

# *Leadership in Havering*



## **Professional Development Framework**

[www.haveringacademyofleadership.co.uk](http://www.haveringacademyofleadership.co.uk)



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Dear Colleagues,



Welcome to the Hsis publication, '**Leadership in Havering: A Professional Development Framework.**'

This publication is designed to support governors, school leaders and all school staff in exploring the many CPD opportunities available to the profession.

Long gone are the days when Local Education Authorities were expected to provide pretty much all the CPD opportunities for teachers and leaders within schools. High quality professional development is actually and primarily the responsibility of each individual professional: we each have a duty to ensure that we are professionally equipped to provide the very best experience for the pupils in our care and that we meet or exceed the various professional standards against which we operate.

There are now many excellent sources of CPD for those in the teaching profession:

- In one's own school
- Through local clusters, networks, federations, MATs and Teaching Schools
- Through the Local Authority services (eg Hsis)
- Via regional or national programmes
- Through the media: books, tv, downloads, blogs, Twitter, Facebook, etc.

This publication recognises that there are various pathways and routes and that development needs are different according to career stage and ambition. We all need support when we are **aspiring** to a particular role, when we are **new** to the role and we need induction, and when we are **experienced and established**. And the 'ladder' continues as we aspire to the next role up and so on.

You will be able to use this Framework in any way that suits your needs, either for yourself or for those that you line manage and seek to develop. I hope that you find it useful.

A handwritten signature in black ink that reads "G. Smith". The signature is written in a cursive style with a horizontal line underneath the name.

Grahame Smith - School Improvement Manager, Havering School Improvement Services (Hsis)

# Professional Development Opportunities



## ACKNOWLEDGEMENT

The following Framework has been adapted for Havering from Lancashire County Council's *CPD Framework for Teachers, School Leaders and School Support Staff*

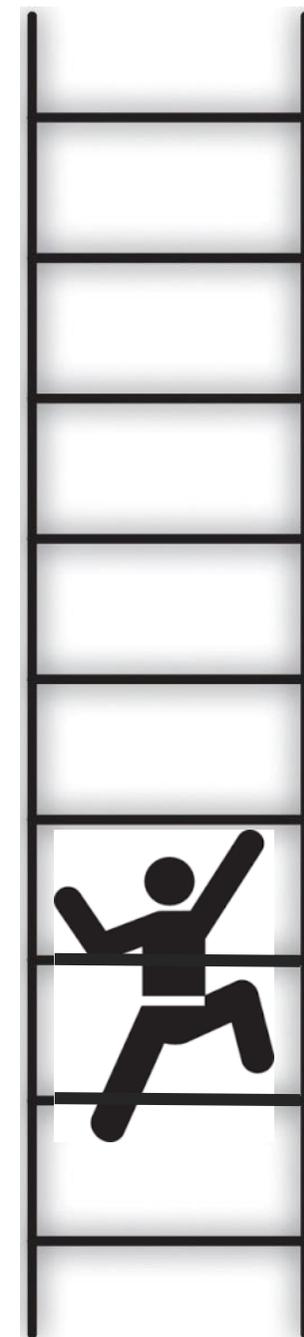
Career Stage	Opportunities
<p><b>Experienced Headteachers</b></p>	<ul style="list-style-type: none"> <li>➤ NLE, LLE</li> <li>➤ Ofsted training</li> <li>➤ Executive Headship / CEO of a MAT</li> <li>➤ Secondment to Local Authority</li> <li>➤ Mentoring opportunities</li> <li>➤ Contributing to local Leadership Programmes</li> </ul>
<p><b>All Headteachers</b></p>	<ul style="list-style-type: none"> <li>➤ Headteacher Consultative Meeting (termly)</li> <li>➤ Headteachers' Conference (annually)</li> <li>➤ Headteachers' Forum (termly)</li> <li>➤ Ofsted training</li> <li>➤ Peer Review</li> <li>➤ Contributing to local Leadership Programmes</li> </ul>
<p><b>New Headteachers</b></p>	<ul style="list-style-type: none"> <li>➤ New Headteachers' Network and Induction Programme</li> <li>➤ New Headteacher Mentor Programme</li> <li>➤ Role within Cluster</li> </ul>



