

## Programme Terms and Conditions

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**Programme Name: Aspiring Leadership**

<p><b>Withdrawal, Deferral &amp; Cancellation</b></p> <p>The In-School Facilitator provided by the school(s) is responsible for managing withdrawals. Participant withdrawals do not impact upon the contract or invoicing.</p> <p>Deferrals: We do not operate any policy of deferral given the Aspiring Leadership Programme delivery model (programmes are delivered on a package-by-package basis)</p> <p>Programme cancellation: The School(s) may cancel a full programme at any time via written correspondence but would be liable for the total cost of the sessions that have already been delivered and any cost incurred by Ambition Institute as a result of the cancellation of any upcoming sessions.</p> <p>Session postponement: Schools can reschedule sessions with no financial penalty providing they inform us at least one month before the session is scheduled to take place. If sessions are postponed by the School(s) with less than one month's notice of the proposed date then the School(s) agree(s) to pay 50% of the session fee. If sessions are cancelled by the School(s) within two weeks of the proposed start date then the School(s) agree(s) to pay the full session fee.</p>
<p><b>Attendance &amp; Absence</b></p> <p>We expect the school to take attendance at each session. However, we do not hold the school or participants to account for attendance.</p>
<p><b>Evaluation Requirements</b></p> <p>Participant feedback: Each session is followed by a brief feedback survey. There is also an end of programme survey which evaluates the programme as a whole. Facilitator quality assurance: Ambition Institute quality assures their facilitators with an annual observation. We also analyse all participant and School(s) feedback and use this to determine further measures to ensure consistent, high quality delivery.</p>
<p><b>Non-completion terms and costs</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Programme-specific school obligations</b></p> <p>Provide an in-school co-facilitator, who is a member of SLT, to co-deliver sessions. Provide an in-school coordinator, who is a member of SLT, to will lead on embedding learning Provide venue and refreshments for sessions.</p>
<p><b>Additional add-ons</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Roles and Responsibilities</b></p> <p>Provide an in-school co-facilitator, who is a member of SLT, to co-deliver sessions Provide an in-school coordinator, who is a member of SLT, to will lead on embedding learning. Provide venue and refreshments for sessions.</p>
<p><b>Important information</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Programme-specific eligibility criteria</b></p> <p>Aspiring Middle Leader.</p>
<p><b>Programme-specific definitions (TOR)</b></p> <p>ISF - In-School Facilitator (member of SLT who co-facilitates the sessions with the Ambition Lead Facilitator);</p> <p>ISC - In-School Coordinator (member of SLT who supports participants to embed and apply their learning);</p> <p>School Contact (member of school who ensures session logistics are arranged).</p> <p>School(s) - an individual school or a cluster of schools brought together for the programme;</p> <p>SLT - Senior Leadership Team; Impact Planning Tool - tool for participants to apply their learning to their specific area of responsibility;</p>

<p>LCF - tool for participants to use to self-evaluate their leadership competency at the beginning of the programme;</p> <p>Lesson Study - an inter-sessional task to be undertaken between sessions 1 and 4 which aims to build participants' confidence in collaboration, lesson planning, observation and providing feedback.</p>
<p><b>Prog-specific Ambition Responsibilities</b> Provide Ambition Lead Facilitator and Facilitator quality assurance (where appropriate); Provide session materials; Provide Ambition participant tools (LCF, Impact Planning Tool and Lesson Study); Provide dedicated programme delivery and administrative support</p>
<p><b>Programme Characteristics</b> 4 set sessions, delivered at school, In-School Facilitator, In-School Coordinator, Delivery Plan, Leadership Competency Framework, Lesson Study. Delivery of all cohorts will be postponed until September 2020, and will resume at that point. We are currently aiming for all session delivery to be completed by the end of the Autumn term 2020 (December 2020).</p>
<p><b>Payment Schedule</b> Standard terms and conditions apply.</p>
<p><b>Discount Criteria</b> Standard terms and conditions apply.</p>
<p><b>Training Schedule</b> Programmes can start at any time during the academic year. We recommend that the 4 sessions are delivered across 2-3 terms. The programme can be delivered across academic years.</p>

