

# **SECTION 4 of Directory**

## Leadership Support

# SECTION 4 of Directory

## Leadership Solutions

### **Leadership Support**

Leadership Solutions offers robust educational leadership support for today's leadership challenges. We aim to positively influence the individuals, culture and capacity within the school settings we engage with, ultimately supporting leadership teams in fostering sustainable and tangible school improvement.

### **Leadership Consultancy**

Leadership Solutions acknowledges that every setting and leadership team is unique. Our experienced educational consultants will work with leadership teams to understand the specific context of the challenges and provide the necessary support to help them succeed. Every piece of support begins with an initial meeting with our team to determine the required support and outline the leadership activities over the short and longer term.

### **Capacity to Support**

Leadership Solutions will be supported by other experienced and accredited school partners to implement a mutually agreed support timetable. Our capacity is substantial in that our consultants will be supported by experienced leadership associates linked to the CES family of schools.

### **Setting Clear Goals**

Consultants will collaborate with school leaders to establish a clear purpose, strategies and goals for their support work. School leaders will understand their objectives and the steps needed to achieve them. We will work closely with school leaders to implement improvement initiatives through an agreed-upon cycle of development, as well as support to enhance their skills and capacity.

### **Experienced Consultants**

Our consultants are actively involved in supporting school leadership and governors, each with over 30 years of school leadership experience. They have experience in school leadership in working with schools in a variety of contexts and are committed to delivering the highest quality service in our pursuit of achieving the best possible outcomes for the children, staff and whole school community.

### **Quality Assurance**

At every stage of the development process, our consultants will formally document the project's intent, implementation and outcomes. Our consultants are experienced in project management and understand the importance of gathering evidence to support stakeholders. Consultants will ensure that the quality of reporting effectively contributes to the project and that quality assurance is maintained throughout to guarantee value for money.

## Cost of Leadership Solutions

Leadership support begins with a conversation between our consultants and school leaders to understand the organisation's needs. During this initial meeting, we will outline the time and costs involved, ensuring we provide the most cost-effective leadership solutions for schools. We recognise that customised support may be necessary for individuals or groups of schools working collaboratively. In such cases, we aim to offer bespoke packages to meet the needs of the settings. The following costs serve as a guideline and will be the basis for discussing tailored projects and time projections with individual schools or trusts.

<b>Cost</b>	<b>1 day</b>	<b>10 days</b>	<b>20 days</b>
<b>Enhanced</b>	<b>£500</b>	<b>£4,500</b>	<b>£8,000</b>
<b>Core</b>	<b>£550</b>	<b>£5,000</b>	<b>£9,000</b>
<b>Non-SLA</b>	<b>£650</b>	<b>£6,000</b>	<b>£10,000</b>

## Packages of Support

We can develop bespoke packages to meet the needs of schools and trusts in managing their leadership support. All of our programmes will be customised to meet the unique needs of each school. During the initial meeting, we will discuss the duration of leadership support to ensure that the time frames align with the responsibilities of school leaders and the specific projects involved.

## Section 4 - Leadership Support

### Leadership Focus

<a href="#">Project Support</a>	LS001
<a href="#">Development Planning – Vision, Values &amp; Mission</a>	LS002
<a href="#">School Improvement – Capacity &amp; Strategy</a>	LS003
<a href="#">Developing an Effective Leadership Team</a>	LS004
<a href="#">Enhancing Provision</a>	LS005
<a href="#">Achievement Partner (AP) Processes</a>	LS006
<a href="#">Coaching, Mentoring &amp; Supervision</a>	LS007
<a href="#">Headteacher Wellbeing</a>	LS008
<a href="#">‘Mastermind’ Sessions</a>	LS009
<a href="#">Leading Teaching</a>	LS010
<a href="#">Curriculum Development</a>	LS011
<a href="#">Leading Behaviour</a>	LS012
<a href="#">Life Skills</a>	LS013
<a href="#">‘Minding the Gap’</a>	LS014
<a href="#">New to Headship/SLT</a>	LS015
<a href="#">Leadership of Governance</a>	LS016
<a href="#">Middle Leadership &amp; Subject Leadership</a>	LS017
<a href="#">School Budget/Financial Monitoring Support</a>	LS018
<a href="#">Attracting Finances</a>	LS019
<a href="#">Organisational Management – People</a>	LS020

## Introduction

Experienced educational consultants will support school leaders in carrying out a specific school project related to an area of development. This may include conducting an initial audit on particular areas of school life and implementing a strategic plan in response to the area of need.

