



LEADERSHIP PROGRAMME

A Leadership Programme 2021-2022 Religion and Worldviews

Stage 2 Guide



Helping you find your voice as a leader

This programme was developed after consultation within and outside the Religion and Worldviews (R&W) Community in 2019-2020. It was piloted between March 2020 and March 2021. The programme aims to help key influencers in the R&W community to find their voice and to shape a leadership community for the future to help bring about systemic change.

The programme helps Culham St Gabriel's fulfil three of its current strategic objectives and therefore as a charity fulfil its obligations to the public benefit:

- Advocating for the importance of a high-quality education in religion and worldviews within the education world
- Developing excellent leadership and teaching of religion and worldviews
- Facilitating the Religion and Worldviews community to work more cohesively

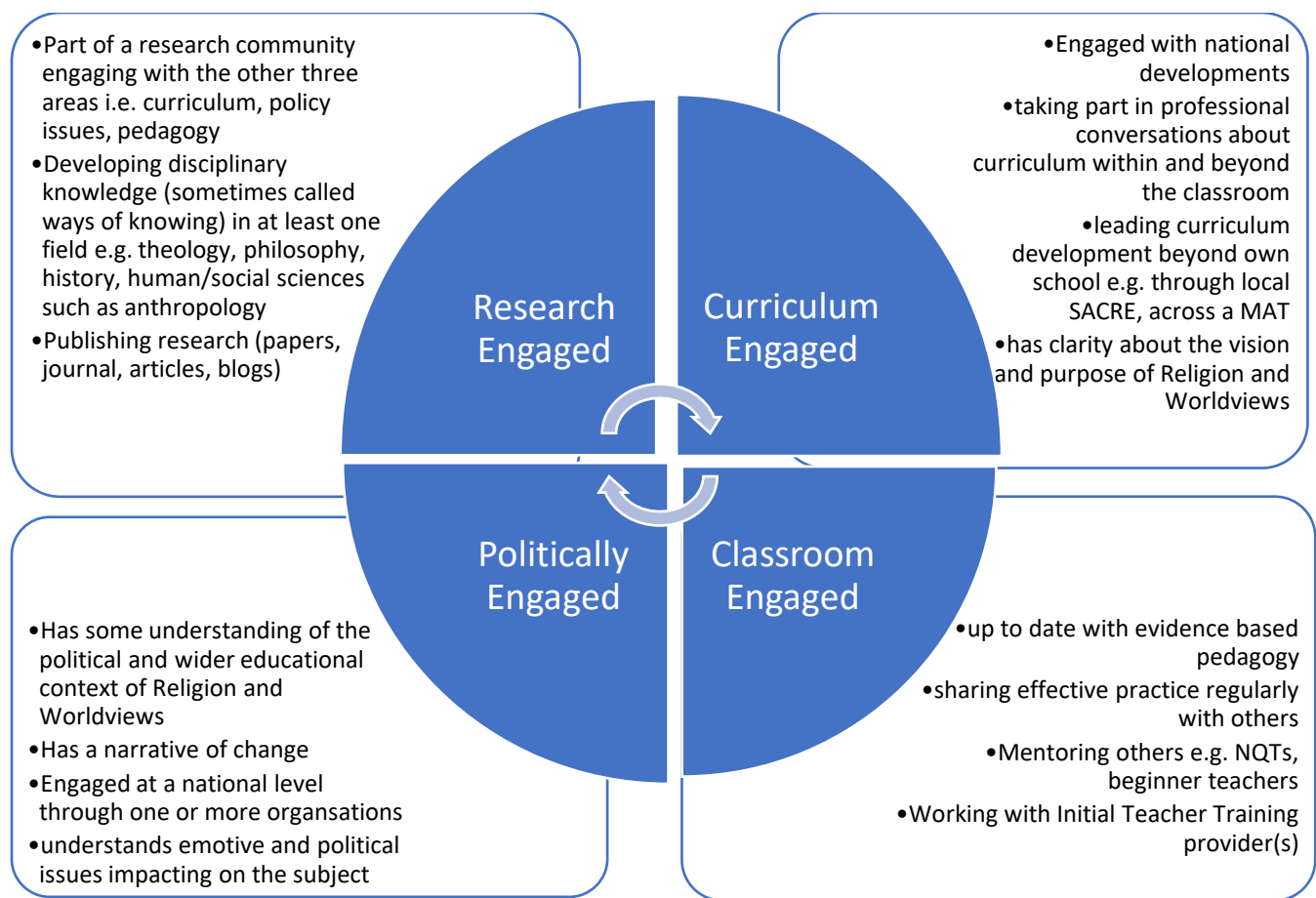
There is an awareness amongst advisers that the next generation need equipping as significant numbers are currently near retirement. Within the RE professional community there are two particular gaps in current leadership development and support.

In particular, there is a gap between what we might call 'national conversations' and classroom practice. There is a need for mediation between the two and for in-depth conversation to take place in this space. There is also an awareness that teachers in particular are not able to get out of school to attend training on a regular basis, and that use of technology and virtual learning may be needed to support this change.

