

# ASPIRING TO SENIOR LEADERSHIP

## TWO DAY CONFERENCE

### Keynote Speakers Include:

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**Daniel Sobel**

*Author, Speaker, Founder and CEO of Inclusion Expert*

**Dr Andy Kemp**

*Principal, Head of the National Mathematics and Sciences College*

**Maria Strauss**

*Partner, Farrer and Co. specialist in employment and safeguarding*

**Andy Robinson**

*Director of Secondary Education, Sapientia Education Trust*

**Jenny Dwyer**

*Experienced Headteacher, Governor & Trustee*

**Michaela Khatib**

*Executive Headteacher, Cobham Free School*

**Steve Gibbs**

*Experienced Head of School*

**Trevor Greenhill**

*STEER Tracking*

**Ben Gudgeon**

*Chair, International Forum of Arts Educators*

**Nicola Smith**

*Joint Principal, Chetham's School of Music*

**Victoria Raynor**

*Safeguarding Consultant; Chair of the International Forum of Safeguarding Professionals*



# CONFERENCE DAY ONE

## CONFERENCE FOCUS

Educational research and studies show that the standard of leadership in schools has a direct impact on the quality of academic and other achievements for students.

Newly appointed senior leaders are often surprised by the number and scale of interesting yet highly challenging responsibilities which accompany their roles: very often, experience in teaching prior to this level has not provided the opportunity to hone the skills required. This new, vibrant and informative conference provides a vital insight for anybody within, or aspiring to, a senior leadership role.

The conference brings together leading experts and key practitioners from a range of disciplines, who will give sessions focusing on many of the key areas in leadership: leading on teaching and learning, leading on pastoral care, day-to-day school/MAT operations, complex HR matters, and above all leading staff and pupils to achieve their very best in all areas.

Leaders are often called in when things go wrong, but have not always had the first-hand experience to equip them to respond effectively. In time, experience will provide, but problems do not wait, and so senior leaders need key skills to respond straight away. These sessions have been designed to provide practical skills and methodologies which can be applied in real settings, allowing newly appointed leaders to hit the ground running.

This is a conference not only for those who are newly appointed or who aspire to a role in educational leadership in the near future, but also for experienced professionals who may be supporting newly promoted leaders, or who wish to update their own understanding of key issues affecting educators today.

## WHO SHOULD ATTEND?

- Newly appointed Deputy Heads, Assistant Heads and other school leaders
- Aspiring school leaders
- Established senior leaders looking to refresh and update their skills, and hear current best practice
- Headteachers, Vice Principals, Deputy Principals

## BENEFITS OF ATTENDING

- Learn best practice from experienced education professionals
- Gain a full understanding of the breadth of responsibilities for school leaders
- Develop and hone your leadership knowledge and skills
- Gain insight into the complexities of organisational and people management
- Speak to sector leaders about current trends, opportunities and risks in education
- An overview of school leadership, to appeal to pastoral, academic and operational leads in schools
- Gain an insight into school leadership to help prepare your application for the next step in your career.
- Meet other school leaders and build your network of professional support

## PROGRAMME

### TIME

### Introduction & Welcome

**Ben Gudgeon** - your host for this conference, Ben is Headmaster of a specialist music school and Chair of the International Forum of Arts Educators.

10.00am - 10.10am

### Outstanding Whole School Leadership

- Holding the banner for whole school leadership - the vision, mission
- Change management - influencing change, having an impact in the right way
- Dynamics of a strong senior leadership team - what do strong leadership teams do differently?
- Whole school strategies: thinking on a different level - planning, development, policies
- What do inspectors look for in outstanding, effective, and forward driving SLT teams?

