

The Power of You: working together to empower, invest and support school leaders

Conference programme
March 2024





Contents

Foreword	1
Programme for the day	2
Introducing our keynote speakers	3
Services available to support you and your school	8
Who can I contact for support? Who can I talk to?	11
What is being said about leaders' wellbeing?	15
Coaching or supervision?	16

Foreword

The Power of You – working together to empower, invest and support school leaders

Firstly, thank you for committing the time today to join your colleagues and the Local Authority to focus on how we can work together to enable leaders to thrive. Your views, your experiences and your participation are hugely valued.

The Local Authority does not underestimate the increased scale and complexity of your role as a headteacher and feel that it is crucial that we work together to support, invest, and empower you, given the significant challenges of modern headship. We know it can be hugely rewarding but undoubtedly has very tough moments too.

This is especially true with the tensions of staff recruitment, finances, special educational needs (SEN), the challenges around the mental wellbeing of both young people and staff, and with the changed culture of parental engagement and expectations following events of the past few years.

This conference is the start of a dialogue in ensuring we provide a range of support, networking links and practical resources for you, as headteachers. We want to enable you to evaluate and strengthen your own strategies and approaches and consolidate your networks.

We encourage you to participate today, draw our attention to further guidance and resources we can provide or facilitate, share your ideas, be open if you are in need of ideas, and put yourself forward to support others if appropriate. In this way we aim to recognise the impressive leadership we have within our schools, serve to protect you, and build a powerful support network together.



A handwritten signature in black ink, appearing to read 'N. Smith'.

Natalie Smith
Assistant Director, Education and Inclusion

Programme for the day

The day is planned in order that you have time to discuss points raised by our presenters with colleague headteachers and leaders and respond to their thinking.

Presenters and Local Authority staff will also be available throughout the day to discuss your thoughts informally.

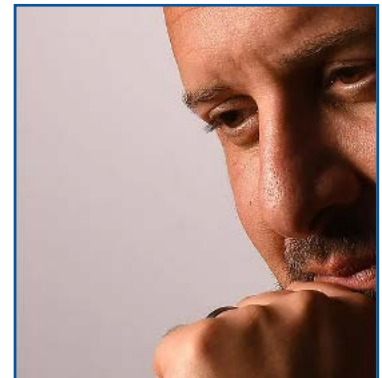
9.30am	Welcome and introduction	Jean Thorpe County Education Manager – Secondary
9.40am	Keynote 1: Courageous leadership	Richard Gerver
10:25am	Questions and table discussions	
10.40am	Break	
11.00am	Keynote 2: Leading in a time of burnout	Hazel Anderson-Turner
11.45am	Questions and table discussions	
12pm	Session 1: Why is today important?	Jean Thorpe
12.15pm	Session 2: Why headteachers need supervision	Dr Keven Bartle
12.45pm	Session 3: Reflection	Space for reflection and tabletop discussion
1pm	Lunch	
1.45pm	Session 4: Building team resilience	Hazel Anderson-Turner
2.15pm	Session 5: What about governors?	Maureen Bax Governor Services Co-ordinator
2.30pm	Session 6: The reality of the job: strategies to we improve well-being	Hampshire Headteachers
2.45pm	Table discussions	
3pm	Session 7: Five ways to wellbeing	Dr Sam Beasley Educational Psychologist
3.30pm	Action planning and close	Jean Thorpe

Introducing our keynote speakers

Our presenters have been selected to support your thinking about yourself, the positive strategies you can employ to support your wellbeing and provide you with a framework for any subsequent personal action planning.

Richard Gerver

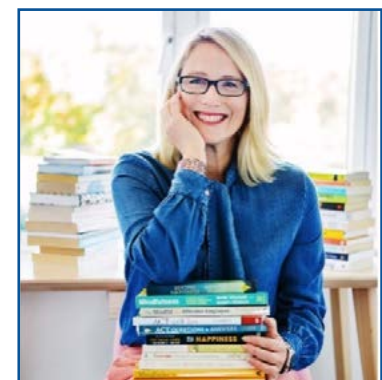
A former headteacher, Richard focuses on human leadership, looking at how society deals with the challenge of unleashing human potential and embracing and leading change in uncertain times. His work has led him to understand the nature of personal and professional responses to risk, change, creativity, and development. His ability to connect experiences across many, often seemingly different, environments help individuals' companies and organisations expand their thinking and their own perception of their potential.



