



National College for
School Leadership

Inspiring leaders;
improving children's lives

SCHOOL LEADERS

Programme

Early Headship Provision Provision Guide

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Welcome

Dear Colleague,

I'd like to congratulate you on gaining your first headship. There is no more important job than headship and I am sure the coming months will be an exciting and challenging time for you. As someone at this unique stage in your career, I do hope you will take advantage of the opportunities the National College for School Leadership offers through the Early Headship Provision (EHP).

Once you have signed up to our EHP provision you will have access to learning review tools and to an EHP provider who will help you to source and plan activities to build on your learning from NPQH, address your specific leadership needs and support you in taking up your new role. These activities can be funded using your flexible training grant of £1,300 which you can use with any provider.

In addition you will also be able to enrol on the New Visions programme which brings together new headteachers in dynamic regional groups to engage in professional dialogue, explore real situations and work collaboratively. Working with your peers you will be able to address your own school priorities and identify solutions to your leadership challenges.

This personalised provision will allow you to focus on the opportunities that will make a difference to your own leadership effectiveness so that you can have an even greater impact on pupils or students in your school.

We look forward to supporting you as you move through this new and rewarding phase of your career.



Steve Munby

Chief Executive, National College for School Leadership

Provision outline

Key features:

- the provision will offer flexible, personalised learning routes that enable individuals to learn through a variety of methods and media. A £1,300 grant is offered (see page 4) to help facilitate this. The regional providers (see page 10) assist you in achieving your desired outcomes.
- based on significant feedback and in recognition of its success, the programme has New Visions at the core (see page 8). This provision is offered free of charge.
- the provision builds on your learning with NPQH, school leaders' priorities and the current national agenda.
- the provision is designed to be responsive to new headteachers' context and emerging needs.

The aims of the provision are to:

- ensure first-time headteachers can take up the new role of headship with confidence and make a positive impact on staff, the school community and pupils in order to raise standards and ensure the well-being of all pupils
- support first-time headteachers in identifying, designing and following their desired, learning pathway that supports their personal and professional development needs in early years of headship
- enable first-time headteachers to experience the value of collaborative leadership learning through New Visions
- provide a community of support for first-time headteachers, offering learning opportunities for them individually and in groups that meet their emerging needs

- develop the leadership learning habits that will ensure success and equip headteachers to live out the expectations which are identified in the National Standards for Headteachers
- complement any local induction process and recognise the importance of local induction as an aspect of leadership learning
- support new first-time headteachers to apply their learning from NPQH and beyond in the contextual realities of their school and locality

At the end of the provision, participants should be able to:

- identify their leadership learning needs and design and follow their own learning pathway
- articulate personal learning in relation to early headship
- understand the value of collaborative leadership learning and coaching as powerful learning processes
- recognise the impact of their leadership effectiveness on the pupils, staff and others in the school community
- reflect on the quality of these learning outcomes and share what works with others



Your grant and you

Eligibility

EHP is available to all newly appointed, first time headteachers and acting headteachers in England in:

- maintained schools
- non-maintained special schools
- pupil referral units
- services offering direct teaching to pupils

The above also applies to acting heads, provided that they are within the role for a minimum period of one school term.

After the period of acting headship, the provision may be frozen until another acting headship position or substantive headship is secured. The grant will then be made available for you to use until the remainder of the three years has elapsed.

Small School

In Early Headship Provision (EHP) you are eligible to claim £500 supply cover in addition to your EHP flexible grant if you are a headteacher of a small school. A small school is classified as a school with 100 pupils or fewer. If you are a new EHP participant and are eligible for a small school supply grant, it becomes available to you once registered as an EHP participant. All you need to do is complete a Small Schools Supply Claim and a BACS form from NCSL and they will administrate it for you. You can find the small schools claims form on the NCSL website under the EHP programme in the 'Rules, forms and policies' section.

Availability

EHP is available for up to three years from the take up date of your first headship (or acting headship) post.

