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for adult literacy and numeracy



Accountants &
business advisers

Heading for Success

Final report

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Contents

INTRODUCTION	3
THE INITIAL DEVELOPMENT PHASE	4
CONTACTING THE PARTNERSHIPS	4
MEETINGS WITH PARTNERSHIPS	4
ASSESSMENT OF HEADING FOR SUCCESS DECEMBER 2008.....	6
ISSUES IMPACTING ON THE DEVELOPMENT OF HEADING FOR SUCCESS PARTNERSHIPS...8	8
DEVELOPMENT WORK IN 2009	10
NETWORKING EVENTS.....	10
ENGAGING WITH NEW PARTNERSHIPS	11
THE FOOTBALL ASSOCIATION.....	12
HEADING FOR SUCCESS WEBSITE	12
GOOD PRACTICE GUIDE	13
THE CURRENT SITUATION.....	14
A SNAPSHOT OF CURRENT PROVISION	14
RECOMMENDATIONS.....	15
APPENDIX A - OVERVIEW OF HEADING FOR SUCCESS PARTNERSHIPS (DECEMBER 2008).16	16
PARTNERSHIPS.....	16
APPENDIX B - FINAL EVALUATIONS OF PARTNERSHIPS	19
<i>Accrington Stanley/Accrington and Rossendale College.....</i>	<i>19</i>
<i>Aston Villa/Matthew Bolton College</i>	<i>21</i>
<i>Bexley College.....</i>	<i>22</i>
<i>Brentford/West Thames College.....</i>	<i>23</i>
<i>Brighton and Hove Albion</i>	<i>24</i>
<i>Bristol City/City of Bristol College</i>	<i>25</i>
<i>Charlton/Greenwich Community College</i>	<i>26</i>
<i>This is a positive, committed and active HfS model.Colchester Utd/Colchester Institute</i>	<i>26</i>
<i>Colchester Utd/Colchester Institute.....</i>	<i>27</i>
<i>Dagenham & Redbridge/Barking College.....</i>	<i>29</i>
<i>Huddersfield Town/Huddersfield Technical College</i>	<i>31</i>
<i>Leeds Utd/Park Lane College</i>	<i>33</i>
<i>Manchester United/Trafford College</i>	<i>35</i>
<i>Millwall/Unit4U</i>	<i>37</i>
<i>Milton Keynes Dons/Milton Keynes College</i>	<i>38</i>
<i>Newcastle Utd/Newcastle College.....</i>	<i>40</i>
<i>Norwich City/City of Norwich College.....</i>	<i>42</i>
<i>Notts County/South Nottingham College.....</i>	<i>44</i>
<i>Nottingham Forest/Castle College.....</i>	<i>46</i>
<i>Oldham Athletic/Oldham College.....</i>	<i>47</i>
<i>Reading/South Reading Adult College</i>	<i>49</i>
<i>Stafford Rangers/Stafford College.....</i>	<i>51</i>
<i>Stoke City/Stoke College</i>	<i>53</i>
<i>Wigan Athletic/Wigan & Leigh College</i>	<i>55</i>
APPENDIX C - RECORD OF COMMUNICATION.....	59

Introduction

Heading for Success aims to target hard to reach adults and young people who may have literacy and numeracy needs. Launched at the Football Association (FA) headquarters in March 2006 Heading for Success uses the power of football to attract adults into learning.

At the outset of the project (autumn 2008) it was reported that the initiative involved 35 professional football clubs working with a local learning provider to provide courses, often held in the club or the community, which target literacy and numeracy needs. There were a further 12 'college only' models, operating without the support of a specific club.

DIUS (now BIS) is keen for Heading for Success to become embedded in core Skills for Life provision and to continue without further funding and direct support from government. PKF and NRDC were commissioned to take Heading for Success to the next stage by reviewing the strengths and weaknesses of the network of partnerships and were further commissioned to support those partnerships through to the end of 2009.

This document reports on activity across the life of the project and gives an account of Heading for Success at the close of 2009.

The initial development phase

Contacting the partnerships

An initial email, in which we announced that we would be working on this stage of the project and that we would be in touch to organise visits, resulted in a few responses. We then began the work of contacting each of the named people on the contacts list by phone.

The list proved to need considerable updating. In many cases one of the contacts had changed and often both. On average it has taken 7 phone calls and 2 emails to finalise a partnership meeting. Where we have been told on the phone by both partners that there is, and has been, no Heading for Success activity and no desire to initiate any, we have classed the partnerships as defunct.

In many cases we found that existing contacts had left their organisations or moved to a different role. Where possible we have found new contacts, usually within a college, sometimes at the football club and in one case both. In these cases the review meetings we held were essentially to re-launch the partnership rather than to take it into a sustainable phase. One football club CEO told us that he was still happy to support the scheme, but that he would need 'a lot of convincing that it will be done properly' before he would support a re-launch.

After reaching as many partnerships as possible, we produced this overview of the project:

Initial HfS Partnerships (January 09)	Starting point	Meetings held	Defunct	Operating/Potential
Partnerships	35	29	16	19
College only	12	5	12	0
Total	47	34	28	19

A detailed breakdown of communication is supplied as Appendix 2

Meetings with Partnerships

34 meetings were held with Heading for Success partners, 5 being 'College only'. We visited every region in England, apart from the South West. The meetings lasted about an hour and took the form of a structured conversation based around the themes identified by us and agreed with the DIUS representatives. This has proved a suitably flexible tool for gathering the required information.

In most cases this was the first time that the partners had met in 2008 – many had assumed from lack of activity nationally and from the absence of new grants that

Heading for Success itself had ended. Even in these cases we have found the meetings to be very positive. Indeed, they are often the first stage of a development plan in themselves.

Assessment of Heading for Success December 2008

It was telling that the initial reaction of many of the partnerships when we first made contact was surprise that Heading for Success was still going. Subsequently, the meetings we have held across the country have had a major impact in revitalising and refocusing what were, in effect, dormant partnerships. In many cases both the provider and the club were waiting for a new initiative to arrive and there was no current Heading for Success activity.

From what we have learnt there is potential for Heading for Success to make an important contribution to community based literacy, numeracy and language provision and to fostering fruitful long-term partnerships that could have a positive effect on community relations as well as increasing the skills of the local population. However, much of this potential has yet to be realised.

In essence Heading for Success is a partnership between a learning provider and a football club to provide a broad range of learning opportunities, including but not limited to literacy, language and numeracy, for 16+ adults in their local communities.

The learning can be contextualised to football where appropriate for the learners and their learning aims but is not necessarily so. The learning takes place in the football club where this is appropriate and the provider recruits learners, delivers the courses and arranges for assessment as well as quality assurance. The club provides rewards and incentives in the form of match day tickets, club memorabilia, signed balls, players to award certificates etc, as well as the learning environment, where this is appropriate.

Local circumstances make each partnership different and this should be borne in mind when describing what Heading for Success is.

The club ground may be an appropriate venue for the learning to take place if it is easily accessible and has appropriate facilities for adult learning. When learning does take place at the ground it can act as a real incentive to learners. However, if the ground is out of town or has poor transport links there is no point in trying to run courses there. Then it is better to run the courses at an established community venue and ask the club to provide rewards and incentives.

A clear partnership agreement between the organisations is an important foundation for a successful Heading for Success scheme. Where these are not in place, the partnership is very vulnerable to personnel changes.

Each club has different levels of existing community links, ranging from some clubs who have none at all to highly embedded clubs who support a great deal of community activity either directly or through their community arms.

The nature of the local community is also particularly important and impacts on the type of provision that should be offered.

We have found that there are often existing partnerships between the club and the provider in areas other than basic skills. We have found that successful partnerships often build upon these rather than beginning anew. Heading for Success may not be the central element of these but has an important role to play.

The expertise, commitment and availability of key personnel at both the club and the provider and their success in working together appears to have made a great deal of difference to the outcomes of the partnerships.

Issues impacting on the development of Heading for Success partnerships

The headline marketing, centrally sourced and promoted to all the partnerships was insufficiently differentiated and targeted. Posters and leaflets with club/FA branding were produced. There were problems with the images on these (one club's star player who was featured was sold the week after the posters went up) and there were also issues with the telephone number which appeared under the image (no recognition of Heading for Success when learners did ring).

There were also match day launches and programme advertisements – all of which achieved little in terms of attracting learners despite their high profile nature and the energy and money that was invested in them.

We have heard repeatedly that there was a lot of activity prior to a launch; that both club and college staff worked hard to distribute and display the posters and organise the match day events; that senior college and club staff attended the launches and even announced Heading for Success courses at half time and yet it all led to minimal or no recruitment.

The marketing approach was not piloted to assess if it had an impact, and one club complained that there was no guidance about how to use the marketing material effectively; another called the marketing approach 'naïve'.

There was a lack of development planning within the partnerships – few of them had a clearly structured partnership with agreed goals, formal meetings and evaluations of past activity. This caused a number of problems:

- Communication was an issue with the clubs in particular complaining that they were kept in the dark and rarely knew what was planned or what their involvement was expected to be.
- The initial grants given to the partnerships by the previous contract holders were not spent with sustainability in mind and appear to have left little legacy. Mostly they were spent on equipment, on temporary outreach work or on initial marketing activity.
- Changes in key personnel are always a problem for any organisation. The nature of Heading for Success as a partnership between providers and Football Clubs, which with the threat of relegation and frequent changes in ownership are less than stable organisations, means that it is dangerous to rely on individuals to produce sustainable partnerships and we have seen ample evidence of this with a number of the partnerships. Clear and agreed development plans between the provider and the club with ownership of these by the organisations rather than the individuals would

have led to better understanding of current activity and plans for development. This ownership of the programme would have ameliorated the problem when key members of staff move to other roles or leave the organisation.

Once the initial spurt of activity to broker the partnerships and the subsequent awards ceremony at the Football Association had finished there was a perceived lack of national leadership of Heading for Success. Partnerships we interviewed were consistently unable to identify for us what the core values of Heading for Success were and what it stood for. This lack of a clear understanding or national reference point made it very difficult for new people to take over the partnership when there were staff changes.

Both clubs and providers have a great number of competing priorities in terms of their core 'business', other community initiatives, funding opportunities, etc. Without a clearly articulated vision for Heading for Success it was very difficult for its champions to maintain its visibility and sell the need to invest time in it for the long term.

The lack of a clear understanding of the concept has also made it difficult for Heading for Success to thrive in the college only model. No college is providing Heading for Success courses currently without a club partner and none has plans to do so.

Anecdotally, the majority of the learners who have been reported on Heading for Success courses have been females, few of whom are football fans. As mentioned above the marketing of the courses to football fans directly through match day launches and football related marketing materials was unsuccessful. The clubs we have spoken to have been sanguine about this, mostly happy to fulfil their community role and build up local good will rather than recruit new fans (as they openly report is their incentive for involvement in activities with children). This calls into question the need for Heading for Success courses to be contextualised to football. Indeed only a small number of the courses that have been run have done this fully and as the courses lead to the non-football national tests, they do not need to in order to help learners progress. Again this adds to the sense of confusion about the identity of Heading for Success.

The Coachwise learning materials were not well received by tutors who complained that they contained too many mistakes, were uninspiring and too inflexible for use with most groups. We found that tutors were often drawing creatively on elements of the materials and also producing their own materials contextualised with club information such as old match day programmes, league tables and reports.

Development Work in 2009

Networking events

We arranged a number of networking events for providers, football clubs and associated bodies. The first was hosted by Oldham FC on January 29th 2009. Ideas were shared, new contacts made and several partnerships reinvigorated. There were sessions on Recruitment & Marketing, content for inclusion in the Good Practice Guide, ideas to take the project towards sustainability and a discussion on contextualised resources. **(Appendix C)**

The second event was due to be held at MK Dons on February 3rd. However, the day before there was heavy snow across the South East causing it to be cancelled. A number of participants did take part in a useful e-mail exchange across the day. The Milton Keynes event was not rescheduled until June 12th. A good selection of Heading for Success partners, clubs as well as providers attended the day and Musseret Anwar, national Skills for Families adviser was also present. Sessions included a presentation from Greenwich Community College on community engagement, Teaching and learning resources from Milton Keynes College, the shared resources on the Heading for Success website, and an entire afternoon devoted to funding of Heading for Success courses. **(Appendix E)**

As a result of these meetings and subsequent individual and group discussions, we have set up two JISCMail groups, one for Family learning and the other on provision for NEETs. These are informal networking arrangements which allow any partner to circulate questions, reports and information. Since these were started in the summer they have not only remained active, but we have attracted new subscribers via colleagues of the participants.

We have engaged in discussion with the youth group Vi-ability about their education and community football scheme which they are running with support from the Young Foundation.

We also organised an Education and football Seminar at the Institute of Education during June. This was a forum to allow the many organisations involved in football and education to meet with each other and other educational bodies and share knowledge and understanding. Those represented included League Football Education, the Football League Trust, LSC, Premier League Education, the Football Foundation, LSIS, the PFA, NIACE and NRDC. Participants regarded the seminar as a positive move and a great deal of useful information was shared. However, it can only be regarded as a start and some sort of regular forum needs to be developed to continue the process of sharing ideas. **(Appendix F)**

Continuing to run a football/education forum to facilitate information exchange about initiatives and the sharing of good practice would be beneficial.

Engaging with New Partnerships

Part of the brief for the second phase was to engage with potential new partnerships. Following the breakdown of the Tottenham Hotspur/College of North East London partnership, and given the Tottenham community team's continued enthusiasm for the project, we brokered a meeting with Haringey Adult Learning Service (HALS). This proved to be a great success and Spurs and HALS are now involved in a number of Heading for Success projects based around community health initiatives.

A representative from Port Vale FC attended the Oldham networking event and was particularly constructive. He was a retired school head teacher working with Port Vale's Community arm. He has now set up a range of important initiatives in this particularly deprived area, mostly working to re-engage disaffected young people, but also working with young mothers, elderly local residents and local workers. He has now started his first Heading for Success course and plans more after Christmas.

