



Building leadership capacity and future proofing your leadership structure

Andrew Griffin, Headteacher, Vaughan Primary School, Harrow, until Dec 2018

Achieved outstanding Jan 2019

Currently headteacher of Claycots Primary School, Slough

Building Leadership Capacity and Future Proofing your Leadership Structure

The Journey to The Ultimate Confidence

Andrew Griffin



Photo by Christopher Burns on Unsplash

Aussie!

- Family man - RESPECT
- Caring for staff
- Hardworking – strange hours
- Believe in consultation
- Want the best for all children
- Not the expert!



December 2018 Vaughan Primary School



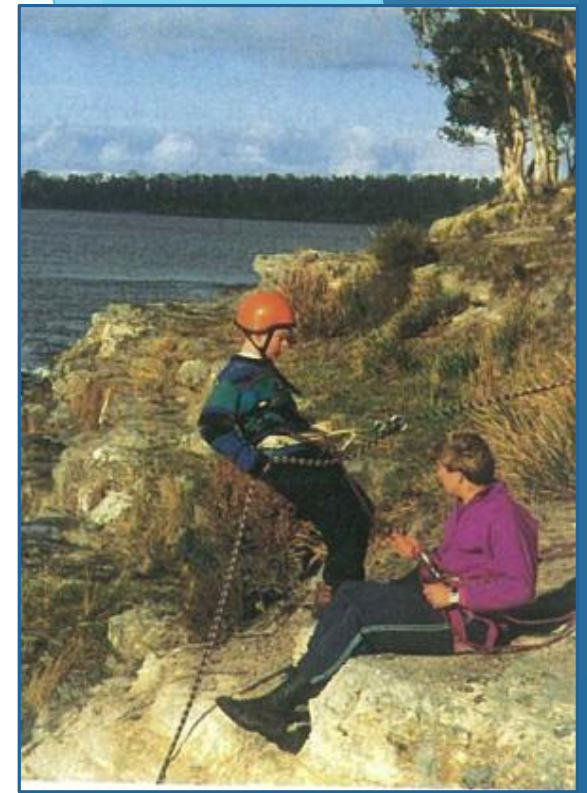
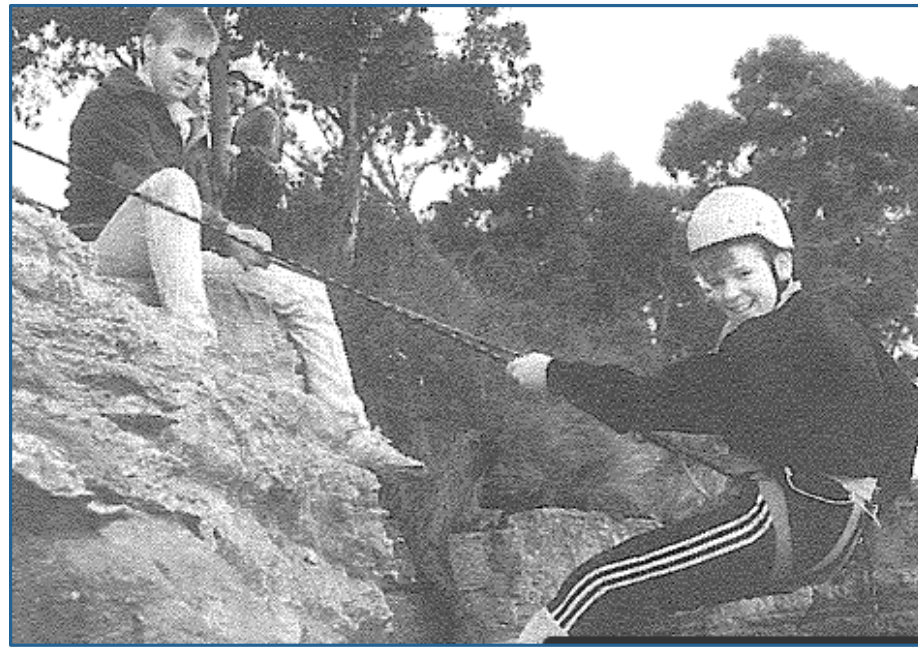
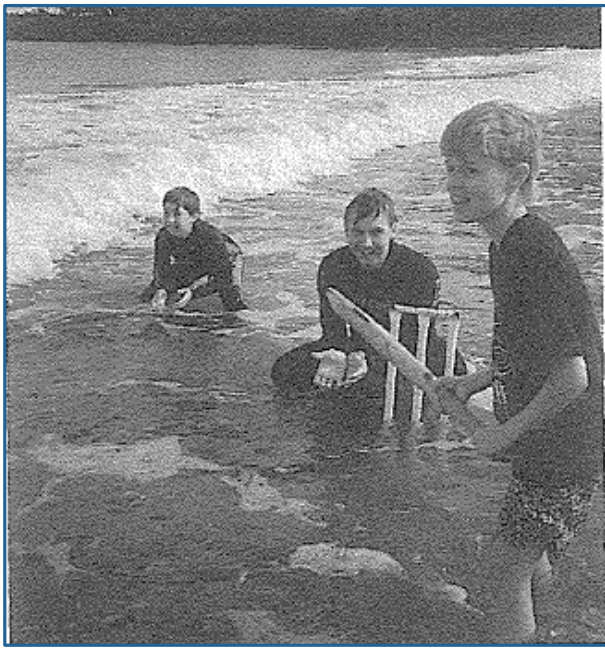
Good timing.....
or bad timing...