Richard is the author of several books on change, leadership, and innovation, including bestsellers 'Change' and 'Simple Thinking'. He is also one of LinkedIn Learnings' most popular contributors, with two best-selling courses, 'Smart Thinking' and 'Mental Toughness'.

Hazel Anderson-Turner

Hazel Anderson-Turner is a Business Psychologist, ICF accredited coach by the International Coach Federation (ICF) and a resilient leadership specialist. Hazel delivers individual and team coaching, group workshops and keynote speeches across a broad range of professions, including education. She is currently working extensively with the emergency services, supporting them to stay resilient and prevent burnout.



Hazel has published several books related to clarifying aspirations and ambition, alongside managing stress and setting boundaries. She has also contributed to a number of publications and participated in podcasts.

Dr Keven Bartle

Keven was Headteacher at a proudly diverse secondary school in London for nine years and has been a school leader since 2005. In 2019, Ofsted said that he led “a very strong culture of professional development” and was “highly valued, respected and supported by staff.” In 2023, Keven’s school was judged to be a good provider.

Keven successfully completed a Doctorate of Management in complex organisational dynamics in schools in 2021. He has since completed a diploma in group analysis focused on psychodynamic explanations of how groups of individuals develop.

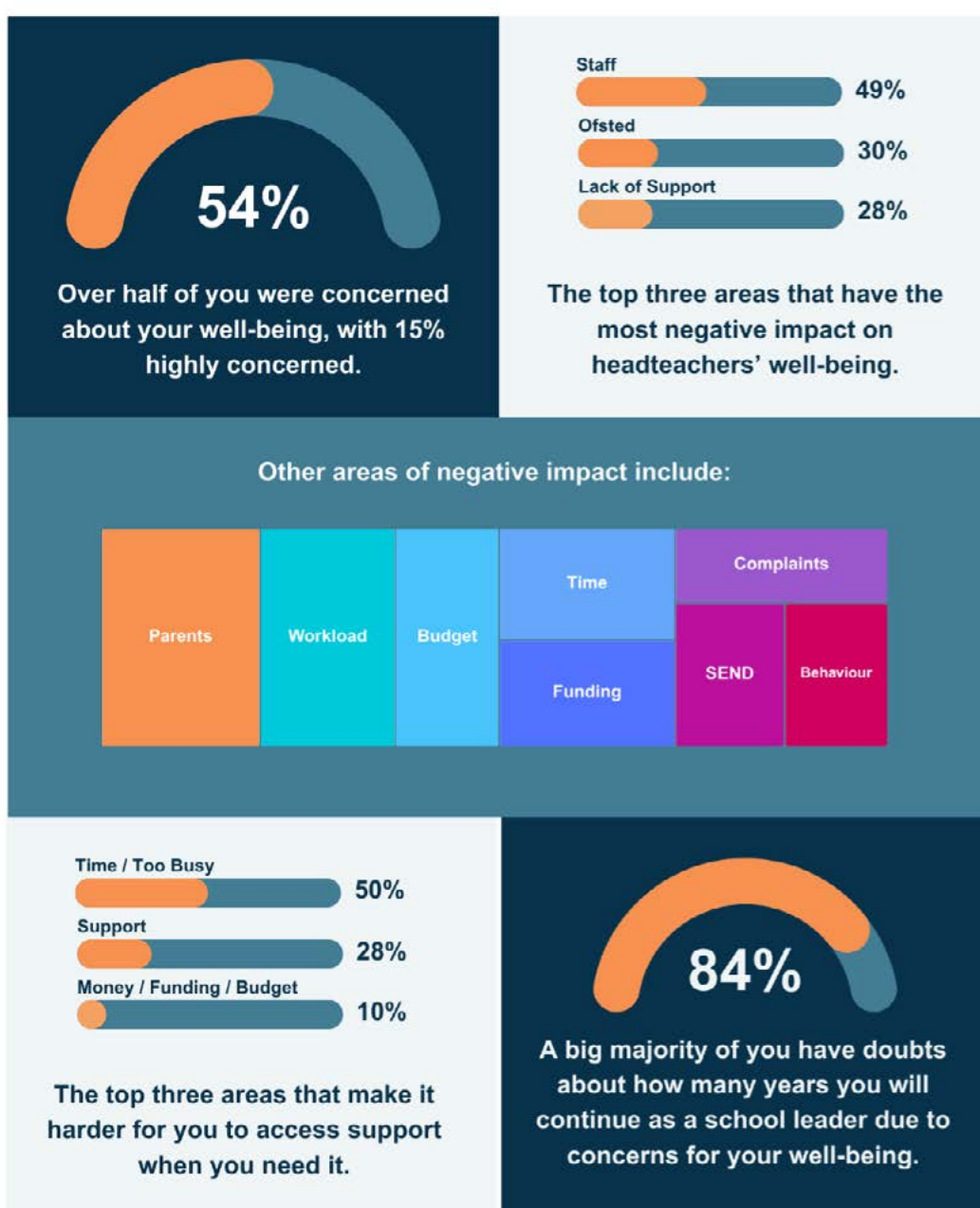


Other presenting colleagues are part of the Hampshire team of staff working in Hampshire and Isle of Wight Education Psychology (HIEP), Governor Services and Hampshire Improvement and Advisory Service (HIAS). We appreciate the support of those in these services and in Education Personnel Services (EPS) in putting this conference together. We also wish to acknowledge with huge thanks to our Hampshire headteachers who will be sharing their experiences and thoughts about their involvement in coaching, supervision along with their own views of managing themselves in such a time of change.

Outcomes of the autumn 2023 survey regarding headteacher wellbeing

Responses to the survey in the autumn term clarified the aspects of significant concern for Hampshire headteachers. It also reflected your wish to access practical support in developing yourself and strategies to manage times of pressure. Additionally, it highlighted your interest in finding out more about coaching and supervision, as well as peer networks.

