

Quality Assurance of National Professional Qualifications (NPQs)

Supplier Engagement Events



Welcome and introductions



Objectives of Event

1

Alert you to a possible opportunity

2

Set out the services we expect to procure

3

Seek feedback on the proposals

Please note:

- **Attending this event does not equate to a formal expression of interest in any future procurement activity nor does it commit the DfE to undertake any procurement activity as a result of this market engagement exercise.**
- **The anticipated requirement may be subject to change as a result of Early Supplier Market Engagement, funding opportunities and changes in governmental priorities.**

Our vision for School Leadership

Summary

The Department for Education's (DfE) vision is for an education system that drives social mobility, ensuring that every child and young person can access a high quality education, regardless of location, prior attainment, or background.

Further information

- Good school leaders are essential to an education system that drives social mobility.
- We know that, after the quality of teaching, it is the quality of school leadership that is the most important educational determinant of pupils' success.
- We want to make sure that there are enough great leaders right across the country and, in particular, in our most challenging schools and areas.
- To support this, we want to ensure that school leaders at all levels can access outstanding leadership development.
- The DfE supports a range of programmes that are designed to build leadership capacity, of which the NPQs are a key element.



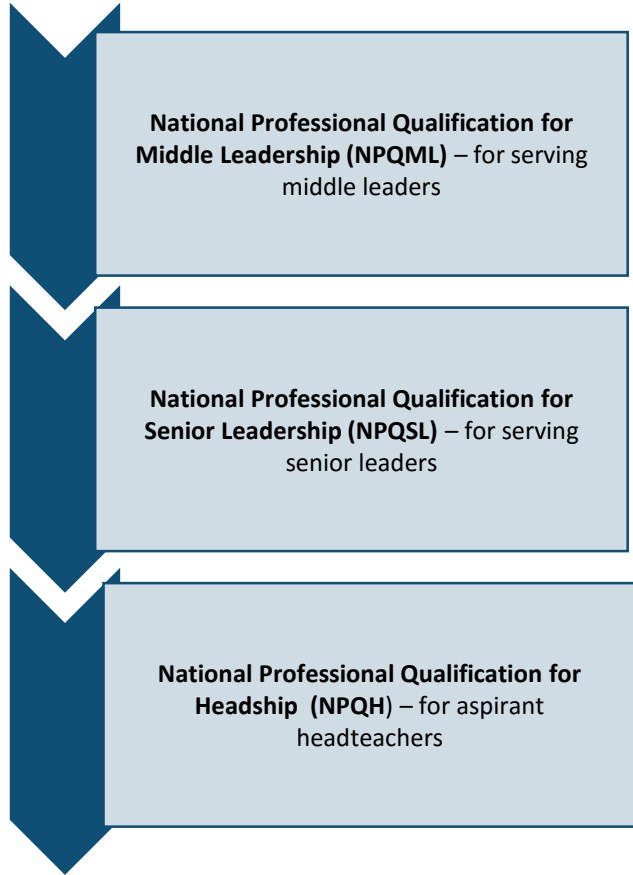
History of NPQs

Summary

Over the past fifteen years, NCTL and its predecessor bodies have sought to grow professional development opportunities for school leaders, with NPQs at the forefront of this provision.

Further information

- The NPQs are a national, voluntary suite of qualifications designed to support the professional development of school leaders.
- In 2012, the National College introduced a licensing approach to leadership provision, enabling the best schools, partnered with a range of other providers, to deliver a modular leadership development curriculum, linked to a suite of NPQs.
- There are currently 29 providers across the country delivering the NPQs under a licensing agreement. The contracts with licensees expire in October 2017.
- The three current levels of qualifications are the National Professional Qualification for Middle Leadership (NPQML), National Professional Qualification for Senior Leadership (NPQSL) and National Professional Qualification for Headship (NPQH).
- The content for these courses is currently provided to licensees by NCTL, with assessment carried out through a separate central provider.