Career Stage	Opportunities
<p><b>Experienced DHT/AHT and Aspiring Headteachers</b></p>	<ul style="list-style-type: none"> <li>➤ NPQH</li> <li>➤ Aspiring Leaders Programme</li> <li>➤ Leadership Development Programme</li> <li>➤ Ofsted training</li> <li>➤ Associate/Interim Headship</li> <li>➤ DHT Mentoring opportunities</li> <li>➤ Contributing to local Leadership Programmes</li> </ul>
<p><b>All Deputy/Assistant Headteachers</b></p>	<ul style="list-style-type: none"> <li>➤ Deputy/Assistant Headteachers' Forum</li> <li>➤ Deputy/Assistant Headteachers' Conferences</li> <li>➤ NPQSL</li> <li>➤ Contributing to local Leadership Programmes</li> </ul>
<p><b>New DHT/AHT</b></p>	<ul style="list-style-type: none"> <li>➤ New Deputy Headteacher Mentor Programme</li> <li>➤ NPQSL</li> </ul>



Career Stage	Opportunities
<b>Experienced Middle Leaders and Aspiring DHT / AHT</b>	<ul style="list-style-type: none"> <li>➤ Aspiring to Deputy Headship course</li> <li>➤ NPQSL or NPQML</li> <li>➤ SLE training</li> <li>➤ Subject/Aspect/Phase Network Meetings</li> <li>➤ Contributing to local middle leadership programmes</li> </ul>
<b>All Middle Leaders</b>	<ul style="list-style-type: none"> <li>➤ Subject Leader Networks</li> <li>➤ Subject Leadership Development Training (English, Maths, Computing)</li> <li>➤ Phase/Aspect Leader Networks</li> <li>➤ NPQML</li> </ul>
<b>New Middle Leaders</b>	<ul style="list-style-type: none"> <li>➤ Subject Leadership Development Training (English, Maths, Computing)</li> <li>➤ New Middle Leader Mentor Programme</li> <li>➤ Professional Learning Partners (PLP) Course</li> </ul>
Career Stage	Opportunities
<b>Those Aspiring to Leadership</b>	<ul style="list-style-type: none"> <li>➤ Leaders of the Future programme</li> <li>➤ Subject Leadership Development Training (English, Maths, Computing)</li> </ul>



## Established Headteachers

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• School-based innovation</li> <li>• Pursue an action plan to achieve 'grade boundary' improvement</li> <li>• Develop leaders in your own school</li> <li>• Work with and help to develop an outstanding governing body</li> <li>• Proactive engagement with your own Appraisal and development</li> <li>• Maintain an ongoing professional portfolio</li> <li>• Undertake action research at a leadership level</li> <li>• Engage in shadowing and secondment opportunities</li> <li>• Take on a trainee headteacher in your school</li> <li>• Undertake a course of accredited study (eg MA)</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the management and/or programmes from the Teaching Schools</li> <li>• Develop/lead informal local networks (eg by school type, priorities, area etc)</li> <li>• Lead initiatives within a cluster or MAT</li> <li>• Work with leaders in other agencies (eg health; safeguarding; HR etc)</li> <li>• Support local schools in difficulty / challenging circumstances</li> <li>• Undertake learning visits to other schools</li> <li>• Host teachers and leaders from other schools</li> <li>• Develop supportive cross-phase links (infant-junior; junior-secondary etc)</li> <li>• Arrange/lead peer reviews with local headteachers</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership &amp; Management training programmes, courses, conferences</li> <li>• HT Consultative Meeting (termly)</li> <li>• Involvement in the Havering Academy of Leadership</li> <li>• Headteacher Forums (Hsis)</li> <li>• Annual Headteachers' Conference</li> <li>• Secondment to the Local Authority</li> <li>• Training in statutory and core duties of senior leaders (eg safeguarding, H&amp;S, diversity)</li> <li>• Professional dialogue with Strategic Lead / SIP / RSC</li> <li>• Lead courses for others in an area of your expertise</li> <li>• Contribute to LA steering groups, committees &amp; local consortia</li> <li>• Contribute to New Headteacher programme (induction, mentoring)</li> <li>• Undertake Associate Headship</li> <li>• Mentoring and coaching of others (eg Aspiring Leaders Programme)</li> <li>• Undertake leadership/project development activity with other professionals</li> <li>• Write up/publish action research</li> <li>• Support the LA in delivery of Inset</li> <li>• Support the LA's QA peer reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a cutting-edge knowledge of national initiatives and developments</li> <li>• Apply for National Leaders of Education Programme (NLE)</li> <li>• Apply for Local Leaders of Education Programme (LLE)</li> <li>• Train as an Ofsted inspector</li> <li>• Talented Leaders Programme</li> <li>• Diocesan Programmes for leaders (BRES)</li> <li>• Subject Association CPD events</li> <li>• Professional Association CPD</li> <li>• Executive headship training</li> <li>• Host trainee heads (NPQH)</li> <li>• NCTL courses and accreditations</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, etc)</li> <li>• Attend regional Conferences</li> <li>• Join Leadership Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## New Headteachers

