

Ealing new headteacher induction handbook

2021-22





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.

Your headteacher mentor is well positioned to support you in working with us and in accessing wide-ranging professional support linked to your school's priorities. *Details of your mentor and support available will be shared at the [online welcome meeting on 15 September](#).*

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.

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.

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 school head, 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

T: 020 8825 6473

E: jlewis@ealing.gov.uk



Contents

Welcome	2
Ealing headteacher induction policy and arrangements ..	4
Headteacher mentors	5
Headteacher handover guidance and checklist.....	7
Headteacher support and development	7
Key contacts, events, and structure	8
Ealing Learning Partnership (ELP).....	11
EGfL user accounts.....	12
Safeguarding in Ealing.....	13
Governance	14
Health and safety.....	14
Ealing school jobs, latest vacancies and CPD events	15
SEND and SEN outreach support.....	15
Wellbeing and mental health in Ealing.....	15
Ealing services for schools.....	16
Gatekeeping news and updates.....	17
Other Ealing / local information.....	17





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 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
 - Online support, including [Ealing Grid for Learning](#)
 - Find out about training available at [Ealing CPD Online](#)
- End of first year evaluation.



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.

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

- 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 provides training 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.

Support and training are given to headteachers acting as mentors in the year ahead and mentors must 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 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

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



Headteacher support and development

Contact ELP quality leads

Ealing partnership quality leads:

Primary Clare Rees reesc@ealing.gov.uk

Secondary Angela Doherty adoherty@ealing.gov.uk

SEN Madhu Bhachu Bhachum@ealing.gov.uk

Professional development, networks, and support in Ealing

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:

- Headteacher cluster groups (peer review and support).
- Conferences and events
- Termly meetings for primary, special, and secondary headteachers
- Deputy heads – network and conference
- Middle and senior leader courses (NPQSL/NPQML)
- Other briefings and developments
- Quadrant meetings - schools are allocated to one of four quadrants which meet at least termly for mutual support and information sharing.

Action

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

Register for your [Ealing CPD user account](#)



Key contacts, events, and structure

Find a school or setting

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

Find a school or setting and school reports

Search our directory of Ealing maintained and academy schools and settings and school reports

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.

School name

Refine: School type, School quadrant, School phase, Schools partnership

Browse by name: A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

Name	Phase	Address	Telephone	E-mail address
Acton Park Children's Centre	Early years settings	Acton Park, Acton, W3 7LJ	020 8743 6133	perovik@ealing.gov.uk
Ada Lovelace CE High School	High schools	Temporary site: Oldfield Lane North, Greenford, London borough of Ealing, UB8 8PR	020 8832 8950	office@adalovelace.org.uk
Alec Reed Academy - High School (A)	High schools	Bembarth Road, Northolt, UB8 5LQ	020 8841 4511	info@alecreedacademy.co.uk

Find a person

Find a person at a school or Ealing Council

Find a person

Login to search our directory of key LA and school/setting personnel.

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.

Action

Register for an EGfL user account to view personal and restricted information.

Key events calendar

Find key Children's Services meetings and events relevant to you.

« September 2021 »						
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		

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 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 2021-23

92% of Ealing schools have signed up to the [ELP offer 2021-23](#).

Through working closely with member schools, we can 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 track record of supporting schools, from offering practical assistance and guidance to cultivating a partnership where knowledge and expertise can be shared for the benefit of all staff and learners.



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 working 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.



ELP committees

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

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** - 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 and pathways to employment** - Ensuring that every young person is on a pathway to sustainable employment
- **Recruitment and retention** – Driving forward practical strategies to attract, develop and retain the very 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 newsletter

Keep up to date with what has been happening in the committees and read about the latest ELP developments in the ELP newsletter.

ELP commissions

The ELP board has agreed that £202,260 of core funding should be used to support the implementation of 14 ELP commissions in 2021-22. It is expected that all commissions will be reviewed by spring 2022 with a view to extension in 2022-23.

