

Ethical leadership at a time of maximum pressure and accountability



Jules White, Tanbridge House School,
Horsham

Some aims...

- Lessons learned from 12 years of headship and Worth Less?
- Can we lead ethically and effectively at the same time?
- Do our political masters lead by example?
- Practical tips and a brighter future





Off-rolled in one year group





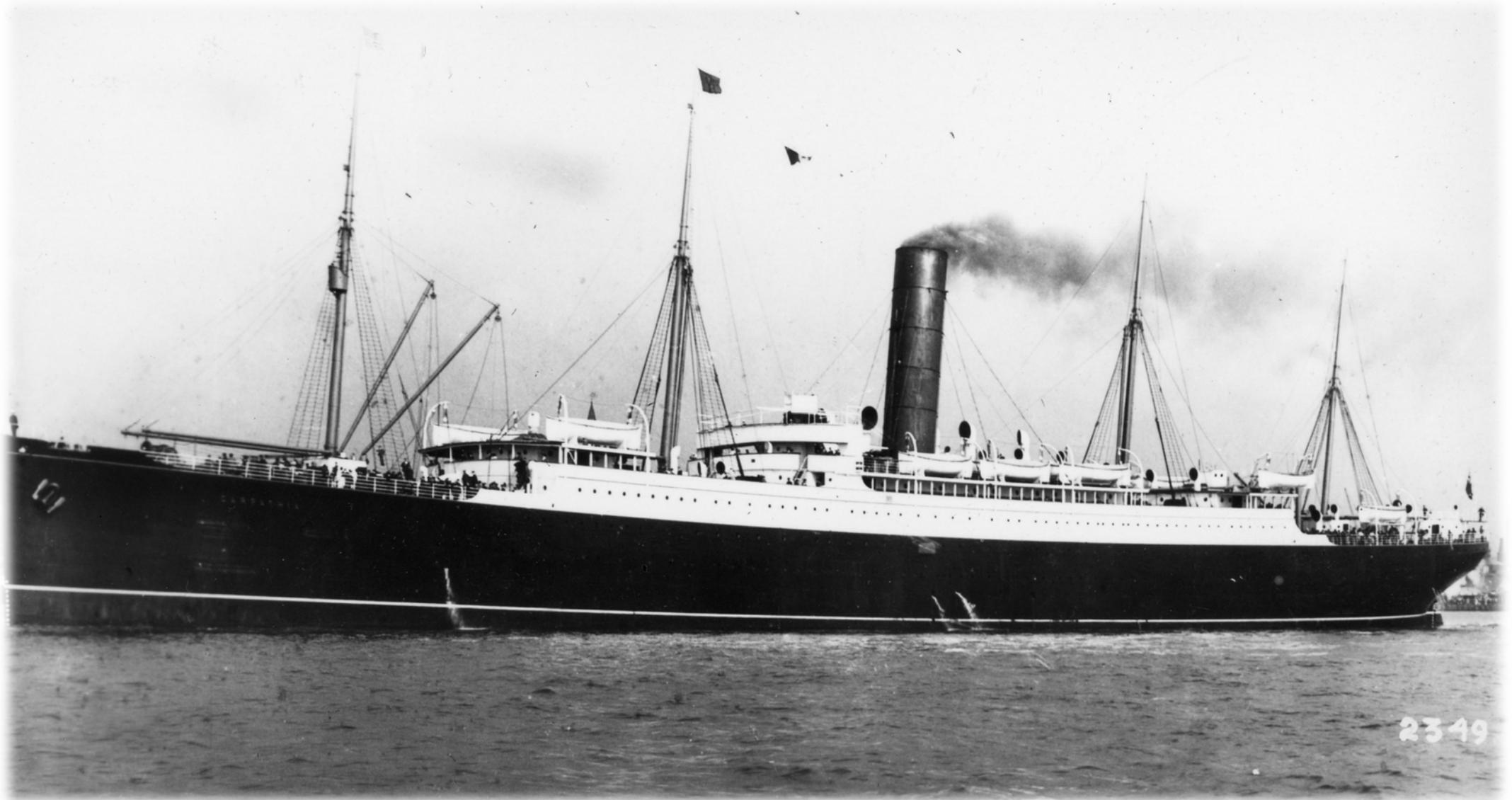
Off-rolled in one year group

49,101

Amazing bridges!



