

Leadership development and succession planning

Leadership development

Excellent leadership plays a critical role in the success of a school and its students. As a senior leader, it is important that you develop not only your own skills, but the leadership skills of your entire team. Options for doing so include coaching and mentoring, reviewing the leadership structure of your school or looking at performance management.

Further information on all of these areas can be accessed from the National College:
www.nationalcollege.org.uk/index/leadershiplibrary/leadingschools/developing-leadership-in-your-school.htm?WT.ac=PP028

Leadership development can take a range of formats from formal National College courses to more informal in school and local school-to-school arrangements. The following four documents provide a summary of leadership development opportunities available to leaders and aspiring leaders in Ealing and are included in the handbook directly after this item.

1. Leadership development: National College opportunities

This provides a summary and links to current National Courses. The dates for application rounds can be found from the following link: <http://www.nationalcollege.org.uk/index/professional-development/application-round-dates.htm>

2. Leadership development: informal local, regional, national & international opportunities

This document provides ideas for informal opportunities to develop leadership skills and experience through contact with staff in other schools either face to face or on line.

3. Leadership development: in school

This document provides ideas for leadership development in school.

4. Leadership development: Ealing programme

This document outlines the more formal programmes and networks that are available in Ealing. More details of all programmes can be found on Ealing CPD online: www.ealingcpd.org.uk

Developing a leadership development programme for your school

If you would like support in developing a leadership development programme contact:

Angela Doherty adoherty@ealing.gov.uk or **Monica Raphael** mraphael@ealing.gov.uk

Succession planning

Succession planning is about identifying and developing the leaders of tomorrow. The National College information which can be accessed from the link below provides support and advice to schools, local authorities and governors around developing talent, as well as advice and a range of materials for those aspiring to leadership.

<http://www.nationalcollege.org.uk/index/leadershiplibrary/leadingschools/successionplanning/about-succession-planning.htm>

There are two general documents which provide a general overview of the main themes can be accessed from the links below or from the National College website link.

Launch Succession planning: key themes for school governors

This booklet sets out what can be done by governing bodies to address the issue of leadership succession. From rethinking the recruitment process to examining how leadership is nurtured within a school this guide offers ideas for new models of leadership, case studies, questions that other governors have raised, and pointers to further information. To order a printed copy, email successionplanning@nationalcollege.org.uk.

Launch Leadership succession: an overview

This document explains the key issues for leadership succession and looks at ways of addressing the looming shortage of headteachers. Aimed at school leaders and stakeholders it emphasises that leadership recruitment and development is a system-wide challenge which cannot be handled by a single agency acting alone. To order a printed copy, email successionplanning@nationalcollege.org.uk.

Schools wishing to access support for succession planning should contact **Opal Brown** obrown@ealing.gov.uk or **Cate Duffy** cduffy@ealing.gov.uk

1. Leadership Development: National College Opportunities

	<p><i>Below is a summary of and links to current National College leadership programmes. Please check at www.nationalcollege.org.uk for the latest updates and more information on school and academy leadership development.</i> http://www.nationalcollege.org.uk/index/professional-development/application-round-dates.htm</p>			
<p>Advanced Leader Phase 3: System Leader / Academy Principal</p>	<p>National Leaders of Education and National Support Schools Programme You must be an outstanding serving headteacher, principal, executive head or chief executive with previous experience of outreach support and responsibility for a school that meets the programme's criteria. Applications are accepted from maintained or independent primary, secondary and special schools</p>	<p>Fellowship Programme The programme equips strategic leaders who have proved themselves through the national leaders of education (NLE) process as capable of improving both other schools and their locality</p>	<p>National teaching schools Schools and academies applying to become teaching schools will need to give evidence of successful partnerships as well as excellent leadership with a proven track record of school improvement. Both the headteacher and the school will need to meet stringent criteria.</p>	<p>Primary Executive Headteacher (PEH) provision The Primary Executive Headteacher (PEH) provision provides the opportunity for challenging professional development for current and aspiring executive headteachers.</p>
<p>Advanced Leader Phase 2: Experienced Headteacher / Academy Principal</p>	<p>Local Leaders of Education Programme For serving headteachers and academy principals with a minimum of three years' experience, good outcomes in attainment and Ofsted measures and a successful track record of school improvement. Please refer to Who can be a local leader of education? for the full selection criteria.</p>	<p>National Leaders of Education and National Support Schools Programme You must be an outstanding serving headteacher, principal, executive head or chief executive with previous experience of outreach support and responsibility for a school that meets the programme's criteria. Applications are accepted from maintained or independent primary, secondary and special schools</p>		
<p>Advanced Leader Phase 1: New Headteacher / Academy Principal</p>	<p>Head Start Head Start provides practical advice and support to enable you to become a highly effective headteacher early on in your new role, with the confidence and skills to be a great leader for your school.</p>	<p>Leadership Pathways Leadership Pathways focuses on developing whole school leadership, and giving senior leaders the skills that they need to reach their full potential. Participants are able to choose their own pathway</p>		