Southend's educational approach has been successfully enough to be the only British football club short listed for the international *Beyond Sport* award (<http://www.beyondsport.org/the-awards/entries/view.php?Id=114>), and also short listed for the Football League *Best Community Initiative*. We arranged a meeting between Southend Utd and Southend Adult Community College which resulted in a number of combined courses for NEET and disengaged young people over the summer. They have been successful in recruiting learners in Southend and are limited only by their capacity to deliver.

As a result of discussions following the networking event in Milton Keynes, we became involved with Croydon Family learning and Crystal Palace FC. The result has been a Saturday morning Family learning group held at Selhurst Park. At the time of writing this has only been running for a few weeks, but initial enrolments were good and both sides plan to extend their family learning offer.

Sunderland FC have a very successful Family learning scheme operating out of the Stadium of Light. They offer *Family learning through football* which consists of modules regarding how children develop emotionally, physically and socially, *Football fitness*, educating families on healthy lifestyles and food, *Football Basics*, numeracy and literacy and *Family values* which aims to tackle anti social behavior through parenting skills. Between them these courses engage with more than a thousand families across Durham, South Tyneside, Sunderland and also Dublin (Eire). We have engaged with Sunderland and they are now part of our informal

networking arrangements, and contribute to and advise other partnerships looking to take advantage of current Family learning funding arrangements.

Finally, we have recently been engaged with discussions with Sheffield City Council and their attempts to broker at least one Heading for Success partnership in that city. Initial discussions are to be held shortly.

The Football Association

In the Interim report submitted in December 2008 we identified continuing involvement with the Football Association as an important element in maintaining the distinctive quality of Heading for Success. We would have to acknowledge that the Football Association has not been the easiest organisation to engage with, particularly at a time which has seen them relocate from Soho Square to Wembley. Nonetheless we have met with them twice, and proposed that they support an annual event. While we would like this to be a Heading for Success event, it could very easily embrace some of the other educational initiatives we shared at the Football Seminar (see above). At the time of writing we have still not received a reply from the Football Association on this issue.

Should the Football Association feels unable to support such an event, we would recommend an approach to the Football League for similar support.

If one of the major football organisations were to support such an event there would be a resourcing ramification. To be successful there would be a need for a national Heading for Success coordinator to oversee this event and act as the focus for Heading for Success courses around the country. We suggest such a role would entail the equivalent of about 10 days per year.

Heading for Success Website

A Heading for Success website has been created on the NRDC server. This is primarily designed to act as a single reference point for the project and includes news and contact points from the partners. It also includes a resources sharing area, based on the 'Talent' model, which has already proved a great success, with several of the resources downloaded by over a thousand users.

The resource sharing area is an important development for the Heading for Success programme. Resources can be uploaded to and downloaded from the website, and tagged as contextualised for football. Apart from the specific Coachwise materials produced for this project, there appears to be a wide range of other professional and locally produced resources based on football which we are constantly adding to the site.

Good practice guide

We have prepared a publication **Sport and education in partnership: a practical guide** which aims to take both providers and sports clubs through the necessary processes in order to form a Heading for Success partnership. It includes a discussion on possible models for a partnership, funding mechanisms and a series of case studies. The publication has been reviewed by both Heading for Success providers, participating football clubs and other football bodies to ensure it is both useful and informative while employing jargon-free language. A small number of copies of Sport and education in partnership will be printed for dissemination at events, and it will be available for download on the Heading for Success website.

The Current Situation

A Snapshot of Current provision

The approach of the successful partnerships is very different now from a year ago. It is clear that there are currently two foci for Heading for Success partners, Family learning and provision for NEET groups. The reason for this change is that funding has become more generous in these areas. Both these funding routes are more closely related to local authority funding than the LSC route which was prevalent last year.

It is also clear that that Train to Gain projects have been greatly reduced as this funding route has become oversubscribed. In the case of one partnership we have seen Train to Gain courses withdrawn and directly replaced by Family learning courses.

The Family learning funding mechanism has led to a new partnership model, between Football Clubs and local authorities. Clubs such as Sunderland and Portsmouth partner local authorities to provide a wide range of family learning courses. The Southend Utd and Port Vale community schemes look similar to the Brighton & Hove Albion model, but both gain most of their funding from local authorities. In the case of Port Vale this is supplemented by budgets allocated to individual council wards for work with the disadvantaged and at Southend by ESF funding.

The most encouraging aspect of the current situation is the number of colleges that see a Heading for Success course (in some form or other) as an established and regular part of their mainstream offer. Colleges such as City College Wolverhampton, Castle College Nottingham, Milton Keynes College and Oldham College all see the Heading for Success partnership as an established, regular and useful part of their programme. That the funding route, target group, place of delivery or length of course have all changed over the past few years simply shows how active programmes develop and change as they succeed.

Finally, one issue which has not changed since last year is the demand for a Football Association-led annual event to act as a focus for the partnerships. All those who participated previously felt that such an event would stimulate interest and demand from learners, and almost certainly from providers as well.

There is a great deal of good work being carried out by clubs and providers bringing in hard to reach learners for basic skills, IT, employability skills and social reengagement. The hypothesis that sport and adult education can work together seems proven, albeit in individualised, local solutions rather than to a national template. Because these approaches are unique there is increasingly little to bind them together and without a national focus Heading for Success will dissipate into the mainstream of the providers and clubs who have embraced the initiative.

While this is not necessarily a bad thing, the lack of an identity may mitigate against the current good practice operating as a spur to others to join the Heading for Success club.

Recommendations

- We continue to recommend engagement with the Football Association to secure agreement to an annual event which will act as a focus for Heading for Success partnerships around the country
- Should this not prove possible, then other organisations, most obviously the Football League, should be approached for a similar event
- Regular meetings should be organised (perhaps six monthly) between football and educational bodies to maintain contact and share ideas and initiatives. This should be an expanding forum which aims to embrace as many related organisations as possible.
- Successful Heading for Success partnerships should continue to be asked to publicise their work, supply learner case studies and explain their evolving models after the end of this project.
- Several of the above recommendations involve national coordination, and this needs to be factored into central planning.

Appendix A - Overview of Heading for Success Partnerships (December 2008)

PARTNERSHIPS

Accrington Stanley/Accrington & Rossendale College No current activity, but partnership appears renewed following our meeting.

Aston Villa/Matthew Boulton After a good start this partnership is not currently running any Heading for Success courses. It has plans to offer new Heading for Success courses next year

Brentford FC/West-Thames College No current activity, but following our meeting the partnership is looking at different learner groups and methods of promoting Heading for Success

Brighton and Hove Albion Although not currently running any courses, the club has a very successful record and will be running further Heading for Success courses next year.

Bristol City/City of Bristol College Partnership is defunct

Charlton Athletic/Greenwich C. C. A successful and active partnership.

Colchester Utd/Colchester Institute No current activity, but partnership looking to relaunch as a result of our meeting.

Coventry City/Warwickshire College Partnership is defunct

Crawley Town FC/Central Sussex College Partnership is defunct

Dagenham & Redbridge FC/Barking College Good communication between club and college, but they have struggled to recruit.

Doncaster Rovers/Doncaster College No current activity, but following our meeting a relaunch is planned based on the 'Test the...' approach.

Everton/Liverpool Community College Partnership is defunct

Huddersfield Town/Huddersfield Technical College An active and successful partnership

Hull FC/Hull College We have so far been unable to schedule a meeting with this partnership

Leeds Utd/Park Lane College Although the partners are still communicating, it seems unlikely that the partnership will progress.

Leicester FC/Leicester College Leicester City FC have withdrawn, but the college looking at the possibility of identifying a new partner.

Liverpool/Liverpool Community College Partnership is defunct

Man Utd/Trafford College The partnership had a very successful start, but after various personnel changes and a college re-organisation has been struggling to maintain its profile. Plans are now well advanced to re-launch in the new year.

Mansfield Town/West Notts college Although initially unenthusiastic, they have attended networking events and discussing a family learning course.

Millwall/Uni4U There was an unsuccessful attempt to run Heading for Success courses and no subsequent contact between the provider and the club. Following our meeting there are plans to link up with a new provider.

Milton Keynes Dons/Milton Keynes College After a successful start, the partnership has struggled to maintain their momentum. No courses currently running, but they are actively looking for new opportunities to recruit a Heading for Success cohort

Newcastle Utd/Newcastle College No activity following change of ownership of club. However new contacts have been established and further meetings are arranged to explore the way forward.

Norwich City/Norwich City College No current activity, but partnership looking revitalised following our meeting.

Notts County/South Notts College No current activity, but partnership looking again at new ways of promoting Heading for Success.

Notts Forest/Castle College An active and successful partnership which will be running further Heading for Success courses next year.

Oldham Athletic/Oldham College An active and successful partnership currently running literacy and numeracy Heading for Success courses.

Reading/South Reading Adult College No current activity, but as a result of our meeting the partnership is looking again at new ways of promoting Heading for Success

Spurs/CoNEL Partnership had ceased, but a new educational provider is being sought to try and relaunch Heading for Success .

Stafford Rangers FC/Stafford College No current activity, but following our meeting new personnel look set to relaunch the project, concentrating on local businesses near the ground, and existing group which use club facilities.

Stockport County/Stockport College Partnership is defunct

Stoke City/Stoke College A lot of good will between the club and college, but they have found recruitment very difficult

Tranmere Rovers/Birkenhead Sixth Form College Partnership is defunct

Wigan Athletic/Wigan & Leigh A very positive reaction after the new people in charge met and discussed ideas.

Wolves/City of Wolverhampton College An active and successful partnership currently running 2 Heading for Success courses one in literacy the other in numeracy.

Yeovil Town/Yeovil College Partnership is defunct

COLLEGE ONLY

SEEVIC

No current activity, but the college would like to link with other sports oriented organisations.

North East Lincs College

The Heading for Success project never really got off the ground and there is little chance of further activity outside of the Grimsby apprenticeship courses.

Middleborough College

Partnership is defunct

Rotherham College

Partnership is defunct

Bexley College

Partnership is defunct

Lambeth College

Partnership is defunct

Weymouth College

Partnership is defunct

East Surrey College

We have so far been unable to schedule a meeting with this college

Enfield College

We have so far been unable to schedule a meeting with this college

Hackney Community College

We have so far been unable to schedule a meeting with this college

Joseph Priestly College

We have so far been unable to schedule a meeting with this college

Southgate College

We have so far been unable to schedule a meeting with this college

Oaklands

We have so far been unable to schedule a meeting with this college

Appendix B - Final Evaluations of Partnerships

Accrington Stanley/Accrington and Rossendale College

Status: Good potential

History of Partnership

Accrington & Rosendale College and Accrington Stanley came into the Heading for Success project relatively late in February 2007. The college already had some well developed links with the club, delivering its apprenticeship scheme and the youth team programme is located at the college. The college has a number of programmes including Skills for Life in community venues. The club has one of the lowest local supporter bases in the country at 1,500 and has struggled to attract younger supporters as it has only recently returned to the Football League after an absence of 40 years. During the last twelve months it has developed and implemented a community strategy to position it at the centre of the community. It runs several community projects including a partnership with the local PCT in healthy living and a young supporters training and match day on Saturday home fixtures.

Both club and college worked hard to market the original programme. The college promoted the course in its prospectus, at college open days and on its website using the Heading for Success logos and branding. It also ran an opening evening in the club's hospitality lounge and offered supporters the opportunity to assess their own literacy and numeracy skills through the *Football Basics* software package, installing a number of laptops and staff to support the process. The partners delivered a joint presentation to the connexions service. The club has advertised Heading for Success posters in and around the ground, in match day programmes and on their website. Two matches were used to launch this programme. The quiz scratch cards provided by KPMG were used at these events to arouse interest amongst supporters. The club has also been generous in an effort to recruit and reward learners, providing a signed football to learners and making match day hospitality available for members of the college staff. It also committed players to help with promotional activities and the Chief Executive was interviewed on local radio stations were used in promotion to aid promotion. The partnership nominated learners of the year in the last two years, but these have been from the Sport and Recreation programmes.

These activities have aroused interest, but have not resulted in recruitment. Learners for the only Heading for Success programme which did take place were recruited through the college and not specifically for Heading for Success. Literacy and Numeracy E1 - L 2 were originally offered, but because of take up only the Literacy programme took place. The course enrolled a mixed group of 11 learners ranging from E2 – L1. 8 completed the programme and achieved a result.

Current position

There are currently no Heading for Success courses running or planned. However, the club's chief executive and the college's Skills for Life Manager remain fully committed to the project. The meeting presented an opportunity for the partners to meet and discuss possible future Heading for Success programmes. A further meeting was also planned.

Plans for development

The partners will plan and devise an H4S programme for a specific group of learners - e.g. parents of Saturday club; participants of the healthy living programme, the workforce of the club's sponsors and focus marketing activity at target group. The club to continue to use incentives such as match day tickets, memorabilia where possible to attract, retain and celebrate the success of learners

Conclusions

The partners are definitely keen to continue to develop the H4S idea and would like to be one of the partnerships to go forward. Although they recognise that as there is no more funding for marketing activity, they will need to devise appropriate programme which they can market to existing stakeholders or groups who are connected to the club and or those who participate in its various community programmes.

Aston Villa/Matthew Bolton College

Status: Good potential

History of Partnership

Rob Burger of KPMG is a member of the Community Interest Company that is Aston Villa's community arm. He proposed at a board meeting that Aston Villa get involved in Heading for Success. The college business development manager was also on the CIC. The college had also seen Heading for Success publicity and as they were already working with the club on other projects they agreed to work together on Heading for Success.

Recruitment was very difficult with only ten learners in total, never more than four in a group and these at different levels. No discussion was held on specific groups to target and an attempt to work with the club staff through Train to Gain was a 'debacle' with complications in funding, staffing and timetabling as well as internal problems with the club HR department. Both sides are now very wary of trying to work with the club HR to target club staff again.

The classes initially took place in a bar area that is a thoroughfare to other areas of the club's education provision. There are radio & TV studios, a gym and a kitchen as well as an IT room; all of these would be available for Heading for Success provision to use. At a later stage an executive box was used. This was better but it wasn't possible to leave anything in the room or to personalise the learning environment.