**Andrew Robinson** - Director of Secondary Education, Sapientia Education Trust

10.10am - 10.50am

Break

10.50am - 11.10am

### Establishing Your Leadership Presence

- Making the transition from middle to senior leadership
- How to manage existing relationships with colleagues who were peers but now report to you
- Ways to establish your leadership presence in school
- The importance of emotional intelligence in leadership
- Pushing boundaries, taking risks - going above and beyond, creating an inspirational setting, stimulating learning

**Jenny Dwyer** - Headmistress and Trustee

11.10am - 12.00pm

<b>Digital Strategy in the World of AI</b> <ul style="list-style-type: none"> <li>● AI &amp; secondary education</li> <li>● Using digital technology and AI to advance teaching and learning</li> <li>● The role of senior leaders in influencing IT policy and strategy</li> <li>● AI in the classroom</li> <li>● The future of IT in schools</li> </ul> <b>Dr Andy Kemp</b> – <i>Principal, Head of the National Mathematics and Sciences College</i>	12.00pm – 12.50pm
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<b>Discussion, Q &amp; A Panel</b>	12.50pm – 1.00pm
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Lunch	1.00pm – 2.00pm
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## BREAKOUT STRAND 1

2.00pm – 2.50pm

<b>1A The Ambitious, Aspiring Senior Leader: The Essentials</b> <ul style="list-style-type: none"> <li>● Stepping up from Middle to Senior Leadership – the expertise, skills and tactics required, and how to demonstrate them</li> <li>● Taking opportunities, expanding boundaries and taking calculated risks</li> <li>● Evaluating your key strengths and what to focus on to raise up to SLT level</li> <li>● What are the key criteria looked for in a potential senior leader?</li> <li>● Finding opportunities for leadership experience in your current school</li> </ul> <b>Jenny Dwyer</b> – <i>Headmistress and Trustee</i>	<b>1B Leading Change: Going For Excellence</b> <ul style="list-style-type: none"> <li>● Creating the right culture, environment and conditions to lead change</li> <li>● How to drive high-quality teaching, learning and other achievements</li> <li>● Ambitious, inspired, and motivational leadership for effective change</li> <li>● Key strategies, policies and processes that work successfully to effectively lead change across the whole school</li> <li>● Effective worked examples</li> <li>● Taking risks and expanding boundaries</li> </ul> <b>Michaela Khatib</b> – <i>Executive Headteacher, Cobham Free School</i>	<b>1C The Role of the Senior Leader in Driving Excellence in Teaching and Learning</b> <ul style="list-style-type: none"> <li>● Collaborative staff development: creating a first-rate teaching and learning education</li> <li>● The Senior Leadership Team's role in developing the right culture and conditions for high quality teaching and learning and other achievements</li> <li>● Methods to establish highly ambitious subject and pedagogical knowledge, to promote deep knowledge and understanding across the curriculum</li> <li>● Policies to ensure all staff have the same high expectations for all pupils</li> </ul> <b>Nicola Smith</b> – <i>Joint Principal, Chetham's School of Music</i>
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Break	2.50pm – 3.00pm
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## BREAKOUT STRAND 2

3.00pm – 3.50pm

<b>2A Raising departmental performance</b> <ul style="list-style-type: none"> <li>● Approaches to improve the quality of teaching &amp; learning through effective staff leadership</li> <li>● How to ensure your staff use assessments effectively and used robustly to effect rapid student progress and outcomes</li> <li>● Approaches to building in regular planning and adaptability to levels of stretch and challenge</li> <li>● Interventions and support strategies – evaluating and putting in place the most appropriate strategies to support your at risk pupils</li> <li>● Ways to address weaker teaching to maintain over department high attainment levels</li> </ul> <b>Michaela Khatib</b> – <i>Executive Headteacher, Cobham Free School</i>	<b>2B Managing Difficult Conversations &amp; Challenging Scenarios</b> <ul style="list-style-type: none"> <li>● Approaches to managing conflict successfully</li> <li>● Challenging conversations – different scenarios presented</li> <li>● Creating the right culture to get the most out of staff</li> <li>● Holding staff to account – strategies to apply when dealing with reluctant or under-performing staff</li> <li>● Dealing with difficult parents and pupils</li> <li>● 'Poacher turned gamekeeper' – how to manage your former teammates</li> <li>● When to be tough and when to give in</li> </ul> <b>Steve Gibbs</b> – <i>Experienced Head of School</i>	<b>2C Academic and Pastoral Tracking: making the data work for you</b> <ul style="list-style-type: none"> <li>● Academic and pastoral tracking</li> <li>● How and when to collect data</li> <li>● What does data tell you about your curriculum and the mood of your school?</li> <li>● From assessment, analysis, data analysis, to tracking, monitoring and feedback – how effective is your academic &amp; pastoral data interaction and flow in achieving rapid student programme and high levels of attainment?</li> </ul> <b>Trevor Greenhill</b> – <i>STEER Tracking</i>
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# CONFERENCE DAY TWO