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Know key contact details</li> <li>• Pursue an action plan to achieve 'grade boundary' improvement</li> <li>• Share plans with 'critical friend' (eg another HT, Strategic Lead/SIP)</li> <li>• Develop leaders in your own school around your own vision and philosophy</li> <li>• Take on a trainee headteacher in your school</li> <li>• Work with and help to develop your governing body</li> <li>• Proactive engagement with your own Appraisal and development</li> <li>• Maintain an ongoing professional portfolio</li> <li>• Engage in short-term shadowing opportunities</li> <li>• Undertake a whole school review with your Strategic Lead/SIP</li> <li>• Commission a 'Health Check' in key areas (eg SEND, Pupil Premium, Early Years, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake focused visits to other schools</li> <li>• Partnered 'learning walks' in other schools</li> <li>• Contribute to and attend the programmes from the Teaching Schools</li> <li>• Attend and contribute to the running of local networks</li> <li>• Take part in initiatives within a cluster or MAT</li> <li>• Work with leaders in other agencies (eg health; safeguarding; HR etc)</li> <li>• Host teachers and leaders from other schools</li> <li>• Foster informal partnerships with other local Headteachers</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring from an experienced headteacher</li> <li>• New Headteachers' Induction Programme</li> <li>• New Headteachers' Network</li> <li>• HT Consultative Meeting (termly)</li> <li>• Headteacher Forums (Hsis)</li> <li>• Annual Headteachers' Conference</li> <li>• Involvement in the <i>Havering Academy of Leadership</i></li> <li>• Professional dialogue with Strategic Lead and/or SIP</li> <li>• Leadership &amp; Management training programmes, courses, conferences</li> <li>• Termly subject/phase networks as necessary</li> <li>• Annual Conferences (eg Early Years, SEND)</li> <li>• Training in statutory and core duties of senior leaders (e.g. safeguarding, health &amp; safety, diversity)</li> <li>• Seek CPD support/advice from Havering School Improvement Services (Hsis)</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a cutting-edge knowledge of national initiatives and developments</li> <li>• Train as an Ofsted inspector</li> <li>• Diocesan Programmes for leaders (BRES)</li> <li>• Subject Association CPD events</li> <li>• Professional Association CPD events</li> <li>• Attend regional Conferences</li> <li>• NCTL courses and accreditations</li> <li>• Join Leadership Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, etc)</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## Experienced Deputy / Assistant Headteacher

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Undertake action research at a leadership level</li> <li>• Lead school-based innovation</li> <li>• Spend time as Acting Headteacher and be clear what you have learnt</li> <li>• Shadow the headteacher</li> <li>• Observe meetings of the governing body</li> <li>• Plan and manage a recruitment and selection process</li> <li>• Lead and manage opportunities for whole-school CPD</li> <li>• Evaluate whole-school data and contribute to the SEF</li> <li>• Develop an understanding of the school's budget and budget management systems</li> <li>• Lead a 'Learning Walk'</li> <li>• Develop middle leaders in school</li> <li>• Liaise with external agencies</li> <li>• Proactively engage with your own Appraisal</li> <li>• Maintain an ongoing professional portfolio</li> <li>• Undertake a course of accredited study (eg MA)</li> </ul>	<ul style="list-style-type: none"> <li>• NPQSL</li> <li>• Train as an SLE</li> <li>• Undertake focused visits to other schools</li> <li>• Partnered 'learning walks' in other schools</li> <li>• Contribute to and attend the programmes from the Teaching Schools</li> <li>• Attend and contribute to the running of local networks</li> <li>• Take part in initiatives within a cluster or MAT</li> <li>• Work with leaders in other agencies (eg health; safeguarding; HR etc)</li> <li>• Host teachers and leaders from other schools</li> <li>• Foster informal partnerships with other local deputies/assistants</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership &amp; Management Training programmes, courses, conferences</li> <li>• Involvement in the <i>Having Academy of Leadership</i></li> <li>• Aspiring Leaders' Programme (aspiring to eventual headship)</li> <li>• Deputy Headteacher Conferences</li> <li>• Deputy Headteacher Forum</li> <li>• Termly subject/phase networks as necessary</li> <li>• Annual Conferences (eg Early Years, SEND)</li> <li>• Training in statutory and core duties of senior leaders (e.g. safeguarding, health &amp; safety, diversity)</li> <li>• Be a mentor to new Deputy or Assistant Heads/middle leaders</li> <li>• Support the LA delivery of Inset</li> <li>• Seek CPD support/advice from Having School Improvement Services (Hsis)</li> <li>• Look for opportunities to act as an Associate Headteacher or Associate DHT in other schools</li> <li>• Appraisal reviewer training</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a cutting-edge knowledge of national initiatives and developments</li> <li>• NPQH</li> <li>• Train as an Ofsted inspector</li> <li>• Future Leaders Programme</li> <li>• Diocesan Programmes for leaders (BRES)</li> <li>• Subject Association CPD events</li> <li>• Professional Association CPD events</li> <li>• Attend regional Conferences</li> <li>• NCTL courses and accreditations</li> <li>• Join Leadership Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, etc)</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## New Deputy / Assistant Headteacher