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		through the programme, so every stage is tailored to their individual development requirements.		
Senior Leader Phase 2: Aspiring headteacher / Academy Principal	<p>National Professional Qualification for Headship</p> <p>The National Professional Qualification for Headship (NPQH) is the mandatory qualification for headship. The programme is underpinned by the National Standards for Headteachers and has been designed for passionate, highly motivated people who are focused on becoming and ready to become a credible applicant for a headteacher position within the next 12–18 months.</p>	<p>Associate Academy Principal Programme The Associate Academy Principal Programme (AAPP) gives aspirant academy principals the skills and confidence to take on the role of principal.</p>	<p>Tomorrow's Heads Do you have the passion and vision for headship and the drive and commitment to complete the National Professional Qualification for Headship (NPQH) within just four years? We're looking for talented individuals with the potential to fast track to headship on this intensive training programme. Tomorrow's Heads is one of two National College programmes offering accelerated leadership development.</p>	<p>Future Leaders If you wish to join the Future Leaders programme, you should have the desire to lead a challenging secondary school. You may currently be a teacher in a secondary school, or you may be a former teacher who is now working in another area of education or outside of education altogether. Either way, you'll be passionate about improving the life chances of young people from disadvantaged backgrounds</p>
Senior Leader Phase 1: New Senior Leader	<p>Leadership Pathways Leadership Pathways focuses on developing whole school leadership, and giving senior leaders the skills that they need to reach their full potential. Participants are able to choose their own pathway through the programme, so every stage is tailored to their individual development requirements.</p>	<p>Future Leaders If you wish to join the Future Leaders programme, you should have the desire to lead a challenging secondary school. You may currently be a teacher in a secondary school, or you may be a former teacher who is now working in another area of education or outside of education altogether. Either way, you'll be passionate about improving the life chances of young people from disadvantaged backgrounds.</p>		
<p>Middle Leader Phase 2 Experienced / Post Threshold</p> <p>Middle Leader Phase 1 New / Pre – Threshold</p>	<p>Middle Leadership Development Programme The Middle Leadership Development Programme enables clusters of schools, to deliver professional development to their own middle leaders, developing effective leadership of teaching and learning. Supported by the National College, the programme can be tailored to individual</p>	<p>Equal Access to Promotion The core purpose of Equal Access to Promotion (EAP) is to support the professional development needs of black and minority ethnic (BME) teachers in middle leadership, and to provide support for them to move on to senior</p>	<p>Teaching Leaders Teaching Leaders is designed to raise levels of pupil achievement in challenging schools through outstanding middle leadership. The programme develops highly motivated, inspirational middle leaders: heads of department, heads of year and other whole-</p>	<p>Strategic Leadership of Continuing Professional Development This is an online unit created in partnership (TDA). Participants on Leadership Pathways can complete it as one of their online units, but it is also available for those</p>

