

# Learn Sheffield Leaders' Briefing Summer 1

Wednesday 22 May 2019, 8.30-10.30am  
Sheffield Hallam University, Peak Lecture Theatre

**Sheffield  
Hallam  
University**

Sheffield  
Institute  
of Education



**SOUTH  
YORKSHIRE  
FUTURES**

## Leaders' Briefing Agenda – Wednesday 22 May 2019

- Introduction / Welcome
- SHU Festival of Education (14-15 June 2019)
- Ambitious Leadership  
Sir David Carter – Ambition Institute
- Learn Sheffield Subscription 2019/20  
Stephen Betts – Learn Sheffield
- Learn Sheffield Update (inc RE Agreed Syllabus)  
Stephen Betts – Learn Sheffield

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- Early Bird prices £65 Friday, £35 Saturday, £80 two day fully transferable tickets until the end of February.
- Dan Jarvis, Dominic Herrington and Sean Harford addressing the 1<sup>st</sup> all S.Yorks Senior Leaders summit as part of the Festival on Friday 14th June 2019 morning.
- Wide range of debate, discussion, learning and sharing.
- Celebration of education in South Yorkshire.
- Share with staff, governors, directors and partners.

# Ambitious Leadership - Sir David Carter – Ambition Institute



# Ambitious Leadership

What does it mean?

**Sir David Carter, Executive Director of  
System Leadership, Ambition Institute**

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# Three driving questions for this session

- > What is the relationship between **why** we do things, **how** we do things and **what** it is that we do?
- > What is the role of **great leadership** in delivering the ambition we believe in?
- > What are the **four strategic foci** that ambitious leaders usually excel at?

## **3 challenges for School Leadership**

- 1. School Leadership is hard to define**
- 2. Research and theory of school leadership is messy**
- 3. We underplay the importance of school leaders' expertise**



As a concept, leadership is difficult to define.





Research and theories around school leadership are messy.





Interest and financial investment in leadership development is substantial, yet the evidence base is equivocal and, at times, conflicting. It remains unclear which leadership interventions are reliably associated with positive outcomes and at what level.





We underplay the importance of domain-specific knowledge.



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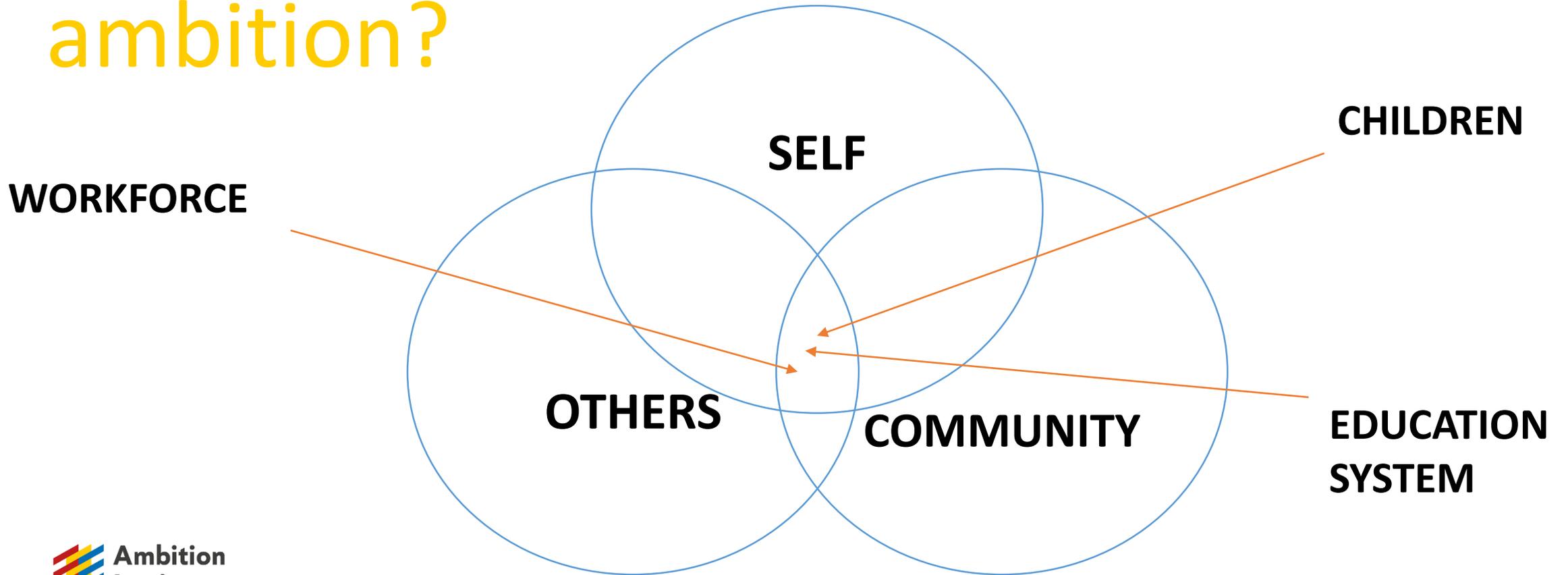
## ‘Expert’ Leadership

– Amanda Goodall, Cass Business School

- > Workers are happier when their bosses are capable of doing their jobs
- > Technical experts make the best leaders
- > Domain specific knowledge over generic competencies