## PROGRAMME

## TIME

<b>Learning from 10k Schools – Why Leaders Need to Lead on Inclusion</b> <ul style="list-style-type: none"><li>● Understanding the range of inclusion issues in schools</li><li>● Why inclusion is important</li><li>● Expectations of modern schools</li><li>● How to embed a culture of inclusion in your school</li><li>● Ideas to help you promote and champion inclusive initiatives</li></ul> <b>Daniel Sobel</b> – <i>Founder and CEO, Inclusion Expert</i>	10.00am – 10.45am
Break	10.45am – 11.05am
<b>Leading on Children’s Personal Development</b> <ul style="list-style-type: none"><li>● Character education – ways to help students develop as individuals, developing confidence, resilience, grit, and initiative</li><li>● Top considerations for devising a pastoral strategy</li><li>● Ways to develop pupils to be highly reflective, aware of their strengths and weaknesses, and to understand how to improve their learning</li><li>● Excellent ways to explore topics such as personal identity, future careers, universities of the world, issues that affect the wider society, extensive curriculum enrichment and diversity.</li></ul> <b>Victoria Raynor</b> – <i>Safeguarding Consultant; Chair of the International Forum of Safeguarding Professionals</i>	11.05am – 11.50am
<b>Managing Complaints, Grievances and Investigations: How to run a fair and legally sound process</b> <ul style="list-style-type: none"><li>● Explore strategies to minimise stress for SLT in dealing with challenging situations</li><li>● Tips for efficient record-keeping</li><li>● Preparing for the barriers used to disrupt, delay or undermine procedures, and how to overcome them</li><li>● Responding to complaints from pupils, parents and staff</li><li>● Common pitfalls and how to avoid them</li></ul> <b>Maria Strauss</b> – <i>Partner at Farrer &amp; Co. and one of the Founding Members of Farrer &amp; Co’s Safeguarding Unit</i>	11.50am – 12.35pm
<b>Discussion, Q &amp; A Panel</b>	12.35pm – 12.45pm
Lunch	12.45pm – 1.45pm





**3A The Day-to-Day**

- Managing your time effectively; the pros and cons of delegation
- 'Triage' – balancing leadership priorities
- The role of Senior Leaders in compliance, policy and preparation for inspection
- 'Cabinet responsibility' – mutually supportive leadership within the team to provide collective accountability
- Maintaining freshness and enthusiasm: professional and intellectual development
- Managing daily operations

**Nicola Smith** – Joint Principal, Chetham's School of Music

**3B How to include the most difficult parents, children and staff**

- Psychological tips and tricks for dealing with the hardest meetings and behaviours
- Tips for allowing your most vulnerable pupils to feel included
- How to work with, instead of against, those who need the most support

**Daniel Sobel** – Founder and CEO, Inclusion Expert

**3C Latest developments in Safeguarding – what leaders need to know and do**

- A child-centred and coordinated approach to safeguarding
- How to ensure your staff are trained and confident
- Current concerns and trends in safeguarding

**Victoria Raynor** – Safeguarding Consultant; Chair of the International Forum of Safeguarding Professionals

Break

2.40pm – 2.50pm

**FRIDAY AFTERNOON ZINGERS**

- Pit your wits against a variety of complicated employment scenarios
- Why everything you thought you knew about HR is now wrong
- Keeping up to date with ever-changing laws
- A fun, informative, and engaging way to end the conference

**Maria Strauss** – Partner at Farrer & Co. and one of the Founding Members of Farrer & Co's Safeguarding Unit

2.50pm – 3.30pm

**Concluding remarks & Depart**

3.30pm – 3.45pm



# BIOGRAPHIES

**Daniel Sobel** – *Author, Speaker, Founder and CEO of Inclusion Expert*

Inclusion Expert's founder, Daniel Sobel, is an internationally respected leader in inclusive education and has advised the DfE, the EU and governments abroad. Daniel is a well-known speaker, writes regularly for publications including Headteacher Update and The Guardian, and is the author of several books including Narrowing the Attainment Gap.