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	needs and context, with the benefit of sharing expertise and best practice with others. This programme is delivered locally in Ealing.	leadership roles.	school roles.	who are interested in the leadership of professional development to complete separately.
Specialist programmes for BME teachers	<p>Equal Access to Promotion</p> <p>The core purpose of Equal Access to Promotion (EAP) is to support the professional development needs of black and minority ethnic (BME) teachers in middle leadership, and to provide support for them to move on to senior leadership roles.</p>	<p>School Inspection Shadowing Programme</p> <p>The School Inspection Shadowing Programme is for black and Asian senior teachers who are considering applying for senior leadership and headship positions. The programme involves shadowing Ofsted inspection teams on two school inspections. The aim is to enhance participant's skills and knowledge when applying for promotion by providing valuable new insights into school performance and effectiveness</p>		
School Business Managers	<p>Certificate of School Business Management</p> <p>The Diploma of School Business Management (DSBM) develops the leadership and management skills of school business managers (SBM), enabling them to fulfil a strategic role in determining the direction of their school.</p>	<p>Diploma of School Business Management</p> <p>The Diploma of School Business Management (DSBM) develops the leadership and management skills of school business managers (SBM), enabling them to fulfil a strategic role in determining the direction of their school.</p>	<p>Advanced Diploma of School Business Management</p> <p>The Advanced Diploma of School Business Management (ADSBM) develops the knowledge and skills of experienced school business managers (SBMs), enabling them to work more strategically and enhance their contribution in complex settings.</p>	<p>CIPFA Certificate in Financial Reporting for Academies</p> <p>The CIPFA Certificate in Financial Reporting for Academies provides the knowledge and skills required to carry out a key role in academy financial management. The programme is accredited by the Chartered Institute of Public Finance and Accountancy (CIPFA), and participants gain a professional qualification from CIPFA broadly equivalent to NVQ level 4 on completion.</p>

2. Leadership Development: Informal local, regional, national and international Opportunities

Leadership Phase	<i>Below are listed a number of informal opportunities to develop leadership skills and experience through contact with staff in other schools either face to face or on line. The list is not meant to be exhaustive and should be seen as complementary to participation in structured and accredited programmes from the National College or other providers.</i>			
Advanced Leader Phase 3: System Leader / Academy Principal	Lead a local, regional, national or international leadership exchange or study visit.	Join local or national steering groups and consultative bodies.	Contribute to local and national leadership programmes as a facilitator.	Coach and mentor new system leaders
Advanced Leader Phase 2: Experienced Headteacher / Academy Principal	Act as a mentor / coach to a new headteacher / principal or a group of headteachers/ principals through the local induction programme.	Contribute to governor training in other schools or academies.	Develop a programme of internships and leadership swaps locally, regionally or nationally.	Support other schools in developing effective change leadership approaches.
Advanced Leader Phase 1: New Headteacher / Academy Principal	Participate with peers in local or national programmes for new headteachers / principals.	Contribute to local / national programmes for aspiring headteachers / principals.	Work in partnership with other schools to develop governor training.	Share effective practice with other schools by developing outreach and inreach programmes.
Senior Leader Phase 2: Aspiring headteacher / Academy Principal	Participate in cross school learning communities taking responsibility for in school follow up and evaluation of impact.	Participate in local and national on line or face to face forums in areas of priority for the school.	Work in partnership with another school to address variation in performance within and between the schools.	Provide coaching and mentoring support to aspiring senior leaders.
Senior Leader Phase 1: New Senior Leader	Participate in a structured coaching / mentoring programme with staff from other schools.	Participate in the delivery of a local middle leadership development programme.	Contribute to a local programme for NQTs.	Take part in an internship/ job swap with another school.
Middle Leader Phase 2 Experienced / Post Threshold	Shadow a senior leader in another school or support a new middle leader.	Participate in cross school learning communities contributing in school to the follow up and evaluation of impact.	Take responsibility for developing multi-agency links in relation to a specific project to improve outcomes.	Work with staff from other schools to analyse and compare data to inform improvement projects.
Middle Leader Phase 1 New / Pre – Threshold	Participate in local subject, phase, cluster, and area networks.	Develop coaching and mentoring skills as part of a structured programme.	Participate in cross school learning communities contributing in school to the follow up and evaluation of impact.	Participate in online middle leaders forums on priority issues.
Early Leaders Phase 2 Year 2 onwards	Participate in cross school peer networks and arrange to visit other schools.	Participate in cross school learning communities contributing in school to the follow up and evaluation of impact.	Contribute to multi-agency projects in school or across schools.	Link an action research project to an MA module.
Early Leaders Phase 1 Year 1	Participate in cross school peer networks.	Contribute to blogs and online learning discussions.	Participate in central CPD programme evaluating the impact on own practice.	Complete a focused visit to another schools.