Non-contributing factors

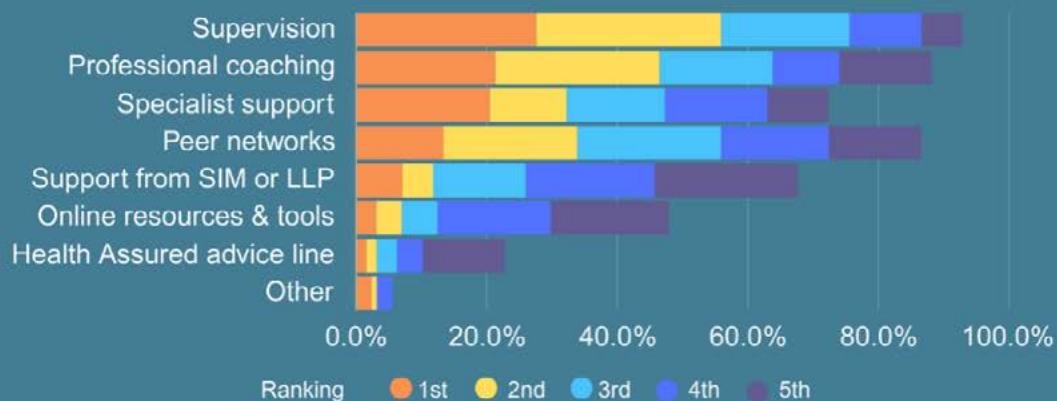


Contributing factors

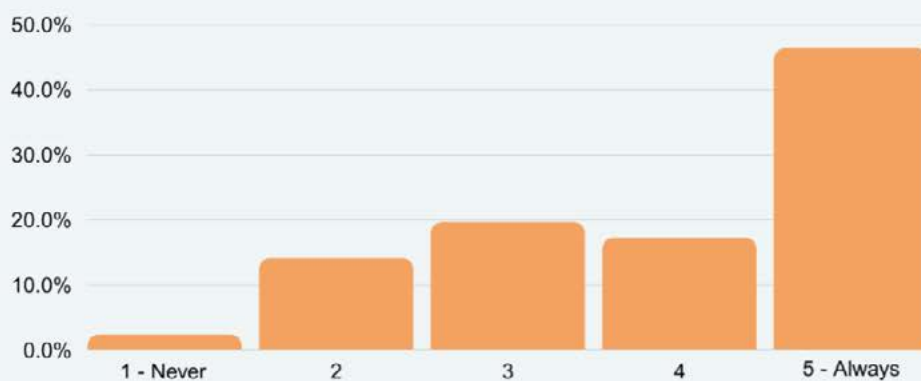
What do you already do that is helpful in supporting your well-being?



If there were offers of further support, what would you prefer most?



Are you able to access support from your Chair of Governors when you are experiencing challenges within your role?





What makes it harder for you to access support when you need it?

“The lack of understanding, finances, or support - it’s hard to know unless you’re in it.”

“Fear that I will be judged in a negative way because I have asked for support”

“The support from county should be tackling the bigger issues on the headteacher’s behalf to reduce the pressure, workload and enable the headteacher to enact the core function of their roles.”

“Finding someone who is pragmatic and understands what it is actually like to do the job”

“Being a headteacher is essentially a lonely job, the buck in a LA school /SAT stops with the head, in an academy chain you are a manager for someone else so a different pressure”

“Lack of time” - mentioned over 50 times

Is there anything else you would like to add?

“I think it is essential that there is a way for DSLs to access free supervision from other professionals.”

“There is a lot of frustration in society that in turn is be deflected to school staff. Trust in the profession has been steadily eroded by successive governments and the media and this is leading to a demoralised profession.”

“Having individual support or tokenistic offers of support that take additional time will not help address the causes of poor wellbeing and mental health in leadership. There needs to be a more strategic response to the identified areas of concern to enable improvement.”

“I am so concerned about my colleagues at school and their well being that I struggle to prioritize my own”

“I have offered to mentor new headteachers more than once but never taken up on this. I run a very successful, large junior school and feel I have a lot to offer.”



Services available to support you and your school

In addition to your own networks, there are a number of internal and external organisations that can provide rapid support and advice across many aspects relating to staff management. Any services and providers outside of the Hampshire County Council (HCC) that are listed cannot be endorsed.

Hampshire Improvement and Advisory Service (HIAS)



