



National College for
School Leadership

Inspiring leaders;
improving children's lives

NCSL Guide to Publications and Resources

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SCHOOL
LEADERS

Corporate

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Foreword

The National College for School Leadership (NCSL) exists to help make a difference to the lives and the life chances of children and young people through the development of world-class leaders.

As a result, we have set ourselves four ambitious goals:

- **develop excellent school leadership to transform children's achievement and well-being**
- **develop leadership within and beyond the school**
- **identify and grow tomorrow's leaders**
- **ensure a fit-for-purpose national college**

The research publications and resources produced by NCSL will provide you with development and support to help you be a better leader and to prepare you for the most challenging and exciting roles.

We hope you find this guide useful in selecting tools and materials to help develop leadership at all levels and that these will enable you as excellent leaders to share your expertise within and beyond your own school.

Using this catalogue

The vast majority of our publications are available to download free of charge.

Publication prices are listed where printed copies are available.

How to order

To order printed copies, please either order via our website, www.ncsl.org.uk/publications or complete the form at the back of this booklet and send it with your payment to Finance Team, National College for School Leadership, Triumph Road, Nottingham NG8 1DH. Please note that if payment is necessary, this must be enclosed with your order. We cannot take telephone orders or accept purchase orders.

To download our publications or to order direct from our website, visit www.ncsl.org.uk/publications.

1. ECM and standards

The Every Child Matters and standards agenda has brought a fresh challenge to school leaders. Relying on successful multi-agency working, the practical application of Every Child Matters (ECM) and standards raises many issues, obstacles and opportunities.

ECM presents a whole new set of challenges. Both in terms of day-to-day leadership and in balancing the cultures of different sectors. NCSL is working hard to find the best ways to lead this agenda and to share good practice and knowledge throughout the school system. You can find out more about our work in this area at www.ncsl.org.uk/ecm.

The publications in this section are about and related to ECM and the standards agenda, covering these issues:

- **Schools and children's centres providing extended services**

providing research findings, advice and suggestions about the development of multi-agency environments.

- **Community and student leadership**

exploring how schools are working more closely with their surrounding communities and other local agencies, and how pupil voice has become an important element in whole-school leadership.

- **Personalised learning**

focusing on pupils' individual learning styles, motivation and needs, these resources include practical guides and a number of Research Associate reports that looked at different aspects of personalised learning.

Schools and children's centres providing extended services



Collaborative leadership in extended schools: leading in a multi-agency environment

This publication tackles the key issues that surround multi-agency working by drawing upon the experiences of individuals and partner organisations with proven records in collaborative practice. It includes findings from a recent review of literature in this field.

Published 2006 Cost: **£10**



ECM: why it matters to leaders

Why is the Every Child Matters agenda so important for school leaders and what leadership development opportunities does it present? Leaders from schools committed to offering extended services discuss the question and their own experiences.

Published 2006 Cost: **free**



ECM Premium Project

A selection of materials covering various aspects of the ECM agenda and its links with attainment in schools.

Published 2008 Cost: **free**



How school leaders in extended schools respond to local needs

This report describes recent research into how ECM principles in extended schools affect differing local areas. Can ECM's application vary according to a community's socio-economic levels? How does a school leader adapt ECM to their school's unique context? How can ECM be aligned with Standards agendas? This research explores these and other issues.

Published 2007 **Download only**



Leadership for public value: achieving valuable outcomes for children, families and communities

This report is based on a set of schools and centres that are exploring the way they work and interact with their communities: how 'educational leaders' manage and measure the value that interaction helps create as the focus for performance improvement moves beyond the school gates.

To be published October 2008

Cost: **free**



Leading under pressure: leadership for social inclusion

This study looks at leadership issues specifically in relation to social inclusion, through a series of six case studies in three districts showing high levels of disadvantage.

Published 2007 **Download only**



Lessons from extended schools

Extended schools are intended to ensure improved access to a range of services for children and their families, working towards a focus on the needs of the whole child. This is one of a number of documents that explore in more detail the implications of such schools for their leaders.

Published 2006 Cost: **£5**



Realising leadership: children's centre leaders in action

This report studies the impact of the National Professional Qualification in Integrated Centre Leadership (NPQICL) on children's centre leaders and their centre.

