

# Leadership

## Headteacher and Leadership Briefings and Training Opportunities

### Appraisal of Teachers: Ensuring Consistency and Rigour in the Inspection Framework

By the end of the course you will:

- have explored how best to hold staff accountable for pupil outcomes through a rigorous and consistent appraisal process
- have secured the link between school improvement and teachers' appraisal objectives
- have achieved a consistent and robust evidence base to secure fair pay awards
- have further developed appraiser skills and learn how to deal with difficult conversations

**Facilitator:** Lynn Clark - ECM Associates

Headteachers/Senior Leaders	<p>Wednesday 20th September 2023</p> <p>1.30 - 3.30</p> <p>Online</p> <p>Book: <a href="https://bit.ly/3pBRVqB">https://bit.ly/3pBRVqB</a></p>	<p>£60.00 per delegate - Paartnership schools</p> <p>£80.00 per delegate - non-Partnership schools</p> <p>Includes delivery and all course materials</p>
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### Headteacher briefing: An overview of Financial Education expectations in Primary Schools - What is on offer, how it fits the curriculum

**Facilitator:** Michelle Barron

Michelle is a qualified teacher of 15 years who has 15 years' experience in the Financial Industry. She is the North West Financial Education Consultant for The Money Charity and currently delivers Financial Education for pupils up to the age of 19.

Primary Headteachers	<p>Monday 25<sup>th</sup> September 2023</p> <p>9.30 - 11.30</p> <p>Online</p> <p>Book: <a href="https://bit.ly/3nWHDkD">https://bit.ly/3nWHDkD</a></p>	<p>NWLP Partnership schools receive one FREE place</p> <p>£80.00 per delegate - non-Partnership schools</p> <p>Includes delivery and all course materials</p>
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## From Inspection Call to Inspection Report

By the end of this training you will:

- Have a clear understanding of the inspection process based on the 2019 Education Inspection Framework
- Consider the changes that Ofsted have made to reflect the COVID-19 pandemic
- Had the opportunity to reflect on how to show your setting in the best possible light and ensure the inspection team can easily access the relevant evidence
- Understand how inspectors will conduct Deep Dives and draw this evidence together
- Consider the implications for your school going forward

**Facilitator:** Tim Nelson - ECM Associates

Headteachers/Senior Leaders	<p>Tuesday 26th September 2023</p> <p>9.30 - 3.30</p> <p>Online</p> <p>Book: <a href="https://bit.ly/44WDspt">https://bit.ly/44WDspt</a></p>	<p>£120.00 per delegate - Partnership schools</p> <p>£160.00 per delegate - non-Partnership schools</p> <p>Includes delivery and all course materials</p>
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## Headteacher Compliance Briefing - Autumn Term

A termly briefing for primary schools led by ECM advisers to provide an insight into new and upcoming issues on the Education horizon.

Agenda is confirmed nearer the time to reflect current issues, but last session included:

- The Annual Report of His Majesty's Chief Inspector of Education, Children's Services and Skills 2021-22 - Research analysis "The story so far of previously exempt outstanding schools". Also some useful documents for inspection shared.
- Assessment: assessment dates released up to 2025, EY data analysis, multiplication check, updated national data, ECM summary document
- IDSR and ASP (The Analysing School Performance site is back up and live) - a look in detail at the ASP site including interactive options and downloading the School Performance summary document.
- Safeguarding, online safety and RSE update, help with Ofsted expectations and an ECM audit tool
- Update on Ofsted's subject surveys and advanced subject leader support for English, Computing and Music. Marc Hayes summary and Ofsted Aide memoirs

**Facilitator:** John Evans - ECM Associates

Headteachers/Senior Leaders	<p>Wednesday 4<sup>th</sup> October 2023</p> <p>1.30 - 3.30</p> <p>Online</p> <p>Book: <a href="https://bit.ly/3pwAgkg">https://bit.ly/3pwAgkg</a></p>	<p>NWLP Partnership schools receive one FREE place</p> <p>£80.00 per delegate - non-Partnership schools</p> <p>Includes delivery and all course materials</p>
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<http://eepurl.com/gCcgT5>

## Outstanding Subject Leadership: The Role of the Subject Leader

The Focus of this subject leader course is on providing focussed time for leaders to familiarise themselves fully with the guidance and grade descriptors relating to:

- Quality of Education- Intent, Implementation & Impact
- Behaviour & Attitudes
- Personal Development
- Leadership & Management
- Early Years (Primary)

In doing so, they will define the role of the subject leader in their school, linked to the most up to date research and guidance from national sources.

