



**Schools Forum**  
Date: 12 June 2019

**Report from the Strategic Director Children and Young People, Chair of the Strategic School Effectiveness Partnership Board**

**Update - Strengthening Leadership Development and Succession Planning in Brent Schools**

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	Appendix 1    Professional    Commitment Agreement
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy <a href="mailto:brian.grady@brent.gov.uk">brian.grady@brent.gov.uk</a> Farzana Aldridge (BSP Strategic Director) <a href="mailto:farzana.aldridge@bsp.london">farzana.aldridge@bsp.london</a>

**1.0 Purpose of the Report**

- 1.1 To provide an update from the Brent Schools Partnership (BSP) on the actions taken and progress made since September 2018 following the launch of the Schools Forum funded “Leadership Development and Succession Planning in Brent Schools” programme.
- 1.2 This report is in line with the recommendation in the Schools Forum report of the 20 June 2018, which was: “That Schools Forum receives six monthly reports on the use and deployment of the allocated spend and the resulting impact on strengthening leadership and succession planning in Brent schools”.
- 1.3 Members of the Schools Forum are reminded that the Forum at its meeting on the 20 June 2018 agreed to allocate a total budget of £445,250 over a two-year period to the BSP to deliver the proposals set out in the report presented on that date. The breakdown of funding allocated for the two-year period was as follows:
  - 2018-19 of £282,000
  - 2019-20 of £163,250.

**2.0 Recommendations**

- 2.1 That Schools Forum notes the report, and as appropriate seeks any further information from the BSP Strategic Director.

### 3.0 Background

- 3.1 The Brent Schools Partnership, Brent Council and the Teaching School Alliances all identified leadership development as a strategic priority. The Schools Forum also agreed that leadership development and succession planning were key areas for development in Brent. The Schools Forum report of 20 June 2018 set out the context and an evaluation of needs in Brent schools. The paper also set out the outcomes and criteria against which the impact of the programme was to be assessed. The key contextual issues for Brent are outlined in paragraphs 3.2 to 3.4.
- 3.2 Over the past three years, 44 new headteachers and heads of school have been appointed to Brent schools. Overall, this represents a turnover of 44 per cent over the three-year period. Brent Council and Brent Schools Partnership, through their monitoring and support for schools, identified that the first three years of headship require a much higher level of support in managing the often complex and challenging responsibilities.
- 3.3 A BSP survey of career aspirations of Brent deputy and assistant headteachers on becoming a headteacher in the future identified the following:
- Only a quarter felt that they would be ready for headship over the next two years
  - About half of those surveyed were unsure, and felt that they had not acquired the necessary skills to consider becoming a headteacher, although about half were ambitious to become one
  - Around a quarter did not wish to progress beyond their current role.
- 3.4 Capturing the energy, enthusiasm and talents of new teachers with the potential of becoming a middle leader early in their careers was recognised as being important for two reasons:
- Teacher retention: professional and career development is a major factor influencing teachers remaining in the profession
  - Talent management: the potential of individuals to be nurtured and developed within individual schools will benefit the whole community of schools in Brent.
- 3.5 Three areas were identified as priorities to be taken forward:
- i. A leadership development programme targeting 60 potential and current leaders, to engage in a development programme to prepare them for the next stage of their leadership career.
  - ii. A leadership development programme focused specifically on new headteachers in their first three years of headship.
  - iii. Building on the National Standards of Excellence for Headteachers, the development of a Leadership Charter to which all schools in Brent can commit and implement.
- 3.6 In order to take these forward, a Steering Group of headteachers and BSP School Improvement Specialists was established in September 2018. This group has been chaired by the CEO/Executive Headteacher of Wembley Multi Academy Trust. In addition, a very experienced former head of school improvement has been contracted by the BSP as the BSP Leadership Development Specialist (LDS) for up to two days per week during term time. Reporting to the BSP Strategic Director, the LDS role has been to provide operational leadership, management and coordination of all of the provision aimed at delivering the priorities set out in paragraph 3.5.
- 3.7 Alongside these developments, four Headteacher Planning and Delivery Groups were established consisting of new and experienced high performing primary and secondary headteachers in Brent.
- 3.8 The Steering Group and the four Headteacher Planning and Delivery Groups provide strategic direction, and deliver some leadership development strands, to ensure that the overall programme to be taken forward is successful and reflects the context and needs of schools in Brent.

