Ealing new headteacher induction handbook

2019-20



Welcome

This **induction handbook for new headteachers** aims to give you key information at a glance and help your transition into your new role and to function effectively in the Ealing context. It provides information including: checklists, support structures and arrangements, contacts, services for schools information, quick guides and key dates. It also signposts you to more detailed information elsewhere.

The Ealing Grid for Learning (EGfL) at www.egfl.org.uk is an important resource for your reference, and our weekly email/online newsletter for schools ('gatekeeping') will keep you updated on issues throughout the school year.

Your headteacher mentor is well positioned to support you in working with the Local Authority and in accessing wide-ranging professional support linked to your school's priorities. *Details of your mentor and other key officers can be found on your personalised contacts page in the handbook.* Additional key contacts and details of support available will be shared at the welcome meeting.

We are very proud of our schools as they continue to improve and provide rich learning experiences for all our children and young people. There is outstanding leadership, learning and teaching in a significant number of our schools and we aspire to work together across schools to grow excellent practice and to tackle common challenges. We have always had an excellent relationship with our schools and this is an exciting time with the continuing development of the Ealing Learning Partnership (ELP).

ELP is a partnership between 66 primary, 6 special and 14 secondary schools and 2 pupil referral units and the council to promote educational excellence and well-being for all learners through collaboration and innovation.

The partnership is led by a board of headteachers and senior LA officers working together to set its ambitions and ways of working that will secure the best possible outcomes and life chances for our learners.

Visit www.egfl.org.uk/ELP for full details.

We are also very proud of Ealing's learning community and of our ongoing investment in building collaboration at all levels. *In 2019-21 you will have the opportunity to take part in ELP Peer Review Clusters, to develop and share your skills alongside other headteacher colleagues and with the support of an experienced headteacher cluster lead.* We hope that you will take full advantage of this exciting opportunity.

Yours sincerely,

Julie Lewis

Director Learning standards and school partnerships

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Ealing headteacher induction policy and arrangements

Ealing Learning Partnership is committed to ensuring that new headteachers receive effective induction to enable them to fulfil their role and to benefit from the available support and networks. After the induction period the new headteacher should have a good knowledge of the Ealing education landscape.

Purpose of the policy

- To state Ealing's support for headteachers new to post.
- To enable new headteachers to become familiar with Ealing structure, personnel, procedures, partners and services.
- To signpost appropriate professional development and support to enable new headteachers to become fully effective in their role.

Rationale

- To support headteachers new to the role to enable them to be fully effective as quickly as possible.
- To support new headteachers' professional development enabling them to continue to improve as leaders and managers.
- To support the transition period in school from one headteacher to another.

Policy

• Ealing Learning Partnership (ELP) will support all new headteachers and those new to Ealing through a period of induction.

- Ealing Local Authority will make it possible for new headteachers to have access to a system which enables them to become familiar quickly with the structure, personnel and procedures.
- The Ealing induction package will be available to all new, interim and acting headteachers in Ealing.
- New, interim and acting headteachers will be offered a colleague headteacher from a school locally as mentor.
- Headteacher networks will also provide an important, additional support mechanism.

The content of the induction programme for new headteachers

Following appointment, the new headteacher will receive details of the Ealing induction programme.

A local colleague or headteacher will be identified as a mentor.

Further information can be found on EGfL at www.egfl.org.uk/handbook

The Ealing induction programme will consist of:

- An induction handbook including key information and contact details and links to other sources of information and support.
- Welcome event including an opportunity to
 - Meet members of the Children's Services senior leadership team and other key officers
 - -Learn more about our vision and priorities
 - -Discuss Ealing's induction for new headteachers
 - -Meet fellow headteacher colleagues and headteacher mentors
 - -Find out about support online including Ealing Grid for Learning at www.egfl.org.uk
 - -Find out about training available at www.ealingcpd.org.uk
- End of first year evaluation.