All of the usual marketing took place (posters and flyers, matchday launch with college principal in attendance, college leaflet drop as part of January 2007 recruitment campaign). The Heading for Success posters were adapted to make them less wordy and a learner was used instead of a footballer. The phone number was also changed so that those interested could talk directly to course information staff who had Heading for Success leaflets and information ready. However, recruitment was very poor; the January campaign produced no learners.

Current position

Although there are currently no Heading for Success courses running, both sides were keen to stress that there was a positive working relationship between the club and the college. The College director was known to the staff at the club and both sides felt confident that they would be able to work together in the future. However, communication had been difficult due to their busy schedules and it will now be up to the head of ESOL to make the necessary connections.

The tutor who had previously worked on the Heading for Success courses was very highly thought of by both sides for her flexibility and positive attitude. She has since moved on which has contributed to the loss of impetus and the need to rethink.

Plans for further development

Working with local regeneration group Aston Pride and community organisation Saathi the plan is to work with the club to run ESOL classes for Asian women (predominantly Bangladeshi). All felt that continued support from the Football Association was vital to the project and that it needed to be a coordinated national project otherwise each partnership would gradually go off and do their own thing with no chance of learning from each other. National awards seen as a very positive and motivating event.

Conclusions

There is great goodwill between the club and the provider and a new focus on the local community could result in a fruitful long term partnership.

Bexley College

Status: Defunct

Although a meeting was arranged, no-one at the college was able to attend the meeting.

Brentford/West Thames College

Status: Unlikely to progress

History of Partnership

While there has historically been a good working partnership between West Thames College and Brentford FC, neither have any real background in working with adults. Hence the Heading for Success achievements last year were with 16-18 year olds doing BTEC Diplomas in Sport. Brentford have a tremendous record of education in the community, winning the award for most successful community club a couple of years ago, but it is entirely focussed on children. Brentford FC are focussed on *Playing for Success* and Key Stage 2 and 3, working with Connections, their own trainees, and summer education as part of Summer Uni London. Last year they worked with 2,300 young people.

Current position

The project was essentially defunct, with no contact between the partners and no plans to recruit learners. However, there is now a new contact at West Thames who is new in post and keen to establish a working relationship with the club. It is clear there is a great deal of good will on both sides to work together. The main problem is that neither partner has any record of working with over 18s.

Plans for further development

Both partners agreed that having this meeting was the first stage of a development plan. It was agreed that to develop Heading for Success in a sustainable manner meant taking small, achievable steps. The ideas suggested were to a) recruit a group of NEETS, something Brentford already have experience of doing and b) Look into recruiting an adult ESOL group. This would be new ground for Brentford, but less so for the college. If they are successful in doing this, then they can look to see how they might further expand their provision. The possibility of involvement Hounslow ACL, who it is assumed do more Skills for Life provision was also discussed.

Conclusions

The areas both partners have agreed to look at seem achievable, and given success could lead to a wider range of adult courses. Brentford do have a good record of educational work with children and are keen to extend to adults. Nonetheless, unless they receive further support it seems likely the partnership will not progress.

Brighton and Hove Albion

Status: Active

History of Partnership

Brighton & Hove Albion's involvement in football-contextualised basic skills precedes *Heading for Success*. They started in 2002 when they obtained ESF funding to run a course for basic skills and IT for adults at the football ground using football contextualised materials. They organised a 'hub' of Sussex football provision with 8 non-professional clubs working in partnership with local colleges. At the end of that project the 8 partnerships had yielded almost 2000 SfL qualifications. Several of these partnerships are still successful and Brighton now has relationships of varying closeness with them: Bognor Regis FC and Chichester College are working successfully, as is Hastings, while Sussex Downs went for a College only approach which the football club believe has now finished.

There has been no specific marketing for *Heading for Success* in recent years. Learners are recruited from JCP referrals, though this has declined with the emphasis now on employment rather than courses. They are also recruited via their health and sports classes and as spin-off from the *Playing for Success* programme. Brighton feel that it is important to be able to offer a wide range of courses as hooks, from which the Skills for Life learners will emerge with encouragement. Providers also recruit successfully within their specific catchment areas. Brighton and Hove Albion are keen to maintain the high profile exemplified by the visit made by John Denham earlier this year to see their Skills for Life provision.

Current position

Brighton's principal partner is City College Brighton. This has been a long-term relationship, and it is planned to be even stronger, with 40% of City College's SfL provision planned to take place in the new Brighton Stadium.

There is currently a hiatus in *Heading for Success* with the football club and City College Brighton, largely caused by staff changes at City College, and the former head of programme at the football Club going to work at the College. There appears to be little concern about the current dearth of activity and the club are confident they will be in a position to offer a new *Heading for Success* course soon.

Brighton and Hove Albion are involved in a plethora of education projects in partnership with a wide range of providers and funded from different sources. They have just won an ESF bid to provide health and sports skills courses and have a family learning project running with Chichester College. They fully admit that *Heading for Success* is not a priority at the moment.

Plans for further development

As with any small, busy department, their future plans are to get on top of their current workload. They are keen to get the *Heading for Success* partnership with City College operating again, and we will contact the college to ensure they maintain their commitment. The Club are also looking for as much help as possible in maintaining this high profile.

Conclusions

Brighton and Hove Albion are a model of a football club with a long history in community education projects. They are essentially only limited by their own resources, as they have far more ideas and initiatives active at any one time than they have personnel to run. The planned involvement of City College in the new stadium suggests that this will remain a successful and sustainable project.

Bristol City/City of Bristol College

Status: Defunct

History of Partnership

The Heading for Success partnership between City of Bristol College and Bristol City FC started operation in 2006, but has failed to run a full Heading for Success course since then. It appears that both sides had failed to sustain the initial momentum and the partnership would appear to be defunct.

Bristol City feel that they never had proper support from the college and that they had gone out of their way to be helpful and cooperative, but that the college had failed to fulfil their side of the bargain. They also feel the college is too big and that Heading for Success was too small-fry for them to be bothered with. The college on the other hand felt they did not have significant buy-in from the club, and that the educational side had no interest in the scheme.

Current position

There has been no contact between the partners for some time and no apparent interest in going forward with any further work.

Plans for further development

Neither of the partners shows any interest in going further with the project or seeking new partners.

Conclusions

It seems that both partners misunderstood the project and thought they would receive substantial and long term funding for the project. When this proved not to be the case they appear to have lost interest.

Charlton/Greenwich Community College

Status: Active

History of Partnership

Greenwich Community College and Charlton Athletic FC have well established links and began working on Heading for Success in April 2006. The club, through its community trust, has shown great enthusiasm for this and a number of other community education schemes. The CEO of the community trust is now the CEO of the Club so this augurs well for the continuation of their community work. The college principal, while not a football fan, has a good relationship with the Chairman of the club and speaks favourably of the positive publicity Heading for Success has brought the college.

Charlton and the college have strong links in terms of marketing with the club being used for a number of college events. They launched Heading for Success at the club on match day, they told us that this was less to attract people at the ground (as mentioned above they don't think these are the target audience) and more for general PR. As a result of the launch Heading for Success was featured in local paper. They have also been mentioned a number of occasions in the match day programme and have had an awards ceremony with players, senior college staff and members of the club's community trust.

The college produced posters and flyers using club players and featured the promotional materials at their roadshow. They didn't make much use of the marketing toolkit as they already had good links with the club and had established materials they could adapt. The club donates tickets and tours of the ground for learners who complete their course and has also given signed footballs. There is a suggestion that a group of learners could watch training and then be presented with their certificates by the players.

Current position

They have now completed their second full year of courses. The first course they ran was over 10 weeks but they felt that this made it difficult for learners to complete the work necessary to pass the test and so the next set of courses in 2006/07 were over the full academic year (2 hours per week = 68 glh).

Working with fans of the football club isn't the main aim for the community work of the club so they haven't particularly targeted fans of the football club, in fact 80% of their learners are female.

Although there are currently no Heading for Success courses running, both sides were keen to stress that there was a positive working relationship between the club and the college. The College director was known to the staff at the club and both sides felt confident that they would be able to work together in the future. However, communication had been difficult due to their busy schedules and it will now be up to the head of ESOL to make the necessary connections. The tutor who had previously worked on the Heading for Success courses was very highly thought of by both sides for her flexibility and positive attitude. She has since moved on which has contributed to the loss of impetus and the need to rethink.

Plans for further development

They would like to consolidate their numeracy provision and to add ICT and/or Entry 3. They are investigating a new partnership with Thamesmead Town (Ryman League South) who have a new ground development. There they could run Heading for Success courses as part of a Skills campaign.

Conclusions

This is a positive, committed and active HfS model.

Colchester Utd/Colchester Institute

Status: Good potential

History of Partnership

Colchester Utd and Colchester Institute started work on Heading for Success in January 2007. Colchester United's new ground has only been open a few weeks, and is equipped with a well equipped learning centre; the manager of the learning centre is employed by the Community Sports Trust rather than Colchester Utd. The college contact was new in post, but had been fully briefed by the previous post holder who is retiring.

The football club was very negative about the previous experience. They found it very difficult to recruit learners, having tried the match day leaflets, poster, programme notes approach with no success, they went to local firms, Job Centre Plus and Connections. They also spent half their 'seed' money on a radio advertising campaign. In the end the only cohort they put together was from a local learning disability group. Both sides felt this small group had been a great success, though they got nowhere near a 'qualification' as such. They also felt they had been pushed to provide celebration events and case studies, when they never really achieved successful recruitment.

The partnership seems to have been very positive with a good working relationship, despite the 'failure' of the programme. However, there had clearly been a disagreement over times of classes, with the club feeling evening provision could have been successful, and the Institute not being prepared to fund/staff it. There is great commitment from the club to carry their educational involvement further and deeper into the community.

Current position

Following the difficulties of recruiting learners in the initial phase of the project, and the lack of further contact, it was assumed by both sides that the project was 'over'. Hence there have been no plans for a current Heading for Success course and no meetings between club and college. However, in the light of this meeting both club and college are equally positive about engaging again with the project, albeit on a more organised, clearly planned basis. The new ground has excellent educational facilities and the club would like to see them used to their full potential and is keen to extend their community involvement wider.

Plans for further development

It was agreed that Colchester United's facilities are not being used widely enough in the area and the club needs to be a bigger player in the local educational network.

The Institute has a number of outreach and drop-in centres, but these are overwhelmingly female. The idea was floated of a 5-a-side/SfL male group. However, the difficulty of advertising SfL up-front was discussed with the possibility of offering ICT as a 'carrot' for those who really need SfL but don't want to admit it. However, it was recognised that a range of courses including FA Coaching, physiotherapy, FLLN groups and so on could also bring people through the doors and give them the opportunity of signing up for SfL. Colchester Institute also runs a large Learndirect network, so the possibility of linking football and Learndirect is another way forward.

Both parties were keen to target groups who would not normally attend College classes or high street drop-in centres. Accordingly they are concerned to not be too tied to national test achievements. They would like to be able to record smaller achievements and recognise persistence, attitudinal and motivational achievements.

The meeting ended with Jeanette and David booking a follow up meeting to evaluate the above ideas.

Conclusions

Holding the meeting with the Colchester Partnership has been the first part of a development plan. Clearly both partners felt the Heading for Success project had finished or was not worth continuing, but there is now a clear desire to embark on another attempt at partnership working, albeit with clearer aims and objectives and more realistic targets. If a good plan can be drawn up and agreed, then there is potential for the Colchester partnership to be self-sustaining and to make a positive contribution to basic skills provision in the local community.

Dagenham & Redbridge/Barking College

Status: Good potential

History of Partnership

The partnership was originally set up in March 2006, although provision at the college did not start until the Summer term. Both the club and college have been very supportive of the project in general. The club's involvement came from the Finance Director, Steve Thompson who was thoroughly accommodating to the college's requests and needs.

The club has committed to the project from the outset with attendance at every meeting with the college. Good news stories about learners and the Heading for Success courses being run at the college have appeared in a number of match-day programmes and links to local press have been maintained. The club granted access to the club for the students as part of the course and ticket incentives have been forthcoming for those signing up to courses.

To date the college has provided the training rooms for the courses and this was met with some disappointment by some of the students, who thought that they were enrolling on courses actually taking place at the club.

Current position

Despite high profile marketing of the programme, there was some disappointment around the number of learners that actually enrolled on courses and the project effectively came to an end in March 2008. However, there is renewed interest on the part of both parties and a number of ideas have been suggested to take the project forward.

To date the college has provided the training rooms for the courses and this has been met with some disappointment by some of the students. There is one large hall at the football ground that could be used to deliver classes and a new stand is planned, which may incorporate a learning lounge or something similar. The college is ideally located about 10mins from the ground and there is a mini-bus available that could be used to ferry students from the college to the ground.

Plans for further development

There was a lot of discussion about how to take the project forward and it was agreed by both parties that any future courses should consist of a specific HfS cohort and involve activities that actually take place at the football ground, e.g. interviewing players, attending games and writing match reports, etc. The club were also willing to consider the option of offering work experience placements to successful participants on the HfS courses.

It was agreed that they would:

- explore the possibility of offering work experience placements at the club to participants on HfS courses
- try and recruit a specific HfS cohort rather than place individuals on existing SfL provision
- widen the role of the community officer at the club to include responsibility for the HfS scheme
- develop the idea of attracting ESOL learners to HfS courses via vocational pathways.

Conclusions

There is a lot of potential and a great deal of good will in this partnership, but to date the right blend does not appear to have been found to suggest this partnership will continue to prosper.

Doncaster Rovers/Doncaster College
Status: Good potential

History of Partnership

Despite this partnership having been reported as a great success, Doncaster Rovers had 'assumed' that Heading for Success was not operating any more. Further they were upset at not being kept informed about what had been happening with the scheme. However, it is clear that while 26 learners did go through Heading for Success courses, the Skills for Life team seem to have no knowledge of them.

The project started very well with a high profile launch, match day, programmes, flyers, posters, 'meet the players' etc. Thereafter it appears that two courses were run at the ground and two tutors from the college ran them, with one of the learners going to the Wembley celebration event. However, neither side could provide any further details.

The course started off in the Doncaster Rovers Learning Centre but apparently moved to an inferior basement room after a dispute. There is an issue with the location of the ground which is new and situated on the edge of the town.