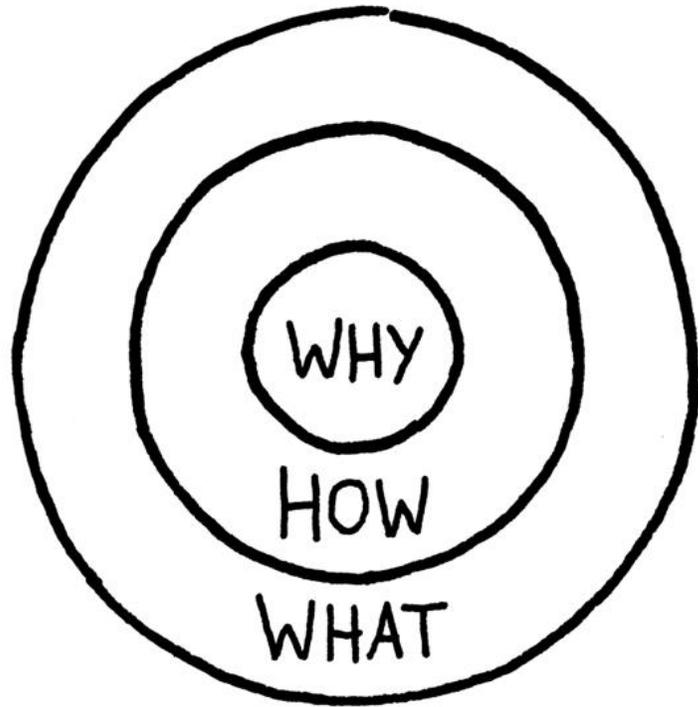
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# As leaders, where is the focus of our ambition?



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# The golden circle



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# Converting why, how and what to a deliverable model

**WHY: We want more of our vulnerable boys to attend school more frequently**

## **VISON – WHERE WE WANT TO GET TO**

- > We want to improve boys attendance from 91% to 93%

## **STRATEGY – HOW ARE WE GOING TO GET THERE?**

- > Target the 100 lowest attending boys in school

## **ACTION – WHO DELIVERS WHICH PARTS?**

- > Meet parents/ carers, incentivise small steps, reward improvement

## **EXECUTION – HOW EFFECTIVE ARE WE AT EMBEDDING CHANGE?**

- > What % of the 100 boys improved by two percentage points, and what did this do to overall school data?

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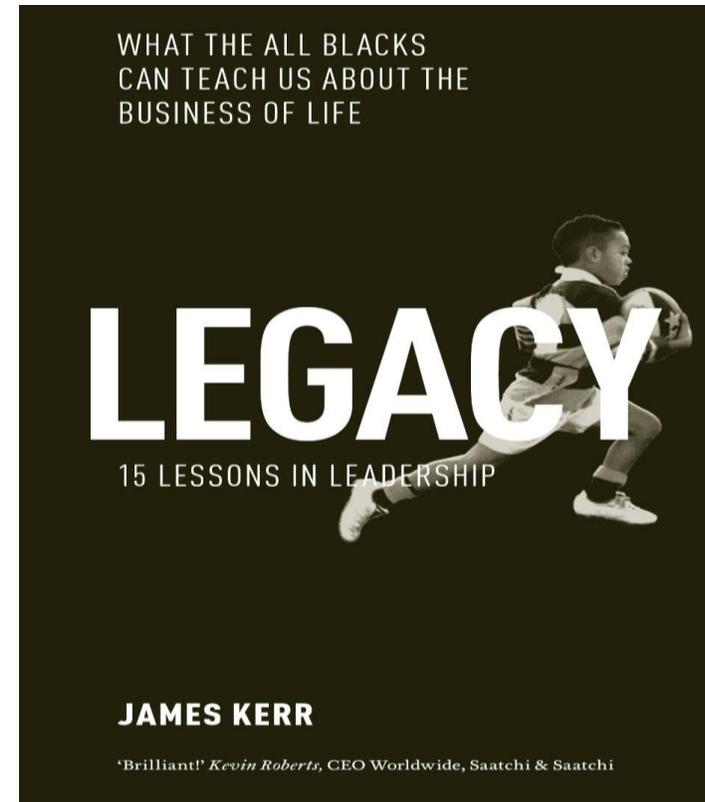
# What gets in the way of ambition?

- > The big picture **why** and the subsequent vision simply feels too disconnected to individual schools
- > Leaders in the schools are preoccupied with the **how** and **what**
- > Change Fatigue- “It’s the same strategy we heard about last year”
- > Each school is an island in a system wide ocean: each school gets locked in to delivering it’s own strategic priorities

