



Minerva
Learning Trust



LEADERSHIP ROUTES 21 - 22

A guide to the Continuous Professional Development **ROUTES**
available to staff at Minerva Learning Trust



COLLABORATE



INNOVATE



INSPIRE



CONTENTS

- Welcome
- ROUTES Overview
- Our ROUTES Leadership Programme
- Year 1: Leadership ROUTE for All
- Strategic Leadership of SEND ROUTE - Maximising the Impact of Teaching Assistants
- Strategic Leadership of Pupil Premium ROUTE
- Executive Leadership ROUTE
- Supervision Management ROUTE
- CEO Shadowing ROUTE

WELCOME

DEAR COLLEAGUES OF MINERVA LEARNING TRUST

First and foremost, we would like to thank you for your interest in the Minerva Collaborative Learning Alliance offer. We hope you enjoy reading through the booklet and find something of interest to you at this stage in your career.

Last year saw us run and deliver our CPD programme in a way we could never have imagined. We had to learn quickly, adapt and be responsive to training needs we have never needed before. Despite the various challenges thrown at us all, we are delighted to have received such positive feedback about each of the sessions and, for this, we extend a huge thank you to each and every one of our colleagues who took part, be that as a participant or as a course leader. It was truly brilliant to bring our value of 'working together' to life.

We now want to make our CPD offer even stronger and having listened to your feedback, we have further developed your Trust CPD package for this coming year. Under the umbrella of our newly branded, 'Minerva Collaborative Learning Alliance', we have introduced a range of new programmes and opportunities for all whilst having reviewed and refined all existing courses. Our CPD principles are designed around our strapline of 'Collaborate, Innovate and Inspire' and with this in mind, we aim to:

- Keep students' school experience at the heart of our training
- Base our training on robust evidence and expertise
- Be forward thinking, creative, cutting-edge and innovative
- Nurture effective collaboration between schools
- Draw upon Trust-wide expertise to facilitate training, to bring alive our ethos of 'growing our own'

We look forward to another successful year of building, growing, and learning from one another. Together, [We Are Minerva](#).

***"Our vision is simple:
to be
OUTSTANDING TOGETHER,
WORK TOGETHER
and to
LEARN TOGETHER"***

Bev Matthews
CEO
Minerva Learning Trust



ROUTES Overview



Our Leadership Programme

The ROUTE to the right of this page summarises your brand-new 3 year leadership programme which we are delighted to launch this coming year. Taking on board feedback from participants of last year's Middle and Senior Leadership ROUTES, and following the research, we have re-designed this ROUTE to ensure each training session builds upon previous learning and that sessions are not standalone.

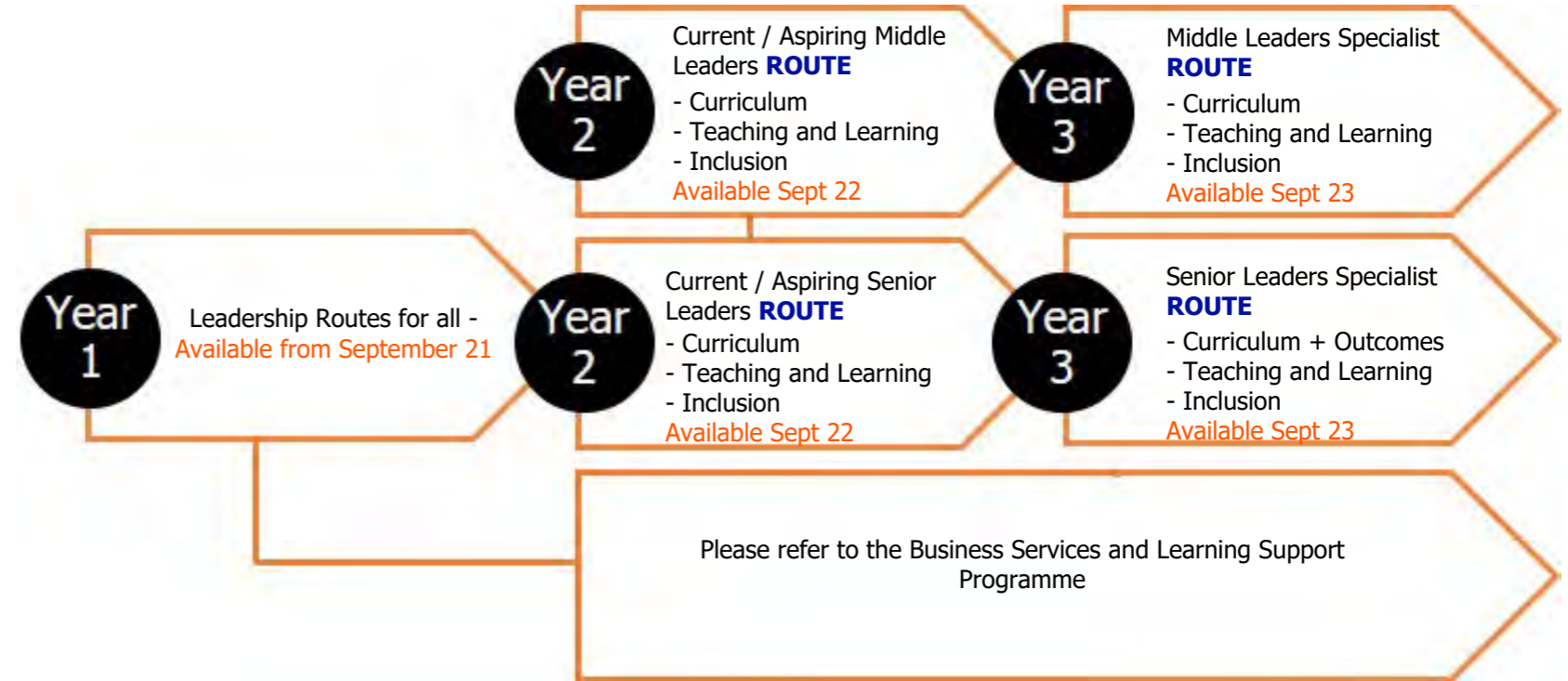
Focusing on 'The Why' and 'The How' in Year 1, this Leadership ROUTE is open to all current and aspiring leaders in our organisation. We strongly believe that it's not the what you do but the why and how you do it that makes the most successful leaders and teams and this first year will aim to explore this theory in further depth.

