



Academi Genedlaethol ar gyfer
Arweinyddiaeth Addysgol Cymru
National Academy for
Educational Leadership Wales

Endorsement Prospectus

Inspiring Leaders – Enriching Lives
nael.cymru

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Introduction

I am pleased to present this prospectus in support of the Endorsed Leadership Provision by the National Academy for Educational Leadership.

One of our core purposes is to contribute to the development of the professional capabilities of current and aspiring leaders across the education system in Wales. We do this by providing coherence and quality assurance for a range of educational leadership development opportunities available in Wales. This prospectus contains information about the provision which is currently endorsed by the National Academy for Educational Leadership and about the providers who offer this professional learning.

The endorsement process offers quality assurance and confidence to educational leaders across Wales that the provision they access is high quality, value for money and fit for purpose. The endorsement process also offers benefits to the provider through a



rigours and robust quality assurance process building reputation trust and building confidence in their leadership development offer.

We encourage all providers who develop and deliver leadership development opportunities to consider bringing their provision forward for endorsement. The endorsement process includes ambitious criteria which is set clearly in the context of Welsh policy and promotes equity of access to all leaders whichever setting or language they work in or wherever they are in Wales.

We must continue to provide the best provision to support all our educational leaders across Wales ensuring that we build and strengthen leadership capacity at all levels.

Achieve More Training

Achieve More Training (AMT) is a North Wales based training provider and part of the North Wales Work-based Learning Consortium which co-ordinates the work-based learning offer for North Wales. AMT strategically works in educational settings, sports development, and the leisure industry across the six counties of North Wales providing training opportunities at levels 1-6 with Professional Learning Centres based in Wrexham, Holywell, Rhyl and Conwy. Growing rapidly, since its foundation in 2019, the company currently has over 300 learners on its training programmes.

Contact details: Info@achievemoretraining.com
01745 797 797

Web address: www.achievemoretraining.com



“

I would like to thank you for all your help during the Level 5 course because I used a lot of the learning in my application and interview and believe that this was what helped me get the promotion.

Michelle Thomas,
Aura Leisure

“

The level 5 course really helped me at my interview for associate headship

Claire Evans,
Flint High School

“

I wanted to thank you for all of the support during the NVQ because the skills, knowledge and experience acquired through the qualification were really useful at the application and interview stage.

John Jones, Deputy Head,
Leeswood CP School

ILM (Institute of Leadership and Management) Level 5 Diploma on the Principles of Leadership and Management. (8623)

Overview

This course links the theory to practice and develops application and evidence of knowledge, skills and behaviours through a range of mandatory and optional units. This course comprises two qualifications, a diploma technical certificate taught course over three face to face days with two online sessions and Level 5 NVQ diploma delivered individually via visits to the learner’s workplace. Due to its status as a work-based learning programme, the two qualifications, which take 20 months to complete, are completely free of cost to learners.

Aims & Objectives

Assessed through a blend of written assignments, group discussions and personal investigations, the course aims to explore the relevance of leadership theory through practical self-reflection. Units of study typically include the following:

- Styles of leadership; what works best in different situations.
- Getting the best out of your team through effective motivation and delegation.
- Self-evaluation, improvement planning and financial management.
- Coaching individuals and managing difficult conversations.
- Optimising communication skills and managing change.

Career and Leadership Development Stage

The course aims to develop the leadership skills of teachers at middle leadership level including those aspiring to senior leadership.



Arts Council of Wales

The Arts Council of Wales is the national development agency for creativity and culture. The Creative Learning through the arts programme supports schools in developing new methods to curriculum design and assists leaders and teachers in exploring innovative approaches to teaching and learning by placing the arts and creativity at the heart of education.

Contact details: Creative.learning@arts.wales

Web address: arts.wales/creative-leadership



“

An inspirational initial two days training – I didn't want it to end!

“

The course and programme have inspired me to carry out my own personal research about creative leadership.

Sarah Taylor, St. Robert's RC Primary School

“

I have thoroughly enjoyed this creative journey we have been on and it has honestly changed the way of teaching for me. We have found that across the school the children are enjoying their lessons a lot more due to them being able to guide the lessons and come up with ideas and themes that are of interest to them.

Katie Bradley, Ysgol Gymraeg Mornant

Creative Leadership Programme

Overview

The Creative Leadership Programme challenges participants to reflect honestly about their professional practice and contexts and identify the barriers that may impede their capacity to become creative leaders. The programme begins with a two-day training delivered by the Arts Council of Wales Creative Leadership Team. Each participant is then matched with a Creative Agent, based on the school leader's needs, locality, and language of school, forming an ongoing working partnership over the course of 12-weeks. The Creative Agent acts as both mentor and critical friend; reinforcing the principles of creative leadership, and engaging in ongoing, supportive and reflective dialogue. This provision is tailored to each participant's current stage of progression within their professional leadership career.

Aims & Objectives

This programme aims to:

- Demonstrate how to support staff in taking risks and develop their professional learning through enquiry and reflection.
- Explore the central role of collaboration, dialogue and reflective practice.
- Challenge participants by exploring assumptions and habits that act as a barrier to changing practice.
- Establish a network between participants to collaborate, reflect together and guide each other.
- Gain the understanding of how creative leadership and learning can underpin and inform the implementation of the Curriculum for Wales, the four purposes and the Professional Standards for Teaching and Leadership within individual settings.

Career and Leadership Development Stage

This provision is designed for those in or aspiring to middle or senior leadership roles, though we encourage the awareness of leadership in every role.



