

## Alpha Academies Trust. Leadership Development Programme 2020 - 2021

This CPD programme is designed to support the Alpha Academies Leadership Vision, defined by the Executive Team:

*Alpha Academies Trust are committed to growing a community of high performing leaders at all levels. They seek to enable this growth by:*

- ✓ *providing quality continuous learning and development for all,*
- ✓ *being positive role models and advocates of leadership excellence,*
- ✓ *creating a community of leaders that are consultative, outward looking, and that seek out and embrace collaborative learning and development approaches,*
- ✓ *developing a leadership environment that values collective wisdom and is encouraging.*

*The shared ambition is to enable innovation in learning and development for the benefit of all stakeholders throughout the trust.*

### Leadership Development Programme 2020-2021

*This is a development programme of two strands: Training in the Core Processes of Leadership and Management, and Training in Leadership and Management Attributes and Behaviours.*

*This programme aims to:*

- ✓ *provide expert led training events where leaders can actively engage and collaborate with other leaders in the Trust*
- ✓ *enhance leadership attributes and behaviours with a focus on:*
  - *adopting **coaching approaches to leadership to increase engagement, empowerment, efficiency, and leadership impact***
  - *securing positive **accountability at all levels through quality support, challenge, and feedback***
  - *increasing the **self-awareness** of leaders and their **authentic leadership style***
  - *developing leaders that can **emotionally engage others to achieve the right outstanding results***
  - *enabling **positive relationships built on rapport, recognition, appreciation, humility, unconditional positive regard, and trust***
  - *inspiring **ambition and undiminished excellence***

## Strand 1 – Core Processes of Leadership and Management 2020-2021

This programme of training is designed to be reviewed, refined, and repeated each academic year to support new and developing middle and senior leaders across the Trust. The structure of the programme has been shaped to support the sequence of leadership and management processes as they emerge in the academic year e.g. training on articulating a compelling vision and shaping a robust development plan in Summer term 2, ready for September and the new academic year.

MIDDLE LEADERS TRAINING		
SESSION TITLE & FOCUS	DELIVERY DATES	SLT CO-FACILITATOR AND HOST SCHOOL
<p><b>1a. Middle Leaders New to the Trust - Induction Meeting</b> Any Middle Leader new to the Trust will be invited to attend this induction meeting, where they will:</p> <ul style="list-style-type: none"> <li>- Be energized by the trust wide Leadership Development Vision and strong rationale for this training programme</li> <li>- Receive an overview of the training programme content, training folder, materials, and book: 'The New Middle Leader's Handbook' by James Ashmore and Caroline Clay</li> <li>- Gain an insight into the core processes and support systems in place for Middle Leaders across the trust</li> </ul>	<p>Autumn Term 1  Date – Tuesday 29 September 2020  Time – 3.30pm to 4.00pm  On-line via 'Teams'</p>	<p>Rebecca Bell, Integrate Education  Simon French, CEO Alpha Academies Trust</p>
<p><b>In response to the suspension of the 2019-2020 training programme in March 2020 (owing to Covid19) this additional session will support Middle Leaders at the start of the school year:</b></p> <p><b>1b. Shaping an Effective Departmental / Subject / Year Group Development Plan</b></p> <ul style="list-style-type: none"> <li>- Guidance on how best to respond to the SEF process and set robust SMART goals for the academic year ahead</li> </ul> <p>NOTE: This session will support any Middle Leaders in the Trust yet to shape a Development Plan for their area of responsibility and acknowledges that some schools in the trust have already implemented a planning approach unique to their setting. In Summer term 2 - 2021, a 'deep dive' session will enable the co-construction of a trust wide development plan template and approach ready for implementation in September 2021.</p>	<p>Autumn Term 1  Date – Tues 6<sup>th</sup> Oct  Time – 3.30pm – 4.30pm  On-line via 'Teams'</p>	<p>Rebecca Bell, Integrate Education  Jessica Bell, Head of Academy – Eaton Park Primary Academy  Richard Harvey, Vice Principal – Excel Academy  (Planning mtg – Thurs 24 Sept, 1.30pm – 3.00pm via Teams)</p>

