

Ealing new headteacher handbook

2023 - 24



Welcome

This **induction handbook for new headteachers** provides key information to help you transition into your new role within the Ealing context. The handbook includes checklists, support structures and arrangements, contacts, services for schools' information, quick guides, and key dates.

[Ealing Grid for Learning \(EGfL\)](#) is an important resource.

Gatekeeping, our weekly newsletter for schools will keep you updated throughout the school year.

More details about our mentoring arrangements will be shared at the start of the term.

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. 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 63 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.

A board of headteachers and senior LA officers lead on partnership, by working together to set its ambitions and ways of working that will secure the best possible outcomes and life chances for our learners.

We are also very proud of Ealing's learning community and of our ongoing investment in building collaboration at all levels.

Over the coming year, if you are a primary or special school head, you will have the opportunity to take part in ELP peer enquiry and review within your Learning Clusters to develop and share your skills alongside other headteacher colleagues and with the support of an experienced headteacher Learning 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 be fully effective.

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 from one headteacher to another.

Policy

- Ealing Learning Partnership (ELP) will support all new headteachers and those new to Ealing through induction.
- Ealing Council will assist new headteachers with access to structures, personnel, and procedures.
- The Ealing induction package will be available to all new, interim, and acting headteachers in Ealing.
- New, interim, and acting headteachers get support from their learning cluster lead, who is an experienced headteacher.

- Headteacher networks provide important support mechanism.

The content of the induction programme for new headteachers

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

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.
- An invitation to join our 'Early Headship' programme, which meets every half term and includes an opportunity to: Meet members of the Children's Services senior leadership team and other key officers
 - An introduction to our support for schools
 - Opportunities to hear from experienced headteachers
 - Opportunity to sign up for 1-1 coaching from an accredited headteacher-coach
 - Learn more about ELP's vision and priorities
 - Meet fellow headteacher colleagues and mentors, creating an informal network of support
 - Signposting for online support, including [Ealing Grid for Learning](#)
 - Find out about training available at [Ealing CPD Online](#) and [Teach West London](#).

Secondary headteacher mentors

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 in secondary schools.

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 is recommended. 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 additional mentor time or other external support for the new head.

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

- You have a named contact within the LA to support settling in process
- You have a point of contact to support basic queries
- You feel welcomed in the LA and supported at your 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.

Headteacher mentors are supported by the quality partnership lead. They will need to be committed to supporting their mentee during the first year of headship.

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

This is a professional development opportunity. Mentors are encouraged to develop and keep abreast of educational developments and the changing landscape.

Mentors will be allocated a new, acting or, new to Ealing, headteacher in a school that closely matches the mentor's own setting where possible in discussion with the new head.

Considerations may be, for example, similarity in the size of the school, context or similar a faith school. Once allocated, the mentor will contact the new colleague to arrange a visit.

The mentor and the new headteacher can discuss the visit and set the agenda for the meeting. The mentor and the new headteacher can 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

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

Benefits for the new/acting or new to Ealing headteacher

- Raise concerns and to talk
- Support from an experienced headteacher with good knowledge of the local authority and someone who can offer practical solutions
- Work together and to share knowledge and expertise
- Other school staff can learn from each other.

Other support available to the new headteacher

- Look at the information provided in the handover checklist (you may want to discuss this with your mentor)
- School improvement support - you can commission an external review of teaching and learning if an in-depth review is required
- Governors may want to set aside monies for additional support.



Headteacher handover guidance and checklist

View the headteachers handover guidance and checklist at www.egfl.org.uk/heads-handbook



Headteacher support and development

Contact ELP quality leads

Primary Clare Rees reesc@ealing.gov.uk

Secondary Corinne Gill gillco@ealing.gov.uk

Action

View all training events, conferences, and briefings on offer to you at [Ealing CPD Online](#)

ELP early headship programme 2023-2024

5 half day sessions to support those in the early stages of headship, co-headship and heads of schools in the partnership. Key information, opportunities to hear from experienced headteachers and build your support network.

Continuing professional development (CPD), networks and support

High quality CPD opportunities are available for you and your staff. Increasingly informed and delivered by schools and through well-established accredited programmes, conferences, and networks.

