

# NPQSL Research and Development in Teaching

**Purpose:** This module will enable senior leaders to understand how to promote and lead research and development within and between schools. It will explore critical issues in 21st century teaching and learning and how research and development can help to address these.

In the module participants will learn about research methods appropriate for practical application in schools and across partnerships. Through a coordinated and focused approach to research and development participants will be encouraged to develop a culture of systematic enquiry and think about how creative and innovative solutions can be developed. Participants will learn to assess the quality of external research and its usefulness and potential application to their contexts. Leaders will also have the opportunity to plan, design and implement projects and consider ways of transferring relevant findings in theirs and other schools.

## **What leaders will know on successful completion**

- Current evidence about teaching and learning in the 21st century
- Research evidence to inform thinking and decision making
- Different approaches to research and development
- Intractable problems and wicked issues
- School based enquiry and finding creative, innovative solutions
- Knowledge transfer within and between schools

## **What leaders will be able to do on successful completion**

- Analyse needs to identify improvement priorities suitable for coordinated and focused research and development
- Align research and development in school improvement
- Put school based enquiry into practice and design its evaluation
- Interrogate research findings and school challenges to inform problem solving strategies
- Develop or commission high quality research projects that address teaching needs
- Involve pupils in research
- Create a culture of enquiry, research and creative solutions
- Transfer findings of school and partnership-based innovation and research



# NPQSL

## Improving the Quality of Teaching

**Purpose:** In this module participants will review the international research evidence about leading and improving teaching. The module will look at how to improve teaching and learning across the school through the development and implementation of school wide policies models of teaching and approaches to evaluating pupil progress.

Participants will learn how to identify outstanding teaching, develop strategies to sustain and improve teaching and work with staff to develop practice. Consideration will be given to working with other leaders to achieve these outcomes. The module will look at strategies to evaluate practice and how to support and challenge team leaders to improve their leadership of teaching and learning. The module considers how senior leaders work directly with teachers to improve and sustain performance.

### **What leaders will know on successful completion**

- Effective pedagogy: outstanding teaching and learning, including pupil progress
- International research and evidence on leading teaching and learning
- Lesson observation and strategies for improving performance
- Whole school data analysis
- Ofsted Inspection Framework—teaching and learning
- Supporting and challenging others to make improvements
- Classroom management to achieve high quality teaching and positive behaviour

### **What leaders will be able to do on successful completion**

- Lead on, and be accountable for, school-wide initiatives to improve the quality of teaching and learning
- Support and challenge team leaders with responsibility for the quality of teaching and learning
- Work with other school leaders to develop a collective understanding of characteristics of outstanding teaching and how to achieve outstanding teaching
- Contribute to school's strategic planning through providing an analysis of strengths and weaknesses in teaching and learning and propose specific improvement actions
- Work with team leaders to implement school policy and strategy for lesson observations, performance management and appropriate professional development
- Develop understanding with team leaders of how to track pupil progress and make judgements about quality learning
- Develop and promote a coaching and mentoring culture focused on improving teaching
- Develop collaboration across and beyond the school, learning from and with other schools and organisations to improve outcomes for pupils
- Analyse and report on the quality of teaching and learning across the school



# NPQSL Effective Whole School Management

Purpose: This module focuses on the senior leader's role in the effective management of the school processes and systems with an emphasis on managing performance, behaviour, finances, health, safety, welfare, and curriculum. Leaders will be supported in strengthening their management in relation to these aspects. Leaders will explore how they can ensure that all staff achieve their best. They will specifically analyse their roles and responsibilities with regard to their school's behaviour and pupil welfare management policies and practices. The ability to support the effective management of finances will be considered. Participants will focus on managing delivery of curriculum content to enhance all pupils' outcomes.

## What leaders will know on successful completion

- Performance cultures that motivate staff and promote school improvement
- Effective performance management and appraisal systems and their relationship with professional development and school improvement
- National Curriculum requirements and freedoms
- Legal frameworks relating to behaviour management, attendance, exclusion and bullying
- Health and safety legislation, including governor accountabilities
- Child protection issues
- Successful financial management practice in schools

## What leaders will be able to do on successful completion

- Work with other leaders to design and implement agreed frameworks for consistent performance management and appraisals
- Plan and manage a timetable for a broad and balanced curriculum
- Manage risk and risk management, including partnership work
- Ensure staff workload and wellbeing issues are addressed
- Develop, implement and monitor a school behaviour policy
- Measure and evaluate the value for money achieved by the school



# NPQSL School Self-Evaluation

Purpose: Throughout this module participants will develop the knowledge, understanding and skills necessary to undertake whole school self-evaluation and understand its links to strategic planning and managing performance. Participants will understand how to use evidence collected from self-evaluation to make accurate judgements about a school's strengths and areas for improvement. Participants will consider how such evidence should be used in strategic planning and performance management so that the school is able to focus on appropriate improvement priorities that transform outcomes for pupils.