Further information on how to access your grant may be obtained through your regional EHP provider (see page 10). For further details and how to apply visit NCSL's Learning Gateway: www.ncsl.org.uk/ehp-howtoapply

To apply, the following information is required:

- your teacher's reference number (also referred to as DfE, DfES number eg 70/12345)
- that you have mentioned your application to your governors
- your Learning Gateway/talk2Learn login ID eg SMITH_XX00XX
- contact details
- your DCFS school establishment number
- your school or local authority bank account details

Your flexible EHP grant

NCSL has awarded contracts to three Regional leadership development providers (see page 10) for the Early Headship Provision (EHP). These providers also deliver New Visions (see page 8), and are there to support you in sourcing or designing leadership learning activities to meet your identified needs.

They also offer leadership development opportunities specifically designed for new or acting headteachers and manage the flexible EHP grant on your behalf.

Our designated EHP providers offer a number of high quality leadership development activities. You can book a place on these activities by selecting them in NCSL's Learning Gateway, or by contacting the provider directly by telephone or email, or logging on to their website for further information. The cost of the activity will be deducted from your flexible grant balance.

NCSL recognises that you may wish to take advantage of leadership development opportunities offered by other training providers, as well as your chosen NCSL regional provider, and you can use your flexible grant to access these opportunities.

Should you wish to use your grant to book onto a development opportunity offered by other training organisations (third party training), you need to contact the provider who will assist you in making the necessary arrangements. This is because only the provider can take the action to deduct the cost of the activity from your grant.

How and how not to spend your grant

EHP is the College's contribution to your leadership learning in early headship and the EHP grant is drawn from public funds. Headteachers, EHP providers and NCSL all have responsibility to ensure that grants are spent appropriately and on activities that improve your leadership effectiveness. Before booking an activity using your flexible grant, you should consider the questions below, as the provider may ask you about your choice as part of their accountability.

How to spend your grant	
Principles	Examples
Is the activity for you, the headteacher?	You will attend the activity, not someone on your behalf. If you choose to take part in a learning activity as part of a network of headteachers, the flexible grant will only fund your part of the contribution
Does it meet an identified need?	Have you undertaken a learning review with a key professional such as a mentor or coach, in order to provide evidence of the learning need?
How might it help you to deal with issues that are unique to the context of your school?	For example: urban environment, challenging school, special school, high mobility of staff, coasting school
How will the activity contribute to your effectiveness as a leader?	It will extend your learning about leadership eg leading difficult conversations, developing a culture of enquiry, modelling behaviours you wish to see in others, leading effective meetings, etc

How NOT to spend your grant	
What will NOT be funded	Examples
Services to the school	Data analysis reports, extended suppliers, IT services, health and safety review, facilities
Travel and accommodation	Unless the event is over a number of days and the cost for accommodation is already included in the total cost of the course
Professional supply cover	Teaching supply
Academic qualifications	Degrees or Higher Degrees (for example BAs, MBAs)
Other colleagues' development	Senior leadership team members, governors, teachers, school business managers
Resources	CDs, books etc
Head for the Future	The purpose of EHP is to support less experienced headteachers in their development for the first 3 years of their headship careers. The provision will expire after this time. Head for the Future is a programme for those with 4 or more years of headship and is aimed at more experienced heads
National Professional Qualification for Headship (NPQH)	EHP serves to develop individuals who are either in their first headship or in an acting up position. The grant can not cover any NPQH costs

Your provider has wide reaching knowledge of available courses and learning activities, which they will share with you. They will support you to identify your leadership learning needs and then help you to make appropriate choices to follow your person centred learning pathway. It is important that the learning activity you engage in meets your developmental requirements so you get the most from your flexible grant. You should therefore ensure that you are completely satisfied that the learning activity is appropriate prior to requesting it is booked.

Paying for a learning activity

When it comes to paying for a learning activity, NCSL's Learning Gateway and your regional EHP provider are set up to do all the hard work for you.

