

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to the:	Executive Committee
Date:	12th of June 2017
Subject:	Developing Future School Leaders
Portfolio Holder(s):	R Meirion Jones
Head of Service:	Delyth Molyneux
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Local Members:	Relevant to all elected members

A –Recommendation(s) and reason(s)
<p>Outlined in this paper are the action steps and resources that are needed to realize an aspiration for developing Headteachers in order to ensure that we own school leaders of the highest quality for the future, and those that we can call to act as:</p> <ul style="list-style-type: none"> a) strategic headteacher (namely those who are headteacher over more than one school site), b) headteacher in charge (who has been newly and temporarily appointed), or c) assistant headteachers or site manager (namely individuals who are responsible for the site and the learners whilst the headteacher is on another site). <p>It is aimed to develop around a dozen strategic leaders for Anglesey for the future, but in a transformation period it is an intention also to develop the skills of a cohort of headteachers in charge, headteachers who have been promoted recently to the post and also develop site managers anew.</p> <p>The Executive Committee’s approval is requested to approve the following:</p> <p>1. Developing future school leaders.</p> <p>In order to ensure suitable leaders who possess the necessary skills and characteristics a development plan that includes three elements is needed:</p> <ul style="list-style-type: none"> a) Raise the standards of attainment and monitoring, tracking and reporting on performance effectively.

- b) Leadership aspects in the curricular area, teaching and learning, develop distributed leadership and governor leadership and accountability.
- c) Effective and efficient management of staff, the community wider stakeholders and resources that include finance, staff performance and management, health and safety, safeguarding and welfare.

The programme for Developing Future School Leaders (draft) has been divided [at present] into 12 necessary modules and it is possible to prioritise the programmes to reflect the individual's needs.

Following proposed discussions with the Unions the modules are intended to be suitable not only for strategic leaders, prospective leaders, site manager or leaders who are new in post but also suitable for any Headteacher who already has experience but needs to enhance skills or knowledge in particular areas.

B – Which other options have you considered and why did you decline them and choose/or choose this option?

Doing nothing is not an option because:

The Authority has responsibility to train, support and develop leaders so that they possess all the necessary skills to send Education forward in the twenty-first century.

The workload of a Headteacher who also has considerable responsibility for a class has become unreasonable and has therefore forced the Authority to change the structure of the School Service.

It is increasingly difficult to fill the post of Headteacher and many of our Headteachers are nearing retirement age.

This paper is based on the principles of the Modernisation programme plan that has already been adopted.

C – Why is this a decision for the Executive committee?

Considerable change in the School Service Structure and the development of future school leaders locally.

CH – Is this decision consistent with the policy approved by the full Council?

The content is in keeping with the strategy for modernizing schools

D – Is this decision within the budget approved by the Council?

Projections include costs in regard to producing and preparing materials, presenting and promoting modules using the most cost-effective methods. They also include making use of experienced Headteachers to mentor up to 5 days and to promote School-to-School activities.

Implementing the costs

Training	Costs	Financial source
6 Modules by Gwe	£11,000	Small and Rural schools grant
6 Modules by the Authority	£4,000	Small and Rural schools grant
New Headteacher / Headteacher in charge to receive a minimum of 5 days from a Mentor [Strategic Headteacher]	Cost of Mentor, £300 a day for 5 days = £1,500 x 12=18,000 However we have included a safety net up to £26,000 for additional support under certain circumstances	Small and Rural schools grant/ contributions from school budgets
Supply cover costs to attend Future School Leaders training	Small rural school Headteacher/Headteacher in charge to receive up to £1,250 to pay for supply for 5 days to attend Future Leader training . estimated cost £15,000	Small and Rural schools grant

We have identified a golden innovative opportunity to support the Small and Rural Schools Grant initiative (which is yet to be approved by Welsh Government) as the package for Future School Leaders complements the activities identified as the eligibility criteria of the grant.

The Initial forecast for first year cost is estimated at £56,000

DD – Whom did you consult?		What did they say?
1	Chief Executive/ Strategic Leadership Team (TAS/SLT) (compulsory)	
2	Finance / Section 151 (compulsory)	
3	Legal/Monitoring officer (compulsory)	
4	Human Resources (HR)	
5	Property	
6	Information and Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other(s)	

E – Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and disorder
4	Environmental
5	Equalities
6	Outcome agreements
7	Other

F - Appendices:
None

FF – Background papers (please contact the report Author for any further information):
Draft Leadership Support Package Audit of Individuals' Needs Defining Leadership roles Small and Rural Schools grant application, Welsh Assembly 2017-18