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Understand the Headteacher's vision and plans for the school</li> <li>• Have a full overview of the school's performance in all key areas - plus evidence to support</li> <li>• Talk to key staff to learn their plans – what they think is working and not working</li> <li>• Know key contact details if/when covering HT's absence</li> <li>• Undertake some action research at a leadership level</li> <li>• Lead school-based innovation</li> <li>• Spend time as Acting Headteacher and be clear what you have learnt</li> <li>• Shadow the headteacher</li> <li>• Observe meetings of the governing body</li> <li>• Lead and manage opportunities for whole-school CPD</li> <li>• Evaluate whole-school data and contribute to the SEF</li> <li>• Liaise with external agencies</li> <li>• Proactively engage with own Appraisal</li> <li>• Maintain an ongoing professional portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Train as an SLE</li> <li>• NPQSL</li> <li>• Undertake focused visits to other schools</li> <li>• Partnered 'learning walks' in other schools</li> <li>• Attend the programmes from the Teaching Schools</li> <li>• Attend local networks</li> <li>• Take part in initiatives within a cluster or MAT</li> <li>• Work with leaders in other agencies (eg health; safeguarding; HR etc)</li> <li>• Host teachers and leaders from other schools</li> <li>• Foster informal partnerships with other local deputies/assistants</li> <li>• Find out who is doing your work in other local schools</li> </ul>	<ul style="list-style-type: none"> <li>• Aspiring Leaders' Programme (aspiring to eventual headship)</li> <li>• Aspiring to Deputy Headship course (for middle leaders and assistant heads)</li> <li>• New Deputy / Assistant Headteacher Mentor Programme</li> <li>• Deputy Headteacher Conferences</li> <li>• Deputy Headteacher Forum (termly)</li> <li>• Involvement in the <i>Having Academy of Leadership</i></li> <li>• Leadership &amp; Management Training programmes, courses, conferences</li> <li>• Termly subject/phase networks</li> <li>• Annual Conferences (eg Early Years, SEND)</li> <li>• Training in statutory and core duties of senior leaders (e.g. safeguarding, health &amp; safety, diversity)</li> <li>• Be a mentor to new middle leaders</li> <li>• Support the LA delivery of Inset</li> <li>• Seek CPD support/advice from Having School Improvement Services (Hsis)</li> </ul>	<ul style="list-style-type: none"> <li>• Consider NPQH</li> <li>• Consider training as an Ofsted inspector</li> <li>• Future Leaders Programme</li> <li>• Diocesan Programmes for leaders (BRES)</li> <li>• Subject Association CPD events</li> <li>• Professional Association CPD events</li> <li>• Attend regional Conferences</li> <li>• NCTL courses and accreditations</li> <li>• Join Leadership Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, etc)</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## Experienced Middle Leaders

