



Subject Leader Training

Anne Vernon and Jo Warner 11th October 2023



Quality of Education

- Knowledge and skills that pupils will gain at each stage through the school's curriculum (intent)
- How the curriculum developed or adapted by the school is taught and assessed in order to support pupils to build their knowledge and hoe to apply that knowledge as skills (implementation)
- The outcomes that pupils achieve as a result of the education they have received (impact)

Curriculum

Deep dives

Disadvantaged pupils, including pupils with SEND





Behaviour and Attitudes Personal Development Leadership and Management Early Years





Reflective educational conversation (Pre-inspection) Part 1

Context and challenges – how impact on school and provision through to curriculum etc.

Curriculum, including strengths, weaknesses; teaching and standards; progress since previous inspection; subjects, year groups, phases including timetables

Specific areas of the school that should be focused on during the inspection and their timetable implications

Behaviour and attitudes and personal development

Questions or queries that may have been raised through pre-inspection analysis

Part 2 – logistical and practicalities for the inspection





Reflective educational conversation (Pre-inspection) Part 1 Potential questions

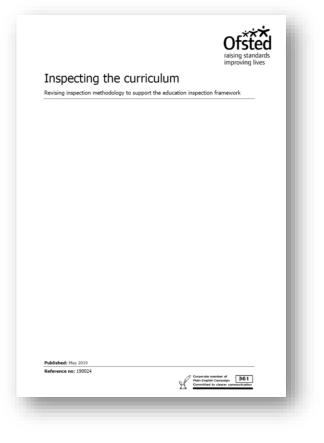
- How is the curriculum/subject areas organised across and between year groups?
- How are content choices made and measured to ensure appropriate impact?
- How is the curriculum sequenced, reasons why do in this way, how measuring impact of sequence and what is it showing leaders about the school's curriculum?
- Where are the strongest curriculum areas? Where are those curriculum areas that need further development?
- *Also questions around personal development and behaviours and attitudes



Reflective educational conversation (Pre-inspection) Part 1 Potential questions

- How do leaders know if pupils 'learn the curriculum'?
- To what extent do leaders understand 'curriculum as the progression model'?
- What are the reasons for differences in subject effectiveness across the school?
- How do leaders quality assure the curriculum? In what way is this making a difference?
- How well do leaders model curriculum leadership?
- Can leaders explain the focus, rational and impact of staff training on the curriculum?





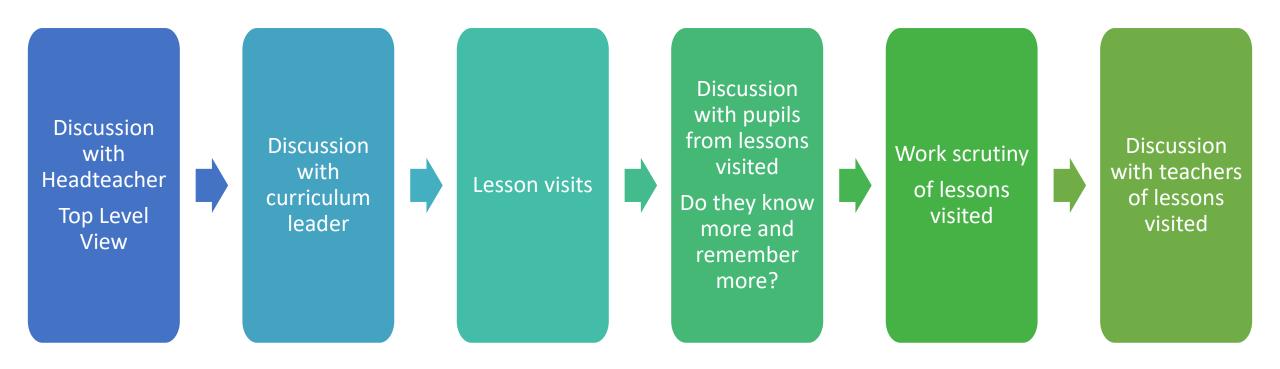
Using the Deep Dive process as the basis for monitoring and evaluating your subject



Curriculum Deep Dives So, what is a curriculum deep dive?

