

NCSL Prospectus

Foreword

Welcome to NCSL's 2008 Prospectus.

NCSL is your College. We are here to ensure you have the leadership skills, knowledge and confidence to make a real difference to the lives of children and young people across England.

We are here to help you at every stage of your career. Our range of innovative and practical programmes and activities draw on the latest education thinking from around the world. Our aim is to help you become a better leader, to give you the skills to think strategically, maximise the potential of your staff, grow the leaders of tomorrow and to manage change effectively.

Excellent leadership can radically transform children's lives. We can help you develop your career to deliver something that is truly outstanding – both for yourself and for the children and young people you work with.

Steve Munby
Chief Executive
National College for
School Leadership

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Introduction

As a national organisation serving school leaders across England, NCSL can support you at every stage of your career.

In this new compact-size prospectus you will find details of programmes for leaders at all levels. They are grouped according to theme – middle leaders, new headteachers and experienced heads. There is a description of each leadership programme, with details of its aim and content plus practical information about cost and how to apply.

There is also information about NCSL's other activities, such as the Leadership Network, research and e-learning, plus details of our work on Every Child Matters, City Challenge, succession planning and primary leadership.

More details about NCSL can be found on our website at www.ncsl.org.uk.

Leadership programmes overview

www.ncsl.org.uk/programmes | For information on all our programmes telephone 0845 609 0009

NCSL programmes offer a wealth of opportunities to reflect on your own practice, work with colleagues, coaches and mentors, visit other schools, carry out research and explore the latest thinking on school leadership at your level.

Programmes are grouped according to the following themes:

All school leaders

focusing on issues within leadership in particular types of school

Middle leaders

for teachers who are beginning to take on leadership and management responsibilities, including heads of subject/area, subject co-ordinators and deputies

New headteachers

for newly-appointed, first-time headteachers

Experienced school leaders

for heads who are established in the role and looking to further develop their professional qualities, skills and expertise

School business managers

for school business managers and bursars

Team programmes

for school leaders working in teams who wish to improve their effectiveness

Every Child Matters and standards programmes

for school and children's centre leaders, working with multi agencies, the community and other stakeholders to deliver the Every Child Matters agenda

Building Schools for the Future

www.ncsl.org.uk/bsf

Aims

The Building Schools for the Future (BSF) Leadership Programme aims to continue to support Local Authorities and school leaders as they enter into the BSF Capital Investment Programme. The programme is aligned with the Strategy for Change, developed by the Department of Children Schools and Families (DCSF) and Partnership for Schools (PFS).

Supporting school leaders and Local Authorities acquire the knowledge, skills and understanding needed to create, develop and put in place 21st century learning environments,

the BSF leadership programme concentrates on the following areas:

- developing an authority wide and institutional vision for learning
- exploring the transformational power of technology and space for learning
- change management
- working with a range of stakeholders

Spanning over two academic terms, the blended learning programme includes five days face-to-face development, LA visits with a named consultant, online materials, resources and tools to support school leaders and the community they serve.

Benefits

The BSF Leadership Programme will:

- ensure a strong vision where stakeholder buy-in is created
- build a team culture to drive forward change in your school
- build expectations and encourage innovative ideas for future learning
- outline the importance of technology and its potential to empower and change learning
- provide tools to review and engage others in the transformation of your learning environment

During 2008–09, NCSL will run training for a minimum of 15 local authorities and school leaders in waves six onwards of BSF.

Application

Local authorities involved in Waves six of the BSF Capital Investment Programme have received an invitation to apply for the BSF Leadership Programme. Schools will be selected and approached by their local authority. Schools will then be required to complete an online application form which will be advertised on the BSF Leadership Programme website.

Start

Summer intake - June 2008.
Autumn intake - October 2008.

Safer Recruitment

www.ncsl.org.uk/saferrecruitment

Aims

- provide training for headteachers and school governors on how to ensure that interviews to appoint staff reflect the importance of safeguarding children

Benefits

- helps to raise awareness among headteachers, school governors and local authorities of the need for schools to create a robust recruitment and selection process
- represents a significant piece of e-learning, bringing together current and leading-edge best practice into a four to five hour package

Programme includes

- guidance on what features need to be incorporated into the recruitment and selection process to reflect the importance of safeguarding children
- guidance on developing a safer school culture
- raising awareness of abuse and how abusers operate

Cost

Free to members of the NCSL Learning Gateway.

Application

Ongoing.

Start

Ongoing.

Leading from the Middle

www.ncsl.org.uk/lftm

Aims

- increase middle leaders' ability to lead innovation and change
- deepen knowledge and understanding of their role in leading learning and teaching
- build their self-confidence and competence as team leaders
- show how effective management of people and resources can build capacity

Benefits

- builds middle leader capacity across the school
- develops coaching for leadership skills at all leadership levels
- increases the confidence of middle leaders to realise their learning

potential

- encourages collaborative learning and working across the school

Programme includes

- face-to-face sessions
- online activities
- school-based activity
- coaching

Cost

See website.