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Take on the role of NQT Induction Tutor</li> <li>• Lead a core subject</li> <li>• Analyse and discuss school performance data beyond own specialism with a member of SLT</li> <li>• Support new middle leaders as coach/mentor</li> <li>• Shadow an Assistant or Deputy Headteacher</li> <li>• Contribute to school-based innovation / action research</li> <li>• Make a link with the governing body (through link governors or reports to governors)</li> <li>• Engage with your own Performance Management and ensure your PM of others is robust and has an impact</li> <li>• Maintain an ongoing professional portfolio</li> <li>• Join a professional association</li> <li>• Identify and facilitate CPD for colleagues</li> <li>• Lead INSET</li> <li>• Take responsibility for a budget</li> </ul>	<ul style="list-style-type: none"> <li>• Train as an SLE</li> <li>• NPQSL</li> <li>• NPQML</li> <li>• Attend or contribute to the programmes from the Teaching Schools</li> <li>• Undertake visits to other schools</li> <li>• Host teachers from other schools</li> <li>• Take on a leadership role within local networks</li> <li>• Partnered 'learning walks' in other schools focusing on your key areas</li> <li>• Subject Leaders' Network where applicable</li> <li>• Set up Leading Teachers' Networks</li> <li>• Foster informal partnerships with other local subject/aspect/phase leads</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement in the <i>Havinger Academy of Leadership</i></li> <li>• Aspiring Leaders' Programme (aspiring to eventual headship)</li> <li>• Aspiring to Deputy Headship course (for middle leaders and assistant heads)</li> <li>• Termly Subject Leader Networks</li> <li>• Termly Aspect/Phase Leader Networks</li> <li>• Hsis Subject Leadership Development Training (English, Maths, Computing)</li> <li>• Subject -specific training and development programmes (Hsis)</li> <li>• Leadership training programmes/conferences</li> <li>• Annual Conferences (eg English, Maths, Computing, Early Years, SEND)</li> <li>• Leading Teacher and Leading Subject Leader opportunities</li> <li>• Secondment as an Adviser</li> <li>• Opportunities to engage in an improvement project (e.g. moderation teams; assessment working parties)</li> <li>• Train as an NQT Induction Tutor</li> </ul>	<ul style="list-style-type: none"> <li>• Subject Association CPD events</li> <li>• Professional Association CPD events</li> <li>• Diocesan Programmes for leaders (BRES)</li> <li>• Attend regional Conferences</li> <li>• Join Leadership Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, SENJIT, subject associations, etc)</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## New Middle Leaders

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>Analyse and discuss school performance data in own specialism with a member of SLT</li> <li>Act as an NQT mentor</li> <li>Be coached by an experienced middle leader</li> <li>Shadow an experienced middle leader</li> <li>Contribute to school-based innovation / action research</li> <li>Make a link with the governing body (through link governors or reports to governors)</li> <li>Engage with your own PM</li> <li>Maintain an ongoing professional portfolio</li> <li>Join a professional association</li> <li>Identify and facilitate CPD</li> <li>Lead INSET</li> <li>Seek support in managing a budget</li> <li>Seek support in developing action plans and policies</li> <li>Identify own training needs and those of other staff</li> <li>Report to the senior leadership team on your area</li> </ul>	<ul style="list-style-type: none"> <li>Train as an SLE</li> <li>NPQML</li> <li>Professional Learning Partners (PLP) Programme for new middle leaders</li> <li>Attend the programmes from the Teaching Schools</li> <li>Undertake visits to other schools</li> <li>Host teachers from other schools</li> <li>Join and participate in local networks</li> <li>Partnered 'learning walks' in other schools focusing on your key area</li> <li>Subject Leaders' Networks where applicable</li> <li>Foster informal partnerships with other local subject/aspect/phase leads</li> <li>Find out who is doing your work in other local schools</li> </ul>	<ul style="list-style-type: none"> <li>Involvement in the <i>Having Academy of Leadership</i></li> <li>Leadership Development Programme</li> <li>Middle Leader Mentor Programme</li> <li>Termly Subject Leader Networks</li> <li>Termly Aspect/Phase Leader Networks</li> <li>Hsis Subject Leadership Development Training (English, Maths, Computing)</li> <li>Subject -specific training and development programmes (Hsis)</li> <li>Leadership &amp; Management Training programmes, courses, conferences</li> <li>Annual Conferences (eg English, Maths, Computing, Early Years, SEND)</li> <li>Opportunities to engage in an improvement project (e.g. moderation teams; assessment working parties)</li> <li>Seek CPD support/advice from Having School Improvement Services (Hsis)</li> </ul>	<ul style="list-style-type: none"> <li>Subject Association CPD events</li> <li>Professional Association CPD events</li> <li>Middle leadership development programmes</li> <li>Diocesan Programmes for leaders (BRES)</li> <li>Attend regional Conferences</li> <li>Join Leadership Networks, real and virtual</li> <li>Visit centres of excellence and outstanding provision</li> <li>Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, SENJIT, subject associations, etc)</li> <li>Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## Experienced Teachers