- Gathering evidence on the curriculum intent, implementation and impact over a sample of subjects, topics or aspects
- Evaluation of senior leaders' intent for the curriculum overall and how then it impacts this subject or area, and their understanding of its implementation and impact
- What are the strengths and weaknesses in subjects?
- Evaluation of curriculum leadership; long and medium-term thinking and planning, including the rationale for content choices and sequencing







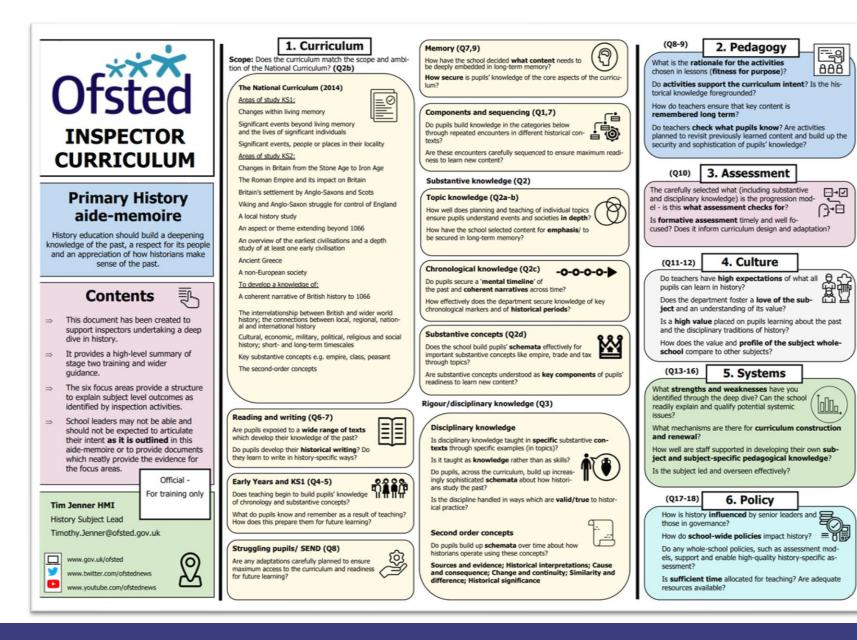
- Visits to a deliberately and explicitly connected sample of lessons
- Work scrutiny of books or other kinds of work produced by pupils who are part of classes that have also been (or will also be) visited by inspectors
- Discussion with teachers to understand how the curriculum informs their choices about content and sequencing to support effective learning
- Discussions with a group of pupils from the lessons visited.



THE CHURCH OF ENGLAND DIOCESE OF DURHAM Curriculum...

- **Scope** coverage and challenge why this?
- **Sequencing** why now?
- **Substantive knowledge** what do you want pupils to learn?
- **Disciplinary knowledge** how the subject discipline builds new knowledge.
- Knowing more, remembering more do pupils remember, long term, crucial content needed for subsequent learning?
- **Pedagogy** do teaching decisions achieve curricular intent?
- **Assessment** is there timely feedback on component learning?
- **Culture** is there a climate of high expectations where pupils' love of subject can flourish?
- Systems department/subject processes and staff support
- **Policy** what is the impact of school-wide policies on subject delivery?





