



European School Heads Association (ESHA)

Aims and Activity 2007-2008

Rationale: This plan identifies how the Executive Board and General Board's activities can be improved through their limited time working together – two full meetings in any calendar year. The aim of the Working Plan is to identify the key priority areas for association activity together with the spending priorities associated with the annual budget setting exercise.

Key aims and an outline of ESHA activity are included within the working plan which will be evaluated, reviewed and reported to the full General Board on an annual basis:

Aims:

- Promoting and supporting the role of school leadership
- Identifying and sharing good practice
- Project activity for the benefit of members
- Publishing and facilitating opportunities for schools to collaborate and exchange ideas and practice

Activity:

- Working Conditions of School Leaders
- 'Improving School Leadership'
- Developing School Leadership through Regional Conference Programme
- Children's Rights Agenda
- International Relations
- Projects

Context:

The Working Plan needs to be considered within the context of representing the views and experiences common to school leadership across Europe, promoting the well-being of all school leader members and the development the role of ESHA as a leadership resource within the community of European Schools

GB 2008/D/001

- Finance:** The Working Plan will be used as a measure of objective evidence to simplify the process of allocating available funding to meet the published aims and direction of ESHA. The plan will demonstrate the association's commitment to the sound planning process and is a prior requirement for the risk assessment process involved with all EC projects.
- Process:** The association has an Executive Board which prepares and takes forward the Working Plan. The EB will produce the annual review and prepare the 'new' Working Plan for discussion with the General Board in each Spring Term meeting. The EB will have access to external advice, guidance and support through the Financial Administration and Secretariat AVS (Utrecht) and/or the Association's Scrutiny and Monitoring Group established in Bristol (Autumn 2007)
- Structure:** The Working Plan identifies the key issues for ESHA activity at any one time and the contribution which the plan will make towards promoting the aims of the association.



E U R O P E A N S C H O O L H E A D S A S S O C I A T I O N

Working Plan 2008-9

This document summarises the major areas of focus and activity for ESHA over the period 2008-9 in order to ensure that all members associations have a clear understanding of the work of both the General and Executive Boards.

The Executive Board will propose this Working Plan to the full General Board for acceptance in Utrecht in April 2008. The Working Plan is also the basis for the Budget Plan prepared for the same period – it is the intention of the EB to maximize the amount of member subscriptions being directed towards the content of the Working Plan.

For 2008-9 the proposed budget plan attempts to allocate financial resources with the maximum being focused on developing member networking through the Regionalisation and Regional Conferencing support programme.

The key areas of focus for 2008-9 are, as follows;

- Working Conditions of School Leaders
- 'Improving School Leadership'
- Developing School Leadership across Europe through a Regional Conference Programme
- Children's Rights Agenda
- International Relations
- Projects

The Executive Board meets during the General Board Spring and Autumn meetings. In addition, the EB meet face-to-face at least twice between GB meetings, usually in the Winter and Summer.

In January 2008 the Executive Board met in Utrecht to receive Video Conference training – this medium is intended to enable members to network between meetings, saving resources which can be allocated to the Development of School Leadership across Europe through the Regional Conference model.

President: Chris Harrison Past President: Burkhard Mielke General Secretary: Solveig Dahl Treasurer: Ton Duif
Annual Member 2008: Jorma Lempinen

EUROPEAN SCHOOL HEADS ASSOCIATION – WORKING PLAN 2007 - 2008

Priority 1 - Improve Working Conditions of School Leaders

Reference: GB and EB

Options: Survey of working conditions in all member states (Completed Luxembourg 2007)

Contribution to:

- reducing workload
- ensuring member well-being
- developing and supporting effective school leadership
- make school leadership an attractive career
- improved working conditions for school leadership:
- quality time and opportunity to plan, prepare, lead and manage school development
- improved access and opportunity for continuing professional development

Financial costs: Budget 2008

Timescale: Within 2007- 08 for the completion of surveys and published position paper in Copenhagen 2008

EB Co-ordinators: Solveig Dahl & Jorma Lempinen GB Members: All

Contextual issues? What are ESHA's concerns about the supply and quality of future school leaders?
What is done to provide opportunities for career development?
How are professional associations for school leaders structured across Europe?
Are school leaders in all member states represented in either professional associations/trade unions?
How are Trade Unions organised?
How are Professional Associations organised?
How are decisions about pay and working conditions made across member states?
What are the current issues at stake in negotiations with employers?
Is salary used for attracting good school leaders?