Hampshire
County Council

Improvement and
Advisory Service

HIAS employs a wide range of education advisers with expertise across all school phases as well as in curriculum subjects; linking with national experts and the Department for Education (DfE), HIAS supports school leaders with consultancy and current advice, guiding them through school change and development. HIAS works alongside all maintained schools supporting their quality assurance processes, professional development and staff management, and is also commissioned by academy trusts and maintained schools in providing bespoke development.

The work of HIAS is based upon having strong relationships with school leaders, keeping close to their needs and concerns, as well as celebrating their achievements.

Contact hias.enquiries@hants.gov.uk for more information about HIAS school improvement services.

Education Personnel Services (EPS)

Achieving the best educational outcomes for your school depends on schools' ability to attract, retain and manage talented teachers and school support staff.

EPS understands that staff are a school's most valuable asset and the key resource in delivering the best educational experience for every child.

EPS are the human resources (HR) consultants of choice for over 500 maintained and academy schools in Hampshire and surrounding areas. The service has had many years as a specialist education HR provider and have the in-depth knowledge and experience to ensure your school receives high quality professional HR support.

From recruitment and employment law, through to school transformation and workforce organisation, EPS can support leaders with the most simple or challenging HR issues. This underpins its commitment to support schools in having strong and well supported staff.

To contact the EPS helpdesk, complete the form on [this link](#) or if urgent, contact them on 02380 383500.

Hampshire Governor Services

Governor Services has a national reputation for excellence in providing advice, support, and training to governing bodies, trust boards and their clerks.

As a holder of the award for Customer Service Excellence, the support for governing bodies covers all aspects of their statutory role as well as providing good practice advice, and ongoing professional guidance in securing strong leadership and effective governance in schools. This is delivered through expert advice and support and a comprehensive training programme.

