

MAKE A

DIFFERENCE

LEADERSHIP Training & Support 2023/24

Vicky Crane

ICTWand
Independent consultancy & training





Dear Headteacher,

I am delighted to share with a range of high impact training courses, from single day events to year-long programmes. All the courses are very practical with a wealth of resources. Participation in the courses has proved to be very beneficial to participants and their schools.

My work centres around supporting schools to achieve excellence and as such I pledge to:

- explore subjects deeply,
- tackle complex issues with rigour and,
- support colleagues to achieve more than they thought was possible.

My courses are a fantastic mix of theory and practical application. Colleagues value the sessions because they know they can use the content and the approaches immediately.

Evaluations from previous courses highlight the excellent quality, the depth of knowledge achieved, the range of ideas, the opportunities to engage in high quality professional dialogue, the positive atmosphere in which colleagues feel comfortable to contribute and the research base on which the courses are founded. School feedback has confirmed that courses have significant impact.

“Thank you for being so generous in your support. I have been inspired and energised to keep going. Truly a well timed and informative session that I can practically put into practice for IMPACT.” DHT.

“The training was brilliantly constructed. One of the best courses I have attended in years. I wanted to be challenged and provoked, but also given some new ideas to work with and the day achieved all of this.” Headteacher

“Every session has been immensely useful.” “A very thought provoking and useful day.” “Vicky is a fantastic trainer – very inspirational and knowledgeable.” “Excellent. Completely engaged throughout.” “I know staff are finding the training incredibly useful.”

Leaders can choose from ‘open courses’ in which colleagues from across different schools come together to study in small cohorts. The numbers are kept low to ensure high levels of participation and aid relationship building. As well as central courses, schools can design their own bespoke courses. All courses are supported with useful resources to support implementation of course coverage. Additionally, courses can be supplemented with 1:1 coaching and professional dialogue sessions.

Please do not hesitate to get in touch to discuss your requirements.

Vicky Crane, Independent Consultant and Trainer

DHT (new to post)

5 days across the academic year

This course is designed for DHTs who are new to post or have been in post for less than two years. The course has a distinct focus on LEADERSHIP and is designed to supplement other types of DHT training. The course supports colleagues to make the changes to their leadership that are necessary to function successfully at this level. Each day has a distinct focus and includes activities which are designed to stimulate leadership thinking, problem solving, and reflection. At the end of each day, colleagues leave with clarity regarding next steps.

The course covers the following:

- Communication at a DHT level. Effective interactions, and developing relationships with different stakeholders. Working effectively with the Headteacher.
- The DHTs role in school improvement, including consideration for utilisation of data, school self-evaluation activities, and change management.
- Leading whole school developments; consideration for your remit as a DHT; maximising the impact of others; harnessing motivational theory.
- Personal effectiveness, e.g. delegation, time management, prioritisation, leadership style, day-to-day working practices, leading and being part of teams; emotional intelligence to support self-management; self-care and well-being.
- Setting and achieving high standards: different types of standards, e.g. internal, external; setting and communicating standards across different areas of school life; the development, role and implementation of policies; raising expectations; challenging conversations; accountability.



Vicky Crane
Consultant & trainer

“Working with Deputy Headteachers is an honour. To be part of their professional journey is extremely rewarding. For a course to have impact at this level, it is not just about the topics that are covered, it is about the quality of professional dialogue, the level of thinking, and the practical tools that leaders take away with them. It is the honest exchange of ideas on complex issues and it is creating a safe space to talk openly. This is a challenging course for people who want to make a difference.”



“This has been one of the most informative, interesting and useful courses I have been on.”

“Excellent ideas and suggestions, especially when dealing with tricky issues. I would recommend this training to others.”

“Lots of research, ideas, information giving food for thought and challenging current practice - backed up with practical resources.”

“The journey I have been on is amazing. Thanks for everything. I would highly recommend this course to others.”

“Research, quality of activities, engagement, reflection. This has been a confidence-building, superb course.”

