



SSAT leadership programmes

Principled, inspirational and sustainable leadership



SSAT leadership programmes

SSAT is the leading national provider of training and development for school leaders at all stages. We are immensely proud of our reputation for excellence and of our thousands of leadership alumni who inspire and impact children and young people every day. Whether you are just beginning your leadership journey or are a system leader, our cutting edge programmes will enable you to be the best leader you can be.

Five reasons to choose SSAT leadership programmes

- Our programmes are built upon strong moral principles and foundational beliefs about school leadership, based upon evidence and research.
- We bring you unique inputs and professional expertise from the wider education sector, SSAT, business and beyond.
- Our programmes include a range of tools and resources to support and personalise your learning, including: self and school audits, a professional learning journal, intersessional activities, online collaboration spaces and a leadership library containing the best leadership literature and research.
- We understand the real-life challenges of school leadership. Our programmes are practical and solution focused, with training delivered by successful school leaders and school visits to see evidence based practice in action.
- Our programmes are delivered over six months to two years. This sustained development period is important as it creates time and space for you to reflect, implement and evaluate the impact of your leadership. It also enables you to build valuable collaborative cohort networks that will support you on your leadership journey.



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I wouldn't be doing the job I am today if not for those early experiences on SSAT programmes. All my team have been on senior SSAT programmes. We often send them in twos if we can. Two people on the course at the same time gain more because they can share ideas, which is more likely to be truly developmental.

Melanie Williams,
Executive Headteacher,
Royds Hall Community School



Chief Executive programme

The SSAT Chief Executive programme is both strategic and pragmatic, recognising that those leading established and growing MATs (multi-academy trusts) are entering uncharted territory for which no blueprint for success exists. We can however learn from the evidence and distil the key ingredients to navigate our way. The programme addresses the essential capabilities required for the chief executive role and the very practical concerns of leaders. Contributors are drawn from both education and business, bringing together experienced chief executives and relevant sector expertise.

IDEAL FOR

Leaders of an established or growing MAT (with three or more schools)

WHY ATTEND THE CHIEF EXECUTIVE PROGRAMME?

Learn what it takes to be a successful chief executive

Gain insights that support planning for strategic growth

Receive group performance coaching

KEY DETAILS

Four events across ten months

95% of leadership programme delegates believe their development has had a positive impact on their students.

To find out more visit
ssatuk.co.uk/ceoprogramme



Chief Executive programme agenda

EVENT ONE

The role of the Chief Executive and MAT leader

Two-day residential

- › The role(s) of the chief executive
- › Characteristics of successful MATs
- › Visioning and moral purpose
- › Strategic leadership and governance
- › Practising CEOs sharing tools for success

EVENT TWO

Strategic business and financial planning, sustainable growth

- › Learning from high performance organisations and business
- › Financial and business acumen, probity and entrepreneurialism
- › Sustainable growth and due diligence
- › Managing risk, mergers and acquisitions
- › Ensuring resources are deployed effectively to maximise impact

EVENT THREE

System leadership

- › The role of MATs within the wider national education system
- › The emerging 'middle tier'
- › Competition and collaboration
- › Being a system leader and system thinking
- › Working with Regional Schools Commissioners and Ofsted

EVENT FOUR

SSAT National Conference

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

To find out more visit
ssatuk.co.uk/ceoprogramme



Executive Headteachers

As policy drives towards greater academisation and the expansion of multi-academy trusts (MATs), headteachers need to be fully prepared for this new educational landscape and the greater responsibilities it brings. The Executive Headteachers programme consists of six visits to successful federations and MATs in differing contexts and stages of development. Each one is selected according to the needs of each cohort to provide maximum relevance and impact. The programme is supported by insights from the SSAT Education team as well as experts from the wider education sector, research and business.

IDEAL FOR

Current and prospective executive headteachers

WHY ATTEND THE **EXECUTIVE HEADTEACHERS** PROGRAMME?

Join a powerful and supportive professional network

Develop your understanding of the role of executive headteacher and key skills

Establish a compelling vision for your schools and strategies for sustained success

KEY DETAILS

Eight events across two years

I always recommend SSAT's executive heads programme. It sharpened my thinking about being a leader of a MAT more than any other course I've ever been on.