National Professional Qualification for Middle Leadership (NPQML) – for serving middle leaders

‘Level 1: Leading a team’

National Professional Qualification for Senior Leadership (NPQSL) – for serving senior leaders

‘Level 2: Leading across an organisation’

National Professional Qualification for Headship (NPQH) – for aspirant headteachers

‘Level 3: Aspiring to lead an organisation’

The reformed NPQs



Our vision for NPQs

“I think the National Professional Qualifications for school leaders should have the same kudos that MBAs do in business - recognised in and outside the profession as qualifications that empower individuals with high-quality leadership and management skills”

Justine Greening
Secretary of State

NPQs that are:

- ✓ **Gold standard professional development**
- ✓ **Based on high quality research and evidence**
- ✓ **Widely available, particularly in the most disadvantaged areas**
- ✓ **Well respected within and beyond the sector**

Reform of NPQs

Summary

Last year, the DfE convened top headteachers, multi-academy trust (MAT) CEOs, and other sector experts to reform the NPQs to prepare leaders more effectively for the range of leadership roles in today's school system.

Further information

- With the increase in academies and the push towards a school-led system, the leadership landscape has changed significantly over the past four years. There is now a wider range of leadership roles available, requiring a wider set of knowledge and skills, particularly around running larger, more complex organisations, and drawing on business expertise.
- In this changing environment, we wanted to support the school system to develop a strong and sustainable pipeline of talented, motivated leaders at all levels – leaders who are ready to meet the challenges that they face on a daily basis.
- Last year, the DfE convened top headteachers, MAT CEOs, and other sector experts to reform the NPQs to prepare leaders more effectively for the range of leadership roles in today's school system.
- This Group, chaired by Roger Pope CBE, Chair of NCTL, has considered all the available evidence and consulted widely to develop the reformed NPQs.

DfE announces intention
to convene an expert
group to reform the
NPQs

March
2016

Testing of a working
model of the reformed
NPQs with the sector
begins

Sept
2016

Provider information
events and launch of
application window

Feb
2017

June
2016

Expert group, chaired by
Roger Pope, meets for
the first time

Nov
2016

Expert group meets for
the final time

Sept
2017

Accredited providers
start delivering the
reformed NPQs

New Delivery Model

Summary

The new approach to the NPQs will put the best schools and organisations in the driving seat of leadership professional development. Working within a flexible set of frameworks, accredited providers will design, deliver, and assess one or more of an extended suite of qualifications.

