



# Further Education Chairs Leadership Programme

# Welcome

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Further Education and Training as a whole face some of the biggest challenges since college incorporation in 1993 – the skills challenge facing the nation after Brexit; policy changes such as the introduction of T Levels; the new Apprenticeship system; area reviews leading to more college mergers; continuing social, economic and technical change.

Against this background, strong governance leadership plays a crucial role in setting the conditions for strong performance, enabling colleges to meet current opportunities and challenges and laying the foundations for long-term success.

The Chairs Leadership Programme has been commissioned by the Education and Training Foundation (ETF), the sector owned, government-backed workforce development body for the Further Education and Training sector.

The programme is funded and subsidised by the Department for Education for eligible organisations funded by the Education and Skills Funding Agency (ESFA).



# Programme overview

The Further Education Chairs Leadership Programme provides a unique opportunity for Chairs to take time out to reflect on their role as governance leaders and to identify ways in which they can further enhance the value they add to the Board and their wider organisation.

The Chair plays a critical role in establishing and agreeing the purpose of a College, directly influencing those who serve on the board, and helping to set the conditions for long-term institutional resilience and success.

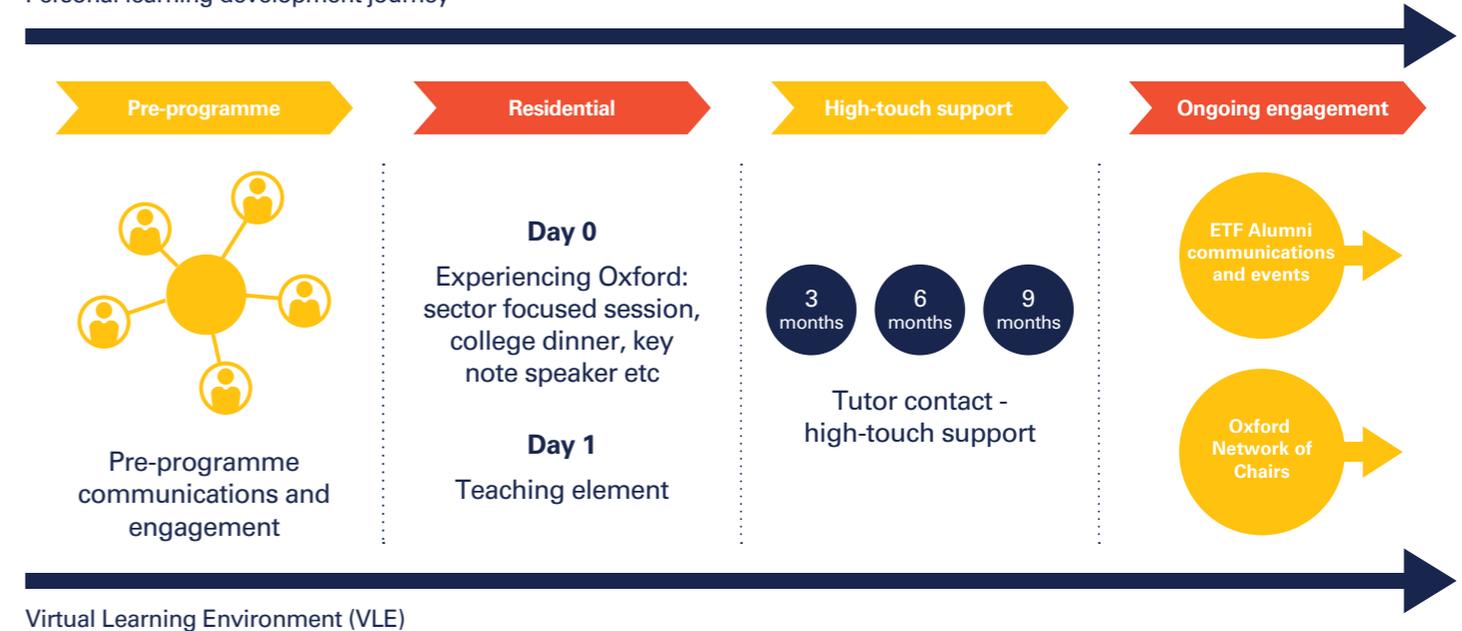
## Participating Chairs will:

- Gain new insights into how to establish high performance within Boards, and the broader organisation
- Share their experiences and perspectives on dynamics of support and challenge required for effective governance
- Explore the key relationships between Chair, Clerk, CEO, and the Board and senior leadership team
- Deepen their understanding of the responsibilities of the Board in the domains of an institution's mission and purpose, financial management, performance and people.

The 24-hour residential module will be followed by a 9-month period of on-going engagement and support, enabling delegates to connect with tutors and peers both within and beyond the Further Education sector over a sustained period of time.

The approach is highly interactive and engaging. Sessions are designed to facilitate discussion and stimulate new thinking, to generate on-going learning both in those with deep governance experience as well as those new to the role of Chair, to encourage the sharing of practice and knowledge, and to create new networks of governance leaders across the sector.

## Personal learning development journey



# Themes and benefits

The programme explores governance leadership with a clear focus on the development of the Chair's personal impact as a reflective leader of the Board and wider organisation.