Wendy Tomes,
*Executive Headteacher,
Sidney Stringer Academies Trust*

To find out more visit
ssatuk.co.uk/executiveheadteachers



Executive Headteachers agenda

EVENT ONE

Leading a multi-academy trust (MAT) and the role of the executive headteacher

Two-day residential

- › Forming and leading a small MAT
- › The role of the executive headteacher
- › Principled foundations for future success
- › Strategic governance and central services

EVENT TWO

SSAT National Conference (Year 1)

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT THREE

Cross-phase partnerships

- › Forming a cross-phase federation/MAT
- › Maximising the benefits and learning from cross-phase collaboration
- › Economies and efficiencies of scale – procurement, trust appointments, trust leadership structure

EVENT FOUR

Autonomy and accountability

- › Performance and progress indicators
- › Establishing a clear accountability framework for the performance of all staff in the trust
- › Earned autonomy for schools and leaders – what does it mean and how can it be managed?
- › Establishing the brand

EVENT FIVE

From implementation to impact

- › Leading rapid improvement in underperforming schools and challenging contexts
- › Managing change across a MAT
- › A systematic programme of school to school support that meets the needs of individual schools
- › Schemes of delegation and decision making frameworks – tight or loose?
- › Standardised, aligned or autonomous

EVENT SIX

SSAT National Conference (Year 2)

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT SEVEN

More than the sum of parts

- › Developing trust-wide policies
- › Fostering collective responsibility – 'if one fails we all fail'
- › Flexible deployment to maximise the benefits for the most children
- › Career progression for staff

EVENT EIGHT

Sustainable growth and system leadership

- › Managing growth with purpose and knowing when to consolidate
- › Managing and mitigating risk
- › Due diligence
- › Capacity building for sustainability and growth

To find out more visit
ssatuk.co.uk/executiveheadteachers



High Performance Leadership

For our country to deliver a truly world class education we must look beyond our familiar horizons and learn from the world's highest performing organisations. How do they "do" strategy, innovation, change and culture? How do we take the best of what they can teach us and harness it to supercharge our new, school-led system?

This is the proposition of the High Performance Leadership programme and we're working with some of the biggest names to deliver it. Designed by SSAT and Dr Ben Laker (Centre for High-Performance), you will learn what it means to be a high performing leader, with practical sessions, discussions and learning for you to take back and implement within your school or schools.

IDEAL FOR

Headteachers, executive headteachers and CEOs seeking to learn from high performance organisations outside of the education sector

WHY ATTEND THE HIGH PERFORMANCE LEADERSHIP PROGRAMME?

Learn from leaders at some of the world's highest performing organisations

Academic support and reflection to define the learnings for your own leadership context

Join a powerful and supportive professional network of leaders

KEY DETAILS

Seven events across fifteen months

The opportunity to work in partnership on this game-changing new programme is both exciting and essential as we move forwards into a new era in education. SSAT has a long track record of being pioneers in leadership – this partnership takes it to the next level.

Anne-Marie Duguid,
Director of Education,
SSAT

To find out more visit
ssatuk.co.uk/highperformanceleadership



High Performance Leadership agenda

EVENT ONE

Apple: Setting the strategic vision and establishing a positive organisational culture

- › How to create a meaningful strategic vision that supports your journey to world class
- › Examine techniques used by Apple that establish positive organisational cultures
- › Understand how to implement and execute them within your own school
- › Learn to become a leader who inspires action

EVENT TWO

SSAT National Conference

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT THREE

London Fire Brigade: Leading under pressure

- › Explore how to make successful decisions under pressure
- › Examine techniques used by LFB to manage crises and learn to implement and execute them

- › Consider how good leaders make you feel safe
- › Develop Black Box thinking
- › Leave the session better prepared to manage volatility, uncertainty, complexity and ambiguity

EVENT FOUR

Philips: Innovation – securing success through creativity and an entrepreneurial mindset

- › Explore innovation and creativity and develop an entrepreneurial mindset
- › Examine problem solving techniques used by Philips
- › Learn how to promote intrapreneurship within your school
- › Develop intelligent disobedience
- › Leave the session better prepared to challenge orders, voice unpopular opinions and become different

EVENT FIVE

Creating and leading high performing teams

- › Explore how you can create a culture of high performance and sustainable results through building strong teams
- › Examine how failures can become powerful learning opportunities that drive future strategies for success
- › Better understand the key ingredients of high performing teams
- › Develop leadership capacity and accelerate school improvement

EVENT SIX

HSBC and FENIX Rising Consulting: Leading change and managing risk

- › Explore leading change and managing risk, two skills that are increasingly important in an uncertain and changing world
- › Explore how you can lead change more successfully, from concept to completion – ensuring that good ideas become embedded practice
- › Consider positive mindsets and strategies for assessing, taking and mitigating risk
- › Become better placed to meet the challenges and opportunities of the future

