

New headteacher induction and mentor programme

Guidelines 2018/19



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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 3 days support or 6 half days in the first year and a further 3 days or 6 half days in the second year. The amount to be decided between the headteacher and the mentor. The governing body of the school 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 Local Authority to support the settling in process
- ◇ Has someone who is a point of contact to support basic queries
- ◇ Feels welcomed to the Local Authority and can be supported at their first headteacher briefing or quadrant meeting.

Benefits for the mentor

- ◇ The opportunity to share knowledge of the Local Authority 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 Local Authority well.

The Local Authority 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 Local Authority. 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 with others 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 of high 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 a school 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 make contact with the new colleague and to arrange a visit.

The mentor and the new headteacher can discuss the visit and set the agenda for the 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).
2. 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 Ealing Learning Partnership.
3. Use the document 'A year in the life of a Head', to check on key actions term by term.
4. Governors may want to set aside monies to pay for any additional support.

Notes

Appendix 1 A Year in the life of a headteacher



Thank you to Belinda Ewart, Headteacher at Mayfield Primary School, for providing this document.

Not everything will be covered but it gives a good flavour of what a head does over each half term.

Key Actions	Governance
Autumn 1	
<p>Write any Governor reports for committees/full GB meeting</p> <p>Book in a fire drill for this term and recording notes – time taken to clear the building etc</p> <p>Booking in observations, book looks, pupil interviews</p> <p>Appraisal meetings completed for all teachers by deadline set in pay policy</p> <p>Analyse impact of interventions and plan next steps accordingly</p> <p>Organise new interventions based on data</p> <p>Update case studies</p> <p>Finalise initial data analysis</p> <p>Update SEF</p> <p>Update SIP</p> <p>SLT/middle leaders complete action plans</p> <p>Update pyramid of school contacts in case of emergency</p> <p>Set up clubs</p> <p>Send out key letters e.g school journeys, swimming etc</p> <p>Update website with statutory documents</p> <p>Review other policies in line with cycle</p> <p>Finalise timetables</p> <p>By half term ensure all pupil targets are finalised – implement new R baseline</p>	<p>Curriculum committee</p> <p>Declaration of interests</p> <p>Sign minutes Head's report to include School Improvement Plan and summary SEF</p> <p>Impact of Teaching</p> <p>Impact of Leadership and management. Pupil Premium Report.</p> <p>Impact of Behaviour and Safety</p> <p>Impact of Achievement – Summary of school standards and pupil progress,</p> <p>Other items: Review policies: accessibility plan, attendance targets, Curriculum, Freedom of information, Behaviour and discipline, race equality policy</p> <p>Review Safeguarding policies – Child protection, safeguarding, Photographs, intimate care. Review prospectus</p> <p>Building and site/health and safety committee Head's report to include</p> <ul style="list-style-type: none"> Health and safety issues Results of fire drill Risk assessment updates Update on current building projects and work Proposed building projects and work prioritised and agreed – recommend to Finance committee Review the following policies: Health and safety, Asthma, Critical incident and emergency plan, Drugs policy, Harassment and bullying, Head injuries Managing medical needs, Review health and safety policy <p>Other items</p> <p>Review major accidents and collate findings</p> <p>Site visit with caretaker – cleaning and site risk assessment</p> <p>Finance committee Head's report to include</p> <ul style="list-style-type: none"> Staffing update Monitor staff absence – September – September rolling year Financial requests from other committees Budget monitoring – include cumulative expense analysis sheets and summary of BCR main headings School Improvement Plan and summary SEF Pupil premium report – impact of spending <p>Other items</p> <p>Monitor monthly budget sheets and discuss budget against actual income/expenditure</p> <p>Monitor virements – (Head 14K and up to 30K between meetings) FC can ratify up to 25K if over 25K take to full GB to ratify (max. 75K between meetings)</p> <p>Monitor SCR (single central record)- DBS</p> <p>Discuss staff resignation and decide wording of job adverts</p> <p>Procurement Card monitoring</p> <p>Hear recommendations from Head re: Performance Management of Deputy and Assistant Head and implement any salary increases</p> <p>Hear and implement recommendations from Head Teacher's PM review committee</p> <p>Review the scheme of delegation; Review Financial Administration policy</p> <p>Review Financial Regulations in line with LA Financial Regulations</p> <p>Review and ratify procurement policy; Review expenses and petty cash policy</p> <p>Review committee terms of reference</p> <p>Review Safe guarding policy; Review complaints procedure</p> <p>Review governors allowances; Review School Grant and Charging policy</p> <p>Review lettings policy; Review dealing with complaints against staff policy</p> <p>Review Whistle Blowing policy; Review HT/DHT Well Being policy</p> <p>Pay recommendations from headteacher</p> <p>Complete finance committee self review tool - Review and update SFVS (replacement of FMSiS) and submit to LA by March</p> <p>Review pay policy and ratify by committee</p> <p>Review Appraisal and capability policies and ratify by committee</p> <p>Discuss spending against Benchmarking tool</p> <p>Review cleaning contract</p> <p>Receive audited PTA accounts</p> <p>Receive school journey final accounts</p>