In some areas of the country potential leaders are well supported, but on the whole, there is a lack of joined up strategic thinking, and there is a need to develop pockets of success into a leadership community for the subject. This would bring together the different RE professional organisations.

This programme not only equips leaders but builds a leadership community. The programme would take into account the following four areas of leadership:

- Research engaged: The power of knowledge
- Curriculum engaged: The power of the subject
- Classroom engaged: The power of practice
- Politically engaged: The power of influence



The programme enables teachers/advisers to become skilled in all four areas but acknowledges that each leader may have one or two areas of particular passion and expertise. Teachers would bring these particular areas of focus to the leadership community of practice. The ultimate aim is that the leadership community of practice effectively utilises the expertise of each leader to bring about systemic change.

How is the programme managed?

The programme is led and managed by Claire Clinton, with support from a small steering group. The steering group includes key people from each of the following organisations: NATRE, LTLRE, AULRE, AREIAC, RE Council and NASACRE. The current steering group members are:

- Claire Clinton (NASACRE Exec, also AREIAC and Regional Ambassador)
- Justine Ball (AREIAC Chair, also Regional Ambassador)
- Sean Whittle (AULRE Exec, also ACTRE)
- Ed Pawson (REC Board, LTLRE and Culham St Gabriel's Trustee)
- Fiona Moss (NATRE Chief Executive, also RE Policy Unit)
- Kathryn Wright (Culham St Gabriel's Trust, also a member of the REC Board, co-opted on NATRE Exec and AULRE Exec)

The steering group meet approximately once a half term. They also review and agree all new applicants for the programme.

What are the aims of the programme?

To provide opportunities for emerging R&W leaders to expand and deepen their reflections on educational leadership in the subject, through receiving mentoring, structured challenges, research insights, inspirational networking events, and experience of professional development delivery.

Leadership Programme Stage 2: Who is this stage for?

This Stage is for teachers who have completed Stage 1 and/or for those who already have a regional/national role and would like to develop their expertise further. This stage is particularly for teachers/advisers who are likely to continue their specialism into senior leadership roles within or outside of their school situation. Those who are seeking to become advisers, ambassadors or an Executive member of one of the RE Organisations are particularly encouraged to apply.

Leadership Programme Stage 2: What is involved in the programme? What am I committing to?

- You will be allocated a mentor/tutor who is already an adviser and/or national leader in the RE Community. You are expected to meet regularly with your mentor as part of this programme.
- You will complete an audit of need with your mentor/tutor and a development plan created which you will use as a focus for 12 months
- Mentoring will take place equivalent to 12 hours during the year. The time can be split in any way the mentee/mentor choose. These sessions will take place via Zoom or equivalent.
- Your mentor will help you join a research community and support you in undertaking action research. This is tailored to each participant but might involve joining a local university research group, beginning a Masters, designing your own research or undertaking a FutureLearn course online.
- You will take part in a virtual Community of Practice. This Community of Practice will include taking part in a series of four virtual meetings during the year. Each meeting will focus on a different aspect of leadership. The Community of Practice may agree to hold further virtual conversations as a group to share their further learning
- You will take part in a virtual research reading group run by Dr Sean Whittle.
- You will have the opportunity to attend and probably present at a national conference
- You will have membership of AREIAC or AULRE paid for if you are not already a member of one of these.
- You will have membership of the Chartered College of Teaching paid for if you are not already a member.

- You will shadow your mentor for equivalent of one day.

Leadership Programme Stage 2: What are the expected outcomes? What will I get out of it?

By the end of this programme we expect you to have:

- Enhanced your regional or national profile within and beyond the R&W community
- Increased confidence to lead RE regionally or nationally
- Increased understanding of the importance of research, pedagogy, curriculum and political dimensions in leading R&W at a national level
- Increased contribution to national events
- Increased confidence and authority to speak into the public space about R&W e.g. through social media, events
- Increased forward-facing communication in one or more of the following areas of RE: pedagogy research, policy development, curriculum.

Leadership Programme Stage 2: Timeline

January/February 2021: Applications open. Deadline 31st March 2021.

April 2021: Steering group decide on who will participate in the programme and notify applicants accordingly.

May/June 2021: Allocation of mentors to participants

June/July 2021: Virtual welcome gathering for participants

September 2021: Participants begin the programme. They undertake the audit with their mentor, create a bespoke development. A schedule will be created with you to include output deadlines, meetings.

October- Dec 2021: First virtual community of practice and Reading Group series.

Jan- March 2022: Second and third virtual community of practice session and work on other outputs. Second Reading group series.

April to June 2022: Fourth virtual community of practice, attend national AULRE or AREIAC conference, third reading group series, ensure all other outputs are completed.

July 2021: Submit report to Culham St Gabriels. Attend 'virtual graduation'!

Leadership Programme Stage 2: What is expected from your school?