Application

The application round for cohort 11 runs from 21 April - 6 June.

Start

Cohort 10 - April 2008.
Cohort 11 - September 2008.

Other start dates are available for collaborative groups.

Future Leaders

www.future-leaders.org.uk

Future Leaders is an initiative to identify and develop the skills and vision of leaders to run the most challenging of urban schools. Participants undergo a programme of intensive in-school and offsite experiences plus mentoring, coaching and training, tailored specifically to prepare them to become a senior leader after 12 months and a headteacher within four years.

The initiative is supported by a partnership between NCSL, the Specialist Schools and Academies Trust (SSAT) and Absolute Return for Kids (ARK).

Future Leaders recruits on a rolling basis throughout the year. For more information about the programme, to register your interest or to apply online, please visit the website.

Fast Track Teaching

www.ncsl.org.uk/fasttrack

Aims

- identify, support and accelerate the development of teachers to take on senior leadership roles in education within four to five years
- develop teachers' skills to enable them to adapt to future leadership challenges
- provide structured opportunities for teachers to learn from, and gain experience of leading at a whole school level
- create opportunities for teachers to develop networks to support their ongoing professional development

Benefits

- access to accelerated leadership development courses
- personalised leadership coaching and mentoring
- access to a network of experienced staff offering support and guidance
- membership of a community of like-minded professionals
- the chance to make a lasting contribution to school improvement through a Wider School Focus project

Programme includes

- professional development events: two and three day residential training courses
- a dedicated Personal Leadership Tutor: leadership coaching through face-to-face visits and telephone coaching sessions
- an in-school mentor to support your leadership work at a local level and help you successfully complete a Wider School Focus project
- access to a dedicated online community within talk2learn
- funding towards NPQH and Leadership Pathways

Cost

NCSL covers the full cost of training, development activities and support received by Fast Track teachers.

Application

Intake two:
Closes 30 March 2008.

Start

September 2008.

Leadership Pathways

www.ncsl.org.uk/leadershippathways

Aims

- leadership development designed for senior leaders that is flexible and responsive to individual needs
- an invaluable resource to strengthen and update existing leadership skills
- enhance understanding of current and future national agendas
- bring deeper sense of professional satisfaction in doing current role through developing leadership skills
- build up evidence to demonstrate the impact of learning on standards in schools
- give participants the skills to take on a more substantive leadership role in the future

Benefits

- Benefits for schools will be the raised performance of senior staff who:
- draw upon theory, research and best practice to inform their current leadership practice
 - are more proactive in their role in the community and within the wider agenda
 - take responsibility for the learning of others
 - are able to work productively with the school's senior leaders on facilitating change
 - are confident and able to take on more substantive leadership roles

Programme includes

- support and challenge from school based coach
- initial diagnostic, revisited towards the end of the programme
- three one-day core face-to-face sessions
- continual learning and support through active regional online communities
- choice from 12 units of online learning
- choice from four skill-based face-to-face workshops

Resources

Participant handbooks and online access to units.

Cost

£420 (Prices subject to change from September 2008. Please check the website for details).

Application

The application round for cohort 6 runs from 7 April - 13 June.

Start

Cohort 5 - April/May 2008.
Cohort 6 - September 2008.

National Professional Qualification for Headship

www.ncsl.org.uk/npqh

Aims

- prepare candidates for their first headship

Benefits

- enables senior leaders to focus on their personal development needs as NPQH trainee headteachers
- provides the opportunity to see good practice first-hand through undertaking a placement in another context
- provides access to the latest school leadership research, policy and thinking
- creates opportunities for networking and peer learning

- graduates will be highly motivated and ready to apply for headship posts upon graduation
- when appointed to headship, graduates will feel competent and confident to take up the role of headteacher within their chosen context

Provision includes

- a personalised leadership development pathway, based on the individual trainee headteacher's needs
- a placement in another context
- coaching for improvement

- access to a range of resources including learning and e-learning materials, master classes and seminars
- peer learning

Cost

To be confirmed.

Location

National provision, delivered through regional providers.

Application

First intake of the redesigned NPQH recruits in May/June 2008. Online application is made against criteria derived from the National Standards for Headteachers, together with a supporting statement from the applicant's line manager. After application, prospective participants will be invited to undertake a series of diagnostics followed by attendance at a two-day development and assessment centre, to determine eligibility for the provision.

Start

September/October 2008.