Aspire 2Be

Aspire 2Be is a multi-award winning learning technology company, with over 10 years experience in delivering innovative learning solutions to valued clients across both Education and Business sectors, both in the UK and globally.

We aim to empower schools, businesses and organisations through innovative digital learning solutions. Utilising the latest skills and technologies, we provide professional development and qualifications; bespoke e-learning platforms; and digital strategy and transformation.

Contact details: info@aspire2be.co.uk

Web address: www.aspire2be.co.uk



The Learning Technology Company

ILM For Educators Level 4 & 5

Overview

ILM for Educators offers fully funded ILM qualifications at levels 4 and 5, with specific learning pathways for leadership within education. This program is designed to provide a structured learning path for individuals aspiring to become leaders in the field of education. The content and delivery of these qualifications are crafted by experienced leaders from across the education sector and aims to incorporate digital tools to enhance effective leadership within education.

We have carefully chosen specific topics from the ILM qualification portfolio of units that are key to effective leadership within the education sector.

Aims & Objectives

Our workshops incorporate and aim to bring together leaders within education to share and develop new skills, for instance, our “Innovation & Change” workshop focuses on the utilisation of digital tools to implement, measure, and influence changes in the education sector.

The overall aim of this offering is to give current and future leaders within education the opportunity to gain an accredited qualification while also giving them the leadership tools to take the education setting to the next level. While there are many Leadership & Management qualifications available for educational staff, our program uniquely concentrates on leadership within the education sector.

Career and Leadership Development Stage

Designed for leaders and aspiring leaders within the education sector. a wide range of functions.

Digital Leadership Programme

Overview

The programme aims to develop inspirational leaders to facilitate digital transformations and to raise standards for staff and pupils.

A core objective is to develop digital leadership practice and how they can facilitate the appropriate opportunities to enhance their school’s use of technology in all aspects of school life, from vision statement to implementation in the classroom and staffroom. This course provides you with insight and practical guidance on defining and implementing sustainable digital strategy for your school.

Career and Leadership Development Stage

Designed for Headteachers, Senior Leadership Teams, Middle Leaders and Digital Leaders.

“

“Completing the ILM Level 5 in Leadership and Management has been interesting and useful for my role. The units covered are relevant to my role and have helped me develop my leadership and management skills.”

Aims & Objectives

Aim 1: Building a School Vision

- Understand the relationship between People, Process, and Product.
- Appreciate the importance of a well-articulated vision.
- Establish a baseline evaluation of ‘digital’ at your school.

Aim 2: Building Strategy

- Identify aspirations as a driving force for change.
- Learn how to effectively create and develop an impactful digital strategy.
- Use theoretical models to evaluate your school and identify opportunities to target key areas, aligned to your school development plan.

Aim 3: Facilitating Change

- Understand how to best support your staff with digital upskilling.
- Discover a wide range of strategies to help staff engage with teaching and learning technologies.

Aim 4: Scaffolding Success

- Learn how to build an effective communication strategy through an involving and co constructed approach.
- Build a high level action plan with associated milestones to implement in your setting.



Birchgrove Primary School, Swansea



Birchgrove Primary School is a forward-thinking learning organisation with a very strong track record in developing leadership at all levels. Their philosophy is that leadership is key to success, and they are committed to growing and nurturing leaders within and outside of their setting. As schools in Wales begin to implement the Curriculum for Wales, Birchgrove Primary School aim to move forward in partnership with others, working towards fulfilment of Our National Mission and the creation of a healthy, thriving and resilient student population and workforce.

Contact details: 01792 814814

Web address: www.birchgroveswansea.co.uk

“

Thank you so much for running this course. I have found it so beneficial. It has motivated and inspired me to make a positive change in my school.

Jack Webster, Gors Primary School

“

A very helpful and productive course. I have a deeper understanding of professional standards, especially collaboration, professional learning and leadership. This course has motivated me, given me the skills needed to drive initiatives forward in school and has been a great source of support. It has given me more confidence to lead an area across the school. Thank you so much for all the advice and guidance. It is much appreciated.

Jeni Jones, Townhill Primary School

“

Thank you for providing a great course! It has equipped me with the skills and confidence to lead an AoLE across the school.

Louise Mabbett, Plasmarl Primary School

Developing Middle Leadership in a Primary Setting

Overview

This provision is led by project leaders at Birchgrove Primary School and explores five key areas of middle leadership:

Session 1 - Vision and effective middle leadership in the current Welsh context, including standards, professional learning and schools as learning organisations.

Session 2 - Leading pedagogy that supports a Curriculum for Wales, including effective teaching and learning, monitoring, accountability and responsibility in self and others.

Session 3 – Management and leadership, including self-evaluation, planning for improvement and management of resources.

Session 4 – Collaboration and making the most of partnership opportunities within and outside of the school organisation, including impact on well-being and effective engagement in the workplace.

Session 5 – An evaluation of the work undertaken by participants, including opportunities to share and learn from practice.

Aims & Objectives

At the end of the sessions it is expected that each participant will be:

- Empowered to actualize change leading to a positive impact on learning for the pupils in their school.
- Developed more fully as leaders, understand the key processes of effective school evaluation and development planning, within the context of a continually evolving education landscape.
- Inspired and motivated as professionals, and able to develop others along a professional learning, and enquiry led pathway of school development.