Current position

The partnership was defunct prior to this meeting. But there appears to be sufficient good will on both sides to re launch the partnership. The club stated that they **would** support Heading for Success, given a viable project plan with a clear indication of aims and objectives, clear communications and a statement about what exactly was expected of the club.

Plans for further development

The College suggested a *Move On* 'Test the Rovers' scheme, starting with Rovers employees and extending out. This would give the club an opportunity to see the quality of provision from the college and would act as a very productive re-launch. It is also possible that some T2G money could help facilitate this, and that Rovers might sign up to the *Skills Pledge*. It was agreed that more traditional Heading for Success programmes should be planned while that was taking place to build upon any successes. The courses should consider very carefully target audience, location of course delivery, involvement of the club etc. A tie-in with both football playing and sports courses was discussed, and Rovers offered presentations of certificates before a match as an incentive.

However it was left very clear that a full business case proposal would be required before Doncaster Rovers would approve any further involvement in the scheme.

Conclusions

Despite the problems within this partnership, there are some reasons to believe it will fulfil some of its potential. Firstly there is already a good relationship between the College and Club on the Football Academy scheme, and the College is planning to move some of its Skills for Life provision out to the same site as the Rovers ground. With the current college contact new in post but keen to make an impact this is a scheme with genuine potential.

Huddersfield Town/Huddersfield Technical College

Status: Active

History of Partnership

The partnership began in March 2007. The college already had links with the football club through The Academy training programme for apprentice footballers and with the Playing for Success Study centre where a few family learning programmes had run.

The initial plan was to run taster sessions for family learning and adult learning literacy and numeracy programmes and to recruit through various means:

- advertising in the programme
- launch match to raise profile
- info on college, club, Playing for Success, Football in the Community websites,
- Local press articles and advertising
- Links with local learning networks

The result was that there was very little interest raised through launch programme but a great deal of interest through the Playing for Success learners and their families

Current position

Huddersfield College felt that we could extend the rationale behind Playing for Success into adult learning by offering family learning opportunities to the parents/carers of the children who have already been attending the study centre programmes.

In this way it was hoped to encourage parents to think about improving their own skills, to provide signposting about the College's 'Return to Learn' Adult Literacy and Numeracy programmes and offer them the opportunity to access the national test.

Invitations were sent to all parents/carers of children who had studied at the centre in the previous term. They were invited to come along one evening a week to take part in an eight-week family learning Introductory course, 4 weeks with a literacy focus and 4 weeks numeracy focus.

Each session would be split into 2 distinct but related 45 minute parts with a topic studied at school and an ICT activity.

The sessions take place in the newly refurbished Study Centre at 'The Zone' - a newly developed complex funded by HTFC's Chairman offering learning, sporting and fun activities for adults and children.

4 courses have run since the offer was made to parents in September 07 and the courses have recruited an average of 8 family groups. Feedback has been very positive. Parents have appreciated the chance to find out about new teaching methods used in schools and the opportunity to refresh their own skills. Children have enjoyed the experience of working together with their parents. A number of learners have been signposted to further family learning and adult literacy and numeracy opportunities

Plans for further development

Plans currently involve further developing the offer so that the course is extended to a 25 hours family learning course. This will allow for more concentration on the adults developing their own literacy and numeracy skills while the children are engaged in study centre activities. This new delivery model will allow for access to the National Test in Adult Literacy or Numeracy .

They also plan to extend the Playing for Success/Heading for Success partnership and to begin working with the newly formed Huddersfield Giants Study Centre and investigate other opportunities to develop H4S in other areas e.g. Work Based learning with employees, 'Train to Gain' and adult literacy and numeracy programmes.

They intend to retain the brand title 'Heading for Success' to encompass every different project we run in partnership with the club so all activity is under the same banner and therefore begins to develop a recognised identity.

Conclusions

An excellent partnership showing imagination in tailoring its offer to meet local needs.

Leeds Utd/Park Lane College

Status: Unlikely to progress

History of Partnership

Despite having been involved with HfS since March 2007, no actual learners have been recruited onto HfS courses. The scheme started well with high profile activities and marketing, including adverts in match day programmes, draws for tickets, an employer engagement event held at ground. Thereafter, Leeds Utd suffered severe financial problems and went into administration. The College found it very difficult to contact the club contact (Shaun is the CEO of Leeds Utd) and there was no further HfS activity.

Current position

Leeds Utd is now solvent and keen to re-engage with its community activities. Shaun is very positive and supportive and has his own ideas. It was agreed that there are significant issues of social engagement in the area – both participants at the meeting referred to the estate where the 7/7 bombers came from) and Leeds is a massive presence capable of unifying disparate groups. So both club and college are fully committed to try again.

Plans for further development

It was very hard to focus discussion to a coherent point. Shaun is very keen to talk 'pilots'. One pilot idea he has is Challenge your Dad, a fitness campaign leading to running the Leeds 10K. Clearly this could be used to springboard a HfS course. However, although positive Ann was very concerned about 'up-front' funding. While Shaun was keen on trying things out, Ann wasn't. Nonetheless, it was left that if Ann could find a way of funding involvement with Challenge your dad, she would draw up a proposal to get involved.

Conclusions

Despite the positive attitude displayed at the meeting, my suspicion is that nothing will come of it. Shaun is full of ideas but as CEO is far too high up the chain to provide practical help. Ann as a senior manager wants too many guarantees of income before committing to anything. Despite the good relations between club and college and so much agreement on the ways in which that partnership could help specific communities, unless they are prepared to gamble a bit this is unlikely to ever take off.

Leicester City/Leicester College
Status: Unlikely to progress

History of Partnership

This meeting took place with Leicester College only as no contact could be found at Leicester City FC. Initially Leicester City was engaged and enthusiastic, supporting the project in many ways. Leicester College was also involved in another sports project, the ESF funded *Sport for Success*. With the combined funding they were able to employ a dedicated tutor and put 96 learners through in the first year. The college was enthusiastic about the support for 'celebration' provided by the club including having signed footballs as incentives, player involvement, posters etc. They also appreciated the kudos attached to the FA sponsored events, which she felt lifted the course out of the ordinary. The sessions were delivered at the club in the Learning Centre.

However, the contact at Leicester City went on long-term sick leave and then left, and was not replaced. The club was involved in a protracted take-over, change of manager and struggle against relegation. The new regime is more commercially minded. With there being no personal contact at the club, having to pay for the Learning Centre where previously it was free, no incentives and no real support, together with the ending of ESF funding for Sport for Success, the enrolments slowly ceased.

Classes were run at the Learning Centre at Leicester FC. This was described as 'simply a conference centre' with no facilities for learning or IT provision. The location of the club is not particularly convenient as although central, it is not in a residential area and travel to the ground in evenings is not easy.

Current position

Since the change of ownership of Leicester City the project has been defunct, with no contact between the partners and no attempt to recruit learners.

Plans for further development

Leicester College are interested in exploring either the 'college only' model or finding smaller local sports clubs to partner. There is a possibility of allying an FLLN project with football, perhaps a fathers and sons numeracy/football group as well as its application to probation and JCB contracts. They are also considering the viability of using the scheme to run Entry level courses.

Conclusions

As a partnership, this project is defunct. Leicester College are interested in going forward with the work, but without support it would be unlikely to lead to a successful outcome.

Manchester United/Trafford College

Status: Good potential

History of Partnership

Trafford College and Manchester United began working together on Heading for Success in September 2006. The club had previously worked with Grove Training, a Learndirect provider. The first club/college Heading for Success taster courses began in January 2007. All Heading for Success courses have taken place in the facility which is used by disabled supporters on match days and converts into a learning centre for these programmes. The club made no charge for use of the centre, but wishes to make the partnership more formal by developing a service level agreement and charge a fee in the future. It is also involved in the Playing for Success scheme which is delivered in another learning centre at the club and managed by a different club official. It is also a Prince's Trust work experience employer.

The club originally went into the scheme with the Disability Officer, who has responsibility for the centre, as the club official responsible for linking with the college. Key organisational and staff changes for both partners during the last 18 months have hampered Heading for Success developments. The club established a foundation to oversee all its charitable and educational activities and responsibility passed the person leading this. Several changes in personnel and roles have since taken place and the Disability Officer is again the club official with responsibility for Heading for Success. The college too has undergone organisational and staffing changes during this period, merging with another local college and recently taking the contract to deliver Trafford Council's Neighbourhood Learning in Deprived Communities programme. The club played host to one of the regional Heading for Success networking events.

A number of strategies were used to market and recruit the original learners to the Heading for Success programme. The college used some of the original set up money to employ a dedicated development worker to establish and recruit, its marketing department was responsible for press releases and advertising in the local paper. It also used its contacts in the community; its *Community Learning* newspaper and leaflet drops in the locally to market the courses. The club has also used a number of strategies to advertise and recruit learners including: special Heading for Success features in its match day programmes and advertising in its *Disabled Supporters Information Booklet*. There were plans originally for the club to provide a range of incentives to encourage potential learners, such as match day tickets, club memorabilia, stadium tours and player involvement..

Some interesting and innovative programmes were run in the first year, which went beyond the original Heading for Success Literacy and Numeracy concept

Current Position

The partners agree that because of staffing and organisational issues the partnership has not developed in the last 12 months. Although there was a proposed programme for 2008/9 which is similar to the previous one, this has never been implemented. No courses ran in the last year There are currently no Heading for Success courses running in the centre, though there were plans to run a programme in September 2008, no courses were advertised and no recruitment took place.

Plans for further development

Both partners are very keen to continue with the project and are looking to offer courses and target them at residents in the local area and staff of the club. The plan is to meet at the end of November and agree a programme which builds on some of the successes of the 2007 programmes and re launch Heading for Success possibly at the club, using learner success

stories, the college *Community Learning* newspaper, local media and community contacts. The college is also looking at using the expertise of the Neighbourhood Learning in Deprived Communities team who have recently transferred from Trafford Borough Council. The new programmes could be advertised in late 2008 or early 2009 for a start in the New Year.

Conclusion

Manchester United has such a large profile locally, nationally and internationally that many demands are made on it by a whole range of groups, organisations and individuals. This, coupled with the organisational and staff changes both partners have experienced during the last 18 months have halted any developments that could have happened. The 2007 Heading for Success programme offered a broad range of courses and engaged people who would not normally have accessed learning programmes. The partnership has potential to continue to engage a wide group of learners in a range of worthwhile and relevant learning experiences. Both partners have shown a genuine desire to make Heading for Success successful and wish to continue to work to that end.

Millwall/Unit4U

Status: Unlikely to progress?

History of Partnership

There was an attempt to start a partnership in September 2007 with a burst of publicity, including a match launch and Heading for Success fliers but recruitment was not successful and no learners applied for the course.

As a possible venue, the ground has the usual advantages of a stadium in attracting learners and also has a well equipped study centre that is currently underused, particularly during the day. However, transport links to the stadium are poor particularly from neighbouring South East London boroughs (Lewisham and Southwark are the club's community 'catchment' areas) requiring a journey in to zone 1 (London Bridge) to come back out to South Bermondsey. This added cost and the poor service on the line could be a major barrier to learners going to the stadium for a class.

The usual range of marketing activities (fliers, posters, matchday launch) was carried out with great enthusiasm but to no avail. The provider has no community links in the area and it was felt that this lack of word of mouth and outreach was responsible for the lack of success in recruiting. The £10k that Uni4U were given to get the partnership going was spent on Plato learning resources (<http://www.plato.com/Post-Secondary-Solutions.aspx>) and the initial marketing materials. They were also given a large stock of the Coachwise learning materials that they still have, unused in a cupboard at their centre.

Current position

There is no possibility of the club and Uni4U making a go of the partnership. At best it was an ill-conceived partnership with Uni4U clearly the wrong partner for Millwall. The club are keen to explore the possibility of a link with Lewisham or Southwark colleges and an attempt will be made to broker that.

Another area worth exploring would be links to the club's Playing for Success centre and also to it's Goals project (<http://www.lda.gov.uk/server/show/ConWebDoc.500>) both of which could provide fertile ground for Family Learning initiatives.

Plans for further development

Explore the possibility of working with Lewisham or Southwark Colleges.

Two types of course:

- Heading for Success delivered at College sites with support from the club in the form of branding, stadium visits, access to players for awards ceremonies and use of e-newsletter (38,000 people). Also open to college using their study centre but with warning that access is problematic.
- Heading for Success delivered at the club to the club's own staff (stewards, catering, turnstiles, community coaches) and also those on other Community Trust courses.

Conclusions

Without careful work to find a new provider there is little chance of Millwall continuing with the scheme.

Milton Keynes Dons/Milton Keynes College

Status: Good potential

History of Partnership

Milton Keynes Dons approached the college to set up a partnership for Heading for Success in April 2006 and the college was keen to do so as it was running a two-year SEDA project called Routes to Success through which they were already working in a number of deprived areas of Milton Keynes offering taster courses. With this outreach work already in place it was an obvious next step to off Heading for Success as a progression route.

Approximately 60 people have taken Heading for Success courses at Milton Keynes in literacy and numeracy in six courses. They called the courses "The commentary box" (lit) and "Know the score" (num) following a network meeting at Old Trafford. They rewrote all of the Coachwise materials as they didn't like the originals (particularly the literacy).

The partnership produced their own marketing materials with club branding. They didn't use the toolkit partly because when they rang the 'Get on' number that was on these materials no one had heard of Heading for Success. They got good PR from a local newspaper story and had match day presentations at the Dons stadium. The club also provided signed shirts and balls.

There were plans to work with a local prison (in fact they enrolled a number of learners). However, the prison education manager left, the courses collapsed and they have been unable to get back in there. Other work with the probation service is less relevant as it is very employment based. College community outreach centres were used but unfortunately as the MK Dons ground was being redeveloped they were unable to base the courses at the club.

Current position

Despite advertising courses in the Part time prospectus currently there are no Heading for Success courses running due to lack of interest (1 enquiry). The idea was to target learners in an area called Bletchley but as the SEDA project is coming to an end there is no longer money for outreach work which is of great importance in Milton Keynes as there is what they term a 'gridlock' mentality. The SEDA project also made it possible to offer childcare which is no longer an option. There were also two returners who wanted to do Level 2 but they would have required childcare to be able to join the course.

