

FE National Conference

What does Outstanding Leadership and Management look like?

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Mandolay Hotel, Guildford, Surrey

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Setting the scene for what we hope to achieve

By the end of the session you will:

- know what inspectors are looking for: OFSTED grading criteria for Leadership and Management
- understand what constitutes effective L&M practise
- be able to reflect on what the difference between 'Process' and 'Impact'
- be reminded of the key findings of the Ofsted report 'How Colleges Improve' – September 2012
- understand why a recently published report accurately reflects an outstanding Leadership and Management judgement.



What inspectors are looking for: implications of the new Common Inspection Framework 2012

(the main differences from
previous frameworks)



Main Judgement Grades Awarded in the Common Inspection Framework 2012



Leadership and Management

The Ofsted perspective

Leadership and Management

Inspectors will evaluate the extent to which leaders and managers, including, where relevant, governors:

- demonstrate an ambitious vision, have high expectations for what all learners can achieve, and attain high standards of quality and performance
- improve teaching and learning through rigorous performance management and appropriate professional development
- evaluate the quality of the provision through robust self-assessment, taking account of users' views, and use the findings to promote and develop capacity for sustainable improvement



Leadership and Management

Inspectors will evaluate the extent to which leaders and managers, including, where relevant, governors:

- successfully plan, establish and manage the curriculum and learning programmes to meet the needs and interests of learners, employers and the local and national community
- actively promote equality and diversity, tackle bullying and discrimination, and narrow the achievement gap
- safeguard all learners.



Leadership and Management

What do inspectors take note of, but treat as 'process'?

- New 'vision' of the future
- 'New Build' plans for or just about to be completed
- Friendly and caring culture
- Financial prudence – money in the bank
- Extensive partnership working/links to employers
- Plans to merge or to sponsor an Academy
- Planned or recent structural re-organisations
- Staff redundancies
- Changes in the curriculum offer, due to funding constraints
- Plans or actual reduction in IAG or support for students



Leadership and Management

What do inspectors take note of ?

- Any of the above that tangibly improves the learners T,L&A experience and ultimately what they achieve
- Inspection judgements are all about positive 'impact' on the learner not about doing things – although often deemed essential to improve provision or keep the college solvent.

For example: *If teaching, learning and assessment is currently RI, then just moving into a new building won't improve weak practise or benefit any of the students who are in learning now.*



Ofsted L&M – Outstanding Criteria

- All of the provider's activities demonstrate the pursuit of excellence through innovative responses to local and national need, and, over a sustained period of time, an uncompromising ambition to improve performance constantly, or maintain the highest levels of performance, for all learners, including those in subcontracted provision.
- All leaders and managers, including the governing body or supervisory body (where appropriate), have high expectations of learners and the organisation as a whole; they lead by example. Governors hold leaders and managers to account effectively for all aspects of the provider's performance.



Ofsted L&M - Outstanding criteria

- Actions are based on the provider's self-assessment processes that provide a deep and accurate understanding of data and performance, and of staff and learners' skills and attributes.
- Leaders and managers take actions that focus relentlessly on improving teaching, learning and assessment, which are likely to be outstanding and at least consistently good. Professional development is underpinned by highly rigorous performance management that encourages, challenges and supports staff to improve.
- The provider has highly successful strategies for engaging with learners, employers and parents and carers to the very obvious benefit of all learners.



Ofsted L&M – Outstanding criteria

- The curriculum, learning programmes, and recruitment are planned thoroughly and exceptionally well implemented. Learners' needs are exceptionally well matched to learning programmes and meet the needs of the local and national community.
- The provider's arrangements for safeguarding learners meet statutory requirements and it manages any potential risks to learners appropriately.
- Equality and diversity are promoted actively, resulting in a learning environment where bullying and discrimination are not tolerated. There are likely to be no achievement gaps between different groups of learners.



Inspection and Governor interviews:

A few typical questions:

- How do governors ensure that they gain sufficient understanding of what constitutes highly effective teaching and learning and the role performance management systems have in securing and improving standards?
- In relation to teaching and learning, how do you ensure that senior managers provide relevant reports so that you can ask discerning questions (without trying to become experts yourselves)?



Inspection and Governor interviews:

A few typical questions:

- Generally how in touch are governors with learners every day experience? Give examples of links to departments, student groups, events or learning activities themselves?
- What understanding do governors have of the different measures used by the government and Ofsted to provide national and local comparators? Give examples in relation to these metrics, and areas of concerns that are now subject to GB scrutiny?



A review of effective practice: what makes an impact and why?

Overriding messages:

- The **importance of governors, leaders and managers** fixating on improvements that enable all learners' to succeed and progress with their lives, cannot be overstated
- **Key attributes of outstanding provision** are inextricably linked to the actions and behaviours demonstrated by governors, leaders and managers.
- **The primacy of learners** is central to everything.



Outstanding colleges:

Ofsted 'How Colleges Improve' – September 2012

- forward-looking governors and senior management teams sharing a clear vision and direction with a genuinely 'collaborative approach'
- strong governance and accountability - governors are skilled and ask discerning questions
- governance, leadership and management are seen by staff as very decisive, prompt and effective in taking action
- engagement with staff is genuine and leads to sustainable changes rather than short-term quick fixes which are imposed



Outstanding colleges:

Ofsted 'How Colleges Improve' – September 2012

- a strong focus on good continuing professional development that is linked to effective performance management
- a self-assessment process that is integral to the work of the college; the SAR is accurate, honest, evidence-based, and demonstrably brings about improvements
- the links between self-assessment and good access to management information are well-established
- a strong focus on ensuring that teaching and learning improve outcomes for learners at all levels of the college



Outstanding L&M – Exeter College

- Outstanding leadership, management and governance have improved teaching, learning and assessment and raised standards since the last inspection. College leaders have established a culture of high expectations in which lecturers are encouraged to innovate, and learners to have high aspirations.
- A very large majority of learners successfully achieve their qualifications and almost all learners progress to further education, training or employment once they have completed their course.
- As a result of the highly motivated, skilled and experienced staff, the quality of teaching, learning and assessment is outstanding. Lecturers provide learners with challenging work that prepares them extremely well for their next steps.



Outstanding L&M – Exeter College

- The college uses its excellent links with schools, employers and other agencies to understand, and respond quickly to, the education and training needs of the local area.
- The bold strategy for improving learners' English and mathematics is ensuring more learners improve their skills in these subjects.
- Excellent care, guidance and support for learners, particularly the most vulnerable, ensure that they make good, and often excellent, progress. Support for learners is very well coordinated and helps many overcome problems which would otherwise prevent them from learning.



Outstanding L&M – Exeter College

- Programmes of support and professional development for lecturers have had a significant impact on improving the quality of teaching, learning and assessment. As a result, almost all lessons are now at least good and many are outstanding.
- Managers use sophisticated data systems and a detailed knowledge of courses to identify any that need to improve. When necessary, they take swift and effective action to raise standards.





Thanks

ANY LAST QUESTIONS?

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