## Rationale

We understand that leaders must skilfully prioritise areas of school life for development alongside a well-considered implementation plan. Leadership will be supported throughout the project's implementation process, from its inception to its successful conclusion. All stakeholders need to be cognisant of the process and their role in achieving the key milestones.

## These sessions are suitable for:

School leadership teams working on a specific area of school development.

## Supporting Capacity

Consultants will support the school in developing their leadership capacity. They will monitor the implementation of strategies, as well as enhance the project support team through additional expertise.

## Content

- Initial consultant meeting
- The project planning process identified
- Strategic milestones agreed
- Monitoring and implementation process
- Interim and summative reviews and reporting

## Introduction

Collaborate with consultants to craft robust reviews of the whole school vision, values, aims, mission and priorities through strategic long-term plans, precise timelines and clear milestones to overcome specific challenges.

## Rationale

We understand the need to develop culture and ethos by continually focusing stakeholders on the core purpose and priorities of the organisation. Leadership will be supported through the 'visioning' process so that staff have a clear understanding of the aims of the setting and how they are to be achieved. In particular, we will look closely at the core values underpinning work across the setting and how to encourage others to strive to support the school mission and priorities in their daily work.

## These sessions are suitable for:

School leadership teams who are new to a setting or those looking to revisit their vision or develop a new mission for the school.

## Supporting Capacity

Consultants will support the school in developing their leadership capacity. They will work with leaders to engage with stakeholders in defining a clear direction for the setting so that the school is successful in achieving its aims.

## Content

- Initial consultant meeting
- Whole school review of 'the vision'
- Consultation with stakeholders
- Implementing 'the vision'
- Interim and summative reviews and reporting

## **Introduction**

Establishing school improvement capacity through an evaluation of the capability of the workforce and an analysis of school improvement needs in support of development planning.

## **Rationale**

We know that going beyond headlines, getting down to the classroom level and drawing upon multiple evidence sources gives leaders the confidence to implement the right interventions in the right places.

## **These sessions are suitable for:**

School leadership teams working to support improvements in teaching and learning.

## **Supporting Capacity**

Consultants will support the school in developing their leadership capacity. They will work with leaders to identify improvement priorities in teaching and learning, as well as enhance classroom delivery through additional expertise.

## **Content**

- Initial consultant meeting
- Analysis of evidence - data/review of provision
- Strategic planning milestones agreed
- Monitoring and implementation process
- Interim and summative review and reporting

## Introduction

Working to hone a leadership group's behaviours will be key to a setting's capacity. Consultants will work with individuals and leadership groups in a coaching and mentoring capacity to develop 'the team' and their strategies for improvement. Individual members of teams (e.g. SLT, middle leadership, or year group) will become increasingly aware of their leadership attributes that enhance wider support for whole school strategies.

## Rationale

We know that an understanding of our individual and group strength will assist us in supporting positive leadership behaviours. We know that a shared vision and an effective contribution to leadership in a school setting are critical so that those responsible for strategy take others with them on the journey of improvement.

## These sessions are suitable for:

School leaders who need to develop wider leadership capacity. Consultants will work with leaders to analyse the team's strengths and to employ strategies to develop their leadership attributes.

## Supporting Capacity

Consultants will support the school in developing their leadership capacity. They will work with leaders to identify relative leadership strengths to enhance the overall capacity of the leadership team.

## Content

- Initial consultant meeting
- Skills analysis - group consultation/group coaching
- Individual team member coaching
- Monitoring and mentoring process
- Interim and summative review



## Introduction

Examine specific areas of provision, such as curriculum, pupil support, subject specialism, or staff organisation. The setting will receive expert input to enhance staff knowledge and skills in any identified area of deficit or where more specialist knowledge needs to be supported.

## Rationale

Schools may require specific input where capacity is not apparent within the setting. In this instance, leadership will be supported through the implementation process of a specific area of development alongside experienced consultant leaders or subject specialists.