There is a new centre manager at the club's Playing for Success centre and she has a target of filling the centre all day. Currently there is little activity during school hours so the club may be able to offer the centre for Heading for Success free of charge. For the college to break even and pay for the centre it would have to attract 12 learners per group. Without the venue cost this reduces to 8. An alternative would be for MK Dons to hire in college staff to deliver the programme, although this would have implications for quality assurance that the partners would need to address.

Plans for further development

Ideas under discussion for future development include:

- Inward use of Heading for Success in the college to deliver key skills particularly on Sports science courses
- Have another attempt to work in the prison service again
- Education programme of MK Dons Academy players also through the college
- Outward use of Heading for Success in the club to support apprentices and those on other community based schemes
- More signposting of progression routes to and from Heading for Success courses from both the college and the club.

- Outreach – club to investigate possibilities of volunteer workers to recruit learners for courses at the club.

Conclusions

The move to the new ground could prove to be a catalyst for renewed activity, much will depend on the ability of the two sides to meet regularly and agree a realistic plan.

Newcastle Utd/Newcastle College

Status: Good potential

History of Partnership

Heading for Success opened very successfully with courses at St James' and the college also used club facilities as a Connexions referral point. It was very successful but then Newcastle withdrew the Learning Centre facility, which essentially killed the scheme. The Learning Centre was actually not run by Newcastle employees, as the old owners had no community policy. The college lost access to the Learning Centre when the new Foundation Trust took over and changed the facilities.

Although promised a match, they never actually got it – synonymous with the lack of commitment from the club as far as the college was concerned. They had posters, leaflets, free tickets for games. Even in Newcastle this failed to deliver immediate impact, but use of the ground was and remains a massive appeal for the football obsessed in Newcastle. The new community officer IS an employee of the club and has contacts within the club so is in a better place to deliver support as necessary. The Learning Centre is due to reopen the week of the meeting.

However, before this glitch in communication, the Newcastle HfS was one of the most successful in the country.

Current position

After the change in ownership all contact between the club and the college was lost, and this meeting was essentially a re-launch of the project.

Plans for further development

Newcastle College can't wait to start again. They see the use of the ground as a huge incentive to learners and have hundreds of ideas for immediate engagement. Kate was more circumspect. The Trust has a stated focus on children, young people and families. Filling the learner centre up with random people referred from Connexions was not Kate's goal, although she saw the importance of it. Kate also has a number of new initiatives of her own about to open.

It was felt that if the club could widen its view of 'young people' to encompass NEET groups, they could re-start something like their old Connexions referrals. Family learning, football oriented groups were discussed, as was an idea called 'Magpie Memories' and a lesser connection with the club for HfS courses delivered at College. But there really was no shortage of ideas. The problem was to refine and define those that work for both partners.

It was agreed that the college would make proposals for a short term (2 x 12 weeks numeracy) course to pilot, and also work on other potential projects which suited their needs.

Conclusions

There is huge potential here for a very successful scheme and undeniable enthusiasm from the college. However it is clear that the club representative was unclear on how much authority she had, and quite nervous of the enthusiasm from the college. Great potential but it will need careful nurturing to bring it to fruition.

North East Lincolnshire Community Learning Service
Status: Unlikely to progress

History of Partnership

North East Lincolnshire Community Learning Service joined the Heading for Success project in May 2007 following the 'college only' model. The service has five outreach centres around the Grimsby area. The leader of the project introduced the materials to colleagues both within her own organisation and other partners, and was disappointed that no-one was very interested in running with them. She let colleagues know where the resources were and left it to them to use or not use them as they felt. She did try and initiate some interest with *Grimsby Town* football club, but didn't get any response. Ironically, the course they *claimed* as Heading for Success was run with Grimsby Town apprentices as part of their CLAIT qualification. Apart from that there was no attempt to recruit a specific Heading for Success cohort.

Current position

Currently there is another group of Grimsby Town apprentices going through (8 learners) using some Coachwise resources and the resources are used with individuals on an ad hoc basis. However, this is not essentially an Heading for Success cohort as they would be doing the IT qualification and some embedded Key Skills anyway.

Plans for further development

North East Lincolnshire Community Learning Service have no plans to change this and will retain the contextualised football resources as just one element which teachers can use. They are interested in adding the *Heading for Success* website and resources area to their VLE. There are no plans to recruit a HfL cohort.

Conclusions

It seems highly unlikely that the provider will recruit any learners to work with Heading for Success specifically, even if the resources are used for work with the apprentice scheme and occasional others.

Norwich City/City of Norwich College

Status: Good potential

History of partnership

The partnership between City of Norwich College and Norwich City FC began in June 2007. The club had previously worked with Norfolk County Council's Adult Education Service. The college managed the partnership through two of its schools – Foundation Studies and Essential Skills, latterly Essential Skills - Literacy, Language and Numeracy – have been the key area of the college working with the club. Both the college and club have undergone changes in the personnel who were involved in the original collaboration, with the 3 key people now having left their respective organisations. Both the college and the club are involved in a number of community education programmes. The college having a substantial community outreach programme and the club run *Playing for Success* amongst a number of other projects. The £10,000 set up funding was used by the college to pay for some staff time to market the HEADING FOR SUCCESS programme, marketing materials and cameras to be used on the course.

The partners worked together to promote and market the programme. The Heading for Success posters supplied as part of the promotional kit were made bespoke but the 0800 number was retained. These and fliers were displayed around the ground. However, no potential learners referred through this route this promotional activity. The college distributed some 4,500 fliers and displayed over 100 posters in community venues, supporters clubs, libraries, Surestart, Morrisons etc. An article was included in the community pages of the Eastern Evening Echo. Some 5 people responded and were invited to interview, but only 2 attended.

Since the partnership began, there has been one course which ran between February – March 2008. This *Dads & Lads* course was partly based in a local school, where the recruitment took place and partly at the club. It was designed to encourage fathers and sons to learn together. The 10 hour course - 2 hours x 5 sessions - was not focused on Literacy, language or numeracy but centred on visiting the ground for a tour and making a film of the visit with cameras purchased with the £10,000 start up money. As part of the course the tutor and Learning Centre Manager from the club ran sessions on motivation, healthy eating and personal planning. There were six pairs of learners on the programme. The partners have seen the Coachwise materials, but have never used them.

The college has also used *Heading for Success* title to run a short, 10 week, pre vocational course at the college for 16 year old learners, who were not placed on vocational programmes. Although this programme had nothing to do with the scheme, the focus was literacy and numeracy. Another possible course which was investigated by the club through the FA, was linking literacy and numeracy into the FA Coach Award. The idea here was that developing the literacy and numeracy skills of potential club members might have helped them with roles such as treasurer, secretary roles etc. The FA apparently runs such courses, so the club were not encouraged to take this idea further.

Current position

There are currently no courses running and none have been planned. However, as a result of this meeting the partners have an idea for a programme and will be meeting again to discuss this in further detail.

Plans for further development

The partners are keen to pursue the idea of developing an Heading for Success programme for a NEET group in conjunction with Connexions who are based at the ground. The

programme would be based at the ground making use of the club's unique facilities, context and resources of NCFC. There would be a number of topics covered including ideas about healthy living, motivation, progression planning, ICT, with literacy and numeracy embedded. The club is willing to look at possible incentives such as day tickets, memorabilia where possible as incentives and use some of its community team to deliver the programme alongside teachers from the college.

The partners were also interested in exploring possible opportunities of linking with the *Playing for Success* programme in an effort to engage the parents and develop family literacy and numeracy opportunities.

Conclusions

Both the club and the college are very keen to continue to work together to develop a Heading for Success programme. The club has a very clear community remit and is applying for the community club of the year award and sees involvement in this project as something which will help them to achieve this. The college sees this partnership as building onto its already substantial community outreach programme. There are drivers in place and a willingness to work together to make things happen.

Notts County/South Nottingham College

Status: Good potential

History of Partnership

South Nottinghamshire College, Notts County and *Football in the Community* have been working together on various projects before the partnership developed its first Heading for Success taster courses in April 2006. The club work with the *Football in the Community* team, whose offices are located at the ground and who are part of the Local Sports Partnership, to run the scheme on their behalf. The *Football in the Community* team run a variety of community projects, including working with excluded pupils, young offenders and obese young people. The college have a very good regional reputation for sport and fitness, and have developed their *Athlete Performance Programme*, which has produced a number of professional football and basketball players. It also works with the *Football in the Community* team on several other initiatives including their community coach education programme. The college senior team are keen to develop community links and fully supportive of this project.

The partners worked closely to market the programme. The college promoted the courses in its prospectus and as part of its activities during Adult Learners' Week. The club has marketed Heading for Success on posters in and around the ground, in match day programmes through adverts and articles. It used much of the £10,000 start up money to fund incentives for learners, such as free home match tickets after the morning learning session; artefacts from the club shop and signed memorabilia. *Football in the Community* team targeted potential learners who they are engaged with on some of their other community projects. However, none of the partners advertised the programme on their websites. As Heading for Success enrolled some 20 learners relatively easily all of whom stayed with the programme throughout, further promotion was not considered. The learner of the year went to Wembley to receive an award.

In September 2006, the college has offered a programme consisting of Entry and Level 1 Literacy and Level 1 Numeracy to some 20 learners. The course took place on alternate Saturday mornings before home matches and was delivered by one teacher. She devised the programme, picking up ideas from the Heading for Success networking events, adapting some of the *Coachwise* materials and also designing her own resources and activities which have made use of the football club facilities and context.

Current position

There are currently no Heading for Success courses running because the partners have been unclear about funding for the initiative. Now that the funding situation is clear, representatives from the college and *Football in the Community* team will arrange to meet with the club to consider a possible re launch of the project. How viable it will be to continue to provide incentives to attract and retain learners, given there is no more specific funding for Heading for Success, will be an important agenda item.

Plans for further development

The partners agree that there is a need to offer a wider range of programmes targeted at specific groups of potential learners. It is keen to offer ICT programmes, build on the already well developed community projects that both the college and *Football in the Community* are involved with, including parents of youngsters on the *Playing for Success* programme. It is also considering approaching club sponsors who could well be interested in some T2G programmes.

The partnership will also be considering use of the learning centre more frequently than home match days, in order for learners to have more continuity and to develop the range of programmes offered at the ground. scheduling on Saturday morning,

Conclusions

The partners ran a very successful Heading for Success programme and are seeking to build on this. Representatives from both the college and *Football in the Community* are committed to continuing to develop the Heading for Success project. The club did not attend the meeting and it will be vital for them to show the same commitment if future programmes using their facilities and incentives. It is a partnership with good potential but may require external support if it is to move forward.

Nottingham Forest/Castle College

Status: Active

History of Partnership

Castle College and Nottingham Forest started work on Heading for Success in February 2007. Since then they have worked with several different groups as part of the project. During 07-08 Heading for Success put through some general mixed groups of over-16s, worked with a specific outreach project of 16-18s and with a group of lorry drivers from CEVA as an adjunct to a T2G contract. Both parties were very pleased with the results from these projects, feeling that all groups responded positively to the Heading for Success format. Because of the location of the ground, most courses have been run from Castle College premises, but with structured involvement of the club. This has included tours of the ground, signed shirts/footballs, presentations at the ground and so on, so that even if the course is not delivered at the club, the club is clearly involved.

Current position

The partnership seems very positive ('The college does the hard work and we supply the rewards and incentives') and there is a very good rapport between the personnel from college and club. There is great commitment from the club to carry their educational involvement further and deeper into the community. The commitment from Nottingham Forest is clear, generous and committed, and Forest have senior staff who understand the importance of education and community.

While there are no current Heading for Success courses, this is largely because of the disruption caused by the lead educational figure at Forest leaving to join Castle, and Castle losing several established Skills for Life teachers. Both sides had little doubt that further courses would follow early next year.

Plans for further development

The following ideas were discussed for broadening the range of Heading for Success courses on offer:

- Running a course at the ground for Nottingham Forest employees
- Further WBL projects
- Extending reach to FLLN groups, particularly fathers & sons
- Looking at extending courses to include ESOL and IT provision
- Explore further how Heading for Success works with more physical courses

Nottingham Forest are in the process of changing their community provision to Trust status, and see education as becoming ever more important. The club's ambition is high and they hope to be involved with England's World Cup bid, seeing community focus as a necessary component of this. Within Nottingham they are involved with plans to work cooperatively with other sports clubs, including the county cricket, rugby and ice hockey creating cross-sporting links in the city. The prospect of running a Heading for Success course in the ice rink was actively talked about during the meeting.

Conclusions

While it is disappointing that no Heading for Success courses are currently running it is clear that the project has created a very active and positive partnership, and there is no reason why further courses of increasing variety might not be run by Castle and Nottingham. The plans to develop the range of locations where courses can be offered represents an important start in this process.

Oldham Athletic/Oldham College

Status: Active

History of Partnership

Oldham College and Oldham Athletic have developed a good working relationship since January 2007. The first *Heading for Success* courses began in September 2007. The club is involved in a number of community projects, including the *Playing for Success* scheme, which is run as an after school in the club's IT suite, and the *Kickz* youth scheme with the local police force. It is continually looking to develop its work in the community and through the very proactive support of its Chief Executive, is fully committed to developing *Heading for Success*, having enrolled as a learner on one of the programmes. The college Principal is also keen for the *Heading for Success* partnership to develop and succeed.

However, although this has not led to supporters enrolling on the programmes, club staff including the Chief Executive, have taken courses. The club and college attended the National Networking Event at Old Trafford where they presented an *Excellence in Working Relationships* case study. They also provided an article for the winter edition of the *Update* magazine on the same theme. The college also advertises its courses at the club and sponsors the stewarding team jackets.

Club and college have worked closely to market the programme. The college promoted the courses in its prospectus and on college open days as *Heading for Success* programmes but did not highlight the club's role or use club branding. The club has advertised *Heading for Success* on posters in and around the ground, in match day programmes, on the video wall inside the stadium and on its website. Help was given from KPMG to help design fliers using college and club logos etc. The courses have been marketed to supporters, club staff and club sponsors. Given the enthusiastic championing of the courses by the Chief Executive himself, club staff made up a large percentage of the learners on the first year of the scheme. The partnership has developed a good relationship with the local media, who have helped to publicise the scheme. For example *The Oldham Chronicle* covered the launch of the programme and published a story about the *Learner of the Year*, who looks after the players' kit and has progressed onto a GCSE programme.