Upon completion of this first year, colleagues will move into Year 2 where we look at different aspects of strategic middle or whole school leadership. Similar to last year's Middle and Senior leadership ROUTES, this series of training will explore everything from how to lead teaching and learning across a department, to what effective inclusion looks like and the importance of a well thought out and sequenced curriculum. Colleagues will enjoy a taste of a variety of different areas before Year 3 allows you to choose a particular area of interest. It will also look at supervision and management strategies to help our leaders and managers be the best they can be.

Year 3 will be your final year of the programme and will allow colleagues to specialise in an area of middle or whole school leadership of interest. We believe this bespoke offer will support the foundations of a future successful career in leadership. Three courses will run for each of the current/aspiring Middle and Senior leaders; Leadership of Teaching and Learning, Leadership of Curriculum and Leadership of Inclusion.

Please note:

September 2021: This coming September, Year 1 only will run. Year 1 is for all colleagues who are current/aspiring leaders at all levels. You will find further information regarding Year 2 and Year 3 in next year's CPD booklet. Please find below and overview.



Year 1: Leadership Route For All ROUTE

- Overview

DESCRIPTION OF THE COURSE

It is often taken for granted that colleagues know what to lead on, but most have never questioned why and how they lead. This ROUTE journeys through the importance of culture, exploring ethical leadership frameworks and discovering your own personal 'why'. Why do you make the decisions that you do? Why do we make the changes that we sometimes make?

As well as the 'why', we will look at the 'how'. This will include change management, how to effectively script conversations and the importance of listening. How do we ensure we take teams with us on our mission and how do we give our teams the direction and purpose of travel?

We will look at various pieces of reading around leadership, both educationally focussed and also from experts based outside of education.

SUITABLE FOR

This course is open to all current and/or aspiring leaders and managers within our organisation - Teaching and Business Services colleagues.

SESSION SCHEDULE

These sessions are anticipated to last 1.5 hours.

Click here
to apply
for this
ROUTE

1

25th November 21
3.30pm
Stocksbridge

2

17th January 22
3.30pm
Ecclesfield

3

7th March 22
3.30pm
Stocksbridge

4

28th April 22
3.30pm
Handsworth
Grange

5

22nd June 22
3.30pm
High Storrs

9

COLLABORATE | INNOVATE | INSPIRE

Year 1: Leadership Route For All ROUTE

- Session Details

1

Culture

In this session we will look at effective ways of leading teams. We believe successful leadership and successful organisations all start with culture and the 'why'. Why do you make the decisions and the changes that you do? We will look at Sinek's book and consider your own personal 'why?' and how this should be at the forefront of your thinking and leadership.

Led by: Caroline Fancett, Amy Stevens and Laura Newell

2

Mission, Vision, Values

In session two we will look at the role of an organisation's Mission, Vision and Values. Why are they core to decisions being made? How are they brought to life to ensure they are 'lived and not laminated'? You will have the chance to design your own and share these with others.

