



# LEADING FURTHER EDUCATION

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**A National Conference  
Friday 21st March 2014**



Johnny Ball



Toni Fazaeli



Matthew Coffey



Prof. Helen Colley



Prof. David Clutterbuck

**Mandolay Hotel, Guildford, Surrey. GU1 2AE**

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# Workshops

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**Newbubbles Ltd  
Experts in Further Education**



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# "LEADING FURTHER EDUCATION"

21st March 2014

## Conference Themes & Keynotes

### OBJECTIVES

Attend this event if you want to:

- Examine the implication of recent funding changes on leadership and management priorities.
- Consider whole-college strategies for managing large cultural change projects.
- Examine successful approaches to managing short-notice inspections.
- Evaluate links between coaching and organisational performance.
- Discuss entrepreneurial strategies for generating new business and revenue streams.
- Consider innovative methods for embedding creativity and numeracy.

### WHO SHOULD ATTEND

- Principals & Vice-Principals
- Finance Directors
- Directors of Teaching & Learning
- Human Resource Directors
- Quality Managers
- Governors
- Senior Managers & Heads of Department
- Staff Development Managers
- Equality Managers
- Learning Mentors
- Advanced Practitioners & Teacher Trainers
- WBL Managers

### MORNING KEYNOTES & PANEL DISCUSSIONS

**08.00-09.00** Registration & Welcome

**09.00-09.15** Welcome Address, Lynne Sedgmore CBE

**09.15-10.30** **Theme: Setting the Scene for FE Leaders and Managers—Where We Are Now and Where We Want to Be**

**Keynote Speeches from: Matthew Coffey (OFSTED), Prof. Helen Colley (Huddersfield University) and Toni Fazaeli (IfL)**

This will be followed by a short panel discussion with the keynote speakers, chaired by Lynne Sedgmore CBE and joined by special guests Prof. David Clutterbuck and Prof. Denis Gleeson for analysis. *Audience participation.*

**11.00-12.30** **Theme: Perspectives & Controversies in FE Leadership & Performance**

**Keynote Speech: Johnny Ball**

This will be followed by a panel debate chaired by Lynne Sedgmore CBE with guests Johnny Ball, Julian Appleyard, Geoff Petty, Stephen Grix, Trevor Gordon, Helen Groves HMI, Beej Kaczmarczyk. *Audience Participation.*

### Venue: Mandalay Hotel & Conference Centre

36-40 London Road, Guildford, Surrey, GU1 2AE.

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## Workshops (Afternoon Session, 13.30-16.40)

### Workshops 1 (13.30-14.20), delegates choose *one option*

<b>NB01</b>	<b>Optimising Senior Management Performance through Executive Coaching</b> , John Perry, University of Southampton
<b>NB02</b>	<b>Think of a Number: A Whole-College Strategy for Embedding Maths in the Vocational Curriculum</b> , Johnny Ball
<b>NB03</b>	<b>Getting Grade 1 in Leadership &amp; Management</b> , Mike Davis, former Principal OFSTED HMI for FE
<b>NB04</b>	<b>On the 'dialectics' of leadership, pedagogy and professional practice: Reconnecting Further Education with its core purpose</b> , Professor Denis Gleeson, University of Warwick
<b>NB05</b>	<b>The Xcellence Factor— Developing a Grade 1 College Culture</b> , Julian Appleyard, Rochdale Sixth Form College
<b>NB06</b>	<b>Funding Masterclass: 16-18 Funding for Senior Managers</b> , Beej Kaczmarczyk, Sector Training
<b>NB07</b>	<b>Cultural Change and Teacher Performance: Lessons from FE Research Projects</b> , Professor Helen Colley, Huddersfield University

