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**Sefydliad Arweinyddiaeth Newyddion / Leadership Foundation News**

**February2017**

**Overview**

**Your Leadership Foundation contact – please get in touch!**

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| Gary Reed | **Gary Reed**  **Cyfarwyddwr Cynorthwydol Aelodaeth (Cymru) /**  **Assistant Director, Membership (Wales)**  E: Gary.Reed@lfhe.ac.uk  Twitter: @LF4HEWales  M: 0785 4981140 |

**Member Engagement & Membership Benefits**

This year LFHE has a record number of members: 153, of which a third are three-year members. Fees were retained at 2015-16 levels in 2016-17. In Wales we have full membership from the 8 Universities and we welcome a new member: Y Coleg Cymraeg Cenedlaethol: Croeso!

Diolch i bawb a chroeso at eich aelodaeth 2016-17! / Thank you all and welcome to your 2016-17 membership!

**Stakeholder Survey:** around 900 people from a range of HEIs and roles across the UK responded to our survey in spring 2016, almost twice the number who responded in 2014. Over 50% were in senior roles. At headline level, respondents identified a shift in development needs to a stronger focus on institutional transformation; change management; a more commercial outlook and improving talent management expertise. The stakeholder feedback has fed into the **LF’s Strategy Refresh** which will be available shortly.

**Use the LF logo:** celebrate and raise the profile of your commitment to the continuous development of leaders, managers and governors in higher education.We were delighted to release our [membership logos for 2016-17](https://www.lfhe.ac.uk/en/member/membership-benefits-and-services/membership-logos/index.cfm) earlier this year which, along with the guidelines, are available to download from our website [here](http://www.lfhe.ac.uk/LFmembershiplogo).

We have **launched** our [**membership development support**](https://www.lfhe.ac.uk/en/member/membership-development-support.cfm) benefit (previously entitled the ‘Free Day’) which you can use in the following ways:

* As a discount against a piece of commissioned consultancy work or a bespoke programme
* A training needs analysis
* Scoping longer-term approaches to leadership or organisational development
* A facilitated strategy session
* A short facilitated group workshop
* A 1-1 strategic conversation with an Assistant Director, Membership, focused on key issues of change or leadership development

We know from experience how difficult it can be getting dates in diaries, particularly where several people, or the most senior people in an institution are involved. At the LF we also have a range of commitments planned months ahead, so the earlier you contact us, the better we are able to meet your timescales and needs. We therefore encourage members to advise their Assistant Director – Membership of their needs by **30 April** at the latest to enable us to source and book the expertise to meet your requirements. Please note: we are looking for case studies of how institutions have used this membership benefit: do you have a story to tell? Please contact me if you do.

**Fellowships:** an LF Fellowship is a signal of your commitment to your own professional development and that of your staff and colleagues. We currently support a network of over 80 LF Fellows from across the UK and Europe. We are reviewing the Fellowship scheme and have recently extended it to our updated Executive Leaders programme. It will also be a key part of a new, bespoke Leadership Development programme in Wales. As the scheme develops, we expect to offer more opportunities to be part of a post-programme, engaged community of practice; more fellowship networks and more links-in to the work of the LF. An online directory of Fellows is available [here](https://www.lfhe.ac.uk/en/programmes-events/alumni/lf-fellowship/lf-fellow-directory.cfm). Do contact me for more information.

**LFHE Wales update**

This year’s Leadership Foundation programme in Wales has started well with the LFHE Annual [Leadership Lecture](http://www.lfhe.ac.uk/leadershiplecture) hosted in Cardiff in September 2016, with three great talks from Professor Colin Riordan, Professor Julie Lydon and Professor Cara Aitchinson. We have published these as part of our [Leadership Insights](http://www.lfhe.ac.uk/LeadershipInsights) series and also provide a video of each talk, links provided here ([Prof. Colin Riordan](https://www.lfhe.ac.uk/en/research-resources/publications-hub/leadership-insights/leadership-insights-detail/lessons-in-leadership-leadership-lecture-october-2016.cfm), [Prof. Julie Lydon](https://www.lfhe.ac.uk/en/research-resources/publications-hub/leadership-insights/leadership-insights-detail/lessons-in-leadership-leadership-lecture-october-2016.cfm), [Prof. Cara Aitchinson.)](https://www.lfhe.ac.uk/en/research-resources/publications-hub/leadership-insights/leadership-insights-detail/can-university-leaders-champion-common-values-leadership-lecture-october-2016.cfm)