Support is provided through various networks and meetings some of which are listed below (but not all take place in each phase):

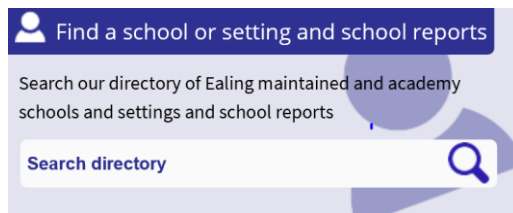
- Primary and special school headteacher learning cluster: Peer enquiry review, collaborative networks, school improvement problem -solving and support.
- Conferences and events
- Termly meetings for primary, special, and secondary headteachers
- Deputy and assistant heads – network and conference
- Teach West London NPQ programmes
- Subject networks for all core and foundation subjects
- Links with high schools
- Other briefings and developments of local and national significance
- Quadrant meetings -Primary schools are allocated to a quadrants

which meet termly, for mutual support and information sharing.

Key contacts, events, and structure

Find a school or setting

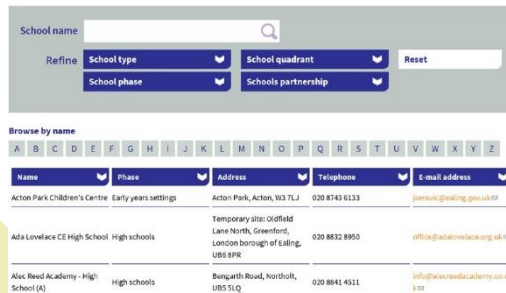
Search the **online directory** for Ealing maintained and academy schools.



Select a school or setting to view information and school reports.

Find a school or setting and school reports

Welcome to the directory where you can search for Ealing maintained and academy schools and settings. You can find your school reports under your dedicated school page (only available for certain school staff and LA officers). You can refine your search using the refine filter options under the search bar. Click on a school or setting to find further information and school reports.



Find a person

Log in to EGfL to find a person at a school or at Ealing Council.

Contacts

You can view contact lists for all school phases

- [child protection and safeguarding](#)
- children's services teams
- [special education needs and disabilities](#)
- and ELP directorate.

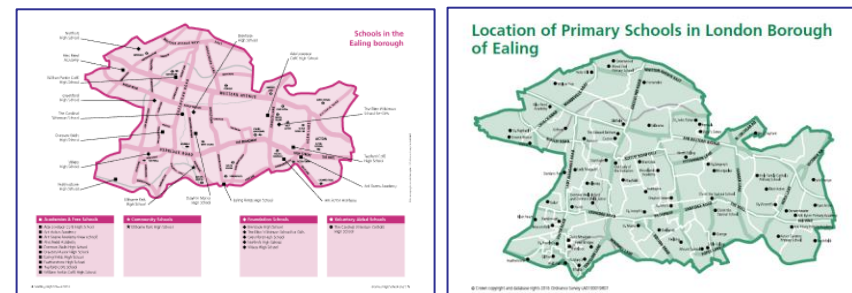
Key events

« September 2023 »						
S	M	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

Find key Children's Services meetings and events relevant to you in the [Key events calendar](#).

Ealing school location map

View the [Ealing school location map](#)



Ealing Learning Partnership (ELP)

What is ELP?

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 their colleagues' successes
- 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 proposal 2023-2026

93% of Ealing schools have signed up to the [ELP proposal 2023-26](#).

Through working closely with member schools, we offer high-quality, cost-effective support that meets the needs of your school and all learners in Ealing.

We are proud to have a proven history of supporting schools, from offering practical assistance and guidance to cultivating a partnership where knowledge and expertise is shared for the benefit of staff and learners.



Ealing Learning Partnership journey video

Watch the video about the [Ealing Learning Partnership journey](#).

No learner left behind - no school left behind

Our mission – to have no learner left behind – is key to our commitment and integral to our focus on equality and diversity across all the work we do for our children and young people.

We continue to be the strategic voice for all member schools – no school left behind - acting on your behalf and collaborating with the council to strengthen relationships across children's services to achieve a direct and positive impact for our children and young people.

ELP schools can purchase ELP traded services at a discounted price every February via the [services for schools](#) order form.

ELP board

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

Working in partnership

Our shared commitment to promoting educational excellence, inclusion and wellbeing for all our learners 2026.

The document aligns local political commitments (Labour manifesto pledges) with ELP's 6 aims and articulates the difference we want to make as ELP, statutory services, traded services.

ELP committees

Six committees consolidate and develop new ways of working between the council and schools to deliver on six agreed areas. The membership for each committee consists of education providers, governors, and council officers.

Six committees

Each committee will give shape to one overarching priority from the ELP strategic plan – setting out key objectives and activities that will improve outcomes for children and young people.

