



**Case Study:  
Essex Education Service  
ILM Level 2 & 3**

## **Award Winning leadership development for HLTAs in Essex schools**

### **The challenge**

Higher Level Teaching Assistants (HLTAs) within schools are given the opportunity for continuous professional development. Leadership and management has been recognised as key development area for HLTAs who frequently manage their own teams, as well as liaise throughout the school. Essex County Council's School Improvement and Early Years (SIEY) department wanted to complement existing HLTA development programmes with an improvement in leadership skills.

### **The solution**

The People Development Team's education specialist, Jeremy Lewis, worked with Denise Manson from SIEY to create a unique programme which enables HLTAs to gain key leadership and management skills to support their role in schools. In addition the HLTAs gain a nationally recognised qualification, the ILM (Institute of Leadership and Management) Level 2 Award in Team Leading, with the opportunity to progress on to the ILM Level 3 Award in First Line Management.

In the context of school development objectives, the People Development Team's delivery included the development of effective communication, organisational and motivational qualities, assertiveness skills, the ability to deal with conflict and the confidence to lead and support colleagues more effectively.

Since March 2006, HLTAs and other support staff from schools across Essex (primary and secondary) have completed the programmes with a higher than average (95%) pass rate. 31 have been granted the opportunity to continue to ILM Level 3 in First Line Management to date with a further 14 commencing in Spring 2010.

### **Benefits**

The aim of the programme was to develop the quality of leadership in the teams working within the schools. In reality the benefits were much wider:

*"Delegates have reported a feeling of higher self-esteem, a better understanding of their role within their school, and a sense of empowerment – enabling them to take more control of their own and their teams' contribution to teaching and learning across the whole school community. It has benefited the schools in many ways including, improved communication with Head Teachers, more effective management of team conflict, improved performance management and a stronger team ethos and staff morale."*

*"Pupils, parents and carers are also benefiting from familiar and well trained school staff delivering lessons and other activities."* Jeremy Lewis.

The ILM Level 3 Award meets the TDA (Training and Development Agency) funding grant criteria which enables HLTAs and support staff to access funding to complete the qualification.

### **National Training Award**

In 2007 the People Development Team and Essex County Council entered the highly prestigious National Training Awards and won the East of England Regional Award.

### **Ongoing development**

Programmes for other support staff in schools at both Level 2 and 3 continue to be developed and scheduled in Essex and many other counties. Further programmes including coaching for Head Teachers and Senior Development Teams have also been a consequence of our ongoing relationship with Essex County Council.

