



A partnership statement

The following statements provide a description of the roles and responsibilities of all those engaged in the Leading from the Middle programme. The statements demonstrate how the partners can work together to support the learning of the middle leader and the development of their leadership capabilities and effectiveness.



	Middle Leader	Leadership Coach
Pre-application	<ul style="list-style-type: none"> • May attend taster session and opts to join the programme. • May access other sources of information through the NCSL website. 	
Application		<p>Once participants have been identified:</p> <ul style="list-style-type: none"> • Completes online application form on behalf of themselves and middle leaders.
Induction – phase	<ul style="list-style-type: none"> • Works with the facilitator, other middle leaders and coaches in the facilitator group. • Receives information and gains further hands-on experience of the Leading from the Middle website resources. • Prepares for Development Day 1 and completes the Middle Leader Development Diagnostic and other pre-session tasks. 	<ul style="list-style-type: none"> • Attends the Leadership Coach development day. • Works with the facilitator, other coaches and middle leaders in the facilitator group. • Ensures middle leaders have logged on and visited Virtual School and Learn to Lead materials before induction twilight. • Ensures the headteacher is aware of the programme objectives.
Development Days	<p>Takes a proactive role in the sessions and:</p> <ul style="list-style-type: none"> • Completes intersessional tasks which will include accessing key online tools, resources and communities. • Uses the Middle Leader Development Diagnostic feedback to guide own development. • Uses Viewpoints on Style to deepen understanding of self and others. • Plans and implements the Leadership Focus. • Completes a Reflective Journal. • Produces an abstract of the Leadership Focus for the final session. 	<ul style="list-style-type: none"> • Attends Leadership Coach twilight • Monitors, supports and challenges the work of the middle leaders. • Works with middle leaders in a learning set within the school. • Discusses the progress of the middle leaders and the Leadership Focus with the facilitator. • Uses the online resources and online communities to aid their own work. • Collects and despatches all middle leaders' Leadership Focus abstracts to the provider for NCSL.
Celebration-twilight	<p>Presents their learning in terms of:</p> <ul style="list-style-type: none"> • their effectiveness as a leader • changes in their leadership behaviour • impact of their development on their team • the contribution the programme has made to raising standards <p>Produces an abstract of their Leadership Focus which may be posted on the Leading from the Middle website.</p>	<ul style="list-style-type: none"> • Supports middle leaders with the preparation for this session. • Reviews and evaluates the effectiveness of the work of middle leaders working in other schools. • Contributes to the summary of learning emerging from the session.



Headteacher	Facilitator	Provider
Identifies the middle leaders who would benefit from the Leading from the Middle programme and an appropriate person to act as Leadership Coach		<ul style="list-style-type: none"> Provides regional taster sessions.
Commits to: <ul style="list-style-type: none"> in-school time support for the leadership coach and middle leaders on the programme appropriate allocation of resources 		<ul style="list-style-type: none"> Receives school and individual registration information and allocates middle leaders to facilitator groups. Despatches materials to schools, including: <ul style="list-style-type: none"> Development Day schedules and arrangements passwords and usernames for the Learning Gateway maps and dates for venues programme information
<ul style="list-style-type: none"> Works with the school team to clarify the national agenda and middle leadership role in the school context. Provides support to middle leaders and Leadership Coach 	Works with Leadership Coaches and middle leaders to: <ul style="list-style-type: none"> outline the Leading from the Middle programme model online work clarify roles of participants and coaches support participants working online 	<ul style="list-style-type: none"> Provides resources and suitable venues to enable an effective induction into the programme. Provides suitable ICT facilities and a technician.
Encourages the work of the Leadership Coach and allows time for: <ul style="list-style-type: none"> the Leadership Coach to undertake the training to support the middle leaders middle leaders to meet and work together with the leadership coach as a learning set facilitate appropriate Leadership Focus activity 	<ul style="list-style-type: none"> Supports and challenges the thinking of the middle leaders Helps them identify their Leadership Focus in terms of: <ul style="list-style-type: none"> areas for development leadership competencies and confidence ability to lead their team impact on the team's effectiveness Supports the work of middle leaders and Leadership Coaches in the use of online communities. Supports the coach in monitoring the progress of middle leaders. 	<ul style="list-style-type: none"> Provides materials for facilitators, Leadership Coaches and middle leaders. Provides participants with opportunities to evaluate the effectiveness of support and facilitation.
Celebrate the achievement of staff in their school	<ul style="list-style-type: none"> Supports middle leaders in their learning conversations Facilitates the identification of learning and good practice Challenges the thinking of the middle leaders and leadership coaches to develop deeper understanding 	<ul style="list-style-type: none"> Provides venues and materials for facilitators, Leadership Coaches and middle leaders. Provides participants with opportunities to evaluate the effectiveness of support and facilitation. Collates and forwards Leadership Focus abstracts to NCSL. Facilitates the distribution of certificates at the event.