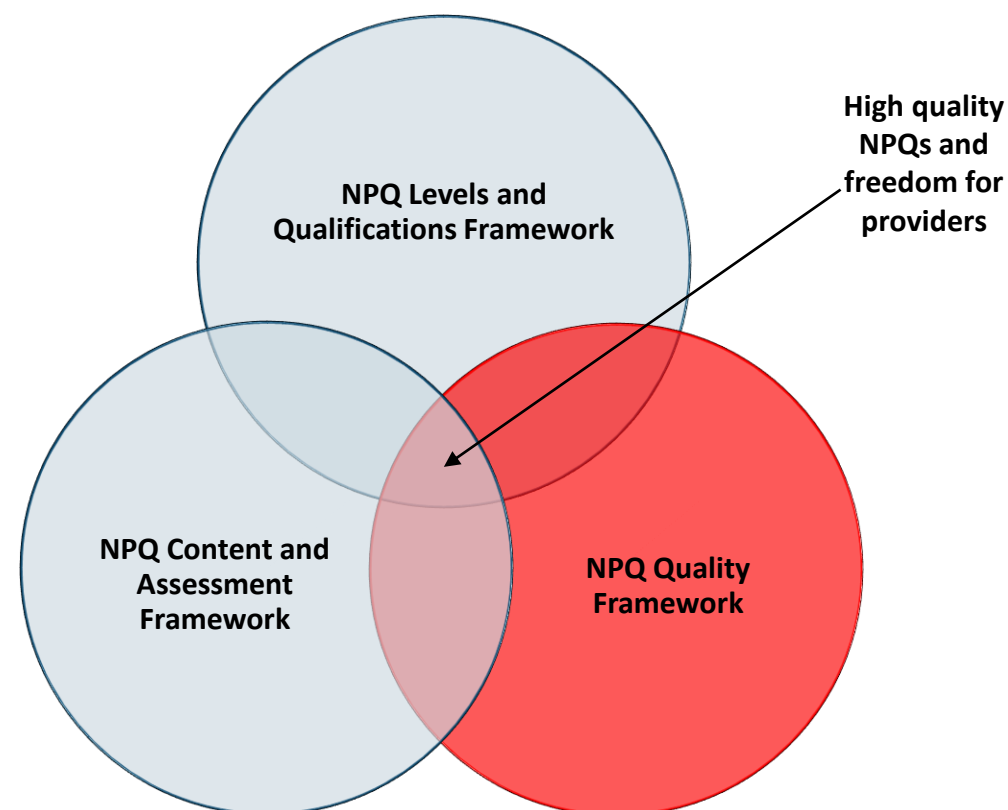
Further information

Accredited providers will work within three overlapping frameworks:

- An **NPQ Levels and Qualifications Framework** that identifies the range of qualifications that providers can deliver
- An **NPQ Content and Assessment Framework** that sets out the core knowledge and skills that providers must teach as part of each qualification, and the tasks and criteria against which providers will assess their candidates
- An **NPQ Quality Framework** that sets out the standards of provision that providers must meet to retain their accreditation

Quality and freedom are at the heart of our new approach.

The frameworks will ensure that school leaders are offered qualifications that are accessible, nationally-consistent, and high quality, whilst also giving providers the freedom and flexibility to offer bespoke provision that is responsive to the varied and changing contexts of school leaders.



NPQ Frameworks

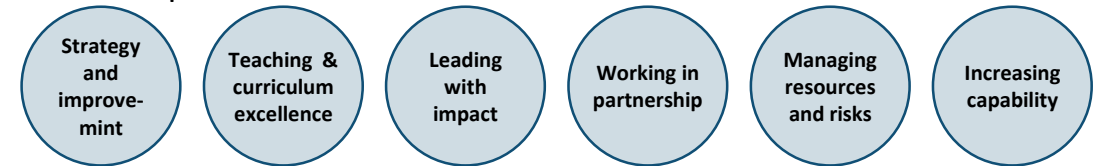
Levels and Qualifications Framework

- This framework sets out the **range of NPQs** that prospective providers can apply to deliver.
- It identifies **four qualifications at four levels of leadership**, with all of the qualifications targeting **aspirant *and* serving school leaders**.



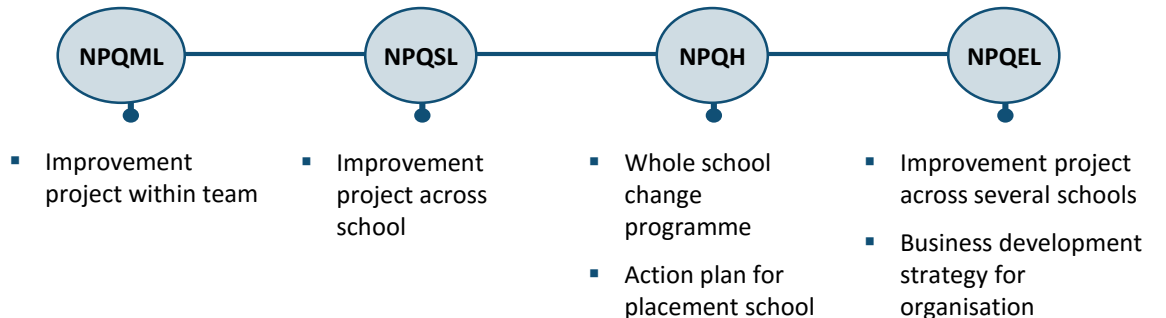
Content and Assessment Framework

- There are **6 content areas**, which set out *what* a leader should know and be able to do. They increase in breadth and depth through the NPQ levels.
- There are also **7 leadership behaviours**, which set out *how* the best leaders operate.



