

Inspiring leaders;
improving children's lives

"I believe that education
is the driver for reform
and change within the
institution and wider
society. I want to be
a part of that."

Amanda Phillips, Headteacher,
Culloden Primary School, London

ASPIRING
HEADTEACHERS

Provision

National Professional Qualification for Headship (NPQH)

Information for governors

The redesigned NPQH

Introduction by the Secretary of State

In the Children's Plan we set out our ambitions for improving the lives of children and young people so that we can make this the best country in the world in which to grow up. To achieve this, it is absolutely crucial that we have the best leaders running our schools.

Leaders of 21st century schools operate within fast-moving, highly accountable, multi-agency environments and face increasingly complex and diverse demands. We need to ensure that our new leaders have the breadth of skills and knowledge that are needed to take on this challenging role. I believe the revised NPQH will be key to achieving this.


The re-design builds on the strengths of the current model but with more emphasis on managing multi-disciplinary teams and on collaboration with other children services and the local community of parents and residents. The revised model is flexible and personalised, and should allow aspiring headteachers to take account of prior experience and take full control of their own learning.

I am confident that that the new NPQH will help inspire the next generation of school leaders, and make a real difference to the schools and pupils of the future.



Ed Balls

Secretary of State for Children, Schools and Families



**“I have been the head
of Lea Valley School for
24 years and I still feel
enthusiastic and
determined that all
pupils will succeed. ”**

**Andy Nicholas, Headteacher,
Lea Valley Primary School,
London**

Preparing for the future today

More than half of the country's headteachers will be reaching retirement within the next five to ten years. As a school governor, you have a vital role to play in supporting future headteachers and contributing to ensuring high quality school leadership across the system.

"The best leaders grow future leaders. Your school can develop other leaders, who will help transform the lives of many, many children and who will remember how the experience in your school influenced their leadership."

Steve Munby

Chief Executive, NCSL

NPQH has been redesigned to reflect the changing role of headship and of school leadership in general. Headteachers today have new responsibilities and in the last few years there have been radical changes to the way schools interact with each other and with other services. The redesigned NPQH will prepare aspiring headteachers for 21st century strategic leadership and management challenges.

What is NPQH?

The National Professional Qualification for Headship is NCSL's flagship provision for aspiring headteachers. It is currently mandatory to hold or have a place on NPQH in order to apply for a headship in the maintained sector and from April 2009, all first-time headteachers must be NPQH graduates.

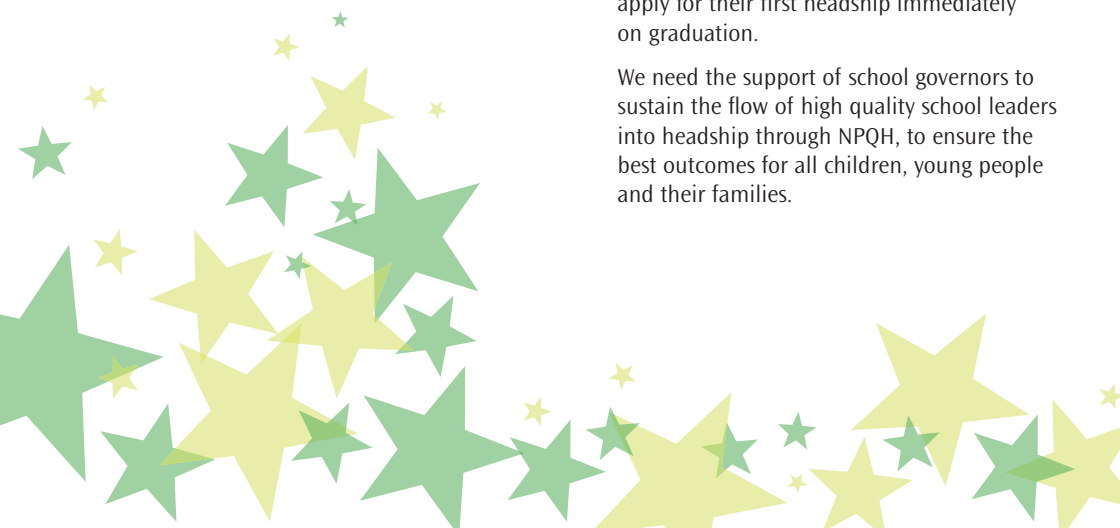
NPQH was launched in 1997 and has been highly successful in preparing individuals for the challenges and rewards of headship.