### By the end of the course delegates will:

- Have a good understanding of the latest developments in the Framework- emphasis on subject leadership and the curriculum
- Define the specific roles & responsibilities of a highly effective subject leader in the Inspection Framework
- Be clear about how to fulfil the roles and responsibilities of a highly effective subject leader in your school through the development of a collective view
- Develop an understanding of the outline guidance in the New Ofsted School Inspection Handbook and how they support you in promoting school improvement
- Identify next steps for developing the subject leader role in your school. Conduct a personal subject leader audit- linked to the Framework
- Conduct a personal subject leader audit- linked to the Framework
- Be clear about the contents of your NEW Subject Leader Folder- to show the impact of your work on the provision in your subject

**Facilitator:** Anne Gadsden - ECM Associates

Headteachers/Senior Leaders	Thursday 5 <sup>th</sup> October 2023 9.30 - 3.30 Online Book: <a href="https://bit.ly/3I5jm2u">https://bit.ly/3I5jm2u</a>	£120.00 per delegate - Partnership schools  £160.00 per delegate - non-Partnership schools  Includes delivery and all course materials
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## Rosenshine and Questioning Techniques

A course designed to provide leaders with a deeper understanding of the 10 Principles of Instruction and practical ideas to translate theory into practice as a tool to support improved pupil and professional outcomes.

### By the end of this training you will:

- Have a clear understanding of Rosenshine's research 'Principles of Instruction'
- An understanding of Oliver Caviglioli's work based on the Rosenshine's 10 Key Principles
- Consider models of effective practice through Tom Sherrington's WALKTHRU's including questioning techniques
- Have developed an action plan to ensure lasting impact in your school

**Facilitator:** Vahida Patel - ECM Associates

Headteachers/Senior Leaders	<p>Wednesday 11<sup>th</sup> October 2023</p> <p>1.30 - 3.30</p> <p>Online</p> <p>Book: <a href="https://bit.ly/41vcp1u">https://bit.ly/41vcp1u</a></p>	<p>£60.00 per delegate - Partnership schools</p> <p>£80.00 per delegate - non-Partnership schools</p> <p>Includes delivery and all course materials</p>
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## SEND law, funding for EHCPs and notional budget

**Facilitator:** Garry Freeman

Garry is currently an independent SEND Consultant - an experienced senior leader with a demonstrated history of working in the education sector.

He is skilled in advising and guiding in SEND Law and Funding, school and Local Authority improvement turnaround, staff CPD and Development, provision and Strategic Development.

Headteachers/Senior Leaders	<p>Thursday 19<sup>th</sup> October 2023</p> <p>9.30 - 12.30</p> <p>Online</p> <p>Book: <a href="https://bit.ly/3nOfkoy">https://bit.ly/3nOfkoy</a></p>	<p>NWLP Partnership schools receive one FREE place</p> <p>£80.00 per delegate - non-Partnership schools</p> <p>Includes delivery and all course materials</p>
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## How to develop an inclusive classroom, working reflectively with TAs

### During the morning we will:

- Consider what we mean by inclusion
- Examine a 'needs led' approach to SEND
- Reclaim the word 'differentiation' with a focus on small tweaks and adaptations throughout the lesson
- Consider how to make differentiation work through the 5 phases of the lesson, so it is realistic, practicable and doable
- Focus on the role of TAs to support learning
- Consider different forms of TA deployment
- Identify key strategies to support and promote learning

**Facilitator:** Sara Alston

Sara is a practicing SENCo and an independent SEND and Safeguarding Consultant and Trainer with over 35 years teaching experience. As a consultant, she works to support schools that are 'under-senocoed', as well as working with schools to develop outstanding SEND practice. She conducts TA, SEND and Safeguarding Reviews and provides training for a range of SEND and safeguarding issues.