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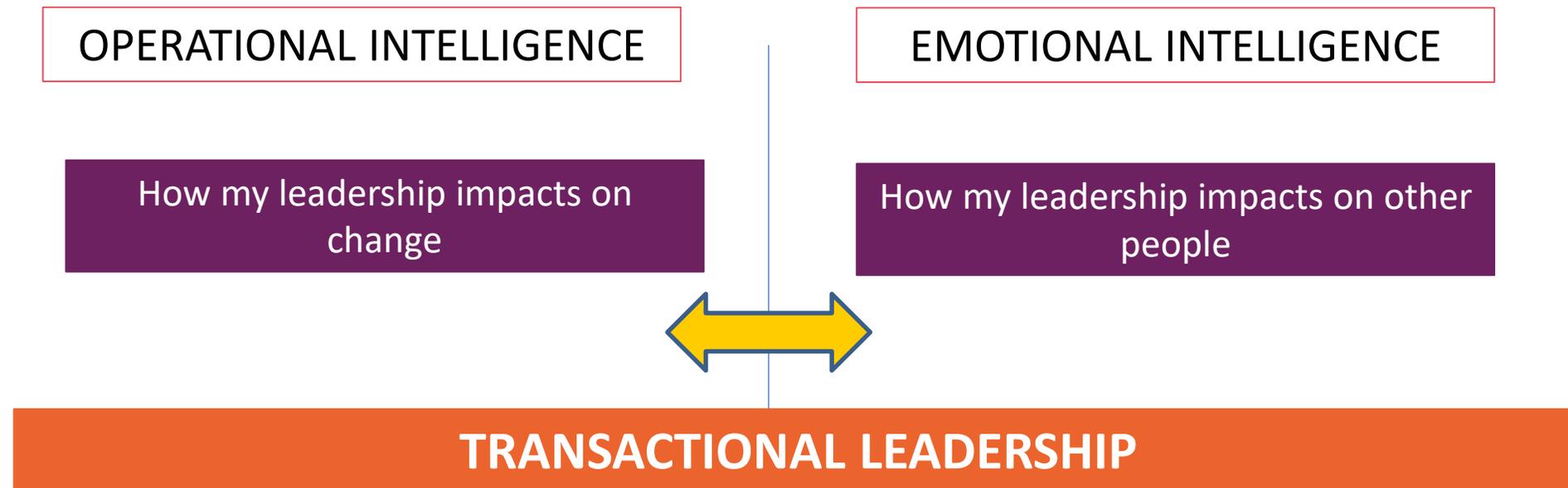
# Ambitious leaders believe in legacy

- > Our schools and the system more widely do **not** belong to us
- > They belong to the communities we serve who will need a great school long after we have moved on
- > System leadership impact occurs when we hand our school over to our successor in a better state than when it was handed over to us



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# The multiple intelligences that enable leaders tasked with delivery to be successful



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# THE STRATEGIC FOCI THAT AMBITIOUS LEADERS USUALLY GET RIGHT

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# Strong ethical values and beliefs

- > How do CEOs & school leaders grow the culture of their organization?
- > What happens if the values of the leader are interpreted differently in the schools that they lead?
- > How as leaders do we get a sense that the values and beliefs are being believed and embedded?
- > Relationships
  - Adult to Adult
  - Adult to Child
  - Child to Child

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# Maximise capacity to improve outcomes for all children

- > What role do the strongest teachers, leaders and support staff at the disposal of the best leaders play in accelerating improved outcomes for children?
- > Does the school improvement strategy start from the needs of the schools or from the capacity that is available?
- > Can we afford the capacity that we need?
- > Does the **talent management plan** enable future leaders with ambition to be identified and developed?

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# Extend the influence of your most talented people

- > How do leaders identify their most capable people?
- > What do they do to build their influence beyond the team(s) that they have initially been influential in?
- > How do we train our best leaders and teachers to support others. (Cannot take for granted that the best teachers are the best teacher educators)

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# Give powers to others while retaining your authority

Ambitious leaders ask these three questions of themselves:

- > What is it like to be led by me?
- > What impression do I give to others of the scale of the challenge we face?
- > How do I simplify the message of what needs to be done without losing sight of the ambitious goals we have set?
- > Who is going to do my job better than me in the future?

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# How to collaborate with purpose

- > **PURPOSE.** When there is a clear set of agreed goals about the intended outcome of the collaboration.
- > **MUTUALITY.** When there is recognition that giving and receiving is expected of all partners.
- > **CHANGE.** When there is an understanding that practice might need to change even if it is not a performance issue (yet)
- > **PACE.** When there is a clear timescale for the collaboration to deliver its objectives.
- > **PRIORITISATION.** There is an opportunity cost in terms of finance, resources and time.

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# The three contributions to collaboration



**COLLABORATION**

**LEADING.** The school provides the leadership for a new collaborative experience that others sign up to.

**PARTICIPATING.** The school takes part in the collaboration but does not lead it-adds capacity through activity and commits to doing what is needed

**ENDORISING.** The school neither leads nor participates but talks positively about it and encourages others to engage but takes part later in more appropriate collaborations

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# “Strategy is a commodity, execution is an art”

That is why being a school leader is such a fantastic role – it gives you the opportunity to:

- > Turn ideas into a vision
- > Turn a vision into a plan
- > Turn a plan into something better that makes a difference to the young people you serve.

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# Learn Sheffield Subscription 2019/20

## Stephen Betts – Learn Sheffield

# Learn Sheffield Subscription 2019-2020



**Learn Sheffield Subscription Offer 2018-2021**  
Year 2 (2019-2020) Proposed Offer

**Key Information**

- For existing subscribers this will be the second year of a three-year subscription contract.
- The window to 'opt-out' for next year closes on 31st May 2019.
- New subscribers will be given a two-year contract (with the annual opt-out window) to bring them in to line with existing subscribers.
- Briefing sessions are available throughout May – book online here – <http://www.learnsheffield.co.uk/News/Learn-Sheffield-Subscription-Briefings-201920>
- Contact [stephen.betts@learnsheffield.co.uk](mailto:stephen.betts@learnsheffield.co.uk) if you have any questions or would like to book your 2019/20 planning session.

**Learn Sheffield**  
By Sheffield. For Sheffield. In collaboration

April 2019

## Key Information

- For existing subscribers this will be the second year of a three-year subscription contract.
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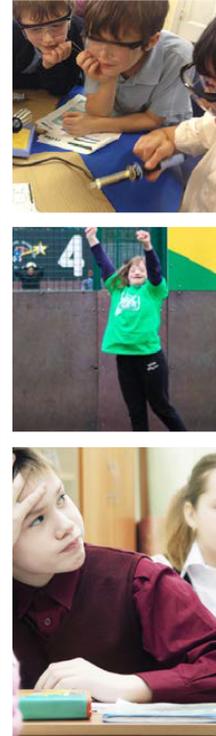
- Year two of three for existing subscribers.
- New subscribers will receive a two year contract.
- 'Opt-out' window closes on 31 May.
- Booklet summarises the offer and the key changes.

