

National Professional Qualifications

HANDBOOK FOR

LEADERSHIP NPQS

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Foreword

We are delighted you have joined us to complete your chosen National Professional Qualification and would like to take this opportunity to welcome you to the programme.

Education Development Trust is an international charity which aims to transform children's life chances by improving education around the world. We have a strong track record in leading national professional development initiatives here in England and are known as an organisation which is dedicated to school-led delivery and collaborative school improvement, working *with schools for schools*. This philosophy underpins our approach to the NPQs where you will receive practical, highly relevant support which you can put into practice immediately.

On the NPQs, we are partnering with teaching school hubs, multi-academy trusts and other school groups across the country as our Delivery Partners. The training will be delivered by local practitioners, who you will get to know, and who understand the unique needs of the school in which you are working. This Delivery Partner will be your main point of contact and will work with you to help support you throughout your time on the programme.

More than this though, we have worked with these schools and others to design the content of our programmes: this means that the training you receive has been designed by a wide group of experts from schools. Adding to this practitioner know-how, experts from universities and other organisations bring their perspective to our courses, ensuring that what we create represents the best of what the world currently knows about high quality teaching and school leadership.

All of us who have worked as teachers know the enormous impact that great leadership can have. From the research evidence we also know that the most effective leaders' focus is on improving teaching - making sure that every teacher gets better every year. This programme has been designed to help you to develop your leadership in exactly this way, developing the knowledge and practical skills to improve teaching – and then pupil outcomes - in your department, school or Trust.



Matt Davis

**UK Regional Director
Education Development Trust**

1 Welcome to the programme

1.1 Who is involved?

Participants

As a participant, you will be engaging with the programme content of your chosen NPQ which will enhance your leadership skills and empower you to create the conditions for positive change in your classroom and school.

The NPQs require a considerable commitment from you in terms of time and independent learning. During your course we ask that you follow the course structure, make use of all available resources, and communicate with your Delivery Partner and school effectively to ensure you get the most out of your course.

Lead Provider

Education Development Trust is one of several Lead Providers, appointed by the Department for Education to design and deliver the new and reformed NPQ courses against a new framework.

We work in partnership with internationally recognised experts from Sheffield Hallam University's Institute of Education and Evidence Based Education, who bring evidence and rigour to the work we do.

Our role is to provide you with a well-rounded, evidence based NPQ course, and to oversee your journey on the programme from application through to assessment. Education Development Trust will also provide central induction and training for all facilitators on each NPQ programme.

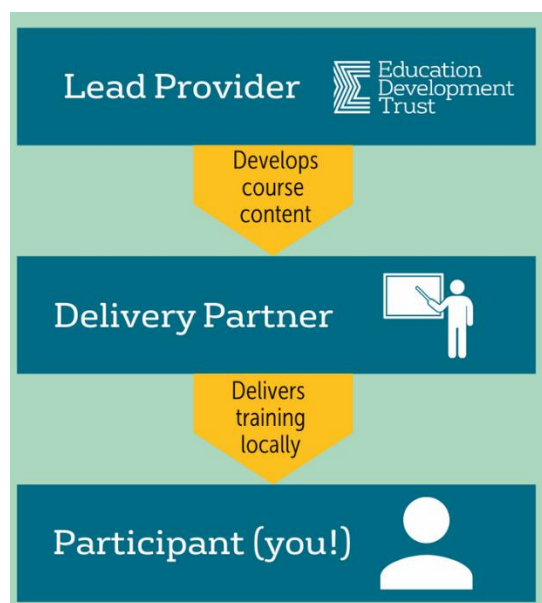
Delivery Partners

Education Development Trust works alongside a number of Delivery Partners, including teaching school hubs and multi-academy trusts, to deliver NPQ training. Delivery Partners are responsible for the recruitment, selection, and quality assurance of key individuals (facilitators) to provide both face-to-face and virtual training.

Our Delivery Partners also ensure that the content of our NPQ programmes is relevant to the current needs of schools. Their expertise from the classroom, combined with the expertise of Education Development Trust and its partners, ensures that our NPQs will help you to thrive and make a real difference in your school.