Governor Services can be accessed via a helpdesk line on 0370 7790800 or governors@hants.gov.uk.



Hampshire
County Council

Education Personnel
Services



Hampshire
County Council

Governor Services

Hampshire and Isle of Wight Psychology (HIEP)

HIEP is a very large team of professional Educational Psychologists (EPs) with a strong national reputation for innovative practice.



Hampshire
County Council

Educational
Psychology

Psychology helps us understand how people think, learn, feel and develop. The work of HIEP is often concerned with learning, social, emotional, behavioural, physical or sensory strengths and needs and applying psychology to help people to flourish, to promote positive relationships, wellbeing and resilience, and to support learning, motivation.

HIEP offers supervision and coaching to staff on commissioned regular basis.

Whilst mainly working with pupils, HIEP also has a number of support streams for school leaders; work discussion groups for headteachers provides confidential EP support enabling sharing, reflection, and problem-solving thinking.

Contact hiep.enquiries@hants.gov.uk for more information.





Who can I contact for support? Who can I talk to?

In addition to your Chair of Governors, School Improvement Manager (SIM) or linked adviser, the following links may be useful.

Health Assured

www.hants.gov.uk/hampshire-services/occupational-health/schools/employee-support



Schools that purchase Hampshire's Occupational Health Service are able to also purchase the agreement for Health Assured's Employee Assistance Programme.

Depending on the level of support purchased, staff can access in the moment telephone advice or the advice counselling support package.

The telephone advice package provides leaders and their staff with access to legal advice on a range of subjects from housing and property issues, employment advice, guidance on wills/probate issues through to legal advice on relationship matters.

In the moment advice can also be provided on a range of subjects including supporting mental health, critical incidents or significant life events such as bereavement. If a school has the full package including counselling support, the helpline can arrange access for counselling services whether face to face, telephone or online.

Education Support Line

08000 562 561



www.educationsupport.org.uk

Teachers and education staff can call to talk through all kinds of concerns including:

- wellbeing services including workshops, reflection, managing difficult feelings or situations
- advice on boundary setting and self-care
- getting the best out of your work relationships
- planning for or processing difficult conversations
- any challenging personal matters
- and we're also here if you simply need to vent!

HeadsUp4HTs

www.headsup4hts.co.uk

HeadsUp4HTs provides bespoke Peer Support Programmes for local authorities who are looking to support and champion the wellbeing of the headteachers in their authority, enabling the headteachers to lead with confidence, authenticity and renewed purpose.



Our bespoke six-week programme is based on our effective model which has supported the emotional wellbeing of hundreds of school leaders enabling them to connect, peer support and re-align themselves with their purpose as headteachers, empowering them to be the leader that they set out to be.

Headrest

www.headrestuk.co.uk

A free advice service provided by former headteachers.

High levels of wellbeing are vital for all schools, but at this time in particular, more so than ever for leaders. That is why Headrest matters.



Women leaders in education

www.womened.com

#WomenEd is a global movement that connects aspiring and existing women leaders in education and gives women leaders a voice in education.



Diverse Educators (DE)

www.diverseeducators.co.uk

Committed to moving the agenda forwards regarding diversity, equity and inclusion in the school system. DE works with state schools, independent schools and international schools to support them with their diversity and training needs and believe that collaboration strengthens leadership success.



BAMEd Network

www.bameednetwork.com

BAMEd is aimed at ensuring our diverse communities are represented as substantive part of the education workforce for teachers and leaders in education. It seeks to address the inequalities in the recruitment of Black, Asian and minority ethnic (BAME) colleagues in to the teaching profession and the lack of support to ensure progress in those careers.



People Intelligence - Solutions

www.solutions.peopleintelligence.com

Solutions is a membership site that provides leaders with:

- questions to ask your staff and your peers
- questions for you to coach upwards including advisors and governors
- questions for you to coach yourself and empower yourself.

All resources are written by Maureen Bowes based on her insights from her leadership team development programmes, coaching courses, and experience coaching hundreds of headteachers.