- 3.9 The Steering Group agreed that the provision made as part of the programme needed to be underpinned by a clear set of aims which support the development of the school leaders:
- Strengthening and improving on existing leadership skills
  - Improving understanding of current and future local, national and international agendas
  - Creating a deeper sense of professional satisfaction in current roles by developing leadership skills
  - Building evidence to demonstrate the impact of personal learning on standards in schools
  - Actively engaging in self-directed leadership learning
  - Helping develop the essential skills for learning and managing effective teams
  - Increasing the participants' ability to contribute to the development of the leadership capacity of colleagues
  - Enhancing the ability to build and sustain effective relationships in schools and the wider community
  - Increasing motivation to take on a more substantive leadership role in the future
  - Demonstrating the impact their leadership has on their school.
- 3.10 In collaboration with members of the BSP, the leadership programmes for each target group have been carefully devised by the Headteacher Planning and Delivery Groups. This demonstrates a strong commitment by headteachers in Brent to system leadership, and mutual support and collaboration.
- 3.11 In addition to Brent headteachers developing and delivering the targeted leadership programmes, two external organisations have been contracted to secure the necessary capacity and wider expertise to deliver programmes of the highest quality, and to cover each of the agreed strands of the programmes. The strands consist of leadership development sessions, personalised coaching, shadowing/placements and a residential experience.
- 3.12 The organisations contracted underwent a competitive assessment process which involved:
- An expression of interest
  - A written proposal setting out their experience and expertise offered
  - Evidence of track record
  - An interview by a panel consisting of the BSP Strategic Director, members of the BSP Board of Directors and the BSP LDS.
- 3.13 A total of six organisations were considered. Ambition Leadership and The Madison Group were successful and have been working with the LDS and Brent headteachers to deliver specific strands of the programmes. Ambition Leadership is contributing to the delivery of the training strands of the leadership programmes for aspiring headteachers, aspiring deputy/assistant headteachers and aspiring middle leaders. The Madison Group is delivering the coaching strands for aspiring assistant/deputy headteachers and for headteachers new to headship. The Madison Group will also be supporting the development of the Leadership Charter.

#### **4.0 Progress and actions, and use and deployment of the allocated funds**

##### ***A leadership development programme targeting 60 potential and current leaders, to engage in a development programme to prepare them for the next stage of their leadership career***

- 4.1 In autumn term 2018, all Brent schools were invited to attend a headteacher briefing meeting about the programme and what schools could access. This was followed up with written communication informing headteachers of the leadership development opportunities on offer for those who were early leaders and aspiring to middle leadership, those aspiring to assistant/deputy headship, and those aspiring to headship.
- 4.2 Application forms and criteria for assessment were sent to all headteachers in Brent encouraging them to identify individuals who would be suitable to apply for one of the programmes and to

support their application. Over 70 applications were received. The applications were assessed for the applicant's level of experience, skills, competencies and attributes. An independent panel assessed the applications. 60 applicants were successful and their headteachers were informed of the panel decision. 59 have been able to accept and are now participating in the programme.