Published 2007 **Download only**



The best of ECM Leadership Direct

A publication highlighting a selection of tools, think pieces, publications and case studies which can be found in the resource 'ECM Leadership Direct'.

Published 2008 Cost: **free**



What we are learning about: leadership of Every Child Matters

This paper focuses on current knowledge and thinking about Every Child Matters and school leadership. Its findings are summarised in six key messages.

Published 2008 Cost: **free**

Community and student leadership



Community leadership in networks

Drawing directly on the work of Networked Learning Communities (NLC) and Community Leadership Network (CLN), this publication looks at sharing our growing knowledge and understanding of community leadership within our collaborations and partnerships.

Published 2006 **Download only**



Getting closer: Community Leadership Network in action

This publication summarises the findings of the Community Leadership Network project which was undertaken in the first half of 2007. It highlights examples of leadership in community focused networks drawn from seven localities.

Published 2008 Cost: **free**



Student leadership: investing in tomorrow's leaders for schools and communities

Working with the London Challenge Team, NCSL has been committed to developing student leadership in London schools. The programme introduced here, has been written by students for students and is aimed to develop young leaders with a commitment to making a difference in their own lives and the lives of others. www.ncsl.org.uk/studentleadership

Published 2006 **Download only**



Working together: helping community leadership work in practice

How can school leaders engage more effectively and authentically with their communities and other agencies? This publication shares some of the thinking, activities and tools that are proving valuable in changing local practice.

Published 2006 **Download only**

Personalised learning



Leadership for personalising learning

Written and developed by Professor John West Burnham, this study brings together the key research and thinking into how school leaders can embed personalisation and high quality learning within every aspect of their school. The study will be central to NCSL's forthcoming website on leadership for personalising learning, www.ncsl.org.uk/personalisinglearning

To be published September 2008

Download only



Leading personalised learning in schools: helping individuals grow

This booklet supports headteachers who want to learn more about and plan for personalisation in their school, giving examples of practical steps and self-review questions to help headteachers weigh up the implications of personalisation, identify actions and evaluate current practice.

Published 2005 Cost: **£5**



Personalised learning in action

This project, by NCSL's Leadership Network, was undertaken to explore, report and comment on the approaches of schools countrywide that have engaged with the challenges of personalised learning. The eight reports by NCSL Research Associates in 2006 explore each of the five components of personalised learning set out by the DCSF and select their own focus.

Published 2006 Cost: **£10**

www.ncsl.org.uk/personalisedlearning



Schools learning from their best – within-school variation project

This report focuses on the results of a novel way of improving school quality, in which the system of schools itself learns from its own best people and practices rather than being encouraged to follow central guidance, policy or advice. This project is beyond the focus of much present educational policy on 'schools helping other schools' through federations, twinned schools and the use of superheads from one school to turn around whole groups of them, and instead focuses on what an individual school can do to learn from itself.

Published 2008 Cost: **£5**

2. Developing leadership within the school

Successful school leadership relies heavily on the presence of equipped and supported leaders at all kinds of levels across the school. This section provides invaluable first-hand accounts with practical information and case studies to help you evaluate leadership development in your own school.

Our publications on developing leadership within school cover:

- **Leadership development**

looking at CPD, coaching, learning-centred leadership, personal effectiveness and sustainability.

- **Leading school improvement**

school management, within-school variation, self-evaluation, learning communities, e-learning and creativity in schools.

- **Leading the curriculum**

exploring innovative and flexible ways of leading the curriculum.

- **Schools in specific contexts**

looking into the experience of schools facing challenging circumstances and leadership of special schools.

- **Diversity**

with resources for black and minority ethnic school leaders and on inclusion, faith schools and gender issues.