THE CHURCH OF ENGLAND DIOCESE OF NEWCASTLE

in history	Potentially stronger practice	Potentially weaker practice
General practice — teaching of dis- ciplinary knowledge in history (Q3)	Pupils study specific examples of how historians have studied and analysed the past, and of how they have constructed and presented accounts of the past.	Disciplinary knowledge is approached as skills . Pupils practise 'doing' what historians do for themselves, rather than learning about how historians make sense of the past.
• •	Through this, pupils build schemata about how historians study the past. E.g. over time pupils build an increasingly secure and sophisticated schema about 'how historians use evidence'.	Pupils are asked to make judgments without the necessary knowledge . Pupils might be lacking i) knowledge of the topic or ii) knowledge of the discipline which would allow them to come to valid and reasonable judgments about the past.
¶÷ Ì Ì (♥)	Pupils are taught about the range of second-order concepts below. Teachers ensure that they represent the disciplinary traditions of history accurately and avoid misconceptions or misleading approaches.	The discipline is misrepresented or pupils build misconceptions because of the approach t the discipline e.g. spotting bias in sources.
	Carefully crafted enquiry questions are used to frame content, and to help pupils shape their knowledge into historical analyses.	Disciplinary knowledge is taught in generic ways, e.g. through formulaic structures or 'tips and tricks'.
		Presentism or morality tales shape content or approaches to teaching content
Cause and consequence (Q3a)	Pupils build knowledge over several lessons to allow them to make valid judgments about complex	Pupils asked to make causation judgments without sufficient knowledge of the topic
How historians make judgments about why an	Pupils study how historians have framed and approached causation in specific contexts through spe-	Questions where it is unclear what is being caused e.g. 'why was life hard for medieval peas- ants?'
event occurred, or the consequences of an event	cific examples e.g. how did historian X analyse the causes of WW1? Across the curriculum, pupils build up increasingly sophisticated schemata regarding how historians	Questions which confuse causation with personal motivation e.g. 'why did Henry want to mur der Thomas Becket?'
	analyse causation	
Change and continuity (Q3a) How historians make judgments about the ex-	Pupils build knowledge over several lessons to allow them to make valid judgments about change over time	Questions which do not focus clearly on change and continuity e.g. 'Why did the power of kings decline between 1000 and 1700?' (focuses on causation)
ent, nature or pace of change across time	Focus is clearly on the pace, nature or extent of change	Focus is on identifying changes, rather than analysing the degree, extent or pace of change
	Across the curriculum, pupils build up increasingly sophisticated schemata regarding how historians analyse change	Presentism allowed in pupil judgments e.g. 'when was life best for medieval peasants?'
Similarity and difference (Q3a)	Focuses on similarity and difference between or within individuals, groups or societies within the same time period	Similarity and difference is confused with change and continuity (by comparing across time periods)
How historians make judgments about the ex- tent of similarity and difference within or be- tween groups, places or societies in the same	Pupils build knowledge over several lessons to allow them to make valid judgments about the extent or type of similarity or difference	periody
time period	Across the curriculum, pupils build up increasingly sophisticated schemata regarding how historians analyse similarity and difference	
Historical significance (Q3a)	Pupils learn about the criteria which historians and others use to ascribe significance to people or	Significance is confused with importance or impact
low historians and others ascribe significance o historical people or events (deem them wor-	events Across the curriculum, pupils build up increasingly sophisticated schemata regarding how historians	Focus is on pupils judging significance themselves, rather than learning about the criteria which others have used to ascribe significance
thy of attention)	ascribe significance to people or events	Significance is given a moral dimension e.g. 'Why <i>should</i> we learn about topic X?' or 'who <i>deserves</i> to be remembered?'
Sources and evidence (Q3b)	Pupils learn about how sources are used to investigate the past in relation to <i>specific questions</i> e.g	Pupils are taught generic source skills which are not specific to a context or question
How historians use sources to make claims about the past	"What do the Paston letters tell us about the role of women in the 15th century?" Pupils learn about specific sources and collections of sources which historians use to investigate par- ticular issues and periods	Teaching focuses on bias or reliability of sources, rather than on how historians use them to construct claims about the past
	Across the curriculum, pupils build up increasingly sophisticated schemata regarding how historians use evidence	Teaching focuses on using approaches to sources taken from GCSE exams
Historical interpretations (Q3b)	Pupils develop knowledge of how particular historians have interpreted the past and learn about rea-	Teaching focuses on pupils making their own 'interpretations'
How and why historical interpretations are dif- erent	sons for difference in interpretations Pupils are given opportunities to engage with original or adapted extracts of real historical interpreta- tions	Interpretations are equated with 'viewpoints' or pupils are taught that history has 'no right an swers' $% \left({{{\left[{{{{\bf{n}}_{\rm{s}}} \right]}}} \right)$
	tions Across the curriculum, pupils build up increasingly sophisticated schemata regarding how and why historians construct different interpretations of the past	Interpretations are given a moral dimension e.g. 'was John a good or bad king?' Pupils are asked to judge the accuracy of interpretations



The curriculum

School Inspection Handbook September 2023 A school's curriculum sets out the aims of a programme of education. It also sets out the structure for those aims to be implemented, including the knowledge and skills to be gained at each stage. It enables the school to evaluate pupils' knowledge and skills against those expectations.



THE CHURCH OF ENGLAND DIOCESE OF NEWCASTLE

Inspectors will also bear in mind that **developing and embedding an** effective curriculum takes time, and that leaders may only be part-way through the process of adopting or redeveloping a curriculum. If leaders have an accurate, evaluative understanding of current curriculum practice in their school and have identified appropriate next steps (taking into account any impact of COVID-19) to improve curriculum quality and develop curriculum expertise across the school, inspectors will evaluate 'intent' favourably when reaching the holistic quality of education judgement. They will recognise that the criteria for a judgement of good are the best fit.



