



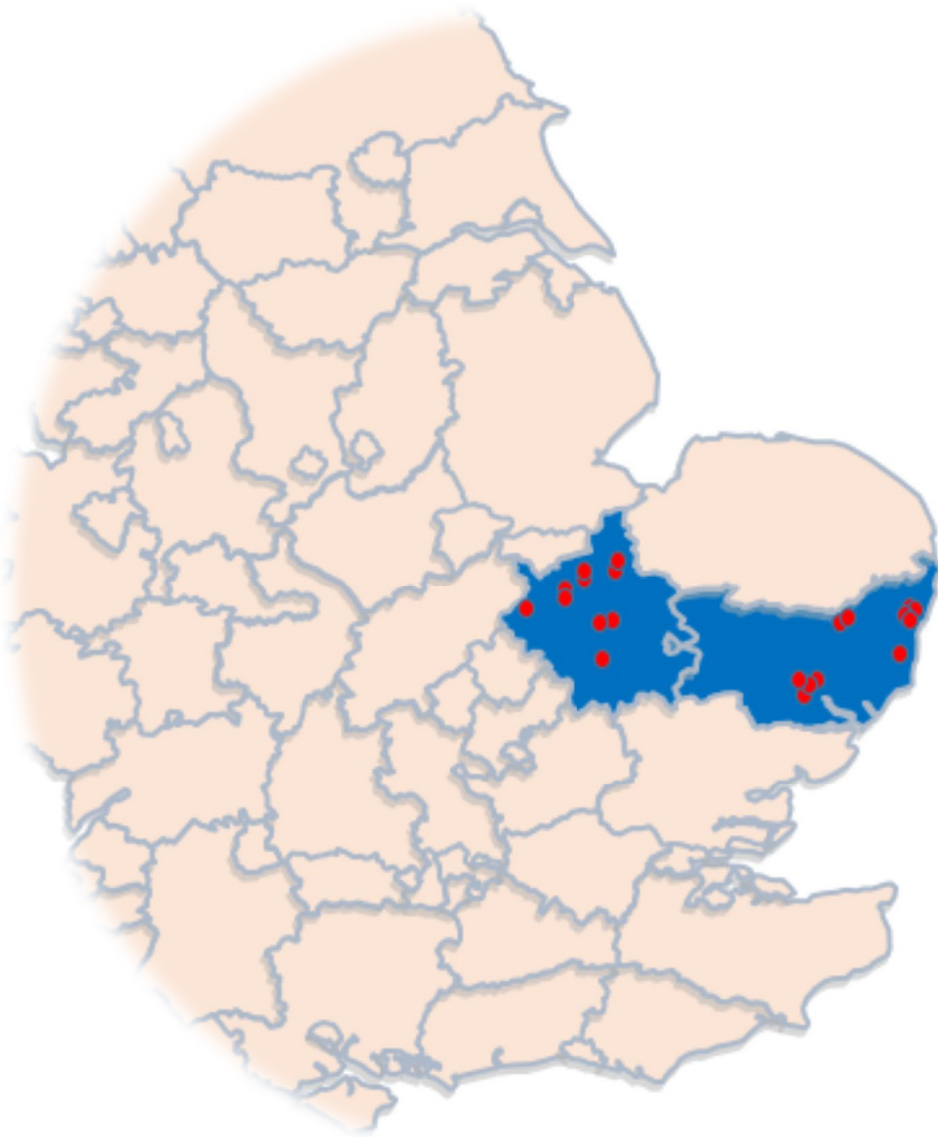
The *Active Learning* Trust

Professional Development Programme 2019/2020

Developing leaders at all levels

Targeted CPD to support all staff

The *Active Learning* Trust



CAMBRIDGESHIRE

- Neale-Wade Academy, March
- Burrowmoor Primary School, March
- Cromwell Community College, Chatteris
- Kingsfield Primary School, Chatteris
- Earith Primary School, Earith
- Chesterton Primary School, Cambridge
- Isle of Ely Primary School, Ely
- Highfield Ely Academy Special School, Ely
- Littleport and East Cambs Academy, Littleport
- Highfield Littleport Academy Special School, Littleport

SUFFOLK

- Chantry Academy, Ipswich
- Gusford Primary School, Ipswich
- Hillside Primary School, Ipswich
- Sidegate Primary School, Ipswich
- Pakefield Primary School, Lowestoft
- Red Oak Primary School, Lowestoft
- Westwood Primary School, Lowestoft
- Grove Primary School, Lowestoft
- Reydon Primary School, Reydon
- Albert Pye Primary School, Beccles
- Ravensmere Infant School, Beccles



Our Professional Development Programmes

As a Trust, we are all too aware that many schools face difficulties in recruiting and retaining talented members of staff. As a result, we place great emphasis on the personal and professional development of staff at all levels and stages of their career and this has been reported as an area of strength for the Trust.



