



LEADERSHIP HUB

PROGRAMME INFORMATION



LEWISHAM COLLEGE



SOUTHWARK COLLEGE



INTRODUCING THE LEADERSHIP HUB

NCG is committed to recognising, nurturing and developing our talented colleagues to become 'ambitious and responsible leaders' who value and empower people, by being both inclusive and diverse.

The Leadership Hub is a development programme for NCG colleagues that aims to instil a supportive and inclusive culture across our Group that supports both our wider aims and strategic objectives within the FE sector.

The programme is designed to support colleagues to progress and equip them with the training, skills, tools and trust to effectively deliver our strategic objectives through leadership that is:



Inclusive



Diverse



Collaborative

All of the training delivered through the Hub is built around inclusive leadership, ensuring that our current and future leaders not only embody our values, but are equipped to lead effective teams who will embrace One NCG and drive it forward to achieve our commitment to enable social mobility and economic prosperity through exceptional education.

After a successful pilot year, The Leadership Hub is now open to colleagues across NCG whether they are already in a management role or aspire to progress to a leadership role.

Gerard Garvey
Executive Principal (People and Culture)



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MEET THE TEAM



The Leadership Hub is being led by NCG's Leadership Board. Made up of representatives from across the Group, they are responsible for ensuring that we deliver NCG's strategic ambitions.

Dr Philip Lloyd-Williams

Philip is our Director of the Leadership Hub and in his role he is responsible for helping shape and develop the leadership and management culture of NCG. He designs and delivers programmes across the Group, facilitates events and is an Executive Coach. His work with NCG is on a part-time basis and he draws upon his work as a Management Consultant to help shape what might work best for the Leadership Hub. Philip has a wealth of experience as a solicitor and corporate director, facilitating board meetings and other events where open dialogue is essential. His particular area of expertise is the delivery of bespoke on-site programmes that match the needs of the future leadership of the business, making him the perfect person to develop NCG's Leadership Hub.

Alongside Philip, the Leadership Board includes:



Tony Lewin
Executive Principal
(Curriculum)



Joe McGraw
Vice Principal
Carlisle College



Gerard Garvey
Executive Principal
(People and Culture)



Jon Ridley
Deputy Principal
Newcastle College
and Director of HE



Cat Lewis
Principal
Kidderminster College



Nicola Procter
Finance Director South



Simon Ross
Principal
Newcastle Sixth Form
College



Jeanette Strachan
NCG Governor

OUR PROGRAMMES

ASPIRE

For new and aspiring people managers

Aspire – designed to help colleagues develop the skills to become a great hands-on manager. Whether you're new to the role or aspire to become a people manager in the future, Aspire will equip you with the tools you'll need to lead an effective team and be a supportive and inclusive manager.

This is a group programme and you'll be part of a group-wide cohort, working with colleagues from across NCG. To progress through the Aspire Programme, delegates will keep a reflective journal that can contribute to PDP and be used as a tool to prepare for appraisals.

Aspire launched in Summer 2022 and more than 100 colleagues have enrolled on the programme.

AMBITION

For existing middle managers

Ambition – designed for middle managers and managers of people, the Ambition programme will help you to develop your skills and knowledge even further to become a more inclusive leader with an effective team.

This is a group programme and you'll be part of a group-wide cohort, working with colleagues from across NCG. An important part of the programme is building on your existing strengths to develop your sense of identity and learn how to do the same for others, in an inclusive way.

More than 180 colleagues are now Ambition graduates and have given positive feedback on the programme, saying that it was 'thought provoking' 'exceeded expectations' and 'allowed collaboration across NCG.'

INSPIRE

For senior leaders

The Inspire programme is designed to support senior level colleagues and provide them with the opportunity to take part in external conferences or to attend recognised external development such as the ETF sponsored Senior Leadership Programme at Saïd Business School, University of Oxford, putting NCG and its colleges on the map and sharing best practice and thought leadership across the sector.

As part of the NCG programme, senior leaders work one-to-one with a coach to develop personal action plans and as a result, build on their existing leadership skills.

The first Inspire event took place in December 2021 and allowed the Senior Leaders from across NCG that make up the Executive Team and other senior colleagues to reflect upon our strategic, academic and operational leadership and how this should be refined following the inspections by Ofsted and the FE Commissioner, as well as agree an action plan that sets the tone and expectation for being 'Ambitious for Outstanding'.

Inspire has also created bespoke development of senior leadership teams within Colleges to support the development of effective local leadership teams in Lewisham and Carlisle Colleges.



COACHING PROGRAMME

For anyone with untapped potential

Designed to help you realise your untapped potential, colleagues can apply to access coaching from qualified coaches across NCG, or can be referred by line managers.