**Programme Name: Curriculum Leaders**

**Withdrawal, Deferral & Cancellation**

The Participant may withdraw from the Programme in the event of serious illness, pregnancy, or serious immediate family related problems. The withdrawal would require one month's notice, although this may be waived by Ambition Institute. In such cases, Ambition Institute may agree, at its complete discretion, with the Participant a deferral of his/her participation in the Programme. The specifics of this would be agreed on an individual basis. Where Participants leave the School, standard terms and conditions apply.

The place is non-transferable.

**Attendance & Absence**

There is an expectation that participants will attend all specified commitments (9 Development Days and 16 virtual Peer Learning Groups), unless there is a reasonable reason not to. In these instances, as much notice as possible should be provided to Ambition. In the event that participants do miss any programme input or independent tasks, it is expected that participants commit to completing the required catch-up work so that they can access the next learning on the programme. Please Note: due to implications surrounding COVID-19, some Development Days may move to an online format.

**Evaluation Requirements**

Participants and the School will commit to provide the following types of data, either themselves, through participants or relevant third-parties:

Personal data, including Teacher names, reference numbers (TRNs), current job role / post, teaching department, school-based email addresses, age, ethnicity, gender.

Data about participant experience both during and at the end of the Programme collected through participation in online surveys, in order to assess ongoing Programme impact.

**Non-completion terms and costs**

Standard terms and conditions apply.

**Programme-specific school obligations**

In order to complete the programme, Schools must allow Participants to: attend all face-to-face and virtual training sessions; work with the senior leadership team to create (adapt) a vision of intent for the school-wide curriculum; create a set of guiding principles to support middle leaders in implementing that vision within their subject areas; create a framework which supports middle leaders in designing their subject's implemented curriculum; conduct regular training with curriculum middle leaders to enable them to learn and apply the principles of effective curriculum design to their individual subjects; give middle leaders the time and resources to embed the principles of effective curriculum design across their subjects; ensure assessment practices in the School are curriculum driven by working with the Assessment Lead.

**Additional add-ons**

Standard terms and conditions apply.

**Roles and Responsibilities**

The school must ensure that participants are able to complete the programme outcomes and attend all sessions: attend all face-to-face and virtual training sessions; work with the senior leadership team to create (adapt) a vision of intent for the school-wide curriculum; create a set of guiding principles to support middle leaders in implementing that vision within their subject areas; create a framework which supports middle leaders in designing their subject's implemented curriculum; conduct regular training with curriculum middle leaders to enable them to learn and apply the principles of effective curriculum design to their individual subjects; give middle leaders the time and resources to embed the principles of effective curriculum design across their subjects; be open to developing assessment practices in the School that are curriculum driven by working with the Assessment Lead.

The participant needs to be able to work closely with the senior assessment leader in the school.

It is suitable for participants working in Primary, Secondary and All-through schools. The school can be an LA school, Academy or free school.

