

## **GwE's Leadership Development Programme**

### **Leading Teaching and Learning – Literacy and Numeracy 2015 – 2016**

***“ Leaders of education at every level working together in a self-improving system providing mutual support and challenge to raise standards in all schools” - ‘Qualified for Life – an educational improvement plan for 3-19 year-olds in Wales’ (Welsh Government, 2014)***

The Chief Inspector's Annual Report for 2013-2014 states that 'inspection findings have shown, time and again over the past five years, that there is a link between the quality of leadership and the quality of outcomes for learners'. The most effective school systems emphasise the importance of good leadership at all levels and the best leaders have a very strong focus on leading improvements in learning and teaching and supporting their staff to improve their own skills.

In their publication 'Best practice in leadership development in schools' (June 2015), Estyn go on to say that 'the most successful school leaders employ strategies for identifying and nurturing the leadership potential of all their staff'. Their recommendations include the need for schools to 'develop a strong culture of professional learning for all staff at all levels in their school', and for regional consortia to 'provide or source effective Welsh and English medium training for leaders at all levels'.

As part of GwE's plan to support schools in North Wales during this academic year, we will be responding to this recommendation by Estyn and offering literacy and numeracy leaders the opportunity to further develop their leadership skills, as well as increasing their own personal knowledge and understanding of the most effective practice in this area.

Effective literacy and numeracy leaders have:

- a thorough knowledge and understanding of their school's standards and performance in literacy/numeracy. They know which specific elements are strengths of the school and which need to be developed further. They analyse the national test results promptly and in detail and feed these findings into the school's improvement priorities for the coming year.
- a current and continuous knowledge of literacy and numeracy provision and standards through practices such as book scrutiny, learning walks, learning triads and so forth, which contribute to an accurate self-evaluation.
- and use a range of effective classroom strategies that lead to improved provision and raise standards. They will have accessed regular professional development opportunities in literacy/numeracy and this will have ensured a high level of understanding and skills that will have enabled them to lead the rest of the staff by example.
- the confidence and the skills to train and develop other staff within the school. They will be able to disseminate relevant information following meetings and courses and will develop to be the literacy/numeracy 'expert' within school. They will also be able to communicate effectively with parents and Governors by means of reports and presentations about the school's work in this area and the latest developments.

We will initially be launching this programme in primary schools in the autumn term 2015. Further information about the format and content of the programmes for secondary and special schools will follow in the first half of the term.

### **An overview of the programme for primary schools**

- Every session will include input from GwE's team of Associate Partners, a co-leading school or other schools that have been identified by GwE/Estyn for their effective practice in the field of literacy/numeracy.
- There will be an opportunity to work in partnership and share ideas with colleagues from other schools who are working on similar priorities.
- Training packs will be available. These will have been produced by GwE and will be available for participants to use back in their schools to train other members of staff.
- Topics covered in the sessions will include: data analysis and identifying improvement priorities; assessment, including AfL; leading and supporting staff; planning cross-curricular opportunities effectively; successfully managing interventions to ensure all pupils improve; consistency and skills development across year groups; monitoring improvement priorities.
- At the first meeting, participants will be asked to complete an anonymous questionnaire online noting their developmental needs. The exact content of the following sessions will be adapted to respond to these findings.
- There will be inter-sessional tasks to complete, which will be relevant to the literacy/numeracy aspect of the school's improvement plan for the year. Therefore, we do not foresee that this will be any additional work. It will be, rather, part of the literacy/numeracy leader's ongoing role. Participants will be expected to provide feedback on their work at the following session.

### **Practical matters:**

- The programme will be open to every primary school within the GwE region.
- There will be no cost to the programme but schools will need to fund their own supply costs.
- The programme is specifically designed to develop literacy and numeracy leaders. If schools have more than one person fulfilling this role (e.g. one in Foundation Phase and one in KS2) then they may register both should they wish to do so.
- Schools may send their literacy leader to the literacy sessions and their numeracy leader to the numeracy ones if they wish, but they should do this in the context of their priorities in their SIP for the year ahead, and will need to give due consideration to the time out of class that will be necessary, not only to attend the sessions but also to complete the work back at school.
- There will be one full day per term (9.00-4.00) for literacy leaders and a separate day for numeracy leaders. Some of the content will be generic but some will also be subject specific.
- Lunch will be provided.

### Registration:

- By registering for this programme you will commit to attend for one day per term for the full academic year.
- You should register by sending an e-mail to [sianlloydjones@gwegogledd.cymru](mailto:sianlloydjones@gwegogledd.cymru) stating whether you're registering for the literacy or the numeracy programme.
- The closing date for registration will be Friday 11 September 2015
- The autumn term sessions will be held between 12 October and 13 November. In order to facilitate networking and joint working there will be a maximum of 25 at each session.
- Dates and venues will be confirmed following the closing date and will depend on the level of interest. Those who have registered will receive this information by Friday 18 September 2015