Led by: Bev Matthews and Richard Walkden

3

Ethical Leadership

Explore the Ethical Leadership Framework, how it came into being and what it means to be a leader in an ethical organisation. It will introduce the values of an ethical organisation, how these dovetail with your own values designed in session 2 and, most importantly, how being an ethical leader can support and strengthen the communities we serve.

Led by: Fiona Finch and Rachel Tasker

4

Ethical Leadership Framework

We will explore what the Ethical Leadership Framework looks like within our Trust and how we can use the framework as leaders - with staff, students and parents - to create consistency and strength as an organisation. During the session you will experience, as leaders, what it is like to be faced with some persistent problems, and when we are challenged, how to address these problems within the parameters of the ethical values and our Trust mission.

Led by: Fiona Finch and Paul Rockliffe

5

Your 'Why' / Action Plan

This session will allow us to bring our year's learning to life as we help guide you through your own action plan for the next year. This will ensure you have something tangible to take away and impact on your future leadership.

Led by: Caroline Fancett, Bev Matthews, Fiona Finch and Paul Rockliffe

10

Strategic Leadership of SEND - Maximising the Impact of Teaching Assistants (TAs) ROUTE - Overview

DESCRIPTION OF THE COURSE

This course will guide school leaders through a strategic review of their use of teaching assistants, using change management theory, and examples and lessons learned from successful schools. It is delivered across three half-day sessions, placed over two terms. All three sessions must be attended. It is led by external experts and coordinated by the Director of SEND and Senior Director of Inclusion. This course runs in conjunction with the (6 hour) MPTA course (Maximising the Practice of TAs) aimed at support staff, LSAs and TAs.

SUITABLE FOR

This course is open to all school leaders.

SESSION SCHEDULE

These sessions are anticipated to last 1.5 hours.



Click here to apply for this ROUTE

Strategic Leadership of SEND - Maximising the Impact of Teaching Assistants (TAs) ROUTE - Details

- 1 Evidence and Research Around The Impact and Introduction to MITA Principles**
This course will commence with looking at the setting out of evidence on TA impact, introducing the key principles of the MITA approach. We will also look at conducting a self-evaluation and setting a vision.
Led by: Sally Franklin, Emily Martin and Sally Rucenczyn
- 2 Self-Evaluation, Practical Strategies, Strategic Planning and Implementation**
Session 2 will focus on the use of self-evaluation data and they look at the MITA principles in depth: what they look like in the classroom, practical strategies and ideas. We will also look at action planning and the implementation pinch point.
Led by: Sally Franklin, Emily Martin and Sally Rucenczyn
- 3 Review of Practice and Future Planning**
The final session in this series will look at a review of practice as well as sharing areas of good practice and lessons learned. We will look at planning for the future, sustainability and next steps.
Led by: Fiona Finch and Paul Rockliffe



Strategic Leadership of Pupil Premium

ROUTE - Overview

DESCRIPTION OF THE COURSE

This ROUTES programme looks into the nuts and bolts of what it takes to lead a successful whole school Closing the Gap strategy in order to support our most vulnerable learners. Developing the right culture is absolutely paramount and this is where our journey begins. How do we help foster this culture? The programme then moves onto looking at creating the strategy before exploring how to effectively monitor, and follow up on, its impact.

SUITABLE FOR

This course is suitable for anyone who is currently involved in, or has aspirations, to lead on this area of work - support staff or teaching staff.

SESSION SCHEDULE

These sessions are anticipated to last 1.5 hours.



Click here
to apply
for this
ROUTE

Strategic Leadership of Pupil Premium

ROUTE - Session Details

1

Culture

Leading on a strategy for disadvantaged learners, or have the desire to in the future? Developing the right culture within a school is essential to creating firm foundations upon which a successful strategy can be built to close the gap for disadvantaged learners. This session will look at what culture is, how we create it and how we get everybody on board in order to make things stick and change the life chances of young people.

Led by: Bev Matthews, Christine Gott and Steph McCoy

2

ABCs

Once the work on culture is underway, how do we know what we need to tackle first? What should be done, when and with who? This session looks at the ABCs of an effective strategy to close the gap for disadvantaged learners and focuses upon making sure we 'treat' the cause and not the symptoms.

Led by: Bev Matthews, Christine Gott and Steph McCoy

3

Monitoring Impact

Data isn't always everything but, when it comes to a successful strategy to close the gap it is so important. This session will look at different ways data (qualitative and quantitative) can be used to monitor the impact of funding on student progress to identify when things are working and when it might be time to shift course.