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Lead a working group on a specific whole-school issue</li> <li>• Lead INSET for teachers/TAs</li> <li>• Engage with your own PM</li> <li>• Develop a wider range of expertise that can be used within and across schools (eg teach in a different key stage; lead a different subject)</li> <li>• Take a lead role in Pupil Progress Meetings (PPMs)</li> <li>• Shadow a middle leader</li> <li>• Take part in a learning walk with a specific focus</li> <li>• Discuss school performance data (own class, year group, whole school) with a member of SLT</li> <li>• Mentor NQTs or new staff</li> <li>• Coach other staff</li> <li>• Take responsibility for a budget (e.g. subject, aspect, PTA etc...)</li> <li>• Act as a Teacher Governor</li> <li>• Work with external agencies</li> <li>• Maintain a professional portfolio</li> <li>• Undertake action research</li> <li>• Undertake a course of accredited study (Post-Graduate certificate, diploma, MA)</li> </ul>	<ul style="list-style-type: none"> <li>• Attend training and development events via the Teaching Schools or clusters</li> <li>• Outstanding Teacher Programme (OTP)</li> <li>• Improving Teacher Programme (ITP)</li> <li>• Offer to contribute to wider training events</li> <li>• Volunteer services to your local cluster (there's always plenty to do!)</li> <li>• Visit other schools with a specific focus</li> <li>• Take part in the activities of a local network - possibly leading on an aspect of your personal strength</li> <li>• Undertake a partnered learning walk in other schools</li> <li>• Join a Subject/Aspect Leaders' Network</li> <li>• Consider a role as an Specialist Leader in Education (SLE)</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement in the <i>Having Academy of Leadership</i></li> <li>• Attend Leaders of the Future courses</li> <li>• Hsis Subject Leadership Development Training (English, Maths, Computing)</li> <li>• Attend wide range of CPD events run by the LA and Hsis</li> <li>• Subject -specific training and development programmes (Hsis)</li> <li>• Leadership and Management Training programmes, courses, conferences</li> <li>• Annual Conferences (eg Early Years, SEND)</li> <li>• Opportunities to engage in an improvement project (e.g. moderation teams; assessment without levels working parties)</li> <li>• Seek CPD support/advice from Having School Improvement Services (Hsis)</li> <li>• Act as an Associate Teacher in other schools if opportunity arises</li> <li>• Volunteer to contribute to/lead local INSET sessions for Hsis</li> </ul>	<ul style="list-style-type: none"> <li>• Subject Association CPD events</li> <li>• Professional Association CPD events</li> <li>• Middle leadership development programmes</li> <li>• Diocesan Programmes (BRES)</li> <li>• Attend regional Conferences</li> <li>• Join Teacher and/or Leadership Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, SENJIT, subject associations, etc)</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

