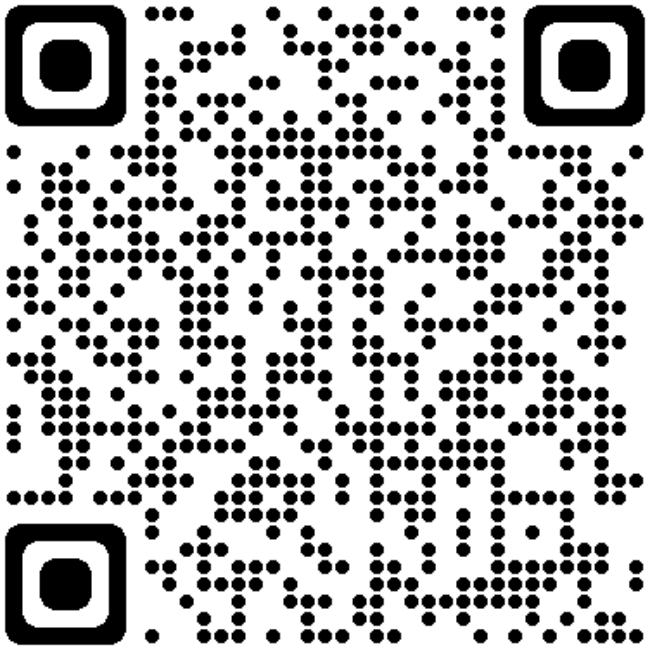
Leading CLD: Self-evaluation using ‘How good is our community learning and development?’ - and emerging findings from CLD Progress Visits

Sheila Brown and Simon Ross, HM Inspectors - 6 June 2024

Self-evaluation



How good is our Community Learning and Development?

HGIOCLD? (4th edition)

- 16 Quality indicators (QIs) in three sections, under six core questions:
  - Performance and outcomes.
  - Management and delivery.
  - Leadership and direction.

- Each QI has three themes each with an illustration of very good and challenge questions that cover all of the QI.

Performance and Outcomes

1. How well does our performance demonstrate positive impacts?

1.1 Performance against aims and targets

1.2 Improvements in equality, diversity and inclusion

Performance and Outcomes

2. How well are outcomes for stakeholders being achieved?

2.1 Empowered communities

2.2 Lifelong learning

2.3 Improving life chances

2.4 Impact on supported, funded or commissioned organisations

Management and Delivery

3. How well are services managed?

3.1 Management and support

3.2 Partnership working

3.3 Sustainable and effective use of resources

Management and Delivery

4. How good is the delivery of key services?

4.1 Delivery of community development

4.2 Delivery of community learning

Leadership and Direction

5. How effective is leadership at all levels?

5.1 Vision, culture and direction

5.2 Leading people and developing partnerships

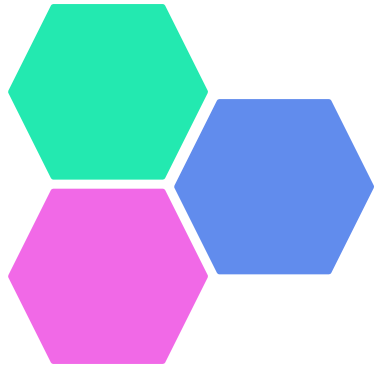
5.3 Governance for boards, management committees, trustees

Leadership and Direction

6. How effective is leadership in improving outcomes?

6.1 Raising standards

6.2 Securing improvement



Key considerations, features and changes

- Even greater focus on addressing inequality.
- Expectation of partnership working within every QI.
- Every quality indicator can be used by every practitioner. For example, the leadership QIs are not only for those in senior positions.
- Greater clarity between outcomes and the practice that supports these outcomes.
- Better reflection across all of CLD - third sector, public services, partnerships and those that use CLD methodologies in their work.
- Reflects the changes in Scottish education and community empowerment.

QIs link to each other

2.1 Empowered communities

This indicator looks at how strong, active and inclusive communities of interest and geography are. It considers the difference volunteers and community organisations make. It also looks at how influential communities are and how equal their partnerships are with other services.

Themes:

- Active and delivering
- Inclusive and strong
- Influential and equal

4.1 Delivery of community development

This indicator looks at how well services and organisations deliver community development support and increase community capacity. It examines how well practitioners build trusting, valued and respectful relationships with communities. It looks at what structures and systems are in place to empower communities.