commitment, collaboration, personal drive, resilience, awareness, integrity, respect

- For each content area, there are **corresponding assessment criteria**, which are assessed through a series of **defined project-based tasks**



Participant assessment is carried out by providers, with the QA Agent sampling assessments to ensure national consistency.

Quality Framework

Summary

It is vital that all NPQ provision is of high quality. This framework sets out a range of quality requirements and accompanying metrics that providers must meet, as well as the schedule of quality assurance activities that the QA agent will operate.

15 Quality requirements & 7 Accompanying metrics

8 requirements and 3 metrics relating to **providers' leadership and management**

7 requirements and 4 metrics relating to **providers' provision**

- Providers who are not meeting these requirements, and fail to take the remedial action necessary will have their accreditation terminated
- Providers' performance against the requirement and metrics will be assessed through a range of quality assurance activity, set out opposite
- **It is strongly recommended that you read the Quality Framework in full for further details. This will be posted on Contracts Finder following this presentation.**

1. Monitoring

Providers self-reporting on performance

Participant feedback collected by QA agent

Rolling in-depth inspections by QA agent

QA agent moderating a sample of participant assessment projects

2. Analysis

QA agent verifies evidence and assesses Providers' performance against the Quality Framework, drawing on the teaching and school leadership evidence base

3. Feedback

QA agent gives feedback to provider and DfE on provider's performance, clearly identifying any remedial action necessary

4. Implementation and follow-up monitoring

QA agent work with provider to implement remedial action; QA agent monitors implementation and impact