Career and Leadership Development Stage

The provision is aimed at current and future middle leaders across Wales who are interested in further developing their leadership skills.



Careers Wales



Gyrfa Cymru
Careers Wales

Careers Wales are a wholly owned subsidiary of the Welsh Government, their remit is to provide an all-age, bilingual, professional, independent, and impartial Careers Information, Advice and Guidance (CIAG) service for Wales. They help their customers to develop the skills needed to manage their careers and make decisions in a complex and changing world. Their vision is for all young people to move smoothly and successfully into employment and for adults to be inspired to take control of their careers.

Contact details: curriculumteam@careerswales.gov.wales

Web address: www.careerswales.gov.wales

“

The course has provided me with the necessary specialist careers knowledge and resources to develop a comprehensive and engaging careers curriculum within my school. The information and guidance provided throughout the course has enabled our school to construct a clear vision for the development of careers education across all age and ability ranges. The valuable insight into the linkages between the Curriculum for Wales and Careers and Work-related Experiences (CWRE) which were discussed and examined on the course gave me the confidence to present information confidently to both the SLT and classroom teachers.

Jeff Powell, Ysgol Bryn Elian

“

Studying for the Level 6 Career Leadership Certificate had provided us with fresh insight into how careers education can be used to challenge and guide learners. When we consider the holistic approach of the Curriculum for Wales, and the focus on preparing individuals for lifelong learning, this course has been instrumental in providing guidance on how to develop a cohesive careers programme which ensures learners are able to recognise the skills that they will need in future pathways, as well as offer them opportunities to enhance these skills.

Kate Loram, Chepstow School

“

From a special educational needs perspective, the Careers leadership certificate has allowed me to rethink CWRE and how it is delivered in our setting. It has encouraged me to think outside the box and deliver the cross-cutting theme through effective rich tasks based on individual learners and their wants, needs and desires. Developing an adaptable model for all teachers and pupils has meant that CWRE can be taught from ages 3-19.

Ceryn Thomas, Greenfield School

Level 6 Certificate in Careers Leadership

Overview

The Level 6 Certificate in Careers Leadership is aimed at teaching staff and practitioners with responsibility for Careers & Work-Related Experiences (CWRE) in their institution. The role of Careers Leader involves more than the co-ordination and administration of a series of careers activities; CWRE will be a cross-cutting theme in the Curriculum for Wales, requiring strategic leadership to manage the contributions of both staff from within their institution and external partners, including providers of careers guidance services and employers, into a coherent careers programme for young people.

Aims & Objectives

The aims of this course are to develop the postholders critical understanding of how to plan and design a career related learning programme in a school setting or Further Education (FE) college, and to enable the postholder to plan, design and evaluate the career related learning programme and make recommendations for improvement.

The course also aims to develop the postholders critical understanding of processes of reviewing, evaluating, and developing career development work and to enable the postholder to lead the continuous improvement of career development work in such institutions. The course also supports the critical understanding of the leadership and management of career development work to enable the postholder to lead and manage career development work in education institutions.

Career and Leadership Development Stage

Teaching staff and practitioners from secondary schools and settings (11-18), including Further Education colleges.



Chrysalis Mindset Coaching

Chrysalis Mindset Coaching is a bespoke company specialising in the human aspect of leadership. Focusing on the interpersonal skills through developing a person's Emotional Intelligence (EQ) and coaching skills.

Chrysalis Mindset Coaching pay attention to the human behaviour within teams, enabling people to understand their pressure points to self-coach themselves and their teams through these times. This technique has proven to enhance productivity and relationships.

Chrysalis Mindset Coaching ensures that the person is at the heart of what they do. Their activities, theory and learnings all come back to the person.

Contact details:

Info@chrysalismindset.com

Web address:

www.chrysalismindsetcoaching.com



ALP – 6-Day Advanced Leadership Programme

Overview

Reframing of language structures that reinforce positive minds and team building is of the utmost importance within times of ongoing change. We look at the unique “Language Alchemy Coaching” technique which focuses on the language patterns to enable people to maintain peak performance within establishments. The 6-day programme will support you in developing key skills in enabling you to support yourself and others in the workplace.

Aims & Objectives

The aim is to create in house coaching and EQ ambassadors. Ensuring that continuous coaching and EQ skills are embedded within establishments to support teams in times of pressures.

Participants will be trained to have a deep understanding of the following elements:

- Rich questioning techniques, active listening skills and influencing skills
- Understanding the skills, principles and practice of effective management in coaching and mentoring
- Self-awareness and self-regulation in times of added pressure
- How to develop coaching culture across departments/teams
- How to use effective questioning techniques
- Learn a variety of tools and techniques which will enable you to coach in a variety of contexts across the whole workplace
- Strategies on how to bridge the gap between where you are now and where you want to be through positive language reframes
- Embed resilience to optimise positive conversations and feedback

Career and Leadership Development Stage

The programme is designed for Directors, Advisors, Headteachers, Senior leaders.

3-Day Executive Coaching Programme

Overview

Developing a coaching culture can provide us with rich tools and resources to drive our performance and raise our standards. On each of the days there will be opportunities to develop your skills through live coaching triad/pair sessions. For those of you that are bringing team members, this will be a perfect opportunity to work through some current issues within your workplace.

Background reading of literature in between training days will be essential to support with various exercises.