- **Regional EHP provider activities**
As you will enrol yourself onto this activity, the Learning Gateway will instruct NCSL to transfer the correct amount of money directly to the regional provider once the activity has taken place.
- **Any other training provider eg local authority**
Your regional EHP provider will pay for the course on your behalf, then request that the correct amount of money is transferred to them directly (through the Learning Gateway) from your flexible grant.
- **NCSL activities (such as the annual conference or the Leadership Network)** NCSL will provide a tick box on the application form for any activity you are able to pay for through the flexible grant. We will then arrange for an automatic deduction from your flexible grant.

Should the cost of your selected learning activity exceed the balance you have remaining in your flexible grant, you will be invoiced separately for the difference. You will be able to check the balance of your grant and on any transactions that you have made or authorised. No money is sent to your school, apart from the small schools grant if you qualify for this. The grant is held in a virtual account on the NCSL's Learning Gateway online system, for which you are provided with a password and username. NCSL's Learning Gateway is an online learning portal that is available through the internet. Simply log onto NCSL's Learning Gateway at www.ncsl.org.uk/ and select the 'my learning page' link, then click on the EHP grant button.

New Visions

We believe that New Visions, which is central to EHP, offers an opportunity for new Heads to engage in innovative and collaborative enquiry over a ten month period. The emphasis on knowledge creation, rather than information transfer, will impact on headteachers' thinking, practice, and growth as leaders. It will impact positively on the development of leadership within classrooms and beyond.

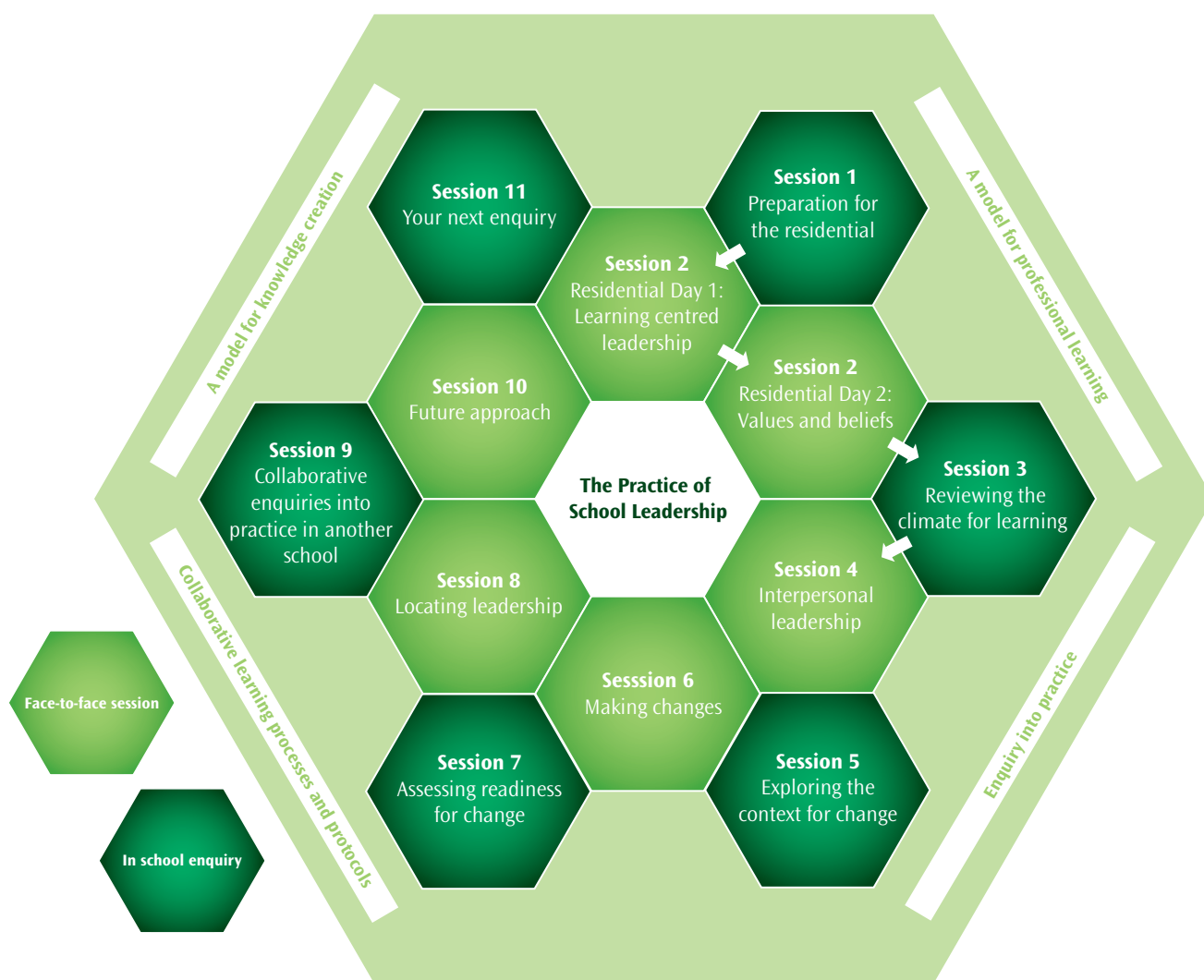
The programme, which aims to build on the learning from NPQH, offers a blend of face-to-face, online, enquiry and collaborative enquiry that builds on the experience of a new headteacher to extend the range of learning opportunities that have a practical application in the school context. New Visions spans ten months and consists of six enquiry questions, a two-day residential and four further one-day meetings supported by individual and inter-school collaborative enquiry and on-line learning.