# Teachers

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Deepen understanding of teaching and learning (eg welcome coaching, seek advice, be observed, observe others, act on feedback on your teaching)</li> <li>• Develop a wider range of expertise to use within schools (eg AfL, phonics, oracy, etc)</li> <li>• Engage with your own PM</li> <li>• Undertake team-teaching / triads</li> <li>• Take part in a learning walk with a specific focus</li> <li>• Develop and share new resources</li> <li>• Seek support in analysing pupil data for own class/year group</li> <li>• Take a positive role in Pupil Progress Meetings (PPMs)</li> <li>• Contribute to staff meetings</li> <li>• Support a trainees in your class</li> <li>• Take responsibility for a budget (e.g. subject, aspect, PTA etc...)</li> <li>• Act as a Teacher Governor</li> <li>• Work with external agencies</li> <li>• Maintain a professional portfolio</li> <li>• Undertake action research</li> <li>• Undertake a course of accredited study (Post-Graduate certificate, diploma, MA)</li> </ul>	<ul style="list-style-type: none"> <li>• Observe teaching in other contexts (e.g. different phase, catchment, special school etc)</li> <li>• Network with other teachers teaching the same year groups (eg to co-plan, assess work etc)</li> <li>• Engage with a Specialist Leader of Education (SLE)</li> <li>• Attend training and development events via the Teaching Schools or clusters</li> <li>• Outstanding Teacher Programme (OTP)</li> <li>• Improving Teacher Programme (ITP)</li> <li>• Offer to contribute to wider training events</li> <li>• Volunteer services to your local cluster (there's always plenty to do!)</li> <li>• Take part in activities of a local network - possibly leading on an aspect of your personal strength</li> <li>• Undertake a partnered learning walk in other schools</li> <li>• Join a Subject/Aspect Leaders' Network to gain expertise / specialism</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement in the <i>Havering Academy of Leadership</i></li> <li>• Attend wide range of CPD events run by the Local Authority and Hsis</li> <li>• Attend Leaders of the Future courses</li> <li>• Subject -specific training and development programmes (Hsis)</li> <li>• Leadership and Management Training programmes, courses, conferences</li> <li>• Annual Conferences (eg English, Maths, Computing, Early Years, SEND)</li> <li>• Offer services in your specialism to LA inspector/adviser</li> <li>• Opportunities to engage in an improvement project (e.g. moderation teams; assessment working parties)</li> <li>• Seek CPD support/advice from Havering School Improvement Services (Hsis)</li> </ul>	<ul style="list-style-type: none"> <li>• Subject Association CPD events</li> <li>• Professional Association CPD events</li> <li>• Middle leadership development programmes</li> <li>• Diocesan Programmes (BRES)</li> <li>• Attend regional Conferences</li> <li>• Join Teacher and/or Leadership Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, SENJIT, subject associations, etc)</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## Newly Qualified Teachers

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Learn from others!</li> <li>• Engage with support from your induction tutor</li> <li>• Engage with your own PM</li> <li>• Participate in your school-based induction programme</li> <li>• Sustain your career entry and development profile</li> <li>• Deepen understanding of teaching strategies (e.g. welcome coaching, seek advice, be observed, observe others teach, act on feedback on your teaching)</li> <li>• Be supported in using data for your own class to plan learning</li> <li>• Lead support staff in planning for pupils' learning</li> <li>• Identify openly your own areas for development</li> <li>• Develop, share and seek feedback on new resources</li> <li>• Take a positive role in Pupil Progress Meetings (PPMs)</li> <li>• Participate in a working group on a specific whole-school issue</li> <li>• Contribute to staff meetings</li> <li>• Undertake team-teaching</li> <li>• Use release time to support CPD</li> </ul>	<ul style="list-style-type: none"> <li>• Attend NQT training and development events via the Teaching Schools or clusters</li> <li>• Improving Teacher Programme (ITP)</li> <li>• Observe teaching in similar contexts (e.g. phase, catchment, subject, etc)</li> <li>• Network with other teachers (e.g. other NQTs, other teachers teaching the same year groups)</li> <li>• Engage with a Specialist Leader of Education (SLE)</li> <li>• Take part in the activities of a local network</li> <li>• Undertake a partnered learning walk in other schools</li> <li>• Take part in the activities and joint-research of a local network</li> </ul>	<ul style="list-style-type: none"> <li>• Attend NQT Induction Courses - wide range of courses run by the Hsis</li> <li>• Subject -specific training and development programmes (Hsis)</li> <li>• Annual Conferences (eg English, Maths, Computing, Early Years, SEND)</li> <li>• Opportunities to engage in an improvement project (e.g. moderation teams; assessment without levels working parties)</li> <li>• Seek CPD support/advice from Having School Improvement Services (Hsis)</li> <li>• Seek support from the Hsis NQT Induction Lead Inspector (01708 433813)</li> </ul>	<ul style="list-style-type: none"> <li>• Subject Association CPD events</li> <li>• Professional Association NQT events</li> <li>• Diocesan NQT and general teaching programmes (BRES)</li> <li>• Attend regional Conferences</li> <li>• Join Teacher Networks, real and virtual</li> <li>• Visit centres of excellence and outstanding provision</li> <li>• Websites (Ofsted, DfE, NCTL, LGfL, ASCL, SSAT, SENJIT, subject associations, etc)</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