The quality of training and development across the Trust is a strength. Staff and leaders are provided with a systematic programme of courses and high-quality opportunities which develop their skills well. This has helped attract new employees to the Trust as well as providing many successful opportunities to grow your own effective school leaders.

One reason for the strength in leadership and management stems from your commitment to grow and develop your own leaders. You provide structured and effective opportunities for staff at all levels to train and develop their skills and practice, giving them a clear pathway either into teaching or into leadership. The programme of courses has recently been accredited. Continuous professional development is well established, highly valued and is often a reason provided by staff for applying and staying with ALT. There are many examples of newly qualified teachers or newly promoted leaders carrying out research and development projects that have a direct impact on improving pupils' achievement.



Ofsted summary evaluation January 2019

All our schools have a focus on the professional development of staff and clear pathways to leadership are in place for those who wish to pursue them.

We are delighted to continue in expanding this offer in the 2019/2020 academic year, working in collaboration with our senior leaders. We work in partnership with three excellent organisations - Ambition Institute, Oracy Cambridge and The Prince's Teaching Institute – who all have the determination to support teachers in their work. At the very heart of everything we do our programmes offer extensive opportunities for newly qualified teachers through to middle leaders and those aspiring to headship and beyond.

Marilyn Toft

Director of Professional Development



Professional development can add value to schools, their teams and individual staff, and provide colleagues with a clear career path to lead our schools in the future

Our individual programmes have unique features in that they:

- Connect with school priorities and are tailored to needs
- Have a strong evidence base through analysis of successful practice
- Promote expert challenge as well as support
- Are practically-based with direct application to improving pupil outcomes
- Recognise the importance of sustaining improvements over time
- Are developed in collaboration with senior leaders, who acknowledge the importance of securing excellent CPD to impact on school improvement
- See all staff as 'leaders of learning' in the classroom





It was the professional highlight of my year – it challenged me to think critically and was invaluable to my growth as an educator and will have a lasting impact on my pedagogy



