

Bespoke/Consultancy Services and Programmes



“Consultant was extremely approachable and put the group at ease. Very knowledgeable and provided excellent support.”

Welcome to the Bespoke/Consultancy Services and Programmes brochure from ASCL Professional Development. We recognise that schools and colleges require a range of continuing professional development (CPD) options to be available to them and we aim to offer a variety of delivery options.

We are able to run most courses from our portfolio in your school or college or design something for you which is completely tailor made and bespoke to best match your specific needs. Delivering CPD courses in school or college for staff or groups of staff from different institutions can be a very cost effective way of ensuring they have access to the very best professional development and facilitates collaborative working.

We are also able to provide a range of different CPD sessions from twilights, half-days to full days and longer. Our team of experienced consultants are able to help with virtually any area of school or college improvement or professional development.

The fees charged are wholly dependent on the type and format of the CPD being booked and we are happy to have a no obligation discussion with you to determine the exact nature and length of the support required. We can help with an enquiry for a single day session or design a long term programme that fits around existing CPD plans for your school or college. If you are planning a conference or INSET day, we can also help with providing a speaker.

Recent users of our service have commented:

“Extremely informative – knowledge was first class”

“All excellent, tailored it to our needs, as I had asked”

“Very approachable, easy to listen to, involved everyone”

To find out more about the services we offer or to make an enquiry please contact the ASCL Professional Development office on



0116 299 1122



consultancy@ascl.org.uk

or fill in the enquiry form on the back page.

We look forward to working with you and your school or college.

A handwritten signature in black ink that reads "Simpson".

Claire Simpson
Deputy Director of ASCL Professional Development

Customised Professional Development and Support

We can provide a range of support services on a variety of areas. Listed below are some of our most popular requests but our service is by no means restricted to these. Our consultants and specialist team who deliver our consultancy services come from a variety of school and college backgrounds, so whatever your query we are highly likely to have a consultant who is able to help.

- Ofsted related topics
- Financial advice/budget review
- Senior appointments
- School improvement through lesson observation and feedback
- Timetable support
- Data management
- Curriculum and assessment
- Addressing 'less easy' aspects of staff management
- Individual advice and support
- Pay and conditions
- Headteacher performance management
- Governor training
- Legal aspects
- School improvement
- Headteacher performance management
- Governor training
- Legal aspects
- School improvement

“Your consultant was brilliant, a fantastic communicator, understood the subject in minute detail and was incredibly skilled at understanding a complex set of school circumstances.”

Ahead: Middle Leaders Toolkit for Improvement

Aware of the challenge that headteachers face in developing the skills of their middle leaders, this service offers a menu of in-school sessions which can make a real difference to the success of middle leaders. The skills developed by the toolkit will enhance the ability of middle and emerging leaders to contribute more effectively to schools' self-evaluation processes and face Ofsted with greater confidence.

The toolkit can include a day or number of days which may cover aspects of:

- building high performing teams
- leadership styles, including coaching and mentoring
- the cycle of school improvement, including effective target setting and monitoring
- leading highly effective teams
- inspiring and motivating colleagues
- managing complex staff issues – addressing under-performance
- influencing and negotiating
- good practice guidance
- setting objectives to ensure accountability
- monitoring progress effectively
- preparing for senior leadership

“Gained new ideas to try with the team and a better understanding of how to be a better leader.”

Ahead: An Aspiring Senior Leaders Programme for Schools

Middle leaders are the future of our education system - and future ASCL members. Ahead is ASCL's middle leader network, for ambitious middle leaders who want to develop their knowledge and skills in order to lead their teams more effectively and develop their careers. This programme of support is designed to enhance the Ahead network and is aimed at schools wishing to give their staff the very best CPD opportunity to prepare them for their leadership journey.

The Ahead programme for schools builds upon the basic Ahead network membership by giving additional benefits and support to those schools who have groups of staff aiming for leadership positions. The yearlong programme is aimed at groups of staff in middle leader roles who are, or have the ability to, aspire to leadership. The programme is suitable for group sizes of up to 30 staff and can be organised for individual schools, groups of schools, academy chains and trusts.