Quality of Education

Key words are: (taken from the handbook)

- Pupils' knowledge and skills
- End points
- Components and sequencing
- Progression
- Sequencing
- Local context and typical gaps in knowledge
- Breadth national curriculum and EYFS
- All pupils disadvantaged and pupils with SEND
- Rigour of subject-specific planning



Curriculum Intent

Intent is about **much** more than 'vision' and 'ambition'. It is about what leaders have actually done to enable that vision to be realised (in other words everything up to the point of delivery).

Intent includes the planned knowledge for future learning in each subject, in other words 'how the curriculum ensures pupils are 'ready' for their next stage of learning.' For a curriculum to be effective, it must enable pupils to develop knowledge.

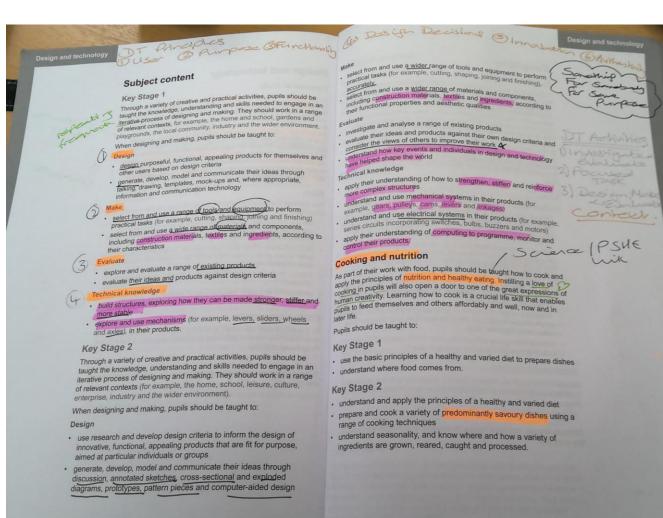
Intent is very much about coverage, design, appropriateness, sequence, progression – it is the **granular detail** of what going to teach pupils and why

The CHURCH OF ENGLAND DIOCESE OF DURHAM Things to think about:



- School overall intent for the curriculum needs to be as clear and focused as each subject area, leaders and all staff need to be certain in their understanding of what the intention is as a whole school for the curriculum – about providing the granular detail
- Can use school plans to consider scope and coherence in the overall and then subject curriculum
- When looking at plans with subject leaders it's about asking the question 'Why here? Why now?'
- Work scrutiny should evidence intent through indicating coverage, appropriate sequence of learning, progression in learning
- Whole curriculum is built upon the EYFS therefore need to be secure in knowledge and understanding of EYFS

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Know the National Curriculum for your subject inside out...

DT – Cooking and nutrition KS2 Seasonality

Art – Sculpture in KS1 / artists, craft makers and designers

Geography – Identify characteristics of the four countries of UK KS1

Look at purpose of study and aims

DIOCESE OF PREAD Curriculum

参 Department for Education

Design and technology programmes of study: key stage 3

National curriculum in England

Purpose of study

Design and technology is an insuming, digeness and products indeposit, itsnig creativity and respiration, pupils design and mane products that solve real and toelwart problems within a senish of restricts, considering free over and athere in designment actual. They approve a focular single of subject treatments and three the designment sub-as. They approve a focular single of subject waterheads and three the designment sub-as matterinates, protected, single-and technology and art. Pupils teams have to take take to a serial and extension and present design and technology, they develop a creater anotherbanding of its respect on data the series work. High quality beings and high respectively and the series an evented acceleration of the series.

Alme

The national curriculum for design and technology erris is meaning that all pupils:

- develop the cotative, lectinical and practical expertise readed to perform evelyotay lastic confidently and to performer successfully in an increasingly technological world.
- build and apply a repettore of knowledge, understanding and axits in arder to being and make high-quality picture and prickets for a wide range thusers
- antique, evaluate and test then scious and products and the work of attest
- I understand anit apply the principles of sublice and learn how to sage.

Cooking and nutrition

As part of their work with food, pupils should be taught how to cook and apply the principles of nutrition and healthy eating. Instilling a love of cooking in pupils will also open a door to one of the great expressions of human creativity. Learning how to cook is a crucial life skill that enables pupils to feed themselves and others affordably and well, now and in later life.