<p><b>Important information</b></p> <p>If a Participant is removed from the Programme as a result of disciplinary action: Ambition's arrangement with the School will end and this Agreement will terminate immediately. The School may retain the Participant as an employee but Ambition will not provide any further support to the School in respect of this Participant.</p>
<p><b>Programme-specific eligibility criteria</b></p> <p>Participants must have responsibility for leading whole-school curriculum.</p> <p>Participants must be intending on staying in their curriculum-specific role for 18 months from the course commencement date. If this intention changes, during the eighteen months of the course, Participants should refer to the standard terms and conditions regarding withdrawal, deferral and cancellation.</p>
<p><b>Programme-specific definitions (TOR)</b></p> <ul style="list-style-type: none"> <li>• Peer Learning Group - means a group that enables Peers to plan together and practice the learning from other sessions.</li> <li>• Virtual Twilight - means a training session delivered online.</li> <li>• Development Day - means a full face-to-face day that provides Participants with the opportunity to meet as a regional cohort. Due to implications surrounding COVID-19, some Development Days may move online.</li> </ul>
<p><b>Prog-specific Ambition Responsibilities</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Programme Characteristics</b></p> <p>During this 18-month year programme participants commit to: an orientation webinar, 9 full-day face-to-face Development Days, 16 virtual twilight Peer Learning Group sessions (1.5 hours each), and independent work (up to one hour per week during weeks when there are no Development Days or Peer Group commitments). Due to implications surrounding COVID-19, some Development Days may move online.</p>
<p><b>Payment Schedule</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Discount Criteria</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Training Schedule</b></p> <p>Ambition Institute will provide a clear structure of training, to include 9 full-day face-to-face Development Days, 16 virtual twilight Peer Group sessions, and independent work (up to one hour per week during weeks when there are no Development Days or Peer Group commitments). Ambition Institute will also provide clear requirements to enable the Participant to successfully complete the Programme. Due to implications surrounding COVID-19, some Development Days may move online.</p>

**Programme Name: Curriculum Specialists**

<p><b>Withdrawal, Deferral &amp; Cancellation</b></p> <p>The Participant may withdraw from the Programme in the event of serious illness, pregnancy, or serious immediate family related problems. The withdrawal would require one month's notice, although this may be waived by Ambition Institute. In such cases, Ambition Institute may agree, at its complete discretion, with the Participant a deferral of his/her participation in the Programme. The specifics of this would be agreed on an individual basis. Where Participants leave the School, standard terms and conditions apply. The place is non-transferable.</p>
<p><b>Attendance &amp; Absence</b></p> <p>There is an expectation that participants will attend all specified commitments (9 Development Days and 16 virtual Peer Learning Groups), unless there is a reasonable reason not to. In these instances, as much notice as possible should be provided to Ambition. In the event that participants do miss any programme input or independent tasks, it is expected that participants commit to completing the required catch-up work so that they can access the next learning on the programme. Please Note: due to implications surrounding COVID-19, some Development Days may move to an online format.</p>
<p><b>Evaluation Requirements</b></p> <p>Participants and the School will commit to provide the following types of data, either themselves, through participants or relevant third-parties:</p> <p>Personal data, including Teacher names, reference numbers (TRNs), current job role / post, teaching department, school-based email addresses, age, ethnicity, gender.</p> <p>Data about participant experience both during and at the end of the Programme collected through participation in online surveys, in order to assess ongoing Programme impact.</p>
<p><b>Non-completion terms and costs</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Programme-specific school obligations</b></p> <p>In order to complete the Programme, Schools must allow Participants to: attend all 9 face-to-face Development Days and 16 virtual Peer Learning Group sessions; create a vision for their subject; develop a year-long curriculum plan for a specific year group; complete or re-develop a scheme-of-work; and conduct regular training with relevant colleagues and co-planning with relevant colleagues.</p>
<p><b>Additional add-ons</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Roles and Responsibilities</b></p> <p>The school must ensure that participants are able to: attend all 9 face-to-face Development Days and 16 virtual Peer Learning Group sessions; create a vision for their subject; develop a year-long curriculum plan for a specific year group; complete or re-develop a scheme-of-work; and conduct regular training with relevant colleagues and co-planning with relevant colleagues.</p> <p>The Programme is suitable for participants working in Primary, Secondary and All-through schools. The school can be an LA school, Academy or free school.</p>
<p><b>Important information</b></p> <p>If a Participant is removed from the Programme as a result of disciplinary action: Ambition's arrangement with the School will end and this Agreement will terminate immediately. The School may retain the Participant as an employee but Ambition will not provide any further support to the School in respect of this Participant.</p>
<p><b>Programme-specific eligibility criteria</b></p> <p>Participants must have responsibility for designing and implementing curriculum in a subject area, such as Subject Leaders or Heads of Department. This programme is not suitable for Senior Leaders who have overall responsibility for School-wide curriculum.</p> <p>Participants must be intending on staying in their curriculum-specific role for 18 months from the course commencement date. If this intention changes, during the eighteen months of the course, Participants should refer to the standard terms and conditions regarding withdrawal, deferral and cancellation.</p>

**Programme-specific definitions (TOR)**

Peer Learning Group - means a group that enables Peers to plan together and practice the learning from other sessions.