Aims & Objectives

Participants will be trained to have a deep understanding of the following elements:

- How to use effective questioning techniques with our teams to raise performance
- Understand the key skills and models for coaching and be able to apply these in a coaching relationship within our establishments
- Learn a variety of tools and techniques which will enable you to coach in a variety of contexts across the whole workplace
- Look in depth at Individual learning styles (NLP Techniques) to best tailor goals and structures
- Develop a deep understanding of Emotional Intelligence competencies (E.I)
- Deepen your understanding of how coaching and mentoring can impact your organisation
- Defining the difference between coaching and mentoring
- Strategies on how to bridge the gap between where you are now on the coaching continuum and where you want to be
- Develop deep and rich questioning techniques, active listening skills and influencing skills to ensure an outstanding quality of dialogue and being able to gracefully challenge within the workplace

Career and Leadership Development Stage

The programme is designed for Directors, Advisors, Headteachers, Senior leaders.

3-Day Resilience

Overview

Resilience is key to building and maintaining workplace well-being. It is the fuel of healthy high performance within teams. In any working environment where employees are vulnerable or feel overwhelmed, a resilient workplace is instrumental in preventing pressures and demands from building up to breaking point. Our 3-day programme gives you the tools to manage this.

Aims & Objectives

- Level 1: ‘Understanding me’ - Our first day of ‘Understanding me’ you will have the opportunity to explore your core values and understand the importance of how these affect your daily decisions.
- Level 2: Dealing with Emotional Change Reactions - Day 2 will see us delving deeper into our responses and emotional change reactions.
- Level 3: The power of Language - Day 3 will delve much deeper into the power of language. Enabling us to truly see how the words we speak to ourselves and others really do impact us.

Career and Leadership Development Stage

All levels.

DARPL



Diversity and Anti-Racist Professional Learning

DARPL brings together a diverse team of providers with lived and professional experience through a professional learning and resource hub with a Welsh perspective in raising multi-disciplinary racial consciousness, as we all work together within the New Curriculum for Wales.

Contact details: darpl@cardiffmet.ac.uk

Web address: darpl.org

“

The DARPL provision helped me to reflect on our practice in school and provided me with inspiration to further our work towards instilling an anti-racist culture in my school.

“

The professional learning was deep, interesting and thought provoking. I enjoyed being awakened to a perspective I hadn't ever thought about before. I am sharing with colleagues and planning ahead. We've got lots to do.

“

Where do I start? On a personal basis - uplifting, inspiring, emotional, thought provoking... as a leader, I am committed to playing my part in ensuring that Wales is Anti-Racist by 2030 by making this a priority in my own school and school community. This is just the beginning of my anti-racist journey.

DARPL Senior Leaders and Governors Series

Overview

DARPL Senior Leaders and Governors Anti-Racist professional learning series is designed to support leaders in embedding anti-racism leadership and whole team approaches throughout their own setting. The senior leader series and the governors comprise three sessions which unpick anti-racism and explore actions that need to be taken at a strategic senior level.

Aims & Objectives

The sessions are designed to support leaders and governors in embedding anti-racism throughout their own setting. The three sessions explore anti-racist leadership and strategic actions which need to be taken.

This series looks at:

- Organisational culture, the impact of racism on the well-being and lives of Black, Asian and other Global Majority people and at policies and procedures that may cause adverse effect.
- Anti-racism being driven at a strategic level to enable and ensure positive change and improvement.
- Within the DARPL Senior Leaders Series you can choose from School Leaders, Governors, FE Leaders or Childcare, Play and early Years Leaders.
- When engaging with this series (synchronous or asynchronous) you are making a commitment to attend the whole series of three sessions and related tasks.

Career and Leadership Development Stage

Leaders and governors.



Impact in Learning

Impact in Learning is an award-winning parental engagement programme that has empowered hundreds of schools to engage effectively with parents/carers to bring about attainment benefits for pupils.

Contact details: Roy Broadfield, info@impactinlearning.co.uk

Web address: www.impactinlearning.co.uk



Our parents were very engaged. They discussed their child's progress in parents evening and were willing to accept that they are also responsible for supporting their child's learning.



We received very positive feedback. Parents attended who usually avoid contact and several parents asked for more when the programme concluded.



The extended vocabulary is being used in pupils' talk and they have used the skills learnt at home in their class work.

Raising Pupil Attainment through the Leadership of Parental Engagement

Overview

The programme aims to engage parent/carers more effectively in children's learning, through the use of supportive workshops and the provision of resources to furnish the home learning environment. Based on the most up-to-date research on what works well in engaging parents/carers to the benefit of pupil attainment, the programme invites supporting adults to a one-off one-hour long workshop alongside their children. The main aim is to make parents aware of curricular changes and up-skill them in the latest pedagogy and subject knowledge.

Aims & Objectives

The Impact in Learning programme empowers school leaders to raise pupil attainment through effective parental engagement. The programme aims to develop leaders who will be confident in delivering parental engagement programmes which focus on improved outcomes for pupils. The evidence-based approach ensures leaders gain insight into the effectiveness of engaging with parents and how this impacts pupil attainment. We inspire and motivate leaders and provide them with tried and tested resources for effective implementation in their own settings.

Schools are at liberty to decide on the leadership model that they will endorse. It might be led by an already-established senior leader in the school, or could be led by the person with responsibility for leading on community engagement. In the National Academy for Educational Leadership pilot programme, there was a combination of these approaches and all were successful in their aims.

Career and Leadership Development Stage

Parents & carers.