### Workshops 2 (14.30-15.20), delegates choose *one option*

<b>NB08</b>	<b>The Right Way to Manage Talent: Developing Internal Capability</b> , Professor David Clutterbuck, Clutterbuck Associates
<b>NB09</b>	<b>Leading Improvements in Teaching, Learning &amp; Assessment</b> , Geoff Petty, Author: <i>Teaching Today &amp; Evidence-Based Teaching</i>
<b>NB10</b>	<b>Getting Grade 1: Outcomes for Learners</b> , Mike Davis, former Principal OFSTED HMI for FE
<b>NB11</b>	<b>The Learning Leader</b> , Joanne Miles, JM Consulting
<b>NB12</b>	<b>Managing Teachers' Performance &amp; Capability</b> , Helen Groves, HG Consulting Ltd
<b>NB13</b>	<b>Funding Masterclass: 19+ Funding for Senior Managers</b> , Beej Kaczmarczyk, Sector Training
<b>NB14</b>	<b>Expansive vs Restrictive Observation Cultures</b> , Dr Matt O'Leary, Wolverhampton University

### Workshops 3 (15.50-16.40), delegates choose *one option*

<b>NB15</b>	<b>Using Coaching to Transform College Learning Cultures</b> , Professor David Clutterbuck, Clutterbuck Associates
<b>NB16</b>	<b>Embedding Creative &amp; Critical Thinking into the Curriculum: A Whole-College Approach</b> , Geoff Petty, Author: <i>Teaching Today &amp; Evidence-Based Teaching</i>
<b>NB17</b>	<b>Getting Grade 1 in Leadership &amp; Management</b> , Mike Davis, former Principal OFSTED HMI for FE
<b>NB18</b>	<b>Improving Teaching and Learning using Peer Observation</b> , Joanne Miles, JM Consulting
<b>NB19</b>	<b>Getting Grade 1 in Teaching &amp; Learning</b> , Helen Groves, HG Consulting Ltd
<b>NB20</b>	<b>Funding Masterclass: WBL &amp; Apprenticeships Funding for Senior Managers</b> , Beej Kaczmarczyk, Sector Training
<b>NB21</b>	<b>Successful Change Management: Developing an Outstanding Student Services Culture</b> , Andy Grant, Assistant Principal, St Vincent College

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## Workshops 1 (13.30-14.20)

### Workshop NB01

Speaker: **John Perry**

Workshop Theme: **Optimising Senior Management Performance through Executive Coaching**

*Description:* As a result of reduced government funding and the pressures of a turbulent economic climate, senior managers are having to juggle job losses and programme cuts with significant curriculum re-development and improvements in teacher performance. Executive coaching develops capacity in senior managers to be purposeful, inspire confidence, break-down academic silos, deal with poor performance, and create a climate for implementing change. An event for senior managers who want to demonstrate impact in their role. A must for aspiring Principals!



### Workshop NB02

Speaker: **Johnny Ball**

Workshop Theme: **Think of a Number: A Whole-College Strategy for Embedding Maths in the Vocational Curriculum**

*Description:* Back in the 70's and 80's, Johnny Ball was the teacher we all wished we had—a truly inspiring educator who could make numeracy and science seem like the most exciting subject on the planet! Johnny Ball's extensive work in schools and colleges in the last decade has led him to create the *One Pass Module* that shows FE teachers and colleges how to deliver successful maths outcomes for students who have been 'failed' in the school system. This is now a significant objective for FE colleges under new government rules for 2014/15 which will require all 16-19 students to achieve GCSE Maths and English if they have not already acquired the relevant GCSE grade (A\*-C) at school. From 2014/15, maths will be a critical inspection theme for judging the 'rigour and responsiveness' of vocational qualifications and an impact measure in new performance tables for FE Colleges.



### Workshop NB03

Speaker: **Mike Davis**

Workshop Theme: **Getting Grade 1 in Leadership & Management**

*Description:* Mike Davis is the co-author of the Common Inspection Framework 2012 and was responsible for developing the criteria that inspectors use to judge the quality of leadership & management in post-16 education providers. There will be a discussion of the key roles, responsibilities, practices and benchmarks that outstanding leaders and managers have adopted. There will also be guidance on how to create and maintain robust performance management, observation and quality improvement processes that are characteristic of grade 1 providers. This workshop provides an opportunity to share inspection findings on outstanding leadership & management practices, explore the links between effective leadership and teaching performance, and examine the role that senior managers can play in promoting the SMART use of data to evaluate student progress and improve productivity