With a number of colleagues already qualified in this area, we have developed a growing coaching pool, supported by graduates of The Leadership Hub Ambition programme. Our coaches have the knowledge, skills and experience to deliver coaching using a wide range of techniques and through a series of one-to-one sessions tailored to you and your individual development needs, coaches can help to support you in reaching your full potential.

Coaching is not designed to be an alternative to performance management and does not replace HR policy and practice. The coaching programme is to unlock potential and help you to recognise your talent and realise your ambitions. It's 100% confidential and tailored to your area of expertise in our business.

Here's what one colleague had to say about the coaching programme:

"I have found my coach and my sessions to be most valuable and a wealth of inspiration. My coach has recognised my attributes and encourages my ability to reflect on my own desires and goals in identifying my SMART steps towards achieving and succeeding."

"The Leadership Hub was a great opportunity to meet and work with likeminded colleagues across NCG on a collaborative project, where the focus was to improve our current processes and skills."

"The support and guidance that was received throughout the programme by all of those involved, enabled us to focus solely on producing a solution to the area for improvement we identified for our final project, which we were then confident to present at the Leadership Summit."

"This programme provided me and the colleagues I was working with, the opportunity to discuss, understand and further develop our leadership skills."

Rob Wraith
Head of Learning Technologies and Digital Learning

"The Leadership Hub was a great opportunity for me to revisit management theories and explore new ideas and concepts. I particularly enjoyed the interaction with colleagues from across NCG and have made some really useful connections."

Jane Hines
Head of Marketing and Business Development
West Lancashire College

"The Leadership Hub provided me with the knowledge and understanding of leadership skills. The tutor and the others in the group created a safe environment for discussions and the project allowed me to practice these newly acquired skills. I gained confidence in my own abilities which resulted in a seconded promotion to a director position."

Suzanne Wannop
Assistant Principal
Carlisle College

"The Aspire programme made me think more about how my actions are perceived by others and gave an insight into why individuals or myself may react in certain situations. It also gave a realistic insight into why some teams may not be working as well as they could. Phillip was brilliant; excellent knowledge, temperament and able to explain complex concepts in a number of relatable and digestible ways."

Liam Hampton
Senior Biology Lecturer
Newcastle College

MEET SOME OF OUR COACHES



Adrian Pegg
Assistant Director of Quality
Professional Services



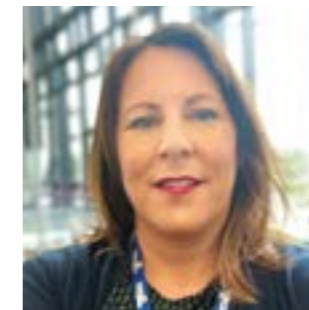
James Ralph
Assistant Principal
Kidderminster College



Jon Ridley
Deputy Principal
Newcastle College
and Director of HE



Karen Finney
HR Business Partner
Professional Services



Lisa Foster
Curriculum Leader
Carlisle College



Nicola Cooke
Director of Faculty
Newcastle College



Pamela Hastie
HR Advisor
Professional Services



Suzanne Wannop
Assistant Principal
Carlisle College

ACTION LEARNING SETS



LEADERSHIP ACTION LEARNING SETS (LALS)

For any leaders looking for a community

Leadership Action Learning Sets (LALS) bring together leaders in similar roles from across NCG to share and discuss the challenges they face on a daily basis. Meeting twice every term, each LALS will have a lead convenor.

Each LALS will be split into two parts, the first dedicated to a specific area of focus, and as a participant you can choose the one that you wish to join. The second part is an open forum between leaders. By drawing on collective skills and experiences, participants will benefit from peer-to-peer support and improve your ability to lead and manage.

The LALS groups can be set up and facilitated by The Leadership Hub. If colleagues currently in a leadership role would like to take part in one, get in touch by emailing LeadershipHub@ncgrp.co.uk



LEAN

For colleagues who want to improve the quality of what they do

Lean for Education – whilst Lean has its roots firmly in manufacturing, the techniques have relevance to education as it encourages colleagues to consider how they can make proactive improvements to standards, to reduce wasteful activity and reduce variation – all to improve the learner and customer experience. It is a useful approach to project-based improvement and sets out a framework for working through problems.

As part of The Leadership Hub, NCG offers the following Lean courses for colleagues:

Introduction to Lean in FE – a half day workshop intended to introduce the concepts and approaches used in Lean, and the benefits to staff and learners in raising standards. Suitable as an introduction to the model for all colleagues, this workshop is delivered face-to-face at all NCG colleges and at Rye Hill House.