Virtual Twilight - means a training session delivered online.

Development Day - means a full face-to-face day that provides Participants with the opportunity to meet as a regional cohort. Due to implications surrounding COVID-19, some Development Days may move to an online format.

**Prog-specific Ambition Responsibilities**

Standard terms and conditions apply.

**Programme Characteristics**

During this 18-month year programme participants commit to: an orientation webinar, 9 full-day face-to-face Development Days, 16 virtual twilight Peer Learning Group sessions (1.5 hours each), and independent work (up to one hour per week during weeks when there are no Development Days or Peer Group commitments). Due to implications surrounding COVID-19, some Development Days may move to an online format.

**Payment Schedule**

Standard terms and conditions apply.

**Discount Criteria**

For MATs signing up a minimum of 15 participants, there is a discounted price of £2,225 per participant. The MAT will host and cater the Development Days.

**Training Schedule**

The programme will include an orientation webinar, 9 full-day face-to-face Development Days, 16 virtual twilight Peer Learning Group sessions (1.5 hours each), and independent work (up to one hour per week during weeks when there are no Development Days or Peer Group commitments). Ambition Institute will also provide clear requirements to enable the Participant to successfully complete the Programme.

Due to implications surrounding COVID-19, some Development Days may move to an online format.

**Programme Name: Early Career Support (induction leads)**

<b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.
<b>Attendance &amp; Absence</b> Standard terms and conditions apply.
<b>Evaluation Requirements</b> Standard terms and conditions apply.
<b>Non-completion terms and costs</b> Standard terms and conditions apply...
<b>Programme-specific school obligations</b> Standard terms and conditions apply.
<b>Additional add-ons</b> Standard terms and conditions apply.
<b>Roles and Responsibilities</b> Standard terms and conditions apply.
<b>Important information</b> Standard terms and conditions apply.
<b>Programme-specific eligibility criteria</b> Standard terms and conditions apply.
<b>Programme-specific definitions (TOR)</b> Standard terms and conditions apply.
<b>Prog-specific Ambition Responsibilities</b> Standard terms and conditions apply.
<b>Programme Characteristics</b> Standard terms and conditions apply.
<b>Payment Schedule</b> Standard terms and conditions apply.
<b>Discount Criteria</b> Standard terms and conditions apply.
<b>Training Schedule</b> Due to implications surrounding COVID-19, some events and sessions may move online.



**Programme Name: Early Career Support (mentors)**

<b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.
<b>Attendance &amp; Absence</b> Standard terms and conditions apply.
<b>Evaluation Requirements</b> Standard terms and conditions apply.
<b>Non-completion terms and costs</b> Standard terms and conditions apply.
<b>Programme-specific school obligations</b> Standard terms and conditions apply.
<b>Additional add-ons</b> Standard terms and conditions apply.
<b>Roles and Responsibilities</b> Standard terms and conditions apply.
<b>Important information</b> Standard terms and conditions apply.
<b>Programme-specific eligibility criteria</b> Standard terms and conditions apply.
<b>Programme-specific definitions (TOR)</b> Standard terms and conditions apply.
<b>Prog-specific Ambition Responsibilities</b> Standard terms and conditions apply.
<b>Programme Characteristics</b> Standard terms and conditions apply.
<b>Payment Schedule</b> Standard terms and conditions apply.
<b>Discount Criteria</b> Standard terms and conditions apply.
<b>Training Schedule</b> Due to implications surrounding COVID-19, some events and sessions may move online.

