

## Leadership Strategy Priorities

### 1. To ensure that the leadership and management within Havering schools and academies is at least good, with a strong aspiration for outstanding.

***We will achieve this by:***

- using outstanding practitioners as system leaders for peer coaching and peer challenge and as models for others
- challenging good leaders to aspire to outstanding
- supporting, developing and challenging leadership that is not yet good or outstanding
- intervening swiftly where leadership and management is inadequate, including the use of statutory powers

### 2. To ensure that all tiers of leadership can access high quality induction, training, support and development via clear career pathways (from career entry level, up to whole system leadership).

***We will strive to ensure that for each tier of leadership, there is a programme that provides:***

- induction
- support, development, challenge
- a career pathway for those aspiring to the next level

***We will achieve this, for each tier of leadership, by providing:***

- courses, conferences and development training
- networks for regular updates and sharing for those in similar roles
- induction meetings for those new to their role and aspiration meetings for those keen to progress further
- school-based CPD opportunities via mentoring, shadowing, sharing
- a key point of contact for leaders, for advice, guidance, support (either via LA or Teaching Schools)
- published guidance to support knowledge and expertise
- a full and published Leadership Development Programme

### 3. To promote innovative and flexible leadership structures within and across schools, in order to ensure improved pupil outcomes and cost-effective provision.

***We will achieve this by***

- providing strategic advice, encouragement and support to develop new models of leaderships where appropriate
- federations, MATs
- executive headships, associate headships, co-headships, flexible staffing, etc

**4. To strengthen and align the work of all the strategic partners in relation to improving leadership (the LA, the Teaching Schools, all schools and academies, regional and national bodies).**

***We will achieve this by:***

- co-ordinating the work of the strategic partners in relation to leadership development
- collectively reviewing and evaluating the impact of the Strategy
- providing a regular forum for the partners to discuss and co-ordinate school improvement and leadership issues

**5. To make more effective use of the expertise and good practice already in the system, so that we learn from the best leaders locally, regionally and nationally.**

***We will achieve this by:***

- establishing a register of effective practice across the borough
- broadening the pool of NLEs, LLEs, NLGs and SLEs
- extending mentoring and school-to-school partnerships to all tiers of leadership
- brokering more school-to-school support to improve capacity and outcomes

**6. To develop the climate, conditions, opportunities and incentives, to recruit and retain top quality leaders and potential leaders of the future.**

***We will achieve this by:***

- reviewing current practice and provision for recruitment and retention
- reviewing attraction and retention incentives with our strategic partners
- partnership working with employment agencies to investigate alternative models of recruitment
- increasing the use of data to inform recruitment strategies and support leadership development