Daniel left school with no A Levels and read his first book aged 18. Gradually he fell in love with study and managed to secure a place on a Master's course in Education Psychology. He went on to take four graduate courses in Psychology and Education, eventually running out of money in the middle of doctoral training.

Daniel moved to full time teaching and quickly became a SENCO. Dismayed by how much of the job was pointless meetings and paperwork, he started designing tools to better support his students. During a stint as Assistant Head he continued to develop simple systems to help teachers manage information and maximise the impact of their interventions.

Realising that many teachers were struggling with inclusion, that his ideas really worked, and that there was an opportunity to make a difference to children across the country, Daniel left teaching, somewhat hesitantly, to form Inclusion Expert.

Over the last few years the company has grown rapidly to encompass a team of experienced practitioners who share Daniel's vision that every child deserves the opportunity to achieve their potential, regardless of needs, background or ability.

**Dr Andy Kemp** – *Principal, Head of the National Mathematics and Sciences College*

Dr Andy Kemp is Principal of The National Mathematics and Science College, based in the Midlands on the edge of the Warwick University campus. The National Mathematics and Science College is the top performing specialist STEM sixth form day and boarding school in the UK. Joining NatMatSci was something of a homecoming for him as he studied for his BSc in Mathematics, PGCE, MSc and EdD in Mathematics Education all at the University of Warwick. More recently he has completed his MBA at UCL in 2017. He has spoken at conferences around the world in relation to the role that technology and AI play in education, and has been published in several journals, magazines, and collective works.

**Maria Strauss** – *Partner, Farrer and Co. specialist in employment and safeguarding*

Maria advises clients including not-for-profit organisations, independent schools, sports clubs and faith-based organisations on employment and safeguarding matters. She also acts for senior executive clients, particularly in the context of investigations or inquiries that they may be involved in. Maria has guided employer clients through many complex matters ranging from one off cases to issues that may involve or impact many staff members. She also advises HR teams (from all sectors) on more routine areas of employment law, such as performance management and staff exits. Maria was one of the founding members of Farrer & Co's Safeguarding Unit. She advises all types of organisations who work with children on their legal obligations and has helped clients embed safer cultures through audits and support with policies and procedures. As well as advisory work, Maria has advised on a significant number of safeguarding cases. Maria is a versatile lawyer with excellent knowledge of related legal areas such as GDPR, charity law, disputes and insurance law. She co-leads the firm's investigations practice.

**Andy Robinson** – *Director of Secondary Education, Sapientia Education Trust*

Andrew joined Sapientia Education Trust in January 2023, having previously led significant school improvement as a Headteacher in Ipswich. He has always worked in schools that support a high number of pupils from disadvantaged backgrounds and is committed to providing exceptional educational opportunities for all children. Starting as a Science teacher in a challenging school in London, he briefly pursued a career in finance before swiftly returning when he realised how much he had missed working in schools. He went on to gain leadership roles as Head of Science, Assistant Headteacher and Deputy Headteacher. Andrew holds a master's degree in chemistry from the University of Oxford and is currently studying for an MBA from University College London. His experience and commitment contribute to Sapientia Education Trust's mission of ensuring that every child flourishes.

**Jenny Dwyer** – *Experienced Headteacher, Governor & Trustee*

Jenny has wide ranging experience in education, as a school leader both nationally and internationally and as a Governor and Trustee. Following two Headships of independent boarding schools spanning almost 20 years Jenny was Head of Schools Practice at Saxton Bampfylde where she completed over 100 leadership appointments working with prestigious independent school and MATs. Latterly she has been working as a consultant and a Principal in an IB school in Jordan. She has chaired the GSA inspections committee and served as an ISI inspector as well as being on the ISI Board. Jenny has been a Trustee and Governor at a number of schools, both Preparatory and Secondary and is at present a Trustee of Sapientia Trust where she chairs the secondary education committee. She brings extensive understanding of educational leadership and recruitment. She read mathematics and education at Homerton College, Cambridge.