HMS Carpathia



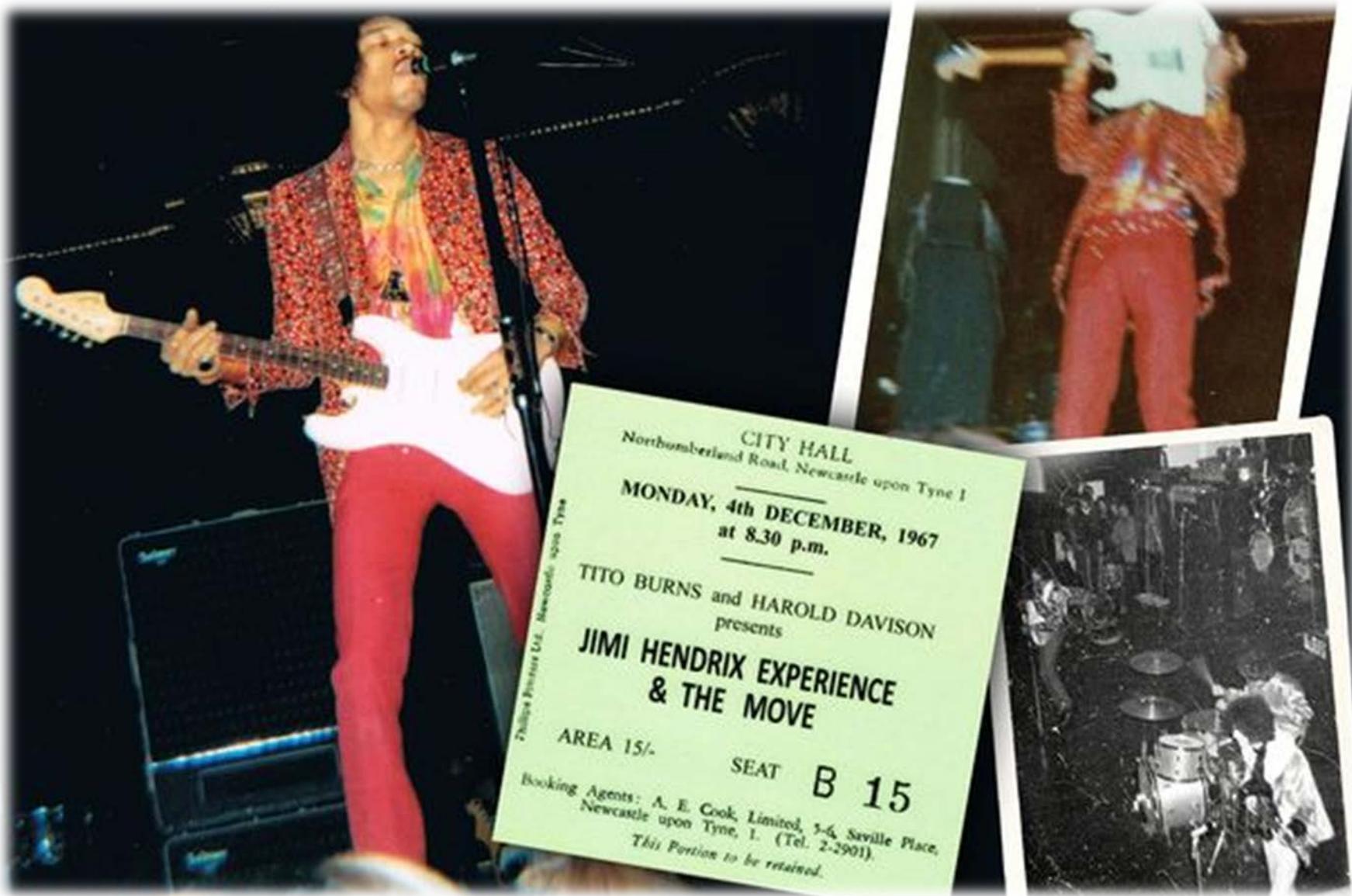
Thomas Beecham



Since 1927...