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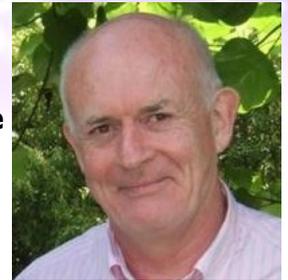
## Workshops 1 (13.30-14.20)

### Workshop NB04

Speaker: **Professor Denis Gleeson**

Workshop Theme: **On the 'dialectics' of leadership, pedagogy and professional practice: Reconnecting Further Education with its core purpose**

*Description:* 'Audit and inspection are commonly seen as engines of standardisation ...but need they be? Could forms of public accountability not be developed which are inclusive and democratic, and which were attentive to human qualities of service, rather than to their conformity to rules, procedures and outputs' (Rustin 2013). In addressing this question, the requirement to build capability into key areas of pedagogy, policy and practice is an essential ingredient of public accountability. Given the common sense prejudices and unqualified 'concerns' surrounding the state of PCET ITT – where 'good is not good enough' – there is a need for a stronger independent research and evidence base that both challenges such unqualified assumptions and informs teacher education and training from the bottom up. This workshop explores issues raised by the current freedom of the employer to make the sole decisions regarding whom and whom not to train and whether this will lead to greater injustices and failures in vocational education than presently exist.



### Workshop NB05

Speaker: **Julian Appleyard**

Workshop Theme: **The Xcellence Factor— Developing a Grade 1 College Culture**

*Description:* Rochdale Sixth Form College opened in August 2010. It was the first sixth form college to open since 2004 and was set up to address the very low levels of A level provision in the borough of Rochdale. Julian Appleyard was the founding Principal and was in post eighteen months before the college opened its doors. In this session Julian deals with establishing an organisational culture and ethos that has led to the College being graded outstanding by Ofsted in all areas in March 2013. The workshop deals with a wide range of issues that leaders must address when developing and establishing a culture that can lead to sustainable success.



### Workshop NB06

Speaker: **Beej Kaczmarczyk**

Workshop Theme: **Funding Masterclass: 16-18 Funding for Senior Managers**

*Description:* The funding landscape for 16-19 year olds changed dramatically in 2013 with the introduction of new 'study programmes' and there are further changes planned for 2014/15. One of the UK's foremost experts on FE funding, Beej Kaczmarczyk, of Sector Training, will take managers through these new funding initiatives and what this means for curriculum planners. This workshop covers: (i) the main changes to the EFA funding formula (funding per student, not qualification); (ii) implications for the core aims—English and Maths, work experience and enrichment; (iii) disadvantage and learning support based on prior attainment in English and Maths; and (iv) high need students and local authority responsibilities.



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## Workshops 1 (13.30-14.20)

### Workshop NB07

Speaker: **Professor Helen Colley**

Workshop Theme: **Cultural Change and Teacher Performance:  
Lessons from FE Research Projects**



*Description:* This workshop provides an opportunity to consider the importance of cultural change in colleges and its impact on teacher performance. It revisits key findings from the largest ever research project in FE, Transforming Learning Cultures in Further Education (TLC-FE): what are learning cultures? How do they impact on teaching and learning? How can they be changed to improve teaching and learning? It also draws on new research about recent cultural change in FE in the light of the TLC-FE findings. How have the roles and expectations of teachers changed? How is the relationship of teaching to learning now promoted? How are curricula being shaped? And what impact is cultural change having on teacher performance? Participants will be invited to reflect on their own experience of these issues and the influences that affect them, and to explore ways of moving cultural change forward to best support teacher performance.

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## Workshops 2 (14.30-15.20)

### Workshop NB08

Speaker: **Professor David Clutterbuck**

Workshop Theme: **The Right Way to Manage Talent: Developing Internal Capability**

*Description:* The relationship between talented employees, leaders and organisations is complex, dynamic and constantly evolving. Yet most of the systems we apply to identify, develop and promote talent are based on simple, linear systems approaches. So it's hardly surprising that the evidence shows that their effectiveness is not much different from random. The most consistent way to manage talent is to engage it in four critical types of conversation or dialogue. In this radical presentation, David Clutterbuck demolishes many of the assumptions about talent management and offers instead a systemic approach that enables continuous realignment of employee and organisational aspirations, with leaders at the core of the process.