Pupils should be taught to:

Key stage 3

- understand and apply the principles of nutrition and health
- cook a repertoire of predominantly savoury dishes so that they are able to feed themselves and others a healthy and varied diet
- become competent in a range of cooking techniques (for example, selecting and preparing ingredients; using utensits and electrical equipment; applying heat in different ways; using awareness of taste, texture and smell to decide how to season dishes and combine ingredients; adapting and using their own recipes)
- · understand the source, seasonality and characteristics of a broad range of ingredients.

Know the National Curriculum for your subject inside out...

Look at purpose of study and aims





Composite and component

Component

Composite

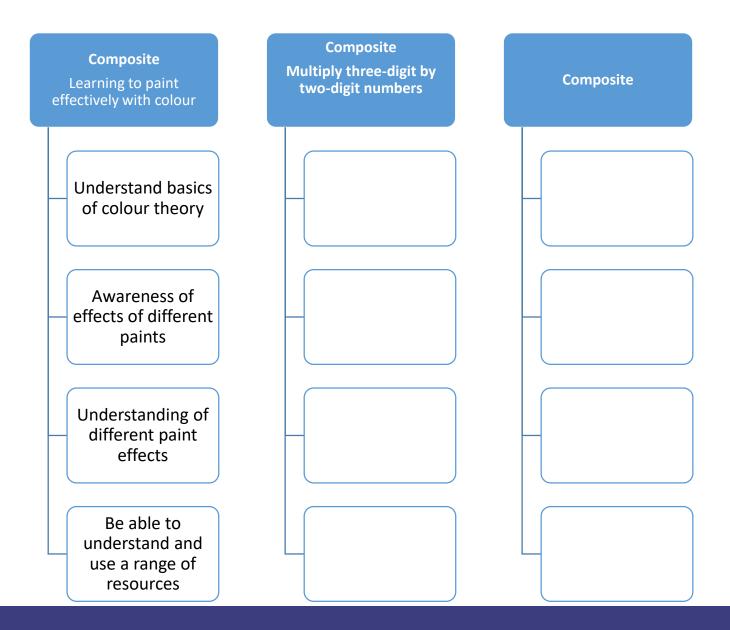
The building blocks which have been identified as most useful for subsequent learning





The complex knowledge/skill/perfor mance the component will combine to achieve







Laying the foundations in EYFS

- Establish intent for the curriculum in Early Years
- Importance of the development of children's spoken language
- Focus on vocabulary what vocabulary are they teaching for plants for example
- Understanding of all areas of learning and how they prepare children for your subject curriculum in Year 1 and later
- Visit to EYFS to see interactions between adults and children / learning in the provision
- Do this with the EYFS leader what is the learning doing here why this / why now?
- Understanding of the revised EYFS Framework





Do you have a clear understanding of the curriculum in your feeder school?

How does Key Stage 3 prepare pupils for the next stage in their education?

How do you adapt your curriculum for pupils new to the school?



Quality of Education

Implementation

This is where delivery, pedagogy and assessment sit within the QE judgement.

- How the curriculum is developed or adapted
- Presenting information clearly key learning / opportunities for discussion
- Checking understanding misconceptions
- Long term memory know more and remember more
- Sequencing build on previous learning
- Use of assessments check understanding / inform teaching
- Expert knowledge supported to address gas in their knowledge

THE CHURCH OF ENGLAND DIOCESE OF DURHAM Things to think about



- Consider statement 'right at a given point in time'
- This is where consider wider aspects including leadership and workload issues. Are **leaders** ensuring that the intent is implemented in such a way as to make it effective and sustainable?
- High profile of reading in this section of descriptors. This is because research shows that reading is the foundation stone of knowledge and so of the curriculum
- How those pupils with SEND are enabled to fully access each subject area within the curriculum, this is not solely about 'general' methods of support but about the personalisation in place for pupils with SEND to access history, geography etc.. This is potentially different for each subject

Implementation Discussions with class teachers:

- Potentially group around same subject area explore choices of content, sequence, pedagogical choices
- Ideally involve all staff who have been part of 'deep dive' i.e. seen in classrooms or looked at their books etc.
- Explore how class teachers are helped to improve subject knowledge alongside pedagogical choices
- How building up components to get to composite i.e. end product/end point e.g. what is this content part of? How do you expect this specific part of Year 7 content to create readiness for Year 8? Which Year 8 content is it relevant to?