Headteacher mentor

As part of our strategy for developing sustainable models in Ealing schools, we are offering the support of headteacher mentors as part of the mentoring and support programme to all newly appointed, acting and/or new to headship.

The aim of the mentor programme is to ensure that new colleagues receive support from an experienced and trained mentor during their first year or negotiated two years in post regardless of starting point.

The mentor may be able to offer between three days support or six half days in the first year and a further three days or six half days in the second year. The amount to be decided between the headteacher and the mentor. The governing body of theschool with the new headteacher are advised to ensure funds are available to cover the cost of the mentor. The amount can be negotiated between the two parties.

The relationship

At the heart of the partnership process is a professional relationship between two colleagues.

The success of the relationship will depend on there being

- Flexibility
- Clear commitment
- Trust
- Personalised support
- Availability.

Benefits for the new, acting and/or new to headteacher role

- Has a named contact within the LA to support the settling in process
- Has someone who is a point of contact to support basic queries
- Feels welcomed to the LA and can be supported at their first headteacher briefing or quadrant meeting.

Benefits for the mentor

- The opportunity to share knowledge of the LA and the experience of substantive headship (system leader)
- The mentor's own professional development
- The mentor's training in mentoring and coaching
- Funds for the mentor's own school (negotiated).

Mentors are headteachers of good or outstanding schools and have significant experience of leadership and know the LA well.

The LA is providing a training programme for all mentors in mentoring and coaching so they will be well equipped to support new or acting headteachers in these challenging educational times. This training is mandatory, and all sessions must be attended.

Mentor (system leaders) will receive training on an annual basis and be committed to supporting colleagues who are new/acting or new to Ealing headteachers in the LA. The effectiveness of the training will be reviewed annually.

Practicalities of the mentor partnership

The mentor and the new or acting headteacher will need to observe appropriate confidentiality protocols.

Any information arising from the arrangement that needs to be shared withothers should only be shared by mutual agreement.



Expectations

- Mentors will have a track record for providing good or outstanding leadership
- Experience of providing support and guidance to senior teachers and in developing others
- Support provided to new, acting or new to Ealing headteachers to be ofhigh quality.

Benefits of the mentor role

Mentor to view this as a professional development opportunity promoting their own school and working a system leader whilst supporting own staff. Mentors are encouraged to develop and keep abreast of new and current educational developments and the changing landscape. Information for mentors.

Mentors will be allocated a new, acting and/or new to Ealing headteacher in aschool that closely matches the mentor's own setting where possible. For example, church school, 1 FTE or 2/3 FTE.

The mentor once allocated will phone to contact the new colleague and to arrange a visit.

The mentor and the new headteacher can discuss the visit and set the agenda forthe meeting. It would be helpful if the mentor and the new headteacher discuss areas where they would like support so that the mentor can identify support and direct them to appropriate CPD.

The mentor and new/acting headteacher will arrange dates for future meetings and the agenda.

The mentor will provide mentoring, coaching and opportunities to learn. Provide opportunities to discuss induction training event where possible.

The role of the mentor

- 1. The mentor will use mentoring and coaching skills to help the new headteacher to realise their full potential.
- 2. The mentor may signpost the new headteacher to appropriate CPD, quadrant meetings, headteacher briefings etc.
- 3. The mentor will use their professional judgement to support the new headteacher.

Benefits for the new/acting or new to Ealing headteacher

- Opportunity to raise concerns and to talk
- Support from an experienced headteacher with good knowledge of the local authority and someone who is able to offer practical solutions
- Opportunity to work together and to share knowledge and expertise
- Opportunities for other school staff to learn from each other.

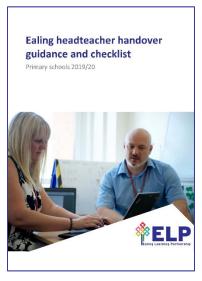
Other support available to the new headteacher

- 1. Once in post or before, look at the information provided in the handover checklist (you may want to discuss this with your mentor).
- As part of the school Improvement package the new headteacher can commission an external review of teaching and learning as part of their bespoke package. If an in-depth review is required, the additional days can be purchased from ELP
- 3. Use the document 'A year in the life of a head' (attachment 1), to check on key actions term by term
- 4. Governors may want to set aside monies to pay for any additional support.