The first 3 courses run in 2007/8 were Literacy Level 2 and Numeracy Levels 1 & 2. These were 12 week programmes and enrolled some 19 learners in total, with 30 achievements.

Current position

The *Heading for Success* offer has changed this year, from 3 courses to 6. The current courses, which commenced in September, will see the same programmes run twice over a period of 17 weeks each. There are currently 15 learners on the current 17 week programmes, with another 17 week programme planned to commence in the New Year.

Plans for further development

The partners are considering a possible re launch of the project early in 2009 when the current 17 week courses come to an end. This would provide an opportunity for further local media coverage.

In terms of attracting in new learners the partners are interested in developing links with the *Playing for Success* programme with the possibility of offering sessions to parents before they pick their youngsters up from the ground. The partners will also consider how they might be able to engage some of those who are already participating on some of the other community programmes the club is involved in running

There is scope for developing a unique Oldham Athletic learning experience by using more of the club's resources and developing more contextualised learning materials where this is appropriate. The club will also be examining how it might better be able to support Heading for Success by using players to promote the programmes, award certificates, offer incentives like free tickets for attendance or achievement

Conclusions

This is one of the success stories of Heading for Success , with current activity, a strong commitment from both partners and a willingness to develop the programme further. The club's own staff, led by its CEO, have benefitted directly from involvement in the project. There is a clear desire to continue to build on the foundations already laid.

Reading/South Reading Adult College

Status: Good potential

History of Partnership

New Directions and Reading FC have well established links across several projects and began working on Heading for Success in early 2007. There is a dedicated learning centre at the Madjeski Stadium which overlooks the pitch, and which includes an extensive IT area. The club is involved in many community projects. The Playing for Success (PfS) scheme has been running for five years and is very successful. New Directions is a community and adult development provider working largely in the more deprived community groups in Reading, running a range of Skills for Life and Key Skills courses. The partnership is aiming to work with adults from a very deprived part of Reading where local schools have been very poor and there has been an intergenerational cycle of poor schooling and lack of involvement in education.

The classes are run in the ground with a view overlooking the pitch. Reserve matches are often played when classes are being run. There is a well equipped IT room attached. Both Jenny and Maria had expected the location to be a considerable incentive, but so far it seems that the location of the ground mitigates any positives in this respect.

Despite great success at working with under-16s through PfS, Reading FC and New Directions have found it very hard to engage with adults from the same catchment areas. A RAW event last year ago aimed at schoolchildren was fully subscribed within 24 hours, whereas this year's aimed at adults managed 4 takers; the target group (white, poorly educated, estate-living) is notoriously hard to motivate to take part in education, and there appears to be a rigid insularity in the area. It was felt that the stadium was 'not in the right territory' and adults were not prepared to travel to the stadium.

Earlier this year the Reading v Newcastle match was dedicated to Heading for Success, with over 100 posters, flyers at turnstiles and a piece in the match day programme. The result was a single enquiry. Courses are also advertised in the club newsletter and within the schools working with PfS. Although they currently have no web link and have not had press coverage, it did seem that the partnership have exploited a wide range of marketing techniques and materials.

Current position

The club's view of Heading for Success is 'difficult, disastrous, time-consuming... we've done it and it has failed'. Despite the good relations between the provider and the learning centre and the centre and the club, it was clear that the project was about to be dropped as it involved too much hard work for the low level of return. Following this meeting, however, both partners expressed a clear desire and enthusiasm to try again, albeit with some fairly small initial ideas.

Plans for further development

The partners both felt that they needed to start from the success of Playing for Success and build from this rather than through the mass-marketing football stadium approach. It was agreed to 'open' a course at both the stadium and in one of the target areas to see which, if either produced more interest. The courses would be very flexible, with fluid opening times, roll-on roll-off enrolment and also offer IT skills as an added hook. These courses will be promoted via celebration events for Playing for Success, via schools extended provision and family learning, through coaching staff on the football programmes and via the local (Madejski-owned) radio station. Maria also decided to investigate the possibility of extending Heading for Success to their work in prisons.

Conclusions

This partnership has good potential and it will be interesting to see if they can make a success of the links to Playing for Success.

Stafford Rangers/Stafford College

Status: Good potential

History of Partnership

Heading for Success started very positively in Stafford, with the college running literacy, numeracy and ESOL courses at the club. There was a lot of promotion and the grant money was partly used to buy furniture for the Social Club at Stafford rangers allowing it be used as a learning centre. However, the relationship between Club and College floundered after changes of personnel, with the College feeling that the Club was trying to make money from them and not being cooperative.

The courses were run on weekday mornings at the Social Club, which has been furnished with Heading for Success money. These courses went well, but when the college proposed running an evening course, there were problems with access – the club is used most evenings, and the Club wanted money to compensate loss of business. The ground is not in central Stafford, and is inconvenient for some catchment areas, but overall this didn't seem to be a serious problem.

The College and Club participated in a major launch for the scheme, and they also took a learner to Wembley for the Learner of the Year event. The usual mix of posters, flyers and match day programmes were used, but seems to have been quite successful at recruiting potential learners.

Current position

No subsequent cohorts have been recruited, and there has been no contact between Stafford Rangers and Stafford College this year. There were no plans to recruit any further Heading for Success cohorts.

Stafford is the lowest ranking club running Heading for Success, and their demotion from Blue Square Premiership to Blue Square North has resulted in a 27% decrease in crowd numbers, so it needs to be understood that there is not a lot of money to be had from the Club to support activities.

Despite this, the meeting was very positive, and it is clear that there is great potential for the club and college to work cooperatively in a very deprived area.

Plans for further development

Rangers made it clear that while the Club has no money as such, it is happy to provide facilities, access to players/Manager where possible, tickets, promotional materials etc. However, they are not prepared to accept the previous vagueness; Dave wants to see a plan which he can discuss within the club and approve or not.

The college was very keen to look at cooperation with the club during Family Learning week, Diversity week, Adult Learning week etc and they also have a schools project which could seed into the football club. While there are insufficient staff at the club to run a Skills Pledge/Move On promotion, there are numerous small businesses around the ground which could perhaps be recruited to lunchtime session at the club. There was also discussion of bringing in the families of the locally based Ghurkha regiment for ESOL in the Club. The Socials club is hard to use in the evening because of darts teams, line dancing, disability groups all using the facilities, but it was felt this was ideal territory to recruit a different set of learners from the usual who attend the College.

It was agreed that the college will write up a series of proposals for joint activities with the Club for further discussion. It was understood that the partnership needs to be more formally based to avoid the problems associated with staff leaving or changing roles, and so the Club can plan their involvement from the beginning. Once this plan has been formulated there will be another meeting to discuss the way forward.

Conclusions

Despite the problems experienced by this partnership is clear that there is tremendous potential. Once a clear transparent agreement is reached between Club and College, there seems no reasons why a range of community and local business based basic skills courses can not be run at the club. For a small and very perilously financed club, there are clear advantages for them in being involved in high visibility community programmes.

Stoke City/Stoke College

Status: Good potential

History of Partnership

Stoke City has been involved with HfS since the start in 2006. It was immediately clear that there is a deep and positive relationship between the college and the club. HfS did start successfully at Stoke, initially at the Club but it transferred to College because of the location of the ground. This is largely because the ground does not currently have sufficient capacity for extra education or community needs. They are active and busy but suffer capacity problems.

Overall they felt that HfS amounted to a lot of effort for a very small reward and wasn't contributing anything obvious that they were not already doing. All the courses run so far have been at Entry or pre-entry level, as this is the target need in Stoke.

Current position

HfS is still on the Stoke College prospectus, but they are not currently running a course. They felt that they did lots of co-operative ventures that **could** be called HfS, but as those were learners they had anyway they didn't think it legitimate. They have various funding streams for JCP and Social Inclusion schemes as well as the football academy, all of which is delivered by partnerships between club and college.

Plans for further development

The Stoke area is one of very high need and so receives a great deal of subsidy to help resource SfL in the community. Both Club and College are actively involved in outreach, employability, work with NEETS and SfL around other sports-related courses. There is an excellent rapport between the staff involved and keen support for the ideals of the scheme. The problem is deciding what they can do under HfS which they are not doing already. One suggestion was to look to other smaller clubs for the college to work with under the aegis of Stoke City. They feel that FA support is a necessary pre-requisite. He is not employed by the club and therefore needs as much support as possible to back any arguments for the club providing resources. The Wembley event – again – was highly appreciated, and they did feel the national publicity materials were helpful. Overall, of course, they need more money to help focus on the project which is otherwise squashed by competing priorities.

Conclusion

A great deal of mutual support from the partners but they have struggled to find the format that will work with local learners.

Tottenham Hotspur/College of North East London
Status: Defunct

History of Partnership

This meeting was held with representatives of Tottenham Hotspur only, having failed to be able to confirm the time with CoNEL. Despite considerable publicity using flyers, posters etc. it has proved very difficult to recruit a specific Heading for Success cohort. CoNEL did plan a course, and held a recruiting day, but unfortunately did not fill the course. Even more unfortunately they did not keep the club informed of these developments.

Current position

Spurs felt that CoNEL had let them down and consider the partnership to be defunct. The impression had been given that CoNEL think of this as 'just another' SfL course, but not run at the college and do not see it as an opportunity to engage with a different group of learners. Constant changes of the personnel responsible for the project at CoNEL have not helped.

Plans for further development

The Spurs education team recognise the opportunities offered by Heading for Success to engage with hard to reach learners. They already work in many local community schemes and already offer their learning centre to some of these groups. They are certainly prepared to try again at running and promoting Heading for Success, but not with the same provider. If a new provider can be found for them to work with they are very happy to open negotiations with them.

Conclusions

Although the partnership is clearly currently defunct, there is an attempt to broker a new partnership with an alternative local provider. Hopefully lessons can be learned from this first attempt to build a stronger partnership in the future.

Wigan Athletic/Wigan & Leigh College

Status: Good Potential

History of Partnership

The partnership between Wigan Athletic and Wigan and Leigh College was one of the first schemes to be set up and initially there was a strong commitment at a senior level from both organisations, resulting in a high profile launch at the start of the Autumn season 2005/6.

The project received coverage in the match day programme and there were accompanying flyers, posters and a radio campaign. As a result 11 participants enrolled on courses at the college and one learner took part in the Wembley celebration event.

Unfortunately, the initial enthusiasm was hampered by bureaucratic issues within the football club, which meant decisions about the Heading for Success project had to be approved by the Chairman, who had other more pressing priorities. There was a significant period when both parties became inactive and little happened during 2007/8.

One of the major setbacks to the scheme resulted from the lack of facilities available at the club. Initial discussions regarding the use of the Press Office as a classroom were never developed and the college were effectively forced to signpost anyone interested in the HfS courses on to their mainstream Skills for Life provision.

Both parties felt that the initial high profile launch had been successful. However, the original posters & leaflets would now need to be changed to reflect the club's new crest. Jes & Hayley also both felt that the financial implications for re-launching the project would be minimal and that this time around it might not be necessary to have such a high profile campaign, e.g. radio adverts, etc, as they would be targeting the parents of children that are already accessing the learning centre.

Current position

However, there has been a subsequent change of personnel at the club and a new purpose built learning centre has recently opened at the club, presenting the perfect opportunity for the partnership to be re-established. The club are now engaged with the Playing for Success programme and are keen to expand the use of the facilities to provide a venue for HfS courses. There is renewed enthusiasm on the part of both parties and further discussions are planned to draw up an action plan on how to take the project forward. The club also agreed in principal to offer stadium tours, match tickets, etc, as incentives to participants on programmes.

Plans for further development

Hayley agreed to take forward the proposal that the learning centre at the football club should be offered as a venue to provide HfS programmes. Initial ideas centred on offering one session a week (possibly a Wednesday morning). The college will provide all of the materials and teaching staff.

As the club is already in contact with all of the local primary schools a suggestion was made that promotional material for the HfS courses could be distributed to parents of participants on the Playing for Success project. Both parties agreed that they would be happy to run courses with four or five participants and were keen on the idea of offering taster sessions to entice learners to then go on and complete further qualifications. In addition the club might also be able to offer volunteering positions to some of the adult learners as part of the Playing for Success project e.g. acting as mentors. The college are also able to provide administrative support with qualified staff that can signpost interested applicants on to the appropriate course.

Conclusions

Hayley and Jes have worked together previously on other community based programmes and there seems to be a good working relationship established between the college and the

club. However, a more formal partnership structure needs to be devised with regular communications. Formal agreement about times & dates that the college are able to access the learning centre

Wolverhampton Wanderers/City of Wolverhampton College

Status: Active

History of Partnership

The first Heading for Success taster courses during June and July of 2007 with a longer programme in September 2007. The club took the initiative at the beginning of the scheme by attending the FA launch in 2006. The club is also involved in the Playing for Success scheme and looking to develop its community education activity. The college also works with the club on Stewarding NVQs, Princes Trust courses and delivers some of programmes run for academy players. The new chairman is very keen to develop further community partnerships and links in a similar way to Charlton Athletic and Norwich City. The college principal is a Wolves season ticket holder and has taken an interest in the Heading for Success programme.

Many of the Heading for Success learners are Wolves fans. This could be because of the nature of the club, being seen as part of the community and the stadium being in the heart of the town.

Club and college have worked closely to market the programme. The college promotes the courses in its prospectus and at college open days as WWFC courses and are specially branded. The club has advertised Heading for Success on posters in and around the ground, in match day programmes and on the video wall inside the stadium. The wording on the original DfES flier for the Heading for Success programme was changed to make it more bespoke and key additions made, including: the learning centre number, logos etc. The official launch in September 2007, which had local media coverage, was attended by the Principal and learners on sport related programmes. Various other events have followed including: learner presentations on match days, invitations to the Principal, teachers and learners to the directors' box. The learner of the year went to Wembley to receive an award. Recommendations – 'word of mouth' - from learners who have been on the programme and existing learners have helped the recruitment process. The club and college are considering a possible re launch of the project, which could include the involvement of players. If this goes ahead, they will invite the local media.