Claycots School A new challenge.....

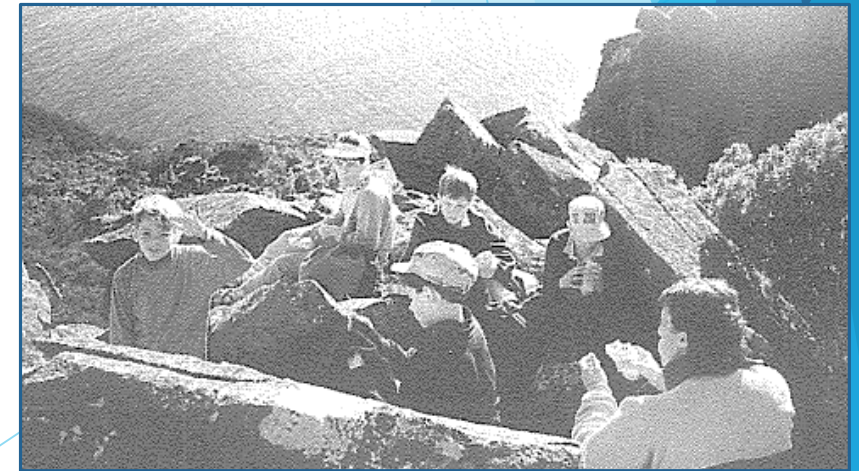
1800 pupils
2 campuses
'8 forms of entry' school





A long, long time ago!

Giving young students the confidence to lead the way!



*“Don’t be afraid to be ambitious
about your goals.*

Hard work never stops.

Neither should your dreams.”

Dwayne Johnson



Photo by John Kappa on Unsplash

Before headship...

My performance – strong leader

- Proven track record—successful schools
- Distributed leadership based on mutual respect, trust and transparency

But... not your normal way to headship!

And first day on the job...

In the beginning....

What was your first day like?



In the beginning...

Frustrated Disillusioned

Lonely Confused

Out of my depth

Reliant on others

My First Journeys to Leading the Way!

Journey 1... My first Ofsted...

INADEQUATE

“The school provides unsatisfactory value for money. There has been considerable disruption to the leadership of the school”

“Parents justifiably speak highly of the impact made by the new headteacher.”

...