Quality of Education

Impact

- How pupils are progressing through the curriculum
- Knowledge and cultural capital to succeed in life
- Work of high quality
- Disadvantaged pupils and pupils with SEND
- Progress in knowing, progressing and doing more
- Achieve well in national tests and examinations
- Readiness for next stage
- READING, READING, READING!



Impact

Impact is shown in what pupils know and can do as a result of the design and delivery of the curriculum.

- A well considered, well-taught curriculum will lead to good outcomes because those outcomes will reflect what pupils have learned
- Disadvantaged pupils and pupils with SEND acquire the knowledge and cultural capital they need to succeed in life
- National assessment are useful indicators of pupils' outcomes BUT they only represent a sample of what pupils have learned. Balance outcomes with first-hand assessment of pupils' work
- All learning builds to an end point. Learners are being prepared for their next stage in their education, training or employment at each stage of their learning.
- If pupils are not able to read to an age-appropriate level and fluency, they will be incapable of accessing the rest of the curriculum, and they will rapidly fall behind their peers.



Things to think about:

- Work scrutiny evidences the impact of the curriculum on pupils' learning
- It indicates whether pupils are learning and remembering long term what intend pupils to learn and remember
- Long term memory change is what is being looked for in impact
- Discussion with pupils evidences impact on knowledge retention
- Knowing more and remembering more
- Ofsted will not ask for or accept internal data HOWEVER subject leaders should be using assessments and outcome data to inform their work





Curriculum Leaders

Potential areas to think about for discussion or exploration:

- Plans/schemes used/organisation of subject area and why
- How prior content taught in previous lessons, topics or year groups prepares pupils for subsequent learning
- Sequence of learning look at how organised from beginning to end of school age group
- Content choices and appropriateness how reached and how reviewed
- How staff use assessment to support their work and teaching
- Pedagogical choices and why
- Standards pupils achieve and whether pupils know more and are able to do more as a result of being in school
- End points for each subject area in relation to pupils' needs and what wish to achieve
- Professional development opportunities for each subject for self and staff
- How matching up at delivery point i.e. lessons and how as curriculum leaders know this as well as SLT





Strategic Leadership

School leadership needs to be a broad concept that is separated from person, role and a discrete set of individual behaviours.

- It needs to be embedded in the school community as a whole.
- Such a broadening of the concept of leadership suggests shared responsibility for a shared purpose of community.

Leadership is about learning together.





Enabling others to act

Kouzes and Posner define 'enabling others to act' as:



Leaders fostering collaboration and building spirited teams. They actively involve others. Leaders understanding that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.





Good leaders foster good leadership at other levels. Leadership at other levels produces a steady stream of future leaders for the system as a whole.

Fullan: 2001

Leadership lies within the school not just with the head



Developing the team

Who is in your team? Do you know their individual skills? Do you know their areas for development? What team role do they play? Do you recognise spheres of influence within the team? Do you recognise your own behaviours in relation to individuals within the team?





Enabling others to act is the behaviour of a confident leader. Leaders who understand the strengths of their team and their potential for more responsibility feel confident in enabling others to take control and the initiative.

Enabling is a leadership behaviour while controlling and directing is a management behaviour.

Be clear about responsibilities:

Setting clear roles for each person, as well as the tasks they're expected to do, aids in helping future leaders set those exact same roles.

How do you use your subject improvement plan?



Subject reports

Subject report series: music

21 September 2023 Research and analysis

Subject report series: PE

20 September 2023 Research and analysis

Subject report series: geography 19 September 2023 Research and analysis

Subject report series: history 13 July 2023 Research and analysis

Subject report series: maths13 July 2023Research and analysis

Subject report series: science

2 February 2023 Research and analysis

Research reviews

Our research reviews will collate currently available research evidence. We will consider what the evidence tells us about a high-quality education in each subject.