- 4.3 A number of schools put forward multiple applications for places on the programmes. Applications were considered on the basis of the quality of applications rather than coverage of schools in Brent. However, all schools with applicants for a place on one of the programmes were successful in securing at least one place.
- 4.4 All successful applicants, for all programmes, have been required to sign bespoke Professional Agreements counter-signed either by their headteacher and/or chair of Governors to acknowledge their commitment to the programme and investment by Brent. A copy of the agreement is attached as Appendix 1.
- 4.5 Along with the criteria for assessment being used to select and validate the candidates, the process for candidate selection has also included the following elements:
  - Current headteacher or governing board approval
  - Experience, expertise and rationale for the application for engaging in the programme
  - Clear strengths and areas of development identified by the participant and triangulated with the current headteacher
  - A commitment to the Leadership Charter by the current headteacher, and agreement to release the participant and to support the development and learning of the participant.
- 4.6 In partnership with Ambition Leadership, Madison Group (coaching) and experienced Brent headteachers, the inspiring and challenging programmes constructed for each target group are currently being followed by:
  - Eleven aspiring headteachers through: Ambition Leadership course modules and residential programme and coaching, with additional local modules and support delivered by Brent headteachers.
  - 17 aspiring early leaders (moving to middle leadership) through: four Ambition Leadership course modules complemented by four Brent modules, a focused piece of action research, Brent school placements (to start autumn term 2019) and personalised coaching from accredited Brent headteachers.
  - Twelve aspiring to assistant headship through: six bespoke Ambition Leadership modules (derived from an individual professional audit of need and experience), six Brent headteacher led modules, a focused piece of action research, Brent school placements (to start autumn term 2019) and five one-to-one coaching sessions with Madison Group.
  - 19 aspiring to deputy headship through: six bespoke Ambition Leadership modules (derived from an individual professional audit of need and experience), six Brent headteacher led modules, a focused piece of action research, Brent school placements (to start autumn term 2019) and five one-to-one coaching sessions with Madison Group.
- 4.7 All 59 participants attended a residential two-day Induction Conference on 8 and 9 February 2019, with both local and national speakers. Participants were also introduced to their relevant programmes and link headteachers. This residential experience provided real inspiration for the participants not only to progress in their leadership careers, but also to consider their personal commitment to self-improvement. The contribution from Brent headteachers strengthened the participants' commitment to Brent as a place where leaders are supported and nurtured to develop. Indeed, a number said: "why would we not want to stay and develop in Brent with opportunities such as this programme".
- 4.8 The evaluation of the two-day induction showed the following:

<b>Evaluation Statements</b>		
<b>Questions</b>	<b>Strongly Agree</b>	<b>Agree</b>
My expectations were met in line with the course objectives	65%	35%
Learning objectives were clear	67%	32%
The training was organised and well planned	78%	22%
The training was organised to allow all candidates to participate fully	62%	38%

- 4.9 In order to strengthen leadership capacity through the development of headteacher skills in coaching and developing a coaching culture in their schools and across Brent, a two-day coaching course for all Brent headteachers was organised on 14 and 15 February 2019. 44 Brent headteachers took advantage of this opportunity.
- 4.10 Following the two-day programme, twelve headteachers have applied for and been accepted to start the accredited ILM L5/7 Coaching Course. This starts in July 2019 and finishes in August 2020. This will provide Brent with additional capacity, and increase access to at least 14 accredited coaches to support new headteachers and senior leaders in Brent in the future.

*Expenditure/commitments as at May 2019 = £203,505*

***Leadership development programme focused specifically on new headteachers in their first three years of headship***

- 4.11 Of the 32 new headteachers/heads of school in Brent who are in their first three years of headship the following are taking part:
- Eight in their first year of headship in the revised Headteacher Induction Programme, four with additional one-to-one coaching.
  - 16 in their first three years of headship in a programme of group coaching facilitated and delivered by Madison Group and supported by Brent headteachers (from May 2019 to May 2020). The cohort has been divided into three groups. The participants will also have access to additional bespoke professional development information sessions, as issues and gaps in their knowledge emerge from the coaching.

*Expenditure/commitments as at May 2019 = £34,881*

***Building on the National Standards of Excellence for Headteachers, the development of a Leadership Charter to which all schools in Brent can commit to and implement***

- 4.12 Plans are underway to consolidate knowledge and experience from the programme and use this to develop the Leadership Charter. The summer term BSP headteachers' conference which is open to all Brent headteachers and a session in October 2019 will take this work forward.
- 4.13 Headteachers, governors and senior leaders will be provided with bespoke consultancy and support in the adoption and implementation of the commitments in the charter to strengthen leadership development and succession planning in the context of their schools.