**Programme Name: Early Career Support (teachers)**

<b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.
<b>Attendance &amp; Absence</b> Standard terms and conditions apply.
<b>Evaluation Requirements</b> Standard terms and conditions apply.
<b>Non-completion terms and costs</b> Standard terms and conditions apply.
<b>Programme-specific school obligations</b> Standard terms and conditions apply.
<b>Additional add-ons</b> Standard terms and conditions apply.
<b>Roles and Responsibilities</b> Standard terms and conditions apply.
<b>Important information</b> Standard terms and conditions apply.
<b>Programme-specific eligibility criteria</b> Standard terms and conditions apply.
<b>Programme-specific definitions (TOR)</b> Standard terms and conditions apply.
<b>Prog-specific Ambition Responsibilities</b> Standard terms and conditions apply.
<b>Programme Characteristics</b> Standard terms and conditions apply.
<b>Payment Schedule</b> Standard terms and conditions apply.
<b>Discount Criteria</b> Standard terms and conditions apply.
<b>Training Schedule</b> Due to implications surrounding COVID-19, some events and sessions may move online.

**Programme Name: Executive Leaders (with NPQEL)**

<p><b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.</p>
<p><b>Attendance &amp; Absence</b> Standard terms and conditions apply.</p>
<p><b>Evaluation Requirements</b> Standard terms and conditions apply.</p>
<p><b>Non-completion terms and costs</b> Standard terms and conditions apply.</p>
<p><b>Programme-specific school obligations</b> Standard terms and conditions apply.</p>
<p><b>Additional add-ons</b> Should your participant complete an NPQ qualification, please ensure they follow <a href="#">this policy</a>. We cannot guarantee NPQ scholarships, as this is decided by the DfE. Therefore, we are not responsible for any changes in eligibility, caps on scholarships imposed, or other changes put into effect by DfE.</p>
<p><b>Roles and Responsibilities</b> Standard terms and conditions apply.</p>
<p><b>Important information</b> Standard terms and conditions apply.</p>
<p><b>Programme-specific eligibility criteria</b> The programme is for participants who have recently taken on an executive leadership role and want support and development as they step up to this position. This might include Executive Headteachers, Regional Directors, Heads of Teaching and Learning or School Improvement within a MAT or school group, who have taken on the role within the last 6-12 months. The programme could also be suitable for participants for whom executive leadership is their next step and are looking for support and development as they prepare to take on this role in the next 2 years. Where participants are aspiring to executive leadership, it is essential that they have scope to lead across three or more schools in order to complete the NPQEL assignments.</p>
<p><b>Programme-specific definitions (TOR)</b> Executive Leadership Role: A role which is, in Ambition Institute’s opinion, an executive leadership position within the trust.</p>
<p><b>Prog-specific Ambition Responsibilities</b> Standard terms and conditions apply.</p>
<p><b>Programme Characteristics</b> Programme supports participants who are working in MAT/a school group and leading more than one school for the first time. Participants will be in roles where their focus is on raising pupil outcomes across more than one school and the programme is designed to support them as they build their understanding of the executive leadership role in a MAT or group of schools. Participants will focus on the skills, knowledge, mind-sets and behaviours required for impact in an executive leadership role. Participants complete the NPQEL as part of the programme.</p> <p>You now have until November 2021 to submit your assignments for assessment. If you submit by this date you will be able to resubmit once should you be unsuccessful the first time. Should you submit after this date, resubmission if unsuccessful will not be possible.</p>
<p><b>Payment Schedule</b> Standard terms and conditions apply.</p>
<p><b>Discount Criteria</b> Standard terms and conditions apply.</p>
<p><b>Training Schedule</b> Orientation Webinar, 3 residentials, a Study Tour visit and online modules. The programme re-launch will be delivered online in July 2020. Due to implications surrounding COVID-19, other events and sessions may move online.</p>