3. Leadership Development: In school opportunities

Leadership Phase	<i>Below are a number of opportunities for leadership development in school. The list is not meant to be exhaustive but to act as a stimulus for schools wishing to enhance the internal leadership development opportunities available to new, aspiring and experienced leaders.</i>				
Advanced Leader Phase 3: System Leader / Academy Principal	Develop distributed leadership to enable the school to continue to improve during system leadership phase.	Implement system leadership learning in own school through coaching and mentoring	Develop in school internships and role swaps and opportunities for 'stepping out'.	Model effective change leadership in school	Develop effective multi-agency working in own school
Advanced Leader Phase 2: Experienced Headteacher / Academy Principal	Develop an internal leadership development programme including coaching and mentoring within the school	Contribute to in school governor training	Develop a distributed leadership model to facilitate own development as a system leader	Develop in school internships and role swaps and opportunities for 'stepping up'	Develop a culture of outward facing leadership
Advanced Leader Phase 1: New Headteacher / Academy Principal	Develop own leadership values and style through effective working with a leadership coach and mentor.	Develop a clear strategic plan with senior leadership team and governors using external facilitation as appropriate	Develop distributed leadership taking into account individual strengths, aspirations and development opportunities	Develop systems and structures to share good practice internally to minimise in school variations in practice and outcomes	Ensure that there is effective use of data and that there is a clear system of accountability.
Senior Leader Phase 2: Aspiring headteacher / Academy Principal	Lead a cross school / vertical enquiry linked to a school improvement priority	Develop a whole school approach to coaching and mentoring	Design an in school leadership development programme for a targeted group of staff.	Develop own understanding of governance and school business management through in school shadowing	Participate in job rotation to broaden experience.
Senior Leader Phase 1: New Senior Leader	Take responsibility for a section of the school improvement plan through linkage to performance management	Lead a change team or CPD programme within the school focusing on a school improvement priority or area of innovation.	Take an active part in liaising with the governing body on key issues.	Create structured opportunities to receive leadership coaching and mentoring in key areas of personal professional development.	Participate in online discussion forums in relation to local and national priorities.
Middle Leader Phase 2 Experienced / Post Threshold	Ensure that your area of responsibility contributes to highly effective learning and outcomes for pupils.	Work in partnership with other middle leaders to reduce in school variation including the effective use of data. .	Develop skills for line management performance management, staff recruitment etc	Participate in senior leadership shadowing or internship.	Act as a coach or mentor to a new senior leader.
Middle Leader Phase 1 New / Pre – Threshold	Develop an effective development plan for area of responsibility.	Develop effective self evaluation skills for area of responsibility.	Develop coaching and mentoring to improve teaching and learning.	Develop lesson observation experience and skills	Participate in a cross school working party / enquiry team
Early Leaders Phase 2 Year 2 onwards	Develop opportunities for joint planning and peer observations.	Participate in learning walks in own and other areas of the school.	Lead on an item in a team or staff meeting on a regular basis	Monitor the impact of CPD on personal practice.	Participate in an action research project in school.
Early Leaders Phase 1 Year 1	Develop own professional development plan and review regularly	Develop knowledge of subject area or phase in more depth	Participate in peer networks and observations	Shadow a more experienced teacher or leader & reflect on the learning.	Complete a learning enquiry in your own classroom and share with colleagues.

