

## **Wiltshire Leadership Champions Programme**

### **What is the programme about?**

The programme aims to build leadership capacity in your cluster and schools. It is based on the principle that local needs are best met through locally designed and delivered CPD. This programme is designed to further promote and expand leadership capacity in our schools and communities as part of our leadership succession strategy. Our Aim is for every cluster to have its own sustainable leadership development programme by September 2010.

In order to achieve this each cluster is being invited to identify and nominate two leadership champions, one Headteacher and one Deputy Headteacher/Senior Teacher from different schools within the same cluster.

It is intended that the leadership champions' roles will be to lead and facilitate the professional development of colleagues through a programme of activities focussed on leadership. The Programme will be flexible so as to allow for individual variations within each cluster but will be based on agreed principles of what leadership is like in practice.

### **What will be the outcomes of the programme?**

By the end of the programme, participants will:

- have established a personalised and sustainable programme of leadership development for their cluster;
- explored a range of possible models of leadership development programmes from current practice;
- established a network of support from within the cohort, the LA, Bath Spa and NCSL in the form of consultant advice and research resources;
- extended their own learning about leadership;
- be able to more confidently facilitate the development of leadership in others.

### **Why Cluster Champions?**

Clusters are our main vehicle for building capacity. Our community areas offer opportunities for leaders to learn from each other and build collaborative partnerships. The purpose of the leadership champions is to:

- build leadership capacity from within the cluster that leads to better outcomes for children
- gather together enthusiasts about leadership who have a passion and commitment to develop leadership in others
- make leadership roles more sustainable

### **Who is the programme designed for?**

One Headteacher and one Deputy Headteacher/Senior Teacher from different schools within the same cluster.

### **What's in it for Schools and Clusters?**

The benefits will include in the short term improved motivation and performance from staff, improved performance management and a better supply of good leaders applying for senior leader positions. Longer term benefits will be building collaborative partnerships, a greater number of quality candidates for senior posts and most importantly on-going improvements to learning, teaching and standards.

### **What do the Champions get out of the programme?**

Participants will be involved in high quality CPD and increase their learning about leadership and facilitation skills. All participants will receive a certificate of professional development from Bath Spa and the LA. They can use this learning towards credits for master's degree accreditation with Bath Spa University if they wish to do so.

### **What does a cluster have to do to be involved in the Champions programme?**

Cluster are allocated places on a cohort. They need to confirm the names by the given date in order to secure the places. The second cohort deadline is 5<sup>th</sup> January 2010.

### **Who leads the Champions programme?**

The programme is led by Rob Ratcliff a leadership consultant for the LA and Clive Cooper a tutor at Bath Spa University.

### **When are the sessions and how long is the programme?**

There are 4 sessions. The first session is one day, the next two are afternoons and the final session is twilight. The second cohort sessions are as follows: Session 1, 25 January 9-4; Session 2, 17 March 1-4; Session 3, 15 June 1-4; Session 4, TBC Nov/Dec 3.45 – 5.30pm

### **How do clusters select their Champions?**

Cluster Headteachers need to nominate Champions and secure agreement from them. The names, contact details including email need to be forwarded to [gillian.kemp@wiltshire.gov.uk](mailto:gillian.kemp@wiltshire.gov.uk)

### **What does a cluster Champion need to be able to do?**

These individuals need to have a passion for developing leadership in their own schools and beyond. Whilst significant leadership experience and knowledge will be helpful, the most important qualities for the Champions will be to model leadership learning themselves and be excellent communicators and drivers for this area of work. Here are some key attributes:

A leadership champion is a headteacher or senior leader in a cluster who:

- Is enthusiastic about leadership and its impact on pupil learning
- Promotes a positive view of school leadership
- Is an advocate for the cluster and the unique context that it inhabits

- Has an interest in leadership on a broad scale
- Is relaxed about engaging with a range of ideas that may be different to his or her own perspective both within the cluster and outside it
- Is committed to working collaboratively with a range of groups and partners beyond the cluster
- Wants to be part of creating the future
- Attend the 3 CPD sessions and final impact discussion meeting
- Register with Bath Spa University
- Complete a brief impact report

### **What is the cost of the programme?**

There is no cost to schools or clusters. The programme is funded by the LA as part of their commitment to leadership development and succession. Further TDA funding is available through university registration.

### **Is there any financial help to support cluster champions setting up their leadership programmes?**

Yes. All clusters involved in the programme can access through application an £800 LA grant towards their involvement in the programme and to use towards developing their own programmes.

### **Is there any consultant support for champions working with their clusters when they are working towards negotiating and setting up their programmes?**

Yes. The tutor from Bath Spa is available as part of the programme to do support visits to clusters and with Champions as they work with their clusters to identify needs and design programmes.

### **What will Champions be learning about?**

The programme will involve the participants in a variety of approaches to learning. These may include:

- i) practical examples of successful cluster programmes
- ii) needs analysis approaches to identifying the right CPD and talented potential leaders
- iii) developing adult facilitation skills using the NCSL framework
- iv) reflective group discussion around leadership concepts, models and frameworks presented by the tutors
- v) discussion groups focused on participants' own school practice and context
- vi) carrying out related activities in participants' own clusters
- vii) visiting other programme partner schools/clusters
- viii) use of the internet for seeking further information
- ix) individual tutorial time
- x) completion of a reflective impact report at the conclusion of the programme
- xi) reading and commenting on journal articles and research papers
- xii) the submission of reports and case studies for the purposes of seeking the Postgraduate Certificate in Professional Learning award. (If desired)

### **What will the content of the programme focus on?**

Key components will include the following, but there will be opportunity to adjust to the needs of the group:

- xiii) clarify what we mean by 'leadership', 'leadership champions' and the need for personalised cluster programmes;
- xiv) explore the reasons for improving leadership;
- xv) provide opportunities for those attending to reflect on how leadership is distributed in schools within their cluster and across the cluster;
- xvi) explore the reality of developing a leadership programme in their cluster;
- xvii) provide opportunity to plan the next steps in establishing a leadership programme for the cluster
- xviii) provide guidance on registering with the University and the opportunities for accreditation;

### **The Cluster Context. Some Key questions.**

#### Section 1 - Context:

What are the contextual aspects of your cluster?

What is the nature of the community that the cluster serves?

Has the character of the community changed in any way over the recent past? If so, how, and why?

How has the changing nature (or the relative stability) of the community, influenced how the cluster sees its role?

How would you describe the organisational culture of the cluster?

What are the strengths of the cluster?

What are the main challenges faced by the cluster, in this community?

How does the cluster see the role of Governors, Local Authority and national Government, as influential agents of the context for school leadership?

How has the replacement of the Education Authority by the Children's Services Directorate, and the arrival of the Every Child Matters context for schools, influenced the leadership approaches of the cluster?

### **Planning a Leadership Development Programme**

#### **Some ideas from the Leadership Champions Cohort 1**

**June 2009**

**Who might the leadership programme be for in your cluster? Possible target groups?**

- Pupils
- Deputy Heads and Senior Teachers

- Headteachers
- Governors
- Lead learners
- Class teachers
- Subject leaders
- Interested colleagues
- Co-leaders
- Part time colleagues
- Admin staff
- TAs
- Parents
- Other schools (federations/secondary schools/pyramids)
- Other community groups (in association with partner organisations e.g. churches, youth groups, business community, charity groups)

### **Over-arching questions for clusters?**

Is there a common leadership message, stance, principle that should spread across all these groups?

What are the priorities in our cluster?

Can and should some of these different groups be brought together into the same programme?

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