The role of the Headteacher as lead learner is highlighted by programme activities that develop a community of practice, builds on a collaborative approach to learning and deepens insight through a range of alternate perspectives. New Visions will enable you to:

- establish a professional relationship with NCSL
- have opportunities for mutual support, reflection and analysis of personal leadership practice
- develop an action orientation towards problem-solving and enquiry and a solutions-focused approach to school improvement and managing change
- be in touch with best national and international research and practice and apply this in your school
- develop as an effective learning-centred leader, focusing upon generating powerful pupil learning and achievement and having an impact upon teaching and learning in your school
- further develop the capacity to energise, transform and continuously improve yourself and your school
- receive ongoing support for development by skilled and experienced facilitators and consultant serving headteachers

- learn from and with each other through shared reflection, evaluation and collaborative planning, with opportunities to become part of a wider, online community of practice
- build lasting mutually-supportive professional relationships
- address real issues drawn from the specific context of participants' schools within a framework that provides both challenge and support
- have individual knowledge and expertise valued in an environment where headteachers' experience and the specific context of their work will be used as a platform from which new knowledge and skills can be reconstructed and applied
- participate in active-learning and enquiry through a focus on problem-solving, experimentation, implementation and evaluation, with the aim of enhancing participants analytical, reflective and collaborative skills
- focus explicitly upon the headteacher's role as a leader of teaching and learning. It enables them to explore their pedagogic understandings and to address the leadership of schools as learning and teaching organisations for pupils and staff.

"the whole programme is fabulous in terms of impact on my practice" (Kensington)



Further information

Regional EHP providers who can offer more information and guidance:

Provider and government regions	Contact name	Contact details
The Northern Partnership		
North East	Catherine Hudson	C.Hudson@tees.ac.uk 01642 342 744 www.tees.ac.uk/ leadershipforeducation
North West	Laura Stoneley	laura.stoneley@manchester.ac.uk 0151 705 3548 www.cel.manchester.ac.uk
	Judy Giblin	judy.giblin@manchester.ac.uk 0151 705 3549 www.cel.manchester.ac.uk
Yorkshire and Humber	Ian Bowles	ian@ccdu.co.uk 0113 812 7407 www.leedsmet.ac.uk/carnegie
EMLC		
East Midlands, West Midlands, Eastern	Ruhena Mahmood	ruhena.mahmood@emlc.co.uk 01604 817 708 www.emlc.co.uk
Southern Education Leadership Trust (SELT)		
South East, South West, London	Carly Shannon	carly.shannon@selt.org.uk 01732 520 651 www.selt.org.uk