The Ahead programme runs over an academic year with each participant receiving membership of the Ahead network comprising:

- a monthly email newsletter with relevant updates and advice
- useful ASCL publications including the members' magazine *Leader*
- access to the Ahead network website area
- early notice of relevant ASCL Professional Development courses
- opportunities for networking with colleagues
- a free place at the spring Ahead seminar

The school receives, for their participants:

- four, two hour bespoke, needs matched, twilight sessions
- access to six webinars over the year
- ten per cent discount on ASCL Professional Development courses for the year

Twilight Support Programme

Our twilight programme of support is a truly flexible model of CPD for schools and colleges. There are various models of delivery wholly dependent on the needs of those involved. We are able to work and engage with one school or collaborations of multiple numbers of schools, as well as for a varied number of participants. The number and length of sessions is also flexible and we can provide one facilitator for the programme or a different one for each session: the choice is yours! Each session can be developed to 'stand-alone' or be linked by preparation and gap tasks providing a comprehensive support package.

We have developed a sample suite of twilights comprising three strands which can be delivered independently or linked together to form a comprehensive leadership succession planning programme. Each strand comprises up to 6 sessions which can be tailor made to fit individual contexts. However we are happy to discuss your exact needs and the most relevant strands to maximise the impact of the sessions.

Effective Middle Leadership

With sessions on:

- leadership and management
- leadership styles
- having difficult conversations and contracting for improvement
- in school accountability
- leading effective meetings
- getting the best out of your team

Aspiring to Assistant Headship

With sessions on:

- leadership and management – a whole school perspective
- having difficult conversations and contracting for improvement
- coaching to motivate and develop teachers
- applying for a senior post
- using data to identify areas for improvement
- the leadership of change

Aspiring to Deputy Headship and Beyond

With sessions on:

- strategic financial planning
- in school variation: achieving consistency
- applying for further promotion
- securing accountability
- having difficult conversations: the place of capability and disciplinary procedures
- RAISEonline

“Excellent help and strategies for the future.”

Leadership Matters: Team Development

Senior teams in schools are often put together and expected, sometimes within short time frames, to work cohesively and effectively. There can be little time set aside for developing the team enabling them to perform effectively as a unit. This consultancy package, a collaboration between ASCL Professional Development and Andy Buck's 'Leadership Matters', aims to give senior school teams dedicated time to work towards a shared sense of the whole team's goals where they are acting as a single unit and performing highly.

The package is split into six separate stages:

Stage 1: Pre-course task

Finding out about personality types and completion of a team self-assessment as well as identifying the features of the best team individuals have worked in.

Stage 2: Individual conversation

Between each team member and the facilitator drawing on the outcomes of stage one.

Stage 3: Features of great teams

The focus of the session will be on what are the features of great teams when they are working well. The outcome of the team discussion will then be compared with a model of team development (adapted from both Tuckman and Lencioni's separate models), which can then be adapted to reflect feedback from the team involved so it is owned.

Stage 4: Building Trust

This part of the programme is likely to be both the most challenging but potentially the most rewarding in helping the team work together more effectively.

The outputs from earlier stages are shared, respecting the anonymity and based upon a set of rules of engagement agreed by the team. The team will then reflect together on strengths and areas to develop to provide a platform to think about the steps they might take together to build their shared effectiveness. The facilitator will help the team come up with a 'team charter' for the coming six months that will set out agreed actions and behaviours.

Individual team members will also share individual pledges - an area they are each going to really work on to enable them to make an even better contribution to the team and three 'helpful to know' things about themselves. These will be along the lines of "I am really energised when..."; "I am at my least productive when..."; "I can contribute the team best as someone who...".

The team leader is then in a position to reflect on the progress made and to thank the team.

It is anticipated that stages 3 and 4 take place away from school and comprise an evening and full day normally Friday into Saturday with a meal for the team.

Stage 5: Sharing Outcomes

In the week after the session the facilitator will write up the outcomes and share with the team including the agreed team development model, the team charter, personal pledges and the 'helpful to know' items.

Stage 6: Optional Follow Up

This optional twilight follow up would normally take place four to six months later and comprises a twilight session with the facilitator to check-in on progress with a particular focus on the team charter.