Partners in Joy

www.partnersinjoy.co.uk

Maureen Bowes and Siobhan Goffee together are Partners in Joy. They have worked in education for over 40 years and, in different ways, both seen how the system can squeeze the joy out of life for teachers and leaders.



They created a series of podcasts called “Joyblockers and how to get rid of them” and more recently have created a programme called “Practivism for Educators”.



What is being said about leaders' wellbeing?

Useful links and articles to discuss with your colleagues and consider in your own action planning.

- [Wellbeing: How to look after yourself as a headteacher mental health workload school leadership \(sec-ed.co.uk\)](#)
- [School Leaders: a guide to your wellbeing - The NAHT Hub](#)
- [How heads can look after their wellbeing | TES Magazine](#)
- [Wellbeing: 'Heads can be too good at shelving their own feelings' | School Management Plus: School & education news worldwide](#)
- [Self-care isn't selfish: How to look after yourself staff wellbeing headteachers mental health Education Support \(headteacher-update.com\)](#)
- [Headteachers need support too | Place2Be](#)
- [Six Top Tips to Support Headteacher Wellbeing - Therese Hoyle](#)
- [Supervision in Education Part 1: Why it is Needed | kevenbartle's Blog \(wordpress.com\)](#)



Coaching or supervision?

A strategic approach to reflecting and developing strength and wellbeing in leadership.

Regular one-to-one supervision sessions and regular one-to-one coaching sessions both enable a safe psychological space for reflection and learning, and both have a place in the professional development needs of leaders.

Supervision can support wellbeing and develop different ways of thinking, build confidence, and consider strategies that will help with problems.

Coaching is a more holistic approach, exploring areas of growth in various elements of one's life.

Coaching is a collaborative and facilitative relationship helping a leader to reflect upon and develop their role. There will often be a process of goal setting in coaching sessions and as such, sessions can be a little more future focused than supervision.

Both individual supervision and coaching typically involve monthly or half termly sessions for an hour. These can be face to face or virtual.

Many colleagues in Hampshire have used a coach for some time; new headteachers are encouraged to consider a coach to assist them in navigating their shift into a new leadership role and provide regular planned space to reflect and consider emerging developments.

Coaching

In addition to individual and group supervision and coaching from Hampshire Educational Psychology, the following are coaches used by colleagues.

- **People Intelligence** – developmental coaching and Brilliant Coaching

www.peopleintelligence.com/coaching

Maureen Bowes from People Intelligence coaches many leaders in education across the county. She specialises in personal development coaching for senior leaders and the people side of leadership so that headteachers find courage to get themselves through vulnerability and to achieve success with people. Maureen also offers a three-day online programme, spread out across a number of months called Brilliant Coaching, aimed at supporting leaders to develop knowledge, skills, attitudes and habits of emotional intelligence along with ways to adapt your approach as a leader.

- **Pursuit: everyday wellbeing**

www.pursuitwellbeing.com

Assisting headteachers, school leaders and teachers to manage stress, anxiety and daily school pressures, with practical, research-driven information and training.

- **360 Educational Coaching**

www.educationalcoach.uk

In focused conversations learn to manage those challenges. Enjoy powerful conversations. Be active against burnout. Resource exit or renewal. Invest in personal development. Orchestrate conflict resolution in the workplace.

- **Integrity: coaching and leadership development**

www.integritycoaching.co.uk

Advice and coaching support for school leaders and governors focused on a clear understanding of five fundamental that governing bodies must have in place to provide proper support.



Supervision

The following websites and articles support a deeper understanding of supervision needs for leaders enabling them to consider what be supportive, together with links to those providing this support.

- **Education Support** – fully funded professional supervision for school and college leaders

www.educationsupport.org.uk

- **New Routes Ltd** – supporting leaders to lead – individual, group and peer to peer

www.newroutesltd.com

- **Headrest** – Coaching and supervision support for headteachers

www.headrestuk.co.uk

- **Livewell counselling service** – Education - supervision and counselling services

www.livewellcounselling.co.uk

- **Talking Heads supervision** – **The professional life-changing role of supervision in my last 2 years of headship**

www.talkingheadssupervision.co.uk

- **Schools Advisory Service** – Leadership & supervision support

www.schooladvice.co.uk