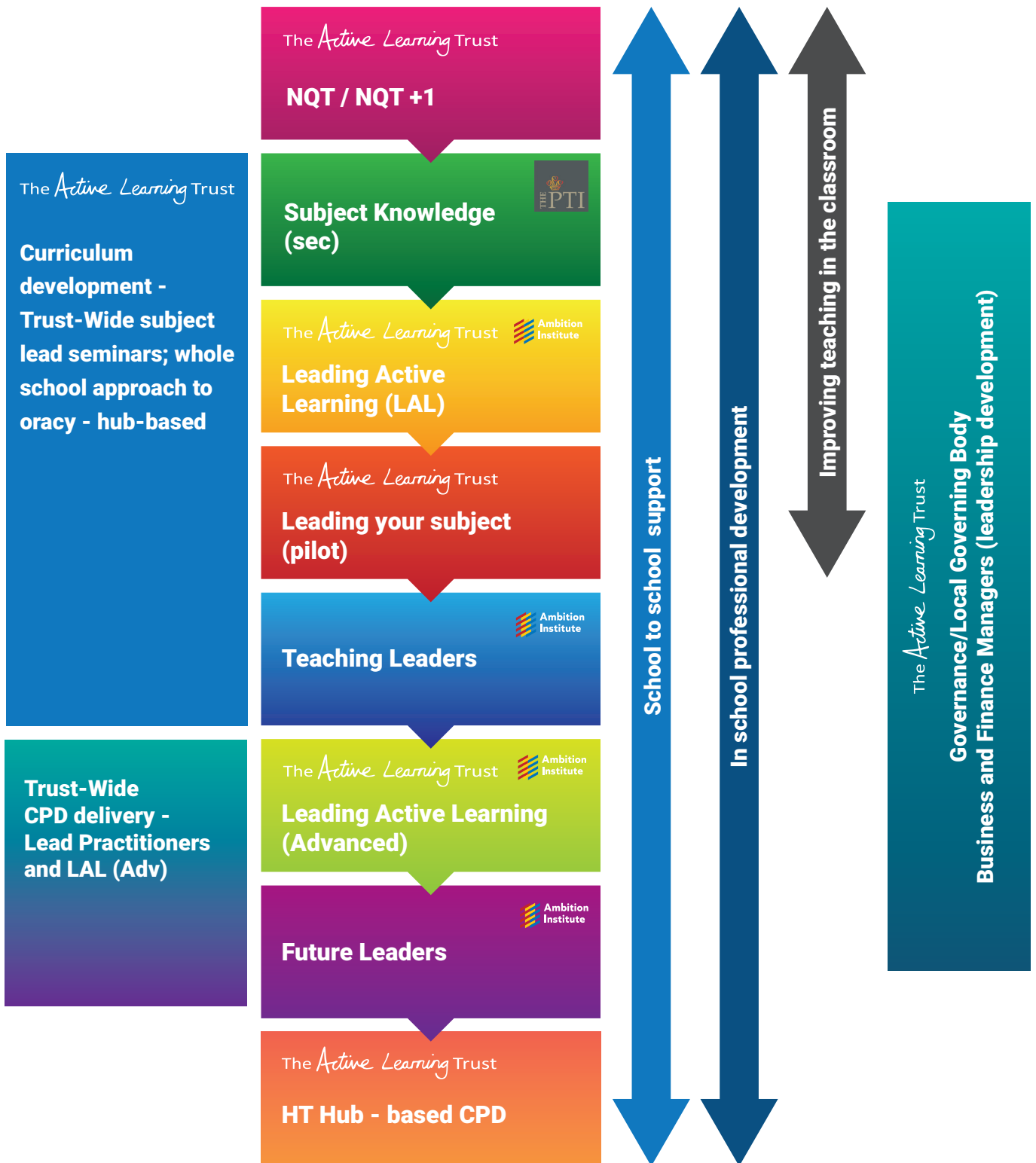
*English Teacher, Neale Wade Academy
(The Prince's Teaching Institute residential secondary conference)*



Our overall offer provides:

- A clear career leadership pathway for all staff
- Access to high quality national CPD providers including Ambition Institute and The Prince's Teaching Institute
- The opportunity to benefit from high quality school to school support
- A focus to track and evaluate the impact of professional development in schools
- A route to re-align individual CPD programmes in view of school priorities and needs, reporting back on the learning experience and impact
- An incentive to recruit and retain staff in a climate of reduced resource.

The Active Learning Trust leadership development pathway



Access to these opportunities is open to all staff with the support of their Heads. The pathway demonstrates a clear route from newly qualified

teacher to headship. Colleagues can join the pathway at any point related to their stage of development and career progression.



As I have now submitted all my evidence, I also wanted to thank you for a lovely year on the course. I have really enjoyed it and found it very valuable in terms of professional and personal growth, and I am looking forward to moving my project and my leadership forward next year.



*Y6 Teacher, Reydon Primary School
(LAL (Advanced) participant)*

PARTICIPATION & COMPLETION RATES:

NQTs – Over 200 NQTs have successfully completed this programme since 13/14

LAL – 170 aspiring middle leaders have completed this programme since 14/15

LAL (Advanced) – over 50 senior leaders have accessed this programme since 17/18

RETENTION:

92.5% of those taking part in LAL have remained in their host school or within the Trust; 42% have gained promotion in their own school

