



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

## **NEATH PORT TALBOT COUNTY BOROUGH COUNCIL**

**Education, Skills and Wellbeing Cabinet Board**  
**Thursday 27<sup>th</sup> October 2022**

**Report of the Head of Education Development – Christopher Millis**

### **Matter for Information**

#### **Wards Affected:**

All Wards

#### **Report Title: Neath Port Talbot Leadership Strategy (Summary)**

#### **Purpose of the Report:**

To provide Members with a summary of the Neath Port Talbot Leadership Strategy.

#### **Executive Summary:**

The report provides detail of Neath Port Talbot Leadership Strategy which began in 2017 and the progress to date.

#### **Background:**

In September 2017 NPT implemented a single coherent leadership strategy. This strategy aimed to secure clarity and cohesion on how the local authority would focus on improving leadership in Neath Port Talbot schools.

#### **What was the picture? (September 2017)**

An analysis of data showed that Neath Port Talbot had a high turnover of headteachers during the previous five years. For example, 38% of the headteachers in the primary sector had been in role for less than three years. A half of schools had been judged by Estyn to have adequate or unsatisfactory leadership for the previous four years (2013-2017) and consequently received monitoring and follow-up from Estyn.

## **Actions undertaken**

- Previous analysis of leaders' professional development needs has successfully informed a systematic programme of development for leaders to improve their self-evaluation processes focused on pupils' standards, wellbeing and development of the four purposes. Education Support Officers continue to coach and model effective self-evaluation processes including learning walks, work scrutiny and pupil interviews with middle and senior leaders. Consequently, school leaders have strengthened their ability to evaluate what their pupils are doing well and what they need to improve and use the evidence gathered to identify precise priorities for the development within their school improvement plans.
- School leaders are supported and challenged effectively through the school support visits and appropriate 'bespoke' support for leadership is identified and delivered. In line with the expectations in 'School improvement guidance: framework for evaluation, improvement and accountability' most professional learning for leadership we provide is bespoke and dependent on individual schools and what their individual needs are and their school improvement priorities.
- The NPT Education Support Officer (ESO) with responsibility for leadership development implements an effective induction process for all new and acting headteachers including identifying and subsequently arranging individual, purposeful professional learning to address their individual development needs.
- NPT sources highly effective coaching and mentoring from Mr. Geoff Creswell who has worked successfully with 18 headteachers to develop their leadership skills. Geoff is currently providing coaching and mentoring support to all newly appointed and 'acting' headteachers within the authority.
  
- NPT has developed a clear vision and effective strategy for developing a coaching and mentoring culture within our schools with over 120 middle and senior leaders having completed the National Coaching and Mentoring programme to date and this will continue to be rolled out to leaders over the coming years.
- NPT continues to work in collaboration with the Partneriaeth region to deliver the National Leadership programmes to NPT school leaders and aspiring leaders. Programmes include:
  - National Middle Leaders Programme
  - National Senior Leaders Programme
  - National Aspiring Headteacher Programme
  - National New Headteachers Programme

- The NPT lead for Leadership meets with colleagues in Partneriaeth on a half-termly basis, to plan these programmes and to reflect strategically on how well the programmes are developing our future leaders. NPT school leaders work alongside colleagues from across Partneriaeth to facilitate the above programmes and to provide coaching for the participants.

## **Evaluation of Progress of the Leadership Strategy**

The aim is that NPT leaders are confident, ambitious and effective leaders who have a relentless focus on improving standards for children and young people in Neath Port Talbot. As a result all schools will be led by confident, ambitious leaders, who manage change effectively. Standards and wellbeing for all pupils in NPT will improve and fewer schools in NPT will require Estyn follow-up.

### **Percentage of schools achieving a judgement of at least ‘Good’ for leadership in inspections and not requiring monitoring or follow-up by Estyn.**

<b>Leadership</b>	
<b>September 2013 – August 2017</b>	<b>September 2017 – August 2022</b>
50%	85%

Based on the Estyn judgements, there has been significant improvement in leadership within NPT schools since commencement of the Leadership Strategy in September 2017. Too many schools in Neath Port Talbot previously received follow-up from Estyn because of adequate or unsatisfactory leadership. Only a half of schools had been judged by Estyn to have effective leadership for the four years prior to the implementation of the leadership strategy. Since implementation of the strategy this has improved to 85%.

### **Financial Impacts:**

No implications

### **Integrated Impact Assessment:**

The Equality Act 2010 requires public bodies to “pay due regard to the need to: eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

- There is no requirement for an integrated impact assessment as this is a matter for information

**Valleys Communities Impacts:**

All Neath Port Talbot schools are included within this report

**Workforce Impacts:**

No implications

**Legal Impacts:**

No implications

**Consultation:**

'There is no requirement for external consultation on this item'

**Recommendations:**

Matter for information. No recommendations are required.

**Implementation of Decision:**

Matter for information. No decisions are required.

**Appendices:**

No Appendix

**Officer Contact:**

Mike Daley – Lead Education Support Officer [m.daley@npt.gov.uk](mailto:m.daley@npt.gov.uk)

Chris Millis – Head of School Development [c.d.millis@npt.gov.uk](mailto:c.d.millis@npt.gov.uk)

Andrew Herbert – ESO with responsibility for Leadership [a.herbert@npt.gov.uk](mailto:a.herbert@npt.gov.uk)