Insight HRC Ltd



Insight HRC is an award-winning business psychology and leadership consultancy based in south Wales. Their flexible and high impact approach is underpinned by the latest thinking in evidence-based neuroscience and behavioural psychology. This enables their team of experienced business psychologists, HR professionals and L&D experts to truly get to the heart of an organisation's culture and what makes it unique. The team have extensive experience working in sectors from Education to Housing, Financial Services to local authority, health services to creative media. By working in partnership with clients they have delivered innovative, impactful solutions that engage individuals, teams and leaders. Their focus is to support the development of organisational cultures that are driven by effective leadership.

Contact details:

Jemma MacLean, Client Relationship Manager - jemma@insight-hrc.co.uk

Pip Gwynn, Director and Business Psychologist - pip@insight-hrc.co.uk

Web address: www.insight-hrc.co.uk

“

The impact that attending the course has had on me personally and professionally – it'll never be forgotten. I don't think I ever would have had faith in my ability before this course.

“

I was told before applying for the programme that it was the best CPD my colleague had ever attended. I was aware that it involved lots of reading and personal reflection, but it was a very beneficial programme and one of the best to prepare you for Headship.

“

The impact is immeasurable. I would never have had the confidence to do this [Headteacher role] prior to the LDP.

Aspiring School Leader Development Programme (ASL)

Overview

The Aspiring School Leader development programme (ASL) is aimed at those aspiring to school leader positions, or currently within a school senior leadership team (SLT). The programme has been delivered in conjunction with RCTCBC for nearly 10 years, with over 100 participants successfully completing each 9-12 month programme. Insight HRC is now offering the programme to other local authorities across Wales. Programme content has recently been updated to more closely align with the Four Core Purposes that underpin the national curriculum in Wales with the aim of building leadership capacity and creating a pool of confident, well-equipped leaders able to lead schools across a region.

Programme delivery includes:

- Face-to-face workshops to regroup and learn models/ approaches to support action back in schools.

- Individual executive coaching over the course of an academic year to support real-time challenges and personal development.
- Independent research on topics affecting education across Wales.
- Online book and film clubs exploring the depiction of leadership in different contexts.
- The completion of psychometric testing and exploratory sessions to support participants' understanding of themselves and their impact on others.
- Online book and film clubs exploring the depiction of leadership in different contexts.
- The completion of psychometric testing and exploratory sessions to support participants' understanding of themselves and their impact on others.

Aims & Objectives

The programme's objectives are to:

- Enable participants to undertake a school management and leadership role with greater confidence and ability
- Increase awareness of the differences between effective management and leadership and the importance of both
- Equip participants with a range of skills to help them manage people more effectively, including coaching and feedback

- Examine the principles of leadership, using models such as Authentic Leadership and Servant Leadership
- Help participants understand how the external environment impacts on their thinking and behaviour during constant change
- Explore how values, beliefs and behaviour impact on both those around the individual and their own performance

Career and Leadership Development Stage

This programme is for members of school leadership teams and those aspiring to senior school leadership roles (including Assistant and Deputy Head Teachers).



Leading Purpose

**LEADING
PURPOSE**

A world where every team thrives

A purpose-led leadership practice striving to enhance performance in teams.

Their Mission is to enable both Individuals and Teams embrace their purpose, in order to reach peak performance.

They develop individual skill based learning, leadership, management and strategy. They have enabled the creation and development of a number of purpose-led organisations, and this sense of supporting communities sits at the heart of what we do.

Contact details:

Mike Crofts - Mike@Amodigo.com

Web address: www.leadingpurpose.co.uk

“

This learning opportunity and experience has been really valuable to me to develop my own coaching and mentoring professional approach.

It has helped me to underpin the theory behind my practical approach and gain confidence in using coaching.

“

It's really valuable doing this qualification within the context of youth workers and having the support tailored towards working with young people.

“

It is really important to invest in the leaders of youth work and to provide investment into the future. By investing in this course we start to do this. I found the course really valuable.

Coaching and Mentoring for Youth Work Certificate

Overview

This online course contains several modules designed to enhance both theory and practical knowledge of coaching & mentoring. The module supports individuals through three stages: Learn, Do, Review.

Aims & Objectives

To give students greater theory understanding and confidence employing coaching-based approaches to their role. Students will be able to define coaching, understanding core coaching based approaches and models, implement coaching techniques and review their practice and delivery.

Career and Leadership Development Stage

The qualification is designed as a solely online course for anyone working with Young People or leading adults in the Youth Sector. This version is not externally accredited, but it is endorsed by the National Academy for Educational Leadership Wales. In person sessions are available subject to demand.



Mindfulness in Action

Mindfulness in Action is based in Cardiff and works virtually throughout Wales. Since 2010 it has provided mindfulness courses for the general public, in a range of sectors and in partnership with other organisations. Mindfulness in Action Associates are highly trained in mindfulness and bring a wide range of experience of working in education including with leaders and with learners.

Contact details:
learningmindfully@gmail.com

Web address:
www.mindfulnessinaction.co.uk/mel/



Mindfulness for Education Leaders (MEL)

Overview

Mindfulness for Education Leaders (MEL) is an eight-session mindfulness course, developed by Mindfulness in Action, that supports leaders at all levels in education.

Mindfulness training teaches skills that help participants access a sense of calm and gain a greater perspective on their experience. It can help leaders cope, connect, flourish and empower change. It starts with the individual, but the effects touch the whole school community.

These skills are especially relevant as leaders grapple with significant changes for schools in Wales brought by wCurriculum for Wales.