She has published 2 books: *The Inclusive Classroom: A New Approach to Differentiation* (2021) (written with Daniel Sobel) and *Working Effectively with your Teaching Assistant* (2023). She writes regular articles, including for Teach Primary, Headteacher Update and The Key.

Headteachers/Senior Leaders	Tuesday 14 <sup>th</sup> November 2023, 9.30-12.30 Online Book: <a href="https://bit.ly/44RJbge">https://bit.ly/44RJbge</a>	NWLP Partnership schools receive one FREE place  £80.00 per delegate - non- Partnership schools  Includes delivery and all course materials
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## Monitoring for Impact - From intent and implementation to impact

A step-by-step guide to efficient and impactful monitoring approaches for any subject

### By the end of this training you will:

- Have a clear understanding of the importance of the curriculum in ensuring that pupils make good and better progress, with a focus on INTENT, IMPLEMENTATION & IMPACT
- Have a clear understanding of the definition of good progress, and how you can gather this evidence by conducting your monitoring in a way that answers the 3 key questions for subject/ department leaders
- Have the opportunity to conduct monitoring activities and gather evidence by following a step-by-step ECM approach
- Consider the most effective strategies to drive improvement through the leadership support you offer to colleagues
- Be clear about some efficient and effective monitoring strategies that will enable you to gather the maximum amount of information about the impact of your subject curriculum, in the least amount of time

**Facilitator:** Belinda Crowhurst - ECM Associates

Headteachers/Senior Leaders	Friday 8th December 2023 9.30 - 3.30 Online Book: <a href="https://bit.ly/3BjOUzH">https://bit.ly/3BjOUzH</a>	£120.00 per delegate - Partnership schools  £160.00 per delegate - non-Partnership schools  Includes delivery and all course materials
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## Cultivating Resilient Headship: What this means for school leaders today

Viv's Keynote will draw on the lessons she has learnt as an Executive Coach for Headteachers. Viv will share insights into the personal qualities that school leaders need to cultivate in pursuit of leadership behaviours that can be characterised as brave, authentic and courageous.

Her talk will illustrate how a deeper connection with self and one's sense of vocational purpose can build resilience and help leaders stay connected to what matters most in good school leadership.

### Her talk will cover ways in which school leaders can:

- Increase their levels of emotional resilience
- Maintain a deep connection with their core values and ability to make decisions that are more aligned to who they are and who they want to be
- Heighten their levels of self-awareness, self-management and their ability to cope more effectively with the stresses of the role
- Maximise feelings of professional satisfaction and fulfilment
- Find ways for re-discovering their joy and passion for the profession

**Facilitator:** Viv Grant - Director of Integrity Coaching

Headteachers/Senior Leaders	Wednesday 10th January 2024 9.30 - 12.00 Online Book: <a href="https://bit.ly/3BjWoRB">https://bit.ly/3BjWoRB</a>	NWLP Partnership schools receive one FREE place  £80.00 per delegate - non-Partnership schools  Includes delivery and all course materials
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## Ensure your Subject Curriculum INTENT is high quality and will stand up to Inspection Scrutiny

This course is designed to support primary school leaders to ensure their curriculum represents the progressive and sequenced knowledge and skills required in each subject area, to ensure that pupils can make good or better progress.

From September the interim arrangements within the grade descriptor relating to INTENT have been removed from the Ofsted handbook grade descriptors. As a result, schools are now expected to have the following in place for all core and foundation subjects:

Extract from the Quality of Education Grade Descriptors:

- 'Leaders adopt or construct a curriculum that is ambitious and designed to give all pupils, particularly disadvantaged pupils and pupils with SEND, the knowledge and cultural capital they need to succeed in life. This is either the national curriculum or a curriculum of comparable breadth and ambition.'
- 'The curriculum may undergo necessary changes (for example, following a review by senior leaders or to take account of COVID-19) and certain aspects may be more developed than others. Where this is the case, these changes do not prevent all pupils having access to an appropriately broad and ambitious curriculum. Where adaptations to curriculum breadth are made for particular pupils, there is a clear rationale for why this is in those pupils' interests, and, where appropriate, there is a clear plan for returning all pupils to studying the full curriculum.'
- 'The school's curriculum is coherently planned and sequenced towards cumulatively sufficient knowledge and skills for future learning and employment.'