We also had the first of the redesigned Governor Development Programmes: **Governor Induction Wales**, hosted at Bangor University with a video link to Cardiff University and recorded the highest number of attendees (over 30); **Aurora** has come to Cardiff for the second time, with the first workshop held on Friday 13 January with nearly 100 participants; we have the [**LFHE Wales Annual Conference**](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/WalesConference2017) in Cardiff at the Life Science Hub in The Bay (Leading Change in Wales HE: the Agile University) on 28 March 2017 with the Cabinet Secretary for Education, Kirsty Williams AM, confirmed as the keynote speaker; and on April 6th we have our second Governor event [**GDP: Shaping Governance in Wales**](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-shaping-governance-in-wales), which is co-hosted via video conferencing between Aberystwyth and Cardiff Metropolitan Universities.

In development, there is the **Wales Higher Education Executive Leadership Programme** that has been funded by Welsh Government and supported by HEFCW. This programme for 20 delegates consists of 2 x 2 days of workshops, and is supported with Action Learning Sets and a 360 degree assessment. Delegates will be required to undertake a significant project and feedback on this at a networking day with colleagues from a similar FE leadership programme a few months after the last workshop. The programme is expected to be launched in late February.

A further programme in development is the **COFUND Research Fellowship Development Programme**. This is part of the Sêr Cymru scheme in the Chief Scientific Advisors Office, and is a research leadership programme for the EU funded Research Fellows that are currently starting at Aberystwyth, Bangor, Cardiff, Swansea, and University of South Wales. It is a 5 day (2+2+1) day programme, and the first cohort of approximately 40 Fellows will commence in April/May 2017.

I hope you agree this activity has been a fantastic start to reinvigorating the LFHE programme in Wales.

**LFHE Wales Annual Conference**

This year’s lecture was postponed from November due to conflicting events in Wales, the date for this year’s event in **Tuesday 28March**, and it be being held form 10 – 4 at the Life Sciences Hub in Cardiff Bay. The target audience for the lecture has also been broadened to those who support, are interested or practice Leadership in HE.

The conference theme is ‘**Leading Change in Wales HE: the agile University**’. Confirmed speakers include: Kirsty Williams AM, Cabinet Secretary for Education; Fiona Roberts, Cox Roberts Consulting Ltd., HR Director of the Year at the Personnel Today Awards 2014 and former HR Director of Volkswagen UK, speaking on ‘A pragmatists guide to Leading change’; and Fiona Beddoes Jones, Director Cognitive Fitness Ltd., speaking about leading volunteers from her experience in working with the RNLI, and Vijaya Nath, recently appointed Leadership Development Director at the LFHE will run an interactive workshop on ‘The Future Focus for Higher Education’.

We aim to have an interactive event with a session for delegates to reflect on the speeches and explore what are the antecedents for an ‘agile university’.

**Leadership Development**

[](http://www.lfhe.ac.uk/en/news/index.cfm/newdates)

The **new and improved** **Programme Dates Brochure for 2016/17** is available, with updated programme information, dates, and programme prices. It is available to download from our website [here](http://www.lfhe.ac.uk/programme-dates). We have held prices from 2015/16 as a thank you for your continued support and engagement with the Leadership Foundation.

Vijaya Nath, Director of Leadership Development, hosted an invitation-only **Futurist event** for senior leaders to ‘create the future of HE’ in November 2016 and a **Powerbrokers: lifting the lid on Westminster Village** event in London in January 2017 which, due to demand, will be run for a second time on 25/26 April 2017. **Follow #LFLEAD** Here is the [link](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/powerbrokers-april2017). Other highlights are noted below. Feedback is welcome since this is the first time we’ve circulated it.