Enrolment, initial assessment and the courses take place in one of the two learning centres at the ground, on the basis that learners identify the course with the club first and are more likely to be attracted to the non college environment. The centre has several laptops purchased with the start up money, but no internet access. The club make no charge for this facility.

The first courses in 2007/8 were Literacy and Numeracy combined at Level 1 & 2 which were team taught by two Literacy and Numeracy specialists. The 2008/9 programme has Literacy and Numeracy taught as separate courses. The minimum number of learners to make a course viable is 7 but 12 is the target as this number enables better opportunities for small group work.

The two teachers have attended two Heading for Success networking events and picked up many good ideas from other partnerships. They have developed a contextualised induction programme specifically for Heading for Success learners. They have used some of the Coachwise materials but have also designed a lot of their own and make extensive use of authentic materials like Football tables, match reports, match day programmes etc to develop learning activities, quizzes and puzzles. With the help of club staff, they also make use of the ground and facilities e.g. using pitch for measuring activities, numbers of seats for numeracy activities etc. Teachers are also working with the club archivist to develop resources and activities based on material from the history of the club.

Current position

There is a very good relationship between the club and the college, with communication between the two being conducted between the main course tutor and the community development manager. The course offer has changed this year, with separate literacy and numeracy now being offered. As of October 2008, there some 40 learners enrolled onto 6 courses – 3 Lit & 3 Num ranging from E3 to Level 2. There is a good ethnic mix of learners and there is no doubt that most would not normally access learning programmes. The college are pleased that some of the lessons learned in delivering Heading for Success have been useful on other programmes, including Train to Gain.

Plans for further development

The partners agree that although the Heading for Success project has developed in the last two years, offering more courses and increasing the number of learners, it might be time to re launch a the club, using learner success stories, the local media etc. The college would like to continue to develop its literacy, numeracy offer and introduce some ICT programmes if internet access can be installed in the learning centre. The partners will also establish links with Pathway to Success in order to explore the possibility of Family Literacy opportunities. The college is also aware that it needs to work on signposting of progression routes to Heading for Success learners. The club is looking into involving some of its players in appropriate ways where this would be useful.

Conclusions

This is a strong partnership which has delivered two years worth of programmes. There is a commitment and both sides have the structures in place which should see the partnership continue even if some of the key personnel were not to be involved in the future. Both partners see the value to their respective organisations of maintaining and developing the Heading for Success project.

Appendix C - Record of communication

Name	Organisation	Contacted
Bob Williams	Aston Villa FC	Left voicemail on 17th&23rd. Meeting arranged for 13th Nov
Liz Stoll	Matthew Boulton College	No answer 6th, 8th. She is very keen, and is available on 5th, 13th, 14th, 18th, 19th, 20th. Will contact Bob and get back to her. 15th. Meeting arranged for 13th Nov
Penny Oliver	Matthew Boulton College	
Keith White	Liverpool FC	No longer involved with Heading for Success
Graham Lewis	Everton FC	No longer involved with Heading for Success
Jan Walker	Liverpool Community College	Left voicemail -23rd. May opt to be an 'only college' model
Philip Downs	Man Utd FC	No answer - 3rd oct, 6th Oct, 8th. Call back between 4-5. Told to send an email-15th. Replied to email, keen to meet. Will have to get new dates for him-sent email on 20th. Meeting arranged for 30th
Joan Scott	Trafford College	Joan Scott is available at the following times: Mon 27th, Wed 29th 9-11, thur 30th 9-1. Will call back when got availability from Phil Downs. JS to give me a ring back -20th, JS wants to organise the meeting at her5 end. She will email me back with a date. Meeting on 30th
Kate Bradley	Newcastle United FC	New contact. Called back following a new email. Spoke - interested in FLLN Heading for Success . Left voicemail on 25th, 26th. Meeting arranged for 16th dec from 2-4
New contact - Andrea Wiseman	Newcastle College	Available in dec - 15th (morning), 16th, (late morning or afternoon), all day 18th and 19th after 1.30. meeting arranged for 16th
New contact - Kathryn Mellett-Grey	Newcastle College	Available in dec - 15th (morning), 16th, (late morning or afternoon), all day 18th and 19th after 1.30
Julie Oxley	Newcastle United FC	
Keith Douglas	Newcastle College ?	No answer -23rd 03/11 Spoke to reception who gave me a different number. 03/11 got through - is positive about meeting. 13/11 Keith off ill, but sent email
Jenny Jones	Reading FC	Meeting arranged for 10.30 on the 17th October

Maria Scott	South Reading Adult College (New Directions)	Meeting arranged for 10.30 on the 17th October - will confirm with maria. Tried calling her on 6th and no answer. Confirmed with Maria
Julia Brosnan	Tottenham Hotspurs FC	Left voicemail 6th. She is available on 20th at 11. will call yasmin. Meeting arranged
Yasmin Hussein	CoNEL	New contact from Beverly, 03/11 - spoke to and resent email. No answer 6th. Left voicemail 11th, 12th, 14th. Sent email on 14th. BC left message 17/11
Hayley Turner	Wigan Athletic FC	Spoke to briefly 03/11. sent email explaining issues. Hayley happy to meet. BC sent email regarding jess' availability-18th. She is available on 3rd dec from 12 and has requested that the meeting be at the college
Bill Collier	Wigan Athletic FC	Says hayley is now main contact (30/10/08).
Jess Hughes	Wigan & Leigh College	received email on 16th - not willing to continue without support of FC. BC to follow this up with a conversation. She is available on 3rd Dec and 10th dec. Left voicemail on 20th, 25th,26th
Sean Daly	Charlton Athletic FC	Called once and set up meeting
Ray Hill	Greenwich Community College	Left 3x voicemails. Have set up meeting for 13th
Jeanette East	Colchester Utd	Email sent with suggested dates on 13th. Meeting booked for 19th 11-12pm
Elizabeth Foss-smith	Colchester Institute	Called 3x and no answer. BC to contact. Suggested dates of Tuesday November 11th or any time on Tuesday November 18th. Meeting booked for 19th November from 11-12
Clive Plummer	Warwickshire College	Left voicemail -23rd. Provisionally booked for 11th Dec, earliest he can do. There is no rep at Cov City FC but he will call contact them and get back to me.
Paul Tyce	Warwickshire College	
John North	Hull FC	
Gary Hughes	Hull College	Gary replied to email and have sent further outline of project 17/11

Russell warren	Hull College	Left voicemail -23rd. On holiday -call back on Friday 31st. 13/11 spoke to secretary and she suggested resending email to her.
	Leicester FC	
Diane Stone	Leicester College	BC left voicemail about whether she would be interested in participating in the SfL conference workshop. Left voicemail re meeting 8th. Left voicemail 13th. Meeting booked for 29th Oct at 1pm. Lost contact with FC last year.
Paul wickens	Norwich City FC	Have not heard anyone of this name. meeting arranged for 24th Nov
Mary Turner	Norwich City College	Left voicemail -27th. She is available on 24th, and will speak to Paul and get back to me. Meeting arranged for 24th Nov
Adrian Hurst	Stoke City FC	He is available on 1st dec up until 3pm and the 4th dec. Left voicemail requesting new dates. Left voicemail on 25th. He is available on weds 10th before 12 and 17th from 10-11. will speak to paul and get back to him. It is ok to hold meeting at his ground. Meeting arranged for 10th dec from 10-12
Paul cawley	Stoke College	he is available on weds in the morning and on fridays typically. Will wait for new dates from Adrian. Will call me back on 26th. Meeting arranged for 10th dec 10-12
Tim Birch	Stoke College	Left voicemail -23rd, 27th. He said to get in contact with Adrian first and let him know his availability. Left message with adrians availability on 12th, 14th. Spoke to Tim and he said to email him and new contact Paul Cawley who might be able to attend the meeting in place of tim. BC to call Tim to explain Heading for Success aims. email sent on 17th
Andy Morgan	Wolverhampton Wanderers FC	date set for 21st Oct at 11am. Jill will confirm when spoken to Andy
Jill Biel	City of Wolverhampton College	date set for 21st Oct at 11am. Jill will confirm when spoken to Andy

Andrea-Dill Russell	City of Wolverhampton College	Not back in office until 7th October. No answer on 7th. Advised to send her an email as she works off site a lot. Sent -8th/ left voicemail on 13th
Jo Emmerson	Brentford FC	Left voicemail, will call back on 8th October. Left voicemail 13th. Jo available on 30th, 3rd, 5th in morning, 6th and Oct. Will call Danny to check availability. Meeting on 7th Nov at 11am
Neil Harrowing	West-Thames College	No answer
Danny Ridgeway	West-Thames College	he is available from 9-11 on 22nd, , 11-2 on 27th and anytime in afternoon on 28th. Will call Jo emmerson to check availability. Left voicemail on 15th. 16th - Danny available at 4pm on 3rd and 11am on 7th. Meeting on 7th Nov at 11am
Andy Alexander	Brighton & Hove Albion	Meeting arranged for 23rd october at 11am. BC rang Andy and he confirmed that he would be happy to do a short presentation for SfL conference.
Alan Sanders	Brighton & Hove Albion	
Mandy Thorpe	Bristol City	Left voicemail on 23rd. Left voicemail on 28th. Mandy will not attend the meeting and only if there is a definite plan will she attend a further meeting. Spoke to Mandy who feels that Heading for Success has just not been worth it and doesn't want to continue unless there is money in it. 17/11
Jan Bovill	City of Bristol College	Meeting arranged for 20th Nov. They did not have much luck with Bristol FC and things have not moved on. Will try and get mandy to go to meeting. Agrees partnership deceased.
Dave Morris	Doncaster Rovers FC	Left message for Dave, 03/11. Dave suggests Nov 18th or 27th. Left voicemail on 20th
Beryl Myers	Doncaster College	She is available on 27th at 2pm and so is her colleague. Will contact Dave
Jenna Cauwood	Doncaster College	Jenna has said that she does not think that they are involved anymore. Resent email to her as had incorrect email address. BC rang on 13th and is to ring again on 21st. BC left voicemail on 16th. Left voicemail on 11th. BC left another message 13/11. Jenna sent message saying that she thinks this is not her responsibility anymore... 17/11.

Mike Mawson	Huddersfield Town FC	Left voicemail -23rd. Could do Nov 17/26. he is available anyday before 1 in the first week of Dec. sent email 17t. Left voicemail on 25th as need to confirm time/place on 1st dec. 10-12 on 1st at fc ground
Maggie Whitehead	Huddersfield Technical College	Available on 17th, 18th, anytime, and 19th and 20th in morning, and all day 21st. (23rd). Another person from her team needs to be involved and she is not sure of her availability yet. Left voicemail on 11th. Cannot make the 26th, will call mike and ask for more dates first week of dec. waiting to hear back about the first week of dec. sent email and no answer on 14th. Sent email 17th. no answer on 25th. Sent email on 26th
Alison Pheasey	Huddersfield Technical College	
Shaun Harvey	Leeds United FC	He is not in this week. Call back on 3rd Nov. Left voicemail on 5th. He is available on 15th dec, 8th jan, 9th in morning. Meeting arranged for 8th Jan at 1
Rob Oates	Leeds Rhinos	
Ann Buckley	Park Lane College	They did not have any success last year, she said she would be willing to set up a meeting only if Shaun was. Will contact him and get back to her -27th. Left voicemail on 12th, 14th, 17th. Sent email re shauns availability. Meeting arranged for 8th Jan
Loo Brackpool	Millwall FC	left voicemail on 16th. She is out at a meeting-will call back later today 17th
Jason Henley	Millwall FC	he is available on 10th, 12th, 13th Nov all day. Meeting booked for 10-12 on 12th Nov
Kevin Bryant	Uni4U/Kings College	David Mallows to contact. Left voicemail on 15th. Received email on 16th-the earliest he can meet is the w/c 10th Nov. Will call Loo. Left voicemail re jason's availability on 17th. He can make 10-12 on 12th Nov. Meeting booked for 12th Nov

Sean Kane	Nottingham Forest FC	BC sent email asking for dates and phone no-16th. Meeting on 4th November at 10.30
Melanie Clay	Castle College	BC left voicemail about whether she might be interested in participating in the SfL conference workshop. Left voicemail re meeting on 8th. BC - I don't think they are right for the conference but she is keen. She says the problem is getting hold of Sean from Notts Forest, so she will fit in with whenever we can get him. I didn't think we had his email (but we do) but I said I would email her and she would give us his details. meeting on 4th Nov at 10.30
Alan Hardy	Oldham Athletic FC	Meeting arranged for 5th
Matthew Allen	Oldham College	Was told that there is no Matthew Allen and was given the no. for david Allen. Phone busy will call later on 7th. Rang on 8th, phone busy. Left voicemail for MA on 13th. MA returned call, he will speak with AH and email me a time/date. 13th. Meeting arranged for 5th
Sue Beedles	Tranmere Rovers FC	Left voicemail on 28th
Peter Howarth	Birkenhead Sixth Form College	Left voicemail on 27th. He is on leave til 3rd. Left voicemail on 5th
	Yeovil Town FC	
David Greenhalf	Yeovil College	David has said that he does not have contact with Yeovill FC anymore and that it was not very successful last year so does not want to be involved at present.
Robert Heys	Accrington Stanley FC	Left message on mobile. Spoke 10/11 agreed 28th. Need to check with Russell, agree time and place and email both to confirm. Howard should be able to do it. Left voicemail on 11th. Sent email on 20th. Left voicemail on 25th. Meeting arranged
Russell Hodson	Accrington & Rosssendale College	Left voicemail -23rd, 27th, 5th. Spoke 7/11 - poss dates 24, 25, 28 Nov. left voicemail 12th, 20th. Left voicemail on 25th. He is available from 11.30 on 28th