Key Actions	Governance
Autumn 2	
<p>Plan Inset timetable for spring term</p> <p>Plan SLT agenda for spring term</p> <p>Raise online data analysis</p> <p>Update SEF</p> <p>Update SIP</p> <p>Review and update action plans</p> <p>Analyse impact of interventions and plan next steps accordingly</p> <p>Analyse end of term progress</p> <p>Update pay policy and appraisal policy – send to staff, unions for consultation. GB to ratify</p>	<p>Full governors Head's report to include School Improvement Plan and summary SEF</p> <p>For ratifying/approval Child protection and safeguarding policy Approve school trips Agree committee terms of reference Committee reports Governor visit reports Review instrument of government Ratify spending amounts over £25000 Look at any tenders and agree contractor to be appointed Review and agree school journey accounts Review terms of reference Approve Data Protection policy Approve Scheme of delegation Approve Finance policy Approve Expenses and petty cash policy Approve School Grant and charging policy Present to full GB and approve end of journey statement Approve lettings policy Whistle blowing policy – review</p>
Spring 1	
<p>Ensure all paperwork is in place for building audit</p> <p>Governor reports</p> <p>Book in a fire drill for this term and recording notes – time taken to clear the building etc</p> <p>Booking in observations, book looks etc</p> <p>Sending out know vacancy adverts, jds, person specs</p> <p>Updating policies – curriculum (staff)</p> <p>Updating SIP with impact so far</p> <p>Giving out staff questionnaires, parent/carer questionnaires, pupil questionnaires. Analyse and share results, build into SIP.</p> <p>Analyse impact of interventions and plan next steps accordingly</p> <p>Update website with statutory documents</p>	<p>Curriculum committee Declaration of interests Head's report to include Impact : School Improvement Impact of Teaching - Curriculum provision and Extended Schools, standards of teaching, Impact of Leadership and management Impact of Behaviour and Safety impact of Achievement Impact of curriculum interventions Pupil premium impact; PE and Sports premium impact; Discuss IT and curriculum requirements</p> <p>Building and site/health and safety Head's report to include Health and safety issues; Risk assessments review Risk assessment updates; Update on current building projects and work Asbestos management – review update Proposed building projects and work prioritised and agreed – recommend to Finance committee Update on building projects and work/Condition Survey document Results of fire drill Discuss laptop lease firm to go with if up for renewal Recommend R&M company to finance committee Other items Health and safety policy review, Results of H&S audit Finance Head's report to include Staffing update, Financial requests from other committees Budget monitoring – include cumulative expense analysis sheets and summary of CR main headings School Improvement Plan and summary SEF Other items Monitor monthly budget sheets; Raise awareness of the Whistle Blowing policy Monitor virements – (Head 14K and up to 30K between meetings) FC can ratify up to 25K if over 25K take to full GB to ratify (max. 75K between meetings) Monitor SCR (single central record)- CRB Procurement Card monitoring Agree staffing structure and affordability for next year Budget planning including discussion about continuation of services Approve any leases or companies we are working with such as LGfL Review Lap top hire agreement (if over £5000 get three quotes for future use) Review and renew the Statement of Internal control (SIC) Review and renew value for money (VFM) and best value statements (BVS) Agree and ratify final budget to present to full GB Discuss surplus spending plans and earmark funds – minute decisions Discuss Devolved Capital spending plans and earmark funds Check the teacher Laptop audit has taken place and has been updated Discuss staff resignations Discuss findings of completed SFVS – finance self evaluation tool submit to LA by March Agree pupil premium spending Agree surplus spending plan Review private account policy</p>