### School Impact:

By the end of this training session, you will know the strengths and next steps in your subject INTENT area and can make any adjustments, where necessary in relation to:

- Progression and sequencing from EYFS to Year 6 in primary schools and Year 7 to Year 11 in secondary schools
- The degree to which subject specific knowledge is outlined clearly e.g in history this is substantive knowledge (facts), disciplinary knowledge (skills -what it means to be a historian) and chronological knowledge
- The extent to which vocabulary (knowledge) is underpinning the subject curriculum in each year group
- The balance of knowledge and skills are outlined clearly (It is important that the sequence follows the model of knowledge first, then application through skills)
- How subject content (knowledge and skills) are sequenced appropriately so that pupils are building on their prior knowledge and therefore maximising on their learning potential
- How curriculum plans are adapted to meet the needs of SEND and disadvantaged pupils, where appropriate
- How schema links are explicit within curriculum plans
- The degree to which your rationale for the curriculum for your pupils, is coherent and appropriate

**Facilitator:** Wendy Wheldon - ECM Associates

Headteachers/Senior Leaders	<p>Friday 26th January 2024</p> <p>9.00 - 12.00</p> <p>Online</p> <p>Book: <a href="https://bit.ly/3MINnOn">https://bit.ly/3MINnOn</a></p>	<p>£60.00 per delegate - Partnership schools</p> <p>£80.00 per delegate - non-Partnership schools</p> <p>Includes delivery and all course materials</p>
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## Headteacher Compliance Briefing - Spring Term

A termly briefing for primary schools led by ECM advisers to provide an insight into new and upcoming issues on the Education horizon.

Agenda is confirmed nearer the time to reflect current issues

**Facilitator:** John Evans - ECM Associates

Headteachers/Senior Leaders	Thursday 8th February 2024 1.30 - 3.30 Online Book: <a href="https://bit.ly/42lg4Ap">https://bit.ly/42lg4Ap</a>	NWLP Partnership schools receive one FREE place  £80.00 per delegate - non-Partnership schools  Includes delivery and all course materials
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## What the Best Schools Know and Do

### Visible Learning

What works best for learning

Visible Learning means an enhanced role for teachers as they become evaluators of their own teaching. According to John Hattie Visible Learning and Teaching occurs when teachers see learning through the eyes of students and help them become their own teachers.

- Why teaching strategies don't make you an expert teacher
- Creating a vision for expert teaching and how to achieve it

**Facilitators:** John Hattie and Wendy Delf

**Professor John Hattie** is a researcher in education. His research interests include performance indicators, models of measurement and evaluation of teaching and learning. John Hattie became known to a wider public with his two books Visible Learning and Visible Learning for teachers. Visible Learning is a synthesis of more than 800 meta-studies covering more than 80 million students. According to John Hattie Visible Learning is the result of 15 years of research about what works best for learning in schools. TES once called him "possibly the world's most influential education academic".

**Wendy Delf** is a leadership and NQT support specialist and an accredited Visible Learning<sup>plus</sup> trainer with a wealth of experience across various roles in education.

She has worked for over twenty years in the classroom, as an English and Drama teacher, a head of department, a senior leader and an Advanced Skills Teacher.

Headteachers/Senior Leaders	Thursday 7th March 2024 9.30-12.30 Online Book: <a href="https://bit.ly/3M0tGKB">https://bit.ly/3M0tGKB</a>	£60.00 per delegate - Partnership schools  £80.00 per delegate - non-Partnership schools  Includes delivery and all course materials
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<http://eepurl.com/gCcgT5>



## Diversity in Schools

Part 1 - Introduction to Diverse Education in schools

Part 2 - Diversity in the curriculum

**Facilitator:** Bennie Kara - co-founder of Diverse Educators

Bennie is a Deputy Headteacher in Derby, specialising in curriculum, teaching and learning. She Co-Founded #DiverseEd during her Deputy Headship at a start-up school in Oxfordshire. She is a speaker, trainer and writer on topics such as diversity, language, literature, and the curriculum.