# Learn Sheffield Subscription 2019-2020

**Summary of the Offer**

Universal Offer	Partnership Core Offer	School Improvement Core Offer	Sheffield System Core Offer	Bespoke Menu
Available to all schools – including non-subscribing schools (most elements available only to maintained schools).	Subscribing Schools – delivered through the seven primary locality partnerships (linked by the Primary Improvement Board), the Secondary Partnership & the Special Partnership.	Subscribing Schools have the opportunity to access the elements of the programme below.	Subscribing Schools also have access to the following services, support & opportunities.	Each subscribing school has a 'credit' (£850 primary/ special £1650 secondary) as previously which they can use to 'purchase' from the menu of school improvement services below.
<ul style="list-style-type: none"> <li>• Categorisation</li> <li>• Data Analysis – School/Locality Dashboards</li> <li>• Statutory Entitlements (for maintained schools)                             <ul style="list-style-type: none"> <li>• Headteacher recruitment</li> <li>• Attendance at Inspection</li> <li>• Safety Net – diagnostic 'support and challenge' meeting</li> <li>• Statutory Moderation</li> </ul> </li> <li>• Point of need leadership signposting support</li> <li>• System Co-ordination (opportunities open to schools meeting external criteria)*</li> </ul>	<ul style="list-style-type: none"> <li>• LSIP Partner*</li> <li>• Data Analysis – partnership package*</li> <li>• eLearning &amp; Online Safety - partnership package</li> <li>• Assessment networks</li> <li>• Research Led Sheffield – partnership twilight*</li> <li>• Governance Training – partnership twilight*</li> <li>• Business Support (Secondary Partnership, Special Partnership, Primary Improvement Board &amp; PLP)</li> <li>• Action Plan budget* (including focus on support for key issues and vulnerable schools)</li> </ul>	<ul style="list-style-type: none"> <li>• 2 days of LSIP support (can be used for health check, performance management, etc.)</li> <li>• Data Analysis – School Package (suite of reports)</li> <li>• Ofsted Preparation (additional day)</li> <li>• School Leader Briefings*</li> <li>• Leadership Training Programme</li> <li>• Subject Networks*</li> <li>• Assessment &amp; Moderation Enhanced Programme</li> <li>• Research Led Sheffield programme*</li> <li>• Governance Training Package (including conference &amp; briefings)</li> <li>• School Leader Recruitment support (Headteacher, Principal, etc.)</li> <li>• School Improvement Safety Net* (1-3 days of additional support allocated following categorisation through the Sheffield Gateway)</li> </ul>	<ul style="list-style-type: none"> <li>• System Co-ordination* &amp; Sheffield Identity (including Sheffield Gateway and the Sheffield Priorities Development Programme)</li> <li>• Communication</li> <li>• Point of need leadership support (including crisis, consultancy, advocacy &amp; brokerage).</li> <li>• Crisis Communications Package</li> <li>• Create Sheffield subscription</li> <li>• Annual Subscriber Planning Session</li> </ul>	<ul style="list-style-type: none"> <li>• Additional LSIP or Associate LSIP Days (scoped to the needs of the school)</li> <li>• Bespoke Data Analysis</li> <li>• Bespoke Training (on-site options for leaders, governance, etc.)</li> <li>• Priority Training sessions* - addressing priorities which develop through the year</li> <li>• Multi-Academy Trust packages</li> <li>• Service Discounts* (on other Learn Sheffield and associate Services)</li> </ul>

New content is indicated by **bold/italics** and amendments include a \* – more information can be found on the next page.

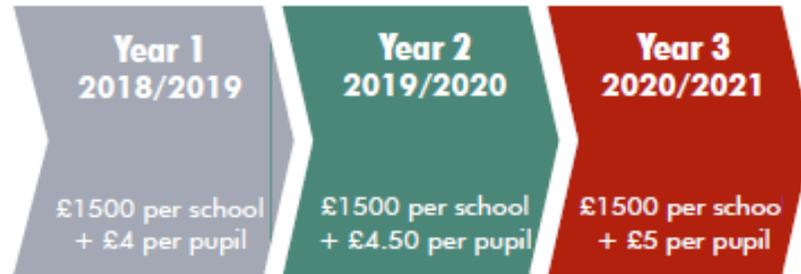


- Summary is set out as it was in the first year to aid comparison.
- Subscribers will receive everything in the core offer – described in three parts (partnership, school improvement & Sheffield system).
- Subscribers will continue to also receive a 'bespoke credit' to use flexibly from a range of choices.



## Learn Sheffield Subscription 2019-2020

- The cost (as set out last year) is £1500 plus £4.50 per pupil.



- Pupil numbers continue to be taken from census data.
- Payment can be made annually or termly as required.
- ‘Commissioning back’ for schools not accessing health check days replaced.
- Subscriber planning sessions information shared after half term – book now!
- Subscriber updates and information continuing to develop.