Our NPQ Delivery Partners are:

- Academies Enterprise Trust (AET)
- Barnsley and Doncaster Teaching School Hub
- Camden Learning
- Five Counties Teaching School Hub Alliance
- Forest Learning Alliance
- HISP Teaching School Hub
- L.E.A.D. Teaching School Hub - Lincolnshire
- Lambeth Training Support Alliance
- Ormiston Academies Trust
- Potentia Teaching School Hub



- REAch2
- Selby and Wakefield Teaching School Hub
- South Yorkshire Teaching School Hub
- Spencer Teaching School Hub
- Vantage Teaching School Hub – North Humber

1.2 Points of Contact

Both Education Development Trust and your Delivery Partner are here to support you throughout your time on the programme.

Delivery Partner: your Delivery Partner will be your first point of contact. During onboarding, they will provide you with a named contact so that you can raise any queries or concerns at any point. The face-to-face events and webinars that you attend throughout your course will be led by facilitators from your Delivery Partner.

Education Development Trust: as the lead provider, EdDevTrust will work closely and be in regular contact with Delivery Partners and will be a point of escalation for both programme and technical queries. You can contact the programme team at education development trust at npgs@educationdevelopmenttrust.com (for general programme queries) or npgtechhelp@educationdevelopmenttrust.com (for technical queries relating to the Learning Management System (LMS)).

2 Your Learning Journey

2.1 Welcome to the Course

The National Professional Qualifications (NPQs) are a group of widely recognised professional qualifications designed to meet the needs of education leaders in England. NPQs provide extensive training and support for current and aspiring leaders at all levels. Our NPQs are flexible, adaptable, and built to fit around a busy work schedule. The blended learning approach of our programmes consists of tutoring, face-to-face teaching, and both live and recorded online learning.

In Autumn 2021, a reformed suite of NPQs was launched for teachers and leaders who want to develop their knowledge and skills in school leadership and specialist areas of teaching practice. These reforms include:

- reforming the three existing NPQs in Senior Leadership, Headship and Executive Leadership (Leadership NPQs).
- replacing the previous NPQ in Middle Leadership with three new NPQs for teachers and leaders who want to develop their expertise in specialist areas of teaching practice: Learning Behaviour and Culture, Leading Teaching, and Leading Teacher Development. These Specialist NPQs are designed for teachers who want to broaden and deepen their expertise in specialist areas within educational settings.

NPQs have been designed with teachers and leaders in mind using the latest evidence and can be completed flexibly around existing commitments. They are part of a wider set of teacher development reforms which together

will create a 'golden thread' running through teachers' professional development and will underpin the support, training, and development available through the entirety of their career.

Upon starting your NPQ course, you will be working with a consortium of organisations who bring significant knowledge, expertise, and experience with them. Education Development Trust is an international charity with a deep commitment to our mission of transforming life chances by improving education.

We pride ourselves on our reputation for high quality, school-led, and exceptionally well-managed professional development programmes for teachers and leaders. The course content of our NPQs is developed in partnership with Sheffield Hallam University's Institute of Education and Evidence Based Education, who are widely recognised for their excellence and innovation in supporting teaching and learning.

Our national network of school Delivery Partners play an equally important role, ensuring that the content we create is deeply rooted in an understanding of what is needed in real schools, right now. Whatever your context, this combination of expertise from the classroom and beyond will challenge and support your growth as an educator, helping you to continue to transform children's life chances in your work.

Our Programmes have been designed to work for you, and our programme features include:

- **Local cohort groups** that ensure less travel time and online self-study that can be accessed at any time and from anywhere, for easy access and reference whenever needed;
- **Tailored content** through regular assessments and surveys and real-life situations so you can see yourself in examples which in turn support you to apply new techniques quickly;
- **Access to National Specialist Tutors** for each phase and subject who will provide additional support throughout each Programme;
- **Supportive scheduling** with part-time options to suit you, recorded sessions in case of last-minute unavailability, and enhanced well-being and workload reduction resources.

2.2 The benefits of studying an NPQ

We know that the quality of teaching is the most important factor in improving pupil outcomes, but we also know that this cannot happen in schools without effective leadership. Great leaders create the right conditions for improvement in the classroom and school.