Leadership development



A life in the day of a headteacher

With participation from 34 practising headteachers, both novice and experienced and from all regions and phases, this publication deals with the feasibility of a healthy work-life balance in the field, as well as demonstrating how varied the affects of similar workloads and pressures can be for different individuals. A practitioner report summarising the key findings is also available.

www.ncsl.org.uk/wellbeing

Published 2006 **Download only**



ILERN

ILERN is a professional network of influential researchers in educational leadership, comprising 20 academics from 13 countries. Their articles deal with understanding and advancing sustainable leadership and intend to create a dialogue about leadership practice with serving and aspiring school leaders. The pack contains the five articles and an approach to using them in discussions in study groups, across networks and within local authorities.

www.ncsl.org.uk/ilern

Published 2007 Cost: **£10**



Exploring the links between performance management and improved standards

This study explores four secondary schools' experiences of how Appraisal and Performance Management (APM) contributed towards improved learning outcomes in young people. The research considers the impact of APM on standards of learning, teaching and leadership in the four schools.

Published 2007 **Download only**



Leading coaching in schools

This workbook asks what are the key elements of successful coaching. You'll find five working illustrations from schools and seven action implications identified for school leaders.

www.ncsl.org.uk/coaching

Published 2005 Cost: **£10**



Leadership development and personal effectiveness

What qualities, experiences and learning models contribute to effective leadership? Using Richard Boyatzis's five-stage process of self-directed learning, this booklet supports techniques of personal review and reflection as good tools in enhancing understanding and informing action.

Published 2005 Cost: **£5**



Leading sustainable school building projects

This report includes case studies, research evidence and practical guidance for school leaders wanting to develop environments – whether through Building Schools for the Future, the Primary Capital Programme or other routes - that are environmentally sustainable and fit for learning in the 21st century.

To be published October 2008 **Download only**



Learning-centred leadership

A school leader has vital influence on learning and teaching in classrooms. These materials, in two sets and with a supporting website, identify improvement strategies that work closely with leaders at all levels in schools. Visit **www.ncsl.org.uk/lcl** for more details.

Published 2005 Cost: **£35**

(Overseas postage costs apply, please email research@ncsl.org.uk)



Long lasting success: creating strategic and sustainable primary schools

Some headteachers find the pressure too great and are unable or unwilling to adapt, resulting in a workforce tired or lost to the profession, while other headteachers find the job exhilarating. This research investigates how successful primary schools are making their success last.

Published 2007 **Download only**



Mentoring and coaching for new leaders: a review of the literature

A broad-ranging review, this investigates what mentoring and coaching strategies have been and are being used to assist the development of new leaders, both in the UK and internationally, in the education and non-education sectors.

Published 2003 **Download only**



Mission possible: strategies for managing headship

This study was motivated by the following propositions: that the nature of headship in schools is now increasingly characterised by high levels of complexity and accountability; and that a shortage of applicants for headship roles has become increasingly common in some schools. The study therefore seeks to address the question: how can the role of headship be made possible, maintaining a headteacher's energy and enthusiasm?

Published 2008 **Download only**



The future of leadership

This booklet sets out what some of the world's leading thinkers have to say about leadership - past, present and into the future. Senior staff at NCSL have been meeting their counterparts at the NHS Institute for some time, to share examples of what each does.

Published 2008 Cost: **free**



Review of the landscape: leadership and leadership development 2008

This publication brings together key insights and findings on effective school leadership and leadership development, and highlights major themes and messages for the future.

To be published September 2008

Cost: **free**



Second headship – challenge and revitalisation

Why do headteachers seek a second headship, and how do experiences gained in their first school inform their behaviour in their second school? This study explores the challenges found at a second school and looks into development activities that facilitate the move from first to second headship.

Published 2007 **Download only**



Success and sustainability: developing the strategically-focused school

Using a combination of strategic processes and approaches with strategic leadership, this publication outlines a framework for the development of successful and sustainable schools in the future.

Published 2005 Cost: **£5**



Valuing our future: a toolkit for developing sustainable schools

This sustainability toolkit is devised for school leaders whether they are new to sustainability or already involved in the process. It includes eight doorway booklets (based on the DCSF's Sustainable Schools National Framework) with case studies and practical tips about how to make a school sustainable, and an interactive resource.

Published 2008 Cost: **£15**



Urban leadership: a toolkit for governors

This toolkit includes a structured approach to defining a governor's needs for a new headteacher. By providing the questions and templates that you need, it will help develop a comprehensive person specification describing an ideal candidate for leadership in urban settings.