Headteachers/Senior Leaders

Thursday 25th April 2024

9.30-12.30

Online

Book: <https://bit.ly/3I49V3D>

NWLP Partnership schools receive one FREE place

£80.00 per delegate - non-Partnership schools

Includes delivery and all course materials

## Headteacher Compliance Briefing - Summer Term

A termly briefing for primary schools led by ECM advisers to provide an insight into new and upcoming issues on the Education horizon.

Agenda is confirmed nearer the time to reflect current issues

**Facilitator:** John Evans - ECM Associates

Headteachers/Senior Leaders

Wednesday 8th May 2024

1.30 - 3.30

Online

Book: <https://bit.ly/3LYMIkd>

NWLP Partnership schools receive one FREE place

£80.00 per delegate - non-Partnership schools

Includes delivery and all course materials

## Centralisation, OFSTED and Brilliant Schools

**Facilitator:** Mick Waters

A former head teacher, Mick Waters works closely with teachers and leaders in schools, MATs and local authorities to support the development of teaching approaches and curriculum to ensure the best learning outcomes for children. For some years he was Director of Curriculum for England, based at the Qualification and Curriculum Authority (QCA), and before that held the post of Chief Education Officer for the City of Manchester.

Headteachers/Senior Leaders

Monday 20<sup>th</sup> May 2024

9.30 - 3.30

Mercure St Helens Hotel, Linkway  
West, St Helens, WA10 1NG

Book: <https://bit.ly/41K5Zfr>

£120.00 per delegate - Partnership schools

£160.00 per delegate - non-Partnership schools

Includes delivery, all course materials, a light lunch and refreshments

## Understanding and analysing your IDSR and ASP/SPS ready for inspection – including new progress measures

### Overview

A full day course for primary leaders to gain an in depth understanding of the principles and purpose of assessment in schools before completing ECM documentation that will support you in analysing and interpreting the updated Inspection Data Summary Report and ASP/SPS. A secure understanding of the strengths and weaknesses in the school's historic data will be addressed, ensuring you are inspection ready.

### Impact Statements

- Understand the purpose and principles of assessment in the core subjects
- Confirm what data is needed in schools to track pupil progress and why
- Become familiar with highly effective assessment tools and methods
- Get a job done by analysing your own internal data on an ECM template to identify actions and next steps
- Understand how Ofsted use the latest and previous external data sources (IDSR)
- 'Get a job done' by analysing your own IDSR onto an ECM template
- Identify areas of interest, strengths and weaknesses
- Be inspection ready by identifying key lines of enquiry
- Be familiar with how to navigate and make the most of the 'Analyse School Performance' system
- Interpret and analyse the school performance information in the DfE interactive online tool
- Make evaluative judgements from the data to update your IDSR summary, school self-evaluation and development plans
- Complete a school performance summary for your school using the ECM materials

**Facilitator:** Oliver McPhail - ECM Associates

Headteachers/Senior Leaders	Wednesday 26th June 2024 9.30 - 3.30 Online Book: <a href="https://bit.ly/41paETP">https://bit.ly/41paETP</a>	£120.00 per delegate - Partnership schools  £160.00 per delegate - non-Partnership schools  Includes delivery and all course materials
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NWLP schools receive one free place at most Headteacher briefings (excluding professional development sessions). In addition to 25% off all Leadership PD opportunities. Please see individual sessions for specific costs.

More briefings and leadership training will be offered throughout the year as a direct response from schools and in line with key national agendas.

In addition to the HT and leadership briefings we also work in partnership with OLP/Best Practice Network and the Teaching School Hubs across the region to offer the new suite of NPQs.

For further details of these programme please contact: Lisa Bradshaw: [lisa.bradshaw@three-saints.org.uk](mailto:lisa.bradshaw@three-saints.org.uk)

If you wish to book on any sessions, please visit our new booking website at: [www.bookwhen.com/nwlp](http://www.bookwhen.com/nwlp)

If you need any support with bookings, please email the NWLP team at: [nwlp.bookings@three-saints.org.uk](mailto:nwlp.bookings@three-saints.org.uk)

For additional information regarding any of the training offers don't hesitate to contact Lisa Bradshaw (Director of NWLP) at [lisa.bradshaw@three-saints.org.uk](mailto:lisa.bradshaw@three-saints.org.uk)