<p><b>1. Effective Performance Management</b></p> <p>Delegates will develop their ability to:</p> <ul style="list-style-type: none"> <li>- Conduct effective performance management to secure impact</li> <li>- Create a culture of positive accountability</li> <li>- Give developmental feedback and embrace challenging conversations</li> </ul>	<p>Autumn Term 1, 2020</p> <p>Date – Wed 14 Oct 2020 3.30pm-5.30pm</p> <p>On-line via ‘Teams’</p>	<p>Rebecca Bell, Integrate Education</p> <p>Dave Kelly, Vice Principal – Discovery Academy</p> <p>(Planning Mtg: Friday 25 Sept 1.30 – 3.30 via Teams)</p>
<p><b>2. Staying on Track</b></p> <p>Delegates will develop their ability to:</p> <ul style="list-style-type: none"> <li>- Manage the implementation of development strategies through robust monitoring and evaluation</li> <li>- Manage time and resources effectively</li> <li>- Manage meetings well to secure equality of contribution and positive engagement</li> <li>- Support the growth of a high performing team through a culture of celebration and appreciation</li> </ul>	<p>Spring Term 1 2021</p> <p>Date – Tues 2 Feb 2021 3.30pm-5.30pm</p> <p>Face to face training (TBC)</p>	<p>Rebecca Bell, Integrate Education</p> <p>Jason Hyder, Vice Principal – Sneyd Primary Academy</p> <p>Host school – Sneyd</p> <p>(Planning Mtg – Thurs 14 Jan 9.30-11.30 at Sneyd Primary Academy)</p>
<p><b>3. Processing an Effective SEF</b></p> <p>Delegates will develop their ability to:</p> <ul style="list-style-type: none"> <li>- Shape a SEF that communicates a clear narrative about the performance of their department / subject focus / year group</li> <li>- Ensure an accurate measurement of ‘True Impact’</li> <li>- Capture quality evidence to inform appropriate analysis and development strategies</li> </ul> <p>Delegate will also:</p> <ul style="list-style-type: none"> <li>- Review and refine the ‘Trust wide’ SEF template co-constructed by Middle Leaders in Feb 2020</li> </ul> <p><b>* NOTE: This training event is a repeat of the programme launch event in Feb 2020. It will, therefore, have optional attendance. Middle Leaders new to the trust, and who joined Middle Leaders Cohort 1 in Sept 2020, will attend.</b></p>	<p>Summer Term 1, 2021</p> <p>Date – Wed 19 May 2020 3.30pm–5.30pm *</p> <p>Face to face training (TBC)</p>	<p>Rebecca Bell, Integrate Education</p> <p>Jessica Bell, Head of Academy – Eaton Park Primary Academy</p> <p>Richard Harvey, Vice Principal – Excel Academy</p> <p>Host school – Eaton Park Primary Academy</p> <p>(Planning Mtg – Wed 5 May 2021 2.00-3.00 at Excel Academy)</p>

<p><b>4. Creating an Effective Departmental / Subject / Year Group Development Plan</b></p> <p>Delegates will develop their ability to:</p> <ul style="list-style-type: none"> <li>- Set a compelling vision and inspire colleagues to ‘buy-in’ to development with clear intent and energy</li> <li>- Set SMART goals</li> <li>- Uphold a clarity of purpose and sustain the energy for success by always communicating the ‘why?’</li> </ul> <p>Delegates will also:</p> <ul style="list-style-type: none"> <li>- Co-construct a ‘Trust Wide’ Development Plan template fit for purpose in all key stages and contexts to implement for the academic year 2021-2022</li> </ul>	<p>Summer Term 2, 2021</p> <p>Date – Wed 23 June 2020</p> <p>Time – 3.30pm – 5.30pm</p> <p>Face to Face (TBC)</p>	<p>Rebecca Bell, Integrate Education</p> <p>Jessica Bell, Head of Academy – Eaton Park Primary Academy</p> <p>Richard Harvey, Vice Principal – Excel Academy</p> <p>Host school – Excel Academy</p> <p>(Planning mtg: Wed 9 June 1.30-3.00 at Eaton Park )</p>
<b>SENIOR LEADERS TRAINING</b>		
<b>SESSION TITLE &amp; FOCUS</b>	<b>DELIVERY DATES</b>	<b>SLT CO-FACILITATOR &amp; HOST SCHOOL</b>
<p><b>1. Impacting in Senior Leadership Processes:</b></p> <ul style="list-style-type: none"> <li>- Reporting to Governors</li> </ul> <p>NOTE: Further processes to be confirmed further to the work of the Leadership Development Working Group (meeting Oct, 2020)</p>	<p>Spring Term 2</p> <p>Dates – <b>TBC</b></p> <p>Timings - <b>TBC</b></p>	<p>Rebecca Bell, Integrate Education</p> <p>Rosina Lee, Principal - Sneyd Primary Academy</p> <p>Host School – TBC</p>

## Strand 2 – Leadership and Management Attributes and Behaviours 2020-2021

Session Title & Focus	Delivery Dates	Who is involved? Where will it take place?
<p><b>1. Developing the Attributes and Behaviours of High Performing Leaders – Senior Leaders Event</b></p> <ul style="list-style-type: none"> <li>- Review the Alpha Academies Trust Leadership Vision Statement (first written in Oct 2019)</li> </ul>	<p>Spring term 1 February 2021 SLT conference event</p>	<p>Led by Rebecca Bell, Integrate Education and Rosina Lee, Principal - Sneyd Primary Academy</p>

<ul style="list-style-type: none"> <li>- Examine leadership theory</li> <li>- Determine what the core attributes and behaviours inherent in high performing leadership ought to be at Alpha Academies – define the leadership culture that the Trust aims to develop and embed</li> <li>- Establish clarity regarding how best senior leaders can model and uphold the leadership ethos in the Trust</li> </ul>	Date (Saturday) - <b>TBC</b>	Attending - Trust Senior Leadership Team Venue & timings - TBC
<p><b>2. Developing the Attributes and Behaviours of High Performing Leaders – Coaching &amp; Mentoring</b></p> <ul style="list-style-type: none"> <li>- Senior Leaders coach and mentor Middle Leaders in line with the core attributes and behaviours defined above, with the intent of growing the Alpha ‘culture’ of leadership aligned with the vision</li> </ul> <p><b>NOTE:</b> Training support has yet to be determined. This will be defined by The Leadership Development Working Group (Oct 2020)</p>	<b>TBC</b>	<b>TBC</b>

All training is facilitated by Rebecca Bell, Learning and Development Consultant, Director of Integrate Education.

Vs.8 Rebecca Bell. 29 September 2020