Equal Access to Promotion

www.ncsl.org.uk/eap

Aims

- provide an experience and forum for black and minority ethnic (BME) leaders focused on effective leadership
- enhance participants' leadership strengths and extend their strategies for overcoming barriers to leadership/promotion
- boost participants' knowledge of current and future career and leadership development opportunities
- equip participants through the study of leadership to raise their influence as leaders in schools in order to impact on student learning and well-being

- encourage BME teachers in middle leadership positions to seek senior leadership roles and positions in schools

Benefits

Benefits for schools will be raised performance of key staff who:

- develop a deeper sense of professional satisfaction in their current role
- cultivate the motivation and confidence to take on a more substantive leadership role in the future
- are able to demonstrate the impact of their learning in the school setting
- are more active within their community and within the wider education agenda

- are pro-active and self-directed in their learning and ready to engage with national leadership development opportunities relevant to their leadership position

Programme includes

- self-directed personal leadership reflection activity
- facilitation and support from experienced BME headteachers
- a two-day residential forum experience to be held at the National College for School Leadership Learning and Conference Centre, Nottingham
- school-based leadership change activity

Cost

Equal Access to Promotion is fully subsidised.

Application

Please see website for information on upcoming application rounds Equal Access to Promotion is designed and delivered in partnership with National Union of Teachers (NUT).

Start

Please see website for information.

Early Headship Provision

www.ncsl.org.uk/ehp

Aims

- ensure headteachers can take up the role of headship with confidence and make a positive impact on the school
- provide a community of support for first-time headteachers
- help new headteachers identify, design and pursue their preferred learning pathway for their personal and professional development
- enable new headteachers to experience the value of collaborative leadership learning
- complement any local induction process

Benefits

By the end of the three year period, participants should be able to:

- identify their leadership learning needs and design and follow their own learning pathway
- access a fully flexible grant that can be used with participant selected training providers
- articulate personal learning in relation to early headship
- understand the value of collaborative leadership learning and coaching
- recognise the impact of their leadership effectiveness on the students, staff and others in the school community

Provision includes

The opportunity to access:

- New Visions one-to-one coaching
- face-to-face events
- group workshops
- conferences, events and seminars
- Leading Practice Seminar and NCSL annual conference funding

Cost

New Visions is a core element of the provision and is fully funded for EHP participants. In addition, participants have access to a flexible grant of £1,300 which can be spent on a wide range of learning activities to meet their emerging needs.

Small schools can access an additional grant of £500 to cover supply costs in accordance with current NCSL subsidy.

Application

Ongoing.

Start

From the date first headship or acting headship commenced.

End

Three years after commencement of headship.

Early Headship Provision – New Visions

www.ncsl.org.uk/ehp

New Visions brings together headteachers in regional groups which explore real challenges and work collaboratively on issues they face every day in schools.

Aims

- support new headteachers at the start of their careers
- connect leaders with one another
- build collaborative learning habits that will be sustained throughout their career
- foster models of school leadership effectiveness, raise student achievement and act as role models for future leaders

- establish a career-long relationship with headteachers

Benefits

- builds confidence and understanding to support school improvement and transformation
- instills a deeper understanding of leadership behaviours and their impact on others
- forms a deeper understanding of the role of headship
- improves understanding of the present and future challenges for school and system leadership

Programme includes

Working in regional cross-phase groups of around 18, participants meet with a skilled facilitator and consultant headteacher five times over a 10 month period. There is a two-day residential component, four further face-to-face one-day meetings, school-based enquiry and a number of online learning opportunities.

Resources

NCSL New Visions materials for the six-day programme, online activities, resources and tools.

Cost

New Visions is a core element of Early Headship Provision (EHP) and is fully funded for EHP participants who applied from 1 September 2006. The cost of New Visions for EHP (previously HIP) participants who applied before June 2006 is dependent on their regional provider.

Location

Regional.

Application

Ongoing.

Start

February and October 2008.

End

10 months after the start date.

Head for the Future (formerly LPSH)

www.ncsl.org.uk/headforthefuture

Aims

- develop a deeper awareness of self as a leader and a learner
- understand professional characteristics, leadership styles and their effect on school climate
- explore the future roles of school leaders across a diverse system

Benefits

- receive honest, detailed and constructive feedback
- have the space to reflect, plan and refresh your vision
- develop increased ability to lead innovation and change
- increase your effectiveness as a leader in evolving school contexts

- gain tools to build leadership capacity within the school

Programme includes

Phase 1 - a self-directed study module
 Phase 2 - focusing: three-day residential
 Phase 3 - change: in-school development
 Phase 4 - leading: in-school development
 Phase 5 - future: one-day workshop

Cost

£820. (Prices subject to change from September 2008. Please check the website for details). Small schools with up to 100 pupils are entitled to a full subsidy from NCSL.

Application

Ongoing.

Start

Various.