Comments following EHP activities; South East, South West and London

Coaching

‘Provision of security, confidence, greater understanding of self, non-judgmental observation and feedback... all led to an improvement in self-esteem, confidence and the establishment of relationships’

‘Acted as a springboard and challenge for further work around standards’

‘Feeling of confidential support and very positive feedback...helped me put difficulties into perspective’

‘Coaching made me more confident, open and ready to delegate’

‘Gave me a sense of achievement’

‘Helped me solve real problems and issues’

‘Developed a full understanding of how to introduce coaching into my school’

‘I was able to reflect deeply on my own leadership... it has been the best professional development I have had in many years as he has given me the ability to become more adventurous in my thinking’

‘A chance to be honest and open with no fear of judgement’

‘An opportunity to look objectively at issues and consider different approaches before acting’

‘Confidence building and interpersonal relationships were an important focus’

Seminars

‘A very useful day discussing issues related to my relationship with Governors, Clerk and Chair’

‘Strategic thinking...practical ideas...holding a mirror to our own experiences’

‘The Programme was thought-provoking and gave opportunities to formulate new ideas and consider leadership in all roles’

Briefings

‘Excellent day...time to reflect and think about my leadership needs...venue excellent makes you feel important and valued’

‘It was informative, thought-provoking, affirming and fun!’

Conferences

‘Presentations were thought-provoking with many opportunities for self reflection...affirming re aspects of community cohesion’

‘Today has been a great day to engage in strategic planning and to step back from the day to day’

‘Challenged thinking and reaffirming my central purpose ...reflecting on high equity and exploring extending leadership opportunities within the community’

Comments following EHP activities; North East, North West, Yorkshire and Humber

Coaching and workshops

‘It was brilliant as it met my individual needs, worked at my pace and understanding-matched exactly what I wanted’

‘It was informative, thought provoking and inspiring. Others need to hear it’ “Good Leaders Spend Time on the Balcony as Well as on the Dancefloor”

‘Excellent facilities and great courses! Many thanks for a really great day’

‘The whole day made me think about things after three years of Headship I’d forgotten’

‘The best session on learning and leading bar none! Time for reflection and honesty, thank you’

‘A superb day, lots of very thought provoking questions and the valuable time and space to reflect on answers’

‘I feel like my own personal self image of my role has been clarified and put back on track. My vision has been refreshed and reinvigorated’

‘Today has crystallized many things from my own practice, but also given me food for thought which I shall explore in my own role’

‘I leave motivated and empowered’

Publications and resources also available from NCSL:

NCSL programmes for school leaders at all levels. **www.ncsl.org.uk/programmes**

Publications and resources available to download and order. **www.ncsl.org.uk/publications**

The Leadership Network brings together the experience and ideas of school leaders across the country to create a powerful focus for change and development in school leadership. **www.ncsl.org.uk/leadershipnetwork**

The Leadership Library is a free unique resource bringing together some of the best leadership and management thinking from around the world. **www.ncsl.org.uk/leadershiplibrary**

The Learning Gateway is a single access point to all NCSL's online learning tools and resources. It provides access to talk2learn, a vibrant online community of over 120,000 members. **www.ncsl.org.uk/learninggateway**

The Tomorrow's Leaders Today campaign is about finding, developing and keeping great headteachers. **www.ncsl.org.uk/tomorrowsleaderstoday**

ECM Leadership Direct is an online resource exploring the implications for Every Child Matters for schools and school leaders. **www.ncsl.org.uk/ecmleadershipdirect**

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