*Expenditure/commitments as at May 2019 = £7,611*

***Leadership and management of the programme***

- 4.14 A detailed financial and finance monitoring plan for the initiative has been established which provides a detailed breakdown of expenditure and commitments. Additional capacity to deliver the programme has been created through additional time from BSP School Improvement Specialists and consultant support from external organisations and individuals. The contribution

and leadership provided by Brent headteachers has been excellent and has provided additional capacity as well as ensuring that all aspects of the programmes reflect the context and needs of Brent schools.

- 4.15 Detailed timelines and project plans are in place for the different strands of the initiative to ensure effective and timely delivery. Additional business and financial management support has been directed to the programme. A considerable amount of time has been allocated from the BSP Strategic Director to provide leadership of this initiative.

*Expenditure/commitments as at May 2019 = £32,795*

## 5.0 Impact of the Leadership Development and Succession Planning programme

- 5.1 Systems are in place to monitor and track the progress of individuals on each of the programmes. This includes tracking career progression as well as feedback from those engaging in the programmes.
- 5.2 The leadership reviews to take place in the second year of the overall programme will provide an assessment of the extent to which the leadership being provided by the participants is improving the quality of leadership being provided by them in their own schools.
- 5.3 The leadership development programmes for aspiring headteachers, ready for senior leadership (assistant and deputy headship) and new leaders include the following strands and intended outcomes:

Strands	Intended outcomes
<b>Residential experience.</b> (Friday to Saturday - completed 8 and 9 February 2019)	<ul style="list-style-type: none"> <li>• Developing the culture and ethos of the school</li> <li>• Understanding impact of leadership style</li> <li>• Reflecting on personal development needs</li> <li>• Developing a personal development action plan</li> </ul>
<b>Personalised coaching programme</b>	<ul style="list-style-type: none"> <li>• Access to a trained coach for a total of the equivalent of three days (at least six sessions)</li> <li>• Mentor support as required</li> <li>• Reflection and solution focused sessions</li> <li>• Individual issues addressed</li> </ul>
<b>Shadowing/placements</b>	<ul style="list-style-type: none"> <li>• Up to four days shadowing opportunity in at least two schools and associated debriefing</li> <li>• All information and requests being gathered. Final submissions June 2019 for allocation in autumn term 2019</li> </ul>
<b>Leadership development sessions, and research and development project</b> (six days)	<p>Research and development focus:</p> <ul style="list-style-type: none"> <li>• Creating an ethos of learning and development</li> <li>• Understanding and adopting leadership styles/approaches for maximum impact</li> <li>• Effective systems and processes for rigorous evaluation and writing a SEF</li> <li>• Ensuring effective resource management including, where appropriate, staffing and budget management</li> <li>• 360° reviews and analysis</li> <li>• Setting and achieving ambitions and aspirational visions for pupil outcomes</li> </ul>

	<p>Action taken:</p> <ul style="list-style-type: none"> <li>• Research template with briefing and support included as part of Brent Module 1 (March 2019).</li> <li>• Final submission sign-off by Brent headteachers June 2019.</li> <li>• Presentations during last Brent modules in spring term 2020</li> </ul>
--	--

- 5.4 The early headship programme has commenced and the attendance at the group coaching sessions has been good. The feedback on the sessions held to date has been very positive.
- 5.5 The National Standards of Excellence for Headteachers (2014) define high standards which are applicable to all headteacher roles within a self-improving school system. These standards are designed to inspire public confidence in headteachers, raise aspirations, secure high academic standards in the nation's schools and empower the teaching profession. Building on these standards, a Leadership Development and Succession Planning Charter is to be developed using some of the work previously carried out with Professor John West-Burnham. The charter will be consulted upon with headteachers at the summer term BSP headteachers' conference and will be piloted with at least four schools.
- 5.6 Bespoke consultancy and advice for schools to respond to the charter commitments will be taken forward in the academic year 2019/20.