Published 2005 **Download only**

Leading school improvement



Bursar Development Programme impact and evaluation report

NCSL periodically publishes Bursar Development Programme (BDP) reports in order to provide clear and useful accounts of how to deliver professional skills and training to school business managers. This report covers BDP's successes in reducing the administrative burden on senior leadership teams and NCSL's strategic plans for BDP in the next financial year.

Published 2007 **Download only**



Critical incidents: effective responses and the factors behind them

The purpose of this research is to investigate and foster a greater understanding of some of the factors that shape how school leaders deal with critical incidents and critical episodes, and suggest why some colleagues are more effective in dealing with these on a professional and personal level.

Published 2008 **Download only**



Deal or no big deal? Schools' responses to the introduction of Teaching and Learning Responsibility allowances

This study explores six schools' initial response to the introduction of the Teaching and Learning Responsibility allowances (TLRs) available from January 2006. The purpose of the study was to identify the climate and culture of the schools' leadership through developing a typology of responses centred around questions on the leadership approach to TLR introduction.

Published 2008 **Download only**



Driving leadership

A case study series of four audio CDs that brings together the voices of school leaders and academics, to highlight school leadership issues. Four case studies are available: What we already know about successful school leadership; Teacher research: make it public, critique it, build upon it and pass it on; Sustainable leadership; A distributed perspective. www.ncsl.org.uk/drivingleadership

Published 2006 Cost: **£3 per CD**



E-learning for leadership: emerging indicators of effective practice

This study begins to characterise effective leadership practices in e-learning contexts.

Published 2003 Cost: **£5**



FutureSight

How will children learn in the future? How will they make links with teachers and their peer group? The FutureSight toolkit, undertaken with OECD, the DfES Innovation Unit and Demos, will help school leaders answer these and other questions as schools respond to a new century's challenges.

Published 2006 Cost: **£35**

(Overseas postage costs apply, please email research@ncsl.org.uk)



Leading a research-engaged school

How can research engagement develop schools and make them exciting places to work? This booklet aims to help you understand more about research engagement and to envisage how it could work in your school.

Published 2006 Cost: **£5**



Narrowing the gap: reducing within-school variation in pupil outcomes

Members of NCSL's Leadership Network share their work on tackling within-school variation (WSV) in their schools and its outcomes. This package includes case-study illustrations from primary, secondary and special schools, an audit pro forma for you to use and a useful description of how to measure WSV.

Published 2006 Cost: £5



Networked leadership in action: getting started with networked school self-evaluation

From the NCSL's Networked Leadership in Action series, this is a practical development designed to provide school and network leaders with ideas to get started on Networked School Self-evaluation (NSSe). It presents a process, four approaches from the Networked Learning Communities (NLC) programme and snapshots from practice, both as illustrations and to trigger your own thinking.

Published 2006 **Download only**



One step ahead of the game: leading change in ICT in support of pupil learning

This research project examined how the headteachers of five primary schools are using technological advances in order to improve the quality of education for their pupils. It explored the use of ICT, describing headteachers who embrace change and enjoy the challenge of being modern leaders in modern schools.

Published 2007 **Download only**



Picturing preferred futures: using case studies to investigate solution-focused approaches to school improvement

This study comprises three UK schools and one in Sweden which all practise solution-focused approaches to school improvement in varying degrees. The purpose of the study was to identify the amount of staff collaboration and co-operation in all aspects of school improvement, particularly within teams, to build a sense of ownership.

Published 2007 **Download only**



Professional learning communities: source materials for school leaders and other leaders of professional learning

For school leaders interested in developing their school, early years setting or department as a professional learning community (PLC), these materials provide a toolkit of practical resources to promote understanding of PLCs in specific contexts. The materials include 13 booklets, a summary and a user guide.

Published 2006 **Download only**



Self-evaluation: a guide for school leaders

This is a pack of materials which helps schools consider their existing and future self-evaluation practice. The pack contains a document to help you prepare and plan to use the guide. It discusses the models and tools of evaluation and the principles in making it an integral part of your work.

Published 2005 Cost: **£10**



Seven strong claims about successful school leadership

How can those in leadership roles fulfil their responsibilities effectively? The purpose of this paper is to provide a synopsis of the knowledge we have developed on this. It uses the key findings of a review of literature and a large-scale empirical study, organised around what we refer to as “strong claims” about successful school leadership.