EVENT SEVEN

NASA Astronaut: Creating a culture of success

- › This final session brings the programme to a crescendo with NASA astronaut Mike Foale, veteran of six space shuttle missions
- › Explore how to create a culture of success in which the impossible becomes, not just possible, but a reality
- › Be inspired to lead your school to new heights and gain insider learning into the universe's most pioneering organisation

To find out more visit
ssatuk.co.uk/highperformanceleadership



New Headteachers

As a new headteacher, you need to lay the foundations for future success and set the tone to secure progress and build confidence. This is an important period for both you and your school, setting out on a trajectory for further improvement. At this critical time of your school's development, you will value being part of a network of supportive like-minded headteachers and accessing high-quality professional development that will maximise your impact. You only get one chance to make a first impression – this programme ensures it is the right one.

IDEAL FOR

New headteachers in the first or second year of headship

WHY ATTEND THE NEW HEADTEACHERS PROGRAMME?

Receive a toolkit for the 'first 100 days of headship'

Personalised professional coaching from an experienced education leader

Engage with experienced, successful and innovative headteachers from around the country

KEY DETAILS

Eight events across two academic years

Receive two coaching sessions in your first year

Being part of the New Headteachers programme has provided me with an invaluable opportunity to network and reflect on current practice in my Academy. The programme has enabled us to discuss issues with outstanding schools and experienced leaders and has got us to really think about what we do in order to fine tune solutions to deal with the ever-changing education system. The programme overall has been an essential part of my professional development.

James Topham,
*Headteacher,
Wood Green Academy*

To find out more visit
ssatuk.co.uk/newheadteachers



New Headteachers agenda

EVENT ONE

Establishing the vision and your moral purpose

- › Headship – the best job in the world?
- › Defining the vision and guiding principles for action
- › Delivering the vision through operational excellence
- › SSAT's Framework for Exceptional Education

EVENT TWO

SSAT National Conference (Year 1)

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT THREE

Leading teaching and learning

- › What makes great teaching?
- › An ambitious climate for learning – removing the glass ceiling
- › Teaching and learning approaches, including TEEP (Teaching Effectiveness Enhancement Programme)
- › Research informed practice and embedding an enquiry based culture

EVENT FOUR

Building a high performance team

- › Creating a positive team culture and shared goals
- › Recruiting and developing staff
- › Building leadership capacity and talent management
- › HR issues, restructuring and performance management

EVENT FIVE

Intelligent accountability

- › Professional accountability and autonomy
- › A compelling narrative for school improvement and managing inspection
- › Ensuring impact through monitoring systems and data
- › Work life balance

EVENT SIX

SSAT National Conference (Year 2)

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT SEVEN

Collaboration and system leadership

- › Building relationships and trust with strategic partners
- › Engaging the community
- › System leadership: teaching schools and multi-academy trusts
- › Generating positive publicity and working with the media

EVENT EIGHT

Leading the future

- › Reflection on impact and experiences as a new headteacher
- › Leading with courage; re-visioning and goal-setting
- › Shaping and responding to the changing educational landscape
- › Maintaining the focus and sustaining yourself for the long term

To find out more visit
ssatuk.co.uk/newheadteachers



Leading Outstanding Schools

Do you want new ideas for your school? Through visits to four outstanding schools across the country you will be exposed to innovative and successful models of school leadership. This programme will challenge your perceptions of what is possible and facilitate strategic school improvement through insight, reflection and planning using SSAT's Framework for Exceptional Education. Participating schools can send different colleagues to events in order to share the learning.

IDEAL FOR

Headteachers and senior leaders in mainstream schools

WHY ATTEND THE LEADING OUTSTANDING SCHOOLS PROGRAMME?

Learn new strategies and inspire your practice to outstanding and beyond

Develop your own school vision through visiting leading schools and academies to see best practice in action

Network with like-minded colleagues and share school improvement strategies

KEY DETAILS

Five events across one academic year

What attracted me to the SSAT Leading Outstanding Schools programme was, rather than just listening to someone talking about what they were doing, you saw it in action, and you saw the context of the school. I got something from every single one of the visits, and brought a number of positive ideas back to school – things that have become part of our practice now.