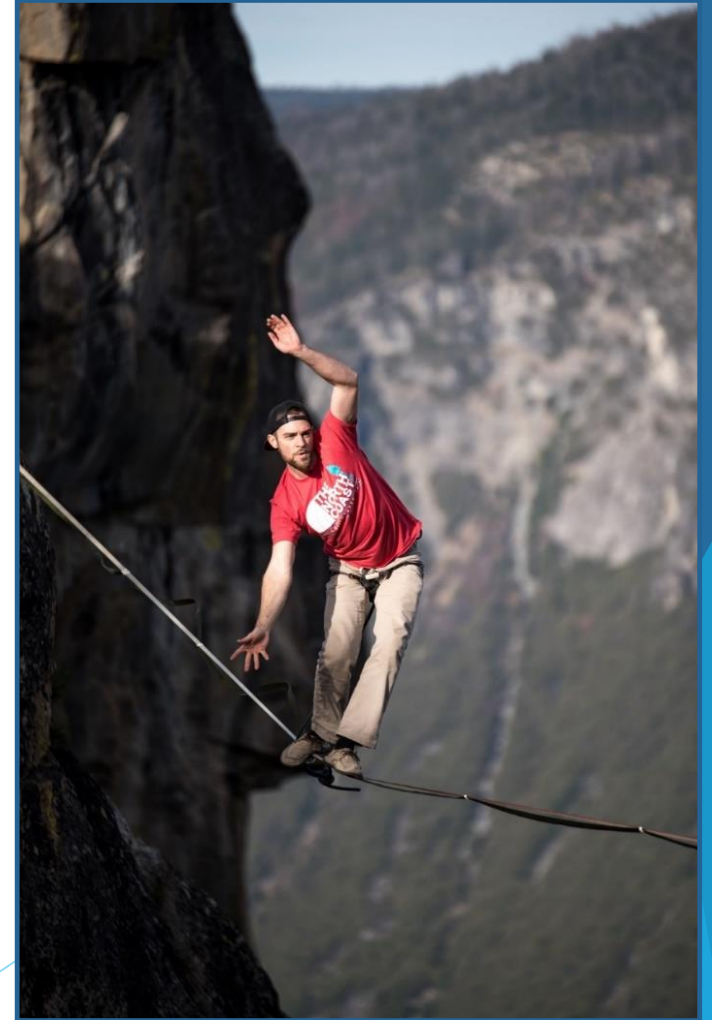


Photo by Casey Horner on Unsplash

My First Journeys to Leading the Way!

Journey 2...

GOOD

“He has given the school a clear focus on raising standards.”

All share his vision.

As one teacher said, 'Everyone is completely behind these changes.'”

Key lessons learnt early on in the journey!

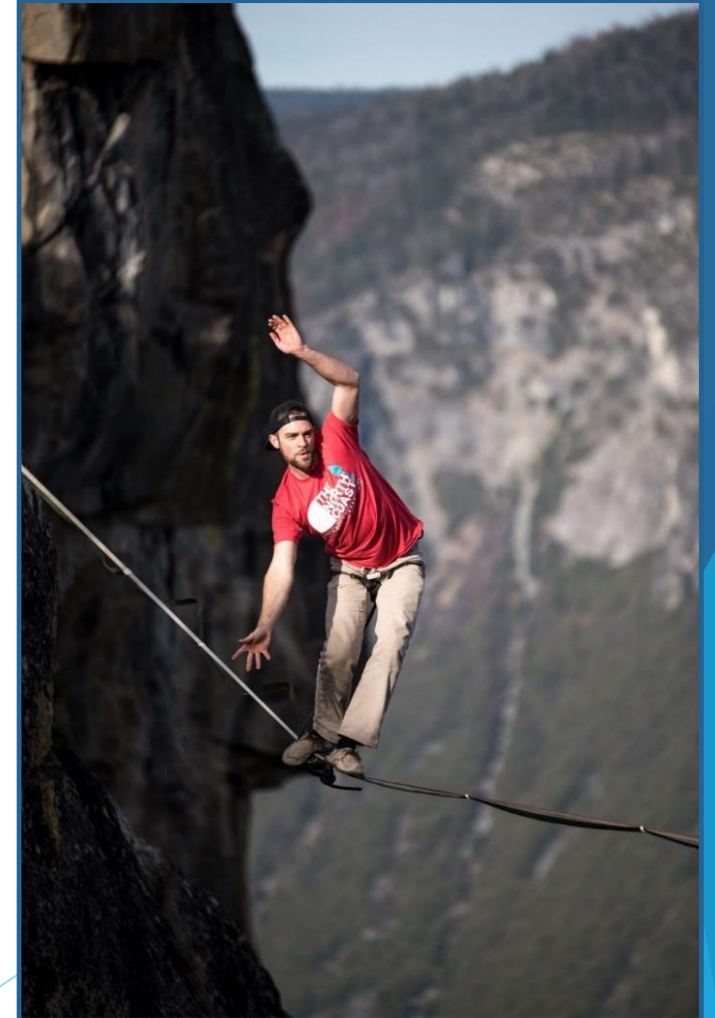


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A break in my life...
(6 days to confirm I loved headship!)
Defining moment...