Five training days spread across the year. These are delivered remotely using an excellent mix of input, online collaboration tools, think pieces, online and offline tasks. The days are considered immensely useful.

Plus a one-to-one 90 minute coaching and professional dialogue session at a mid-point.

£1395 + VAT

Small cohorts ensure a personalised experience.

CATALYST - leadership programme

For experienced Deputy Headteachers

The current cohort of DHTs have found this course invaluable. It is a rigorous, but rewarding programme, and their enjoyment demonstrates the importance of continued professional development for experienced senior leaders. This programme provides a **FACILITATED THINKING ENVIRONMENT** to promote the **study of leadership**, encourage **personal reflection** and provide **strategies for utilising theory**. The days provide a safe space for professional dialogue and nourishment for the mind.



Discussion: Tackle challenging questions with other experienced DHTs. Great 'think pieces' to stimulate debate.



Collaborate: Practical activities allowing participants to analyse key issues and explore leadership theory.



Well-being: support for mental resilience, an opportunity to pause and refocus, share challenges, peer support and gain energy.



Discovery: Generate and develop ideas together, take away useful resources, expand leadership knowledge.



Reflection: Activities designed to support leadership reflection and improve personal effectiveness.

Each day on the CATALYST PROGRAMME has a different LEADERSHIP THEORY CENTRE PIECE around which DHTs consider their own practice.

CULTURE

- curse or cure

LEADING LEADERS -
multiplier effect

STRATEGY & MOTION

APPROACHES TO
LEADERSHIP

RELATIONSHIPS &
PEOPLE MANAGEMENT

COMPLEXITY, PLURALITY
& SIMPLICITY

Evaluations from previous courses:

"Excellent ideas and suggestions, especially when dealing with tricky issues."

"Vicky created a safe environment to discuss some challenging issues openly and in a reflective manner."

"Every session has been immensely useful."

"Vicky is a fantastic trainer – very inspirational and knowledgeable."

"Very thought provoking and useful."

"Time to think strategically and to discuss with contemporaries. Each session is having a positive impact."

"Thank you for being so generous in your support. I have been inspired and energised to keep going. Truly a well-timed and informative session that I can practically put into practice for IMPACT."

The programme provides an opportunity for participants to consider the leadership skills, leadership thinking and leadership behaviours they are drawing on today, sometimes, every day and those they wish to draw on in the future. There is a focus on 9 areas of leadership that are specific to the ICTWAND CATALYST programme.



Integrity



Multiplier



Zone



Solution focused



Growth

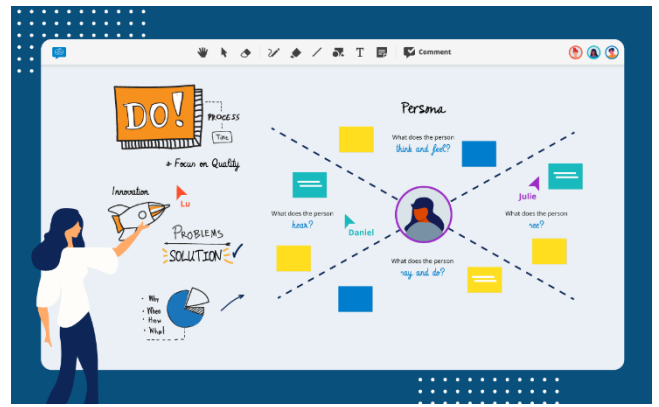


Bravery

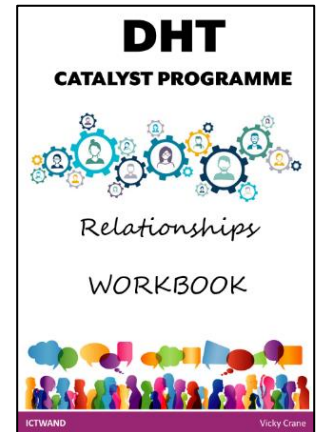


Inspiring

- Participants engage in a range of online and offline tasks. When working online, Conceptboard software is a great tool for capturing thinking and collaborating on tasks. The diagrams, results of collaboration, and online notes can be saved and printed for use after the sessions.
- Workbooks are provided to support colleagues during sessions and between sessions: think pieces, practical advice, proformas, thinking tools. Many of these are ideal for use with colleagues back in school.