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| **LF Programme** | **Start Date** | **Application Deadline Date** | **Location** |
| [Strategic Finance Programme](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/sfp2) | Starts: 13 February 2017 | 30-Jan-17 | Bristol |
| [Governance Round Table: Academic Governance](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-academic-governance-roundtable) | 30-Jan-17 | N/A | London/Full/Waitlist |
| [PSSL 26](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/preparing-for-senior-strategic-leadership-pssl-26) | 31-Jan-17 | 28-Feb-17 | Dublin |
| [Leadership Matters 5](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/leadership-matters-5) | Starts: 2 February 2017 | N/A | Leeds/Full/Waitlist |
| [Diversifying Leadership 4](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/diversifying-leadership-4) | Starts: 2 February 2017 | Tbc | Birmingham |
| [GDP: Rethinking Governance (Online)](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-rethinking-governance-spring-2017) | Starts: 10 February 2017 | 03-Feb-17 | Online |
| [Leading Departments 9](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/leading-departments-9) | 07-Mar-17 | 14-Feb-17 | Bristol/Full/Waitlist |
| [Executive Leaders 4](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/executive-leaders-4-spring-2017) | Starts: 7 March 2016 | 17-Feb-17 | Edinburgh, Manchester, Birmingham |
| [GDP: Leading the Board](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-leading-the-board) | 21-Feb-17 | N/A | London |
| [Future Professional Directors 2](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/future-professional-directors-fpd2) | Starts: 29 March 2017 | 24-Feb-17 | Edinburgh & Cardiff |
| [Leading Transformation in Learning and Teaching 9](https://www.lfhe.ac.uk/en/programmes-events/programmes/professional-partnerships/ltlt/LTLT-dates-and-details.cfm) | Starts: 16 March 2017 | 30-Jan-17 | Tbc |
| [London 2 Aurora](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/aurora-london-2-2016-17) | Starts: 08/03/2017 | N/A | London/Full/Waitlist |
| [GDP: A toolkit for Governors](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-governor-toolkit) | 09-Mar-17 | N/A | London |
| [Introduction to Head of Department](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/introduction-to-head-of-department-ihod-7) | Starts: Tuesday 14 March 2017 | 10-Mar-17 | London |

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| **LF Programme** | **Start Date** | **Application Deadline Date** | **Location** |
| [Transition to Leadership 6](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/ttl6) | Starts: 16 March 2017 (Online) | 15-Mar-17 | Birmingham |
| [The Role of Executive Search Firms in Higher Education: Increasng Diversity in HE](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/the-role-of-executive-search-firms-increasing-diversity-in-higher-education) | 20-Mar-17 | Tbc | London |
| [Governance Round Table: Nomination Committee](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-the-role-of-the-nominations-committee) | 23-Mar-17 | N/A | London |
| [LF Fellows Network Event](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/lf-fellows-topical-event-coaching-skills-for-leaders) | 23-Mar-17 | N/A | London |
| GDP: Women onto Boards 1 | March, 2017 | Tbc | London |
| [Governance Round Table: Financial Health in the Sector](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-financial-health-of-the-he-sector) | 05-Apr-17 | Tbc | London |
| [Diversifying Leadership 5](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/diversifying-leadership-5) | Starts: 06/04/2017 | Tbc | London |
| [Leading Research Leaders (LRL)](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/LRL17) | 4-5 May 2017 | 21-Apr-17 | Birmingham |
| [Powerbrokers: lifting the lid on Westminster Village](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/powerbrokers-april2017) | 25-26 April 2017 | Tbc | London |
| [Research Team Leadership (RTL)](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/RTL17) | 18-19 May 2017 | 05-May-17 | London |
| [PSSL 27](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/preparing-for-senior-strategic-leadership-pssl-27) | Starts: 6 June 2017 | 09-May-17 | London |
| Aurora Conference | 16-May-17 | Tbc | Birmingham |
| Diversity Summit | 18-May-17 | Tbc | Tbc |
| LF in Scotland (including PVC/DVC Network) | 14-16 Jun 17 | Tbc | Scotland; Tbc |
| [Demystifying Finance for Aurorans](https://www.lfhe.ac.uk/en/programmes-events/index.cfm/demystifying-finance-for-aurorans) | 22-Jun-17 | 21-Jun-17 | Birmingham |
| LF Alumni event | 29-Jun-17 | Tbc | London |
| Essentials of Budgeting (Online) | Launching soon | Online | Online |
| NOTE: Please check the programme links for further details including all revisions/adjustments | | | |