Volunteered and
looked at best practice

Looked for the right school



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Mr Andrew Griffin



Vaughan Primary School The Journey to Outstanding 2012-2019



Parents' Forum Reflection

Open Door Policy to Staff

Listening

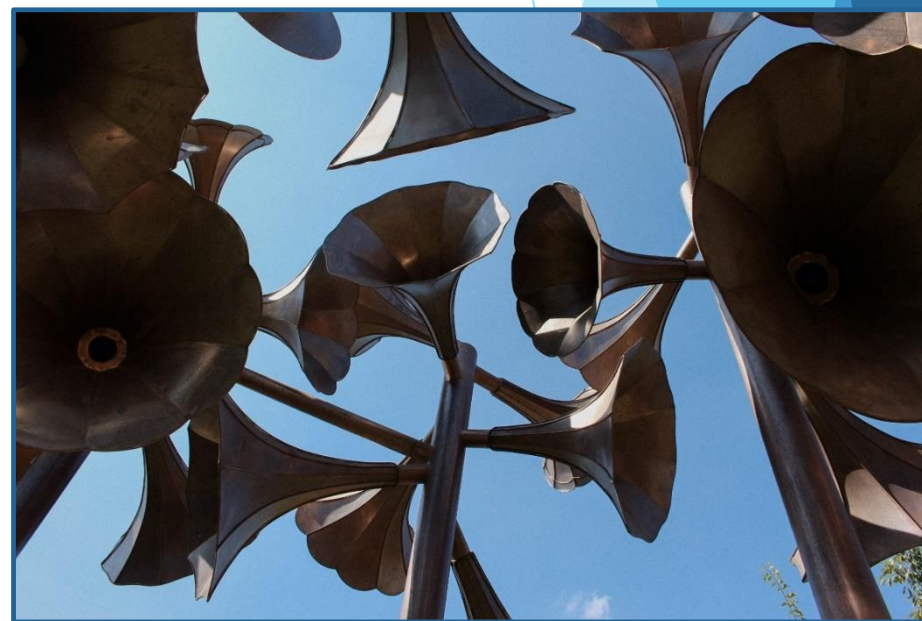


Photo by Tom Hill on Unsplash

Change can be a scary
but it brings opportunity

*“There is nothing more difficult to
take in hand, more perilous to
conduct, or more uncertain in its
success, than to take the lead in
the introduction of a new order of
things.”*