**Michaela Khatib** – *Executive Headteacher, Cobham Free School*

Michaela Khatib read Education and Music at Homerton College, Cambridge, holds a Masters Degree in Leading Innovation and Change in Education and has completed the National Professional Qualification in Executive Leadership. Michaela's career has involved leadership roles in the independent and state sector, and managing the Partnerships and Outreach programme at The Yehudi Menuhin School, Surrey. Following a successful bid to the DfE, Michaela founded Cobham Free School and now leads the all-through establishment as Executive Headteacher. She has written various articles on education topics, including for the TES, been on advisory boards for 'Best Practice Network' and 'Parents and Teachers for Excellence' and recently collaborated with Northumbria University on a research publication about 'how to create a school'.

**Steve Gibbs** – *Experienced Head of School*

Steve read Economics and Political Science at university, followed by a master's degree in International Relations. He has twenty-seven years of experience in education, with seventeen years as a senior leader. After a highly successful career as a mathematics teacher, Steve is now Head of School of a maintained school in Hampshire. Steve manages the day-to-day life of his school, overseeing 700 students and 100 members of staff, as well as leading the development of the school's strategy. He is an experienced coach, empowering senior leaders and teachers, and building capacity and sustainability. Steve has worked in a variety of schools, each with their unique challenges, and believes that all school leaders can influence the culture of their school.

**Trevor Greenhill** – *STEER Tracking*

Trevor brings with him 33 years of teaching experience in the primary and secondary sector. In addition to teaching and elite sports coaching, Trevor was a boarding House Master for 19 years at Millfield school in Somerset, UK and prior to that a Day House Master and Head of Year for 5 years at Colfe's School, London. He joined the STEER team in 2017 and has been guiding some of our largest senior schools from launch, through roll-out, towards accredited status. Trevor has been pioneering the use of STEER Tracking in Premier League Football academies, demonstrating the impact the tool can have on the sustained, holistic performance and wellbeing of elite young players. Trevor is passionate about sharing the contribution STEER Tracking can make to pastoral care, safeguarding and long term pupil wellbeing in schools and is becoming a well-known contributor at conferences and events, sharing his experience of working with 70+ schools and academies. STEER has wellbeing data for 70,000+ pupils during the last 5 years which clearly shows the impact of Covid lockdowns.

**Ben Gudgeon** – *Chair, International Forum of Arts Educators*

Your host for this conference, Ben has spent 20 years in education, just under half of which was in senior leadership, culminating in the headship of a specialist school. He studied in Music and French at Bristol University and the Sorbonne (Paris). He went on to study in the USA at postgraduate level in vocal performance, conducting, and piano, whilst teaching undergraduate music theory and piano. After ten years as a freelance performer, Ben turned to education, specialising first in performing arts education, then in pastoral care and finally in senior management for ten years. As a trustee for a multi academy trust, he held responsibility for the safeguarding arrangements in 13 schools.

Ben has spoken widely at conferences, and published scholarly articles, mainly on the importance of the arts within education. He is a Freeman of the Worshipful Company of Musicians, Chair of the International Forum of Arts Educators, and a Trustee of ArtsEd, a school which offers specialist performing arts training for 11-18 pupils and higher education students.

**Nicola Smith** – *Joint Principal, Chetham's School of Music*

Nicola is currently the Joint Principal of Chetham's School of Music in Manchester, a unique Specialist Music School for 8-18 yr. olds with both boarding and day students. She started her career working as a Drama teacher in the Maintained Sector in Greater Manchester before progressing 'through the ranks'. She is currently the Northwest representative for the HMC Pastoral and Safeguarding Committee and serves as Vice Chair of Governors at a local School giving back to the community. Her own experience has covered most aspects of School life ranging from leading teaching and learning, behaviour, safeguarding, school improvement and data. Nicola has a passion for helping young people realise their talents, achieve their academic potential, break down barriers to education and perhaps most importantly, thoroughly enjoy their whole school experience.

