

# Achieving Excellence in the English Further Education System





# Achieving Excellence in the FE System

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## Project Aim:

To set out the basis for ground-breaking research to find a better way to achieve excellence in the English FE system. This is about the overall way public services are managed

Initial seminar + In-depth interviews + Analysis +  
Position and proposal



## Four key problems:

1. The Government becomes the customer
2. Bureaucracy and micro-management
3. Adverse consequences of targets
4. Centralising power, decentralising responsibility, thwarting innovation



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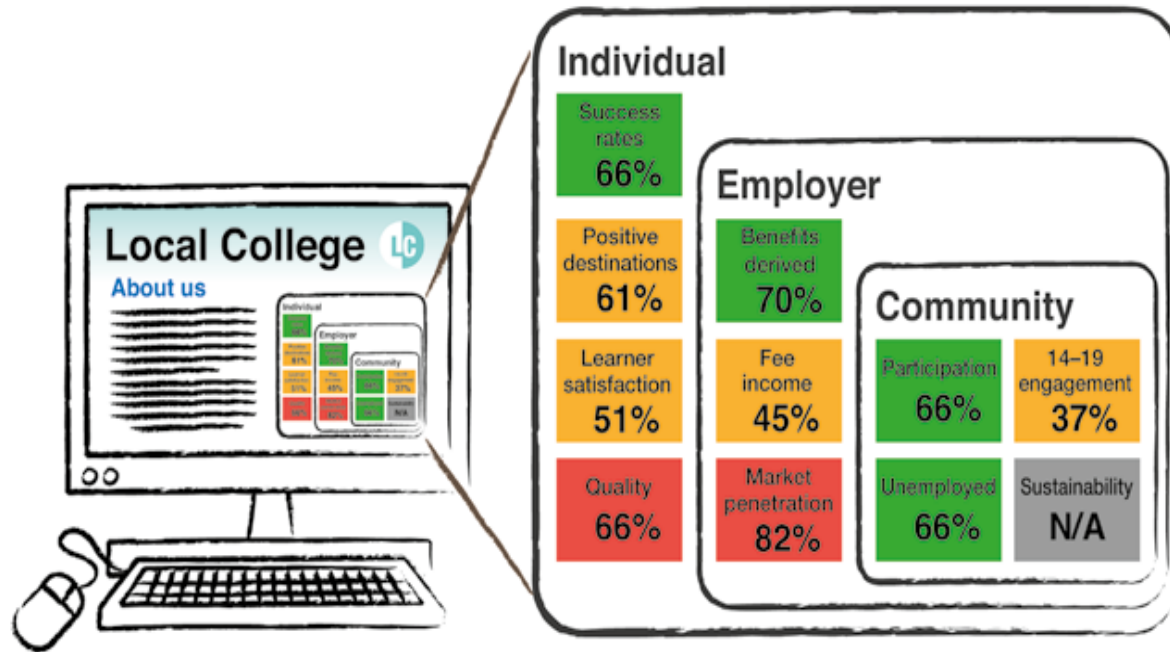
## **A New Model:**

- decentralising power
- renewing trust in professional expertise
- aligning policy, organisational behaviour and intended outcomes



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## UKCES: SKILLS, JOBS, GROWTH:



Colours represent whether performance is improving, constant or declining.

▲ Improving    ▶ Constant    ▼ Declining    ■ Insufficient information



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- 1. What factors are most likely to lead to better provision of public services?**
- 2. What needs to change in the funding, accountability and qualifications regimes?**
- 3. What needs to change in the way professionals operate?**
- 4. What would a model for a new approach to managing public services be?**
- 5. What challenges and risks, benefits and opportunities would it bring?**



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(John Bennington, 2009)	TRADITIONAL	NEW PUBLIC MANAGEMENT	ETWORKED COMMUNITY GOVERNANCE
CONTEXT	Stable	Competitive	Changing
POPULATION	Homogeneous	Atomised	Diverse
NEEDS	Authorities	Markets	Complex
STRATEGY	State	Market	Civil society
GOVERNANCE	Hierarchies	Markets	Networks
REGULATION	Voice	Exit	Loyalty
ACTORS	Public servants	Provider - user	Civic leaders
THEORY	Public goods	Public choice	Public value



## Planning and Funding Cycles for the FE Sector

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This report summarises the outcomes of two national 'think tanks' facilitated by NEF in May and June 2009 – one focused on planning and funding, the other on horizon scanning – both involving college Principals, Assistant Principals and Strategic Development & Funding Managers, as well as heads of academic faculties.

30 senior managers from colleges + representatives of Sector Skills Councils and National Skills Academies draws on the outcomes of 'Achieving Excellence, Fulfilling Potential'



# Planning and Funding Cycles for the FE Sector

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## Aims:

- clarify how and in what ways the strategic planning and funding environment for learning and skills is changing, and explore the implications of these changes for the FE sector
- establish the features and principles of an effective planning and funding cycle that best supports the FE sector in going about its business
- identify what Government departments and funding agencies, the FE sector and other stakeholders need to do more of, start doing or stop doing in moving towards a more effective planning and funding cycle for the FE sector.



# Planning and Funding Cycles for the FE Sector

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## Features of an effective funding and planning cycle:

- Demand-led
- Unitised
- Strategic
- Learner-centred
- Evidence-based
- Longer-term
- Better regulated
- Outcomes-based
- Streamlined



## Recommendations (16) for:

- Clear expectations for FE
- Dialogue and a clearer vision from FE
- Horizon-scanning, R and D
- Better planning and funding cycles
- Better regulation
- Awarding powers
- Self-evaluation and governance

# Thank You

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