## These sessions are suitable for:

Senior or middle leaders who require support on a specific area of school development or where whole staff training and development is required.

## Supporting Capacity

Consultants will support the school in developing their leadership capacity. They will work with senior and middle leaders to identify areas of need, as well as enhance the project support team through additional expertise.

## Content

- Initial consultant meeting
- Audit of capacity needs
- Strategic planning - milestones agreed
- Monitoring and implementation process
- Interim and summative reviews and reporting

## Introduction

School leaders will be able to liaise closely with an experienced consultant to navigate an agreed-upon 'AP process' across the school year. This will include meetings to ascertain leadership and whole school goals in line with school development planning objectives, monitoring of the identified aims and review alongside those responsible for governance. Included in the process will be support for headteacher performance management as part of an appraisal process.

## Rationale

We recognise that appropriate levels of support and challenge for the implementation of the right strategies can help to grow confidence in those responsible for leadership and their decision-making. We know that good analysis and evidence gathering alongside leaders can better inform strategy and increase their confidence as they attempt to overcome barriers. It is vital that those responsible for governance also have full confidence in school leaders through a well-considered approach to leadership appraisal.

## These sessions are suitable for:

Individual school leaders and those responsible for governance seeking to utilise an achievement partner (AP) as part of their appraisal process.

## Supporting Capacity

Consultants will identify an appropriate achievement partner. Alongside those responsible for governance, they will outline an effective system for headteacher appraisal.

## Content

- Initial consultant meeting
- Appraisal cycle and achievement partner identified
- Monitoring activities agreed
- Review and reporting alongside those responsible for governance

## Introduction

School leaders will have the opportunity to examine their individual leadership attributes and professional behaviours so that they increase their understanding of their leadership strengths and areas for development. Consultants will assist leaders in understanding how to 'unlock' their leadership potential and opportunities for personal growth.

## Rationale

We know the importance of allowing school leaders time to examine their approaches. Personal reflection to understand the features that support successful leadership is a key factor in this process. School leaders will have the opportunity to carry out tasks linked to their development and spend time reflecting on the success of particular approaches.

## These sessions are suitable for:

Individual school leaders seeking to increase their understanding of how to develop their leadership attributes.

## Supporting Capacity

Consultants will support the school in developing their leadership capacity. They will work with individual leaders to identify relative strengths to enhance the overall capacity of their leadership.

## Content

- Initial consultant meeting
- Coaching opportunities and cycle identified
- Development attributes identified/development activities agreed
- Review

## Introduction

School leaders will have the opportunity to work on a 1:1 basis in a confidential, safe and supportive environment. Each session will allow leaders to explore the ways in which they can build resilience to cope with the demands of the role in an ever-changing educational environment.

## Rationale

Effective leadership is best undertaken when leaders are functioning optimally. When feeling at their best, leaders have clarity and confidence and can deal with problems effectively as well as approach leadership proactively.

## These sessions are suitable for:

Trust executives, executive headteachers and headteachers who are looking for support from an impartial, external organisation.

## Supporting Capacity

Consultants with considerable experience in change management will support school leaders to increase their ability to self-manage, as well as support their motivation levels and commitment to lifestyle changes. We will focus on improving health-related outcomes by working to set personalised goals to change behaviours.

## Content

- Initial meeting to ascertain the needs, goals and outcomes of the session
- Subsequent bespoke sessions will be arranged for the needs of the individual
- Review

## Introduction

Clennell Education Solutions consultants will facilitate bringing together like-minded school leaders at a termly 'Mastermind' event. You will work alongside other school leaders in a 'workshop' environment to solve shared challenges from across the sector. There will be the opportunity to explore scenarios and real-life problems, as well as interrogating solutions together.

## Rationale

The opportunity to work with other school leaders is invaluable – especially where others have authentic experience in overcoming challenges. We understand the benefit of liaison, expanding leadership networks and the need for collaboration to inform an improved approach.

## These sessions are suitable for:

School leaders wishing to develop their network of support and those attempting to seek solutions for specific educational challenges.

## Supporting Capacity

Consultants with a track record of improvement will support the school in developing their leadership capacity. They will work with leaders to extend their professional opportunities to identify different solutions to current educational challenges.