- A mix of online and offline activities ensure colleagues energy and engagement levels remain high and time is utilised effectively.
- A mix of whole group and small group sessions ensure everyone has the opportunity to fully participate.
- Theory mixed with practical application and thinking time - ensuring colleagues enhance their leadership skills and knowledge.



The programme is six full days spread across the academic year. In addition, colleagues are provided with two 1:1 coaching / professional dialogue sessions 90 minutes in duration. Cohorts are small in order to personalise the course.



Vicky Crane
Consultant & trainer

“The DHT role is rewarding, exciting, and complex, and whilst it has common elements, each leader faces their own unique challenges. Leadership is a continuous journey - leaders can always learn more, increase their personal effectiveness, be better at channelling their energies. This programme is exciting because it is a blend: theory, practical, mental well-being, personal reflection, and peer support. It provides a ‘pause’ in the business of day-to-day school life so that leaders can engage in essential thinking, reflection and dialogue. Time out for this type of thinking increases personal effectiveness, increases efficiency, boosts productivity and provides much needed mental nourishment. It is designed to both feed the soul and enable participants to leave the session with tools they can utilise in their quest to be an excellent, effective leader. My aim is to add value, encourage, challenge, inspire, support and help DHTs to thrive and love being a leader.”

Example structure:

9.00am-	9.25am	Welcome & initial discussion activity
9.25am-	10.30am	Leadership centre piece
10.30am-	11.00am	Coffee break & personal reflection activity
11.00am-	11.45am	Catalyst task
11.45am-	12.30pm	Group session & practical activity
12.30pm-	1.15pm	Lunch & personal reflection activity
1.15pm-	2.30pm	Group session & discussion catalyst
2.30pm-	3.00pm	Small group structured discussions
3.00pm-	3.30pm	Questions, round up and thinking forward activity

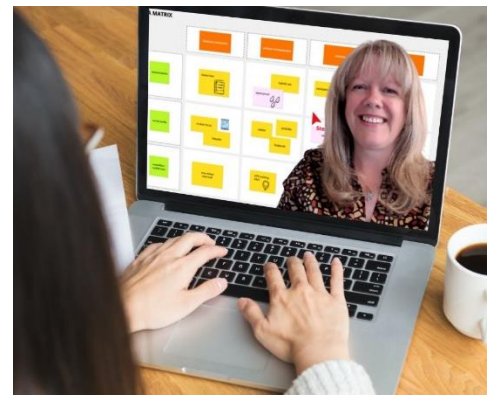
Sessions are delivered remotely via Zoom and Conceptboard. Participants may find it useful to print some resources prior to each session. An online platform provides access to electronic resources.

LOCAL OFFER: Some schools have put their own spin on this course by having the DHTs meet in a different school each session with a 30 minute presentation from the headteacher, a 30 minute school showcase and a short tour of the school. **If you have 8 DHTs in a geographical area, get in touch to discuss how you can design your own local offer.**

Phase Leadership

Five half-days across the academic year

This course focuses on leaders having impact beyond their own classroom and influencing the teaching of others. It supports colleagues to grow and develop their leadership, increase their effectiveness and efficiency, and have the means to evaluate both the quality of their phase and their own leadership. The course provides leaders with a deeper understanding of the issues for their particular key stage and practical solutions to challenging problems.



Covered across the course are a number of themes:

- understanding phase leadership, including the demands of the role;
- influencing teaching and the effective implementation of the curriculum at phase level;
- undertaking school self-evaluation from a phase perspective;
- building and sustaining positive, effective teams;
- dealing with challenges including holding others to account and having difficult conversations;
- Personal efficiency and effectiveness;



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- Logistics, planning and managing resources;
- Working co-operatively with other leaders;
- Understanding yourself as a leader.