Headteacher handover guidance and checklist

Download the headteacher handover and checklist (EGfL login) below:



You can download this also from www.egfl.org.uk/handbook

Headteacher support and development

Contact ELP quality leads

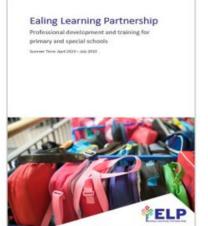
Ealing partnership quality leads:

Primary Nigel Cook cookn@ealing.gov.uk

Secondary Angela Doherty adoherty@ealing.gov.uk

SEN TBC

Professional development, networks and support in Ealing



High quality CPD opportunities are available to schools at all levels and are increasingly informed and delivered by schools, teaching schools and through well-established accredited programmes conferences and, networks for:

You can download this also from www.egfl.org.uk/CPD

- Headteacher cluster groups (peer review and support) and conferences
- Termly meetings for primary, special and secondary headteachers
- Deputy heads network and conference
- Middle and senior leader courses (NPQSL/NPQML)
- Other briefings and developments see <u>www.ealingcpd.org.uk</u>
 and the weekly gatekeeping newsletter

What is on offer for all school staff and governors for all phases can be found at www.ealingcpd.org.uk

An indicative programme for primary and special school staff and governors for 2019-20, listing the development opportunities planned by ELP, the LA and TSAs/schools is available on EGfL: www.egfl.org.uk/cpd

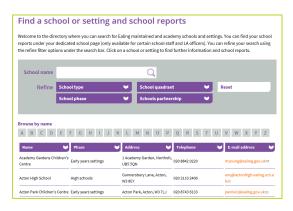


Key contacts, events and structure

Find a school or setting www.egfl.org.uk/schools



Search the **online directory** for Ealing
maintained and
academy schools.



Select a school or setting to find further information and school reports.

You can download and print contact lists for all school phases and ELP directorate and associates www.egfl.org.uk/contactdirectory





Find a contact

www.egfl.org.uk/people find a person at a school or Ealing Council



www.egfl.org.uk/contact for council structure charts and overviews
www.egfl.org.uk/SENDdirectory for who's who in SEN
www.egfl.org.uk/CPdirectory for who's who in safeguarding

Find key dates

www.egfl.org.uk/events

Key events calendar to find key Children's Services meetings and events relevant to schools.

«	November 2019					>>
S	М	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Click on a date above to see events scheduled for that day, or click on the month for a full calendar

Council and ELP groups involving heads www.egfl.org.uk/handbook

High level Council and ELP groups involving headteachers 2019 – 2020 (* denotes statutory body)					
Group	Purpose	Lead officer(s)	Contact		
Schools Consultative Group Termly	Meeting between senior officers children's services and representative headteachers from primary, special and secondary phase on area-wide matters requiring joint-consultation	Judith Finlay	Contact: Jannette Philo Email: jphilo@ealing.gov.uk Tel: 020 8825 6512		

Ealing school location map www.egfl.org.uk/handbook
Download and print the
Ealing school location map.







Ealing Learning Partnership (ELP)

ELP vision

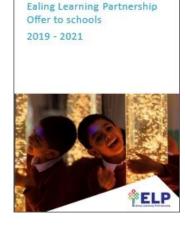
ELP is a partnership between schools and the council to promote educational excellence and wellbeing for all learners through collaboration and innovation.

- Every Ealing pupil is supported to achieve the best possible outcomes and pathways to adulthood
- A community of schools take shared responsibility for their own development and success and for the success of their colleagues
- Trust is high in a supportive yet highly challenging partnership
- The partnership is financially sustainable: all resources are used in the interests of pupils.