Questions



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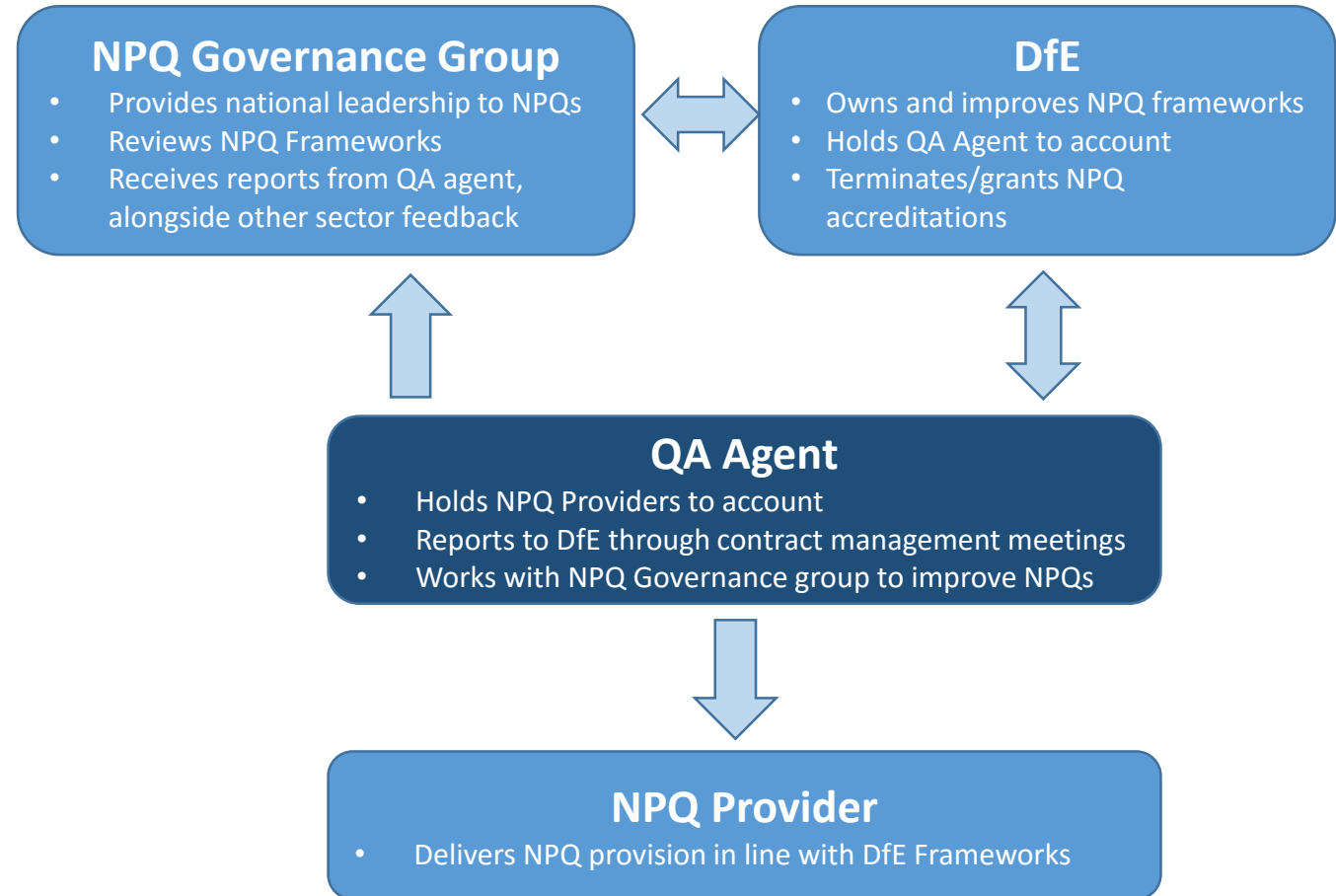


The Quality Assurance (QA) Agent



QA Agent – Summary of Role

- We want NPQs to be grounded in the best available evidence and viewed as the gold standard for teachers' professional development.
- We are therefore seeking to partner with an organisation with the authority and expertise to establish this gold standard.
- The QA agent will be responsible for quality assuring and improving NPQ provision throughout England, through a range of activities.
- The contract will be for a minimum term of 3 years (subject to break clauses), with the option to extend for a maximum for 2 year subject to Ministerial agreement.
- We expect the contract value to be £3m – 6m over 3 years



QA Agent – Individual Functions

- A** Regular monitoring and improvement of NPQ Providers' performance
- B** Undertaking periodic in-depth performance reviews of NPQ Providers
- C** Moderating a sample of participants' assessment projects
- D** Identifying improvements to NPQs as a whole
- E** Making recommendations to DfE on the termination of provider accreditations
- F** Administering any future accreditation rounds, in accordance with DfE requirements
- G** Effective partnership working with NPQ providers, participants and DfE
- H** Maintaining good governance arrangements, including regular reporting to DfE

A

Regular monitoring and improvement of NPQ providers' performance

Summary

- The QA agent will regularly collect evidence from providers and participants about providers' performance
- The QA agent will use this evidence to assess, improve and report on providers' quality.
- The DfE will require particular assurance in relation to the providers' content and the quality of evidence on which it is based
- The QA agent will use its expert knowledge of the teaching and school leadership evidence base to inform its judgements.