Preparing for Promotion

Seeking further promotion and planning your next steps to leadership

We offer an objective consultancy service enabling members of middle and senior leadership teams to prepare themselves for promotion.

Our service is available to anyone seeking a leadership appointment at all levels and is driven by individual needs and professional contexts. The dedicated and individualised service is entirely confidential and led by consultants who are experienced practitioners. During the consultancy the following themes may be covered:

- considerations in planning your next steps
- making the most of your experience and skills
- presenting yourself
- your vision for leadership
- candidate selection for leadership posts
- the role of the governing body; what they are looking for
- the secrets of successful interviews
- help with interview techniques

“I am much more confident in my own ability as a result of the consultants intervention and support. I would use the consultancy again and have not had this level of input before.”

Business Leaders Service

Support for all business related issues

A culture of growing autonomy and the fragmentation of traditional structures within our education system, allied with a very challenging economic climate, has brought into sharper focus the need to ensure that all 'business' related aspects of our schools and colleges are effective, efficient and fit for purpose.

We can provide wide ranging support delivered by experienced business management professionals to help schools and colleges evaluate their existing business management provision and suggest appropriate solutions to and potential options for development of this pivotal role.

Our services include, but are not restricted, to:

- recruitment of business leaders and managers
- induction/mentoring/support – for business leaders and managers (especially new into post) and other school and college leaders, regarding business management issues
- strategic financial planning
- reviews of policies and procedures
- bespoke service review on issues such as:
 - HR provision and support
 - facilities/estates management
 - financial management/payroll
 - office and administrative systems
 - catering
 - cleaning
 - grounds maintenance
 - clerk to governor support for the governing body
 - MIS systems
- performance management/self-evaluation – for all staff or specifically, support staff
- skills audits

Internal Audit/Responsible Officer Service

This service is delivered to meet the requirements of the Academies Financial Handbook and is relevant for academies, studio schools and free schools.

We have developed a framework which will help academies to identify a programme of work for the internal audit process that is most appropriate for their circumstances, and their options for identifying and mitigating financial risk.

Using the ASCL Professional Development service provides an independent assessment of the risks, and gives governors/trustees the assurances they need to fulfil their responsibilities as part of the audit process.

We undertake:

- sampling checks in purchasing, procurement, income and payroll
- examine the organisations strategic financial planning processes to ensure budget plans are as robust and reliable as possible
- consider monitoring and reporting procedures to ensure compliance with the requirements of the Academies Financial Handbook
- help to assess the risks and potential solutions where weaknesses are identified
- to provide a written report within seven working days of the visit

NEW for 2015-16

Understanding Legal and HR Frameworks

This is a new consultancy service provided by ASCL Professional Development, which builds on the success of the half day Practical Law courses. Recognising the importance for senior leaders to have a thorough understanding of the legal and HR frameworks affecting their particular areas of responsibility, we have created a suite of sessions that can be delivered independently or combined to create a programme that is matched to the needs of the staff in your school or college. A selection of the sessions we provide include:

- investigations
- disciplinary and capability procedures
- family friendly law and absence management
- managing the workplace
- leading formal hearings
- pay appeals
- data protection and freedom of Information
- health and safety
- HR overview

“Knowledge excellent, pace very clear and explained well.”

Rlse: Requires Improvement, Sharpen your Evaluation

We are aware of the challenges senior leaders face in ensuring they are fully prepared for Ofsted and this service offers a bespoke package to help them prepare for and manage the inspection process. There is a misconception in schools as to what exactly inspectors are looking for when observing lessons and this package aims to ensure leaders understand what is evaluated and how across the four judgement areas.

Who would benefit from this package?

- 1** Those schools who are anticipating an inspection and are concerned they may be 'requires improvement/good' and want to secure a 'good'.
- 2** Those schools who have recently been inspected and had a 'requires improvement' judgement across three or four areas and want to aim for good at their next inspection or monitoring inspection.
- 3** Those schools who have found themselves in challenging contexts and want to aim for a grade 3 (but with a 2 for leadership and management).