Aims & Objectives

MEL includes training in how to stay present, grounded and authentic as a leader, how to bring an attitude of curiosity, make decisions with greater awareness, face difficulties straightforwardly and relate to others with greater understanding. There is space for participants to consider their work/life balance and how they can share and sustain the benefits of the course.

MEL blends experiential exploration of the possibilities of mindfulness in leaders' personal and professional situations with an introduction to the underpinning neuroscience.

Career and Leadership Development Stage

Educational leaders.

“
I'm happier,
my staff are
happier, my
pupils are
happier!

“
I have a greater inner
peace and ability to
stay calm in what are
often very stressful
situations whilst still
in the midst of this
pandemic.

“
The 'put an oxygen mask on
yourself first' statement has
never been truer or more
needed if leaders are to
survive without imploding.
So many other actions
and anxieties of other
people are placed on our
shoulders, and we need and
deserve this valuable self-
care toolkit.

OLEVI North Wales Centre of Excellence

OLEVI North Wales Centre of Excellence is based at Ysgol y Creuddyn, Penrhyn Bay near Llandudno. The school works in partnership with Ysgol Glan Clwyd and Ysgol Dyffryn Conwy and is accredited to provide programmes developed and produced by OLEVI International.

OLEVI's Excellent Leadership in Education (OLE) Programme enhances effective leadership by providing a forum and structure to uncover the needs of individual schools, creating a professional, skills-building audit to support and grow success.

Contact details: Gwenno Mair Davies, Deputy Headteacher, Ysgol y Creuddyn, STDAVIESGM@creuddyn.conwy.sch.uk



“

This programme has given me the confidence to know what Leadership looks like, and what that means for me.

“

I appreciate the opportunity for a self-reflection as a 'Leader' and my responsibilities in leading individuals within the department. It has also helped me develop strategies to facilitate and motivate others to develop their leadership skills.

“

I have found this programme very useful.

OLE - Excellent Leadership in Education Programme

Overview

The Excellent Leadership in Education (OLE) Programme gives participants the opportunity and time to explore their own leadership style in an investigative but non-judgmental framework and encourages greater collaboration.

Aims & Objectives

OLEVI aims to:

- Raise standards in the quality of teaching in schools nationally and around the world
- Create a successful learning and learning culture that leaves a permanent legacy
- Ensure that all schools become centres of excellence in improving teaching and learning leadership, improving learning outcomes for all

Career and Leadership Development Stage

The programme has attracted participants from middle management posts in mainly secondary schools in north Wales but has also included participants from primary schools and a few participants from special schools and pupil referral units.

Portal Training

Founded in 2010, Portal is a dynamic and innovative bilingual training provider, supporting organisations to develop the leadership and management capacity of their workforce. Delivering ILM diplomas in Leadership and Management at levels 3, 4, 5 and 7, we are experienced in supporting the professional development of a wide range of roles, from new managers through to experienced senior leaders.

There are over 500 individuals currently accessing and engaged with their fully funded Higher Apprenticeship programmes. Further to Leadership and Management they have recently extended their offer by incorporating Children's Care, Play, Learning and Development, Sport as well as Coaching and Mentoring to their suite of qualifications

Contact details:
info@portaltraining.co.uk
029 2047 4060

Web address:
www.portaltraining.co.uk



Level 4 Higher Apprenticeship in Leadership and Management

Overview

The Level 4 Diploma is a Higher Apprenticeship (HA) programme which is fully funded by Welsh Government and ESF funding. The programme aims to develop management and leadership skills and techniques through a mixed assessment approach. The qualification is highly valued within education and is internationally recognised across all sectors of industry.

Career and Leadership Development Stage

The Higher Apprenticeship ILM level 4 is aimed at teachers who are aspiring towards middle leadership or gaining extra responsibilities. Managers at this level play an integral role in developing and supporting organisational objectives through a wide range of functions.

“

I feel I have grown in my understanding of Leadership and Management strategies and feel more confident in my ability to plan strategically on a whole school level.

Erin Davies,
Ysgol Uwchradd Aberteifi (Level 5)

“

The course has helped me to plan more effectively for change management and to understand the different needs of different managers and how to ensure they work effectively to make changes within the school.

Natalie Havard,
Newtown High School (Level 5)

“

The experience I have gained from this qualification will benefit my organisation whenever I next introduce innovative ideas or operational changes. It will be very beneficial if I get promoted to a position with greater authority in the coming years.

Mathew Evans,
St Cyres (Level 4)

Level 5 Higher Apprenticeship in Leadership and Management

Overview

The Level 5 Diploma is a Higher Apprenticeship (HA) programme which is fully funded by Welsh Government and ESF funding. The programme aims to develop management and leadership skills and techniques through a mixed assessment approach. The qualification is highly valued within education and is internationally recognised across all sectors of industry.

Career and Leadership Development Stage

This qualification is suited to middle managers with responsibility for substantial programmes and/or resources who are looking to progress in their career within the education sector to a more senior role. It develops skills in relation to; managing people, strategic planning, strategic change and designing business process to drive improvements and subsequently improve performance.

Aims & Objectives

The aims of the Level 4 Higher Apprenticeship in Leadership and Management and Level 5 Higher Apprenticeship in Leadership and Management programmes are to support the National Mission in Education reform to develop inspirational leaders that are well prepared to lead their organisations through change. Alongside this, the programme aligns with the Professional Standards for Teaching and Leadership as can be seen below.