“Effective Phase Leaders help the school to run smoothly. In addition, they are well placed to support school improvement and ensure high-standards are achieved across a wide range of school measures. They also play a vital part in creating team spirit and ensuring colleagues in their phase enjoy working at the school. Invest in them and help your leaders to thrive in this important role.”

“Really informative and engaging sessions. The tasks helped me to focus my thinking in terms of phase and school wide issues. Great discussions with Vicky and leaders from other schools which have helped me to plan exact actions going forward.”

“The chance to plan a focused line of enquiry for monitoring and improving the phase was excellent.”

“Excellent guidance. Very interesting and informative. As always I’m leaving buzzing with ideas and a plan of action.”

Five half-days 9.00-12.00pm across the year.

**Full course (exc.VAT):
Single delegate £750
School price for 4 leaders £2450**

Additional 1:1 sessions (90 minutes) can be added in at £175 per session.

Small cohorts to ensure a personalised experience.

Some schools choose to deliver this course to just their phase leaders. Please get in touch for a school quote.

Instructor lead via zoom.

Leading Reading Programme

There are three course themes: Become a fantastic leader; become an expert in teaching reading; make a difference in your school. The course mixes educational knowledge with leadership development. It also provides an abundance of resources that leaders can use in school with teachers and Teaching Assistants.

- Four live tutorial days spread across the year.
- Participants also complete a parallel online learning course to enable the reading leader to personalise their study. Reading leaders will need to be allocated 4 'self-study days' to link in with the tutorial days.
- Access to materials that can be used by reading leaders in leading CPD sessions in school;
- Login accounts for all teachers and TAs in the school to online learning materials that allows colleagues to develop their expertise under the direction of the reading leader

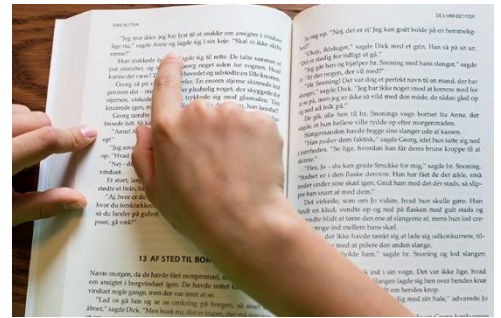
What is covered in the live sessions?

- Leading reading: How can you make a difference? What is the role of the reading leader? What does it take to create and implement a successful school approach to reading? How can you harness the research on reading? What are the challenges of leading reading and how can these be overcome? Building own expertise.
- Consideration for the school's approach to assessing pupils' word reading speeds, accuracy levels and prosody. Classroom strategies for improving fluency. Developing knowledge of best practice in delivering reading interventions. Considering the needs of pupils who are struggling to access texts. Utilisation of reading fluency data.
- Leading on teaching reading comprehension: Understanding the factors associated with pupils making progress in reading comprehension; deepening teacher and TA knowledge of reading comprehension skills; considering typical difficulties pupils experience and how teachers can address these issues; supporting teachers to plan lessons.



- Utilisation of texts: Reading to learn; maximising the impact of non-fiction texts; using texts to improve writing outcomes; reading for pleasure; development of vocabulary; text selection.

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Consultant & trainer



Evaluations from previous courses:

"I feel totally inspired and determined to improve reading."

"Wow! Superb – brilliant ideas that I can use straight away in class. So many new resources which I know will engage the children."

"Everything! It has given me a real boost to think more about how reading is taught and what the children need. Thank you for all the brilliant resources."

"I have bopped around school all day beaming, at the outstanding reading teaching I have seen, and the progress some of our most vulnerable learners were making both long term, but in front of my eyes."

"Excellent ideas for stimulating reading. Superb tips and techniques for teaching inference / asking questions / inspiring."

Programme: £1550 + VAT

4 live tutorial days in SMALL groups spread across the year. 9.00-3.30pm. A mix of online and offline tasks during each training day.