Steve Thompson	Dagenham & Redbridge FC	sent email - 27th. Meeting arranged for 8th dec
Brigitte Park	Barking College	She said they were unsuccessful before. V busy at mo but said to email her and steve asking for dates in mid to late Nov. sent email - 27th. Meeting arranged for 8th dec
Bernard wale	Mansfield Town FC	Rang on 14th. To call back on 15th in the morning. He will call me back on 15th. Left voicemail 6th. Left message on 25th
Sarah Rogerson	West Nottinghamshire College	left voicemail 13th. Spoke to her on 14th, she is free on the 29th, 30th and 31st October. Will check Bernard's availability and get back to her. She mentioned that uptake last year was dire. Laft voicemail on 27th
Matt Cove	Milton Keynes Dons FC	Meeting on the 9th October
Sue Bland	Milton Keynes College	Meeting on the 9th October
James Lake	Notts County FC	left voicemail on 17th. Available on 17th and 20th Nov. left voicemail. Meeting arranged for 17th from 10-12
Dave Buckley	South Nottinghamshire College	No answer 10th Oct. Very positive response from dave. He is available w/c 17th Nov, fridays are best. Will get in contact with James and get back to Dave-15th. Left voicemail re james availability - 21st. No answer 22nd. Left voicemail 23rd. He is available on 17th from 10-12 and 3.30-5. He asked to be emailed the details when confirmed. Meeting arranged for 17th from 10-12
Graham Wood	South Nottinghamshire College	

Neil Fowkes	South Nottinghamshire College	
Gary Richards	Stockport County FC	Left voicemail on 17th regarding sandi's availability. Left voicemail 27th. Spoke to Gaary who was entirely negative about the programme, lack of communication, lack of record keeping and he does not wish to be involved further.
Sandi Fisher	Stockport College	Left voicemail 6th/10th/15th. Available on 21st from 10-1, poss 24th in afternoon and 28th in afternoon. 17th
Colin Jenkinson	Crawley Town FC	Left voicemail 6th
New contact - Bronagh Quigley	Central Sussex College	Left voicemail 22nd, 27th. Left message on 6th. Spoke 13/11 - difficult to find time with, but positive. Suggests Colin at the club has insufficient clout to get things going. Bronagh has been informed that they are to no longer be involved with the project due to bad relations with Crawley Town (late payment of invoices etc)
Mary Wiles	Central Sussex College	Left voicemail 6th/15th
Rose Dean	Central Sussex College	Left voicemail 20th
Ken Hunt	Stafford rangers FC	
Jennifer Culbert	Stafford College	Rang but user on the other line - 6th. Left voicemail on 7th. No answer 10th. Left voicemail 15th. Passed over to Brian. Left voicemail on 28th. Meeting arranged

Appendix D
Oldham Networking event
January 29 2009

Though small, a very good and positive meeting. With exception of the representative from Trafford College, all were positive and engaged. Despite not having a clear agreement with Newcastle Utd, the Newcastle college representative was keen and full of ideas. The representatives from Wigan (Club and College) hadn't actually met before and really got on well. Both felt they could now make progress. Tazneem from Oldham College was a very positive individual with a really good relationship with Oldham Club staff, and Gill's presentation from Wolves was excellent. Finally, the representative from Port Vale was an ex head teacher, full of ideas and very clear thinking, It is likely he will form a partnership with Stoke College.

Recruitment & Marketing:

Freebies (Tour of ground was very well received – see Wolves presentation)
Meet the Players (young and upcoming easier to access)
Combing with *Playing for Success*
Teaching style – as unlike school as possible
Target club staff – gate-men, security, catering etc.
Need for genuine commitment from club
Workshop enrolment
Incentives such as the event at Wembley
Use WAGs to target female learners

What should be in the Good Practice Guide:

Sharing resources
Case studies of success focussing on practical ideas and learners successes
Funding guidance

Sustainability:

National event (preferably at Wembley)
Publicity through things such as Football Focus, national press etc.
Sharing resources
Recruiting role-models – Steve Coppell suggested, but also new and younger faces

Resources:

From Wolves. We have Gill's presentation I have, and Lucy took away a folder of football contextualised resources for scanning. These can all go on the Heading for Success website.
Case study from Huddersfield on recruiting PfS parents

And finally....

We had a mention on local radio. Oldham have been on a general knowledge quiz all week (defeating all-comers) and Alan gave Heading for Success a plug while he was on air....

Appendix E
Milton Keynes Networking event
June 12 2009

The meeting at *Stadium:mk* proved to be an extremely positive day based on the sharing of experiences between the wide range of people who were able to attend. We started with an update of news on the project, and once again the hope was expressed that the FA will be able to support an event at Wembley for *Heading for Success*.

Ray Hill from Greenwich Community College gave a presentation on their involvement with Charlton. There are many reasons for the success of this partnership, not the least being high level support within the club, and the long-term involvement of the partners. There was also some ESF seed money which allowed the learning centre to be built in the first place. Charlton is a very community facing club and have supported *Heading for Success* to the hilt. They have successfully run courses for the past three years, but Charlton's decline in footballing terms has put a strain on the amount of commitment the club can put into the scheme.

In the ensuing discussion the point was made that advertising *Heading for Success* on the club website could be more effective (and cheaper) than leaflets and posters. Most clubs have a community tab, and if good quality content can be provided it seems likely that web managers could be persuaded to put a *Heading for Success* notice on the web.

It was also suggested that as well as local papers and radio, national TV (through such strands as *Football Focus*) also like to follow 'community' stories, so TV coverage of awards giving on the pitch (as done at Wolves) could be worth pursuing. The group then split into two to look at the marketing of *Heading for Success* and the various models of delivery. The groups largely confirmed the written content, but one thought that came out of this was the possibility of engaging non-footballing staff (catering, cleaners, grounds staff, administration) in *Train to Gain* courses as a method of engagement.

To start a discussion on Teaching and learning Sue Bland showed the group the excellent materials produced by Milton Keynes College, and Lucy illustrated some of the other resources available to download for free via the resources section of the *Heading for Success* site: <http://www.nrdc.org.uk/heading4success> (NB: users need to register with talent to access the resources: www.talent.ac.uk/registration). The general feeling on the 'officially' produced resources was that they were a good starting point for your own adaptations.

It was clear that everyone who attended this meeting was getting a great deal of information from colleagues, and the suggestion was made that we should set up

email groups to allow direct contact between those with common interests. This is an excellent idea, and we will look into it immediately. Lunch proved to be another very productive time as all sorts of networking was occurring. It was also an opportunity for everyone to examine the new materials HALS have produced to launch Heading for Success with Tottenham Hotspur.

The afternoon featured Musseret Anwar, a national *Skills for Families* adviser. Together with Paul Huskisson from *Nottinghamshire County Council* the group started to understand funding for Family learning. Family learning involves partnerships which deliver an element of LLN to intergenerational groups of the hard to reach.

There are a number of funding streams:

- **Wider Family Learning** – short, engagement courses designed to draw learners in. Outcomes can be soft eg going on to accredited learning.
- **FLLN Programmes** – longer courses – up to 72 hours where some accredited outcomes would be expected. These could be for other subjects (eg health) but with LLN embedded.
- **FLIF** – Special funding with a focus on hard to reach groups.

Currently there is money available for these projects; indeed, the main worry is that the funders can't find sufficient partners or projects to spend it on.

However, when asked if Katrina (leader of Heading for Success at Castle College Nottingham) could ask for Family learning funding for their planned Dads and Lads course at Nottingham Forest from Paul (who holds the Family learning funds for Nottingham) the answer was that it was not that simple!

The system appears to be as follows: The LSC gives the money to intermediary groups (usually local authorities). They sub-contract a number of partners to use the money in appropriate ways. This rather 'top-down' approach has bypassed all (as far as I know) Heading for Success partnerships.

The route to getting this money is as follows:

- Find out who your local fund-holder is (your local LSC should be able to tell you)
- The Heading for Success partners should look at creating a scheme which targets the hard to reach, involves an element of LLN learning and has children (0-16) and adults (16+) learning separately and together. Properly qualified staff for both age groups should be involved.
- Take this scheme as an example to the Family learning fund-holder and ask to become a partner organisation with Family learning.

There is money available **now**, and most Family learning fund-holders are really keen to meet new partners, so now is the time to act.

Finally we did a round-up of funding which partners have used at various times in HfS and other basic skills projects:

- Adult responsive
- Train to Gain
- Family learning
- Lottery funding
- ESF – but very outcomes oriented and bureaucratic
- Area-based grant
- Pcdl
- Regional Development Agencies
- Regeneration funding – we think this used to be NRF funding
- Local councils or councillors
- UK Online
- JobcentrePlus/workability/DWP – projects for those unemployed for six months or more
- Youth Sports Trust
- Primacy Care Trust/NHS schemes

Some of these we know and love, but many were new to most partners. If you have had experience of these funding mechanisms, a few lines about them would be helpful for everyone.

We started the day quite subdued, feeling that good working relationships and ideas were threatened by funding cuts and other uncertainties. By the end, there was a real feeling that new ways of funding projects which already target the *hard to reach* could be funded and possibly extended even in the current climate.

These notes are not just for those who attended the day and are not intended just as a record of a very positive day. They need to be a starting point with everyone who receives them adding to the combined shared knowledge of the group as a whole. Please comment on, add and debate the points outlined above.

Appendix F
Education & Football seminar
June 23 2009

Those Attending:

Helen Casey, NRDC
Alan Sykes, League Football Education
Angus Martin, Football League Trust
Brian Creese, NRDC
Leigh Ashby, Learning & Skills Council
David Mallows, NRDC
Martyn Heather, Premier League Education
Monica Golding, Football Foundation
Osher Williams, Professional Footballers Association
Pamela Lumsden, NIACE
Paul Unwin, League Football Education
Rob Pheasant, Learning & Skills Improvement Service

Apologies were received from:

Jamie Houchen, Football Association
Keven Lowrey, Business Innovation & Skills
Steve Futter, Football Foundation

Introductions:

Helen welcomed everyone to the meeting, and outlined its overall purpose of sharing information about the many different educational initiatives run by the organisations represented.

Heading for Success:

David and Brian described the *Heading for Success* project which NRDC have been supporting since last autumn. They explained that they had found mixed levels of active participation.

Currently *Heading for Success* partnerships are using standard *Skills for Life*, Train to Gain and Family learning funding routes, supplemented by many small and local funding initiatives. Target groups are largely NEETs, Dads & lads, young mothers and local employees. While most projects involve equal partners, there are a small number which are led by the Community Trusts which take responsibility for the funding and use further support from educational providers as and when necessary.

Initially *Heading for Success* used high profile marketing methods and was aimed very much at delivering *Skills for Life* qualifications in line with government targets. , Where partnerships had been effective the following features were common:

- Good solid relationship between partners

- Clear understanding of who did what
- Realistic expectations

NRDC now see the scheme developing along broader lines, encompassing all projects which involve:

- football & education
- basic skills
- hard to reach adults

Currently the aim is to set up robust and sustainable networks which will help support this excellent work to continue into the future.

Other Organisations:

Each member explained how their organisation linked with football and education.

- **Premier League Education** deals with the football academies and scholarship programmes for Premier League clubs. Martyn explained that he was new in post and still learning the details.
- The **Learning and Skills Improvement Service (LSIS)** are the major agency in the lifelong learning sector which focuses on improvement. It runs the major support schemes for Skills for Life provision.
- The **Football Foundation** is funded by the FA, Football League and government and has a central remit to help clubs build good facilities eg all weather training pitches, modern changing rooms etc. However they also promote education programmes (supporting PfS) and other educational programmes such as KICKZ (aims to *create safer, stronger, more respectful communities through the development of young people's potential.*)
- The **Football League Trust** supports 72 community programmes based around sports participation, coaching, education, social inclusion, young offenders, adult E2E. They work closely with the Football Foundation.
- **National Institute of Adult Continuing Education (NIACE)** aims to encourage all adults to engage in learning of all kinds. It has a particular focus on community education and organises national events such as Adult Learning Week.
- The **Professional Footballers Association** is the trade union of football. Much of its work is in helping older footballers prepare for a second career. They work in partnership with many others around the table and also with Unionlearn. Inevitably their work in up-skilling (or accrediting) older professionals involves them in working with *Skills for Life*.
- The **Learning and Skills Council (LSC)** is the major funding agency for the post-compulsory sector in England. Most Skills for Life funding currently comes from the LSC.
- **League Football Education** run the apprenticeship schemes for all the Football League clubs and some Conference clubs. They have 25 staff and

work with around 1200 apprentices each year. Their success rates have increased from about 30% in 2003 to virtually 100% today. They believe in quality education which they recognise is not cheap. They have other projects, (currently starting to work with stewards, for instance) but are clear that they cannot jeopardise the quality of their apprenticeship scheme.

Discussion:

From the ensuing discussion, the following strong and agreed sentiments emerged:

• Funding

- Football is a business. Any scheme, project initiative has to recognise that.
- Education funding is complex and often appears unpenetrable to those outside the education world.
- The finances of clubs can change very rapidly, very quickly and funding needs to be found that can keep education programmes viable in the wake of relegation

• Quality

- Quality is very important. Some clubs have had poor experiences with providers who have delivered poor quality courses, particularly through Train to Gain.
- The quality of the education services available at any community trust depends on the quality of the staff at that trust. Well resourced staff can deliver a profit for the trust if the correct investment is made. There is a business case for investing in the community.
- Many tutors who currently deliver key skills may struggle when Functional Skills comes in. There is a need for resource development to prepare for this change.
- Every club already has a football/education partnership. However, this is often not well enough known in either the club or the college. These partnerships could deliver more for both sides.

• Information exchange

- There is a need for positive case studies to be disseminated around both the footballing and education worlds to illustrate best practice. These could be on individual learner stories or whole organisation stories.
- Networking events energise and inform both providers and football clubs. Open events could be organised regionally to show the possibilities of education partnership working.
- The Football Association has a major leadership role in coordinating these initiatives. In particular the incentive potential of an annual education event at Wembley was recognised.

Conclusions:

It was clear that everyone round the table learned a great deal from the meeting, and much was shared between the two sectors. There was a strong view that educational ideas/initiatives would be strengthened if the football organisation were consulted in advance. Potentially they could also help promote an initiative to the

right people within football. Regional networking events were discussed, as was the potential of a 'directory' of useful contacts. A pooling of knowledge would be a continuing important objective for any further cooperative meetings.

This was very much start, but it is clear that there is great potential in maintaining this group as at the least an informal network to both critically review and disseminate educational initiatives.