What we can offer

- To work with senior leaders to assess the school's self-evaluation and supporting evidence in the four different areas of inspection.
- To enable senior leaders to identify where they may still be vulnerable and advise on appropriate strategies and systems.
- To work with senior leaders on how to prepare and present the evidence required for inspection in the four judgement areas.
- To enable senior leaders to manage the inspection process and have professional discussions with the inspection team.

We anticipate that the support would be two to three days in length but this may change due to individual circumstances. Equally the support could be taken in individual days over a term or longer to suit particular needs.

The package can be tailored to individual needs and may include some of the following:

- Analysis of RAISEonline and previous report and identify key trails to be pursued by an inspection team.
- Analysis and review of the impact of teaching on progress and of evidence of 'behaviour over time'.
- Discussions with senior leadership team and governors on key areas of leadership and management (mock interviews if desired).
- Quality assurance for middle leaders.
- Presentation to whole staff or specific groups (eg middle leaders).
- Whole staff coaching programme and of the governing body.
- SMSC through the school and planning for it.
- Preparing individual departments for Ofsted using subject specific grade descriptors.
- Modelling a learning walk.

NEW for 2015-16

Leadership Appointment Service

Getting the right person

The selection and appointment of a new headteacher for a school or college is a huge responsibility. Being the key person determining the quality and success of the institution, the choice of headteacher by the governing body will have a long term and far reaching influence. The recruitment and selection process is therefore one governors will need to prepare for and plan carefully if they are to appoint the very best person for the role.

Getting the right person appointed is essential to the successful leadership and management of the school or college and ultimately for school improvement and student success.

ASCL Professional Development has developed a professional, comprehensive and cost effective Leadership Appointment Service offering expert guidance and advice to governing bodies. Our service provides a dedicated and experienced consultant to work with the governing body throughout the appointment process.

All our expert consultants are either are serving or former headteachers providing an unparalleled level of support, expertise and experience when appointing to this important role.

We also provide a range of professional services to further support the appointment process and the opportunity for governors to access a comprehensive induction programme for their new headteacher during their first year in post.

To find out more please request a copy of our dedicated brochure or email las@ascl.org.uk

“All aspects of the support the consultant provided were invaluable. We would not have been able to make this important appointment with confidence in the underlying processes without their help. They were indispensable to us.”

NEW for 2015-16

Headship Induction Programme

Have you recently been appointed to your first headship? Our induction programme provides an unparalleled, tailor made mentoring and development plan to support you in your first year.

Working with one of our experienced consultants, you will have an initial meeting to map out your personalised induction programme based on your needs. This could include a combination of mentoring sessions, advice on dealing with difficult situations, attendance at relevant ASCL Professional Development courses and conferences, and support from aspects of our Professional Partner Programme, which offers guidance on aspects of leadership, management, school improvement and self-evaluation. Support will take on a mixture of face to face meetings and conversation through telephone and/or email. There may be opportunities to network with other headteachers, through local networking or from attendance at events. If required, our consultants can also support governors in the performance management process at the end of the year.

New to Headship: Mentoring Service

Moving into a headship role for the first time, whilst very exciting, can often be quite a challenging and daunting experience. This consultancy support package aims to provide a mentor for those new to the role of headship. The mentor will be an experienced headteacher and someone with whom all the good (and bad) aspects of headship can be shared. The mentor will provide advice and support as well as being someone to talk through some of the more challenging dilemmas new headteachers face.

The mentoring will take the form of a mixture of face to face meetings and telephone and/or email support. For the mentee it will be useful to know that there is someone on the other end of the phone to talk things through when necessary and planned face to face sessions will give them the opportunity to reflect on their role away from the busy day to day running of the school.

Professional Partner Programme

This programme supports schools and colleges by providing independent guidance covering all aspects of leadership and management. The service provides a highly professional and experienced colleague to support, advise and challenge self-evaluation and resulting school improvement plan helping to extend capacity for improvement. It will also provide external validation of the quality and accuracy of any self-evaluation.