Providers return 6 monthly performance data;
QA agent collects 6 monthly participant
feedback

QA agent verifies evidence and analyses
performance against quality framework,
informed by the latest research and evidence

QA agent identifies any remedial action
required to meet the quality requirements

Within one month, reports back to Provider
and DfE

B

Undertaking periodic in-depth performance reviews

Summary

- In addition to regular monitoring, the QA agent will establish and operate a targeted strategy to periodically review each provider in detail.
- The DfE will require particular assurance in relation to providers' content and the quality of evidence on which it is based, and the QA agent will draw on the latest teaching and school leadership evidence base to inform its assessment.
- The DfE may require the QA agent to undertake immediate performance reviews of providers, e.g. if particular concerns come to light

QA agent conducts first performance
review of all providers by year 3

QA agent assesses performance in
depth (particularly the quality of
content), including through site visits

QA agent delivers feedback to the
provider and DfE within one month

QA agent monitors implementation of
remedial action, and schedules follow-
up review

C

Moderating a sample of participants' assessment projects

Summary

- Providers are responsible for the assessment of their NPQ participants.
- However, it is vital for the credibility and quality of NPQs that assessment is consistent across all NPQ providers, so the QA agent will moderate a rolling 10% sample of assessments projects, that covers all NPQ cohorts graduating in that year.

QA agent has 30 days to 'call-in' a participant's project for moderation, following a provider's own assessment

QA agent communicates outcome of the moderation within 30 days

QA agent ensures moderators are suitably qualified and avoid conflicts of interest

Over the academic year, the QA agent must have moderated 10% of all participants' assessment projects, across all cohorts graduating in that academic year

D

Identifying Improvements to the NPQs

Summary

- As part of its overarching responsibility for the quality of NPQs, the QA agent will work with DfE and NPQ governance group, to share best practice and propose improvements to NPQs.
- This will be informed by its QA activities and expert knowledge of the teaching and school leadership evidence base. Particular areas of interest are:

Identifying important research or evidence to strengthen NPQ content

Identifying 'cold spots' in provision or unmet demand for NPQs, particularly in disadvantaged areas

Identifying and sharing best practice in assessment

E

Making recommendations to DfE on terminating provider accreditations

Summary

- It is important that all NPQ providers are of high quality, therefore, in cases of serious underperformance, the DfE will terminate a provider's accreditation agreement and revoke their accreditation to deliver NPQs.

QA agent supports provider to implement remedial action where they are underperforming

Where provider continues to underperform, QA agent makes recommendation on whether to terminate accreditation

DfE makes decision on whether to terminate Provider's accreditation

QA agent supplies evidence to inform appeals process

F

Administering any future accreditation rounds, in accordance with DfE requirements

Summary

- To ensure there are sufficient high quality NPQ providers, the DfE may commission future provider accreditation rounds which the QA agent will be responsible for administering.
- DfE will retain oversight of the process and be the final decision-maker regarding provider accreditations.

Organising Market Warming

Receiving and cataloguing applications

Organising evaluation panels (to DfE requirements)

Communicating outcomes

G

Effective partnership working with NPQ providers, participants and DfE

Summary

- The QA agent will need to work in partnership with NPQ providers, participants, the DfE and other stakeholders
- It will be responsible for quickly establishing productive and enduring working relationships with these parties, and work closely with them to improve NPQ quality.

H

Maintaining good governance arrangements, including regular reporting to DfE

Summary

- The QA agent will need to have good governance arrangements in place and report regularly to DfE on its own, and providers', performance
- This will include monthly status reports on the numbers of people taking and completing NPQs, as well as financial reporting and the QA agent's performance against KPIs.

Questions



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Commercial Process and Timeline



Minimum Requirements

Summary

Our specification is still in development, however we expect that bidders will be required to evidence they possess the skills, knowledge and attributes below

1

- Capacity to deliver QA activities on a national scale

4

- No conflicts of interest with any accredited NPQ provider(s)

7

- Ability to deliver accurate and timely performance and management information

2

- Expertise in quality assuring professional development / qualifications in the leadership or management sectors

5

- Expertise in delivering high quality candidate assessment processes

8

- Holds ISO 9001 or equivalent

3

- Expert knowledge of the teaching and school leadership evidence base

6

- Experience of leading a successful multi-agency partnership

Key Performance Indicators

Summary

In order to ensure that the QA provision is of the highest quality, the QA agent will be measured against Key Performance Indicators (KPIs). Failure to meet certain KPIs will result in a financial penalty, capped at a maximum of 15%.