Alison Burgess,
Deputy Head,
Eckington School

To find out more visit
ssatuk.co.uk/leadingoutstandingschools



Leading Outstanding Schools agenda

EVENT ONE

Leadership, vision, culture and stakeholder engagement

- › Leadership through moral purpose
- › Ensuring the school vision and culture permeate all you do
- › Engagement with parents, community and business

EVENT TWO

SSAT National Conference

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT THREE

Developing teaching and teachers

- › Recruitment and ITT
- › Developing a professional learning environment and a culture of reflection
- › Using evidence research to improve teaching and learning
- › Developing a range of teaching approaches

EVENT FOUR

Curriculum, assessment and accountability

- › Designing a principled curriculum
- › Assessment driven by curriculum
- › Data, systems and processes to support teaching and learning
- › Negotiating the accountability system

EVENT FIVE

Learning and achievement

- › Creating a Climate for Learning and Effective Learning Behaviours
- › Student support intervention and narrowing gaps
- › Student Leadership and Student Voice
- › Safeguarding; spiritual, moral, social and cultural development; and British Values

To find out more visit
ssatuk.co.uk/leadingoutstandingschools



Next Generation Headteachers

Across the country, schools and multi-academy trusts (MATs) are on the hunt for great leaders. The challenge for you isn't finding opportunities. It's negotiating the confusing, rapidly changing system and identifying the kind of school that will best draw out your potential. Next Generation Headteachers – SSAT's definitive programme for aspiring heads – focuses single-mindedly on equipping you to make the right decision about your future and ensuring you are ready to make it a success.

IDEAL FOR

Deputy and assistant headteachers, vice and assistant principals

WHY ATTEND THE NEXT GENERATION HEADTEACHERS PROGRAMME?

Advanced preparation for headship, including getting your first role and the first 100 days in post

Learn practical and impact-focused strategies for school improvement

Learn from outstanding practising headteachers and build a national support network that is dynamic and self-directive

KEY DETAILS

Four events across one academic year

There's so much value in learning from people with experience of maybe twenty years in the job you're aspiring to. And by contrast there were other speakers who were in their first year in post, and that was great, too. It made the step up to headship seem less daunting. There is no doubt that the programme helped me get my first headship.

James Heale,
*Executive Headteacher,
Vyners Learning Trust and
Headteacher of Vyners School*

To find out more visit
ssatuk.co.uk/nextgenerationheadteachers



Next Generation Headteachers agenda

EVENT ONE

The foundations of successful headship

Two-day residential

- › What kind of head do I want to be?
- › What kind of school is right for me?
- › Leading a values-driven school
- › Leading in times of change
- › Strategic finance management and human resources

EVENT TWO

SSAT National Conference

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT THREE

Applications and interviews for headship

- › Applying for headship
- › Identifying the right job for you
- › What are governors looking for?
- › Headship mock applications and interviews
- › Interview best practice

EVENT FOUR

The first 100 days of headship

- › The first 100 days of headship
- › Milestones and markers for your first 100 days in post
- › Developing a timetable for addressing key areas of school leadership
- › Building trust and confidence with stakeholders

To find out more visit
ssatuk.co.uk/nextgenerationheadteachers



Stepping up to Senior Leadership

Moving from middle leadership to senior leadership requires a mindset shift to whole-school thinking, the skills to manage complex teams and competing priorities whilst maintaining focus on ensuring you are keeping your students at the centre of what you do. This exciting programme will support you to develop the knowledge, skills, mindset and networks to develop as a senior leader. Whether you have recently joined the senior leadership team or aspire to do so soon, this programme will help you take and be successful in the next step in your teaching career.

IDEAL FOR

Aspiring and newly-appointed senior leaders

WHY ATTEND THE **STEPPING UP TO SENIOR LEADERSHIP** PROGRAMME?

Develop the skills, knowledge and mindset to be a successful senior leader

Hear from headteachers and senior leaders with track records of success

Explore different types of senior leadership roles and build a cohort of peers to learn with

KEY DETAILS

Four events over twelve months

Two thirds of delegates have been promoted since attending an SSAT leadership programme.

To find out more visit
ssatuk.co.uk/steppingup



Stepping up to Senior Leadership agenda

EVENT ONE

Stepping up to senior leadership

- › Personal and professional readiness
- › Competencies for senior leadership
- › Developing a vision for yourself as a senior leader
- › Working across multiple schools

EVENT TWO

Job applications, recruitment and talent development and HR issues

Delegates will be able to select from different sessions across the day

- › Securing a senior leadership role – application letters and interview
- › Performance management
- › Talent development
- › Recruitment best practice

EVENT THREE

Leading change and managing complexity

- › Getting a whole-school/multi-school perspective
- › Negotiating and influencing
- › Change management
- › Developing innovative practice

EVENT FOUR

SSAT National Conference

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

To find out more visit
ssatuk.co.uk/steppingup



Leading a Successful Teaching School

Teaching schools play a key role in the vision for a self-improving schools system. Most leaders of teaching schools come from a teaching background, so have little prior experience of marketing, project management, finance, recruitment and many of the other functions that are central to running a successful teaching school. This training programme is designed to provide practical training in these areas for those leading teaching schools, equipping them to be even more effective in their roles.