## Content

- Attendance at a 'Mastermind' event
- Workshop scenarios explored
- Post-workshop activity
- Review

## Introduction

Consultants will work to support and deploy leadership to develop effective practice and expertise at the classroom level – getting the teaching right will be a clear focus here. The consultants will help leaders understand their capacity to develop teaching and how to work with staff to develop provision effectively.

## Rationale

Teacher quality is the biggest single determinant of pupil performance and being cognisant of what makes 'great teaching' will support classroom delivery. We know that a shared pedagogical approach can be effective in the support of successful outcomes.

## These sessions are suitable for:

School leadership teams aiming to support the effectiveness of teaching and ultimately improved outcomes for pupils.

## Supporting Capacity

Consultants with a great deal of classroom experience will support the school in developing the leadership of teaching. They will work with leaders to review teaching and learning policies and practices. We will engage with practitioners in defining a clear direction for the setting so that the school is successful in improving the consistency of classroom delivery, as well as enhancing provision through additional expertise.

## Content

- Initial consultant meeting
- Analysis of need
- The project planning process identified - strategic milestones agreed
- Monitoring and implementation process
- Review and reporting

## Introduction

Consultants will work with leadership to take a look into the school's purpose through the curriculum outcomes for pupils. They will analyse how educational experiences can be effectively organised across the curriculum and how to determine whether the core purposes of the curriculum are being attained.

## Rationale

A well-designed curriculum can help students achieve the appropriate learning outcomes and ensure that they are prepared for the next stage. It also helps teachers to identify the key learning outcomes, standards and core competencies. School leaders must be supported in developing their knowledge and skills to carry out curriculum-related interventions.

## These sessions are suitable for:

School leadership teams working to improve specific areas of the curriculum or those attempting to enhance the curriculum improvement cycle.

## Supporting Capacity

Consultants will support the school in developing their leadership capacity. They will work with leaders to review specific curriculum areas and to develop a curriculum improvement cycle. We will engage with practitioners in defining a clear curriculum direction for the setting so that the school is successful in improving consistency of subject delivery, as well as enhancing provision through additional expertise.

## Content

- Initial consultant meeting
- Scrutiny of curriculum-related evidence
- Strategic milestones agreed
- Monitoring and implementation process
- Interim and summative reviews and reporting

## Introduction

Consultants will work with school leaders to develop the way they curate strategies for behaviour management and set the standards of expected behaviour to ensure a safe, secure and effective learning environment. The alignment of staff around the behaviour policy will be key to this support.

## Rationale

We understand the importance of promoting positive behaviour, empathy, respect, self-esteem, self-discipline and an awareness of appropriate behaviour sets children up for learning and later life. It is the concern of everyone in school and requires a whole-school approach. School leaders are the curators of behavioural support and need to work with others to overcome the challenges around behaviour. This support will assist them in understanding the myriad of features supporting the implementation of an effective behaviour policy.

## These sessions are suitable for:

School leadership teams working to implement a new behaviour policy or those wishing to develop aspects of their approach to behaviour across schools. We will work with those with behavioural concerns at a whole school or class-based level.

## Supporting Capacity

Consultants will support the school in developing their behaviour policy. They will work with leaders to review the alignment of staff towards policies and practices. We will engage with practitioners in defining a clear direction for the setting so that the school is successful in improving the consistency of behaviour.

## Content

- Initial consultant meeting
- Analysis of evidence - including the current policy and consultation with stakeholders
- Implementation of behaviour-related activities, monitoring and implementation
- Review and reporting



**Introduction**

Consultants will work with school leaders to improve the provision of life skills across the curriculum. There will be a focus on creativity, critical thinking, problem-solving, decision-making, the ability to communicate, collaborate and develop self-confidence so that pupils can successfully deal with significant life changes and challenges. We will support school leaders in designing their PSHE curriculum appropriately but also work with them to build opportunities for outdoor adventure experiences, leading to personal growth.

**Rationale**

We understand that life skills are a set of basic skills enabling individuals and groups to effectively handle issues commonly encountered in daily life. We know that teachers are best placed to understand the needs of their pupils and to tailor their local PSHE program accordingly. We expect to support them to equip pupils with a sound understanding of risk and with the knowledge and skills necessary to make safe and informed decisions.

