector's workforce.

On teaching and learning, Jane and her colleagues will be developing and piloting in 2003 frameworks for the four Success for All priority curriculum areas: business studies, science, construction, and entry to employment ('e2e'). The frameworks will include good practice materials and associated teacher/trainer training.

On workforce development and performance, the Unit will be setting up the leadership college and developing strategies for teacher and trainer qualifications, remuneration, recruitment and retention. The **Leadership College** is central to the Success for All goal of developing the sector's leaders. The college will be run under contract to the DfES and will be open for business later this year. The DfES has announced a consortium of the Open University, Lancaster University Management School, Ashbridge Management College and LSDA as a preferred supplier to deliver the Leadership College.

The Unit has also appointed 40 post-16 consultants on call-down contracts to help in its work and is taking on secondees to help develop best practice in teaching and learning.

### A Framework for quality and success

#### Development plans

A central aspect of Success for All is the new three-year development plan. The plan will support three-year funding agreements. It will be a high-level document that sets out how the college or provider intends to deliver key targets. In time, the LSC hopes it will replace the various formal plans that colleges and other providers share with the LSC at present. Development plans will have three main goals: increasing customer focus; delivering high-quality teaching and learning; and increasing the capacity of the workforce. For colleges and other further education providers, plans will also contain stretching headline improvement targets for learner numbers, employer engagement, improving quality, and increasing the proportion of the workforce which is professionally qualified.

LSC has set out in Circulars 03/01 and 03/02 its thinking on development plans, three-year funding, improvement targets, floor targets and proposals for linking premium levels of funding to the highest levels of provider performance. **Consultation on the proposals will take place between February and 25 April.** Meanwhile, the LSC envisages agreeing 2003/04 funding for providers of further education, work-based learning and adult and community learning by the end of May on the understanding that they will have their development plans and improvement targets in place by 31 July 2003. The LSC circulars – one for FE providers and one for WBL – can be found at <http://www.lsc.gov.uk/documents>

We will be maintaining a Success for All calendar which will identify events with a direct impact on providers. It will appear regularly in the newsletter and, in due course, on a Success for All website. At present the calendar for 2003 looks like this:

2003	Developments	Communications/consultation
21 Jan	14-19: <i>Opportunity and Excellence</i> published	
22 Jan	<i>The Future of Higher Education</i> White Paper published	
31 Jan		First issue of Success for All newsletter
31 Jan	Consultation circulars 03/01 and 03/02 published on implementing theme 4 of Success for All, the framework for quality and success. Covers: development plans, floor and improvement targets, assessment of performance, link between performance and funding levels, three-year funding agreements	
31 Jan		'Focus on Policy' seminar: 'Working Together to Implement Success for All'
27 and 29 Jan	Strategic area review simulations in Essex and Notts	
13 Feb		'Ask John' – John Harwood, LSC Chief Executive answers your questions live online 12.30 – 14.30
14 Feb		QMW Public Policy Seminar: Effectively Delivering Success for All. LSC speakers: Susan Bickerton, Executive Director Northumberland and Imtiaz Farookhi, LSC Board Member. Royal Overseas League, London
21 Feb		<b>Consultation closes on strategic area reviews</b>
28/29 Feb		FENTO conference – keynote speakers Charles Clarke and Jane Williams
Feb-April		Regional consultation events for providers on proposals for implementing the Success for All framework for quality and success. Events for WBL providers will also cover the theme of Trust in the Future
March		Success for All website goes live
March		'Ask Jane' – Jane Williams, Head of Standards Unit, DfES answers your questions online
April	LSC issues guidance on strategic area reviews and reviews begin	
25 April		<b>Consultation closes on the framework for quality and success</b>
May		'Ask Margaret' – Margaret Hodge the minister for lifelong learning, answers your questions live online
31 May	LSC reports on quality and success consultation and confirms arrangements for three-year funding and development plans	
31 May	2003/04 funding confirmed for providers	
June	Dfes Skills Strategy announced	
June		Success for All Progress Report – LSDA Summer Conference
June	Dfes outcome of review of funding for adult learning	
July	LSC assessments for capital programme	
31 July	<b>Providers and LSC agree development plans</b>	
31 July	<b>Floor and improvement targets in place</b>	
August	Three-year funding agreements and indicative funding for 2004/05 and 2005/06 agreed	
September	First teaching and learning frameworks and training programmes piloted by Standards Unit	

## LSC: Trust in FE Tackling Bureaucracy

### **Pilot and pathfinder colleges**

The move towards funding the development plan as a whole, less frequent funding audits and ending retrospective recovery of funds, all require a new kind of relationship between the LSC and colleges. The LSC outlined its approach to developing strategic partnerships with colleges in its Trust in FE initiative (see <http://www.lsc.gov.uk/documents> under 'other documents'). This was announced in November and confirms LSC's commitment to creating relationships with colleges built on transparency and shared responsibility. Colleges for their part will need to work more collaboratively and strategically with the LSC, improve the timeliness and accuracy of data, and share openly with the LSC their progress against development plans. The LSC will be piloting this approach with a small group of around 20 colleges during 2002/03 and with a larger pathfinder group of around 100 colleges in 2003/04.