IDEAL FOR

All those responsible for leading and supporting the work of teaching schools

WHY ATTEND THE LEADING A SUCCESSFUL TEACHING SCHOOL PROGRAMME?

Sharpen the vision for your teaching school

Learn practical strategies and skills to help you in your role

Build strong collaborative networks with other teaching school leads across the country

KEY DETAILS

Five events across one academic year

97% of past delegates feel their practice has developed since attending an SSAT leadership programme.

To find out more visit
ssatuk.co.uk/teachingschools



Leading a Successful Teaching School agenda

EVENT ONE

Establishing and delivering the vision for your teaching school

- › Developing your vision and mission as a teaching school
- › Creating structures and capacity to deliver the vision
- › Establishing yourself within the local, regional and national context of teaching schools
- › Developing a sustainable model – access to funding sources and generating income
- › Research and development – the forgotten strand

EVENT TWO

SSAT National Conference

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT THREE

Specialist inputs from SSAT staff: building professional expertise to power-up the impact of your teaching school

- › Brand identity and communication strategies
- › Promoting and marketing your teaching school alliance offer
- › Effective project management and budget setting
- › Designing professional development programmes
- › Accessing SSAT support for teaching school alliances

EVENT FOUR

School-led initial teacher training and building strong strategic partnerships

- › Leading initial teacher training (PGCE, schools direct, school-centred initial teacher training) – recruitment, selection and quality assurance
- › Brokering partnerships with universities
- › Building strong strategic alliances with partners
- › Engaging teaching school alliance members to ensure the benefits are experienced by all
- › Working cooperatively with other alliances rather than in competition

EVENT FIVE

Leading school improvement and professional development for teachers and leaders

- › Developing a tailored provision to meet the needs of alliance members and beyond
- › Talent management – identifying and developing the best teachers and leaders
- › Recruiting and deploying your specialist, local and national leaders in education
- › Leading school to school support – building trust and demonstrating impact

To find out more visit
ssatuk.co.uk/teachingschools



Leading Outstanding Special Schools

If you and your colleagues are determined to get your school to Ofsted outstanding, the biggest boost comes from looking outside your own school and learning from leaders who have already guided their schools to outstanding. This programme will take delegates to outstanding schools in the network and explore how they reached such an advanced level, how they sustain that level, and how they progress even further.

IDEAL FOR

Special educational needs school headteachers and senior leaders

WHY ATTEND THE LEADING OUTSTANDING SPECIAL SCHOOLS PROGRAMME?

Learn new strategies to lead your school towards outstanding status

Inspire your leadership practice to achieve and maintain an outstanding Ofsted

Develop your own school vision through visiting leading schools to see best practice in action

KEY DETAILS

Five events across one academic year

Re-invigorating – very useful in terms of curriculum approaches and leadership and management.

Shelly Wood,
*Deputy Headteacher,
Nethergate Special School*

To find out more visit
ssatuk.co.uk/outstandingspecialschools



Leading Outstanding Special Schools agenda

EVENT ONE

Outstanding leadership and management

- › Defining and sharing the vision
- › Building capacity and leadership development
- › Middle level leadership – the engine room
- › Attracting, recruiting, retaining and developing high-quality staff
- › System leadership – partnerships that lead to improvement

EVENT TWO

Outstanding teaching and learning

- › Developing a culture of learning
- › Raising the quality of teaching and learning
- › Establishing disciplined learning and consistent staff behaviour
- › Assuring the quality of teaching and learning – systems for lesson observation, feedback and review
- › Coaching, mentoring and sharing best practice

EVENT THREE

SSAT National Conference

- › Engage in the education debate on key issues for school leaders
- › Learn from nationally and internationally recognised experts in the field both from within and beyond education
- › Participate in school-led workshops hosted by some of the country's most successful and innovative schools

EVENT FOUR

Personalisation and well-being

- › Curriculum redesign, personalised pathways
- › Enriching the curriculum
- › Working with external professionals, developing your support staff
- › Behaviour for learning; engagement and independence
- › Partnership with parents/carers

EVENT FIVE

Outstanding achievement

- › Supporting all learners to succeed
- › Key levers for high impact
- › Sustaining improvement
- › Measuring progress and establishing targets
- › Performance data and intervention





SSAT leadership programmes

Find out more and
book your chosen programmes at

ssatuk.co.uk/leadership

ssat the schools, students
and teachers network

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