Published 2006 Cost: **free**



Shaping up to the future: a guide to roles, structures and career development in secondary schools

This study provides individuals, schools and other organisations supporting the secondary-school system with some tools to inform decisions about people and school development, such as job design and remodelling the school.

Published 2005 Cost: **£5**



The challenge and opportunities of leading and managing an all-age school

This research aims to share the experiences of those leading all-age schools, identify the opportunities and challenges that these leaders face, focus on how leadership has evolved and make recommendations to existing and future leaders to support the sharing of good practice.

Published 2007 **Download only**



Thinking ahead: exploring the strategic role that headteachers and governors carry out in partnership

This research explores the strategic role that headteachers and governors carry out in partnership in three case study schools. Within these three contrasting primary schools are school governors who have assumed this strategic responsibility and school leaders, both voluntary in their governor role and professional in their headteacher role, who are working together in equal partnership.

Published 2008 **Download only**



Under the microscope: leading in a climate of close public scrutiny

This study examines and analyses the nature of successful leadership of academies and investigates the leadership styles, qualities, skills and contextual dimensions which enable previously seriously underperforming schools to transform themselves whilst their leadership operates under the microscope of close public scrutiny.

Published 2008 **Download only**



What leaders read 1: key texts from the business world

This summarises a review of contemporary literature dedicated to the study of leadership and leadership development. The texts covered draw more on general leadership writing than they do on educational literature.

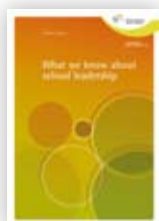
Published 2003 **Download only**



What leaders read 2: key texts from education and beyond

This document reviews recent literature concerned with the development of leadership practice in schools.

Published 2003 **Download only**



What we know about school leadership

NCSL work has focused on, amongst other things, just how school leaders can make a difference. In 2006, five years' worth of research and knowledge was collated. This publication summarises the findings that had emerged over time and provides a digestible collection of insights.

Published 2007 **Download only**

Diversity



Challenge plus: the experience of black and minority ethnic school leaders

What issues or challenges are faced by black and minority ethnic school leaders? Career histories, progression routes, achieving success and other factors are combined in this study.

Published 2005 **Download only**



Children's voices, children's rights: what children with special needs have to say about their variously inclusive schools

The aim of this report was to find authentic ways of seeking the views of primary-aged children with learning difficulties about their variously inclusive school placements.

Published 2007 **Download only**



Effective leadership in multi-ethnic schools

What leadership issues arise in schools with substantial numbers of minority ethnic community students? This study in two parts deals with priorities, strategies and challenges and with the different leadership implications of the school community's perspective on the issues.

Published 2005 Cost: £5



Gender and headship in the 21st century

Examining the experience of male and female heads, this NCSL-commissioned research studies the impact of gender on a headteacher's working life, making several of its own recommendations for school leaders, governors and national training programmes.

Published 2005 **Download only**



Leadership and faith: working with and learning from school leaders

Is leadership different in a faith school? This report originates from discussions in the Leading Practice seminars and identifies key themes and issues for the future.

Published 2003 **Download only**



Leadership and inclusion: a special school perspective

Designed to aid personal reflection, or for use in workshops, the materials which form the results of these Leading Practice seminars cover a wide range of the issues currently facing special schools.

Published 2002 **Download only**

Leading the curriculum



Developing creativity in the primary school

How can schools develop their own practices of creative learning? This practical guide draws on Ofsted's report 'The Curriculum in Successful Primary Schools' and examines in depth the processes some of the schools featured are engaged with.

Published 2004 Cost: **£5**



Leading curriculum innovation

What is a 21st-century curriculum? What are the practical elements in leading curriculum innovation? These joint NCSL and Qualifications and Curriculum Authority (QCA) project publications enable engagement with ideas from research, policy and practice. There are four booklets and 20 case studies from practice. For details visit www.ncsl.org.uk/curriculuminnovation

Published 2007 To order printed copies please email ln@ncsl.org.uk



Made in China: a creative dilemma

In partnership with the British Council, NCSL offers a unique opportunity for headteachers to gain international perspectives on their work through the International Placements for Headteachers (IPH) programme. This research references a visit to Shanghai and Hei Fei in China made by nine headteachers in 2006.