## Partnership Core Offer

*Subscribing Schools – delivered through the seven primary locality partnerships (linked by the Primary Improvement Board), the Secondary Partnership & the Special Partnership.*

- LSIP Partner\*
- Data Analysis – partnership package\*
- **eLearning & Online Safety - partnership package**
- Assessment networks
- Research Led Sheffield – partnership twilight\*
- Governance Training – partnership twilight\*
- Business Support (Secondary Partnership, Special Partnership, Primary Improvement Board & PLP)
- Action Plan budget\* (including focus on support for key issues and vulnerable schools)

Partnership Core Offer	
LSIP Partner	Each school and partnership will continue to benefit from a named Learn Sheffield Improvement Partner, who will operate as the main point of contact for the partnership. The system will continue evolve next year and this will mean that, for some schools, the partnership/locality LSIP will be different to the school's individual named partner.
Data Analysis Service	A new socio-economic report is being added to the package for each partnership. There will also be some improvements to service communication and a number of new bespoke (i.e. traded) reports becoming available, including some interactive reports.
eLearning & Online Safety Package	Each partnership will now receive a new package from the eLearning team as part of the subscription. Each locality/partnership will receive: <ul style="list-style-type: none"> <li>• Online safety curriculum plus two staff training sessions</li> <li>• (each) Primary – computing scheme of work plus four staff training sessions</li> <li>• Special – computing scheme of work plus four staff training sessions</li> <li>• Secondary – equivalent of two days of support for transition in computing</li> <li>• Emergency technical consultancy for each school</li> </ul>
Research Led Sheffield & Governance Training – partnership twilights	Both the Governance Training Package and the Research Led Sheffield programme will include a twilight (or equivalent) session for each partnership next year as part of their programmes. The content of these sessions will be determined by the partnership and then scheduled to take place within the locality (for primary partnerships) or centrally (for the secondary and special partnerships).
Partnership Action Plan Budgets	We will continue to work with the seven primary localities, secondary leaders' partnership & the special leaders' partnership. The overall value of the partnership budgets will reduce (to approximately £5k per partnership) next year. Through consultation we have decided to make this offer more flexible so that each partnership can decide whether to receive the support as funding or in the form of professionals time to lead or contribute to aspects of the partnership's work.

## Partnership Offer:

- LSIP Partner role evolves.
- Additional data report.
- Significant eLearning & online safety package added – benefits for each school and the city.
- Additional training to be determined by the partnership and hosted 'locally' – governance training & Research-led Sheffield.
- Reduced (but more flexible) partnership action plan budgets.

# Learn Sheffield Subscription 2019-2020

## Key Decisions:

### Each Primary Locality / Secondary & Partnership

- Use of £5k funding
- Scheduling of online safety training
- Scheduling of computing training
- Choice & scheduling of Research Led Sheffield twilight
- Choice & scheduling of Governance training session
- Review 2018/19 action plan
- Engagement with year-end data, categorisation & 2019/20 action planning



## School Improvement Core Offer

- 2 days of LSIP support (can be used for health check, performance management, etc.)
- Data Analysis – School Package (suite of reports)
- Ofsted Preparation (additional day)
- School Leader Briefings\*
- **Leadership Training Programme**
- Subject Networks\*
- Assessment & Moderation Enhanced Programme
- Research Led Sheffield programme\*
- Governance Training Package (including conference & briefings)
- School Leader Recruitment support (Headteacher, Principal, etc.)
- School Improvement Safety Net\* (1-3 days of additional support allocated following categorisation through the Sheffield Gateway)

## School Improvement & Central Core Offers

School Leader Briefings	The briefing programme will change next year to include three mini-conferences (similar in format to this year but potentially slightly longer) and three focussed briefing/training sessions (which will each take a specific theme).
Leadership Training Programme	This new programme will provide a series of sessions aimed at new, aspiring and existing leaders. The themes, which will be co-designed with school leaders, will focus on practical aspects of leaders' roles and will serve as induction and refresher training opportunities.
Subject Networks	These networks will continue next year after a review of their effectiveness and a rationalisation of the resource that is assigned to them. School leaders will be involved in this review and the development of the new model.
Research Led Sheffield Programme	This programme was not included in the original offer in 2018/19 but was added in during the year. It remains part of the programme for 2019/20 and will continue to include a number of opportunities which are available to all subscribing schools, in addition to some traded courses.
School Improvement Safety Net	This will remain unchanged in value (i.e. 1-3 days for yellow, amber and red schools) but will now be allocated after categorisation has taken place in the autumn. This will ensure that the allocation reflects the needs of the school or academy and enables the allocations to be part of the new Sheffield Gateway.
System Co-ordination	The Learn Sheffield co-ordination of the Sheffield Gateway (part of the new School Improvement Strategy) will provide more opportunities to connect school improvement capacity from across the system to the needs of schools and academies and local priority areas.
Crisis Co-ordination	This service has previously been part of a traded offer (via Learn Sheffield or SCC and costing £500 or more) but will now become part of the core offer to schools. Other communications support will continue to be available on a traded basis but 'crisis comms' will now be part of the core offer to ensure that all subscribing schools have access when they need it.