Key Actions	Governance
Spring 2	
<p>Decide Staffing structure for next year and ensure governor agreement set the budget (just did this yesterday) Hold any SAT meetings for parents/carers Hold any school journey meetings for parents/carers Organise any adverts and interviews for September Write any reports for Governors committees and full GB meeting Ensure you have done a fire drill this term and recorded the outcomes Plan for report writing – time for staff built into next term Plan inset timetable for summer term Plan SLT agenda for summer term Review and update action plans Appraisal meetings for non-teaching staff completed Analyse impact of interventions and plan next steps accordingly Apply for access arrangements re: SATs Confirm pupil registration Data analysis end of spring term progress from baseline measures Mid-year appraisal meetings for staff/HT with governors.</p>	<p>Full governors Head's report to include School Improvement Plan and summary SEF Committee reports Governor visit reports School council report Ratify spending amounts over £25000 Look at any tenders and agree contractor to be appointed Ratify/approve budget</p>
Summer 1	
<p>Analyse impact of interventions and plan next steps accordingly Draw up and send out adverts out for vacancies – draw up person spec, JDs and person spec, interview questions Update website with statutory documents</p>	<p>Curriculum committee Head's report to include Impact : School Improvement Plan and summary SEF Impact of Teaching - Impact of Leadership and management Review SIP and progress Impact of Behaviour and Safety - Punctuality and attendance Impact of Achievement - Summary of school standards and pupil progress, Impact of curriculum interventions Pupil premium impact. Other items Home school agreement; Curriculum budgets matched to SIP and school needs – based on recommendations of SLT; Discuss whether to provide sex education. Review Sex education policy; Review terms of reference Building and site/health and safety committee Head's report to include Health and safety issues Results of fire drill Risk assessment updates Update on current building projects and work Proposed building projects and work prioritised and agreed – recommend to Finance committee Other items Review terms of reference Site visit with caretaker – risk assessment, monitor cleaning Finance committee Head's report to include Monitor staff absence – April- April rolling year Staffing update - Discuss staff resignation and decide wording of job adverts etc Financial requests from other committees School Improvement Plan and summary SEF Other items Budget monitoring – include cumulative expense analysis sheets and summary of BCR main headings period 13 Monitor virements – (Head 14K and up to 30K between meetings) FC can ratify up to 25K if over 25K take to full GB to ratify (max. 75K between meetings) Monitor SCR (single central record)-CRB Whistle blowing policy procurement Card monitoring Sign off Consistent Financial Report Ratify School Balance Form –agree Receive Private fund audited accounts Monitor the inventor</p>

Key Actions	Governance
<p>Summer 2</p> <p>Draw up and send out adverts out for vacancies – draw up person spec, JDs and person spec, interview questions</p> <p>Plan inset timetable for autumn term</p> <p>Plan SLT agenda for autumn term</p> <p>Initial data analysis – update SEF, update SIP</p> <p>Review and update action plans</p> <p>Update prospectus</p> <p>Agree classes for next year</p> <p>Allocate year groups/classes to teachers</p> <p>Organise timetables</p> <p>Analyse impact of interventions and plan next steps accordingly</p> <p>Complete diary of events for next year and publish to staff/parents/careers</p> <p>Meet with HT appraisal committee – review appraisal so that whole school targets can be set that will feed into staff appraisal targets and SIP in autumn term</p> <p>Review SIP, SEF</p> <p>Update website with statutory documents</p>	<p>Full governors</p> <p>Head’s report to include</p> <p>School Improvement Plan and summary SEF</p> <p>Ratify spending amounts over £25000</p> <p>Governor visits report</p> <p>Committee reports</p> <p>Review Governor visit procedures</p> <p>Review code of conduct</p> <p>Look at any tenders and agree contractor to be appointed</p> <p>School council report</p>
<p>Ongoing actions throughout the year</p> <p>Manage behaviour, staffing, absence, CP reports and meetings to attend, meeting parents, PTA functions, regular newsletters, update website, ensure systems are running smoothly and amend as required....</p> <p>Send out regular newsletters and texts to keep parents updated about key events.</p> <p>Ensure all school productions/events are scheduled in e.g. class assemblies, harvest assembly, Christmas, Diwali etc, sports day, music festivals etc.</p> <p>Attend briefings, network meetings, quadrant meetings to keep abreast of educational changes and gain support from colleagues.</p>	

Appendix 2 Mentor and new headteacher record of visit

Date of visit: _____

This report will provide a brief record of the partnership.

Areas discussed	Agreed action	Key person responsible	Date (when)	Evaluation review

Signed: _____ Mentor

Signed: _____ Headteacher

Ealing mentor agreement

Agreement between mentor and new, interim or acting headteacher

Date:

Name of new, acting or interim headteacher	
Contact details for school	
Name of mentor	
Contact details for school	
<p>Year 1</p> <p>I agree to provide support to a new/acting or interim HT for 3 days or 6 half days as outlined in the New HT Induction Mentor Support Guidance document</p> <p>Governors may wish to think of setting aside monies to pay for this additional support</p>	<p>Signed by mentor:</p> <p>Governors have agreed to pay for the mentor to provide additional support as stated.</p> <p>Signed by Chair of Governors: Date:</p>
<p>Year 2 (If applicable)</p> <p>I agree to provide support to a new/acting or interim HT of 3 days or 6 half days as outlined in the guidance document.</p> <p>Governors may wish to think of setting aside monies to pay for this additional support</p>	<p>Signed by mentor:</p> <p>Governors have agreed to pay for the mentor to provide additional support as stated.</p> <p>Signed by Chair of Governors: Date:</p>

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