School Improvement Partners' Accreditation Programme

www.ncsl.org.uk/sips

Aims

The SIP's role is to help a school's leadership to:

- evaluate the school's performance
- identify priorities for improvement and plan effective change
- identify support needed
- advise on the performance management of the headteacher
- act as a channel for local authority communications about school improvement

Benefits

Once accredited, you will be available to work under contract to a school's local authority. You will then:

- work with a number of schools
- benefit from professional development
- have the support of the National Strategies and your employing authority
- contribute to whole-school improvement

Programme includes

- online application (for special school applicants, online self-assessment)
- online assessment
- two-day residential development and assessment programme

Application

Primary/secondary/special school application dates are available on the website.

Start

Please see website for information.

International Leadership Learning Programme

www.ncsl.org.uk/iph

This new programme will build on the extremely successful International Placements for Headteachers (IPH) programme, and will be open to headteachers and other school leaders.

It is designed for those who wish to learn alongside other school and system leaders from England and from their counterparts overseas.

The study visit element of the programme will take place in a variety of countries worldwide.

Aims

- to enable participants to develop their own leadership capacity and that of others
- to ensure participants' schools benefit from knowledge and understanding of leadership practice overseas
- to enable the wider education system to benefit from learning on school leadership through a dedicated dissemination and knowledge management strategy

International Leadership Learning Programme

Benefits

- enhanced research and enquiry skills
- increased knowledge and understanding of school and system leadership gained alongside other school leaders both from England and overseas
- improved motivation to apply to/continue in headship
- confidence and ability to implement change
- opportunities to share learning with others
- school leaders contributing to a self-improving education system

Programme includes

- working with an existing or new collaborative group
- two facilitated workshops focusing on research and enquiry skills and preparing for the international element
- a seven to 10 day international group study visit, which includes introduction to the country and education system, shadowing of a school leader and daily evaluation meetings
- a facilitated post-visit workshop to review learning and focus on what next
- contribution to a group report

- a mini-conference with other groups to disseminate learning and impact
- high quality learning support materials

Cost

- NCSL currently subsidises the majority of the costs of the programme including workshops in England, international travel and insurance, accommodation overseas and programme support materials
- schools are required to contribute by covering the cost of travel to and from the airport and workshops, before and after the visit and subsistence costs whilst abroad

Application

Registration will open in June 2008. Applications are welcomed from individuals, regional groups and existing networks. Please see website for information.

Start

The new programme commences in Autumn 2008 and termly thereafter.

Bursar Development Programme

www.ncsl.org.uk/bursar

Aims

Our primary objectives are to provide school business managers (SBMs) with the skills and competencies that enable them to:

- contribute significantly to the work on school remodelling
- attract new and use existing resources productively
- contribute to the Every Child Matters agenda at a school/local level
- lead the school business management discipline within their school and enable other leaders and teachers to focus on curriculum development by freeing them from administrative tasks

Certificate of School Business Management

(CSBM) Benefits

- manage resources within their schools more efficiently, effectively and sensitively
- renew and develop their understanding of the purpose of business management in a school context
- evaluate the efficiency and effectiveness of business management within a school
- demonstrate leadership and management decision-making skills
- undertake business management strategies that will support curriculum and learning development

- understand the nature of effective schooling in the 21st century
- understand the political, economic, social, legal and technical environment within which schools operate

Diploma of School Business Management

(DSBM) Benefits

- understand the complex and dynamic organisational environment in which senior managers/leaders work
- articulate the strategic significance of recent and continuing government reforms for site-based management

- identify and evaluate emerging trends in institutional management
- demonstrate self-management skills and the ability to work with others to develop an appropriate process for managing institutional change
- demonstrate an understanding of the issue of quality management as a central feature of institutional improvement
- demonstrate an understanding of strategic management

Programme includes:

CSBM

The programme is multi-disciplinary in nature and will:

- combine study with an in-school project and cover a range of competencies and knowledge areas
- provide a blended learning approach, with online induction; three facilitator-led, face-to-face sessions (these are residential for national programmes) and collaborative learning; reflective debate; online tools and self-directed study

- cover the subject areas of facilities management, risk management, human resource management, financial management, office systems management, ICT management and environmental management (sustainable development)
- offer graduates a dual award on successful completion – the CSBM and IAM Diploma in Administrative Management, broadly equivalent to NVQ level 4, year 1 of a first degree

DSBM

The programme is multi-disciplinary in nature and will:

- combine study with three in-school projects and cover a range of competencies and knowledge areas
- provide a blended learning approach, with three facilitator-led, face-to-face residential sessions, collaborative learning, reflective debate, online tools and self-directed study
- cover the subject areas of strategic management; managing school improvement and change management
- offer graduates a dual award on successful completion –

the DSBM and IAM Advanced Diploma in Administrative Management, broadly equivalent to NVQ level 5, year 2 of a first degree

Application

For further information on funding the programme and how to apply please visit our website, where further updates on application periods will be posted.