**Victoria Raynor** – *Safeguarding Consultant; Chair of the International Forum of Safeguarding Professionals*

As a strategic leader in the field of Safeguarding in Education, Victoria is dedicated to driving change and improving outcomes for children and young people. With nearly twenty years of experience, she has developed a deep understanding of the complex challenges involved in safeguarding in education, and has honed her skills in developing and implementing effective strategies to address them. Victoria has a proven track record of delivering successful projects and initiatives that have improved outcomes for children and young people, and has built strong relationships with key stakeholders in the education sector, advising education leaders on safeguarding best practices. Her expertise in strategic leadership includes developing and implementing safeguarding policies and procedures that are tailored to the specific needs of schools and educational institutions, designing and delivering training and awareness-raising sessions for staff, students and parents, and conducting safeguarding reviews and audits to ensure compliance with regulatory requirements. Through her work, Victoria is passionate about ensuring that every child and young person in education is protected from harm or abuse, and has the opportunity to thrive and reach their full potential.

# Bespoke In-School GCSE & A-Level Student Revision Sessions

As part of your preparation for your students for success in the 2024 exams, **why not consider bringing Keynote into your school to lead bespoke top quality, highly effective sessions with your students?**

These can be focused into exam board specific, specific papers, Units, Focus Areas. They can also be tailored to particular student groups, working with you and your guidance as to your priorities for each student group.

We can provide sessions across the full range of subject specific, major exam board specific GCSE and A-Level student revision sessions which can be tailored to your specific priorities and/or student groups

- Give your students an enriching, interactive and highly valuable day in preparation for 2024 exams
- Students receive expert guidance from examiners on improving performance in the different exam paper sections
- Hear from examiners on key focus areas to concentrate on in the run-up to exams; ways to drive up those Grades 7 into Grades 8 – 9s and into A/A\* at A-Level
- Unpick key questions, question styles, responses
- Boost your students' performance in key areas with a summary of the learning from past examinations.
- Learn about the common pitfalls and how to avoid these.
- Interactive, fast-paced day with student participation throughout
- Take away a full set of revision notes written by senior examiners
- Be inspired by an impressive, motivational and valuable sessions

## What Do Successful Students Do Differently?

We also now offer sessions for GCSE and A-Level student on effective study habits, retrieval, recall, revision techniques, exam technique and tactics. These can also be tailored to suit your groups.

## To find out more or to discuss:

 Call Keynote on **01625 532974**

 Email your enquiry **online@keynote.org.uk**

 Send your enquiry on our website **keynoteeducational.co.uk**



***“The sessions went really well they were well organised. The students found them useful and this has enabled them to focus on revision. They found the work on titrations and electrolysis particularly informing and useful.***

***Appreciated and all the best.”***

Harvey Grammar School, March 2023

***“Lovely to hear from you, it [student session] was really fantastic.***

***Will had the kids hanging off his every word within about 5 minutes and it has really motivated them to crack on with revision.***

***Our senior leader team were also really impressed and we hopefully be looking to book again next year.”***

Wilberforce College, January 2023

***“I bumped into one of the pupils who was very positive about it.***

***This is from our psychology teacher who sat in both days***

***Students really liked it. They have reported finding it very useful and helpful in regards to content and exam technique as well as very interesting.***

***The speaker is excellent and the feedback in Business has been excellent.”***

St Gregory's Catholic High School, February 2023

## COSTS

<b>1st delegate rate</b>	<b>£649 + VAT</b>
<b>2nd delegate rate</b>	<b>£629 + VAT</b>
<b>3rd delegate rate</b>	<b>£619 + VAT</b>
<b>One day only</b>	<b>£349 + VAT</b>

## Costs include:

- refreshments on arrival, mid-morning and afternoon
- two-course restaurant lunch
- professional technicians on site throughout the day
- expert produced presentations
- all speaker presentations, resources and notes
- specially prepared notes, resources and materials written by the speakers

# Keynote

educational

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