Online learning course for the reading leader. The leader will need to be allocated the equivalent of 1 full day each term for personalised study.

1:1 support for the reading leader. School wide access to online learning materials is included in the cost.

Relationships & people management

2-day course for senior leaders. Ideal for SLT. Schools may also wish to invite the Chair of Governors.



People are schools most important resource. As an employer, school leaders need to be intentional on how they ensure all colleagues can thrive and enjoy work. Statistics as to the number of people who leave the teaching profession is staggering. At a school level, there is a great deal that leaders can do to ensure job satisfaction, thus improving retention rates, attracting better quality candidates into the school and, at the same time, increasing school success.

Participants are introduced to a fantastic, and unique PEOPLE MANAGEMENT WHEEL system that provides a structure for analysing and exploring people management. The wheel can be applied to the whole school or used to analyse particular teams, e.g. senior leadership team, phase leadership team, site staff team. The system enables leaders to create effective, personalised action plans.

Evaluations from previous courses:

"Vicky is a fantastic trainer – very inspirational and knowledgeable."

"Thank you for the excellent resources."

"Very thought provoking and useful."

"Time to think strategically and to discuss with contemporaries."

"Thank you for Thursday. The day was immensely helpful."

"Lovely atmosphere. Superb trainer. Exceeded expectations. I feel enthused and empowered to make a difference."



2-day course in the autumn term, 9.00-3.30pm

**Full course (exc.VAT):
Single delegate £550
Additional delegates: £295**

Printed copy of the book is sent to participants as well as electronic version.

Small cohorts to ensure a personalised experience. Schools can supplement the course with additional bespoke support.

The 10 sections:

- Underpinning infrastructure
- Know with clarity
- Move in one direction
- Maintain focus
- Mobilising energy
- Empowering people
- Equip and grow
- Interpersonal harmony
- Emotional Intelligence
- Whole person approach

"Leaders need a tool that is robust, research based and practical to help them think strategically about people management. The wheel serves that function. Each section marries together research from the field of people management and team development with the practicalities of working in a school. Coupled with training, the wheel is a unique and powerful tool."

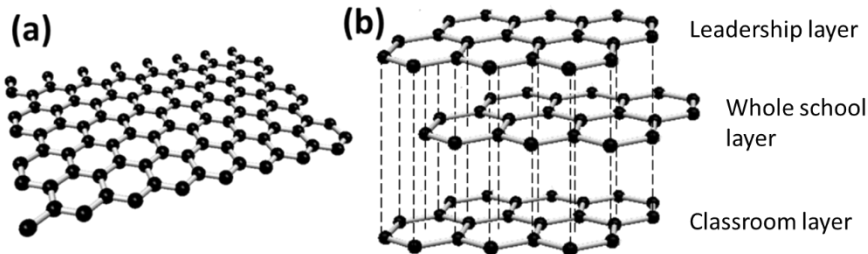
Leading with a focus on disadvantaged pupils

A COURSE PROGRAMME FOR SENIOR LEADERS



Vicky Crane

“Enabling disadvantaged pupils to thrive and be successful in education is complex. There is no simple fix or overnight solution. Instead, schools must be brave enough to invest time in developing a multi-layered approach. Only a system where everyone sees themselves as part of the solution will manage to close progress and attainment gaps. We have amassed a great deal of knowledge in the education sector about what works for disadvantaged pupils, but implementing the research is not straight forward nor quick to achieve.”



Each layer has to be strong, flexible, cohesive, comprehensive and interconnected. Each layer is vital. Colleagues at every level need to be knowledgeable about how to harness the power of research related to disadvantaged pupils.

- Leadership focus: The course will aid the leader in understanding what makes an effective leader for this specific role and help the leader put in place the right systems and underpinning structures for success.
- Research focus: The course will help colleagues to increase their understanding of national and international research to help inform whole school strategy.
- Evaluation and Planning: The course will help the leader to create high-impact plans that are right for the school that take into account a range of factors.
- Classroom drivers: The course will enable leaders to galvanise the actions of teachers in every classroom.
- Working alongside different leaders, e.g. English leader, subject leaders, phase leaders. Maximising impact through collaborative working.
- Practical tools and resources for use in school.