Start

CSBM - two national intakes a year in spring and autumn and four local intakes January, May, August and November.

DSBM - two national intakes a year in spring and autumn.

The future of school business leadership

The introduction of more highly skilled school business management personnel should increase leadership capacity and enable primary school headteachers to focus more on leading learning and teaching. This should help to improve attainment and progress and make more effective use of resources. It also has the potential to make the headteacher role more attractive and contribute positively to wider solutions to leadership succession.

In progressing this work, the College is proposing to build on the undoubted success of the current Certificate and Diploma level courses by:

- developing a new course – Advanced DSBM, testing these course materials for relevance and appropriateness, to be ready to pilot by Autumn 2008
- testing the concept of highly skilled school business managers/directors through the delivery of 24 demonstration projects in a range of settings ie:
 - shared advanced SBM
 - School Business Director in a range of scenarios
- Advanced SBM in single small schools
The first wave to be launched late January/early February 2008
- exploring the development of a new course – School Business Director together with comprehensive Accreditation of Prior Experience and Learning guidance to enable participants from outside the education sector to undertake the training

Developing the Capacity for Sustained Improvement

www.ncsl.org.uk/dcsi

Aims

- create space for strategic thinking
- explain the key components of capacity-building
- identify a coherent approach to the improvement journey
- plan for long-term and sustained development

Benefits

- improved development planning
- a more determined and systematic focus on learning
- improved effectiveness of the senior leadership team (SLT) and their relationship with middle leaders

Programme includes

- two-day residential workshop for thinking and planning
- 12 to 18 months for implementation
- one-and-a-half days of national consultancy
- one-day review event

Cost

Please apply to regional NCSL providers for costs for this programme. Visit the website to find details of your local provider.

Application

Ongoing.

Start

Various.

Working Together for Success

www.ncsl.org.uk/wtfs

Aims

- build highly effective teams that will improve the working environment of schools
- enable senior leadership teams to develop their team-working skills and behaviours

Benefits

- improved effectiveness of the senior leadership team (SLT)
- enhanced personal growth and confidence of individuals in the SLT
- team investment, development and enhanced skills
- build distributed leadership capacity

Programme includes

- how to develop team potential whatever the starting point
- developing individuals as members of teams
- enhancing whole-team confidence and cohesion
- equipping the SLT with skills and behaviours for more effective team working

Cost

Please apply to regional NCSL providers for costs for this programme. Visit the website to find details of your local provider.

Application

Ongoing.

Start

Various.

Multi-Agency Team Development

www.ncsl.org.uk/matd

The Multi-Agency Team Development programme builds highly effective multi-agency teams through improved individual and team behaviours. The primary aim of the programme is to deliver improved working environments and better outcomes for children, young people, families and those working with them by developing effective teamwork that crosses agency boundaries and includes other services and sectors.

The programme will enable members of multi-agency teams to develop team-working skills and behaviours so they can effectively address the challenges of delivering the outcomes resulting from the Every Child Matters agenda.

Programme includes

- a personality and team assessment tool
- a 24-hour residential event
- three one-day events focusing on skills, tools and techniques related to the day job and a real life project in the teams locality

Cost

Please apply to regional NCSL providers for costs for this programme. Visit the website to find details of your local provider.

Application

Ongoing.

Start

Various.

Student Leadership

www.ncsl.org.uk/studentleadership

An investment in student leadership is a direct investment in leadership across the school as student leaders begin to demand more of the adult leaders, and work with them in a joint endeavour to transform their school.

Aims

The Student Leadership programme is aimed at Key Stage 3 (KS3) students and focuses on developing the skills of students to enable them to take a lead on issues in their schools and communities.

Benefits

The programme has shown that schools that participated in the programme have (among other things):

- motivated young people, ready to initiate leadership work in school
- young people who have an increased possibility of success in attainment and achievement
- students who could act as ambassadors and champions for the school

Programme includes

- six modules based on the National Standards for Headteachers.

The modules were co-developed with students. Each one lasts three days and consists of a series of tried and tested activities.

Eligibility

Please contact the following organisations:

CSV Education –
telephone 020 7643 1320
email information@csv.org.uk
or see www.csv.org.uk

UFA –
telephone 0121 202 2345
email ufa@aoy.org.uk or
see www.ufa.org.uk

Application

Ongoing.

Start

Various.

National Professional Qualification in Integrated Centre Leadership

www.ncsl.org.uk/npqicl

The National Professional Qualification in Integrated Centre Leadership (NPQICL) is the first national programme to address the needs of leaders within multi-agency, early years settings. NPQICL is recognised as a qualification in working in multi-agency and multi-disciplinary environments across education, health and social services. This qualification seeks to provide leaders/managers and emerging leaders/managers of integrated centres with the opportunity to create an ethos of community partnership working by co-ordinating coherent and seamless high quality services for children and families.

