

LEADERSHIP – KEY AREAS

Key Area 1 - Shaping the Future

The Leadership Group member is able to create a shared vision focused upon significant goals for improving learning, inspire stakeholders and plan effectively for the achievement of those goals. He or she:

- Shows vision and conviction focused on improving learning
- Understands and responds to the local and national context
- Thinks, plans and acts strategically to achieve that vision
- Involves and inspires stakeholders

Key Area 2 - Leading Learning and Teaching

The Leadership Group member is successful in raising the quality of learning, teaching and achievement through setting high expectations, monitoring and evaluating progress, establishing improvement strategies and addressing underachievement of learners. He or she:

- Sets high expectations which focus on improvement of learning and teaching
- Evaluates effectively, identifies actions and secures improvement
- Works with others to raise levels of progress and achievement
- Challenges and addresses underachievement of learners

Key Area 3 - Developing Self and Working with Others

The Leadership Group member is able to lead a collaborative learning culture by showing self-awareness, with a readiness to learn and help others learn. He or she:

- Builds a collaborative learning culture within the school
- Sets high expectations and gives clear feedback, identifying strengths and areas for improvement
- Recognises and uses opportunities for learning and development, for self and others
- Uses effective coaching and feedback skills

Key Area 4 - Managing the Organisation

The Leadership Group member manages effectively, uses resources efficiently, makes appropriate decisions and shows good judgement. He or she:

- Takes and shares responsibility, creating an effective organisation
- Shows good judgement, makes appropriate decisions and gets things done
- Ensures strategic plans are implemented effectively
- Manages resources efficiently

Key Area 5 - Securing Accountability

The Leadership Group member holds him or herself and others accountable for high standards of performance and behaviour and takes effective action for sustainable school improvement. He or she:

- Makes clear own and staff accountabilities to secure high standards of performance and behaviour
- Routinely analyses and evaluates school performance rigorously
- Provides clear and on-going feedback to others, recognising good practice and addressing unacceptable levels of performance
- Gives an accurate and comprehensible account of school performance to a range of stakeholders

Key Area 6 - Strengthening Community

The Leadership Group member engages effectively with the community, supporting individual pupils and families, reducing barriers to learning and securing improved outcomes for children and young people. He or she:

- Creates and maintains effective partnerships with a range of stakeholders
- Recognises and takes account of diversity
- Contributes to community cohesion.

In addition to the Six Key Areas referred to above, note: DfE advice on 'National Standards of Excellence for Headteachers' has been published for use by Headteachers, Governors and aspiring Headteachers. The advice is non-statutory but emphasises that the Standards may be used in a number of ways. For example, they can be used to inform the appraisal of Headteachers by serving as a background document to assist Governors, rather than as a set of Standards against which the Headteacher's performance can be assessed in the appraisal process. They may be used to inform objective setting (but should not be used as 'cut and paste' objectives). Governors may use the standards in appraisal to frame a broad overview of leadership in the specific context of the school. In these circumstances, Governors may decide to use these Standards in addition to, or to support, the six key areas set out above. The DfE advice on the 'National Standards of Excellence for Headteachers' can be accessed via the following link:

<https://www.gov.uk/government/publications/national-standards-of-excellence-for-headteachers>