The programme consists of an immersive 24-hour learning experience at Oxford, in which there will be opportunities to hear from thought-leaders in the field of governance leadership, fellow practitioners from within and beyond the sector, key stakeholders within the Further Education sector system, with ample opportunity for debate, dialogue and reflection.

## Key themes

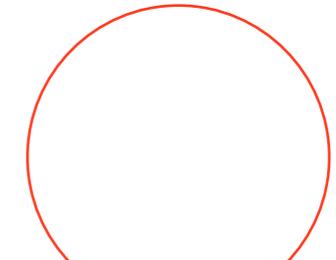
- Purpose: the role of the Chair and the Board in ensuring that the organisation delivers on its purpose
- Performance: establishing high performance within the Board, and within the broader organisation
- People: how the Board works successfully together and with the senior team and wider staff of the organisation
- Board dynamics, culture, and diversity
- Challenge and support: the relationships between Chair, Clerk and CEO
- Reputation and the role of the Chair and Board in establishing the capability and character of the organisation
- Sector changes and dynamics: the broader context and macro-trends

## Benefits for the individual

- Deepened understanding of the role of the Chair and the Board in the context of broader trends within the Further Education and Training sector
- Greater self-awareness of personal leadership approach and enhanced impact
- Deeper and broader networks of peers within the FE sector and beyond
- Strengthened leadership capability within the organisation

## Benefits for the organisation

- The development of more robust governance leadership and increased organisational resilience
- Enhanced ability to establish conditions for success at the level of the Board, and to drive high performance through the wider organisation
- Strengthened leadership capability between the organisation and external networks
- Raising reputation and esteem at the level of the organisation and the sector through cross-sector dialogue



# Programme Directors

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## **Steve Mostyn**

Associate Fellow, Saïd Business School, University of Oxford

Steve acts as Programme Director at Oxford Saïd for the Education and Training Foundation and Scottish Water, and has previously led the delivery of corporate education interventions for the school with numerous world-class organisations including Standard Chartered Bank, Atkins, and Royal Mail Group.

His primary interest lies in the application of leadership and management theory to practical application. He is currently leading a research study entitled 'What Really Works in Developing Leaders?'

Steve runs executive workshops on adaptive leadership, organisation design and is an experienced facilitator for complex challenges with leadership teams.

Steve has a BA (Hons) in Politics and Sociology from the University of Reading, an MBA from the University of Central England and he also attended ODHRM at Columbia Graduate School of Business. He is a Fellow of the Chartered Institute of Personnel and Development (FCIPD).



## **Dr Louise Watts**

Client Director, Saïd Business School, University of Oxford

Louise is responsible for Public Value clients within Custom Executive Education. She works with schools of government, public sector institutions and organisations delivering public services in areas such as education, utilities, health, government and public administration.

Louise has experience of working closely with clients in the UK and internationally to design and deliver programmes that have impact at scale on the sector or system, as well as on individuals and their organisations.

Louise also has extensive experience of coaching senior and high potential leaders, and a particular interest in reflective practice. Before joining Saïd Business School, Louise worked in publishing and higher education. She has an active interest in creative writing, and previously taught English at degree level.

Louise has a 1st class BA (Hons) and a PhD in English Literature from the University of Cambridge.

# Creating impactful learning

Saïd Business School, University of Oxford, is one of the world's leading business schools, renowned for delivering cutting-edge education and ground-breaking research.

Through its strategic leadership interventions, the School has contributed to the success of hundreds of complex international businesses, government, and major public bodies, delivering unique learning experiences that achieve outstanding results and lasting impact at both the organisational and individual level.

Set in 37 acres of wooded grounds on the outskirts of Oxford, Egrove Park is the Business School's purpose-built executive education centre. It offers fine dining from an award-winning kitchen, and a full accommodation service in the style of a country house hotel. Sports facilities include a gym and an all-weather playing surface. Teaching spaces range from lecture theatres to small syndicate rooms and the Information Centre is accessible 24 hours a day.

*'Further Education plays an incredibly important role in developing a skilled and diverse workforce, providing opportunities for young people and adults at all stages of their learning and careers, and building communities throughout the country: the importance of the FE sector to Great Britain is only going to increase in the future, and we are delighted to be working in close partnership with the Education and Training Foundation to support the development of the leaders of today and tomorrow.'*

**Dr Louise Watts**

Client Director, Saïd Business School, University of Oxford



## Next steps...

For further information, dates and to register, please go to the ETF Leadership Hub:  
[leadershiphub.etfoundation.co.uk/courses/leading-the-board](https://leadershiphub.etfoundation.co.uk/courses/leading-the-board)

Please contact our programme administration team:  
 T: +44 (0) 1865 422960  
 E: [ETFchairs@sbs.ox.ac.uk](mailto:ETFchairs@sbs.ox.ac.uk)



Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

The Education and Training Foundation (ETF) is the sector-owned, government-backed workforce development body for the Further Education and Training sector. Its mission is to support the continuing transformation of our country's technical and vocational education system by ensuring the sector has world-class teachers, trainers, assessors and leaders. This leads to ever-improving learner outcomes, a better skilled workforce and a stronger economy, country and society.

Saïd Business School  
University of Oxford  
Egrove Park  
Oxford, OX1 5NY  
United Kingdom

[www.sbs.oxford.edu](http://www.sbs.oxford.edu)

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