Why is it changing?

Since NPQH was redesigned in 2001, headship has changed significantly and is now more complex, challenging and diverse. Headteachers and governors today have new responsibilities and in the last few years there have been radical changes to the way schools work with each other and with other services. It is now time to revise the qualification again to reflect the changing nature of headship and of school leadership in general.

The redesigned NPQH provides aspiring headteachers with a flexible, personalised development pathway that will focus on their individual development needs and give them the confidence and competence to apply for their first headship immediately on graduation.

We need the support of school governors to sustain the flow of high quality school leaders into headship through NPQH, to ensure the best outcomes for all children, young people and their families.



Who is NPQH for?

The redesigned NPQH is for highly motivated aspiring headteachers who are no more than 12-18 months away from headship. It is no longer for those who just want really good professional development. To signal this change, NPQH participants will be called trainee headteachers.

What does the redesigned NPQH look like?

The redesigned provision is designed to ensure that those close to headship have the knowledge, understanding, professional qualities and leadership behaviours to take up their first headship role, with the confidence to make a positive impact on their schools. NPQH will also provide aspiring headteachers with opportunities to:

- reflect on their readiness to apply for NPQH (and therefore headship)
- be assessed on their motivation and existing expertise
- prepare a personalised leadership development plan
- engage in a variety of leadership learning activities including online activities, learning with others, seminars and master classes
- take up a placement in another school context
- receive feedback and coaching

NPQH trainee headteachers will present themselves for graduation 4 - 12 months after starting the provision and will be ready to apply for headship posts immediately. They will have the opportunity to continue to receive coaching in their first headship, linked to performance management.

How will your school benefit?

The redesigned NPQH will benefit schools and governors in a number of ways by:

- helping to increase the number of confident and competent leaders who are ready for headship
- preparing trainee headteachers to make a difference to the lives of hundreds of children, young people and their families
- ensuring that the supply of new headteachers can meet the needs of a variety of school settings
- ensuring that those entering headship understand the shared strategic partnership between the headteacher and the school governors



How can governors help?

As a governor, you have a vital role to play in ensuring there are sufficient leaders who are ready to take up the complex and challenging role of headship. You will know from your own experience the importance of strong leadership from an effective headteacher. You may even be a governor in one of the many schools that has experienced difficulties in recruiting a headteacher.

If we are to sustain the flow of high quality new headteachers, we need the support of governors who understand that encouraging leadership potential is beneficial to all schools. We hope that you will want to make a contribution to the wider education system and the national strategy to recruit headteachers for 21st century schools:

- by playing your part in encouraging those with the potential to aspire to school leadership roles, including headship
- by supporting the headteacher of your school in supporting NPQH trainee headteachers
- by welcoming NPQH trainee headteachers from other schools for short placements

You can find more information about NPQH on our website at www.ncsl.org.uk/npqh.



Redesigned model NPQH - The governor's role

Pre-entry

Encourage those with potential to consider headship and support them in assessing their readiness to apply



Entry stage

Support the application process
Contribute to the applicant's self-assessment and give feedback



Development stage (4 to 12 months)

Be supportive as trainee headteachers work through their personal development plan, and access NCSL materials, peer learning, supporting for improvement and other aspects of core provision

Support trainee headteachers through core leadership development provision as they:

- Access a range of NCSL leadership and management materials
- Undertake a placement in another context
- Attend NCSL seminars and master classes
- Access the latest research and policy
- Engage with online activities
- Connect with local leadership development activities



Graduation stage

Play a part in contributing to a trainee headteacher's portfolio of leadership and management evidence



First headship

Support new headteachers in further professional development through performance management

Also available from NCSL:

■ www.ncsl.org.uk/leadershipnetwork

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. The Leadership Network is free to join and members can access a range of topical regional events.

■ www.ncsl.org.uk/leadershiplibrary

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/tomorrowsleaderstoday

The Tomorrow's leaders today campaign is about finding, developing and keeping great headteachers. The web pages include a range of resources designed to inspire and support aspiring heads.

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