Discovered! Chas Chandler



The North East Challenge

- The North East has more people with either no or low qualifications, and fewer people with high qualifications compared with the rest of the country
- An 18-year-old in London is 50% more likely to apply for university than one in the North East.
- The North East has some of the highest levels of unemployment in the country
- Youth unemployment is above the national average at 11.5%

The North East Challenge

"It is shameful that last year almost 100,000 children in England left education at 18 without proper qualifications. It is particularly unacceptable that children growing up in the poorest areas of the country and children with special educational needs are most likely to leave school without reaching basic levels of attainment."

Anne Longfield, the Children's Commissioner for England, Sept 2019



The North East Challenge

Primary

857

Secondary

181



The North East Challenge

Primary

224,864

Secondary

156,868



The North East Challenge

| Per pupil funding | Primary | Secondary |
|-------------------------|--------------|--------------|
| North East (average) | £4093 | £5270 |
| Hackney | £5909 | £7873 |
| Difference | £1816 | £2603 |

What could **£1 million** additional funding do for you?

34

Teachers



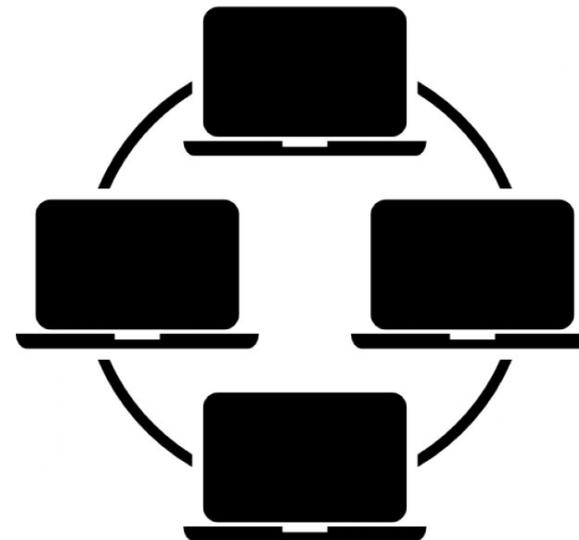
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Teaching Assistants



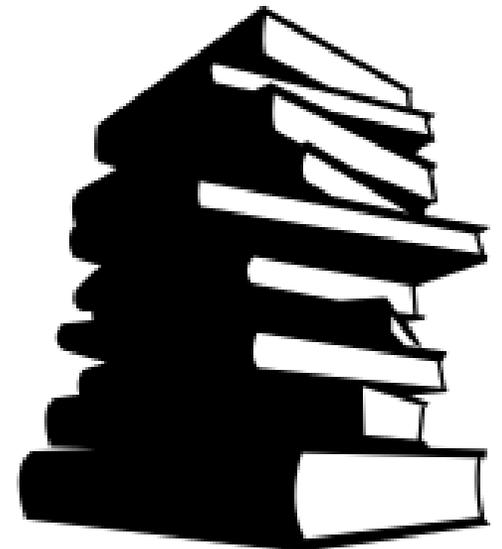
2000

Computers



40,000

Text Books



So what?

£816m

Social Mobility

| Local Authority | SMI |
|----------------------|-----|
| County Durham | 79 |
| Darlington | 166 |
| Gateshead | 131 |
| Hartlepool | 174 |
| Middlesbrough | 210 |
| Newcastle upon Tyne | 92 |
| North Tyneside | 142 |
| Northumberland | 288 |
| Redcar and Cleveland | 151 |
| South Tyneside | 140 |
| Stockton-on-Tees | 203 |
| Sunderland | 86 |

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Young highly sceptical of social mobility

By Sean Coughlan
BBC News education and family correspondent

11 December 2018

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GETTY IMAGES

Young people are highly sceptical about advancement being a reality, according to a survey from the relaunched Social Mobility Commission.

75% believe "large gaps" still remain between social classes, the highest in the north-east of England.