Themes:

- Building capacity
- Effective relationships
- Increasing influence

Leadership and Direction	
5. How effective is leadership at all levels?	
5.1 Vision, culture and direction	• Vision, values and aims • Culture, ethos and equity • Leading change
5.2 Leading people and developing partnerships	• Leadership at all levels • Building and sustaining a strong workforce • Co-production and partnerships
5.3 Governance for boards, management committees, trustees	• Make-up and role • Leadership • Monitoring and improvement
6. How effective is leadership in improving outcomes?	
6.1 Raising standards	• Governance • Legislation and policies • Meeting standards and managing risks
6.2 Securing improvement	• Quality Assurance • Self-evaluation • Capacity for improvement

- **QIs 6.1 and 6.2 are about improvement**
  - How are you as leaders using these to drive improvement?
  - How effective is self-evaluation in your context?

- **Self-evaluation for improvement, not inspection**
  - and remember… self-evaluation without external evaluation can become self-delusion!

Using the Challenge Questions from 6.1 and 6.2

1. How do we know that our leadership at all levels is strong and effective?
2. How do we know that our governance of CLD is effective, efficient and robust?
3. How good are our quality assurance processes to enable us to monitor and report on our progress?
4. How well do our quality assurance processes help in identifying and planning for continuous improvement?
5. How well do we use research and sharing of effective practice to reflect on and improve our own practice and performance?
6. How do we ensure there is a continued focus on improvement outcomes for learners and communities?
7. How well equipped are leaders to consider and agree their overall capacity to improve?

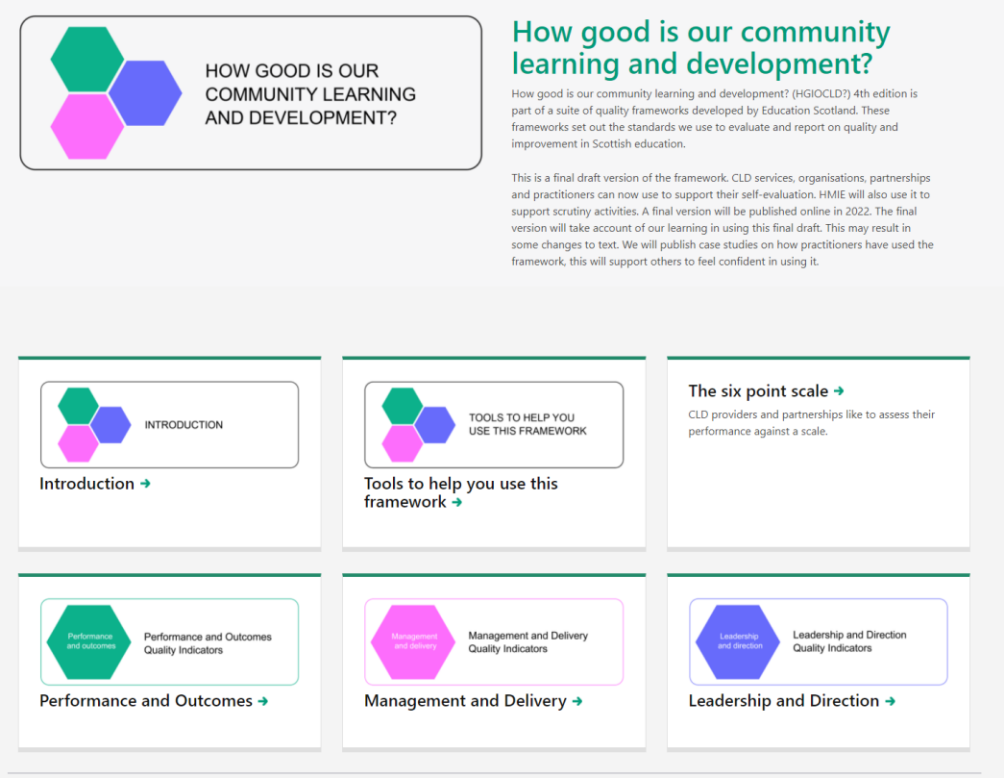
Group exercise (15 minutes)

- Group 1 - questions 1 and 2
- Group 2 - questions 3 and 4
- Group 3 - questions 5 and 6
- If you have time, also consider question 7