- Learning and achievement – Developing great teachers, inspiring great learners, and securing strong leadership
- Safeguarding and wellbeing – Building the capacity of schools and the resilience of children and young people
- SEND and inclusion – Working together to improve outcomes for children with additional needs
- Progression and pathways to employment - Ensuring that every young person is on a pathway to sustainable employment wherever possible
- Recruitment and retention – Driving forward practical strategies to attract, develop and retain the best workforce
- Business sustainability for schools - Supporting schools to spend well for less – efficiency through creative solutions.

Committee plans

[Committee plans](#) for the six agreed areas.

ELP commissions

The ELP board has agreed that £206,400 of core funding should be used to support the implementation of [ELP commissions](#) (log in to view) in conjunction with agreed priorities. Commissions are designed to scale up innovation on behalf of member schools.

Performance tables

Ealing schools are consistently rated as performing well against national standards in terms of progress, attainment, and Ofsted ratings.

Annual ELP evaluation report

The progress and impact of Ealing Learning Partnership in relation to its key aims and priorities, and partnership development is reviewed every year, so we have a mechanism for collating headteachers' views and factoring this into plans.

Action

ELP schools can view the ELP leadership information on EGfL.
[Register for an EGfL user account.](#)

Race equality in education

Ealing Race Equality Commission report

The Commission has listened to local people and organisations talk about their experiences and their ideas for what we can do together.

Ealing's race equality leadership ambitions 2022-2024

Published ambitions and goals for Ealing schools launched June 2022

Race equality in education conference 2022

Designed to mobilise our collective leadership ambitions to tackle race inequality in our borough. Ealing headteachers joined Lord Simon Woolley, chair of Ealing's Race Equality Commission and guest speakers at this summer conference.

ELP support with race equality

The support we will provide over the next four years will aim to empower school leaders and school staff to develop the knowledge, skills, and confidence to effectively address race inequality. Read about the principles of ELP's approach to supporting schools with this agenda.

Ealing race equality toolkit

With an emphasis on the achievement of Black Caribbean pupils, the [Ealing race equality toolkit](#) aims to provide points for consideration for all colleagues working in educational settings and schools.

It is a springboard for developing and implementing anti-racist education and leadership in Ealing.



Action

Schools can view ELP support with race equality and the race equality toolkit on EGfL. [Register for an EGfL user account.](#)

EGfL user accounts

Your EGfL user account, grants you access to restricted content and functionalities. The following content is restricted so you must log in to view the information.

School data reports

The research and data team produce reports for each school, analysing, interpreting, and presenting individual schools' data to support school improvement.

School reports

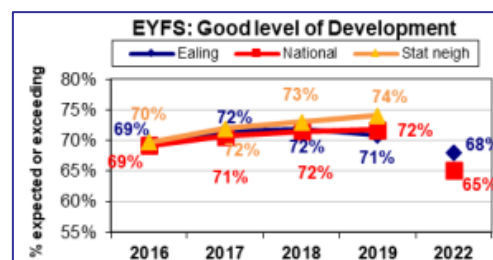
2023/24	
Funding	
2022/23	
Children with a social worker (CWSW)	
Data Summary	
Other	
Funding	
2021/22	
2020/21	
2019/20	

LA benchmark reports

A series of reports presenting data and analyses relating to all schools or at a local authority level. www.egfl.org.uk/LAreports

Pupil attainment reports

Log in to view reports:



Individual school data reports

You have access to view and download data reports. These include data on a page summary for your school and all Ealing schools.

Action

To view restricted content [register for an EGfL user account.](#)

Safeguarding in Ealing

Information about [safeguarding in Ealing](#).

EGfL has information on school safeguarding policies, guidance, and checklists.

- Safeguarding reporting procedures
- Immediate danger? Police 999
- Ealing Children's Integrated Response Service (ECIRS)
Concerned about a child? 020 8825 8000
- Concerned about a child's mental health? Speak CAMHS
helpline 0800 328 4444, option 2 for CAMHS
- Child protection advisers Do you have a query? 020 8825 8930
- Local authority designated officer (LADO) Allegations against staff and volunteers 020 8825 8930 Email: asv@ealing.gov.uk
- Ealing Prevent Radicalisation 020 8825 8895 / 7106 / 7590
- Critical incidents Stephen Dunham 07940 546263 / out of hours 020 8825 5000
- [Child protection and safeguarding training events](#)

Ealing school safe alerts scheme

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 provides a quick response to potential problems and a method of rapid communication with all schools

- in an emergency, security briefing updates following threat calls to schools
- appeals from Met police with an e-fit for a child abduction case
- community tensions following major incident.