Niccolo Machiavelli

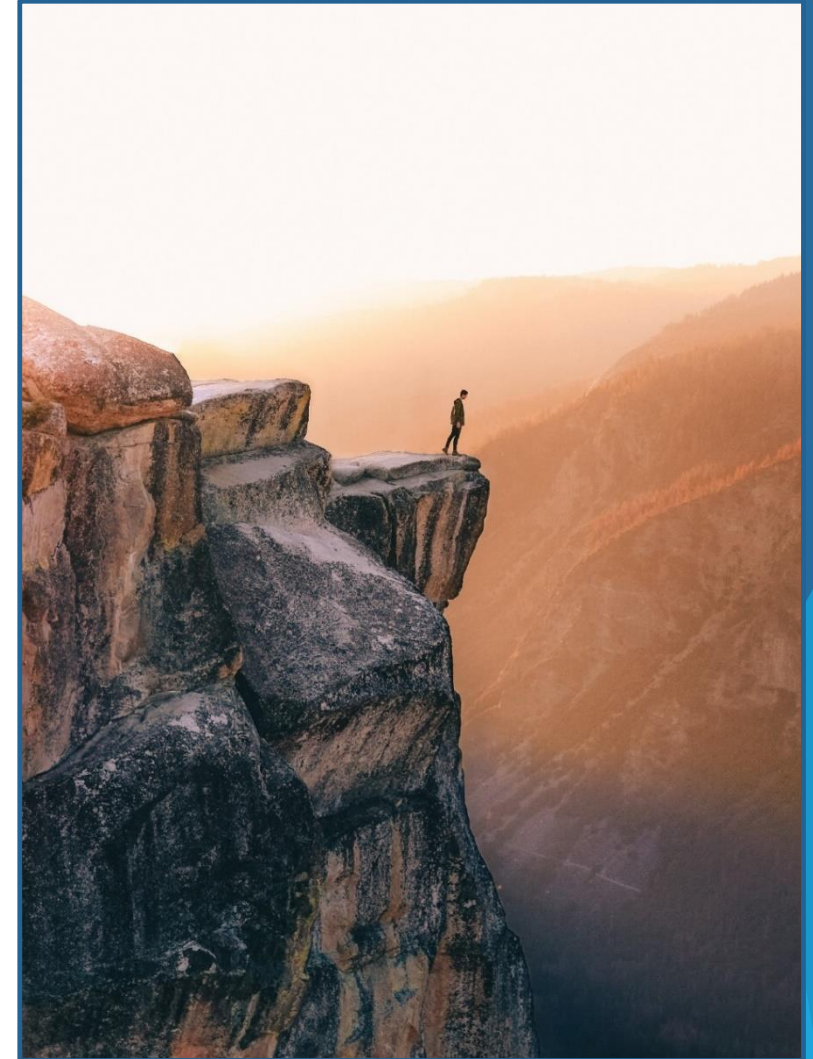
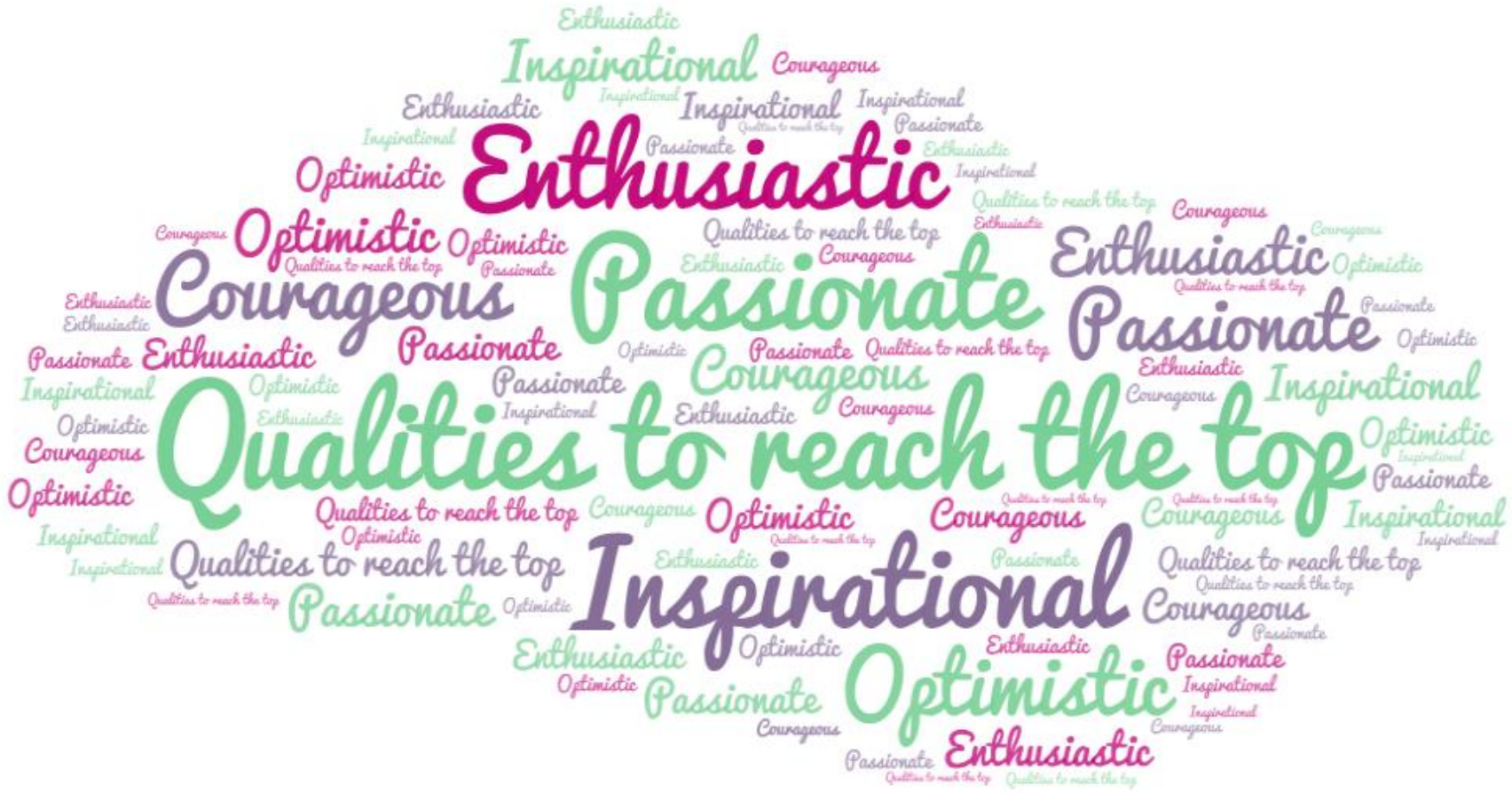


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The Passion



Energy Creators

Energy Neutral

Energy Zappers



Photo by Jean Wimmerlin on Unsplash

“Great things are done by a series of small things brought together.”