Colleges will be invited to become pilots and pathfinders by the LSC. In deciding which institutions to invite to take part, the LSC will be using criteria such as the reliability and timeliness of data returns, the strength of internal controls and success in reaching funding targets. More information on the plans for pilots and pathfinders is at Annex G of LSC Circular 03/01 *Success for All Implementation of the Framework for Quality and Success*.

### **'Bureaucracy busting' extends to WBL**

A new task force chaired by Sir George Sweeney is starting work in February and will be applying to work-based learning the principles of Trust in the Future, the report of the first Sweeney task force, which focussed on cutting red tape in colleges (see under 'other documents' at <http://www.lsc.gov.uk/documents>). Consultation events for work-based learning providers on the theme of Trust in the Future and on Success for All will be held by the LSC in March 2003.

## Consulting the Sector

### **'Focus on Policy' seminars help shape Success for All**

A series of monthly Success for All 'Focus on Policy Seminars' started in London at the end of January. The seminars are for policy-makers and leaders from across the sector. Their aim is to help develop the policies needed to implement the Success for All programme. The series is jointly sponsored by DfES and LSC and is being managed by the Learning and Skills Development Agency. The first event was on the theme 'Working Together to Implement Success for All'. Future seminars will look at issues such as employer responsiveness, teaching and learning frameworks, measuring success, widening participation and strategic area reviews. Seminars are invitation-only.

### **Consultation events**

Between February and April, the LSC will be holding a series of consultation events for providers on the proposals set out in Circulars 03/01 and 03/02 to implement the framework for quality and success (see page 3). Events for WBL providers will also cover the theme of Trust in the Future.

### **Stakeholder groups to guide implementation**

To help get the implementation of Success for All right, the DfES and the LSC have set up sector stakeholder groups to give them advice. At the overarching level, there is a group advising DfES on both Success for All and the review of funding of adult learning. LSC has specialist groups advising on strategic area reviews and the new framework for quality and success. Details will be in a future issue of the newsletter.

## Policy Developments

### 14-19 policy and Success for All

DfES announced the way forward for 14-19 with *14-19: Opportunities and Excellence*, published on 21 January. This document sets out a vision and proposals for 14-16 curriculum change, consistent excellence in 11-19 teaching and learning, and raising aspirations across the 14-19 phase. It also makes proposals for longer-term changes designed to strengthen first-time vocational programmes, develop assessment arrangements which are fit for purpose, and introduce a unified awarding framework. The document is at [www.dfes.gov.uk/14-19](http://www.dfes.gov.uk/14-19)

The Success for All programme will strengthen the sector's ability to drive this 14-19 agenda. It will do so through: the strategic area reviews, which will ensure that patterns of provision meet the needs of 16-19 learners; increased capital investment; the Success for All teaching and learning strategy; and by ensuring that further education and training providers can recruit and develop high-quality teaching, training and support staff and that colleges have the resources which will enable them to start addressing the pay gap with schools.

### HE strategy and Success for All

The government's higher education strategy sets out a 10-year vision for research, teaching practice, links between HE and business, expansion and flexibility, fair access, funding, institutional diversity and mission. The key priorities likely to have an impact on institutions in the learning and skills sector are:

- the expansion of Foundation Degrees delivered in further education colleges, mainly through structured franchise and consortium partnerships between colleges and HEIs, to help meet the 50% HE participation target;
- reducing bureaucratic barriers for institutions delivering both FE and HE;
- an increase in the level of support provided by Excellence Challenge, and bringing this together with Partnerships for Progression to deliver a coherent national outreach programme. Called 'Aim Higher', this programme will operate most intensively in the most disadvantaged areas. Details are at <http://www.dfes.gov.uk/highereducation/hestrategy/>

## Delivering Success for All

### Project management

Success for All is a large-scale change programme and will affect thousands of education and training providers and their students. Its success is vital to the future funding of the sector and to learners. To help ensure success, and to make sure thinking and activities across the four project themes are fully integrated, formal project management arrangements have been put in place. This includes a Success for All steering group chaired by Margaret Hodge, Minister of State for Lifelong Learning, Further and Higher Education. There is also a Project Board. Details will be in a future issue of the newsletter.

### Training for change

Implementing Success for All will be challenging for the whole learning and skills sector – providers, funders and policy makers alike – and will require radical change by all players. For its part, the **LSC is committed to developing its own organisation so that it can support fully Success for All** and is carrying out a training needs analysis as part of an organisation-wide Success for All staff development programme. The programme will develop the LSC's strategic capacity, ensure that everyone at the LSC involved in implementing Success for All is briefed on the technical aspects of implementation, and begin a process of cultural change which will enable the LSC to deliver its side of the Trust in the Future agenda. As an immediate priority, the LSC is carrying out a skills analysis in relation to strategic area reviews and developing related staff training activities.

### Delivery plan

DfES will be publishing a detailed delivery plan for Success for All in the Spring. This will be a web-only publication.

### Feedback

Please send your feedback on the newsletter and views on aspects of the Success for All programme by emailing [successforallnewsletter@lsc.gov.uk](mailto:successforallnewsletter@lsc.gov.uk)