Our Leadership NPQs guide experienced and aspiring leaders through learning that examines the three layers of influence: school culture; the organisational conditions which bring this culture to life; and how these conditions can promote excellent teaching in every classroom.

As with all our professional development programmes, our NPQs are built around the real needs of schools and leaders. By working closely with educators from a range of contexts and specialisms, we ensure that all our materials are relevant, using real life situations and provide new techniques that are useful straight away. We pay close attention to workload and wellbeing, with a range of resources and support available for all.

2.3 How is the learning structured?

Our Leadership NPQs use a common methodology to develop and nurture your existing expertise and capabilities.

Each of our NPQ Programmes includes:

- An introduction and diagnostic assessment to scaffold and frame your learning, identify gaps in your knowledge and direct you to the areas that are most relevant to you;
- Tutor support sessions, led by a Local Lead Trainer which will provide you with opportunities to bring your learning into context and collaborate and network with peers;
- Lots of online evidence and examples to introduce you to key ideas and demonstrate how you could implement these concepts;
- A micro implementation task to reinforce the overall approach to managing improvement and prepare you for the summative assessment;
- Face-to-face and live online training where together with your peers you'll learn through expert-led dialogue, collaborative activities, and structured practice of new techniques;
- A formative assessment activity to check your understanding and confidence, signpost you towards further learning and provide feedback that's individual to you.

The Leadership NPQs consist of four learning blocks. The content and structure of these learning blocks will differ between each Leadership NPQ, as seen below:

Leadership	Leading improvement	Culture	Conditions	Classroom
Senior Leadership	1. Leading improvement	2. Contributing to culture/ improving behaviour	3. Supporting decision-making/ management	4. Working with colleagues to improve teaching/ curriculum/ assessment
Headship	1. Leading improvement	2. Leading culture / behaviour across schools	3. Developing rigorous organisational management/ governance	4. Ensuring effective teaching/ curriculum/ assessment across school
Executive Leadership	1. Leading improvement	2. Developing culture across Trusts	3. Overseeing effective organisational management/ governance	4. Sustaining effective teaching/curriculum/ assessment across Trusts

All Leadership NPQs have a study duration of 18 months, followed by a 3-month period for the Summative Assessment process. The table below shows approximate learning hours for each aspect of the course delivery.

For more information about the NPQ you are studying, including course duration, please refer to the relevant course brochure:

- [NPQ Senior Leadership](#)
- [NPQ Headship](#)
- [NPQ Executive Leadership](#)

Course overview: Leadership NPQs		
	NPQSL & NPQH	NPQEL
Course duration	18 months*	18 months*
Number of modules	4	4
F2F training & tutoring	16 hours	16 hours + 6 hours 1:1 coaching
Online training	20 hours	20 hours
Self-study	45 hours	45 hours
Total time	81 hours	87 hours

*plus 3 months for Summative Assessment process

2.4 The Suite of NPQs

Alongside our Delivery Partners, Education Development Trust offers the suite of six new and reformed NPQs for teachers, as well as the Additional Support Offer programme. Each programme has two cohorts a year; that begin in September and February (with the exception of 2021 where the first cohort began in November).

The current suite of NPQ courses includes:

Leadership NPQs:

NPQ in Senior Leadership (NPQSL)
NPQ in Headship (NPQH)
NPQ in Executive Leadership (NPQEL)

Specialist NPQs:

NPQ in Leading Teacher Development (NPQLTD)
NPQ in Leading Behaviour and Culture (NPQLBC)
NPQ in Leading Teaching (NPQLT)

Additional Support Offer (ASO):

For the NPQ in Headship

2.5 The Assessment

To pass your NPQ, you will need to complete a Summative Assessment.

The Assessment will:

- take the form of a case study;
- have a minimum length of 2000 words;
- assess your knowledge of the content in your NPQ course;
- represent a situation likely to be faced by a teacher in your relevant NPQ qualification level or role;
- allow you to demonstrate your understanding of your chosen NPQ and prove that you can successfully apply this understanding in a relevant context.

2.6 The Online Learning Platform

The online learning platform will enable your journey through the Programme and will act as the central point for programme updates, access to self-study materials and webinars, and for you to enrol onto your training sessions.