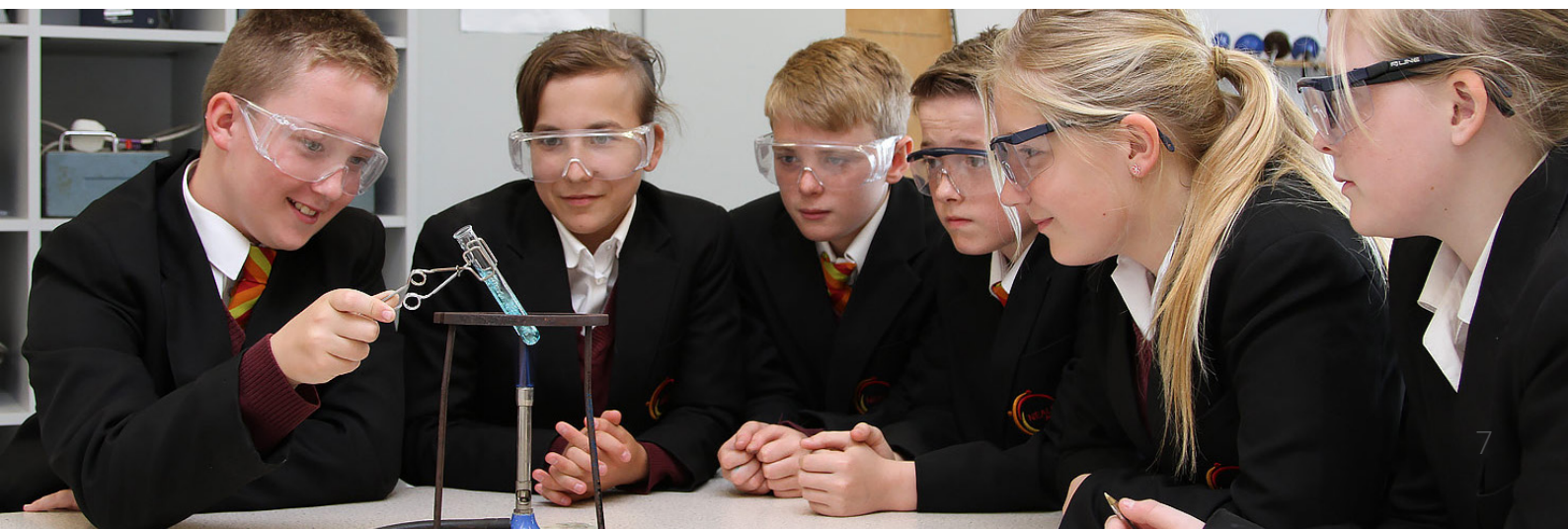
89% of those taking part in LAL (Advanced) have remained in their host school or within the Trust; 61% have achieved promotion in their own school



Thanks so much for your support in preparing for the Board presentation. It's reassuring to know it was all well-received. It was a pleasure to be able to join the meeting and speak about what has been a really positive journey for me.



*Deputy Head, Chesterton Primary School
(LAL (Advanced) participant)*





NQT and NQT+1 programme

Our programmes of professional support for teaching staff start with a highly acclaimed programme for those in their NQT and NQT+1 years. In place for five years, this programme is now being refreshed to respond to new challenges and an ever-changing education landscape. It builds the confidence and skills of newly qualified staff and provides an opportunity to network with those in a similar position in other schools. Participants' achievements across the year will be formally recognised through the ALT.

The programme includes some of the key themes to support all teachers in the early years of their work such as improving literacy and numeracy, securing assessment strategies, strengthening pedagogy, promoting behaviour and attitudes for learning, SEND and safeguarding. There will also be an introductory Trust network day.

The programme uses a range of strategies – often through targeted school to school support to meet need. For the first time, in 19/20,

a series of hub-based practical workshops will be offered as options alongside the core programme supporting the application of learning in the classroom (primary, secondary and special) and will look at specific areas as well as continuous learning and leading a particular subject.

Time commitment: five days (autumn and spring terms); optional half-termly hub-based twilights, tailored to need

Cost: £600 per participant

It is encouraging to be part of a Trust which is outward focused and actively looking for ways to facilitate teacher development

Teacher, Sidegate Primary School

Securing subject knowledge

Following a successful pilot and in response to school priorities and needs as well as a Trust focus on curriculum development, this programme will become part of the core offer in 2019/2020. This is primarily aimed at secondary teachers and appropriate to those wishing to re-fresh and update their subject knowledge, pedagogy and leadership.

The programme, delivered and assessed by The Prince's Teaching Institute, will focus initially on English, Geography, French, Spanish and Music.

The programme will be delivered primarily through a blended learning approach using podcasts and online tutorials.



I would like to take this opportunity to thank you for the seminar yesterday. It was such a great opportunity to draw on the vast experience & knowledge from colleagues across the Trust. It was also fantastic to be able to discuss curriculum with colleagues in secondary schools and gain an insight into what they hope to see from our pupils when they leave us at the end of Year 6.



*Deputy Head, Westwood Primary School
(History curriculum development seminar)*

Participants will study termly modules linked to their chosen specialist subject. Time commitment: one day – introduction; accessing timetabled school-based twilight podcasts and online tutorials (2 per termly module); one day – quality assured peer assessment.