**Funder Supported Initiatives**

Last year equipping senior leaders with the skills and knowledge to make better quality strategic decisions with financial, legal or organisational change implications in a fast changing and challenging funding and policy environment was identified by funders as a priority. LFHE is working on the following interventions to support this agenda.

**The Strategic Finance Programme** now led by Melvyn Keen, ex Middlesex, Cambridge and PWC was launched in 2016, the second programme starting 13 Feb builds on feedback from the first cohort and speaks directly to current strategic challenges such as Brexit and alternative financing models. An integral element of the programme is an e-learning resource that has been highly rated by BUFDG.

**Leading Changes in Legal Organisational Forms** to be led by Smita Jamdar of Shakespeare Martineau aims to prepare senior leaders to better implement the perceived increased requirements for the legal aspects organisational forms, such as mergers, alliances, acquisitions and so on. The programme will be piloted FOC in April and again in June and Smita co-facilitates with Jonathon Nicholls, ex Cambridge and now at Shakespeare Martineau.

We think this will be of high interest to the senior leadership HE community so your help in mentioning this would be useful. It will be live on the web shortly.

**Civic Collaboration/ Leadership of Place:** Following on from the Leading Places project, HEFCE has commissioned a pilot leadership development programme for senior leaders (DVC/PVC/Directors) who are responsible for establishing civic place based partnerships. The programme is co facilitated by Dr Paul Gentle and Dr Louise Kempton of Newcastle University with contributions from Professor John Goddard of Newcastle, Kevin Richardson of HEFCE and Jane Robinson, now COO at Durham University and previously at Gateshead Council. This will run as a 2 day programme, FOC as a pilot in May.

The launch of the government industrial strategy will undoubtedly influence interest in this programme, as illustrated by this article: <http://www.mediafhe.com/hei-think-regionally-engaged-universities-stand-to-gain-from-industrial-strategy>. Details will be online shortly.

**Executive Mentoring:** In discussions, funders expressed interest in looking at other forms of development that would support the most senior leaders in building partnerships, extending knowledge of other sectors and meeting strategic challenges. LFHE has been commissioned to undertake a scoping exercise to consider if demand for a mentoring scheme in this arena exists and how it might operate. A steering group led by Farley Thomas (LFHE Board member, and ex-private sector) is being established and 2 VCs will be invited onto this group.

**Equality & Diversity :**The funded work in this arena continues to focus on activity around tackling workforce and leadership underrepresentation, particularly around gender and BME, via related development. However it is acknowledged that the focus should be organisational and institutional issues as much as the individual, if not more in fact. A retreat for VCs, DVCs and HRDs (at executive level) and chairs of governing bodies is being piloted working with Simon Fanshawe, ex chair at Sussex and Diversity development specialist. Planned dates are in April and June.

This retreat will offer a safe space to look at institutional challenges in the context of the national picture and identify how senior teams can better establish organisational culture that ensures EDI thrives.

A Diversity Summit focused on BME leaders has been organised for May 18th. Baroness Amos of SOAS University of London will be one of the key note speakers.

Four Women on Boards receptions are being hosted in each of the UK home nations in March, April, May and June. Senior HE women with board experience are being sought to chair each of these.