The resources and functionalities will sit within several areas, including the Homepage, Progress, Learn and Events zones, allowing you to:

Home	<ul style="list-style-type: none"> • get the latest programme news • access your own, personalised events calendar • jump into the Block you're working on
Progress	<ul style="list-style-type: none"> • check out your progress through the course content • see how much of the current Block you have completed • quickly pick up from where you last finished
Learn	<ul style="list-style-type: none"> • find all the content Blocks, interactive eLearning, as they go live on the platform • see at a glance where you are up to in each Block
Events	<ul style="list-style-type: none"> • see which training events and webinars are available to you • book onto selected events, choosing the date/time best suited to you

Logging in for the first time?

To log into the online learning platform for the first time, you will need to locate your email invitation that will be sent during the onboarding phase. Following the instructions within this email, you will be directed to the platform to set your password and log in. Should you require any technical support with the online learning platform, please email npqtechhelp@educationdevelopmenttrust.com.

3 Learning Support

3.1 Training Support

In consultation with Education Development Trust, your Delivery Partner will contextualise and localise your programme content and select appropriately qualified and experienced NPQ facilitators.

Your Delivery Partner will ensure that training takes place within the agreed training windows, with group sizes appropriate to local need. In addition to face-to-face events, your Delivery Partner will deliver a series of webinars (a flexible mix of synchronous & asynchronous).

Scheduling and registration for face-to-face events and webinars will take place on the Learning Management System, overseen by your Delivery Partner, that will monitor participation and engagement. They will also provide general and targeted support as necessary through group and individual communications.

4 Policies and information

4.1 Wellbeing

Looking after yourself during your learning is vital. The self-study materials are designed to take into consideration your busy professional and personal lives, and so can be accessed online at any time to support flexible learning and professional development.

The DfE upholds that the most effective actions to reduce workload are those that encourage better teaching. Each Block is designed to support you in improving your practice through:

- Focusing on the priorities;
- Ensuring these are supported by evidence;
- Making the best use of your time.

4.2 Deferring / Withdrawing

What is a deferral?

We appreciate that there may be circumstances which may impact your ability to complete your NPQ course in its entirety over a continuous period. In these circumstances, we want to support you to successfully complete your course, including the final assessment stage. This may include offering the option of a deferral period. Examples of circumstances that may impact your ability to engage with and complete their NPQ course, and where a deferral may be offered, include but are not limited to:

- Illness and/or health-related issues and leaves of absence;
- Maternity, paternity, shared parental, adoption or parental leave;
- Bereavement or changes to personal circumstances;
- Any other change or occurrence which is out of their control, and which could not have been foreseen or planned for.

Eligibility to apply for a deferral

To be eligible for deferral, you must have started your NPQ course and payment (where applicable for school or self-funded participants) must have been received.

If you wish to defer prior to starting and/or prior to payment having been received (where applicable), then your course enrolment will be deferred to the next cohort. In these cases, we reserve the right to require any application eligibility and suitability assessments to be repeated if appropriate.

When requesting a deferral, you should specify your expected date of re-joining their course, which should normally be no longer than 12 months from the point of deferral.

The exact date of re-joining will take account of the cohort and course delivery cycles, and this will mean that the exact deferral period may vary slightly to ensure that no programme content is missed due to the deferral.

If deferrals or extensions are not possible then the withdrawal policy will apply.

Please note:

If your school is not eligible for scholarship funding, no refund will be available at the point of deferral as you will be expected to return to the programme. For scholarship funded NPQs, the DfE reserves the right to claim back funding which has been awarded to schools to cover the cost of individuals who do not complete the programme. In such cases, Education Development Trust similarly reserves the right to re-claim these amounts from the school or Trust.

Applying for a deferral

Should you wish to defer, you should:

- first discuss this with your Delivery Partner to consider whether the deferral can be avoided;
- send your deferral request in writing to npqs@educationdevelopmenttrust.com, providing specific details regarding the date you wish start your deferral, and your planned date of return to the programme.

All applications to defer will be reviewed on a case-by-case basis, and the decision about whether to grant a deferral will be at the sole discretion of Education Development Trust.