Research review series: art and design22 February 2023Research and analysis

Research review series: English15 July 2022Research and analysis

Research review series: computing 16 May 2022 Research and analysis

Research review series: PE 18 March 2022 Research and analysis

Research review series: history 14 July 2021 Research and analysis

Research review series: music 12 July 2021 Research and analysis **Research review series: geography**

17 June 2021 Research and analysis

Research review series: languages

7 June 2021 Research and analysis

Research review series: mathematics

25 May 2021 Research and analysis

Research review series: religious education

12 May 2021 Research and analysis

Research review series: science

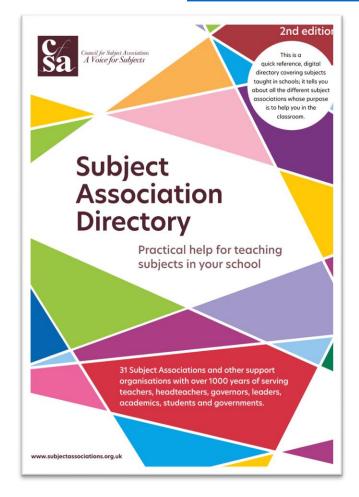
29 April 2021 Research and analysis



Subject Association Directory



The CfSA Directory – The Council for Subject Associations



The Design and Technology Membership includes* tablished in 1989 IIII The Design and Technology tablished in 1989 IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII	the first country glob of the subje recognising the ne opportunities to lea life' problems. Str	DESIGN & T allogy has been a recognised curriculum op ally to recognise the importance of a techni- can onw be found in countries across the ed to introduce the subject to their curriculu- m about a vide range of conceptual and p udents develop the transferable skills and a ding communication, teamwork, resilience, or	cal and design education; iterations world with China and India recently a. D&T provides pupils with practical practical skills in the solution of 'real- ratical skills in the solution of 'real- titudes highly valued by employers,	CfSA directory
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RELIGIOUS EDUCATION

Religious education is a rigrorous and relevant subject that helps prepare young people for the modern diverse world they are growing into, a world in which religious literacy has neve been more important. It is in RE that pupils learn about the people around them, think about their own beliefs and ideas, encounter worldviews different to their own and have the opportunity to consider a wide range of philosophical. Theological and ethical questions. RE is part of the basic curriculum, maning it is a legal requirement for all schools, including Academies, community schools and schools of a religious character, to teach RE to all of their pupils, though parents do have a right of withdrawal. RE is no tort to the National Curriculum, and is locally determined, meaning that it is a diverse and creative subject studied in different ways across the country.

National Association of Teachers of Religious Education	National Association of Teachers of RE (NATRE)	Membership include:
Established in 1985	0121 458 3313	and and and
www.natre.org.uk	admin@natre.org.uk	
	@NATREupdate #joinnatre	International And
	@NATREUpdate	
About us NATRE is run for teachers by teachers. It is a community of RE	teachers of RE, NQT and teachers in training, all the way from EYFS to Key Stage 4.	
practitioners and teachers who provide practical and easy to use	Looking after you!	
advice and solutions to help you teach. We have a network of local groups, and regional support.	 Quality assured RE resources, training and support delivered to you; for teachers by teachers. 	 Termly REtoday magazine Free access to the online 'REtoday Library' site
Every month we equip heads of department, teachers and senior leaders with information adout policies, provide relevant and researched information adout developments inteaching requirements and give access to quality assued resources and ideas. NATRE clas provides a focal point for the concerns of RE professionals and a representative voice at nother pulse of what is happening in education so that our members are always up to date. Who do we support? We support head teachers, governors, serior leaders,	 Instant & Fresources, ready to use activities and practical curriculum books each term Online community Over 300 local teacher groups Advocary and lobbying an your behalfcome and get involved. And much more How much dees It cost? Range of packages to suit you and your school. Start from £58 p.a. for ITE / ECT and up to £270 p.a.* for our most robust support package. 	Free RE in Action book Assessment guidance Daily access to profession advice and support Monthly – newsletter and adownloadable practice classroom activity Termly curriculum book ft of practical lesson ideas Online teaching and classroom resources, whi are regularly updated webinars, CPD and online tearning ECT programme NEW2RI Unlimited logins for all
Offers	E25 off Cur national Car 25% off	'School' memberships FREE welcome webinar.
Offers E25% off with counters Useful organisations / websites RE Today – www.retoday.org.uk Religious Education Council – www.r REConline – www.reonline.org.uk	our pational court territy conference webinars	Want to know mo Click here to visit
	eligiouseducationcouncil.org.uk	





What is it like to be a pupil at your school studying your subject on a daily basis?