## What leaders will know on successful completion

- Knowledge of whole school strategic planning, school improvement planning and principles of accountability.
- Ofsted Inspection Framework
- Strategic responsibilities of governing body
- System and process for monitoring, reviewing and evaluating performance across the school
- The range of data available from across the school
- How to use data to make judgement about strengths and areas for improvement
- Identifying key risks and issues within the data, and escalating appropriately

## What leaders will be able to do on successful completion

- Undertake accurate whole school self-evaluation and identify improvement priorities
- Engage staff, governors, parents and pupils in the self-evaluation process
- Develop a strategic plan to address improvement priorities
- Assess the efficiency and effectiveness of school self-evaluation processes
- Reporting mechanisms for discrete areas within the school
- Present a picture of whole school self-evaluation effectively to different audiences, including leadership team and governing body
- Develop other school leaders' understanding of school self-evaluation and work with them to achieve improvement across the school.



# NPQSL

## Leading Professional Development

Purpose: This module will enable leaders to know how to design and implement a strategy for professional development which engages all staff and supports colleagues' leadership development in order to improve quality of teaching, learning and outcomes for pupils. They will understand how professional development can enable staff to perform at their best. This module will consider how to design and implement a professional development strategy which engages all staff in order to improve outcomes for pupils.

Participants will consider needs analysis in the context of school improvement priorities along with individual professional needs. Using research evidence, consideration will be given to a range of professional development opportunities available and their links to impact.

### **What leaders will know on successful completion**

- Role of leaders in supporting and promoting a culture of continuous professional development linked to improvement
- Research evidence about adult learning and effective professional development
- Professional development linked to improvement and impact
- Collaborative learning within and across schools
- Creating and developing professional learning communities

### **What leaders will be able to do on successful completion**

- Plan a professional development strategy that leads to school improvement
- Work with other leaders to undertake individual, whole school and/or partnership needs analyses
- Create and sustain professional learning and coaching cultures
- Plan and carry out impact evaluations of professional development
- Use data to monitor the cost effectiveness and added value of professional development



# NPQSL

## Leading Change for Improvement

Purpose: This module will teach participants the essential knowledge linked to leading change in order to achieve school improvements. Participants will review various case studies and accounts of practice to evaluate how leaders implement change for improvement and consider a range of approaches to lead change for improvement (including models from Michael Fullan, J Koter, G Bridge.) Building on Michael Fullan's research work and using one of his analytical tools, participants will develop their own knowledge to help them lead change in their teams.

### What leaders will know on successful completion

- How organisations change to improve and the characteristics of successful and unsuccessful change programmes
- International evidence relating to effective change, including different ways of approaching change in school
- How team leaders contribute to and influence school wide change
- Professional qualities of effective team leadership in change situations

### What leaders will be able to do on successful completion

- Use the essential components of leading effective change to secure continuous improvement that is linked to the school's strategic plan
- Implement change that is consistent with the school's improvement priorities
- Lead and support to team members in implementing change
- Articulate the reasons for, and benefits of, particular changes
- Inspire, support and influence team members when there is a fear of/reluctance to change
- Use research evidence and practical examples to make informed decisions about the direction and pace of change



# NPQSL

## Effective Partnership Working

**Purpose:** This module focuses on how leaders develop successful partnerships with pupils' parents, governors, other schools and the wider school community and how to capitalise on these partnerships to improve outcomes for pupils.

It also addresses policy of school-to-school support and how to lead within a self-improving system. The principles and practice of partnership working and how to establish and grow effective partnerships with other schools and provide support to colleges in these schools will be covered.

Through this module participants will understand the benefits of collaboration and working in partnership. They will know how to negotiate, develop and sustain trusting relationships that lead to sustained collaborative working. They will know how to design, carry out and evaluate mutually agreed projects.

### **What leaders will know on successful completion**

- Research evidence on value of collaboration and partnership working
- Principles and benefits of effective partnerships
- Principles and practice of self-improving system and school-to-school support
- Working with parents and governors to improve outcomes
- Distributed leadership within partnerships
- Joint practice development across partnerships
- Evaluating impact of partnership working

### **What leaders will be able to do on successful completion**

- Establish effective working relationships with parents, governors, the wider school community and other schools
- Identify, access and collaborate with appropriate partners to meet pupils' individual needs and address school improvement priorities
- Plan, manage, monitor and report on partnership work
- Identify aspiring middle leaders to engage with partnership development opportunities
- Co-design with partners effective professional development opportunities for colleagues across partnerships
- Work with partners to evaluate whether joint working is effective and improves outcome