If it is decided that deferral is the appropriate course of action, the programme team will contact you and your Delivery Partner to discuss next steps.

Once agreed, the deferral will be confirmed in writing to you, including the expected date of return to the programme and arrangements for re-joining the programme.

Re-joining the programme

The programme team at Education Development Trust will monitor deferrals and contact you within 3 months prior to your planned return date requesting confirmation of your intent to return.

If you choose not to return, you will be classed as withdrawing from the programme. In this case the terms outlined in the withdrawal policy will then apply.

Once the return date is confirmed, the programme team at Education Development Trust will ensure that all of the relevant details are provided to allow you to resume your NPQ course.

Withdrawals

All participants are encouraged to complete the entire NPQ course for which they have applied. However, circumstances may arise which mean that withdrawal from a course is unavoidable, for example a change in role (meaning the course is no longer applicable) or sudden/long term illness.

Withdrawal should be discussed with your Delivery Partner lead in the first instance. Where possible, we encourage you to defer completion of your NPQ rather than withdrawing completely.

If you wish to proceed with your decision to withdraw, then a request should be submitted in writing to the Education Development Trust programme team at npqs@educationdevelopmenttrust.com, detailing the planned date of withdrawal and the reasons for doing so.

Once confirmed, the withdrawal will be confirmed in writing to you and your Delivery Partner, you will be removed from your course on the Learning Management System and records updated to reflect the withdrawal.

Where a school has paid for an NPQ (or the participant is self-funded) and you have withdrawn, a whole or partial refund of fees is at the sole discretion of Education Development Trust. The timing of the withdrawal (for example, whether it is before the programme has started, or halfway through) will be considered, as will the costs incurred by the Delivery Partner and Education Development Trust from the point at which you accepted your place on the programme.

4.3 Safeguarding at Education Development Trust

It is our legal and moral duty to ensure the protection of our beneficiaries – both children and adults, and all those who come into contact with us through the course of our work. Our robust safeguarding policies encompass our UK and international work and we are committed to ensuring that all our beneficiaries receive the same level of protection and care by our vigilant and dedicated people.

Safeguarding governance

Safeguarding is a priority for Education Development Trust, which has a safeguarding committee comprising members of the trustee board and leadership team. The committee oversees all safeguarding activities to ensure compliance with statutory requirements, monitoring standards and progress in safeguarding practice throughout the organisation.

Safeguarding policies and procedures

We have comprehensive policies and procedures in place to ensure that all Education Development Trust employees know how to take appropriate action when reporting concerns to our designated safeguarding leads, who are trained to make referrals to statutory authorities in the UK and in other countries where we work. Our staff receive the necessary support in pursuing a satisfactory resolution to all concerns and risks wherever they are raised.

Safer recruitment

Our recruitment procedures are consistent throughout our organisation, and include comprehensive safer recruitment processes to deter, detect and reject unsuitable candidates who do not reflect our values in their behaviour and attitudes. Candidates interviewing for roles in regulated activity or those that come into regular contact with beneficiaries, are interviewed by panels that include individuals who have completed safer recruitment training and who screen for attitudes and behaviours that align with our values and code of conduct. All roles are subject to either corporate or local safeguarding induction, followed by a closely monitored probation period, where competencies, attitudes and behaviours are monitored prior to confirmation into role.

Safeguarding training

Designated Safeguarding Leads complete safeguarding training and undertake continuous professional development to ensure they are confident and competent in their responsibilities, which include implementing our safeguarding policies and procedures, and continuously improving safeguarding practices at a local level.

Staff working directly with beneficiaries complete safeguarding training appropriate to their role to ensure that they recognise the signs and indicators of abuse and know how to raise a concern in line with policy and local referral procedures.

5. Get started, get inspired!

Your Delivery Partner will lead you through every step of the Programme. Make sure to keep a look out for their emails and ask a question if anything is unclear.

Don't forget, there's a whole world of support and inspiration out there...

- Teachers have their own Professional Body, with a Royal Charter. Visit the [Chartered College of Teaching website](#) and find a whole range of further support;
- Join our Twitter community at [@EdDevTrust NPQs](#);
- Get involved, find a wealth of support, and be part of a dynamic teaching community!