The programme needs the agreement of your headteacher and line manager. We want to ensure that your school is fully supportive of all parts of this programme and that it is formally agreed to. There is money available for cover (when you bid for it) to allow for you to attend events/CPD as part of the programme and it is important that your school is agreeing to that.

Your tutor will also make contact with your line manager to have a conversation about the programme and your bespoke development plan at the start and towards the end of the programme.

Leadership Programme Stage 2: How much does it cost?

Culham St Gabriel's covers the cost of mentoring and adviser time to lead each community of practice session and the reading group series.

Culham St Gabriel's holds a supply cover fund for this programme which participants can apply to on a first come, first served basis.

Membership of the Chartered College is paid for if the participant is not already a member.

Membership of AULRE or AREIAC is paid for if the participant is not already a member.

There is no financial cost to your school, however, it is expected that you may need to join virtual meetings during or after the school day. You may also wish to attend a SACRE or AREIAC meetings or conferences during school time, for which supply cover cost can be claimed. This is why we ask for agreement from your headteacher when you apply.

Leadership Programme Stage 2: How do I apply?

Places on the programme are limited. We expect there to be eight spaces for 2021-22.

Complete the online application form available [here](#)

Ask your headteacher to sign the undertaking available [here](#) and return via email. If you are an adviser or self-employed you do not need to obtain this undertaking.

The deadline for applications is **31st March 2021**.

Applicants will be notified of the Steering Group decision by end of April 2021.

A virtual welcome meeting will take place in June/July 2021.

The programme will begin on 1st September 2021.

Appendix:

Application Form for drafting purposes only

Headteacher undertaking/information for your headteacher for your headteacher- also available online as separate documents.

Appendix 1
Application Form Questions (Please apply online [here](#))
The application deadline is 31st March 2021.

You can use this page to **draft your responses** before completing the form online. A word version is available [here](#).

- Your experience working beyond your own school (200 words)

- Which of the four leadership areas do you think is a strength for you and why? (100 words)

- Which of the four leadership areas do you most want to develop and why? (100 words)

- Explain why you should be chosen to become a participant on the leadership programme (200 words)

- What was the last book, blog or article you read about education and what impact did it have on your practice?

- In terms of your career, where do you see yourself in five years time?

Please note your headteacher will be required to sign an agreement regarding your participation on the programme before your application is considered. The agreement can be found on our website and should be emailed to deborah@cstg.org.uk

You are also required to name a referee on the application form who should ideally be someone outside of your school. E.g. a SACRE member, RE adviser, MAT CEO...

Appendix 2

Headteacher Information Sheet (Downloadable [here](#))

We are delighted that one of your teachers is interested in our Stage 2 national funded leadership programme. We hope your teacher has shared with you the vision and aims of the programme and the benefits for them and your school. This short information sheet explains the commitment required from your teacher and your school, as well as the funding that is being offered.

Teacher/School Commitment required:

- The teacher is required to attend 12 hours of mentoring over a 12 month period. As this takes place largely via Zoom or equivalent, we would expect this to occur after the school day in most cases. However, schools may wish to provide release time for a teacher to attend these sessions.
- The teacher is required to attend a conference (probably two days in Summer 2022)
- The teacher is required to take part in four virtual community of practice events over 12 months. These are usually held after school as twilights.
- The teacher is required to attend three reading groups series (probably a total of 12 sessions). These are usually held after school as twilights.
- The teacher will write blogs and articles over the year in discussion with their tutor/mentor. They would largely do this in their own time.
- The cost of attending a conference would need to be covered by the school. However, the teacher can apply for supply cover costs to be funded (see below)

Funding provided:

- The cost of the programme for a Stage 2 Participant is £2080 per person. This is fully covered by Culham St Gabriel's Trust and includes:
 - The cost of mentoring/tutoring
 - The cost of the professional learning community
 - The cost of a professional reading group
 - Membership of the Chartered College of Teaching
 - Membership of AULRE or AREIAC
- Your teacher is able to apply to Culham St Gabriel's for supply cover to attend a conference and other programme related events such as shadowing or regional meetings.

Benefits for your school:

- Increased understanding of subject leadership
- Enhanced regional or national profile for your teacher and your school
- Increased confidence to lead RE in your school and beyond
- Widening of horizons beyond the 'classroom' e.g. thinking about local context, Ofsted, Ofqual, DfE

- Increased ambition for what is possible professionally within and beyond RE as a curriculum subject

Headteachers are required to sign an agreement before an applicant is offered a place on the programme to acknowledge these commitments

**Headteacher Agreement (This is downloadable [here](#))
Leadership Programme**

To: Culham St Gabriel's Trust and Leadership Steering Group,

I, _____ (first name and family name)

confirm that I am happy for _____ (name of applicant) to take part in the Leadership programme 2021-2022.

I confirm that I understand the commitment that the named teacher and the school are making to this programme.

Name: _____

Signature (can be electronic, but not typed): _____

Position/Role: _____

Date: _____

Please return this agreement deborah@cstg.org.uk