Action

Register to receive school safe alerts – Email EGfL web team to get added to the distribution list at egflwebteam@ealing.gov.uk

View [child protection and safeguarding training](#) on Ealing CPD online

Finance

Budgets

Information on budget allocations, returns, school deficit plan, year-end closing, and templates.

Scheme for financing schools

Information on the financial relationship between Ealing Council and the schools they maintain. Ealing Council is required to maintain and publish a scheme for financing-maintained schools setting out the financial relationship with the maintained schools in our area.

Schools' financial procedures

Information on the schools' financial procedures for maintained schools. This has guidance on a range of financial management processes.

Schools Forum

Information on the statutory body with consultative and decision-making roles around school funding and budgets.

Governance

Supporting our hardworking and dedicated [school governors and clerks](#) in Ealing.

- View the [school governance development brochure](#):
- [Governors and clerks training events](#)
- ELP schools offered discounted memberships for [The Key Leaders 2023/24](#)
- [The National Governance Association \(NGA\) membership 2023-2024](#)

Health and safety

Key health and safety sections on EGfL:

- [Automated external defibrillator \(AED\)](#)
- [Educational visits](#)
- [Emergency planning](#)
- [Flu](#)
- [Health and safety, policies and arrangements code of practice](#)
- [Health and safety training](#)
- [Health and safety reporting procedures](#)
- [Immunisation programme](#)
- [Nurses](#)

Action:

[Register for an EGfL user account](#) to view restricted content

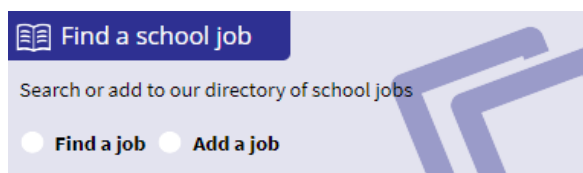
View [health and safety training](#) via Ealing CPD online

Ealing school vacancies

School jobs

You can [advertise a school vacancy](#) through a nominated person who has a user account.

You can find a job or add a job via the EGfL homepage:



SEND and SEN outreach support

[Ealing SEND](#) and inclusion strategy, guidance, key documents, contact details, resources, training, contacts and services.

[Ealing local offer](#) 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.

[Outreach support](#) from Ealing special schools and provisions for pupils with special / educational needs.

[SEN bulletin](#) includes the latest news and support for your special education needs coordinator (SENCo).

Wellbeing and mental health in Ealing

[Mental health and wellbeing](#) resources

[Wellbeing training events](#)

[Health improvement packages:](#)



For more information or to chat about mental health and wellbeing at your school, please contact Liz Ainsworth at AinsworthL@ealing.gov.uk.

Ealing services for schools

Services for schools

School order forms open every February. View the current Ealing services for schools 2023-24 offer:



[View your school order history.](#)

- [ELP services](#)
- [Facilities](#)
- [Finance and data](#)
- [Human resources](#)
- [Services for children](#)

Service detail queries

If you have any questions about a specific service, please contact the service manager directly. You can find their details within their service page.

S4S support service

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

Action:

[Register for an EGfL user account](#) so you can:

- view service options and prices for your school
- submit your order in February
- view you [school order history](#)

Sign up to receive the weekly [Gatekeeping](#) newsletter



Gatekeeping news and updates

Essential weekly news updates for schools.

Information relevant to you, teachers, support staff, parent and carers is shared via Gatekeeping.

Information comes from our teams, central government, and stakeholders.

[Subscribed](#) users receive [Gatekeeping](#) on Wednesday (term time only) by email. Some restricted items require an EGfL user account to view.

Latest news is available on the [EGfL homepage](#) and [news section](#).

We have a Twitter account to update schools on general information and to spread positive news about Ealing schools to your school community.

Action

[Subscribe to Gatekeeping](#) to receive the newsletter by email [Register for an EGfL user account](#) to access restricted content Follow us on [Twitter @EalingLearning](#)

Other Ealing / local information

iTrent employee self-service

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

iTrent people manager service

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

ECT manager

Ealing's online Early Career Teachers (ECT) support and induction management system.

Ealing Council website

For information on [school admissions](#) and [school directory](#).

[Ealing children and family's directory](#)

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

[London Grid for Learning \(LGfL\)](#)

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

Ealing Learning Partnership

Perceval House

14-16 Uxbridge Road

Ealing W5 2HL