Who am I and what do I know?

- Tanbridge House School – 11-16 maintained
- Headteacher since January 2008
- November 2007 - previous Head graded the school as 'Satisfactory', two weeks later Ofsted graded it as 'Good'.
- January 2008 – I graded it as “not good enough to send my children to”
- Horsham – leafy, lovely and below average FSM
- Graded 'Outstanding' in all categories November 2012



The least “relentlessly reasonable” person I know...



Ethical leadership

- Making a positive difference and acting with honesty and integrity
- Changing things that you don't like
- Personal qualities



Do I not like that...

Do I not like this...

- Ofsted's 75% EBacc target
- 3% of outstanding schools are from disadvantaged areas
- Disadvantaged P8 -0.45 vs 'Other' $+0.2$
- 45% of all Permanent Exclusions are for SEND pupils*
- 59% of all Permanent Exclusions are for PP pupils*
- 26 exams in 22 days
- Funding failures
- 1 in 3 FSM students leave without substantive qualifications

*Source: DfE 'Permanent and fixed period exclusions in England: 2017 to 2018'

How do we effect change? Leadership

- Can we lead ethically and effectively at the same time?
- Do our political masters lead by example?
- Practical tips and a brighter future

Do I not like this... my own leadership

*Confessions of a
headteacher*

The personal qualities of an effective leader



Who are your leadership role models?



Who are your leadership role models?



Who are your leadership role models?



Who are your leadership role models?



Who are your leadership role models?



Do our political masters lead by example?





DEPARTMENT FOR EDUCATION



Do I not like this...DfE Waste

- In 2014 £4 million was spent on Regional School Commissioners, in 2018 it has risen to **£31 million**.
- Salaries and pensions for the DfE's 11,000 employees, which includes those employed in quangos (NDPBs) was **£535 million**.
- In the financial year 2018/19, the Department for Education running costs are estimated at **£477.2 million**, of which administrative costs are **£281.5 million**.
- A recent event...

DfE Waste

'Too much paid' to build free schools

By Gillian Hargreaves
Education Correspondent, BBC News

🕒 13 March 2017



Too much money is being paid for the land and buildings needed for new government-funded free schools, the Commons spending watchdog has said.

Labour MP Meg Hillier, who chairs the Public Accounts Committee, said the Education Funding Agency, which oversees free schools, had paid above the market value in 60% of cases.

And some purchased sites had later been deemed unsuitable to turn into schools.

The government said it paid over the odds only if there was no alternative.



Millions wasted on teacher training bursaries for graduates who never teach



Graduates can be paid up to £25,000 to train as teachers
DAVID LEAHY/GETTY IMAGES

Do our political masters lead by example?



Do our political masters lead by example?



Do our political masters lead by example?





Who is the leader?



Who is the leader?



“In a courtroom it is not the loudest voice that prevails, it’s the law”.

A different type of leader



Top tips and what I have learned

- Cogent arguments
- Relentlessly reasonable – pick your arguments
- Stick to the facts
- Remind yourself why you are doing the job
- Openness and transparency
- Recognise and acknowledge your own failures and weaknesses
- Rigorous and accessible plans
- Self improvement

Has it worked?

- A happy staff
- Very 'low churn'
- 440 first choice preferences
- 96% attendance
- The LGBT Alliance Group



Has it worked?

“We feel very proud and personally grateful to belong to a community which does not just pay lip service to values of diversity and to slogans such as every child matters, but goes out of its way to ensure that a culture exists in which students can safely explore their identity and are expertly supported at crucial times.”



Has it worked?

- 75 Local Authorities
- 3.5 million families
- £7 billion



“I have to say that Worth Less? has been a lifeline for me. I was feeling very isolated and under huge pressure from my LA to make massive cuts that would decimate my school. Reading that other Heads are in the same position has given me the strength to carry on and fight back.”

What are the issues going forward?

- Accountability
- Ofsted
- Children's wellbeing
- School funding
- Recruitment
- Retention





“What day is it?” asked Pooh.
“It’s today,” squeaked Piglet.
“My favourite day,” said Pooh.

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