Performance tables

Ealing schools are consistently rated as performing well against national standards both in terms of progress, attainment, and Ofsted ratings. There was no school or college level educational performance data based on tests, assessments or exams published for 2019/20 due to the pandemic.

ELP evaluation

The progress and impact of Ealing Learning Partnership in relation to its key aims and priorities, and partnership development.

Action

ELP schools can view the ELP leadership 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

- 2021/22
- 2020/21
- 2019/20
- School place planning
- Attendance and exclusions
- Data Summary
- Key stage 2
- Other
- Funding
- 2018/19
- 2017/18
- 2016/17

These individual reports supplement nationally produced assessment tools such as Analyse School Performance, Fischer Family Trust,

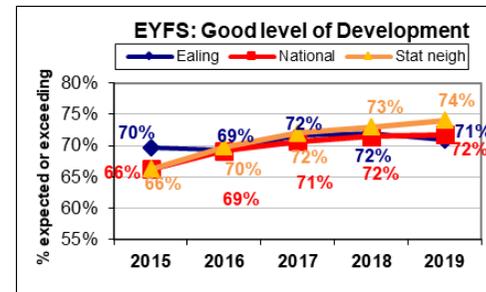
Assessment manager's performance analysis tool and the published performance tables.

LA benchmark reports

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

Log in to view reports:



Individual school data reports

You have access to view and download data reports.

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
- [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 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).

Action

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

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

Governance

Supporting our hardworking and dedicated [school governors and clerks](#) in Ealing. Download the school governance development brochure:



[Governors and clerks training events](#)

ELP schools were offered discounted memberships for:

[The Key membership 2021/22](#)

[The National Governance Association \(NGA\) membership 2021/22](#)

Health and safety

Key health and safety sections on EGfL

[Automated external defibrillator \(AED\)](#)

[COVID \(19\) coronavirus](#)

[Educational visits](#)

[Emergency planning](#)

[Flu](#)

[Health and safety](#)

[Health and safety policies and arrangements](#)

[Health and safety 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

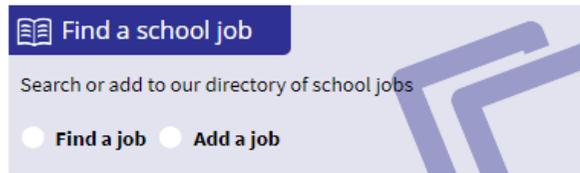
View [health and safety training](#) via Ealing CPD online



Ealing school jobs, latest vacancies and CPD events

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 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.

[Ealing SEND](#) and inclusion strategy, COVID-19 SEND guidance, key documents, contact details, resources, training, directory of contacts and services.

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

[SEN in the classroom](#)

Support for your special education needs coordinator (SENCo). Termly bulletin focusing on SEN.

Wellbeing and mental health in Ealing

[Mental health and wellbeing](#) resources

[Wellbeing training events](#)



[Healthy schools packages](#)

For more information or to chat about mental health and wellbeing at your school, please contact Emily Rayfield at RayfieldE@ealing.gov.uk.





Ealing services for schools

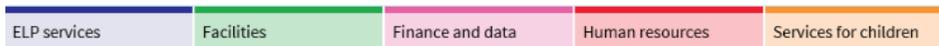
[Services for schools](#) View services on offer to your school

Download the services brochure:



[View your school order history](#). Log in and select the relevant order history year.

Information about all services for 2021/22 are available to view on EGfL. Look on the right hand side of the five main areas:



[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. Their details are found on their service page.

S4S support service

If you have any questions about your orders contact us servicesforschools@ealing.gov.uk 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](#)



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 morning (term time only) by email. Some items require an EGfL user account in 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

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) from September 2021 support and induction management system.

[Ealing Council website](#)

[Admissions](#) for information on school admissions.

[Ealing Council's school directory](#) to see your school's directory entry on the Ealing Council website.

[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

elp@ealing.gov.uk

www.egfl.org.uk/ELP

