

Appendix H: Methodology and People Consulted

The timescale for the review was short - effectively starting in early May 2009 and reporting in Late September. Although limited survey work could be undertaken in this time, there was clearly no opportunity for any full scale survey of the FE system. Instead a qualitative methodology was used, varying dependent upon the three sectors reviewed: colleges, work based learning providers, and the adult and community learning sectors. The methodology for each is briefly reviewed below.

FE Colleges

This was undertaken by Allan Schofield, and there were three aspects to the methodology: a literature review, consultation and discussion in a variety of forms, and a survey of one part of the FE college sector - the land economy colleges through Landex.

1 The consultations involved discussions or meetings with:

Tony Alderman, Chair of Governors Council
and Chair of Barnet College
Richard Atkinson, Chair of the Clerks
Network and Assistant Principal
Middlesbrough College
Pat Bacon, Principal, St Helens College
John Bingham, Chair of AoC and Chair of
Thomas Rotherham College
Alison Boulton, NATSPEC
Melvyn Cass, AoC
Reg Chapman, LSIS
David Coates, DMC Governance Services
Ltd
Vic Croxton, Landex
Rachel Davies, Principal, Somerset College
of Arts and Technology
Martin Doel, CEO of the AoC
Jan Edrich, Chief Executive of the
Association of South East Colleges
(AOSEC)
Tina Fahm, LSIS

John Hall, Eversheds
Susie Knight, LSIS
Sue Lovell, LSIS
Roger McClure, LSIS
Graham Moore, Chair of the 157 Group
and Principal of Stoke on Trent College
Chris Morecroft, Principal, Worcester
College of Technology
John Offord, UCU
Liz Rushton, Principal, West Herts College
Sheila Selwood, Clerk, West Herts College
Vivien Shipley, Ofsted
Mike Snell, LSIS
Dan Taubman, UCU
Debbie Watson, LSC
Robert Whitaker, NUS
Sue Whitham, SFCF
John Wilkinson, Chair of North Radstock
College
Vivki Wood, DIUS

Working together in partnership

2 Ten consultative workshops were held: six for governors and four for clerks, based on the AoC regional network. Approximately 200 people participated overall. The workshops were:

(a) For governors

- 17 June: South West
- 29 June: East Midlands
- 6 July: South East
- 9 July: Eastern
- 15 July: West Midlands
- 30 July: North West

(b) For clerks

- 2 July: London
- 7 July: South West
- 8 July: North East
- 16 July: North West

3 In addition, the following activities were undertaken:

- A survey of all Landex members (see Appendix F)
- A request for submissions from Six Form Colleges organised through the SCFC. Seven written responses were received.
- Via LSIS and AoC a general request was made for responses from colleges. Six written responses were received.

Work-Based Learning

The methodology here was a questionnaire circulated to a number of WBL providers, followed up discussions with nominated institutional representatives. The respondents were:

Catherine Cross	Executive Director, Advice and Learning	A4E
Steve Gale	General Manager	Avon Dale Ltd
Steve Geary	Skills Strategy Director	CITB-Construction Skills Education and Youth Services Ltd
Richard Atkinson	Chief Executive Officer	HIT Training Ltd
John Hyde	Chief Executive Officer	Intraining Ltd
Chris Bailey	Chief Executive Officer	Interserve plc
Carl Johnson	Head of Leadership and Development	JHP Ltd
Hugh Pitman	Chairman	Learning World
Helen Smith	Chief Executive Officer	Manchester Solutions
Richard Guy	Chief Executive Officer	McDonald's
David Fairhurst	UK Vice-President (People)	Ministry of Defence
Lt Col Nick Maher		NACRO
Claire Bassett	Services Director	Northwest Skills Academy
Mike Farrell	Head of Educational Developments	for Health
Dan Wright	Chief Executive Officer	Protocol Skills
Richard Williams	Chief Executive	Rathbone
Graham Schumacher	Learning Solutions Manager	Rolls Royce plc
Ann Linsey	Chief Executive Officer	YMCA Training
Lilian Mains	Managing Director	Zodiac Training Ltd