## Sheffield System Core Offer

- System Co-ordination\* & Sheffield Identity (including **Sheffield Gateway** and the Sheffield Priorities Development Programme)
- Communication
- Point of need leadership support (including crisis, consultancy, advocacy & brokerage).
- **Crisis Communications Package**
- Create Sheffield subscription
- Annual Subscriber Planning Session

School Improvement Core Offer	Sheffield System Core Offer
<ul style="list-style-type: none"> <li>• 2 days of LSIP support (can be used for health check, performance management, etc.)</li> <li>• Data Analysis – School Package (suite of reports)</li> <li>• Ofsted Preparation (additional day)</li> <li>• School Leader Briefings*</li> <li>• <b>Leadership Training Programme</b></li> <li>• Subject Networks*</li> <li>• Assessment &amp; Moderation Enhanced Programme</li> <li>• Research Led Sheffield programme*</li> <li>• Governance Training Package (including conference &amp; briefings)</li> <li>• School Leader Recruitment support (Headteacher, Principal, etc.)</li> <li>• School Improvement Safety Net* (1-3 days of additional support allocated following categorisation through the Sheffield Gateway)</li> </ul>	<ul style="list-style-type: none"> <li>• System Co-ordination* &amp; Sheffield Identity (including <b>Sheffield Gateway</b> and the Sheffield Priorities Development Programme)</li> <li>• Communication</li> <li>• Point of need leadership support (including crisis, consultancy, advocacy &amp; brokerage).</li> <li>• <b>Crisis Communications Package</b></li> <li>• Create Sheffield subscription</li> <li>• Annual Subscriber Planning Session</li> </ul>

## School Improvement & Central Offers:

- School Leader Briefings’ are evolving.
- Additional Leadership Training Programme – induction training / aspiring leaders / leaders refresher training.
- Subject networks remain following a review.
- Research-led Sheffield programme included.
- ‘Safety net’ days continue but now follow the categorisation.
- System role now includes co-ordination of the ‘Sheffield Gateway’ to provide better connection between school improvement capacity / opportunities and Sheffield schools and academies.
- Crisis Communication has been added to the core offer – all subscribing schools will have this when they need it.

<b>Universal Offer</b>
<i>Available to all schools – including non-subscribing schools (most elements available only to maintained schools).</i>
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<b>Universal Offer</b>	
<b>System Co-ordination</b> (opportunities open to schools meeting external criteria)	<p>The universal offer has not changed significantly from 2018/19.</p> <p>This aspect of system co-ordination has been added to reflect that Learn Sheffield works with all Sheffield schools and many opportunities involve external criteria to determine the eligibility of schools and academies to participate. Where this is the case these opportunities are available to all schools and not just subscribing schools. This will continue to be the case with the introduction of the Sheffield Gateway to the School Improvement Strategy.</p>

**Universal Offer:** No significant changes – better system co-ordination will have a positive impact.

**Bespoke Menu:**

- Same value (£850/£1650).
- Service discount information to follow – GDPR & Governance will continue.
- ‘Priority Training’ option added.

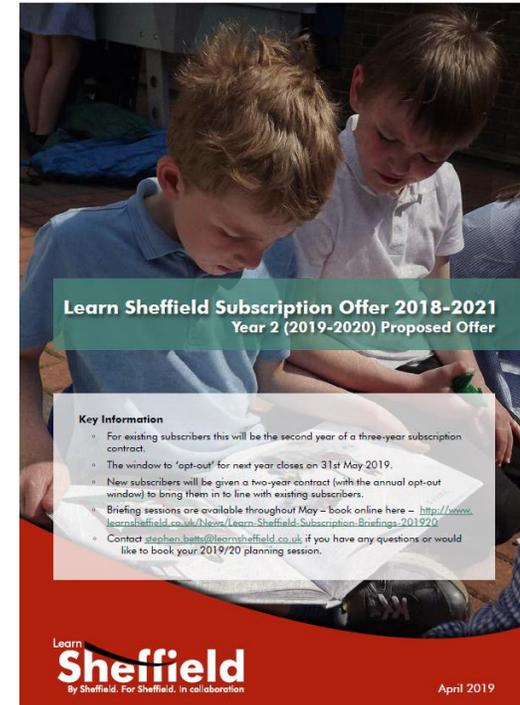
<b>Bespoke Menu</b>	
<b>Priority Training sessions</b>	<p>Bespoke credits will work in a very similar way to 2018/19 and continue to have the same value (£850 for a primary or special school and £1650 for a secondary school).</p> <p>We have added ‘priority training’ sessions to the list of options to reflect that there are occasions when we would like to offer training outside the planned subscription offer but would need to charge for this in order to make it viable. Adding this to the bespoke menu will enable schools and academies with credit remaining to access this as part of their offer if they choose to.</p>
<b>Service Discounts</b>	<p>We will continue to offer service discounts on some services – as we did last year when schools and academies could use up to £250 of bespoke credit to secure a discount on both Governance Improvement (including clerking) and GDPR.</p> <p>The range of possible discounts in 2019/20 will be confirmed shortly when the service offer has been confirmed.</p>

<b>Bespoke Menu</b>
<p><i>Each subscribing school has a ‘credit’ (£850 primary/ special £1650 secondary) as previously which they can use to ‘purchase’ from the menu of school improvement services below.</i></p>
<ul style="list-style-type: none"> <li>• Additional LSIP or Associate LSIP Days (scoped to the needs of the school)</li> <li>• Bespoke Data Analysis</li> <li>• Bespoke Training (on-site options for leaders, governance, etc.)</li> <li>• Priority Training sessions* - addressing priorities which develop through the year</li> <li>• Multi-Academy Trust packages</li> <li>• Service Discounts* (on other Learn Sheffield and associate Services)</li> </ul>

