



# Walsall Council

## Walsall Children's Services

**Report to:** Schools Forum

**Date:** 11 March 2014

**Subject:** Leadership development – funding support

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**Lead Officer for School Improvement:** Leadership Development

**Purpose of the report:** For Schools Forum to consider the allocation of £50,000 from surplus to allocate to support leadership development across Walsall schools

**Recommendations:** See content of the report

### 1. Executive Summary

1.1 This report considers how, if allocated, £50,000 can be used to support leadership development across Walsall schools.

1.2 The report recommends that the funding is used to focus on building capacity at three levels of leadership across all phases including nursery:

**Serving Headteachers** – to increase number of Headteachers who can support development of other Headteachers, particularly newly appointed c £9,000

**Senior school leaders** – build capacity of those close to Headship who can act as field force to “step up” into Headship posts c £8,000

**Middle leaders** – provide opportunities for recently appointed middle leaders to take up posts rapidly and effectively c £26,000

Additionally, following a need analysis, provide **bespoke research seminars / training sessions on identified topics** that draw on expertise beyond Walsall for a range of leaders c£7,000

## 2. Key leadership roles

2.1 It is important to use this funding to support developments that will increase both leadership capacity and capability at different levels of leadership so it doesn't become a "one off" expenditure. The capacity can be "ploughed" back into the system to generate more capacity, e.g. local leader Headteachers working with other Headteachers to build their school's capacity. Developing a local/Walsall leadership award to support others( a Walsall LLE).

Some funding can also be used to develop expertise and raise ambitions amongst leaders through organising seminars designed to debate and explore different educational issues and consider latest research finding relating to key educational / policy topics.

2.2 Some funding should be allocated to build capacity at headship level to promote school to school support. For example, it could be used to increase number of local leaders – to work with other schools in school to school support / headteacher mentoring capacity

e.g. £8,000 would train 40 Headteachers on two day programme, with some follow up support

These leaders would work as mentors and coaches across Walsall schools through increasing the number of Walsall local leaders of education.

2.3 We need to build capacity of those close to headship so they can act as field force to "step up" into headship posts, whether associate heads, acting heads or working in their substantive posts, as head of school, whilst their Headteachers are supporting other schools. Funding could be used for targeted development, placements in different schools and mentoring. c £8,000

2.4 Improve skill level of middle leaders through supporting middle leadership development. Middle leadership is now an Ofsted inspection priority.

A range of different approaches could be taken, for example providing locally based middle leadership development and subsidised attendance at licensed

middle leadership development. We could allocate £250 for each middle leader with his or her school providing match funding.

£25,000 would provide opportunities for 100 middle leaders, i.e. approximately one per school.

2.5 Research seminars and workshops on specified themes – these would be organised following a needs analysis and on the basis of identified priorities. They could be used to bring national researchers and key educationalists on priority topics, e.g. effective use of pupil premium. c £7,000.

### **3. Summary**

If Schools Forum agree funding should be allocated to leadership development and agree with the four categories above, a small group of Headteachers could consider in detail how money could be used and oversee developments.