Adult and Community Learning

The methodology adopted was qualitative and combined desk research to review the available literature on SR, interviews and focus groups involving twenty local authorities, and third sector organisations concerned with the delivery of learning and skills.

a) Desk Research

The desk research focused on:

- reviewing the policy context in relation to SR and self-improvement, particularly exploring SR within the context of wider public service reform;
- reviewing developments in SR and self-improvement within the learning and skills and FE sectors; and
- identifying current governance, leadership and accountability arrangements that apply to and operate within local authorities and Third Sector providers of adult learning and skills, including those arising from receipt of public funding/subsidy, such as external inspection and the LSC's performance management framework.

b) Research interviews

Interviews were conducted with national stakeholders to establish present understandings of the strategic and operational implications of the proposed move to SR for local authority and Third Sector providers, and to identify the issues likely to arise during the transition period and beyond. Semi-structured interviews were used: following initial telephone and e-mail correspondence outlining the purpose of the interviews, broad areas of questioning were sent to the respondents. Interviews were conducted in January and February 2009. There were ten people interviewed in individual sessions and ten interviewed in focus groups. Individual interviews were conducted with six local authorities and three third sector organisations. The organisations were chosen to provide a representative sample of types of organisations within the local authority and the Third Sector that reflected the diverse leadership and governance arrangements that is characteristic of these types of providers of learning and skills. For local authorities, this included urban and rural authorities, shire counties, unitary and metropolitan boroughs. For third sector organisations, these included the lead organisation for a consortium of third sector learning providers and voluntary and community organisations delivering learning and skills as part of a wider remit.

c) Focus Groups

An initial analysis of these interviews identified issues to explore with providers during two separate focus groups, one of eight local authorities and the second a group of three voluntary sector organisations. The focus groups were structured to provide a brief overview of SR and then using key questions framed around the three research questions to capture providers' own perceptions of the implications of SR in relation to governance and leadership and likely challenges arising. The focus groups were held in March 2009.

20 staff from 19 organisations were interviewed either individually or in focus groups as part of the research. Ten individual interviews were conducted plus focus groups, one of local authority staff and one of third sector staff. Details of the organisations who participated are given below.

- Birmingham Churches Together - Training and Development Officer
- Birmingham City Council - Head of Adult Learning Service
- Derbyshire County Council - Head of Adult Learning Service
- Dudley Metropolitan Borough Council - Head of Adult Learning Service
- ENTA - Business Development Manager

- Groundwork - Development Manager
- Herefordshire Council - Head of Adult Learning Service
- Humber Learning Consortium - Chief Executive
- Kent County Council - Head of Adult Learning Service
- NCVO Governance Hub - Ex- Chair
- Norfolk County Council - Head of Adult Learning Service
- Nottinghamshire County Council - Head of Adult Learning Service
- Shropshire County Council - Head of Adult Learning Service
- Staffordshire County Council - Head of Adult Learning Service
- Stockton on Tees Borough Council - Head of Adult Learning Service
- Telford & Wrekin Council - Head of Adult Learning Service
- Warwickshire County Council - Head of Adult Learning Service
- West Sussex County Council - Head of Adult Learning Service
- Worcestershire County Council - Head of Adult Learning Service

d) Case studies

Four Local Authorities were chosen following consultation with HOLEX, LEAFEA and LGA to showcase good and innovative practice. They were:

Derbyshire County Council	Head of Adult Learning Service
Kent County Council	Head of Adult Learning Service
NIACE	Regional Manager
HOLEX	Chief Officer
LSIS	Programme Director ACL
LEAFEA	Chair
Local Government Association	Seconded LA Assistant Director
West Sussex County Council	Head of Adult Learning Service
Northampton County Council	Head of Adult Learning Service