4. Leadership Development opportunities in Ealing 2011/12

Programme	Details	For more information
Aspiring headteachers Wave 5 targeted support programme	Ealing has secured further funding from the National College for a Wave 5 Targeted Support Programme (beginning September 2011). There are 15 places for staff from Ealing schools. We will be working again as part of the West London Network with two other local authorities. The programme consists of a menu of half, full day and week-end workshops, career consultations, school visits and opportunities such as work-shadowing, mentoring and coaching. Participants should be 12-24 months away from applying for NPQH or have NPQH.	Rita Patel ripatel@ealing.gov.uk
Middle Leadership Development Programme National College programme (replacing Leading from the Middle)	This programme is delivered locally in cross phase school clusters by school based facilitators. The programme lasts for 10 months and includes the completion of a school based leadership challenge. For more details go to: http://www.nationalcollege.org.uk/index/professional-development/middle-leadership-development-programme.htm The 2011/ 12 cohort is full. If you are interested in finding out about the 2012/13 programme please contact Angela Doherty.	Angela Doherty adoherty@ealing.gov.uk
NASENCO TDA accredited training for SENCOs	This course has proved of great value to new, aspirant and serving SENCOs. The training is comprised of two modules of the MA in Special and Inclusive Education. From September 2009 it is mandatory for all new SENCOs to acquire an accredited qualification in SEN. This accredited course is free to SENCOs new to post in Ealing and £2000 for aspiring or existing SENCOs. New SENCOs must also attend the SENCO induction session if they are registered on the NASENCO course.	Isabelle Tolan , Early Intervention Consultant, itolan@ealing.gov.uk
Vertical Leadership Programme	The programme involves a cluster of primary schools. Each school commits a vertical leadership team to the project. The project focuses on a whole school priority and using a set of leadership tools developed by schools in the borough. For previous examples from the programme go to: www.eqfl.org.uk/categories/teaching/BLC/development/participants.html#a	Rita Patel ripatel@ealing.gov.uk
Crossing the Threshold; Moving to UPS	This course is essential for teachers who wish to demonstrate their ability to meet the Post Threshold Standards. It will look closely at the 'P' Standards as a framework for middle leadership development and how these can be evidenced through Performance Management.	Therese McNulty tmcnulty@ealing.gov.uk
EYFS Leaders and Managers Briefing	Sharing updates on new information, research, policies and procedures in the early years sector with opportunities to share and reflect with other early years leaders in Ealing.	Rachelle Leslie rleslie@ealing.gov.uk
Primary Middle Leaders Network	The forum which will run over 3 sessions is aimed at subject leaders, phase leaders, team leaders and middle managers. The sessions will focus on middle leaders' contribution to effective school improvement.	Rita Patel ripatel@ealing.gov.uk
Primary SENCO meetings	To provide updates and new information on developments within SEN and inclusion	Margaret Allan mallan@ealing.gov.uk
Secondary Senior Leaders Forum	This policy development and response forum and workshop provides an opportunity to reflect on national and local responses to shared challenges and to consult on developing LA school effectiveness strategies.	Cate Duffy cduffy@ealing.gov.uk
Secondary Curriculum Forum	Briefing, practice sharing and discussion on 11-19 curriculum developments. To update on national and local curriculum developments and share approaches to 11-19 curriculum design and innovation.	Cate Duffy cduffy@ealing.gov.uk
The Professional Learning Community	Three workshops take place across the academic year. Each event will take place at a host school. The vertical team of participants also contribute to appreciative enquiry Learning Reviews in other schools.	Carrie Sharman csharman@ealing.gov.uk
Post 16 Leadership Network	Briefing, practice sharing and discussion on Post 16 developments. To update on national and local Post 16 developments including curriculum and funding.	Angela Doherty adoherty@ealing.gov.uk
Secondary SENCO meetings	To provide updates and new information on developments within SEN and inclusion	Margaret Allan mallan@ealing.gov.uk
Secondary subject leaders network	Briefing, practice sharing and discussion in relation to core subjects. To update on national and local developments.	Carol Verity cverity@ealing.gov.uk Nigel Wills nwills@ealing.gov.uk
The role of the School business manager	Presentations from current School Business Managers and Headteachers on the impact has the role has had on their school.	Alison Bennett abennett@ealing.gov.uk

Please go to **Ealing CPDonline**: www.ealingcpd.org.uk for further details of these programmes and for any additional opportunities that may have been added to the programme. To discuss bespoke school or cluster based leadership development contact **Angela Doherty** or **Monica Raphael**.