**Research and Innovation – From Policy to Practice**

Our research is part of your membership benefit and can be accessed by logging into your MyLF account. Take a look at how the research website has been refreshed and search under nine key themes:

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| * [Global and cross-sector perspectives](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/global-and-cross-sector-perspectives/index.cfm) | * [Culture, change & org development](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/culture-change-and-organisational-development/index.cfm) |
| * [Governance, academic and financial risk](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/governance-academic-and-financial-risk/index.cfm) | * [Understanding leadership](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/understanding-leadership/index.cfm) |
| * [Equality, diversity and inclusion](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/equality-diversity-and-inclusion/index.cfm) | * [Identities, roles and careers](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/identities-roles-and-careers/index.cfm) |
| * [Evolving organisational forms](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/evolving-organisational-forms/index.cfm) | * [Developing leaders](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/developing-leaders/index.cfm) |
| * [HE context and landscape](http://www.lfhe.ac.uk/en/research-resources/research-and-innovation/he-context-and-landscape/index.cfm) |  |

**Latest research:**

**NEW:** [**Religion in Britain: Challenges in Higher Education**](https://www.lfhe.ac.uk/en/research-resources/publications-hub/index.cfm/LI-13)**.** Professor Tariq Modood, University of Bristol and Craig Calhoun, Berggruen Institute, United States Ethnic diversity in the student population is increasing and although universities are secular institutions accommodating different religious interests is becoming a prominent issue on campuses. Universities are often unprepared for the tensions that arise when expectations of the “other” are not understood or conflict with institutional priorities. Tensions may be exacerbated by public anxiety about extremism and unbalanced news stories, which threaten respect and mutual understanding. This Leadership Insight paper has important implications for governance and leadership and raises practical questions.

[**NEW: How can we promote a greater mutual understanding between students, academics and professional services staff?**](https://www.lfhe.ac.uk/en/research-resources/publications-hub/index.cfm/SDP2013-09)**.** Ida Kemp, Janine Barraclough, Louise Johnson, Chloe Lane, Natalie Reed, Peter Rosenberg, Chris Smith, Jill Smith, Thomas L Webb, and Charles West, University of Sheffield

Higher education institutions are likely to be more productive and more enjoyable if the people working within them, whether students or staff, appreciate and understand each other’s roles. This short paper presents findings from three case studies that explored the relationships between different groups - students, administrative/professional staff and academic staff - and sought to find ways to break down barriers between them.

**Governor Development**

**NEW**: **Increasing the effectiveness, capability and diversity of higher education governance** brochure. Download a summary copy of the LF’s governance offerings: [here](https://www.lfhe.ac.uk/en/governance-new/index.cfm).

The **Governor Development Programme** in [detail](http://www.lfhe.ac.uk/en/governance-new/index.cfm).

**Consultancy Services**

We have refreshed and refocused our **Consultancy Services**. Find out what’s possible in the consultancy [guide](http://www.lfhe.ac.uk/en/consultancy-2016/index.cfm).

Considering a **bespoke leadership development programme** customised for your organisation? More information can be found [here](https://www.lfhe.ac.uk/en/programmes-events/bespoke-programmes/index.cfm).

**Efficiency Exchange Update**

[](http://www.efficiencyexchange.ac.uk/)

**The Efficiency Exchange** (funded jointly by the LF and HEFCE under the Innovation and Transformation Fund) has redesigned its website and is now much easier to navigate. Some fantastic resources: Demonstrating HE Efficiency and Effectiveness; How to create a lean team; Five strategies universities are using to keep estate costs down; Raising the bar through collaboration. Visit the [site](http://www.efficiencyexchange.ac.uk).

**Coaching case studies:** Funded through the Leadership Foundation's Innovation and Transformation Fund, the case studies set out how six institutions have developed coaching cultures within their institutions. Find out more about the [Coaching Case Studies](http://www.lfhe.ac.uk/en/consultancy-2016/teams-and-individuals/coaching/coaching-case-studies.cfm)**:** University of Westminster [Developing a coaching culture](http://www.lfhe.ac.uk/en/consultancy-2016/teams-and-individuals/coaching/coaching-case-studies.cfm#westminster); Bournemouth University [Creating a coaching culture](http://www.lfhe.ac.uk/en/consultancy-2016/teams-and-individuals/coaching/coaching-case-studies.cfm#bournemouth); Ulster University [Introducing a coaching culture](http://www.lfhe.ac.uk/en/consultancy-2016/teams-and-individuals/coaching/coaching-case-studies.cfm#ulster); University of Hertfordshire [Leading through coaching and internal peer coaching provision](http://www.lfhe.ac.uk/en/consultancy-2016/teams-and-individuals/coaching/coaching-case-studies.cfm#herts); Oxford Brookes University [Validation for internal coaches](http://www.lfhe.ac.uk/en/consultancy-2016/teams-and-individuals/coaching/coaching-case-studies.cfm#Oxford); Leeds Beckett University [Coaching in Partnership](http://www.lfhe.ac.uk/en/consultancy-2016/teams-and-individuals/coaching/coaching-case-studies.cfm#leeds).