**These sessions are suitable for:**

School leadership teams working on experiential learning provision, the PSHE curriculum offer, as well as outdoor adventure opportunities.

**Supporting Capacity**

Leadership Solutions will utilise consultants with experience in providing stimulating learning experiences in the UK and overseas. They will look closely at the development of self, relations with others and the skills required in different environments to support challenge, adventure and creativity in and beyond the classroom. We will utilise our experience in programs such as Forest School to support learning opportunities.

**Content**

- Initial consultant meeting
- Evaluation of current provision
- Strategic planning, implementation process and monitoring
- Review and reporting

**Introduction**

Experienced educational consultants will look at how leaders work to close attainment gaps. This may be looking closely at the ways children from disadvantaged backgrounds are served. We will work to unpick the underlying issues and evidence strategies to address inequality. Consultants will help to develop strategies to close attainment gaps and measure their impact.

**Rationale**

We understand the link between family income and educational achievement has been more deep-seated since the pandemic. We know that we can support schools to overcome these challenges - as evidenced by almost a decade of closing the gap before COVID.

**These sessions are suitable for:**

School leadership teams working to explore underlying issues for disadvantaged pupils and those working to close any attainment gap.

**Supporting Capacity**

School leaders will work with consultants with experience reviewing provision for disadvantaged pupils by analysing teaching and learning, policies and practices. Consultants will support the school in developing its leadership capacity for disadvantaged pupils and the profile of its support across the setting. We will engage with practitioners in defining a clear direction for consistency of support for disadvantaged pupils.

**Content**

- Initial consultant meeting
- Analysis of evidence and outcomes
- Strategic development planning agreed, monitoring and implementation process
- Review and reporting

## Introduction

Experienced educational consultants will mentor, coach, supervise and support those new to headship or those undertaking new senior leadership responsibilities for the first time. Consultants will ensure a focus on goals that are clear so those new to headship/SLT know what they are trying to achieve. There will be a strong focus on their leadership attributes and behaviours underpinned by strong values.

## Rationale

We understand that senior leaders new to a role or setting require time and support to develop. We understand the steps new leaders require so they can feel confident about starting to work effectively towards their goals. This includes both emotional and wellbeing supervision as well as practical advice and coaching to unlock their leadership potential. The need to effectively support the range of professional attributes to overcome the challenges of those new to leadership roles has never been more apparent.

## These sessions are suitable for:

School leaders new to headship, senior leadership and those new to a setting or with new leadership roles.

## Supporting Capacity

Consultants with experience in supporting those new to headship/SLT will engage with leaders at an early stage in defining their leadership aspirations. They will assist them in realising a clear direction, their strengths and areas for development. They will regularly revisit their leadership goals to maintain and increase their commitment at this early stage.

## Content

- Initial consultant meeting
- Coaching opportunities and cycle identified
- Development attributes identified/development activities agreed
- Review

## Introduction

Experienced educational consultants will mentor, coach and support the effectiveness of chairs, vice-chairs, and those responsible within trustee boards, local governing boards and their committees. They will evaluate mechanisms and assist those responsible for governance in developing their support and challenge opportunities.

## Rationale

The need to effectively support and challenge decisions is a critical part of the governance instrument. We understand that supporting how boards make well-informed decisions and act is critical to the confidence that all stakeholders have in the organisation's competence. We understand that those responsible for governance require good guidance, training and support to be effective in their roles.

## These sessions are suitable for:

Settings looking to strengthen the support and challenge mechanisms of those responsible for governance. This includes entire boards or individuals requiring induction or training.

## Supporting Capacity

Consultants with experience in a range of governing boards will support the school in developing their capacity for decision-making and effective governance. They will work with those responsible for governance to identify relative strengths to enhance their overall leadership contribution.

## Content

- Initial consultant meeting
- Analysis and development process identified
- Strategic milestones agreed
- Monitoring and implementation process
- Review and reporting

## Introduction

Experienced educational consultants will support middle leadership and subject leadership roles through individual and group coaching. Consultants will ensure a focus on goals that are clear - so middle and subject leaders know what they are trying to achieve. There will be a strong focus on their leadership attributes and behaviours underpinned by a knowledge of how to effectively implement initiatives and policy within the setting. This may include an audit of their areas of responsibility and implementing a strategic plan.