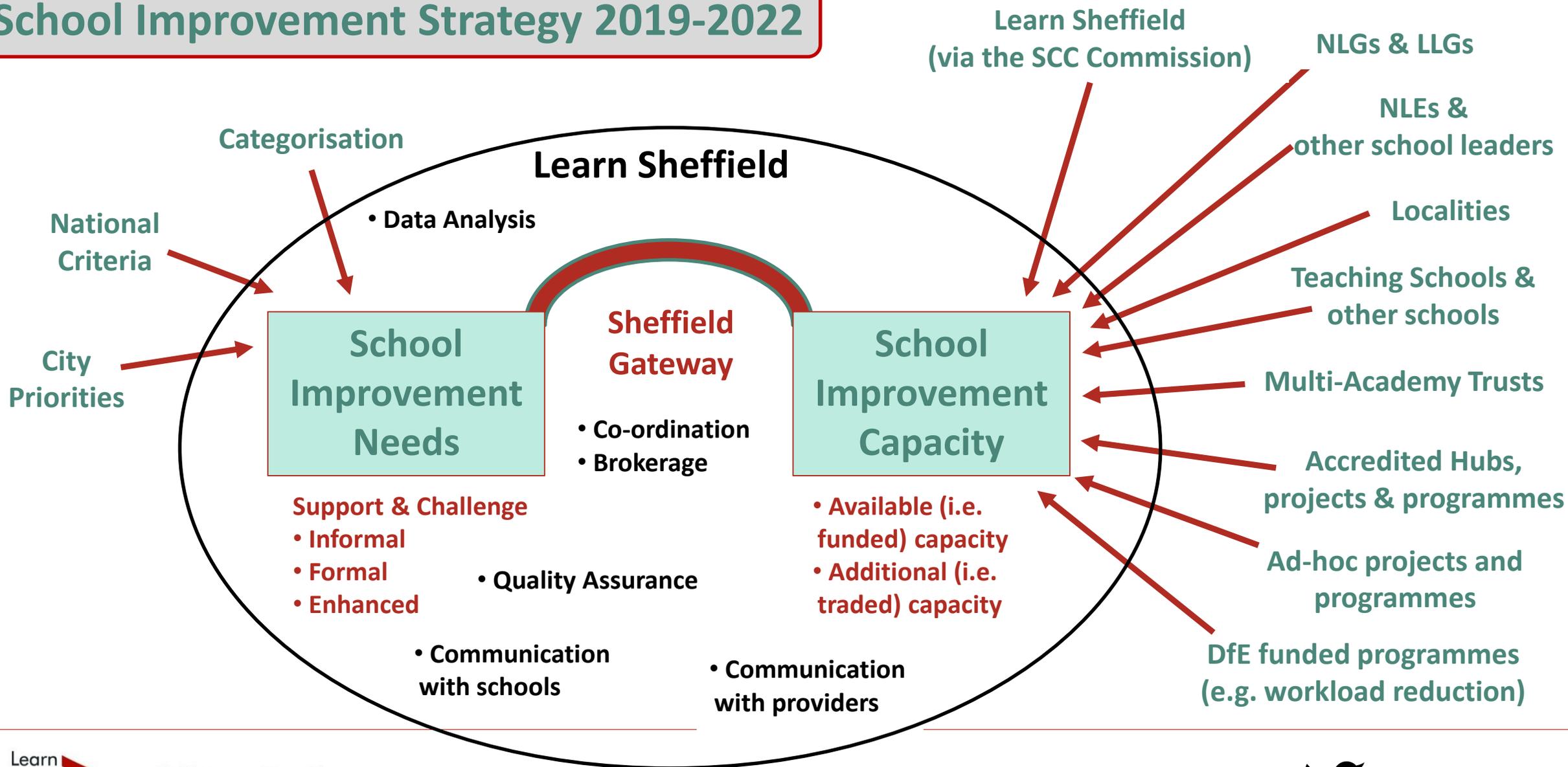
# Learn Sheffield Subscription 2019-2020

## Key Decisions: Each School

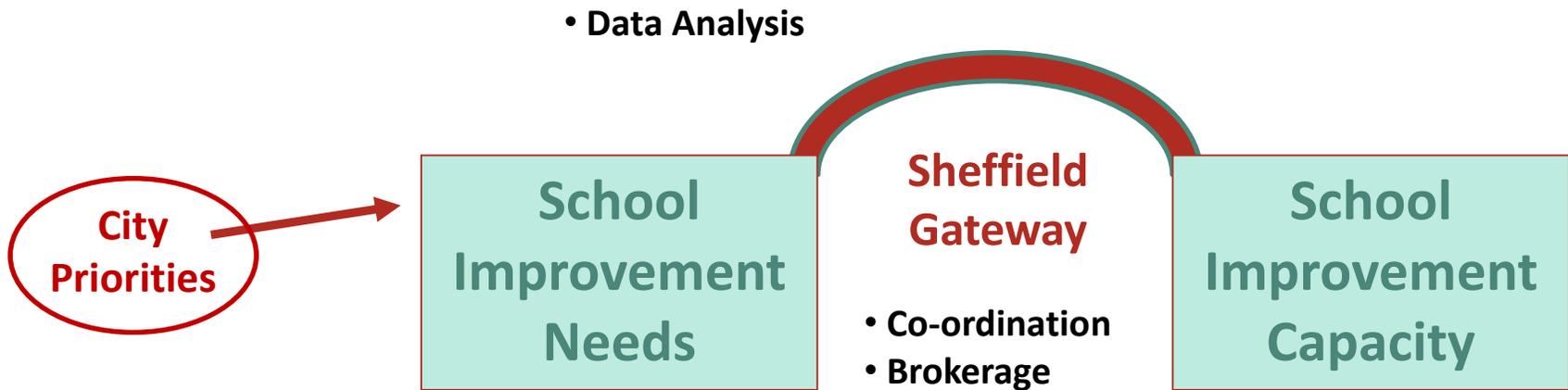
- Are you planning directly or alongside others?
- Use of 2 LSIP days – pooling? Health check? HT PM?
- Additional Ofsted day?
- How to use the bespoke credit – additional days, bespoke training, service discounts, etc.?
- How to build in the programmes to the school/group's own development programme – embedding is the key.
- Consider categorisation – possibility of additional safety next days (1 yellow / 2 amber / 3 red)
- Review existing spending commitments for duplication.