- Ability to manage the personal development of self and others – Professional Learning
- Provide direction in their area of responsibility – Leadership
- Facilitate change - Innovation
- Work collaboratively with internal and external partners and build effective collaborative relationships/partnerships – Collaboration
- Achieve desired results for individuals, pupils and school – Leadership and Professional Learning
- Use resources effectively to achieve the above – Innovation and Collaboration



Regional Consortia in Wales

The Regional Consortia in Wales features five consortia across Wales: Central South Consortium, Education Achievement Service, GwE, Mid Wales Partnership & Partneriaeth. The Regional Consortia in Wales work with schools to raise standards and provide a range of bespoke support and professional learning and development opportunities to practitioners and leaders. All the national courses provided by the Regional Consortia in Wales are at no cost.

The **Central South Consortium (CSC)** is a Joint Education Service for five local authorities: Bridgend, Cardiff, Merthyr Tydfil, Rhondda Cynon Taf, Vale of Glamorgan.

The **Education Achievement Service (EAS)** is the regional school improvement service for the five local authorities in South East Wales: Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

GwE is the North Wales regional school improvement service, working alongside and

on behalf of the North Wales local authorities: Wrexham County Borough Council, Flintshire County Council, Denbighshire County Council, Conwy County Borough Council, Gwynedd Council and Isle of Anglesey County Council.

The **Mid Wales Partnership** is a partnership between Ceredigion Local Authority and Powys Local Authority. Ceredigion and Powys work in partnership on many areas, mainly through the Mid Wales Growth Deal on economic regeneration and collaborate on education.

Partneriaeth is an integrated regional service driving school improvement and learner achievement in conjunction with its three partner local authorities: Carmarthenshire County Council, Pembrokeshire County Council, City and County of Swansea Council.



Consortia Gwella Ysgolion Rhanbarthol
Regional School Improvement Consortia



Middle Leader Development Programme

Overview

The programme promotes highly effective leadership through self-evaluation and reflection, exploring the relationships between leadership, successful schools and the wider community.

Aims & Objectives

As part of the professional learning continuum participants will through this programme:

- Develop understanding of the role
- Further develop their understanding of the national reform agenda
- Develop their practice within the formal leadership standards
- Prepare for effective engagement with bespoke elements of specialized knowledge and skills; AOLEs, ALN, Welsh, Faith schools, small schools etc.

Career and Leadership Development Stage

This programme is available to all middle leaders across Wales who have areas of responsibility and/or line management of staff.

Senior Leader Development Programme

Overview

This programme consists of five modules that allows participants to reflect on their individual effectiveness as a leader. The participants will work individually and collectively with others as leaders of learning organisations. This is a national programme co-ordinated by the Regional Consortia, utilising a range of delivery partners, in collaboration with Local Authorities.

Aims & Objectives

The programme aims to:

- Further develop their understanding of the role of senior leader
- Develop the knowledge and skills an effective senior leader should know and be able to adopt
- Have opportunity to develop the leadership behaviours required for an effective senior leader
- Develop their practice within the formal leadership standards

Career and Leadership Development Stage

This programme is for leaders who have overall responsibility for an aspect of leadership across an establishment. This includes senior curriculum/pastoral leaders and members of a senior leadership team, such as assistant or deputy headteachers.

Aspiring Headteacher Development Programme – Preparation for NPQH

Overview

Aspiring Headteacher Development Programme – Preparation for NPQH is a five-module programme that is delivered over three terms spanning two academic years, commencing at the start of the spring term, and completed by the end of the autumn term. The modules explore Making a Difference, Leadership, Leading Pedagogy and Effective Development of the School Workforce.

Aims & Objectives

The programme promotes highly effective leadership through self-evaluation and reflection, exploring the relationships between leadership, successful schools and the wider community. Participants will undertake enriching activities that build upon previous experience.

Career and Leadership Development Stage

This programme is for aspiring headteachers in preparation for undertaking the assessment required for the National Professional Qualification for Headship (NPQH).

New and Acting Headteacher Development Programme

Overview

The programme has been designed to support New Headteachers to obtain the information they need to work effectively on a National and local basis along with providing individual development focusing on the knowledge and skills required to become a successful Headteacher. The programme is structured in three phases: Phase 1 - Pre-programme work and self-analysis against the Formal Leadership Standards, Phase 2 - Year 1 of headship & Phase 3 - Year 2 of headship.

Aims & Objectives

The programme aims to explore and develop participants skills to:

- Develop strategies, structures and systems to ensure that school is working effectively towards achievement of its vision centred on the learning of all students
- Collaborate with others to lead their school effectively within its community
- Develop a culture and practice of appropriate innovation across and beyond their school
- Ensure a range of professional learning opportunities for the school's workforce
- Lead sustainable improvement in pedagogy within the school

Career and Leadership Development Stage

New/Acting Headteachers.

Experienced Headteacher Development Programme

Overview

The Experienced Headteacher Development Programme promotes highly effective leadership through self-evaluation and reflection, exploring the relationships between leadership, successful schools and the wider community.

Aims & Objectives

Participants will:

- Reflect on their own leadership style and how their leadership impacts on others
- Reflect on a range of leadership styles
- Understand the theory of change and how this effects their leadership on the transformational reform journey
- Collaborate with others to lead their schools effectively and to impact positively on leadership across Wales
- Embed a culture and practice of appropriate innovation across and beyond their school

Career and Leadership Development Stage

Experienced Headteachers.