EUROPEAN SCHOOL HEADS ASSOCIATION - WORKING PLAN 2007 - 2008

Priority 2 - Improving School Leadership

Reference: GB and EB

Options: Representation and involvement with OECD Report 'Improving School Leadership'

Contribution to four key policy levers

- Defining school leadership responsibilities
- Distributing school leadership
- Developing skills for effective school leadership
- Making school leadership an attractive profession

Financial costs: Budget 2008

Timescale: Within 2007- 08 for workshop participation and publication and dissemination of report findings to all ESHA member nations

EB Co-ordinators: Solveig Dahl & Jorma Lempinen GB Members: All

Contextual issues? Representation of ESHA at OECD conferences and consultation events (Copenhagen April 2008)
Dissemination of related key reports eg '
 How the World's Best Performing School Systems come out on Top' (McKinsey)
 'Modernising Schools' EC Culture and Education (OECD)
Emerging policy issues affecting European School Leaders
How policy-making reports can inform and move forward the future of school leadership?
Policy recommendations – implications for each ESHA members?
Policy and practice – a global 'toolkit' for school leaders
ESHA delegation in OECD conference in Copenhagen – (maximum representation limited to 3 per nation)
Website publication of School Leadership Reports

EUROPEAN SCHOOL HEADS ASSOCIATION – WORKING PLAN 2007 - 2008

Priority 3 - Developing School Leadership across Europe through a Regional Conference Programme

Reference: GB and EB

Options: Widen member activity through ESHA support for Regional Conference programmes

Contribution to:

- Development of school leadership organisations/associations across Europe
- Identifying and sharing best practice in school leadership
- Increasing member participation at/for GB meetings
- Supporting regional school leadership agenda

Financial costs: Budget 2008

Timescale: Within 2007- 08 Budget

EB Co-ordinators: Burkhard Mielke (EB) GB Members: All

Contextual issues? Increased Representation of ESHA at local/regional conferences, meetings and consultation events
Support for new membership
ESHA contribution towards workshop, conference or meeting costs incurred by member nations
Encouragement for wider representation at GB meetings by 'active members'
Increased support for GB member activity at local/national level
Newsletter/Noticeboard on website to publicise regional reports from conferences
Presentation of Reports at GB meetings

EUROPEAN SCHOOL HEADS ASSOCIATION – WORKING PLAN 2007 - 2008

Priority 4 - Children's Rights Agenda

Reference: GB and EB

Options: To survey the school leadership view of Children's Rights across Europe

Contribution to:

- Partnership activity between ESHA and EC Department of Justice, Freedom and Security re Children's Rights agenda in Europe
- Promote wider understanding within Europe of UN Convention on Rights of the Child.
- Understanding of annual national reports on CRC
- Supporting work of UNICEF across Europe in establishing 'Rights Respecting Schools'
- Combating radicalism and extremism in schools/communities across Europe

Financial costs: Budget 2008

Timescale: Within 2007- 08 Budget

EB Co-ordinators: Ton Duif (EB) GB Members: All

Contextual issues? Representation of ESHA at European Commission consultation meetings focused on combating radicalism and extremism in the community
Contribution to EC programmes and conference planning for EU Ministers (June 2008)
Presentation of survey findings and analysis to members, EC, UNICEF and UN
Newsletter/Noticeboard on website to publicise survey reports from conferences and consultation meetings
Presentation of update reports at GB meetings Spring/Autumn

EUROPEAN SCHOOL HEADS ASSOCIATION - WORKING PLAN 2007 - 2008

Priority 5 - International Relations

Reference: GB and EB

Options: To promote the aims and role of ESHA across Europe and at the global level with worldwide partners

Contribution to:

- Partnership activity between ESHA, EU and EC
- Wider understanding within Europe of School Leadership agenda
- Identification and sharing of good practice in school leadership in Europe and at global level with partner organisations

Financial costs: Budget 2008

Timescale: Within 2007- 08 Budget

EB Co-ordinators: Burkhard Mielke (EB) GB Members: All

Contextual issues? Representation of ESHA at EU, EC conferences, consultation sessions and meetings
Contribution to EC programmes
Representation of ESHA beyond European level with global partners eg ICP, APPA, NAESP etc
Newsletter/Noticeboard on website to publicise activity reports from conferences, consultation and meetings
Six-monthly opportunities to present update reports at GB meetings in Spring/Autumn to ensure widespread (GB) understanding of who went where, why, when and for what benefit to/for ESHA membership, ICT options used to link members across Europe and with global partner organisations, where possible

EUROPEAN SCHOOL HEADS ASSOCIATION – WORKING PLAN 2007 - 2008

Priority 5 - Projects

Reference: GB and EB

Options: To engage with projects activity which reflects the stated aims and working plans of ESHA

Contribution to:

- Opportunities for members to become involved with pan-European project activity
- Dissemination of school leadership project outcomes for the benefit of European school leaders
- Sharing of good practice in school leadership in Europe and at global level with partner organisations
- Increased profile of/for ESHA with partner organisations
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Financial costs: Budget 2008

Timescale: Within 2007- 08 Budget

EB Co-ordinators: EB & GB Members: All

Contextual issues? Cost of Representation of ESHA at EU, EC conferences, consultation sessions and meetings and ESHA contribution to EC programmes Risk Management protocol to be applied in advance of project proposals being agreed by GB, including implications for project financial management Newsletter/Noticeboard on website to publicise activity reports from conferences, consultation and meetings related to project involvement Six-monthly opportunities to present update reports at GB meetings in Spring/Autumn to ensure widespread (GB) understanding of who went where, why, when and for what benefit to/for ESHA members