# School Improvement Strategy 2019-2022



# School Improvement Strategy 2019-2022



# Learn Sheffield Update

## Stephen Betts – Learn Sheffield

# RE Agreed Syllabus

- Current Agreed Syllabus 2014-2019.
- SACRE agreed a process to revise and develop sample schemes with schools – small amount of funding from SCC.
- Changes will update the Agreed Syllabus rather than re-write it.
- Launch July & September.

The screenshot shows the Learn Sheffield website. At the top, there is a navigation bar with links for Home, Communications, About Us, Strategies, Partnerships, and Services To Schools. The main content area is titled 'Partnerships' and includes a sidebar with links to Strategic Partners, SACRE (highlighted), Inclusion Taskforce, Create Sheffield, Equality Documents, Healthy Minds, and Early Years. The main text describes SACRE (Standing Advisory Council for Religious Education) as a statutory body that provides advice on religious education and collective worship. It mentions that SACRE prepares an annual report to the National Association of Standing Advisory Councils on Religious Education. The text also states that Learn Sheffield works closely with Sheffield SACRE and has organized RE Conferences for primary and secondary schools. A call to action asks users to click on links to learn more. Below the text are several buttons: Purpose, Membership, RE Agreed Syllabus (highlighted), RE Resources, RE Organisations, Key Documents, and Training & Projects. At the bottom, there is a featured article titled 'Enquiring Minds & Open Hearts: Religious Education for all' with a sub-headline 'The Agreed Syllabus for RE in Sheffield 2014-2019' and a small image of a classroom.

<http://www.learnsheffield.co.uk/Partnerships/SACRE>

# Learn Sheffield Update

- **Leaders' Update** (each sector) – out at the start of next half term ... quick read to check you aren't missing opportunities – links to booking, etc.
- **Opportunities Bulletin** – out around half term (June edition)



# Learn Sheffield Update

- **Secondary Science** – Kusuma Trust funded EEF programme through Huntington Research School ... emails this week to eligible schools ... urgent reply needed!
- **Governance Conference** re-arranged to Saturday 29<sup>th</sup> June ... Emma Knights (CEO of NGA) & Baroness Estelle Morris are keynotes ... subscribing schools have two tickets included – school leaders please push this with governors and trustees.
- **Governance Termly Briefing** – Wednesday 12<sup>th</sup> June – topics include a briefing on the new Ofsted framework, RSE guidance, etc.
- **SEND Inspection** - education workshops on Monday 10<sup>th</sup> June at LS Hub.
- **#periodpositive** – campaign week and charter mark info to follow.

# Learn Sheffield Update

- **Research Led Sheffield twilights**

20th June 2019	4:15-5:45pm	School Culture & Disadvantaged Learners	Marc Rowland	Learn Sheffield North Hub (Yewlands Site)
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24th June 2019	4:15-5:45pm	Investigating the evidence for effective CPD	Jane Elsworth	Learn Sheffield North Hub (Yewlands Site)
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- **Subject Networks** - summer networks coming soon ... also a review of the networks ahead of next year is taking place (Thursday 20<sup>th</sup> June).
- **Lyfta & MITA** – additional schools needed for networks in 2019/20.
- **Safeguarding Board** – feedback on Child Protection Conferences and the impact of professional attendance issues.
- **RSE Update** – including the development of resources by the task group.

# Learn Sheffield Update

- **Funding Campaign** – please reply to the email testing appetite for participating in an event in London on Friday 27<sup>th</sup> September.
- **Invictus UK Trials Sheffield** – held at the start of the summer holidays ... competition went out last week (linked to creative arts opportunity) to be followed by a number of opportunities for schools to access events, school speakers, etc.
- **Whole School & Settings Approach to Food & Nutrition** – Learn Sheffield have a five year commission from SCC to develop and deliver this programme. Co-ordinator (Lisa Aldwinckle) appointed last week and the programme will launch in September.  
Watch this space – possibly with a catchier name!

# Learn Sheffield Leaders' Briefing

## Summer 2<sup>nd</sup> Half Term – 2<sup>nd</sup> July 2019



<http://lucycrehan.com/>

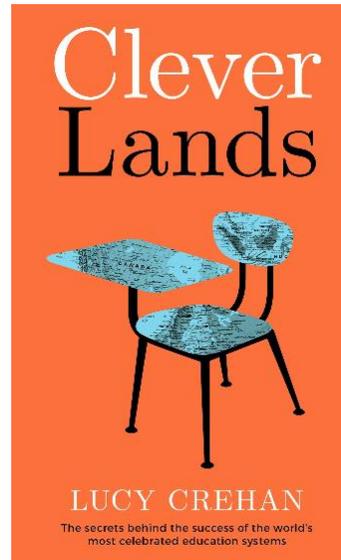
**Lucy Crehan**

@lucy\_crehan

Former teacher, education explorer and author of 'Cleverlands - The secrets behind the success of the world's education superpowers.' Paperback out now!

**Sheffield  
Hallam  
University**

Sheffield  
Institute  
of Education



2 July 2019

Keynote



*'Five practical tips from the world's top-performing education systems'*  
Lucy Crehan (Author – 'Cleverlands - The Secrets behind the success of the world's education superpowers')

<http://www.learnsheffield.co.uk/Services-To-Schools/School-Leaders-Briefings>

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