Aims

- build on participants' experiences to deepen their understanding of learning about leadership
- increase awareness of practical challenges faced in leading an integrated setting
- build greater self-awareness and personal and professional integration in a setting that requires complex management of conflicting roles and responsibilities
- develop life-long learning skills
- relate theories about leadership to participants' own practice

Benefits

- increases self-confidence of staff and builds on

effective leadership roles within the centre

- provides a deeper understanding of the skills needed to lead and manage a children's centre
- supports participants in using the National Standards for leaders of SureStart children's centres to benchmark and improve their leadership practice
- develops the ability to engage and apply the values, principles and vision of the centre in order to enhance professional practice
- builds an effective leadership environment in order to share and support a professional learning community within a children's centre

Programme includes

- blended learning approach including face-to-face, online and collaborative learning
- access to mentor support
- tutor support
- reflection opportunities

Cost

Subsidised by NCSL.

Location

Regional.

Application

The next application round for NPQICL will open in April 2008.

Start

Please see website for information.

Learning Gateway

www.ncsl.org.uk/learninggateway

NCSL's Learning Gateway is a managed learning environment that supports our aim of delivering personalised continuing professional development to school leaders. All NCSL programmes can be accessed via the Learning Gateway.

It consists of a suite of applications including online registration, e-learning content, collaborative communities and a learning management system.

NCSL website

www.ncsl.org.uk

The NCSL website is an interactive, one-stop shop that brings together information and practical tools, including:

- information about NCSL's range of leadership programmes
- support and advice on leadership succession planning
- up-to-date news and upcoming events calendar
- tools to help you plan and work, such as ECM Leadership Direct, financial management evaluative toolkit, safer recruitment online training and resources for new and aspiring heads
- a rapidly expanding publications library of what works in practice with useful summaries and case studies
- information about NCSL key initiatives, research and activities

talk2learn

www.ncsl.org.uk/onlinecommunities

talk2learn, NCSL's online community learning environment, is open to a wide range of school leaders, including headteachers, deputy heads, middle leaders and school business managers. It provides access to a confidential and extensive network of colleagues, experts and policymakers with whom you can debate, discuss and share ideas.

Leadership Library

www.ncsl.org.uk/leadershiplibrary

This new, unique and free online resource brings together the best leadership and management thinking in the world - from 50 Lessons, Ashridge and Harvard Business Schools. For first time headteachers the Leadership Library acts like an online mentor, providing access to a vast source of thinking and guidance.

- free online tool
- current thinking on leadership and management from different sectors
- a rich supply of timely and relevant information available whenever you need it
- easy to use, practical resources you can use with your team
- fast, free insights for busy leaders
- information on a broad range of topics such as practical guides on how to tackle issues such as management and development of teams or thinking and acting strategically

Tomorrow's Leaders Today

www.ncsl.org.uk/tomorrowsleaderstoday

Tomorrow's leaders today is NCSL's web portal for succession planning. It provides keynote speeches, practical tools, publications, guidance and information for anyone interested in applying for headship or involved in recruiting, developing and supporting headteachers.

Resources are arranged to help visitors get the information they need:

Headteachers – instant inspiration to identify and develop talented leaders.

Aspiring headteachers – resources to support a journey to headship, including a guide to becoming a headteacher and a self-diagnostic tool that helps assess training requirements.

Governors – resources to support recruitment and retention of headteachers.

Partners, including local authorities, dioceses, school groups and networks – resources include a framework that outlines the steps to developing strategies for leadership development.

ECM Leadership Direct

www.ncsl.org.uk/ecm

ECM Leadership Direct is an online resource that will support leaders to engage with the Every Child Matters and Standards agenda, including the leadership of extended schools. The resource includes new knowledge, case studies, tools, think pieces and publications that can be taken away and used in localities.

Seizing Success: Annual Leadership Conference

www.ncsl.org.uk/conference2008

18-20 June
International Convention
Centre, Birmingham.

Thought-provoking,
stimulating and
inspirational, NCSL's annual
leadership conference
aims to make a tangible
difference to leadership
practice and thinking.

This year's speakers include:

Michael Barber

Expert Partner in the Global
Public Sector Practice,
McKinsey and Company

Ishmael Beah

Former child soldier,
human rights activist and
best-selling author

David Booth

Professor Emeritus for
education, Ontario Institute
for Studies in Education,
University of Toronto

Stephen M R Covey

Co-founder and CEO of
CoveyLink Worldwide

Christine Gilbert

HM Chief Inspector of
Schools, Ofsted

Monty Halls Explorer,
author, film-maker and
television presenter

Andy Hargreaves

Thomas More Brennan
Chair of Education,
Boston College

Kati Haycock

Director, the Education
Trust, Washington

David Hopkins

HSBC/iNet Chair of
International Leadership,
London Centre for
Leadership in Learning

Jonathan Jansen

Dean of Education and
Professor of Curriculum
Studies, University of
Pretoria

Baroness Sally Morgan

Former Director of Political
and Government Relations,
10 Downing Street and
advisor to Absolute Return
for Kids (ARK)

Steve Munby

Chief Executive, NCSL

Sir Gerry Robinson

Business guru, author, radio
and television personality

Mick Waters

Director of Curriculum, QCA

For more information
please visit the website
above.