Vincent Van Gogh



Individuals

Every Child counts

Every Staff Member counts

Every Parent counts

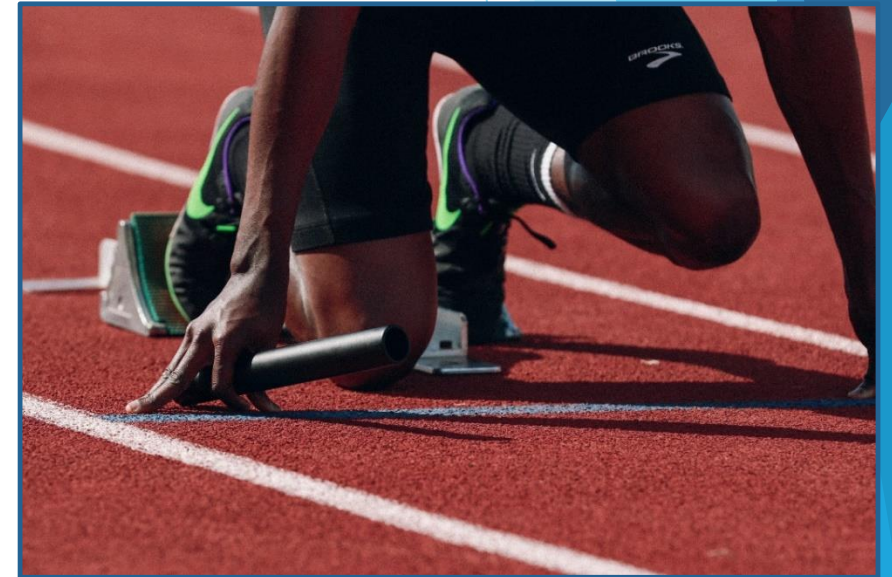


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Plan the journey

Don't be in a rush to get the top.

Set your goals.

Be careful of the precipice!

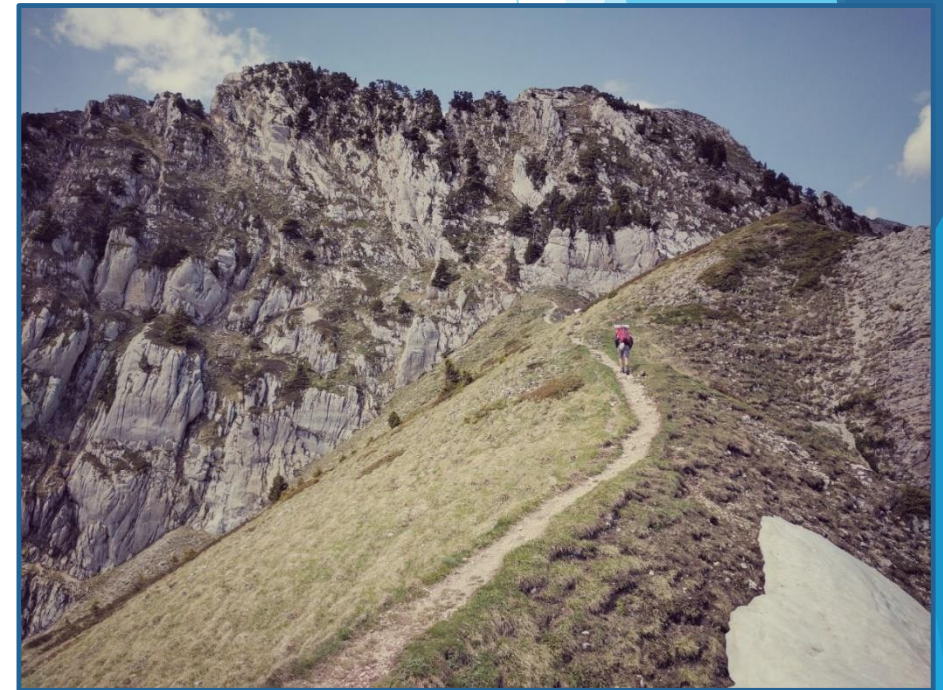


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Where to Start?