ELP 2019-21 www.egfl.org.uk/ELP

Nearly 95% (88 out of 93) Ealing schools and settings have signed up to the partnership for a two-year commitment. The ELP board agreed key

principles for resource allocation including the commissioning of school-led activity on behalf of the partnership. The council's contribution and school subscription secures the delivery of the ELP core service set out in the 2019-21 ELP brochure. This also enables us to offer schools the additional traded services to meet more bespoke needs and requirements. ELP schools can purchase ELP traded services at a discounted price through services for schools www.egfl.org.uk/S4S.



ELP board www.egfl.org.uk/ELPboard



	Ealing Learning Partnership Board
Chair	Headteacher
LA Lead Officer	Director Learning, Standards and School Partnerships (Julie Lewis)
Members	Primary Headteachers (Tessa Hodgson; Nicola Forster; Kerry Shilling) Interim member (Venessa Nicholas) Secondary Headteachers (Rachel Kruger; Aruna Sharma) Special School Headteacher (Shelagh O'Shea) Principal West London College (TBC) Chair of governors (Philip Young) Executive Director Children, Adults, Public Health (Judith Finlay) Director Learning, Standards and School Partnerships (Julie Lewis) Assistant Director Research and Planning (Gary Redhead) Assistant Director Early Years and Early Help (Charles Barnard) Additional member - nominated system-leader (tbc) ELP Communications/Business Development Senior Manager (minutes)

The ELP board ensures that ELP strategy and action remains true to the core values and ethos as agreed by ELP members.

ELP committees www.egfl.org.uk/committeeplans

Working directly with schools and council teams, the ELP board has achieved significant momentum with six co-led committees established to drive forward its aims and objectives:

- Learning and achievement Securing consistently high standards of teaching and learning to achieve outcomes amongst the best in London through skillful and sustainable collaboration.
- Safeguarding and wellbeing Anticipating and responding intelligently to safeguarding needs through strong collaboration between schools and services
- SEND and inclusion Improving educational attainment and life chances for our most vulnerable children and young people including those with special educational needs and disability (SEND)
- Progression pathways and employment Ensuring that every young person is on a pathway to sustainable employment
- Recruitment and retention Aims TBC
- Sustainable schools Supporting schools to spend well for less efficiency through creative solutions



Each committee has its own web area on www.egfl.org.uk/ELP with the following information, updates, events, guidance and resources:



Committee plans www.egfl.org.uk/committeeplans

Plans are published on the ELP website www.egfl.org.uk/elp alongside termly digests for schools capturing new developments, opportunities and achievements.

- 57 primary and special school headteachers are working together in clusters and 114 school senior leaders have been trained and participated in peer reviews to date
- 33 practitioners from schools across phases are involved in learning communities
- High quality CPD opportunities are available to schools at all levels and are increasingly informed and delivered by schools, teaching schools and through well-established networks.

Committee termly updates www.egfl.org.uk/ELPdigest

Catch up on what has been happening in the committees and download the termly updates.

ELP commissions

The ELP board has agreed that £191,000 of core funding should be used to support the implementation of eight ELP commissions in 2019-20. It is expected that all commissions will be reviewed by spring 2020 with a view to extension in 2020-21.

Outcomes for children and young people

2018 progress and outcome measures for children and young people in Ealing schools are the best yet!

- Ealing high schools are in the top 10 regions nationally for Progress 8 (achievement at GCSE compared with all high schools) with outcomes well above the national and London average on all key performance measures
- Pupil outcomes at the end of KS2 have improved significantly against the national (68%) and the percentage of children reaching the higher standard in reading, writing and mathematics nearly matches London (12% vs 13%)
- Excellent educational outcomes for pupils with SEND
- Declining fixed term and permanent exclusions
- 88% of primary schools are currently rated good or outstanding
- 93% of secondary schools are currently rated good or outstanding with 50% of all secondary schools now judged to be outstanding
- 100% of special schools and both PRUs are currently rated good or outstanding.

