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Dr E Suggett  
Headteacher  
Hayes Park School  
Raynton Drive  
Hayes  
Middlesex  
UB4 8BE

Dear Dr Suggett

Ofsted survey inspection programme – good practice in the development of leadership skills and effectiveness

Thank you for your hospitality and cooperation, and that of your staff, during my visit on 15 October 2009 to look at the work that you are doing to develop and sustain high quality leadership in your school and your partner school.

The visit provided valuable information which will contribute to our national evaluation and reporting. Published reports are likely to list the names of the contributing institutions, but individual institutions will not be identified in the main text without their consent.

The evidence used to inform the judgements made included discussions with staff and a governor, as well as scrutiny of documentation. In addition, evidence was also used from discussions with teachers in your partner school.

#### Features of good practice observed

- The school's work to develop the skills and effectiveness of leaders at all levels, including teaching staff, support staff and pupils, is outstanding.
- Succession planning is integral to the school's continuous success. You and your co-headteacher have a strong professional relationship which provides staff with a very positive role model of effective, dispersed leadership.
- Your inspirational leadership motivates all staff. They feel confident, empowered to make decisions, extremely well supported and privileged to be part of Hayes Park.
- Recruitment of staff is insightful, potential recognised quickly and talents nurtured skilfully. Staff are unanimous in their views that they are given a wealth of opportunities to develop their skills and interests.

- You and your staff have very high expectations and aspirations for yourselves, your pupils and those who work with you. This is underpinned by clear systems and structures to ensure that 'no one feels alone' as well as a strong commitment to developing others through coaching.
- There is no room for complacency in this vibrant learning organisation because everyone embraces change and is totally committed to moving forward to maintain excellence.
- Workforce reform has been used as a catalyst for change rooted in a fundamental belief that everyone has leadership potential to be harnessed. All staff readily use the mantra of 'stepping up and stepping out' to describe how they take on responsibility and support others, within and beyond the school.
- Support staff have clear career progression opportunities and are able to co-lead 'strands' of development. For example, 'strand leaders' are part of the school's senior leadership team on a rota basis.
- Time and resources are used creatively to facilitate strategic thinking about the school's core purpose. Change management is well-developed, stressing the importance of clarity about why changes are being made. The questions asked are, 'What difference is this going to make and what impact will it have on the pupils?'
- Significance is placed on all staff keeping their own knowledge at the cutting edge. Academic pursuit is encouraged so your staff are well qualified and very knowledgeable.
- You make a significant contribution to the development of others beyond your school. Your governors fully support this extensive work in partnership with others because they recognise that it adds value by enriching the school's own practice.
- Your partner school values highly the support that you and your staff have provided. They recognise the impact of the partnership in the improved overall effectiveness of the school, rising standards and the increased confidence of their staff to take on leadership responsibilities.

#### Areas for development

- Consider widening the use of coaching models to include the school's governing body.

I hope these observations are useful as you continue to develop your work in this area.

As I explained previously, a copy of this letter will be sent to your local authority and will be published on Ofsted's website. It will also be available to the team for your next institutional inspection.

Yours sincerely

Jackie Krafft  
Her Majesty's Inspector