

# Swindon Leaders for the Future

Swindon Local Authority Leadership Development Strategy

A summary

## The vision:

**Swindon aims to be the best business location and to 'create an empowered motivated and flexible workforce that is supported to develop, embrace innovation and is accountable for the provision of high quality services to the Swindon community' (Swindon Borough Council Delivery Through People Human Resources Strategy 2005-2007)**

In order to achieve this Swindon needs to provide and attract an effective work force. The Childrens' Service has a key role in helping to achieve this vision by:

- ensuring that every pupil is educated in an effective well-led school and achieves the best they can
- providing students as well as adults with opportunities to develop their leadership skills
- inspiring all leaders to extend their own leadership practices and then to distribute the learning at all levels
- building leadership capacity and the extended schools provision through developing and harnessing the skills of a range of suitably qualified professionals
- ensuring leadership is informed by critical reflection and dialogue

Issues in securing the next generation of school leaders:

- The majority of head teachers in Swindon are over 50 and as they retire the profession will be deprived of a bank of experience
- Too few candidates are putting themselves forward for headship, particularly in primary phase schools
- The progress of aspiring leaders is sometimes blocked by middle leaders not moving on
- Women and members of ethnic minority members are under represented

### **What are we doing to address these issues? Swindon's leadership development strategy:**

To attract, identify and support potential and aspirant leaders:

- Publicize the advantages of working in Swindon
- Set up training and mentors for aspiring leaders in primary phase schools
- Recruit primary and secondary deputies to the NCSL trainee headship scheme
- Develop a broadening experience index for staff to swap, act up or be seconded within Swindon schools and outside Swindon in co-operation with neighbouring authorities

To support schools in providing opportunities for potential leaders to grow and develop:

- Encourage schools to provide a work / life balance for school leaders and flexible models of leadership
- Support governing bodies in developing succession plans
- Support schools in building leadership skills and leadership training into performance management with the use of the Swindon Leaders of Learning map

To ensure Swindon's leadership strategy is fit for purpose and is revised to address emerging needs:

- Establish a strategic leadership group with head teacher, deputy and head of department representation as well as officers from the local authority

For a full copy of Swindon's leadership development strategy or further details please contact Angela Jensen, Lead Adviser for Leadership and Management.

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