ELP evaluation 2019

www.egfl.org.uk/ELPevaluation

information on the progress and impact of Ealing Learning Partnership in relation to its key aims and priorities. The evaluation report is designed to inform the work of the Ealing Learning Partnership Board in assessing the development of the partnership and in priority-setting.



School data reports and EGfL user accounts



The research and data team produce a comprehensive range of reports for each school, analysing, interpreting and presenting individual schools' data to support school improvement. These individual reports supplement nationally produced assessment tools such as Analyse School Performance, Fischer Family Trust, Assessment manager's performance analysis tool and the published performance tables.

EGfL user account

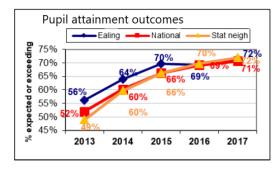
Log in

www.egfl.org.uk/login

Your EGfL user account, grants you access to the password protected content and functionalities including:

LA benchmark reports are available behind a generic login on www.egfl.org.uk/LAreports. These are a series of reports presenting data and analyses relating to all schools or at a local authority level.

Pupil attainment reports – click the image below to download the most recent version of this report (EGfL login required):



Individual school data reports are only available to those with EGfL user accounts with special data reports access. These are produced for each school, analysing, interpreting and presenting individual schools' data to support school improvement. You can download your school's data from our restricted schools reports section. Find your school: www.egfl.org.uk/schools.

The school reports section appears as follows, select academic year and subsection to find reports:

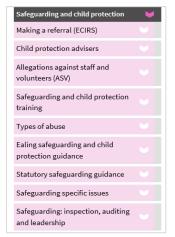




Safeguarding in Ealing



www.egfl.org.uk/safeguarding



Information and resources for headteachers, governors and designated child protection leads in schools.

Details of safeguarding and child protection training. Book via Ealing CPD online www.ealingcpd.org.uk

Example school safeguarding policies, guidance and checklists.

Safeguarding reporting procedures

- Immediate danger? Police 999
- Concerned about a child? Ealing Children's Integrated Response Service (ECIRS) 020 8825 8000 www.egfl.org.uk/ECIRS
- Queries? Child protection advisers 020 8825 8930
 www.egfl.org.uk/CPadvisers
- Allegations against staff and volunteers? Ealing LADO 020 8825 8930 www.egfl.org.uk/ASV
- Radicalisation? Ealing Prevent 020 8825 8895 / 7106 / 7590
 www.egfl.org.uk/prevent
- Critical incidents? Stephen Dunham 07940 546263 / out of hours 020 8825 5000 www.egfl.org.uk/critical

Ealing school safe alerts scheme

www.egfl.org.uk/schoolsafe

The school safe scheme aims to protect children from public danger by informing the police and other schools in the locality of potential problems, particularly when there are reports of children being approached by strangers.



You receive alerts by email and you can inform the EGfL web team about incidents in and around your school. Examples of incidents include: pupils and staff approached and followed by strangers, filming and photography of pupils/staff, kidnap attempts, muggings, aggressive and strange behaviour.

The scheme also provides a quick response to potential problems and a method of rapid communication with schools in the event of an emergency ie security briefing updates (following threat calls to schools), appeals from CID with an e-fit for a child abduction case, community tensions (ie after terrorist attacks).



Health and safety in Ealing



6

www.egfl.org.uk/health-and-safety



Health and safety policies and arrangements

www.egfl.org.uk/HS-arrangements

Health and safety code of practice www.egfl.org.uk/HS-COPS

Health and safety training

www.egfl.org.uk/HS-training . Book via Ealing CPD online www.ealingcpd.org.uk

Immunisations programme

www.egfl.org.uk/immunisations

School nursing service

www.egfl.org.uk/schoolnursing

Health and safety reporting procedures

Accident and incidents? Online reporting portal

www.egfl.org.uk/reportincidents

Suspected disease outbreak? Ealing H&S adviser 020 8825 7287 / North West London HPT 020 3326 1658

www.egfl.org.uk/flu

Managing medical conditions in schools Ealing policy, resources and guidance www.egfl.org.uk/medicines

Emergency planning

www.egfl.org.uk/emergency-planning





AEDs in schools www.egfl.org.uk/AED

Ealing Council purchased the Powerheart® G5 AED for schools in the borough in 2017. Visit the dedicated web page with useful resources and a video that demonstrates the use of the Powerheart® G5 AED.