“Being challenged in life is inevitable, being defeated is optional.” Roger Crawford

Evaluations from previous pupil premium courses:

“The whole course was outstanding.”

“A good mixture of activities, reflection, theory and time to develop plans.”

“Thank you for all the support Vicky! All day you have been extremely knowledgeable in answering all my questions.”

“A brilliant course. Lots of ideas and resources to use back in school. Very thought provoking. Thank you Vicky!”

“Excellent resources and information that can/will impact on performance at school and achievement of pupil premium funded children.”

“A fantastic course.”

Programme: £1200 + VAT

4 live tutorial days (9.00-3.30pm) delivered via zoom in small groups spread across the year.

Access to a range of electronic supporting materials.

Coaching and professional dialogue sessions can be added at £175 per 90-minute session.

Successful pupils are highly metacognitive

A project to raise attainment: one full day and two half days across the academic year

“We all want to create highly effective learners. When we analyse why some pupils are more successful than others and consider what gets in the way of progress we can clearly see that metacognition plays a vital part. This training increases participants’ understanding of what metacognition is and provides practical ways of threading it into daily teaching.”



This course is aimed at leaders who will drive forward the development of metacognition across the school.

Evaluations from previous courses:

“Lovely atmosphere. Superb trainer. Great subject knowledge.”

“Really practical resources. Lots of activities to take back for immediate and long term action.”

“The whole course was outstanding.”

“Brilliant ideas easily put into practice.”

“Coming as a pair really helped us to think strategically. Thought provoking, practical ideas from a management level and day to day classroom level.”

Live sessions via zoom.

*Prices for full course:
First delegate: £625*

Second and subsequent delegates: £475

Summer cohort and autumn cohort dates available.

Online learning platform included.



Highly metacognitive pupils:

- ☑ Understand what it is to be a good learner and recognise how they can become a more effective and efficient learner.
- ☑ Have an abundance of strategies, tools and routines for different types of learning that they select from, apply, evaluate and continually adapt.
- ☑ Articulate their learning, formulate their own questions and learn from errors and mistakes.
- ☑ Ask themselves critical questions as they learn such as ‘what am I trying to achieve?’, ‘where should I start?’ and ‘what has worked well today?’
- ☑ Make judgements as to whether they truly understand new concepts and take action when stuck.
- ☑ Are highly reflective, self-monitoring and self-correcting.
- ☑ Are increasingly independent in tackling questions, tasks and problems.

Highly successful learners are highly metacognitive. Metacognition is a high impact, closing the gap strategy.

The course is supported by a range of electronic materials that will enable leaders to drive forward developments in school. In addition, participants will be able to access an online learning platform to aid further study of this fascinating topic.



“Superb resources.
Action plan to go
away with. Thank you
for a brilliant day!”

*Assistant
Headteacher*

“Lovely atmosphere.
Superb trainer. Great
subject knowledge.
A really worthwhile
day.”

Deputy Headteacher

“Excellent ideas and
suggestions, especially
when dealing with tricky
issues. I would recommend
this training to others.”

Deputy Headteacher

“Excellent guidance.
Very interesting and
informative. As
always I am leaving
buzzing with ideas and
a plan of action.”

Deputy Headteacher

“A wonderful and
extremely useful day.
Brilliant ideas easily
put into practice.”

Reading leader

“Really informative
and engaging
sessions. The tasks
helped me to focus my
thinking in terms of
phase and school
wide issues. Great
discussions with Vicky
and leaders from other
schools which has
helped me to plan
exact actions going
forward.” Phase leader

“I just wanted to thank you so
much for the inspiring the whole
staff! Lots of staff have
commented that it was exactly
what we needed to give the year
a real kick start.” *Headteacher*

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ICT Wand

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