## Rationale

We understand that devolved leadership can increase 'buy-in' from those at different tiers of leadership to offer expertise and support for the shared vision. We know that an effective implementation process is key to any new initiative. Middle leadership or subject leaders who understand and are supported through any change process for a project will increase their chances of achieving successful outcomes for pupils.

## These sessions are suitable for:

Teachers with strategic leadership roles and school leadership teams working on a specific area of school development requiring support for projects from inception to conclusion.

## Supporting Capacity

Consultants with a great deal of experience in change management will assist middle leaders/subject leaders in realising a clear direction for a particular project. They will focus the leaders on how to effectively implement a key initiative as part of their leadership responsibilities. The consultant will regularly revisit their leadership goals to maintain and increase their commitment to their middle/subject lead role initiatives.

## Content

- Initial consultant meeting
- Audit and planning process identified
- Strategic milestones agreed
- Monitoring and implementation process
- Review and reporting

## Introduction

Experienced educational consultants will guide leaders in effectively utilising budgeting tools and making informed decisions about fund allocation. Our consultants will assist you in understanding how to manage financial issues, interpret common budget reports, and handle the review process.

## Rationale

We recognise that budgeting is a crucial process in schools, often requiring significant review and refinement. We acknowledge the strong connection between effective provision and a thorough budget process.

## These sessions are suitable for:

Leaders seeking to support their insights into school finances, their techniques and confidence in managing and controlling budgets effectively.

## Supporting Capacity

Consultants with a great deal of experience in exploring the links between financial planning and school improvement will work in developing an understanding of how to manage budgets effectively and identify opportunities for efficiency savings.

## Content

- Initial consultant meeting
- Audit and planning process identified
- Monitoring and implementation process
- Review and reporting

## Introduction

School budgets have always been limited but there are currently so many demands on our funding levels that schools are often fortunate if they can break even. This has the consequence that plans for improvement are curtailed because there are no funds to meet the costs of developing new resources, people, or spaces within the school. Consultants will work with school leaders to identify project aims and clarify the rationale that sits beneath a project. They will support the school in sourcing grant funding and look at the successful outcomes of an adequately funded project.

## Rationale

We understand that being resourceful in challenging financial times is a growing necessity of the skillset for school leaders. We are also mindful of the need to support busy school leaders to find the right bid for the setting, including planning, researching and writing a high-quality bid.

## These sessions are suitable for:

School leaders, including headteachers, school business managers, bursars and other school leaders looking for support in developing their knowledge of how to be successful in sourcing external funding and for practical assistance in the grant application process.

## Supporting Capacity

Our consultants have experienced success in attracting grants into their schools of more than £1 million. We will work with leaders to identify the quantum of funding required to enable a project to proceed, identify sources of funding relevant to a planned project, clarify the key aspects of a grant application, support with gathering evidence and support leaders to complete grant applications.

## Content

- Initial consultant meeting
- Project scoping
- Evidence gathering to support grant application
- Implementation of the grant application process
- Submission and review of outcomes

## Introduction

School leaders who aim to be excellent employers are increasingly expected to have strong skills in human resources services. They often need to seek support and professional advice on various staffing and HR-related issues, including independent investigation services. Consultants provide organisational management support regarding people and school staffing matters, ensuring compliance with relevant legislative requirements as well as trust, school, or organisational procedures.

## Rationale

Factors that contribute to organisational effectiveness are often undermined by staffing issues, which also negatively affect the management of employee relations. We understand that school leaders need support in managing their staff, as this task can be both complex and varied.

## These sessions are suitable for:

School leaders looking to address staffing challenges and evaluate organisational strategies. This includes assistance with workforce planning, organisational change, recruitment, HR policies, staff allegations and pay grading.

## Supporting Capacity

Services will be provided by advisors qualified by the *Chartered Institute of Personnel and Development*, who have experience in the education and school sector. They are skilled in developing strategies related to HR policies and school or academy documentation to ensure compliance with statutory requirements and best practices.

## Content

- Initial consultant meeting
- Planning and investigation
- Strategy and milestones agreed
- Consultation, liaison, implementation and monitoring processes
- Reviews and reporting