## **6.0 Financial implications**

- 6.1 Termly purchase orders are raised by Brent Council for one third of the total annual budget allocated. The BSP then raises an invoice. The autumn and spring term (2018/19) invoices have been paid. The summer term purchase order has been raised, and an invoice from the BSP is to follow.
- 6.2 The budgets for this initiative are set aside separately from the BSP core budgets and separately monitored.
- 6.3 Total budget for the academic year 2018-2019 = £282,000  
Total funds received via Brent Council to date = £274,000  
Total expenditure/commitments to date = £278,792 (Period 3 payments of £8,000 from Brent Council are yet to be invoiced)

## **7.0 Legal implications**

- 7.1 The local authority has a statutory duty for the outcomes of all pupils. It has a statutory responsibility to monitor the performance of schools including the identification, support and intervention in schools where pupil achievement is of concern. The local authority's powers of intervention in schools are restricted to the maintained sector. Where there are concerns about an academy's standards, leadership or governance, the local authority is expected to raise them directly with the Regional Schools Commissioner.

## **8.0 Equalities implications**

- 8.1 The Equality Act 2010 sets out that those subject to the general equality duty must, in the exercise of their functions, have due regard to the need to advance equality of opportunity between people who share a protected characteristic and those who do not.
- 8.2 This programme continues to seek to advance the equality of opportunity under-represented groups within leadership at all levels in Brent schools.

## **9.0 Consultation with Ward Members and Stakeholders**

- 9.1 A wide range of stakeholders continue to be consulted through the work of the Leadership Development and Succession Planning Groups including chairs of governors, and primary and secondary headteachers and senior leaders.
- 9.2 The Strategic School Effectiveness Partnership Board chaired by the Director of Children's Services continues to be supportive of this as programme as it aims to address a key Brent strategic school effectiveness priority.

**Report sign off:**

**Gail Tolley**  
Strategic Director Children and Young People

## Appendix 1

### Leadership Development and Succession Planning Programme

#### Professional Commitment Agreement Between Successful Candidates with a place on one of the LD Programmes and their school

*November 2019 – August 2021*

<b>Name:</b>
<b>School:</b>
<b>BSP Programme:</b>

As part of a commitment to **securing and retaining the best school leaders** in Brent, the Brent Schools Forum agreed to a significant financial resource being available to enable future and current school leaders to access high quality bespoke leadership development programmes.

The main purpose of the funding and programme is to Strengthen Leadership Development and Succession Planning in Brent schools, and in particular as a strategy to retain high calibre leaders in Brent.

There is no cost to the school or to individuals who engage in one of the Leadership Programmes on offer. However, as the cost for each place to the value of £3500 + is being allocated, and this funding is from Brent schools' budget. In addition, the participants' schools will be covering the cost of the participant attending the training and coaching sessions. It is therefore essential that participants on the Programmes make a commitment to full engagement in their programme, and remaining in a Brent school for at least two years following the completion of the programme.

Participants who have been successful in being accepted onto one of the LD Programmes are required to make the following commitments.

I the undersigned agree to the following terms of participation to the BSP Leadership and Development and Succession Planning Programme \*(see exception clauses below):

- Positively engage in all components of the allocated leadership programme
- Attend all course sessions timetabled by Ambition School Leadership, Brent Headteachers Delivery Group for the allocated programme.
- Attend all timetabled coaching sessions led by Ambition School Leadership/ Madison Coaching/Brent Headteacher Delivery Group, for the allocated programme
- Undertake all relevant and requested action learning
- Agree to remain in Brent as a school leader until at least 2021
- Agree to pay proportionate costs of the Programme if I withdraw from the Programme

If the above commitments are not met, one or more of the following actions may be taken by the participant's school or the BSP:

- Removal from the training programme
- Recouping the cost of the course from you
- Inform your school Headteacher and recommend action is logged on your professional development reference.

Please sign below:

Participant name .....Date

Headteacher .....Date

***\*Exception clause***

*In respect of the commitments above the following exceptions would apply*

- *Course sessions and or coaching sessions cannot be attended due to ill health, bereavement or other reasonable family circumstances affecting the individual*
- *Family circumstances result in the need to move out of Brent before the period of the professional commitment*
- *Mutual consent between the Headteacher and Governing Body of the participant's school and the BSP*