Key Performance Indicator	Measure	Financial Consequence?
The QA agent ensures NPQ providers return self-assessment and metric reports on time	<ul style="list-style-type: none"> 100% of providers submit self-assessments on time (every 6 months in years 1 and 2 of a providers' provision, and annually thereafter) 100% of provider submit metric returns on time (every 6 months in years 1 and 2 of a providers' provision, and annually thereafter) 	x
The QA agent delivers timely and high quality feedback on self-assessment and metric returns	<ul style="list-style-type: none"> The QA agent delivers feedback on provider self assessments and metrics, in the agreed format, within one month of receipt. 75% of reports are signed off by DfE in the first instance during the first year of delivery, 80% of reports are signed off by DfE in the first instance from year two onwards 	✓
The QA agent collects participant feedback in a timely fashion and delivers high quality analysis of it	<ul style="list-style-type: none"> QA agent collects participant feedback every 6 months in years 1 and 2 of a providers' provision and annually thereafter QA agent provides feedback in the agreed format within one month of receipt 	✓
The QA agent ensures that periodic performance reviews are timely, robust and effective.	<ul style="list-style-type: none"> All providers are reviewed in detail within their first 3 years of provision A written report on the provider, in the agreed format is delivered to DfE within one month of completion 	✓
The QA agent ensures all NPQ provision is high quality and manages underperformance effectively	<ul style="list-style-type: none"> 70% in the first year, and 90% thereafter, of NPQ providers are meeting/exceeding the metrics in the quality Framework 	✓
The QA agent carries out robust, effective and timely moderation	<ul style="list-style-type: none"> The QA agent's sample meets the agreed criteria for that academic year The QA agent calls in assessment scripts no later than 30 days after a provider has completed its own assessment, and confirms the outcome of moderation within 30 days 	✓
The QA agent reports data to DfE accurately and on time	<ul style="list-style-type: none"> 100% of data reports, including participant assessment and recruitment data, is delivered monthly in the agreed format The QA agent provides accurate data within two weeks of an ad hoc request, or within two days for urgent requests 	✓

Evaluation Criteria

Summary

A brief description of the indicative tender evaluation process.

Evaluation process

- 1 The intention is to award the contract to a single organisation, but consortia are welcome to apply
- 2 The tender evaluation will be based on the Most Economically Advantageous Tender criteria, incorporating both “Price” and “Quality” elements
- 3 The model is still being developed but Quality/Price weighting is likely to be around 70/30 in favour of Quality
- 4 Price evaluation will be based on whole life costs and bidders will be required to submit a full cost breakdown including any relevant assumptions and trajectories
- 5 Quality evaluation will be based on bidders providing responses to a set of technical questions and will include a quality threshold
- 6 It is not currently proposed that scored interviews will be used as part of the evaluation although clarification interviews may be an option
- 7 The evaluation process will be fully outlined in the tender documents

Next Steps

Stages of the Tender/Bid (ITT/ITB)

Issue Invitation to Tender/Bid

Evaluation of bidder written responses (desktop evaluation)

Bidder interviews/clarifications

Final moderation

Notification of result and feedback

10 day standstill period

Contract award

High-level indicative timescale

Activity	Timescale
ITB launched	End September 17
Anticipated contract start	End December 17
Start-up Period	January – March 18
First QA Activities	April 18

All dates are indicative and dependent on the outcomes of the supplier engagement events

Feedback and Questions



- We would value your thoughts and feedback on the services described. We will therefore be sending you a short survey to gather your views.
- If you have any additional questions about the DE's requirements or the accreditation process after today's event, please email NPQ.Reform@education.gov.uk. All enquiries must have the word 'QA AGENT' in the heading.