Discuss how you could use these challenge questions in your context

Feedback from discussion groups

Any questions or comments



Comfort break

Overview of CLD Progress Visits

- Completed visits to all 32 local authorities (concluded yesterday)
- To date, 25 reports published on our website
- Outcome of the visit:
  - 21 no further action
  - 6 progress report
  - 5 further visit
  - 21 with practice worth sharing more widely – published ones here
- Next steps:
  - Publish the remaining reports in the coming weeks
  - Write and publish a national report

CLD Progress Visits – emerging findings

- Leadership and Direction: How effective is the leadership of the local authority and their CLD partners in improving outcomes?
  - Governance – (QI 6.1 Raising standards)
  - Capacity for improvement – (QI 6.2 Securing improvement)

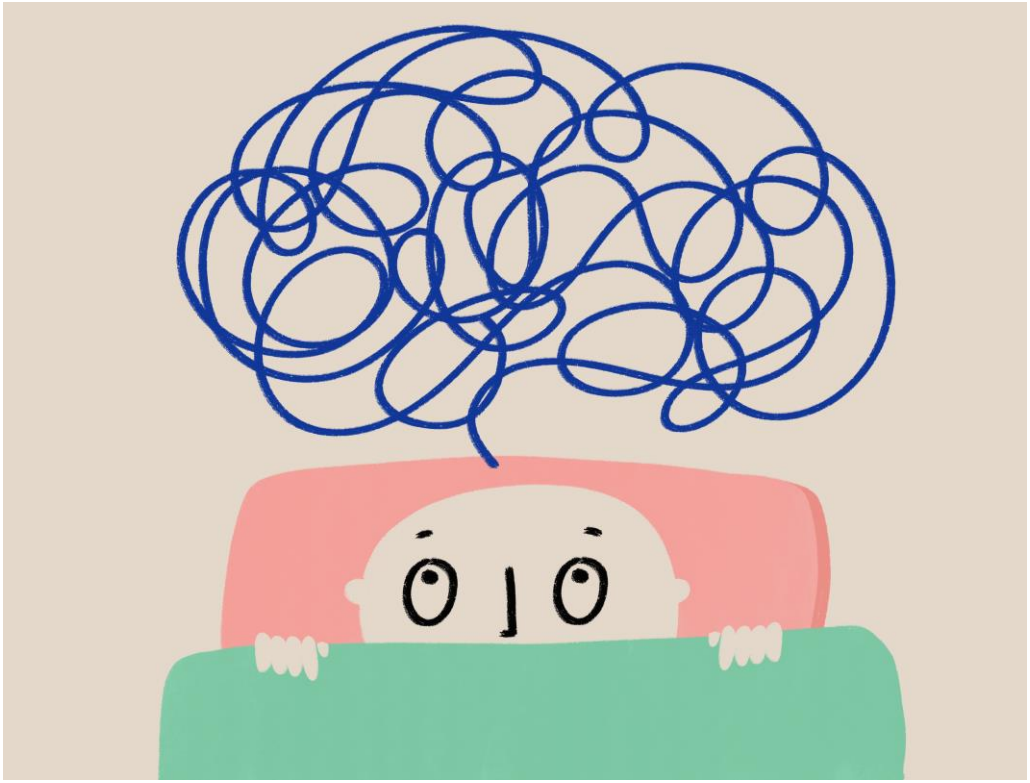
- Performance and outcomes: How well does the performance of the local authority and their CLD partners demonstrate positive impact?
  - Analysis and use of data and other information (QI 1.1 Performance against aims and targets)
  - Success for all (QI 2.3 Improving life chances)
  - Skills for learning life and work (QI 2.3 Improving life chances)

Group exercise (15 minutes)

- Where leadership is less than effective, what might be the causes/factors at play?
- What are the current challenges facing all local authorities? (national context)
- What are the current challenges for your area? (local/regional context)
- You could also think of this in terms of a SWOT or PESTLE analysis.

How might CLD leaders overcome these challenges to drive forward improvement?

Feedback from discussion groups



Any final questions/points?

Education Scotland
Denholm House
Almondvale Business Park
Almondvale Way
Livingston EH54 6GA

T +44 (0)131 244 5000
E enquiries@educationscotland.gov.uk

Foghlam Alba
Taigh Denholm
Pàirc Gnothachais Almondvale
Slighe Almondvale
Baile Dhunlèibhe EH54 6GA

T +44 (0)131 244 5000
E enquiries@educationscotland.gov.uk

For Scotland's learners, with Scotland's educators
Do luchd-ionnsachaidh na h-Alba, le luchd-foghlaim Alba