

# The Successful Head Teacher: Essential Business Skills



*"I wish I had known how important HR is, including how to balance challenge with holding people to account".*

Head Teacher, Birmingham

*"Headship is about the aspects you never really touch on as a deputy, including understanding what is "reasonable" when dealing with legal issues, especially with difficult parents."*

Head Teacher, Sandwell

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**LEADERSHIP**  
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# Services for Education recognises the challenges Head Teachers face on a day to day basis.

Head teachers are already well-versed in high quality teaching, learning and assessment, but very few professional development programmes, designed for heads and aspiring heads, focus on the business aspect, which results in those new to Headship being faced with challenges they may not be confident in addressing, due to lack of knowledge and experience.

Head teachers, now in essence, run a business and therefore it is imperative business skills are developed. Services for Education recognises this and is therefore proud to launch this new and innovative two year programme.



## OUR VISION:

For all new heads and aspiring heads to have exemplary training from experts in their field to equip them with the necessary knowledge and skills to run a highly successful school which extends beyond the core components relating to pupil outcomes.

# Our Rationale For Our Programme:

- Headship is challenging and many head teachers, following their appointment, are faced with issues they have never had direct experience of, which results in additional anxiety, beyond the day to day running of a school
- Those new to headship are expected to know everything, and feel under great pressure from staff, governors, parents and wider stakeholders to demonstrate this from day one. Very few acknowledge that headship capability and expertise grow and develop over time, as with other jobs and roles.
- Local intelligence highlights new heads are often frustrated and reference the phrase 'I wished I'd have known more about...**personnel, health and safety, financial management** ' and our programme addresses these needs directly, referencing real and relevant issues
- Multi-Academy Trusts often have their own leadership and management support structures, through CEOs, but if aspiring heads move out of their Trust and into a different school, with a smaller support structure, new heads can feel isolated
- It is known that professionals who are given the necessary knowledge, skills and understanding to deliver their role, often do so with greater confidence, authority and success, and our new programme delivers this
- Professional networks give great benefit as a result of a common understanding and a common goal. By facilitating this, course delegates will be able to support each other, learn from each other, share experiences and provide an informal and professional support mechanism for course colleagues – knowing as new heads there is opportunity to work collaboratively to solve problems
- The Institute of Leadership and Management will provide a link to a wider set of professionals and resources, including coaching in year 2, providing a comprehensive resource tool and contact list to help those new to headship to understand and solve every day challenges

## Summary of Key Features:

Membership of the **Institute of Leadership & Management (ILM)** including links with the University of Salford, resources and journals



A minimum of **6 days** of face-to-face input for the six key themes



**Extensive network opportunities** including visits to outstanding schools



Invitation to bespoke events including inspirational **guest speakers**



Coaching and support in Year 2 to develop **business leadership skills**



# Year 1 Structure & Delivery:

Course content is delivered through 6 key themes which explores the **‘business of headship’**:

1. **People** – notably Human Resources (HR) – staff, governors, parents, as well as exploring emotional health and well-being in the workforce
2. **Legal** – including policies and compliance; employment law
3. **Finance** – school budgets; income generation; procurement
4. **Health and Safety** – Safeguarding, Risk Assessments; proactivity
5. **Facilities Management** – building regulations, H&S, compliance, maintenance
6. **Materials and resources** – asset management and equipment



Although there are 6 key themes, all aspects interlink so enabling course participants to develop a comprehensive understanding across all themes, and to then apply new knowledge in the context of their own school.

Time has been allocated based upon the common emerging needs of **NEW Heads** – namely **people management and financial management in year one**.

## Overview of Year 1 offer:

Month	Activity	Delegate Activity / Tasks
July / August 2017	- Formal registration with Services for Education - Reading list and course documents distributed - Registration with Institute of Leadership and Management (ILM)	Familiarisation of course content Completion of key documents for registration
Early September (Date TBC)	Informal meeting of delegates to welcome and create network opportunities	Participation to aid networking / exchange of contact information and professional details
September	<b>18th September - People day 1</b> people management and performance HR focus	Delegates Pre-reading Delegates Post-task activity
VISITS	<b>Paired visits amongst delegates</b>	<b>Undertake visit to partner school</b>
October	<b>3rd October - People day 2</b> - emotional health and well-being	Delegates Pre-reading Delegates Post-task activity
November	<b>13th November - Legal day 1</b> – Employment Law	Delegates Pre-reading Delegates Post-task activity
	<b>28th November - Legal day 2</b> – Wider aspects of the law	Delegates Pre-reading Delegates Post-task activity
VISITS	<b>Visit to G1 schools within / beyond West Midlands</b>	<b>Undertake visit to partner school Services for Education to organise</b>
December	<b>11th December - Network Meeting</b>	<b>Content to be determined;</b> input from delegates
January 2018	<b>29th January - Finance day 1</b> - school budgets and income generation – developing commercialism	Delegates Pre-reading Delegates Post-task activity