Led by: Bev Matthews, Christine Gott and Steph McCoy



Executive Leadership ROUTE - Overview

DESCRIPTION OF THE COURSE

Building on its success from last year, this course is aimed at colleagues who want to gain a greater understanding about leading at scale.

The role of the MAT has grown in prominence in recent years and brings with it many advantages and, of course, challenges!

This series of training will look at the difference between leading in a school and a MAT where a very different skillset is required. Training will focus specifically on collaboration, building relationships, teams and accountability.

SUITABLE FOR

This course is open to all school leaders and central team colleagues.

SESSION SCHEDULE

These sessions are anticipated to last 1.5 hours.



Click here
to apply
for this
ROUTE

Executive Leadership ROUTE - Details

1

Role of the Executive Leader

One of the key areas in MAT leadership is around accountability and this is the focus of session 1. The training commences by looking at designing improvement and building the accountability conversation to improve improvement. What are your behaviours that will underpin the journey? How will we get there and what is the destination? We look at the difference between accountability and responsibility and you will have the opportunity to discuss how trust teams work across multiple schools.

Led by: Bev Matthews and Adele France

2

Skills for Leading at Scale

This session builds on session one by looking at building the collective might of the Trust and building the Trust as a single organisation. Within a MAT, what should be autonomised, aligned and standardised? We look at when, and how, collaboration works best and how we can work together to develop the best possible educational experience for our children.

Led by: Bev Matthews and Adele France

3

Leading Change – Change Management

The final session looks at leading across multiple schools. We start off by looking at what makes an effective Trust leader; what they do and how they implement key skills in order to lead effectively at scale. This can bring about great challenges and so this session will present some possible scenarios upon which colleagues can discuss and reflect. The training will finish with a challenge for delegates to think about a project they are working on and to then put some learning into practice.

Led by: Bev Matthews and Adele France



Supervision Management ROUTE

- Overview

DESCRIPTION OF THE COURSE

These sessions are varied and aim to cover a wide breadth of educational areas and situations that team managers need the knowledge and skills to deal with effectively. Participants will finish the course having discussed a variety of different topics from the basics of leading a team, an insight into human resources and finance.

SUITABLE FOR

This course is for anyone who is a team manager or has ambitions to be a team manager or supervisor.

SESSION SCHEDULE

These sessions are anticipated to last 1.5 hours



[Click here to apply for this ROUTE](#)

Supervision Management ROUTE

- Session Details

- 1 Human Resource Management – Getting it Right**

 - Key HR issues that managers will encounter with employees from recruitment to leaving Working with Trade Unions

Led by: Nicola Gregory and Jo Hall
- 2 Financial Management – Introduction to Academy Finance**

 - Key Finance issues that Managers need to be aware of within the Trust including Academies Financial Handbook, rules and regulations

Led by: Adele France and Lindsey Denton
- 3 Change Management and Leading Change**

 - How to effectively lead change and plan projects
 - An overview of the change management cycle
 - Access to and overview of the Trust Change Management Toolkit

Led by: Bev Matthews and Adam Anderson
- 4 Leading and Managing a Team**

 - Leadership -v- Management
 - What makes an effective Team?
 - Understanding behaviours
 - Managing team performance

Led by: Claire Tasker and Caroline Fancett
- 5 Facilitating Training/CPD delivery**

 - Effective leadership of CPD
 - Empowering and developing others
 - What does the research say?

Led by: Caroline Fancett
- 6 Managing Difficult Conversations with Staff/Parents/Students**

 - Strategies for handling difficult and sensitive conversations effectively and positively.
 - Know how to structure the opening of a difficult conversation more effectively.
 - Understand the problem and select appropriate level of approach to deal with it.
 - Identify and visualise the best possible outcome.
 - How to think on your feet if the conversation takes an unexpected turn.
 - Remain calm if the individual starts being offensive.

Led by: Rachel Sutcliffe, Jo Hall and Nicola Gregory

CEO Shadowing

DESCRIPTION OF THE COURSE

A day in the life of a CEO! Ever wondered what an average day for a CEO includes? Do you have aspirations for leading a Trust one day? Spend a day shadowing our CEO to gain an insight into the every day running of our Trust.

SUITABLE FOR

These sessions are scheduled at the availability of the CEO and the applicant.

SESSION SCHEDULE

These sessions are scheduled at the availability of the CEO and the applicant. Please speak to your Line Manager in the first instance and look out for further information soon.





**7 Shay House Lane
Stocksbridge
Sheffield
S36 1FD
0114 283 84 38
www.minervalearningtrust.co.uk
@MinervaTrust**

**Learning Together | Working
Together | Outstanding Together**

COLLABORATE | INNOVATE | INSPIRE