Cost: £350 per participant

Leading Active Learning

Those looking to middle leadership opportunities

Our well-established flagship programme, which is currently jointly badged by the Active Learning Trust and Ambition Institute, has achieved positive impact:

- In classrooms on leading learning – teachers and support staff - to improve pupil outcomes
- At middle leadership on supporting the development of high-performing teams
- Across the whole school e.g. on improving reading standards, introducing maths mastery and securing behaviour for learning
- For colleagues' own career aspirations to gain promotion within the Trust



Typically targeted at aspiring middle leaders, the focus is on individual leadership development alongside a work-based activity linked to school priorities. In 2019/2020, it is intended to include participants who have a role in leading reading, phonics, oracy and The Arts – all Trust-wide priorities. As in the past, support staff will continue to be welcomed to the programme.

Time commitment: an introductory (HT2) and plenary (HT6) session on leadership development; a symposium to share learning from work-based activities (HT4); three termly school-based coaching sessions

Cost: £500 per participant



Leading your subject

(pilot - open to all Trust schools)

Introduced for the first time in September 2019, Chantry Academy in collaboration with Orwell Teaching School Alliance in Ipswich, will be piloting a programme in Ipswich focusing on 'tools for the trade' for the subject lead cross-phase. The programme will include twilight sessions on data analysis, undertaking lesson observations, providing effective feedback, managing difficult conversations, self-evaluation and resourcing. Participants, through successfully completing a peer-assessed evidence portfolio, will be formally

recognised by the ALT and the Teaching School Alliance. This programme is being offered in direct response to a need identified by middle leaders in our schools.

Time commitment: six half-termly twilight sessions across the year in Ipswich

Cost: zero in its pilot year

open to all schools across the Trust



I liked the balance of input and the opportunity for us to work in a group on an activity – this has given each of the history leads something really useful to feedback on and that can be easily disseminated in order to impact on teachers' existing practice in schools



*School Improvement Adviser, ALT
(History curriculum development seminar)*

Curriculum development seminars

for subject leads

Led by the Active Learning Trust and facilitated by a Trust HT, subject-specific one-day seminars will be held across the year to support schools in strengthening subject provision to match learners' needs, in view of the new Ofsted framework. A national presenter will provide stimulus material and subject leads will be invited to bring resources and curriculum maps to apply learning. The outcome will be producing a Trust-wide Statement of Intent for the subject being reviewed.

Time commitment: six days (one each half term), focusing on SEND, The Arts, Mathematics, English, Science and Geography in 2019/2020

Cost: £25 for each subject seminar

attended by the relevant subject lead



It really is great to see a MAT willing to invest in subject specific CPD as all the evidence shows this has a huge impact on classroom practice by teachers and performance by students.



*Head of Education and Outreach, National Archives
(History curriculum development seminar)*

Leading Active Learning (Advanced)

for those aspiring to senior leadership and headship

This programme has built on the successful practice experienced through delivering Leading Active Learning, and to date 50 colleagues across the Trust aspiring to headship have accessed this programme.

Currently jointly badged with Ambition Institute, participants, who are all senior leaders, work throughout the year on a leadership challenge

pertinent to their school's improvement plan as well as strengthen their leadership qualities and skills through conversations with Heads across the Trust and professional tutorials. They also deliver an analytical paper at a symposium to a wide range of colleagues, explore targeted reading material and develop a reflective diary to record learning.

Time commitment: two days (one in each of autumn and summer terms); two one-hour tutorials across the year; three one-hour conversations with Heads across the year; attendance at a two-hour symposium in the spring term as well as a hub-based meeting in the summer term.

Cost: £600 per participant





Lead Practitioner development

(pilot - open to all Trust schools)

This rolling programme is offered from summer 2019 and will build on the work undertaken with the Schools Students and Teachers network (SSAT) last year. Outstanding practitioners (teachers and support staff), supported by senior leaders in their schools, will collate a range of evidence to demonstrate achievement of key standards, and will then be assessed in their school, by a member of the ALT central team, trained and quality-assured by a nationally-recognised assessor.

Time commitment: one two-hour introductory meeting; one two-hour network meeting; one assessment day in school

Cost: zero in its pilot year

open to all schools across the Trust

Head Teacher Hub - based CPD

In collaboration with our senior leaders, we will be offering professional development opportunities based on strategic priorities, through our HT hub-based meetings (one every half term), supporting all our leaders in their relentless quest to become excellent Heads leading excellent schools.

