



EDUCATION POLICY DEVELOPMENT AND SCRUTINY PANEL

LEADERSHIP DEVELOPMENT

REPORT BY HEAD OF EDUCATION (CURRICULUM, QUALITY IMPROVEMENT AND PERFORMANCE)

A. PURPOSE OF REPORT

To inform the Policy and Development Scrutiny Panel of the council's approaches to School Leadership Development and national requirements for the appointment of new head teachers from August 2020.

B. RECOMMENDATION

It is recommended that the panel notes:-

- i) The commitment to developing sustainable school leadership through a strategic model of local and national high quality professional learning.
- ii) From August 2020 the national requirement that any teacher appointed to their first permanent head teacher post must have been awarded the Standard for Headship.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; Being honest, open and accountable; Developing employees; Making best use of our resources; Working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Education (Scotland) Act 1980 The Head Teachers Education and Training Standards (Scotland) Regulations 2019
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	Overall evaluations of 'good' or better for the quality of leadership of change from external inspections/evaluations form part of the Quality Improvement Team and Schools performance scorecards
V Relevance to Single Outcome Agreement	Delivering positive outcomes and early interventions for early years

		Improving attainment
VI	Resources - (Financial, Staffing and Property)	Agreed Revenue Budget
VII	Consideration at PDSP	Underway
VIII	Other consultations	Headteachers CLPL Steering Group LNCT

D. TERMS OF REPORT

D1 Background

Into Headship is Scotland's national programme for aspiring headteachers. On successful completion of the programme participants will be awarded the GTCS Standard for Headship, which will become mandatory for all new headteachers from August 2020. As part of national legislation to be implemented from August 2020, 'The Head Teachers Education and Training Standards (Scotland) Regulations 2019', any teacher appointed to their first permanent head teacher post without the required qualification will have 30 months in which to obtain this qualification.

A key factor is ensuring that aspiring headteachers are supported to develop and continue to build the necessary knowledge, skills and understanding required of senior leaders in leading dynamic school communities.

D2 Rationale

Leaders in the widest sense understand that people are the drivers and enactors of change for improvement. As a priority, the Service's belief is in developing a sustainable culture where school leaders commit to and invest in professional learning and personal development. A commitment to nurturing middle leadership is creating a model where acting opportunities build essential knowledge and skills and are successfully developing future, substantive school leaders for West Lothian.

D3 Policy in Practice

The core features and processes of leadership development within West Lothian Council guided by the General Teaching Council (GTCS) standards and the National Model of Professional Learning are:

- Engagement in the Education Scotland Professional Learning and Leadership (EDSPLL) Into Headship programme, in partnership with the University of Stirling
- GTCS accredited leadership development programmes in place
- Middle and Senior leadership learning programmes as part of professional learning
- Revised induction programme and policy for newly appointed and acting headteachers
- Headteacher support model for newly appointed and acting headteachers

These features and processes ensure that leadership development across West Lothian Council provides rich opportunities for aspiring and acting school leaders to develop and enhance their professional knowledge and practice, in order to progress

the quality of learning, teaching and assessment, and school improvement.

D4 Policy in Practice exemplification

The following table highlights the number of participants engaging in the Into Headship Programme (2015-20) and the percentage of participants now in further promoted posts.

Cohort		Number of participants	% progressed to HT post
1	2015/16	3	100%
2	2016/17	6	83%
3	2017/18	9	89%
4	2018/19	7	57%
5	2019/20	11	27%

In comparison with national progression of participants in the Standard of Headship progressing to a head teacher post from cohorts 1 to 3 (2015-2018), West Lothian has a success rate of 89% compared with 42% nationally.

E. CONCLUSION

West Lothian's priority for raising attainment and delivering positive outcomes for every learner is built upon ensuring the highest quality of school leadership. Head Teachers, working with others, establish, sustain and enhance a culture of learning and a positive ethos in collaboration with the whole school community to ensure that every learner achieves potential. Education Services strives to ensure an ongoing commitment to leadership development that successfully nurtures headteachers of the highest level. West Lothian Council's model builds upon the latest international and national guidance and commits to valuing professionalism and ensuring the ongoing school leadership provision.

F. BACKGROUND REFERENCES

The National Model for Professional Learning

<https://professionallearning.education.gov.scot/explore/the-national-model-of-professional-learning/>

General Teaching Council Scotland

<https://www.gtcs.org.uk/professional-standards/the-standards/headship.aspx>

West Lothian Headteacher Induction Policy

https://www.westlothian.gov.uk/media/36293/Headteacher-Induction-Policy/pdf/Headteacher_Induction_Policy.pdf?m=637081309430130000

West Lothian Leadership Programme

<https://intranet.westlothian.gov.uk/article/9819/Leadership>

Contact Person: Iain McDermott (Senior Professional Learning Officer)

Tel: 01506 282101

Email: iain.mcdermott@westlothian.gov.uk

Donna McMaster, Head of Education (Curriculum, Quality Improvement & Performance)

Date of meeting: 11 February 2020