**This is the dream
but the dream
may take time!**

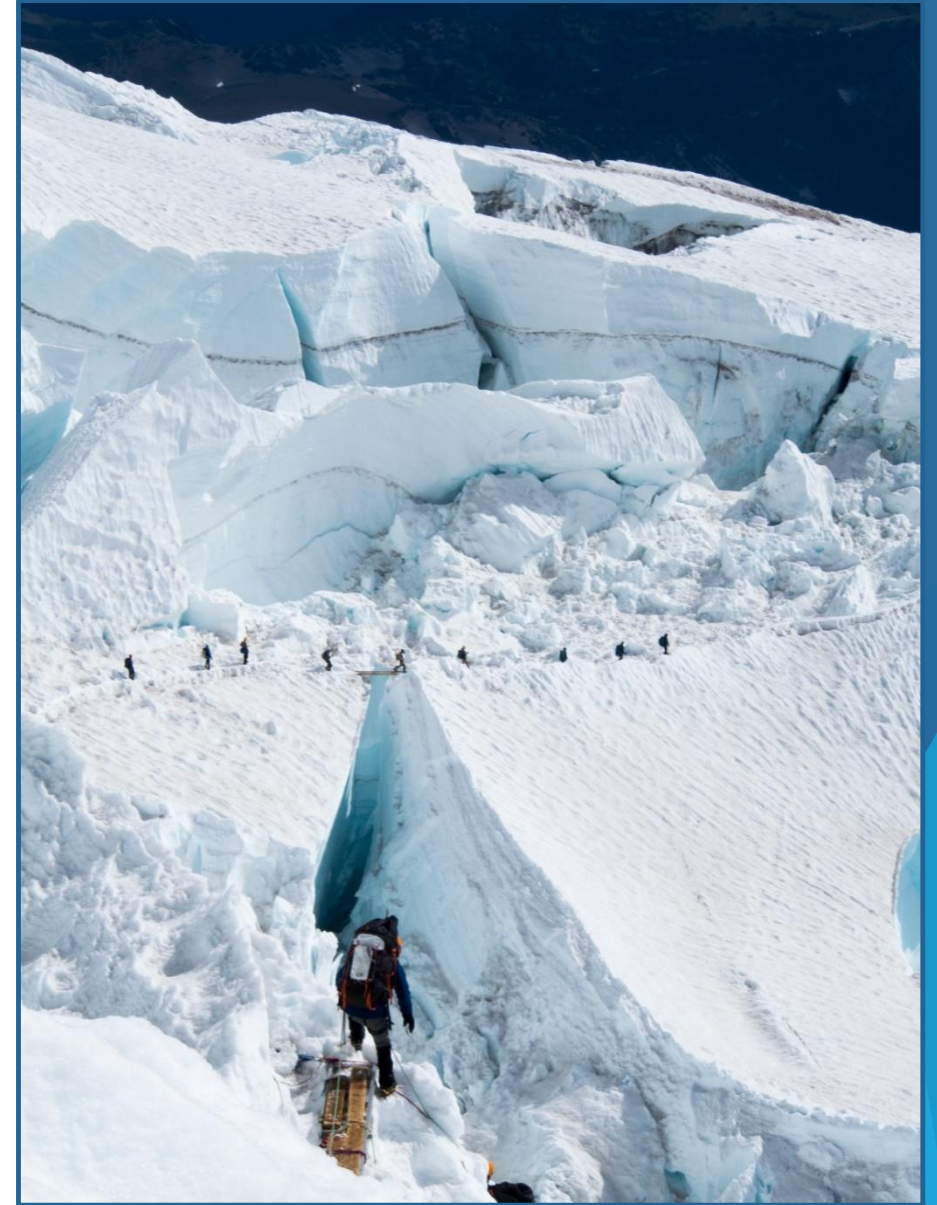


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2012 - Vision - The Goal

- To be a school which improves continuously, investing in the life of the school as a learning community, where members are constantly striving to seek new ways of improving their practice.
- A Centre of Teaching and Learning Excellence
- Excellent Subject Knowledge
- The Ultimate Confidence

Don't forget "The First Aid Kit 'Headteacher' Mental Health"

*"There is virtue in work and there is
virtue in rest. Use both and overlook
neither."*

Alan Cohen

*"Your calm mind is the ultimate
weapon against your challenges.
So relax."*

Bryant McGill

[Simple Reminders: Inspiration for Living Your Best Life](#)



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And sometimes you need help

A navigator... A facilitator.....

*“I took a walk in the woods and
came out taller than the trees”*

Henry David Thoreau

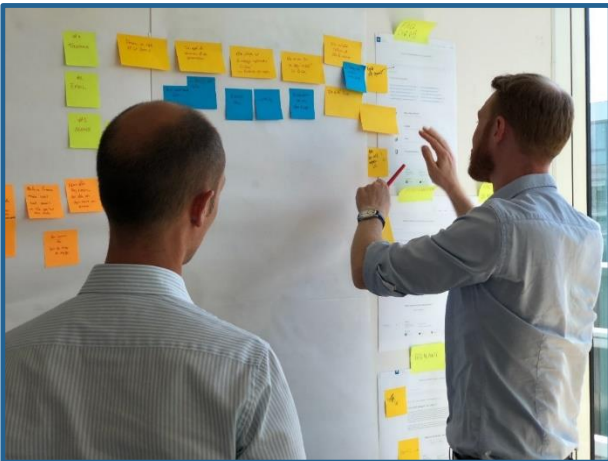


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My kit – our backpack!

Non negotiables

Job descriptions

Compliance

Vision

Future proofing

Guidance

Difficult conversations



Photo by Apaha spi on Unsplash

My central idea was critical
and it wasn't the following...

- SEF
- Ofsted
- Standards
- SATs
- SDP or SIP

First Aid kit and
backpack
were always there!

My central idea is ...

What is your central idea?

“It is really important to have an organizational structure that will allow those companies to have the ultimate confidence.”

