



# Valentines High School



## National Award for Middle Leaders (NAML)

## **National Award for Middle Leaders (NAML)**

### **“What is the course?”**

The National Award for Middle Leaders is an SSAT (Specialist Schools and Academies Trust) designed course aimed at improving Middle Leadership within schools.

The programme is designed by the SSAT and run through accredited and trained license holders, of which Valentines High School is one.

The course is a thorough and detailed series of sessions covering every aspect of outstanding middle leadership, and delivered in sequence. The course came about after the SSAT identified a gap in the market for a hands-on, situation based course to grow Middle Leadership nationally. Starting with a perfect middle leader in mind, the course splits up outstanding middle leadership into different areas, each delivered as a module in a separate session.

Crucially, the course provides inspiration, ideas, theory and numerous real-life examples on every facet of an excellent middle leader. The fact that the course runs over 8 separate sessions meaning each cohort receives sustained support, which is integral to helping the delegates change their habits and improve their Leadership.

The modules delivered, in order, are:

- Vision and values
- Developing your leadership approach
- Building a High performance Team
- Leading your Team
- Effective Teaching & Learning
- Using data for impact
- Leading and Managing Change
- Support your team

**Commitment:**

The sessions run over one of two times: either 1:30 - 3:15, or 3:30 - 5:15. This is to minimise cover requirements without impinging too much on your important personal time.

All sessions take place in our Lottery-Funded Training Room. The cost per session is £44 and hence the full course is £352

The specific dates are:

Thursday 21 <sup>st</sup> September	1.30pm - 3.15pm
Friday 6 <sup>th</sup> October	1.30pm - 3.15pm
Thursday 9 <sup>th</sup> November	4.00pm - 5.30pm
Thursday 7 <sup>th</sup> December	1.30pm - 3.15pm
Tuesday 9 <sup>th</sup> January	3.30pm - 5.15pm
Tuesday 6 <sup>th</sup> March	1.30pm - 3.15pm
Tuesday 17 <sup>th</sup> April	3.30pm - 5.15pm
Thursday 7 <sup>th</sup> June	1.30pm - 3.15pm

## FAQ's

### 1. Who is eligible for the NAML?

The NAML is designed for middle or senior leaders, however it is also highly suitable for aspiring Middle Leaders as well. In the course, it provides participants the chance to hone, or learn, the essential skills for leadership. The course is designed for Schools however is applicable for any leadership.

### 2. Can I sign up for individual modules?

The NAML is designed as a series of modules, however if you feel that you require specialised help on one, or a few, specific areas of Leadership as opposed to the holistic guidance the course provides then do get in touch and we will see what we can arrange.

### 3. Can delegates fail?

**Currently, it would be unlikely** for a delegate to fail. The course is designed to be informative rather than an assessment, but we should be clear that delegates are expected to engage fully in the sessions and complete a Professional Journal during sessions. If delegates would like, they are afforded the opportunity to complete a School Improvement Project of 1000 words which can be used to provide evidence for the SSAT's Lead Practitioner accreditation.

## Presenters:

Rachel Kelly is Deputy Headteacher at Valentines High School. Rachel has spent the last 13 years working in Hackney, East London, before moving to Ilford. Rachel is an AST for PE and has experience of raising standards in learning and teaching, with effective CPD and whole school initiatives. Rachel has supported many secondary schools with the development of their Learning and Teaching both in Hackney and West London, including delivering training to teachers in Manchester, Birmingham and Scotland.



Angus Harrison is an Assistant Headteacher at Valentines High School in charge of CPD. He began teaching in Edmonton Green through TeachFirst. After completing the TeachFirst program, he has stayed in the classroom. His experiences include working for TeachFirst during their summer institute for new starters (where he led sessions on teaching Physics), gaining a Masters in Educational Leadership, becoming accredited as a National Lead Practitioner, becoming accredited as a Specialist Leader in Education, and delivering outreach training at National Achievement shows. His previous job roles are as a Lead Teacher and Head of Science.

### **Booking or further enquiries**

For further information please contact: [swo@valentines-sch.org.uk](mailto:swo@valentines-sch.org.uk)

What will each module cover?

### **1. Vision and Values**

#### Aims of the session:

- To recognise the importance of a vision that it affects all a school or team does.
- To consider the vision for the school, how this relates to its context, journey and stakeholder values.
- To formulate and further develop your vision for your own area in light of the above
- To explore values as the source and underpinning of vision and moral purpose
- To reflect on your own personal and professional values

### **2. Developing your leadership approach**

#### Aims of the session:

- To consider research into leadership styles and leadership characteristics and its implications for the practice of leadership in schools
- To analyse the link between leadership styles, leadership characteristics and their impact on the organisation and the staff who work there
- To consider the implications of this learning for your own immediate professional development in your role

### **3. Building a high performance team**

#### Aims of the session

- To understand the characteristics of effective teams and why teams are important to organisations
- To evaluate and improve the effectiveness of the team you currently lead
- To consider concepts theory on effective teams
- To analyse the traits and behaviours of you and your team and how that can be managed to maximise performance

### **4. Leading your team day-to-day**

#### Aims of the session:

- To consider the day-to-day role(s) of the middle leader
- To develop a strategic approach to leadership and management
- To recognise and ensure effective use of time and decision making for both you and your teams in order to improve planning, prioritising and performance
- To understand how your personal leadership characteristics contribute to how you lead others
- To understand the benefits of preparation, planning and follow-up meetings

## **5. What makes the most effective teaching and learning?**

### Aims of the session:

- Set high expectations to inspire, challenge and motivate
- Promote good progress and outcomes by pupils
- Demonstrate good subject and curriculum knowledge
- Plan and teach well structured lessons
- Adapt teaching to respond to the strengths and needs of pupils
- Make accurate and productive use of assessment
- Manage behaviour effectively to ensure a good and safe learning environment
- Fulfil wider professional responsibilities

## **6. Using data for impact**

### Aims of the session:

- To be able to understand the key aspects of the most commonly used data found in schools
- To be clear about current changes and their implications
- To be able to understand how to use data to inform planning and intervention at middle leader level that will lead to improved outcomes
- To be able to apply this learning to the role of the middle leader

## **7. Leading and managing the innovation of change**

### Aims of the session:

- To reflect on the meaning of innovation and why it is important
- To better understand the process change in order lead and manage more effectively
- To have an understanding and awareness of the main themes leaders need to consider when leading in a period of rapid change
- To have considered specifically the work of key writers about managing change
- To focus on the specific changes colleagues are currently leading and managing in their role, analyse the strategies they are currently using and consider how they may need to be modified and further developed

## **8. Supporting your team**

### Aims of the session

- To develop coaching and mentoring techniques, applying them to workplace situations as appropriate
- To investigate how high performance teams encourage and manage challenge positively
- To better understand difficult conversations and feedback as tools for continuous improvement
- To link support and challenge in a high performing team with continuous professional development and performance management