Published 2007 **Download only**



Stepping up, stepping out: learning about leadership

This publication provides a toolkit of four booklets and an accompanying DVD drawn from the work of NCSL's Leadership Network annual conference 2007. It is designed to enable users to engage with perspectives from research, policy and practice in order to explore emerging ideas about the practicalities of 'stepping up and stepping out' to school leadership in the 21st century.

Published 2007 To order printed copies please email ln@ncsl.org.uk

School in specific contexts



Effective leadership in schools facing challenging circumstances

Most schools experience all manner of challenging circumstances. This small research project is concerned with the issue of how leadership remains effective when faced with challenge.

Published 2002 **Download only**



Leadership and management in special schools

How does a period of considerable change and uncertainty impact on leaders in special schools? This report looks into the specific challenges and dilemmas faced in this area.

Published 2003 **Download only**



Making the difference: successful leadership in challenging contexts

This is a practical guide to what school leaders can do to improve and energise their challenging schools, setting out eight areas where leaders and leadership can make a real difference.

Published 2002 Cost: **£5**



A model of school leadership in challenging urban environments

What attributes characterise the headteacher in a challenging or difficult urban environment? How might these differ elsewhere? This report discusses such issues and illustrates the answers with some very successful cases.

Published 2004 **Download only**



Successful leadership of schools in urban and challenging contexts

This is a review of the literature designed to explore issues surrounding school leadership in urban and challenged schools.

Published 2003 **Download only**

3. Developing leadership beyond the school – system leadership

One of NCSL's priorities is to support the growth and development of system leadership by equipping leaders with the skills needed to work for the success of other schools as well as their own. System leadership is about recognising and responding to the importance of the connections between different issues, individuals and institutions.

These publications reflect the variety of new and challenging roles that are emerging.

They look specifically at how leaders work within this system and explore the following:

- **System leadership**

looking at what system leadership is and how people put it into practice.

- **Models of leadership**

considering alternative models of headship such as co-headship, federations of schools and executive headship.

- **Leadership in networks**

documenting collaborative learning within and between schools through the use of networks.

System leadership



School leaders leading the system

Multi-agency partnerships and collaboration now characterise local responses to system-level issues that all school leaders face. These reports build on NCSL's Leadership Network Conference of 2006, looking at discussions and ideas generated by the participants.

Published 2006 **Download only**



System leadership in action

Successful school networks are the first places we would search for understanding more about good practice in system leadership and the roles of the leaders. These four booklets offer perspectives on system leadership and what it can look like in practice.

Published 2006 **Download only**



System leadership – lessons from the literature

System leaders need to recognise the connections between different issues, individuals and institutions and just how important those connections are. This paper argues that system leadership has a constituent set of principles that can and should be applied within and between institutions.

Published 2006 Cost: **£5**

Models of leadership



A study of hard federations of small primary schools

This report explores the leadership of hard federations in small primary schools and identifies implications and conclusions for school leaders and other stakeholders.

Published 2008 **Download only**



Emerging patterns of school leadership

This study set out to map and explore emerging practice and to highlight possible future directions in leadership, management and governance which may support the further development of the education system.

Published 2008 **Download only**



Exploring Models of Leadership Toolkit

This is a practical toolkit that school and multi-agency leaders can use to explore and visualise alternative models of leadership and governance that will fit their context and purpose. It has been designed to be used in small groups within a short team workshop session (1 to 2 hours) - although we would encourage you to use it however you feel it could be useful to you or your colleagues.

To be published 2008 Cost: **£10**



Keep your head: co-headship as part of succession planning

One of the key challenges facing schools at the moment is to retain more good heads to full retirement age and attract potential leaders to headship more quickly by making the role more appealing. Co-headship offers the possibility of addressing both of these issues. This paper summarises the perspectives of senior governors in eight schools which have pioneered the use of co-headship.

Published 2008 **Download only**



Leading beyond the school: evaluating the impact of Primary Strategy Consultant Leaders

This document summarises a project which investigates the role of Primary Strategy Consultant Leaders (PSCLs) in a sample of schools participating in the Primary Leadership Programme.