Schools will be supported with a flexible, agreed package of support providing a tailor made programme of visits and agendas to suit individual needs. The consultant, who will have considerable and successful experience as a senior leader having been a mentor, coach or improvement partner to headteacher colleagues, will operate as a critical, professional friend and personal mentor. They will be knowledgeable and up to date with current issues and the challenges facing schools, including the requirements of the new Ofsted framework as well as experience of supporting governors in the headteacher performance management process.

“I feel the school has a much clearer picture of the process of Ofsted preparation and our focuses for it. We have a wealth of guidance to cascade to the governing body, middle leaders and teachers and a clear steer on Self Evaluation.”

Planning for the Future

This consultancy service is provided by ASCL Professional Development and ASCL Member Support and is designed primarily for ASCL members who wish to receive advice and support for the next stage of their career following a significant and sudden job change.

ASCL regional and field officers may, if circumstances allow, be able to arrange funding to provide this advice and support. Alternatively, members may wish to access the service themselves using their own funds.

The support will be given by consultants who are or have been senior leaders in schools and have many years of experience.

Support, in the most part, will be given remotely but there may be occasions where a face-to-face meeting is more appropriate. The exact nature of the level and type of support will be determined on an individual basis between the member and consultant.

“Thank you for all your wise words and support – greatly appreciated.”

ASCL Professional Development offers a broad range of support services. In addition to our **bespoke/ consultancy services and programmes**, we also offer **courses**, **conferences** and **additional services**, which include DVDs and webinars. To find out more, please visit www.ascl.org.uk/pd, email pd@ascl.org.uk or call **0116 2991122**.

Courses

We offer a wide range of CPD courses covering many themes which aim to be responsive to the needs of colleagues in schools and colleges. Our CPD course programme develops as priorities change and new initiatives are implemented.



Our programme of CPD courses is aimed at senior leaders, middle leaders who are aspiring to leadership roles, and other members of senior teams such as bursars and business managers.

Most of our CPD courses are held regionally at high quality hotels and other conference venues across the UK and are rated highly by those who attend and 99 per cent of participants say they would recommend our events.

Conferences

We organise a range of conferences throughout the year. These are normally run in major cities across the UK in high quality venues. The conferences respond to government initiatives and professional needs identified by colleagues in school or college.



Our annual series of regional Information Conferences aims to update colleagues on the current issues affecting schools and colleges nationally such as:

- funding
- pay, conditions and employment
- curriculum, assessment and qualifications
- inspection changes
- data and performance tables
- pensions

Our other conferences are developed for specific groups of senior staff and also aim to cover the most pertinent issues facing today's management and leadership teams.

Other services

Our additional services are aimed at further supporting school and colleges in specific areas and will often give helpful ideas and materials for in-house professional development for a range of different staff within institutions.



Specific products, such as DVDs, can also be used to supplement a number of ASCL Professional Development courses giving a comprehensive training package and ongoing support when returning to school or college. Add this text please in new paragraph

We are aware that colleagues require flexible CPD activities and to cater for this need we are also developing a number of webinars accessible by individuals or by groups of staff in school or college.

“Answered all my questions and gave me ideas to improve.”

To find out more about the services we offer or to make an enquiry please contact the ASCL Professional Development office on



0116 299 1122



consultancy@ascl.org.uk

or fill in the enquiry form below and return to

**ASCL Professional Development, 130 Regent Road,
Leicester LE1 7PG**

Title (Mr/Mrs/Miss/Ms/Dr/Other)

First name

Surname

Job title

Full organisation name and address

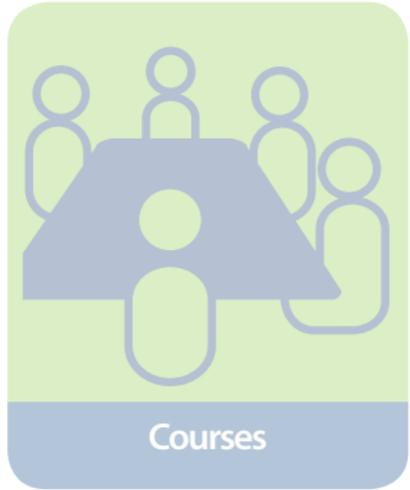
Postcode

Telephone

Email

Date of training (if known)

Consultancy area/request:



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