Susan Estrada



Photo by Val Vesa on Unsplash

Practical Tips

❖ **Consistency**

❖ **Structure**

❖ **Systems**

❖ **Formula**

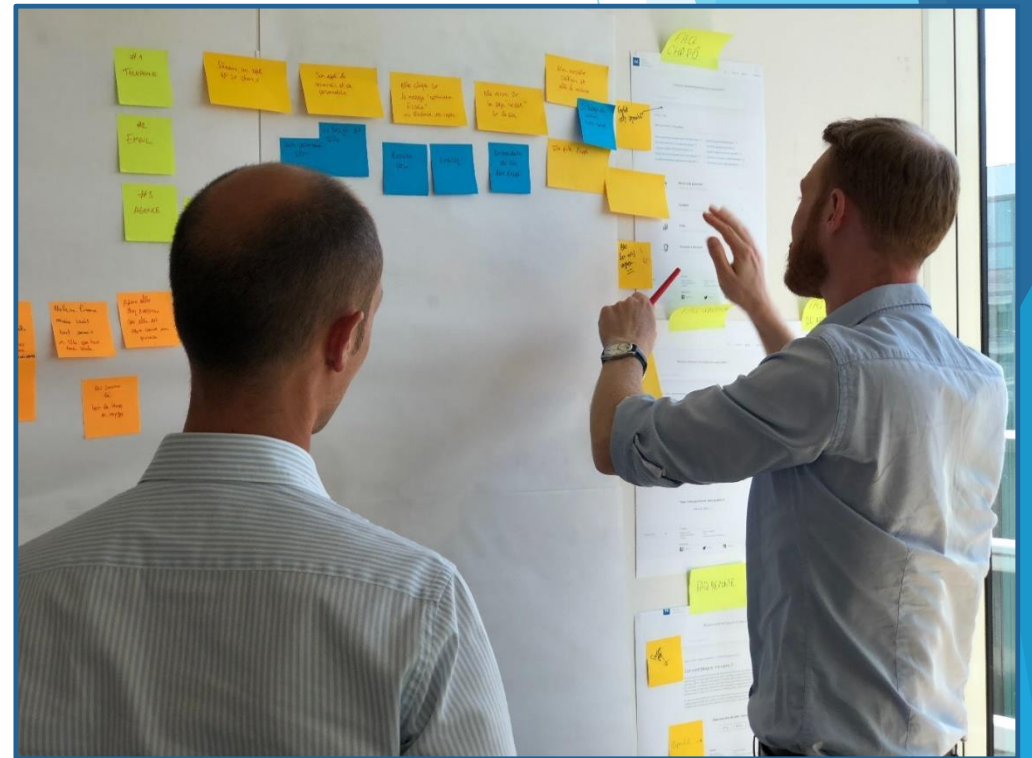


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This principle was the key....

Leaders of Learning – a new role!

Lead the year group in raising standards and ensure all children are making good progress.

Ensure that pupils' achievements in previous classes or schools are effectively used to secure good progress.

Be a communication link between teachers, SLT, the Deputy Head Teacher & the Head Teacher.

Lead the curriculum planning, evaluation & development and ensure consistency in provision within the year group and across the phase.

Intent and Purpose

Long term approach

Lead by example

Hands on

Involve others

Find your creators

Create the structure to:

- grow
- counteract
- be future proof



Photo by Dan Gold on Unsplash

How do you create a family in the school but with a sharp focus and achieved outstanding outcomes consistently?

- Make sure they look after their team so hardly anyone resigns
- Plan 7 years ahead to future proof the school
- Build leadership capacity across the school
- Build structures to future proof leadership capacity
- Increase commitment to stakeholders/the community
- Develop further capacity to give leaders opportunities for outreach work and support to other schools

The Ultimate Confidence
That is what we want!
It takes time!
It always needs fine tuning!
Never arrogant always redefining

*“The exceptional leadership over time has created a climate of respect and high expectations that enables pupils and staff to shine and succeed.
Staff morale is high.”*

VAUGHAN OFSTED 2019



Define the roles

Positive and proactive recruitment

Look beyond one Ofsted cycle

Look for your window of opportunity

Experiment with different models but
focus on long term

The Ultimate Confidence

What is your ultimate confidence
and
what does it look like in your
school?



Photo by Denys Nevozhai on Unsplash

The Ultimate Confidence

Create a journey of headship experiences as reaching the pinnacle of a mountain and, once there at the top, the leader is able to let the rest of expedition continue on its journey with the capacity and the skills to take on new challenges and move on to new things - the ultimate confidence.



Photo by Denys Nevozhai on Unsplash

Moving to Outstanding 2020: Best practice from recently Outstanding Headteachers

When: Friday 12th June 2020

Where: Friends House, Euston Road, London, NW1 2BJ

<https://ukheadsup.com/events/m2o2020>