National New Heads Conference 2008

www.ncsl.org.uk/newheads

17-18 November
Novotel West
Hammersmith, London

An opportunity for newly appointed headteachers to celebrate their roles, to join in the debate with policy-makers and practitioners on key education issues and to hear the experiences of those who have recently become heads.

For more information and to register for the conference please visit the website above.

School Business Managers International Conference

www.ncsl.org.uk/sbmconference

9 May
Chelsea Football Club,
London

This second international conference offers the opportunity to explore and share good practice and alternative approaches on how we might build upon the success of the College's school business management courses.

Leading Practice events

www.ncsl.org.uk/leadingpractice

NCSL's Leading Practice seminar series brings together forward-thinking school leaders with policy-makers, researchers and other stakeholders in order to explore the challenges they face, the ways they are addressing these challenges and the implications for the wider system. They aim to learn from and with practitioners and use national and international theory and research to support, structure or challenge the knowledge. Seminars normally run from 9.30am with a 3.30pm finish and cost £75 to attend.

Leadership Network events

www.ncsl.org.uk/leadershipnetworkevents

NCSL's Leadership Network hold a series of regional events every term with the aim of identifying leadership issues, which would benefit from a fresh perspective and provide delegates with interactive and collaborative leadership learning opportunities. The events will enable you to:

- connect and share good practice with school leaders in your area
- take away lots of practical ideas to inform your leadership practice
- find out more about the benefits of network membership
- help us to understand your needs

Leadership Network events are open to members and non-members of the Leadership Network. Members can attend free of charge and there is a £75 booking fee for non-members.

Leadership Network

www.ncsl.org.uk/leadershipnetwork

NCSL's Leadership Network is a national network for school leaders with nine regional networks across the country. It represents school leaders from all phases, as active members of NCSL, contributing to leadership learning and drawing policy issues from professional practice. It aims to bring the best of school leadership into local, regional and national debate.

Benefits of membership include:

- introductory membership pack - containing useful information on the events, activities and resources the Leadership Network has to offer
- Leadership Network News - free subscription to the Leadership Networks monthly e-newsletter bringing you information on network activity in your region and across the country
- Leadership Network events programme - providing you with opportunities to participate in national and regional policy - informing initiatives and network events designed to enable you to share best practice with colleagues in your local area and beyond
- Leadership Network website – open access to the Leadership Network's website and free downloadable resources and publications
- Leadership Network Online community – giving you opportunities to join in online discussions on hot leadership topics in your region and explore how school leaders across the country are developing local solutions to national issues
- Leadership Network learning internationally – offering you opportunities to undertake an international study visit and contribute to the Network's learning in an international context

Full, associate and group membership is available.

Research and Policy

www.ncsl.org.uk/research

NCSL's research and policy group conducts a range of research, development and evaluation activities. The group focuses on how the work of school leaders makes a positive difference to pupils' progress and achievements. Its aim is to find out more about effective leadership, and to communicate the findings to the profession and policy-makers and use this knowledge to inform NCSL programmes and initiatives.

Research Associate Programme

NCSL's Research Associate Programme offers an opportunity for senior leaders of school and children's centres to undertake research into an area of leadership practice.

The programme supports both personal and professional development, and enables Associates to contribute to wider understanding on leadership issues. Cohorts start during the spring and autumn terms. Support is offered to participants in research methods and to provide release from their day-to-day work to complete the research.

National Leaders of Education (NLE) / National Support Schools (NSS)

www.ncsl.org.uk/nle

In addition to the programmes that are available to experienced headteachers, NCSL is also involved in the identification of National Leaders of Education and National Support Schools.

NLEs are outstanding school leaders who, together with the staff in their schools, which are identified as National Support Schools, will use their knowledge and experience of teaching and learning, and their comprehensive understanding of schools as organisations, to provide additional leadership capacity to schools in difficulty.

This includes those in Ofsted categories and/or that may be in transition towards closure, amalgamation, federation or Academy status. They will also provide expert advice to Ministers and advise the College on future development strategies. Successful candidates will be put on a Register and their schools designated as National Support Schools.

www.ncsl.org.uk/14-19

The 14–19 reforms will radically alter the schools sector and further education system, changing existing qualifications and introducing new diplomas to be delivered through local consortia.