Strategic Planning for the Welsh Language: Leadership Development Programme in English medium primary schools

Overview

The programme supports the vision for a Million Welsh speakers and the vision of a Curriculum for Wales for ambitious, capable learners who can communicate effectively in different forms and locations, using Welsh and English. The programme also reflects the questions outlined to support of the self-evaluation of the Welsh language which is in line with the National Resource: Evaluation and Improvement.

Aims & Objectives

- Strategic vision, attitudes and behaviour
- Strategic planning for the professional development of the workforce
- Establish curriculum vision, planning and provision
- Evaluate the provision and plan for improvement

Career and Leadership Development Stage

The programme is aimed at established headteachers or senior leaders, newly appointed or those who wish to lead in English-medium primary schools in Wales. It will also benefit leaders who work in transition schools to increase the proportion of Welsh provision in accordance with the categorisation route.

Rethinking Education



Rethinking Education is a teacher training organisation that specialises in improving pupil outcomes through implementation and improvement science, learner effectiveness and practitioner inquiry. Most of our work involves facilitating annual or multi-year school improvement programmes. We often give keynotes and run workshops at education conferences, and we host an online training suite for our flagship programme, Making Change Stick. We also campaign for system-level change through our podcast, our blog, our conference network and through the Education Policy Alliance.

Contact details: Dr James Mannion, james@rethinking-ed.org, 07919 846 916
 Web address: makingchangestick.co

“

The impact has been huge... As a school, moving forward, everything we try to implement will be done using this method because we've found it so successful. So go for it!

Sarah O'Kelly,
 Deputy Head, Queen Elizabeth High School,
 Carmarthenshire

“

I'm envious of those at the beginning of their career who have something like this... I hope this will be my legacy to this school. If I've done nothing else for them, I hope this is what they'll thank me for in 20 years' time.

Margot Thomas, Deputy Head, Ysgol Gynradd Llandyfai, Pembrokeshire

“

The slice team has been a transformative way for us of implementing change. Everyone's got a voice and that makes buy-in across the school far more powerful.

Sean Thomas, Raising Standards Leader, Milford Haven School, Pembrokeshire

Making Change Stick

Overview

Making Change Stick is an innovative, inclusive, highly effective approach to implementing school improvement. In contrast with top-down change management – which often does not work – in the Making Change Stick programme, school improvement is driven by a ‘slice team’ comprising representatives of a range of key stakeholder groups. Drawing together tried-and-tested ideas and strategies from a range of fields – especially implementation science and improvement science – the Making Change Stick programme guides participants through the process of boosting pupil outcomes by implementing a real-world school improvement initiative.

Aims & Objectives

At the school level, the aim is to bring about lasting, positive change in whichever aspect of school improvement the school chooses to focus on (e.g. curriculum, behaviour, literacy...). At a system level, the aim is to bring about a step change in terms of improving pupil outcomes. In the Welsh context, the Making Change Stick programme is ideally suited to realising the potential of Curriculum for Wales at the level of schools, clusters, regions and nationally.

Career and Leadership Development Stage

The programme is designed to be used by everyone in education – teachers, leaders, support staff, pupils and parents and carers.

Youth Work Leadership & Management Programme Steering Group

The Youth Work Leadership & Management Programme Steering Group (Education Training Standards (ETS), Council for Wales of Voluntary Youth Services (CWVYS), Wales Principal Youth Officers' Group (PYOG), Welsh Local Government Association (WLGA), TAG Cymru) was formed in order to promote, support and oversee the development of a leadership and management programme for senior and aspiring leaders in the youth work sector. A key aim of the workplan of the Workforce Development Strategy Participation Group and as part of its remit is making recommendations to Welsh Government for a sustainable model for Youth Work in Wales.

Contact details: Steve Drowley – Chair of ETS Cymru I Wales and of the Youth Work Leadership & Management Programme Steering Group - drowleysteve@gmail.com

Emma Chivers – Lead Tutor – emma@ec-consultancy.co.uk

Web address: www.ets.wales



Helped to practise being present and being disciplined with work life balance which has helped with a reduction in stress.



Influencing & positioning - so very important & I need to dedicate more time to this; 'Positioning your organisation' has led me to reflect on how to make an external relationship more effective.



Great delivery, great pace, great tutors created a great learning environment.

Developing Middle Leadership in a Primary Setting

Overview

The Youth Work Leadership and Management Programme is a programme of leadership and management, co-designed with representatives from across the youth work sector and contextualised to suit the needs of current youth work leaders and managers in Wales. The programme, consisting of three face to face modules plus on-line learning and support, is intended for existing leaders and managers in the maintained and voluntary sectors who want to enhance their skills and confidence to lead youth work effectively at a time of significant complexity and change. Participants are expected to have responsibility for leading / managing the youth work functions of their organisations or substantial parts of them.

Aims & Objectives

This provision is a model of reflective learning, applying the principles and practices of youth work, and designed to support the National Youth Work Strategy for Wales. Outcomes include:

- Exploring models of leadership in practice, organisational culture, working and policy contexts.
- Developing skills and confidence in promoting the value of youth work, managing delivery of high-quality work, managing finance, leading and managing staff, coaching and mentoring.
- Understanding system leadership, leading in partnerships and multi-disciplinary teams, and the significance of power, influence and positioning.
- Exploring how to improve as a leader, having a personalised leadership and management development action plan.

Career and Leadership Development Stage

This provision is designed for senior and aspiring leaders and managers in youth work.





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