## Higher Level Teaching Assistants (HLTAs)

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>Engage with own Performance Management</li> <li>Maintain a professional portfolio</li> <li>Act as role model to other TAs</li> <li>Coach and Mentor other TAs</li> <li>Support the induction of new TAs</li> <li>Line manage and/or co-ordinate other TAs</li> <li>Develop and maintain an area of expertise within the school.</li> <li>Work with external support agencies</li> <li>Contribute to school-based innovations</li> <li>Make a positive contribution to staff meetings</li> <li>Develop a deeper understanding of teaching and learning strategies (eg by INSET, observations, discussions, etc)</li> <li>Join a professional association</li> </ul>	<ul style="list-style-type: none"> <li>Visit other schools.</li> <li>Observe TAs in other contexts (eg different phase, special school, etc).</li> <li>Attend TA/HLTA local network meetings via clusters or Teaching School events</li> <li>Network with other support staff in school</li> <li>Take part in the activities of a local network</li> <li>Undertake a partnered learning walk in other schools</li> </ul>	<ul style="list-style-type: none"> <li>Role specific training e.g. management skills for HLTAs and TAs</li> <li>Attend specialist courses for TAs and HLTAs (eg maths, grammar, etc)</li> <li>Level 2 and 3 Teaching Assistant Courses (Adult College)</li> <li>Level 3 Diploma in Specialist Support (Adult College)</li> <li>Level 3 Certificate in Cover Supervision (Adult College)</li> <li>Short Courses: Mental Health and Young People; Dyslexia Awareness; Behaviour Management; The Impact of Gender on Learning Support; ADHD, Autism and SEN (Adult College)</li> <li>Makaton Training – 10 sessions for parents, TAs and teachers (CAD Team)</li> <li>ELKLAN Training – 10 sessions of speech and language training focusing on primary secondary and complex needs (CAD Team)</li> </ul>	<ul style="list-style-type: none"> <li>Become a teacher! School Direct; Teach First</li> <li>Outstanding Teaching Assistant Programme (OTAP) – various providers</li> <li>E-Learning opportunities</li> <li>Links with HE institutions e.g. foundation degree, degree.</li> <li>Links with FE institutions e.g. coaching, mentoring.</li> <li>TA forums on The Times Educational Supplement website</li> <li>Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>

# Teaching Assistants

At a school level...	In local networks and Teaching Alliances...	Within the Local Authority...	Nationally & Regionally...
<ul style="list-style-type: none"> <li>• Engage with own Performance Management</li> <li>• Maintain a professional portfolio</li> <li>• Support the induction of new TAs</li> <li>• Develop and maintain an area of expertise within the school.</li> <li>• Work with external support agencies</li> <li>• Contribute to school-based innovations</li> <li>• Make a positive contribution to staff meetings</li> <li>• Develop a deeper understanding of teaching and learning strategies (eg by INSET, observations, discussions, etc)</li> <li>• Participate in a working group.</li> <li>• Join a professional association</li> </ul>	<ul style="list-style-type: none"> <li>• Visit other schools.</li> <li>• Observe TAs in other contexts (eg different phase, special school, etc).</li> <li>• Attend TA local network meetings via clusters or Teaching School events</li> <li>• Network with other support staff in school</li> <li>• Take part in the activities of a local network</li> </ul>	<ul style="list-style-type: none"> <li>• Role specific training e.g. management skills for TAs</li> <li>• Attend specialist courses for TAs (eg maths, grammar, etc)</li> <li>• Level 2 and 3 Teaching Assistant Courses (Adult College)</li> <li>• Level 3 Diploma in Specialist Support (Adult College)</li> <li>• Level 3 Certificate in Cover Supervision (Adult College)</li> <li>• Short Courses: Mental Health and Young People; Dyslexia Awareness; Behaviour Management; The Impact of Gender on Learning Support; ADHD, Autism and SEN (Adult College)</li> <li>• Makaton Training – 10 sessions for parents, TAs and teachers (CAD Team)</li> <li>• ELKLAN Training – 10 sessions of speech and language training focusing on primary secondary and complex needs (CAD Team)</li> </ul>	<ul style="list-style-type: none"> <li>• Training and preparation towards HLTA status (various providers)</li> <li>• Outstanding Teaching Assistant Programme (OTAP) – various providers</li> <li>• E-Learning opportunities</li> <li>• Links with HE institutions e.g. foundation degree, degree.</li> <li>• Links with FE institutions e.g. coaching, mentoring.</li> <li>• TA forums on The Times Educational Supplement website</li> <li>• Twitter accounts to follow - for example Ofsted, DfE, The Guardian, etc</li> </ul>