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**EDUCATION & TRAINING
FOUNDATION**

Landex

Land Based Colleges & Universities
Aspiring to Excellence



Middle Manager and/or Leader Development Programme

This specialist Land based leadership development programme is suitable for middle managers/leaders working in Colleges and Universities with *Designated Specialist Land Based Provision*.

Introduction to the programme

This pragmatic programme has been developed specifically for middle leaders working in colleges with specialist Land based provision. Delegates will benefit from the contribution and insights from a range of current Principals and senior leaders with Land based experience, specialist guest speakers alongside Leadership and management input from Landex specialist team.

The Programme's Purpose is to:

- extend the range of leadership and management skills, knowledge and experience to help middle managers/leaders carry out their current role more effectively
- prepare middle leaders for the next steps in their management career enhancing succession planning within a sector that embraces Land based programmes.
- provide a forum for middle leaders to network and share current practices, thinking and challenges in a Land based context.

Course Structure and Delivery

The programme will be delivered over six residential sessions where a range of Landex member Colleges will be hosting the programme across Friday and Saturday. Accommodation on the Friday night and all meals will be provided as part of the programme. The programme will run from 11am on Friday until 4pm on Saturday.

Date	Topic	Hosting College
9 th /10 th October 2020	Systems, funding and the mixed economy of the Land Based Sector	Wiltshire College (Lackham)
11 th /12 th December 2020	Leading in the Land based Sector	Bridgwater Taunton College
5 th /6 th March 2021	Curriculum and quality in Land based education	Myerscough College
4 th /5 th June 2021	Working with and in Land based industries	CAFRE (Greenmount) N Ireland
1 st /2 nd October 2021	Student Support in the Land based Sector	Reaseheath College
3 rd /4 th December 2021	Change management and the future of the Land based education Sector	East Durham College

Principal's Masterclass

Delegates will benefit from the participation of a range of current Principals with responsibility for Land based provision who will deliver a 'Principal's Masterclass' as part of each residential block.

Tour of the Host College

There will be a tour of the Land based facilities of the hosting College as part of each residential weekend, with a focus upon the way in which the specialist resources are used to support skills development and readiness for entry to employment.

Integrated 1:1 Coaching

Each delegate will have access to one hour of 1:1 coaching with an executive leadership coach following each residential block. The coach will also participate in the residential weekends providing a link between the taught theories and the targets delegates set themselves to improve their leadership and management practise

The first coaching session will generally take place 1:1 and we will expect the delegate to protect 2 hours for this first session. This is where we will explore and establish the boundaries of coaching and complete a coaching contract. This first session also allows everyone to explore their own personalised development goals as part of the programme. Brief coaching notes will be provided by the coach to inform ongoing development. Coaching is a confidential process and as such coaching discussions and dialogue will remain within the coaching session. The coachee may wish to share their developmental goals with their sponsoring manager.

Sponsoring Senior Manager

There is an expectation that each delegate will have a sponsoring senior manager within their institution who can offer support and guidance as needed in between residential blocks.

Topics and learning outcomes for Residential Blocks

Generic learning outcomes woven throughout the programme

In addition to the specific learning outcomes detailed below for each block you will be able to:

1. identify and apply a range of management and leadership theories to enhance your leadership and management practise
2. identify your strengths and areas for development in your role as a leader and manager

Block 1 – An overview of systems, funding and the mixed economy of the Land Based sector

Learning outcomes: You will be able to

1. Discuss the key characteristics and differences between FE & HE systems in the context of the Land based curriculum and the wider curriculum and student experience.
2. Identify the key aspects of funding and using ILR data effectively to shape a cost-effective curriculum portfolio including the importance of audits
3. Identify the roles, functions & responsibilities of a range of relevant external agencies and analyse how you can positively influence the Land based agenda
4. Evaluate the importance of a mixed economy to the success and sustainability of Land based provision and the wider curriculum.