Published 2006 **Download only**



Models of headship

A collection of five articles exploring different aspects of the headteacher's role including co-headship, federations, primary executive heads, secondary or special-school executive heads and shared headship.

Published 2006 **Download only**



United we stand: a soft federation model for small primary schools

Federation “can be shown to have a number of key benefits which, ultimately, impact positively on pupil performance”. This study explores how some small rural primary schools have developed systems of soft federation, through small-scale case studies, in one geographical area.

Published 2008 **Download only**

Leadership in networks



100,000 heads are better than one

How do we build online learning communities in our own schools and beyond? It is hoped that these lessons from talk2learn, the world's largest online learning community for school leaders, will act as a stimulus to thinking about the role collaborative online learning plays in 21st century education. For further information about talk2learn, visit www.ncsl.org.uk/onlinecommunities.

Published 2007 Cost: **free**



Expanding leadership horizons: leaders learning from practice

This booklet provides project summaries, examples and lessons from practice, and insight into the impact achieved to prompt you to consider the next steps to action in your own situation. The initiatives presented in this booklet were developed and delivered by regional networks in 2006-07, promoted and coordinated by the Leadership Network Regional Leaders.

Published 2007 Cost: **free**. Please email jolene.booth@ncsl.org.uk



Networked Learning – publications catalogue

This directory lists the key publications produced by the Networked Learning Community programme, all resources developed with practitioners during the four years of the NCSL's Networked Learning Communities programme. The intention is to support all forms of collaborative learning within and between schools. Included are think pieces, research reports, development tools and accounts of practice.

Published 2007 **Download only**



Too busy to learn? An introduction to collaborative leadership learning

Developed from Leading Practice work, this publication deals with collaborative leadership learning. In doing so it offers questions, processes and materials to support new or established leadership learning groups.

Published 2003 **Download only**



Trust in collaborative working: the importance of trust for leaders of school based partnerships

This report summarises the findings from original research into the importance of trust as a driver of school-based collaborations.

To be published September 2008

Download only

4. Identifying and growing tomorrow's leaders

The identification and development of future school leaders is a key strategic challenge for schools and for NCSL. Sustaining the flow of high-quality school leaders is critical to achieving the best outcomes for all children and young people.

The most effective leaders and practitioners must be encouraged and enabled to work where their skills are most needed. These publications are designed to support the development of leadership and leadership capacity within schools, covering the following areas:

- **Succession planning**
examining succession planning from practical and academic perspectives.
- **Middle leadership**
learning from middle leaders within schools and offering insights relevant across all phases and contexts.
- **Distributed leadership**
offering insight and guidance on developing leadership capacity within schools.

Succession planning

NCSL has developed a suite of materials to support the development of school leaders. The documents are all available to order, free of charge, via our website

www.ncsl.org.uk/tlt-home/tlt-resourcecentre a comprehensive and interactive resource aimed at headteachers, aspiring heads, governors and local authorities. The following list of publications gives you an idea of the materials on offer.

General Succession Planning materials

- Leadership succession: an overview
- Career moves
- Go for it: reasons to be a headteacher (printed publication and CD)
- Greenhouse schools
- Meeting the challenge: growing tomorrow's school leaders
- Recruiting leaders and senior leaders: seven steps to success
- Retaining school leaders
- Turning heads
- What's good about leading schools in challenging circumstances?

Evidence into practice guides

- What are we learning about...NPQH graduates?
- What are we learning about...the school leadership labour market?
- What are we learning about... recruiting primary school headteachers?

Middle leadership



Making a difference

For a leader in any school facing challenging circumstances, this is a full set of practical guidance topics covering several eventualities. The website contains summary information about the project and useful downloadable systems for practical use in schools, which you can access at www.ncsl.org.uk/mad.

Published 2006 Cost: £5



Primary middle leaders

In this multi-media resource, learning-centred leadership behaviours are used to explore the effectiveness of middle leaders in primary schools. The three sections of the DVD and accompanying booklet consist of:

- what effective middle leaders do
- what conditions enable them to be effective
- how headteachers support them

www.ncsl.org.uk/pml.

Published 2006 Cost: £11.75 (inc VAT)



Ringing the changes: the middle leader's role in leading change

"Not more change", teachers often proclaim. Nonetheless, whatever concerns are expressed, the one certain constant in education is change. So how do leaders in schools encourage their colleagues to value and practise the latest initiative?