**Guide to Consultancy Services and Governor Development**

We have refreshed and refocused our **Consultancy Services**. Find out what’s on offer in the consultancy guide: <http://www.lfhe.ac.uk/en/consultancy-2016/index.cfm>

Also, take a look at our **Governor Development Programme** in this comprehensive booklet: <http://www.lfhe.ac.uk/en/governance-new/index.cfm>

**Knowledge Bank**

Remind yourself of the wealth of resources available to members through the Knowledge Bank or take a look at this new piece: [*Oratory Lessons from Barack Obama*](https://app.goodpractice.net/#/lfhe-kb/s/3d118218). Worth a read!

**2016-17 Leadership Development Update**

[](http://www.lfhe.ac.uk/en/news/index.cfm/newdates)

In response to requests from members, we launched our   
**Programme Dates Brochure for 2016/17** earlier in the year than usual to provide for longer planning and budgeting timelines. We have held prices from 2015/16 as a thank you for your continued support and engagement with the Leadership Foundation. Download the brochure here: <http://www.lfhe.ac.uk/en/news/index.cfm/newdates>

The 2016/17 programme portfolio features a number of new and updated programmes, including:

* **Strategic Finance Programme** for leaders operating in financial resourcing; for seniors engaging with strategic as well as financial issues
* **Solutions for Organisational Success** designed for senior HR managers and senior business partners who wish to take a more strategic role in their institution
* **Diversifying Leadership** designed to support early career black, Asian and minority ethnic (BAME) staff (academic and professional services) into leadership roles, following successful pilots in 2015-16
* **Leadership Matters** for women aiming for the most senior roles - on navigating micro-politics, building stakeholder relationships and ensuring work-life balance while developing their leadership presence

The brochure includes dates for **Aurora**: Cardiff, Dublin, Edinburgh, London, and for the first time in **Leeds**.

**Longitudinal evaluation studies** have been commissioned by the LFHE for TMP, Aurora and Diversifying Leadership.

**Prevent Training Materials**

The **Prevent** training materials designed specifically for universities and higher education colleges are available and accessible free of charge for all from the Safe Campus Communities website <http://www.safecampuscommunities.ac.uk/>

We worked closely with UUK and BIS to produce these materials in collaboration with a number of knowledgeable contributors from across higher education. The materials are presented in a modular format, (see list below) comprising a mix of presentations, case studies, think pieces and guidance notes.  Some of the modules are more generic and suitable for use by all staff, and others are more targeted and aimed at specific roles within institutions.

**Module 1**:  An introduction to the Prevent Duty as it affects Higher Education

**Module 2**: The Leadership Challenge - Implications for governing bodies and senior leaders

**Module 3**: The Prevent Duty in the context of other legislation and legal duties

**Module 4**: Implementing the Duty and upholding the principles of academic freedom and freedom of speech

**Module 5**: A student and staff wellbeing issue: Safeguarding, pastoral care and student support

**Module 6**: Risk assessment and action planning - ensuring a proportionate response

**Module 7**: The ICT Challenge - was launched in August 2016  
A comprehensive **evaluation** of the Prevent training materials will be undertaken and will include the identification of good practice and any further changes or additions needed. This will report to HEFCE and the sector in December and March, if you would like to participate, please let us know by contacting [simone.cohen@lfhe.ac.uk](mailto:simone.cohen@lfhe.ac.uk)