Block 2 - Leading in the Land based Sector

Learning Outcomes: You will be able to

1. Identify different leadership styles and explore the success impacts of your leadership approaches for self, teams and the wider organisational context
2. Describe different approaches to organisational culture and reflect on the impacts of a positive learning culture for individuals within Land based provision
3. Reflect on the extensive role of managers and leaders within a Land based learning environment and within the wider College environment
4. Reflect on the need for a strategic and corporate approach to building successful Land based provision within the context of Governance and relevant legislation and policies.

Block 3 – Curriculum and quality in Land based education

Learning Outcomes: You will be able to

1. Identify the fundamental principles of a quality management system in order to evaluate the 'success impacts' of provision for learners, employers, staff, leaders and the wider college economy
2. Reflect on the impact of observation of learning in the wider college context, including in the workplace along with staff feedback and appraisals in driving high quality outcomes for learners
3. Describe approaches to using marketing theories to inform curriculum development and investment to meet learner, employer and the wide economic needs of the college
4. Reflect on the key components of recruiting and retaining staff in the Land based sector including staff health and well-being.

Block 4 – Working with and in Land based industries

Learning Outcomes: You will be able to

1. Articulate the inter-relationship between successful commercial enterprise and high-quality Land based provision in developing the workforce of the future
2. Understand the relative significance and importance of physical and financial performance of commercial enterprises in an education context
3. Identify the key components of Health & Safety for students and staff within a Land based setting, taking a wider view across employers and key stakeholders who interact on both a business and educational basis
4. Reflect on Land based industries and understand how you can positively influence the sector in areas such as research and development and workforce planning
5. Look to see how best to continue to develop staff teams for them to be able to provide the most current sector and educational experience for all.

Block 5 - Student Support in the Land based Sector

Learning Outcomes: You will be able to

1. Reflect on the purpose and impact of residential services for Land based learners
2. Outline the key aspects of effective Safeguarding processes, including mental health and the integration of the prevent Agenda
3. Understand the range of services and their functions that support learners in residence

4. Analyse the impact of student behaviour on a positive learning environment, in the workplace and within a wider social context in preparing them to be resilient individuals who can make the best of their life chances
5. Reflect on the role of wider support services in and outside of the classroom in facilitating excellence in learning including English & maths.

Block 6 - Change management and the future of the Land based education sector

Learning Outcomes: You will be able to

1. Outline the key component of a change management theory and related processes, including the importance of effective communication in securing a positive outcome
2. Reflect on the importance of strategic planning in shaping change and the need to secure individuals buy -in to ensure operational plans and effective use of resources deliver the wider college aims
3. Explore and reflect on current educational initiatives within the further and higher education sectors.
4. Produce a personal development plan linked through to your coaching journey.

Assessment

Coaching forms an intrinsic part of the programme and there is an expectation that delegates will keep a reflective learning log, through which they can demonstrate how they have formatively developed their skills with a positive and corresponding improvement in their day to day role as a leader.

Delegates who complete the programme will receive a Landex Leadership and Management Continuous Development Certificate for Middle leaders. There is no summative or examined assessment or related qualification attached to this development programme.

How to Apply

The only pre-requisite to be able to apply is the written support of your Principal.

You can apply by completing an application form and returning it to Zoe Lee at Landex. Each delegate will need to secure a supporting statement from a senior manager in their institution which will inform the selection process.

Application forms are available at www.Landex.org.uk or from Zoe Lee zoelee@landex.org.uk

Fees

There is a one-off fee of £600 payable via Landex. We anticipate that all delegates will complete the full programme, if for any reason a delegate does not attend and complete the programme the sponsoring College will become eligible to pay the full course fee of £3000, unless there are validated extenuating circumstances.

Sponsors of the programme (subject to confirmation)

This programme has been developed with the support of The Education and Training Foundation (ETF).

If you require any further information please contact Wendy Dick wendydick@landex.org.uk or Alex Payne alexpayne@landex.org.uk