The Department for Children, Schools and Families (DCSF) has commissioned major programmes of support for leaders, managers and the workforce who are preparing to deliver diplomas. Within this, NCSL and the Centre for Excellence in Leadership (CEL) are working together by offering a wide-ranging and flexible programme of activities, to leaders and managers in schools,

colleges, work-based learning providers and to those individuals with 14-19 strategic leadership roles who might support them.

The offer of support includes, opportunities for:

- consortia to learn collaboratively in groups using a range of techniques such as Action Learning and Organisational Development and Change Management Consultancy
- individuals to receive coaching
- self directed learning and access to online resources and activities within a virtual learning environment

- group learning beyond individual consortia at a series of workshops and seminars

All activities are fully funded for those leaders and managers who are working towards delivery of diplomas in September 2008 and 2009, as well as other opportunities for all leaders and managers.

City Challenge Leadership Strategy

www.ncsl.org.uk/citychallengeleadership

City Challenge is a three-year project aimed at raising attainment across London, Greater Manchester and the Black Country, through a range of leadership provision and school support. The London Challenge has been running successfully since 2003 and it was agreed to extend this work for a further three years. The two new areas will build on these successes and launch in April 2008.

The overall aim of City Challenge is to improve pupil outcomes across each Challenge region focussing on three key areas:

- to develop a strong culture of learning in all schools in the region that will lead to a sharp drop in underperforming schools
- to narrow the attainment gap between children from advantaged and disadvantaged backgrounds
- to increase the number of outstanding schools in the region

NCSL has overall responsibility for the Leadership Strategy which is an important part of the City Challenge Project. A suite of provision aimed at supporting school leadership is currently available within London. The Leadership Strategy for the Black Country and Greater Manchester is currently being developed in collaboration with headteachers, local authorities and partner organisations in the regions.

Primary Leadership

www.ncsl.org.uk/primaryleadership

Following our advice to the Secretary of State in August 2007 and his response in October, NCSL is now implementing a range of recommendations relating to the key issues facing primary leadership. Further details of the advice and response can be accessed through the website above.

In addition in 2008-9, we will again offer a programme of one-day Primary Leadership Events. These one-day events will focus on some current issues for primary school leaders, and will draw on key principles and examples of successful practice.

They will be of value to headteachers, deputy and assistant headteachers and other school leaders. Details of the events will be available through the Primary Leadership web page in May 2008.

Succession planning

www.ncsl.org.uk/tomorrowsleaderstoday

The numbers of heads reaching retirement age is set to peak over the next three years, and so it's more important than ever to develop a new generation of headteachers.

Everyone has a key role to play in this. Through its network of National Succession Consultants, NCSL is working with Local Authorities, diocese, governors and partners to develop strategies appropriate to local contexts that will ensure schools have the headteachers they need when they need them.

At the succession planning web portal, www.ncsl.org.uk/tomorrowsleaderstoday there are interactive resources, diagnostic tools, presentations, videos and audio files to download. The material is set out clearly so that local authorities and partners; aspiring heads; current heads and school governors can quickly find relevant information.

A suite of publications on succession planning are free to download or order from NCSL's web portal. These include *Career Moves* for leaders aspiring to headship; *Greenhouse schools*, which sets out tools for talent identification, and *Retaining school leaders* for heads who want to explore staying on in role.

Seven strong claims about successful school leadership

www.ncsl.org.uk/publications

Those in leadership roles have a tremendous responsibility to get it right. Fortunately, we know a great deal about what getting it right means. The purpose of this paper is to provide a synopsis of this knowledge.

This is a summary of the key findings of a review of literature undertaken by the authors as a point of departure for a large-scale empirical study organised around what we refer to as 'strong claims' about successful school leadership.

ILERN

www.ncsl.org.uk/ilern

A practical workshop or leadership development resource, drawing on international thinkers such as Andy Hargreaves. The pack consists of five articles and an approach to using them to structure discussion and reflection amongst colleagues in study groups, across networks and within Local Authorities. Available to buy for £10.

What we know about school leadership

www.ncsl.org.uk/publications

This report presents an overview of what we now know about school leadership. It draws together commissioned research and evaluations NCSL has undertaken, the outcomes of practitioner enquiries, seminars and think tanks, as well as literature reviews and work outside England and education.

Leading sustainable schools

www.ncsl.org.uk/leadingsustainableschools

This research was to inform the College, school leaders, policy makers and the wider education community, about the current state of sustainable development in schools and the skills and qualities required by school leaders to move this important agenda forward. The research was led by WWF-UK and carried out by a project team from the Institute of Education in London, Education Direct and Reading University.

Also available from NCSL:
NCSL Guide to Publications and Resources, 2007-08.
To order, please visit www.ncsl.org.uk/publications.



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Visit www.teachingawards.com

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