



Hampshire
County Council

Improvement and
Advisory Service

The Power of You: Professional resilience for leaders

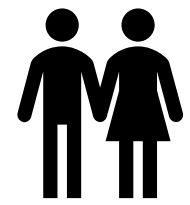
January 2026

Jean Thorpe, County Education Manager (Secondary)

Welcome and Housekeeping



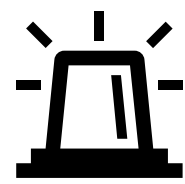
Tea/coffee



Toilets



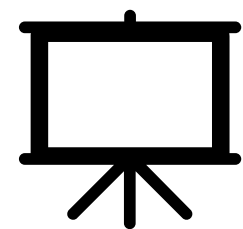
Mobile phones



Fire alarm



Please feel free to share thoughts and raise questions as we go through the day



Slides will be shared after the session



Don't forget to register your car for parking

Agenda for today

Time	Subject	Lead
9.00am	Welcome, introductions and housekeeping	Jean Thorpe County Education Manager, Secondary
9.15am	Anxiety to agency: tools for a turbulent world	Hazel Anderson-Turner Business Psychologist and Mindset Coach
10.40am	Break – tea and coffee available	
11.00am	Peer coaching	Hazel Anderson-Turner Business Psychologist and Mindset Coach
12.15pm	Lunch and networking	
1.00pm	Workshop and problem-solving scenarios	Kirstie-Anne Sangway, School Improvement Manager (Primary) Nicola Pearce, Headteacher, The Vyne Community School
1.45pm	Zero Tolerance: supporting school leaders	Amanda Stevens Head of Education People Services
2.00pm	Planning session: spreading insights and developing strategies	Hazel Anderson-Turner Business Psychologist and Mindset Coach
2.30pm	Close and networking	

Headteacher professional resilience

Professional isolation

Accountability



Wellbeing or Professional Resilience?

Wellbeing can be seen as about yoga mats, cakes on a Friday and mindfulness apps as opposed to resilience which is often seen as 'bouncing back'.

However, we are using the term '**professional resilience**' to reflect that this is not just about individuals, but about structures and systems, and supporting you to:

- Sustain purpose
- Navigate complexity
- Maintain agency in the face of relentless change

We know that headship is intense, isolating, emotionally demanding and can be all consuming.

Wellbeing can imply that work in this area is a luxury – but if you see it through the lens of professional resilience, it is essential.

You have a copy of an article on professional resilience on your table for you to take away.

To close

- Thank you for prioritising yourselves
- Committed to supporting you

Hampshire's current work programme:

Zero tolerance policy and resources launching today

Stress risk assessment:
Whole staff
Ofsted
Headteacher
Individual cases

Development of a new section within the Manual of People Practice - Managing Culture and Climate

Developing guidance for schools on communications following a significant event or crisis


The Power of You - workshops

Development of the HIAS Leadership Moodle site for Headteacher Professional Resilience – sharing of quality assured resources

Reviewing governor training materials and engagement to ensure advice to governors in relation to Headteacher professional resilience is clear

Developing a specific Governor Training session on Headteacher Professional Resilience

The Power of You: professional resilience and wellbeing of school leaders




The Power of You

[Home](#) [Courses](#) [The Power of You](#)


Supporting the professional resilience and wellbeing of school leaders

Search courses [Go](#) [?](#)




Workplace culture and expectations

[Find out more](#)






Hampshire support

[Find out more](#)



Conference support and resources

[Find out more](#)





**The Power of You:
Professional resilience for leaders**

January 2026
Jean Thorpe, County Education Manager (Secondary)

**Jan 2026
Conference 3**



**The new science of resilience:
Psychological flexibility for
School Leaders**

HIAS

7 February 25

**Feb and Oct 2025
Conference 2**



**Investing in School
Leaders Conference:
The Power of You**

Children's Services

1 March 2024

**Mar 2024
Conference 1**



Complaints and safeguarding concerns



External complaint routes



The Teacher Regulation Agency - TRA



Practical guidance for managing and handling complaints

Practical guidance for managing and handling complaints

All leaders will have their own way of managing the volume of communication they receive but there are a number of strategies and practical steps that can support the effective management of complaints, and adverse communication.

- Be clear about your complaints' policy and your governing body's involvement in its management
- Ensure that agreed timeframes within any policy are adhered to
- Consider whether a dedicated email account would be useful for parental communication in order to manage leaders' accessibility
- Clarify with both support staff and middle and senior leaders your expectations of their management of complaints and parental communication; consider whether staff record all of their communication, are responses followed up by email, are hard copies kept of discussions and agreements, of telephone calls? We have many examples where
- Do you have a policy for managing duplicate and/or serial and consistent complaints, or those which are unreasonable?

[Best practice guidance for school complaints procedures 2020 - GOV.UK](#)

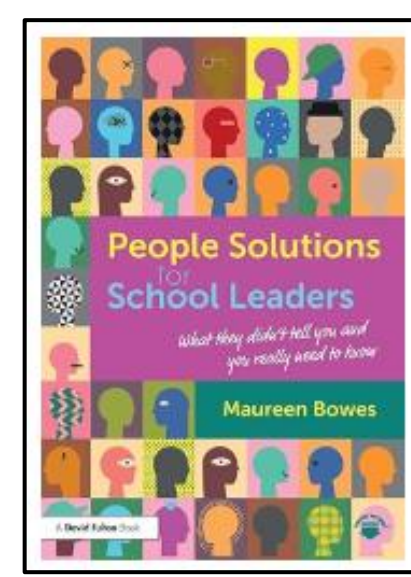
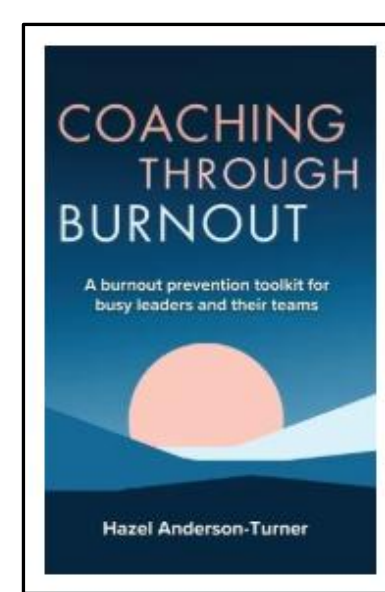
The Office of the Independent Adjudicator defines the characteristics of a 'frivolous' or 'vexatious' complaint as


- complaints which are obsessive, persistent, harassing, prolific, repetitious
- insistence upon pursuing unmeritorious complaints and/or unrealistic outcomes beyond all reason
- insistence upon pursuing meritorious complaints in an unreasonable manner
- complaints which are designed to cause disruption or annoyance
- demands for redress that lack any serious purpose or value"

Schools should not refuse to accept further correspondence or complaints from an individual they have had repeat or excessive contact with as any application of a the notion of 'serial or persistent' should be against the subject of complaint itself rather than the complainant.

We suggest that you have a policy for managing duplicate serial complaints

[When to Consider Stopping Responses](#)





Zero tolerance

[Find out more](#)




Making SARs Manageable

19th March 2025
Emma Licciardi – School Legal Support




School Legal Support


19th March 2025
Emma Licciardi




Model documents for school websites



Guidance for school leaders



Guidance to share with staff



Other resources

Shared work – provides strength

Colleague support has infinite value-
sense of not being alone

Your contributions please:

- examples of your documentation, approaches, what has worked well...
- collation of



hias.publications@hants.gov.uk