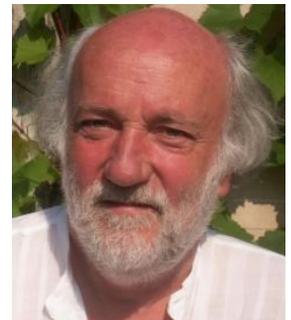


### Workshop NB09

Speaker: **Geoff Petty**

Workshop Theme: **Leading Improvements in Teaching, Learning & Assessment**

*Description:* The results from 2012-2013 inspections reveals that a significant number of colleges are failing to improve teaching, learning and assessment. Research from John Hattie (2009), the 157 group (2011) and the CfBT Education Trust (2011), coupled with the ground-breaking work of Joyce & Showers (2002) and Helen Timperley on staff development, shows that most CPD doesn't work and that FE managers could do much better to support teacher improvement. Based on this evidence, Geoff Petty is engineering a revolution to change college professional development practices, putting 'supported experiments', reflective dialogue and peer coaching at the heart of quality improvement. Geoff shows FE leaders how to transform teaching communities and measure the real impact of their CPD decisions!



### Workshop NB10

Speaker: **Mike Davis**

Workshop Theme: **Getting Grade 1: Outcomes for Learners**

*Description:* Increasingly, decisions about performance must be data-driven, using appropriate metrics, benchmarks and comparators to situate judgements about quality and standards. Mike Davis, OFSTED's former No. 1 FE inspector and co-author of the CIF 2012 explores inspection from the perspective of an inspector! He discusses the key obligations of FE providers to report on student outcomes and covers: (i) measuring and reporting success rates; (ii) capturing and analysing learner progress at student, course and department levels; (iii) what it means to 'close the gap'; and (iv) evaluating progression and destinations data.



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## Workshops 2 (14.30-15.20)

### Workshop NB11

Speaker: **Joanne Miles**

Workshop Theme: **The Learning Leader**

*Description:* In the new world of inspection, managers and leaders are being asked to take greater ownership for the development, improvement and monitoring of teaching and learning. In many settings, managers are struggling to do this in practice and benefit from strategies and activities to focus this aspect of their work. This session will be about walking the talk of the learning leader. Joanne Miles will outline the evolving role of the learning leader and key steps they can take when working with individuals and teams. The session will also give participants the chance to experience and review several activities that managers and leaders can use in meetings to encourage a focus on T&L improvement in concrete and practical ways.



### Workshop NB12

Speaker: **Helen Groves**

Workshop Theme: **Managing Teachers' Performance & Capability**

*Description:* Under the 2012 Common Inspection Framework, leaders and managers are judged on their ability to improve teaching and learning through "rigorous performance management and appropriate professional development". In this workshop, OFSTED inspector Helen Groves explores what this means, and in particular: (i) shows how leaders and managers can use their observation and performance management systems to judge teacher competence and capability; (ii) examines OFSTED's perspective on what is meant by 'high-impact' staff development; and (iii) discusses ways in which leaders and managers are expected to deal with consistently poor teaching and under-performance.



### Workshop NB13

Speaker: **Beej Kaczmarczyk**

Workshop Theme: **Funding Masterclass: 19+ Funding for Senior Managers**

*Description:* The reform of adult learning in the last 18 months is having a significant impact on curriculum planning amongst FE providers. Beej Kaczmarczyk leads delegates through the myriad of policy and funding changes in 19+ learning programmes and how this is likely to affect providers' curriculum offer and income in 2014/15 and beyond. This workshop covers: (i) changes and simplifications of the SFA funding formula for 19+ provision; (ii) the implications for listed learning aims based on credit values or GLH; (iii) the 'new earnings' methodology; (iv) the impact of advanced (24+) learning loans on course viability and curriculum development; and (v) changes to the funding of 19+ learning support.