<b>February</b>	<b>13th February - Finance day 2</b> – school budget support for different school types (am) Procurement & Contract Management (pm)	Delegates Pre-reading Delegates Post-task activity
<b>March</b>	<b>19th March</b> - Health and Safety (am)	Delegates Pre-reading Delegates Post-task activity
	<b>Facilities Management</b> - Its development, security, key requirements (pm)	Delegates Pre-reading Delegates Post-task activity
<b>April</b>	<b>17th April (twilight) - Network meeting</b>	Content to be determined; input from delegates
<b>May</b>	<b>15th May - Materials and resources (twilight)</b>	Delegates Pre-reading Delegates Post-task activity
<b>June</b>	<b>29th June - Network meeting</b>	Delegates to share experiences of first year of headship
<b>VISITS</b>	<b>Paired visits amongst delegates</b>	<b>Undertake visit to different partner school to share successes and challenges from Y1; objectives for Y2</b>
<b>July Cohort 1</b>	<b>Review of Year 1</b> - Confirm support and input for Year 2 to facilitate bespoke support. Confirm Coaching opportunities for Year 2  <b>Year 2 overview to be provided</b>	Have intended learning outcomes been achieved? Provide input for year 2 content to meet individual and cohort needs. Complete outcome / aspiration sheet for year 2
<b>August</b>	Reading lists to provide prior learning tasks in readiness for face to face training	Reading lists for each component part and an overall reading list to be compiled for Year 2

In addition there will be a range of bespoke events and guest speakers which will be accessed primarily through the Institute of Leadership and Management's comprehensive range of activities and events, details of which will be sent to course participants as they are promoted.

## Year 2 Structure & Delivery:

The six key themes will be revisited, based upon feedback from course participants, which will inform year 2 content.

In year 1, many new heads will have access to informal mentoring from existing colleagues and senior leaders, and in year 2, there will be increased opportunity to work with and be supported by leaders in business, so developing wider leadership and management skills to promote high performance and success in their own school setting.

## How to find out more:

**Linda Brown, Senior Adviser:** linda.brown@servicesforeducation.co.uk **Tel:** 0121 366 9924; 07825 153 836

**Services for Education** - Unit 3 Holt Court, Holt Street, Birmingham Science Park Aston, Birmingham B7 4AX  
Tel: 0121 366 9950

[www.servicesforeducation.co.uk](http://www.servicesforeducation.co.uk)

The Institute of Leadership and Management : <https://www.institutelm.com/>

## Terms and Conditions:

This is a two year course, and delegates will be charged per year. Cost of course: £1800 per year per delegate. The programme can be joined either for the start of the autumn term (September 2017), or the spring term (January 2018). Confirmation **MUST** be received before course input begins for the identified term and dates:

- 18th September 2017 for autumn term start
- 29th January 2018 for spring term start

Confirmation emails for the 2017/2018 course need to be sent to: [linda.brown@servicesforeducation.co.uk](mailto:linda.brown@servicesforeducation.co.uk)

Purchase Orders for the 2017/2018 course need to be sent to [finance@servicesforeducation.co.uk](mailto:finance@servicesforeducation.co.uk) and reference The Successful Head Teacher: Essential Business Skills

### Payments

An invoice will be sent following written confirmation, requesting 25% of the course cost for one year - £450. In the event of a cancellation, this amount is non-refundable. An invoice for the remaining balance, £1350, will be issued after the first date of course input (see above).

### Cancellations

Cancellations must be made in writing to [linda.brown@servicesforeducation.co.uk](mailto:linda.brown@servicesforeducation.co.uk) and must be made within 28 working days of the first day of identified training. The full cost of the event will be charged for cancellations received outside 28 working days of the start of the first day of identified training, and for failing to attend on the first day of identified training. Cancellations made within the 28 working days will be subject to 75% of the one year course costs.

### Data Protection Act 1998

Information collected on registration forms will be used in compliance with the Data Protection Act 1998. Services for Education collect this information for the purposes of running this event. Data will be stored and may be used by other sections of Services for Education in order to promote courses, activities and events in the future. In the event of details being shared with The Institute of Leadership and Management, a key partner in this programme, separate permission for this will be requested.

### Equal Opportunities

Services for Education is committed to equal opportunities in training and professional development, and we welcome delegates irrespective of their gender, race, disability, colour, ethnic or national origin, nationality, sexuality, marital status, responsibility for dependants, religion, trade union activity or age. Services for Education will

### Privacy

We will always store your personal information securely. We will use it to communicate with you, only in the ways that you have agreed to. Your data may be used for analysis purposes, to help us to provide the best service possible. We will only share information with suppliers working on our behalf and we'll only share it if required to do so by law.

For full details please see our privacy policy at: <http://servicesforeducation.co.uk/index.php/privacypolicy>

Details as to how the ILM use data and information can be found at: [www.institutelm.com/data-protection.html](http://www.institutelm.com/data-protection.html)

## Services For Education

School Support Service

Unit 3 Holt Court, Holt Street, Birmingham Science Park  
Aston, Birmingham B7 4AX

T: 0121 366 9950

E: [enquiries@servicesforeducation.co.uk](mailto:enquiries@servicesforeducation.co.uk) or  
[schoolsupport@servicesforeducation.co.uk](mailto:schoolsupport@servicesforeducation.co.uk)

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