Lean Quality Management Techniques for Further Education – an online course delivered through 15 x 90-minute sessions, this course is designed to help colleagues understand the further education sector and business tools and techniques that will drive value by reducing waste (lean) and variability/system variance (sigma).

The programme covers the history of quality, the evolution of the related themes, tools and techniques, relevant standards and their practical application in a further education context. These concepts will then be applied in focused project work (formally assessed) and participants will consider the cost of quality when selecting and defining projects, to understand the potential benefit in reducing unwanted or unnecessary costs and, in doing so, seek to streamline systems and processes for the benefit of staff and students.

This is a Level 4 module of study, made up of 15 credits and is validated by Newcastle College University Centre and includes the completion of a formally assessed project.

If you're interested in Lean, please email

LeadershipHub@ncgrp.co.uk



WORKSHOPS

BESPOKE LEADERSHIP WORKSHOPS For Principals and Heads of Departments.

Bespoke leadership workshops have been delivered across NCG, through one-to-one discussions with Principals and Heads of Department to identify specific areas for improvement. Sessions have been tailored to the specific attributes of the group that need improvements and support.

One successful example is the bespoke support given to the Newcastle College and Professional Services Marketing Team.

Mark Coulthard, Director of Marketing and Communications, says:

“Through the Leadership Hub, we were able to develop a bespoke training programme for marketing colleagues, which has been instrumental in developing new ways of working to support our wider team as it shifted direction. The programme spanned across a number of months and struck the perfect balance between key leadership theory, practical discussions and team collaboration.

Access to development programmes like the Leadership Hub has opened up new opportunities for our leaders to grow and adapt their skills with confidence, whilst also aligning to NCG’s strategic direction.”

DEALING WITH EXTERNAL AGENCIES – OFSTED READINESS WORKSHOPS For NCG Ofsted nominees and leaders

The Leadership Hub can also help prepare colleagues from across NCG for meetings and conversation with external agencies. These meetings are often connected to some form of audit or review of NCG’s operations. They can be challenging and direct, and for those who are not used to such meetings they can be very daunting. The Leadership Hub can provide support for these types of meetings by developing a colleague’s ability to be confident and robust in dealing with challenging conversations.

Once such example was ahead of NCG’s Ofsted inspection in January 2022, when workshops were held with Ofsted nominees, Principals and Heads of Departments to provide support and help them to prepare for the visit.

The workshops were used to discuss and think about helpful tools and techniques that could be used during professional and potentially difficult conversations with inspectors and other external bodies. Techniques included: mirroring inspector’s language, structuring responses around intent, implement, impact and more and were particularly helpful to those who were new to management, or had not experienced an inspection before.

During the inspection, colleagues were calm, confident and ready to showcase the strengths of NCG and our colleges. Amongst many positives, the inspection team commented on the positive cultural shift of NCG and the shared goals of colleagues right across the country to provide high quality education to our learners.



LEADERSHIP SUMMIT

The Leadership Summit is an annual event, offering an opportunity for all graduates and participants from different levels and programmes of the Hub to meet and share their experiences and ideas.

It is a vital part of the Leadership Hub, bringing together colleagues from across NCG, allowing us to facilitate the sharing of good practice as well as debunking some of the myths around good leadership.

As the Leadership Hub continues to grow and develop, our Leadership Summit events will grow with it. Hosted at different venues across NCG, each event is themed and linked to the NCG values and beliefs to ensure we are developing and promoting the right behaviours and culture within NCG.

Leadership Summit – What to expect

Each Leadership Summit is slightly different, and as our graduate cohort grows the format of the Leadership Summit will change too.

The one-day event focuses on a specific leadership theme and past themes have included empathetic leadership and leading to excellence. Focusing on a theme gives delegates a chance to spend the day exploring and debating one topic and its role within inclusive and diverse leadership. It also gives us an opportunity to welcome keynote speakers to talk about their experiences and we have been fortunate enough to host speakers including mental wellbeing coach Ngozi Weller, and Director General for Children, Young People, Education and Skills for The States of Jersey, Mark Rogers.

Workshops and practical activities and discussions are an important part of the day, allowing colleagues to connect with peers from right across the Group and share ideas to take away and implement in their respective areas.

Attendees rated the 2022 Leadership Summit 9.48/10

“It allowed me to reflect on my practice as a leader. I will use the skills and knowledge I have gained to develop my middle curriculum managers”

“The breakout session I went to was great. It was interactive and you came away with realistic things you could try. More sessions like this please!”

“I’m now a more confident speaker in meetings. I really enjoyed my breakout session and felt a lot more confident after it. It was good to hear that Principals get nervous too.”

“Compelling, thought provoking and inspiring – particularly important for those that are emerging leaders progressing from another role.”