Cost: zero cost



Can I thank the Trust for their vision, commitment and determination with CPD. I feel the full offer from ALT has increased enormously and am really proud that our staff are able to access this as part of their career progression with ALT.

*Executive Head, Ravensmere Infant School
and Albert Pye Primary School*



Trust-wide CPD delivery

Lead Practitioners and LAL (Adv)

Successful colleagues in 2018/2019 have been consulted on how they might contribute to professional development across the Trust, utilising their expertise and skills, to build internal capacity in schools and elsewhere. These colleagues will be contributing to the NQT programme, planning the SEND

conference, developing subject lead seminars and offering school to school support.

Time commitment: will vary depending on activity being undertaken

Cost: zero cost



Alongside the leadership pathway, schools will deliver their own in-house professional development programme and benefit from targeted school to school support as well as a coaching programme on improving teaching for those teachers struggling in the classroom.

Leadership development training for business managers will be continued.

A Trust-wide priority on developing a whole school approach to oracy will feature in 2019/2020 and this will include specific professional development for oracy leads at hub-level from Oracy Cambridge.

Professional Development

other opportunities

Other professional development programmes on offer and delivered to staff in our schools

by Ambition Institute

Teaching Leaders

This two-year leadership development programme for middle leaders focuses on improving outcomes and closing achievement gaps for disadvantaged children and young people.

Tailored, blended learning includes exposure to the latest research, coaching, online learning, impact-led pupil activities, and national network residential events.

Participants benefit from data-led, target-setting approaches to school improvement and learning from those leaders working in similar circumstances in other schools.

Future Leaders

Future Leaders is a selective two-year programme for high-potential aspiring heads, ready to take their leadership to the next level, working in schools in challenging contexts.

The programme aims to build capacity, assist succession planning and support strategic growth in schools, getting the very best from high-performing staff. It includes access to one-to-one coaching and mentoring from an experienced Head, peer learning groups, as well as residential and learning events.

Each participant will follow an impact-based programme linked to their school's improvement strategy.



Governor Support & Training

When governors begin their term of office a mentor is appointed to support them through the first few months. In addition, the Chair of the Local Governing Body (LGB) will meet as part of an induction package. From this point training will be developed as the needs of governors become evident or change over time and perhaps in response to national or local priorities. It will include input from ALT staff and any local service providers who have regular programmes of governor updates such as Governor Services or the HR & Personnel service provider engaged to assist the academy, model documents and webinar briefings etc. The sessions will be well focused and relevant, and tailored to the needs of the LGB; allowing governors to come to terms with the nuances of the role and the way the educational system works – including educational jargon!



HUB-BASED SESSIONS: ALT

Provides two hub-based sessions per year, which governors are encouraged to attend. These sessions will give an update of work and priorities across the Trust, allow the opportunity for governors to meet and work with governors from other academies within their Hub, and provide training on specific areas that are current to each academy. The training courses will develop expertise and knowledge in specific areas and prepare governors for taking on key roles within the governing body.

LGB SPECIFIC SESSIONS:

In addition to the Hub-based sessions, ALT staff are able to provide bespoke training dependent on need. LGBs can request guidance on specific areas, and experienced ALT staff will attend local meetings in support.

Examples of bespoke training include:

- Analysing Exam Data
- How to Challenge Effectively
- Pupil Premium Responsibilities
- Being Ofsted Ready





THE NATIONAL GOVERNORS ASSOCIATION : NGA

Provides each volunteer governor with access to the NGA. This is a national organisation that is devoted to representing and supporting school governors and trustees to improve educational standards and opportunities for all children and young people.

ALT CENTRAL SUPPORT:

It is important that governors don't feel isolated, or unsure who to approach for support. Should a governor have any queries or concerns, they can access the expertise of members of the central team by contacting the central office. Staff will be able to direct queries to the best placed person so that help can be provided quickly and appropriately.

ACCESS TO THE BOARD OF TRUSTEES:

Each Hub is allocated a link Trustee. This provides governors with a direct link to the ALT Board of Trustees, who are legally responsible for governance across the whole Trust.





The *Active Learning* Trust

What to do next...

- Identify which programme suits your personal professional development needs linked to your school priorities
 - Talk with your Headteacher
- Ask your Headteacher to contact Marilyn Toft, Director of Professional Development, to discuss your involvement in the programme of your choice

Contact details:
marilyn.toft@activelearningtrust.org
Active Learning Trust central team – 01223 728394