Published 2007 **Download only**



The role and purpose of middle leaders in schools

There is currently a sense of a change in our understanding of the role of teachers who find themselves in the middle layer of school leadership structures. This literature review examines texts that identify and track this change.

Published 2003 **Download only**

Distributed leadership



Deputy and assistant headship: building leadership potential

This report contains some recommendations concerning future professional development and research subjects for a group of school leaders.

Published 2003 **Download only**



Distributed leadership

Findings from several projects have been drawn together in a set of materials designed to support middle leaders in primary and secondary schools. The materials can be used in conjunction with the Distributed Leadership website, which includes an interactive card-sort exercise which can be used to evaluate the distribution of leadership in your school. www.ncsl.org.uk/distributedleadership.

Published 2004 Cost: **£30**

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Distributed leadership

This document comprises a full review of writing and research from between the years 1996 and 2002, which focuses on the notion of distributed leadership and broader concepts of leadership itself.

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Heart of the matter

What can middle leaders do to influence learning? How can senior leaders support them and enable them to work more effectively? This booklet sets out eight areas in which middle and senior leaders can make a real and telling difference to all learning-related processes.

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School business managers: their role in distributed leadership

This paper aims to: review the impact of the key drivers on school leadership; evaluate distributed leadership research from a school business manager/ bursar perspective; and carry out a survey of what is happening across UK state schools.

Published 2008

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5. Research Associate reports

NCSL's Research Associates Programme offers an opportunity for senior school leaders and leaders of children's centres to engage in enquiry and to undertake research that will impact on practice. A number of reports produced by research associates are featured in this catalogue and many more are available to download from our website at **www.ncsl.org.uk/publications**.

Performance management and improved standards

Reports published in summer 2008 relate to the following areas:

- co-headship as part of succession planning
- how school leaders deal with critical incidents
- strategies for managing headship
- the strategic role of headteachers and governors in partnership
- schools' responses to the introduction of Teaching and Learning Responsibility allowances
- the role of school business managers in distributed leadership
- the nature of successful leadership of academies
- how some small rural primary schools have developed systems of soft federation

For further information about the Research Associates Programme please visit **www.ncsl.org.uk/researchassociates**.

6. Corporate publications

The collection of corporate publications highlighted here will enable school leaders to engage with the College and to understand the services we offer.

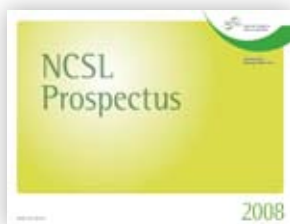


Ldr magazine

NCSL's flagship magazine for school leaders is published the first week of each new term. It offers in-depth feature articles on all aspects of school leadership, plus the latest in leadership research and updates on College initiatives.

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NCSL Prospectus

The prospectus is a guide to the range of opportunities offered by NCSL. It contains detailed information on the range of programmes we offer, as well as an overview of our online, research and networking activities.

Published 2008 **free.** Please email publications@ncsl.org.uk



Corporate Plan 2008 – 09

The Corporate Plan outlines how we intend to achieve our goals for the year ahead through specific programmes and activities. It also provides an overview of the challenges facing school leadership and explains how we intend to equip school leaders to thrive in increasingly complex roles.

Published 2008 **free.** Please email publications@ncsl.org.uk



Annual Review 2007 – 08

Provides an overview of the year's highlights.

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7. Leading Practice seminars

A series of innovative and creative seminars designed to address school leadership issues.

This seminar series plays a key part in our research and policy work by:

- identifying current and significant themes for enquiry and exploring them with key individuals and groups
- respecting the knowledge and practice of school leaders
- providing a dynamic forum for dialogue
- bringing together theory and practice to create new understanding that has relevance in schools and for policy development
- developing processes to ensure that new understandings are widely available for application

For more information about the Leading Practice seminars or to book a place on a seminar, visit <http://www.ncsl.org.uk/leadingpractice>

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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

National College for School Leadership

Triumph Road
Nottingham NG8 1DH

T: 0845 609 0009
F: 0115 872 2001
E: enquiries@ncsl.org.uk
W: www.ncsl.org.uk

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