SEND and SEN outreach support



Ealing local offer www.ealinglocaloffer.org.uk gives children and young people with special educational needs or disabilities, and their families, information about what support services are available to them in their local area.

Ealing Local Offer

For 0-25 year olds with special educational needs or a disabilit



www.egfl.org.uk/SEND

Ealing SEND and inclusion strategy, key documents, contact details, resources, training, directory of contacts and services.

www.egfl.org.uk/outreach

OutReach support from Ealing special schools and provisions for pupils with special / educational needs



Ealing school governance

www.egfl.org.uk/governors

This web area aims to support our hardworking and dedicated school governors and clerks in Ealing.



You can download the school governance development and support brochure here:





Ealing services for schools



Ealing services for schools www.egfl.org.uk/s4s

Download the services brochure:



View your school order history You can access your schools' order history. Log in at www.egfl.org.uk/order-history and select the relevant order history year.

Service information on EGfL

Information about all services for 2019/20 are available to view on the right hand side of the above five main areas.

ELP services Facilities Finance and data Human resources Services for children

Anyone with an EGfL account can login to view specific information about all services, offers and pricing.

Purchasing options

Our services will continue to meet the real needs of Ealing schools, are of high quality and, we believe, offer excellent value for money.

Some services continue to be free of charge, others are part of the ELP subscription core entitlement and others are available on a traded basis, via the annual online order form or pay as you go, ie.:



No additional cost to schools. Services that are available for all schools



Ealing Learning Partnership subscription entitlement



Pay as you go through service contacts (some services are discounted for ELP schools)



Other arrangement through service contacts



Annual buyback

Service detail queries

If you have any questions about a specific service, please contact the service manager directly. Their details will be available on their dedicated service page.

S4S support service

If you have any questions about your orders contact us servicesforschools@ealing.gov.uk 020 8825 8268



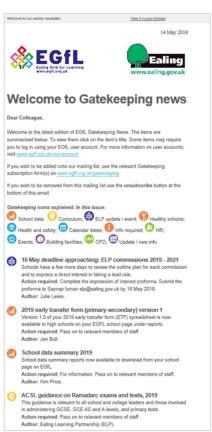
Gatekeeping news

www.egfl.org.uk/gatekeeping

Ealing's weekly updates for schools. You receive the email campaign on Wednesday morning (term time only) in your inbox. Don't worry if you have missed an update. All the newsletters are published on the above link.

Latest news visit www.egfl.org.uk/news or





Other Ealing / local information

iTrent employee self service www.egfl.org.uk/iTrent

Ealing Council's integrated HR information and payroll system, enabling school staff to view and update information held about them.

iTrent people manager service www.egfl.org.uk/iTrent

In addition, managers have facilities for recruitment, handling staff changes, approving leave and more.

NQT manager www.nqtmanager.com

Ealing's online NQT support and induction management system.

Ealing Council website www.ealing.gov.uk

<u>www.ealing.gov.uk/admissions</u> for information on school admissions. <u>www.ealing.gov.uk/directories/201117/schools_and_colleges</u> to see your school's directory entry on the Ealing Council website.

Ealing children and families' directory

www.ealingfamiliesdirectory.org.uk

Information, advice and guidance to help parents and the children's workforce access services in Ealing.

London Grid for Learning (LGfL) www.lgfl.net

A community of schools and local authorities committed to using technology have sponsored a massive resource to support teaching and learning in London schools.





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14-16 Uxbridge Road
Ealing W5 2HL

elp@ealing.gov.uk www.egfl.org.uk/ELP