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## Workshops 2 (14.30-15.20)

### Workshop NB14

Speaker: **Dr Matt O'Leary**

Workshop Theme: **Expansive vs Restrictive Observation Cultures**

*Description:* One of the most hotly contested interventions to affect FE teachers in recent years is the use of graded lesson observations. Lesson observation has a longstanding role in the initial education, training and CPD of teachers, but only in the last decade and a half has it been engaged as a policy tool with a new focus on teacher accountability and performativity (O'Leary 2012a). In this short space of time observation has come to be regarded as arguably the most important source of evidence about the quality of teaching and learning (O'Leary 2012b). Recent policy developments suggest that this reliance on observation looks set to be ratcheted up even further as teachers enter an era of heightened scrutiny and performativity with increasing demands for them to be observed more frequently (e.g. DfE 2010; Ofsted 2012). But what is the impact of this policy focus? Is it actually leading to an improvement in the quality and standards of teaching and learning in the sector? What do FE practitioners think about how lesson observation is currently used? And how might colleges make best use of observation in order to enhance the learning of both teachers and learners. This workshop seeks to answer each of these questions by drawing on recent research carried out in the sector and exploring alternatives to the current normalised model of graded observation.



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## Workshops 3 (15.50-16.40)

### Workshop NB15

Speaker: **Professor David Clutterbuck**

Workshop Theme: **Using Coaching to Transform College Learning Cultures**

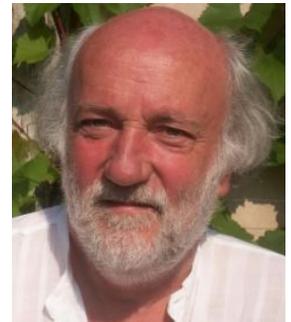


*Description:* Most attempts to turn line managers into coaches fail dismally, because the team and organisational environments are highly resistant to change. Returning to the status quo is always easier! In this workshop, David Clutterbuck will explore how an educational institution can create and sustain a coaching culture, starting with work teams as the natural fulcrums of change. He will use case study examples both within and outside the sector to illustrate good practice and how to initiate change without vast expense. Among themes he will cover are: developing internal coaches, creating a coaching culture at team level and how to design and implement a comprehensive coaching and mentoring strategy.

### Workshop NB16

Speaker: **Geoff Petty**

Workshop Theme: **Embedding Creative & Critical Thinking into the Curriculum: A Whole-College Approach**



*Description:* Too many students are bored by their lessons. The present zeitgeist on many courses focusses on the passive delivery of content followed by its regurgitation in worksheets and assignments. This even bores the teachers! Geoff makes the case that *anything* can be taught by active learning using tasks that involve students in being genuinely creative and evaluative. This leads to real enthusiasm for the subject and deeper understanding. It also develops the skills required for higher grades, progression, and the world of work. But how does a teacher go about it? And more importantly, how do managers develop a 'creativity culture'?

### Workshop NB17

Speaker: **Mike Davis**

Workshop Theme: **Getting Grade 1 in Leadership & Management**



*Description:* Mike Davis is the co-author of the Common Inspection Framework 2012 and was responsible for developing the criteria that inspectors use to judge the quality of leadership & management in post-16 education providers. There will be a discussion of the key roles, responsibilities, practices and benchmarks that outstanding leaders and managers have adopted. There will also be guidance on how to create and maintain robust performance management, observation and quality improvement processes that are characteristic of grade 1 providers. This workshop provides an opportunity to share inspection findings on outstanding leadership & management practices, explore the links between effective leadership and teaching performance, and examine the role that senior managers can play in promoting the SMART use of data to evaluate student progress and improve productivity.

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## Workshops 3 (15.50-16.40)

### Workshop NB18

Speaker: **Joanne Miles**

Workshop Theme: **Improving Teaching and Learning using Peer Observation**

*Description:* Peer observation can be a great tool to improve teaching and learning through reflection, exposure to different approaches and subsequent experimentation. However, peer observation is patchy at best in the FE sector, sometimes due to poor definition of its purpose but often due to operational challenges in implementation. This workshop will explore a few practical models for setting up peer observation in your college, using case studies from institutions that have done this effectively. There will also be a focus on potential challenges in doing this, plus some ways to overcome them, drawing on good practice in project and process management. Joanne will also highlight key messages from recent research on this area.



### Workshop NB19

Speaker: **Helen Groves**

Workshop Theme: **Getting Grade 1 in Teaching & Learning**

*Description:* Colleges are finding it harder to achieve grade 1 in teaching, learning and assessment under the new inspection cycle. Why is this? The Chief Inspector has questioned the robustness and rigour of college observation systems, and whether these are enabling providers to achieve and replicate outstanding practice and challenge under-performance. With her inspector's hat on, Helen Groves explores the latest OFSTED findings and summarises the very best practices adopted by outstanding providers. This session covers: (i) how FE leaders and senior managers should interpret and use the CIF 2012 priorities to raise teacher performance; (ii) the role of the head of department and subject head in improving teaching standards; and (iii) how to ensure that your observation system is fit-for-purpose for OFSTED.



### Workshop NB20

Speaker: **Beej Kaczmarczyk**

Workshop Theme: **Funding Masterclass: WBL & Apprenticeships Funding for Senior Managers**

*Description:* Are you seeking to expand your vocational training provision for young people? The workshop is designed to keep you up to date with funding changes and opportunities within Traineeships and Apprenticeships following the much discussed Richard Review. Led by Beej Kaczmarczyk, a leading FE funding expert, this workshop covers: (i) new apprenticeship frameworks and WBL funding formulas; (ii) retention and achievement factors; (iii) changes to learning support (the single system); and (iv) how these funding arrangements potentially impact on curriculum planners and staff development.



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## Workshops 3 (15.50-16.40)

### Workshop NB21

Speaker: **Andy Grant, St. Vincent College**

Workshop Theme: **Successful Change Management: Developing an Outstanding Student Services Culture**



*Description:* Change management is part of the DNA of Further Education and a fact of management life. Successful managers embrace change whilst ineffective managers retreat from it. For managers in charge of student support systems, there have been significant challenges posed by changes in government funding, legislation and careers provision, at a time when students are demanding an increasing level of care as 'paying customers'. Andy Grant leads a workshop discussion about change management practice in outstanding student services departments. In particular, Andy will focus on his approach to the management of student support at Eastleigh College which was awarded a grade 1 at its most recent inspection. He will discuss his experiences as a change leader at Eastleigh and later St Vincent College which enabled him to overcome a number of complex staffing, student and service-related issues that were impacting on his department's performance. There will be opportunities for delegates to share experiences and explore cases studies from a range of successful student services departments in FE colleges and sixth form colleges.

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for FE teachers and managers



*"a gala of national and international speakers on leadership and management"*

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Special Requirements *(please specify)*:

Name	Mobile	E-mail	Workshop 1 (13.30 - 14.20)		Workshop 2 (14.30 - 15.20)		Workshop 3 (15.50 - 16.40)	
			1st Choice	2nd Choice	1st Choice	2nd Choice	1st Choice	2nd Choice

## Conference

£289.00 + VAT

## Mandolay Hotel, Guildford

Please enquire about special accommodation rates

### HOW TO PAY

Payment or a Purchase Order will be required prior to the event to secure registration. Please tick the relevant box below.

- Please find enclosed a cheque made payable to "Newbubbles Ltd".
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#### PLEASE READ THIS

Confirmation of the booking & directions will be sent no later than **14 days** prior to the event date. Bookings without a purchase order number or cheque will *not* be accepted.

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This booking form constitutes a legally binding agreement. If cancellation is confirmed in writing **30 working days** before the event, fees will be refunded, minus an administration charge of £50.00 + VAT. We regret that no refund can be made after that date, for whatever reason, although substitutions will be accepted if notified in writing before the event. Bookings made within 14 days of the event are non-refundable. The details in the conference programme are correct at the time of publication. We reserve the right to alter the programme without further notice. Photography and Videography will take place at the event, and your acceptance to this, and waiver of its copyright—is assumed when you book your conference place with us.

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