**Programme Name: Future Leaders**

<p><b>Withdrawal, Deferral &amp; Cancellation</b></p> <p>The Participant may withdraw from the Programme in the event of serious illness, pregnancy, or serious immediate family related problems. The withdrawal would require one month's notice, although this may be waived by Ambition Institute. In such cases, Ambition Institute may agree, at its complete discretion, with the Participant a deferral of his/her participation in the Programme. The specifics of this would be agreed on an individual basis.</p>
<p><b>Attendance &amp; Absence</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Evaluation Requirements</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Non-completion terms and costs</b></p> <p>If the Participant leaves the school to take a headship post in another school within the two years, Ambition may refund the school a percentage of the programme fee dependent upon when they leave their post. If the Participant leaves the school, or is removed from the programme, for another reason other than gaining headship, Ambition reserves the right to require the school to pay the full fee for that academic year. A separate case must be made from the school for any payment refunds in circumstances other than the participant gaining a headship post in another school.</p>
<p><b>Programme-specific school obligations</b></p> <p>The School agrees that the Headteacher will meet with the Participant personally at least once a month; that the Headteacher will liaise with Ambition to provide developmental experiences that will enable the Participant to improve their leadership skills and understanding of school leadership at the highest levels with the aim of leading a challenging school within three years; to work with Ambition to ensure the Participant is engaging with the programme and meeting programme expectations; to ensure that the Participant's working time during any week is allocated so that the Participant spends no more than one third of their working time with the School in teaching and at least two thirds of their working time engaged in assisting the management and leadership of the School and not to apply a different working time allocation to the Participant unless the same working time allocation is applied to other members of the School's senior leadership.</p>
<p><b>Additional add-ons</b></p> <p>Should your participant complete an NPQ qualification, please ensure they follow <a href="#">this policy</a>. We cannot guarantee NPQ scholarships, as this is decided by the DfE. Therefore, we are not responsible for any changes in eligibility, caps on scholarships imposed, or other changes put into effect by DfE.</p>
<p><b>Roles and Responsibilities</b></p> <p>Standard T&amp;Cs apply.</p>
<p><b>Important information</b></p> <p>If a Participant is removed from the Programme as a result of disciplinary action: Ambition's arrangement with the School will end and this Agreement will terminate immediately. The School may retain the Participant as an employee but Ambition will not provide any further support to the school in respect of this Participant.</p>
<p><b>Programme-specific eligibility criteria</b></p> <p>The school agrees to employ the Participant in a Senior Leadership Position on a written employment contract on terms which are consistent with this Agreement and to ensure that the School can terminate the same where necessary; include the Participant as a full member of the School's Senior Leadership Team, to integrate the Participant fully into this team and to introduce the Participant as part of such team to the School's governors, staff, parents and pupils; to give the Participant access to key data and other relevant information and policies of the school in preparation for their time on the programme and whilst on the programme to support their development; to give the Participant a title that reflects its Senior Leadership position; to assign tasks and duties to the Participant which are appropriate for such Senior Leadership positions, including the opportunity to lead and take responsibility to complete an area of improvement within the School during the placement.</p>
<p><b>Programme-specific definitions (TOR)</b></p> <p>Standard terms and conditions apply.</p>

**Prog-specific Ambition Responsibilities**

Ambition will keep the School informed of material changes to the Programme structure and composition, such changes being those that it may reasonably implement to improve the overall programme experience keep the School informed of other Participant's overall progress, though the purpose of this will not be for the School's performance management or assessment of the Participant; provide opportunities for the Participant to access the support of their Coach and Mentor.

**Programme Characteristics**

The Future Leaders Programme is Ambition's High Potential Senior Leadership (HPSL) Programme designed for leaders who are 1-3 years away from achieving headship to accelerate them towards gaining Headship and being successful in their role. To deliver the Programme, Ambition needs to work with the school to support and develop the Participant. Ambition will provide high quality experiences for the Participant throughout the Programme and will work in partnership with the School to ensure that these standards are maintained. If in Ambition's opinion the School is unable to maintain these standards, it will not take further applicants from the School. Future applicants will be accepted when both parties are confident that the necessary standards will be maintained.

**Payment Schedule**

Standard terms and conditions apply.

**Discount Criteria**

Standard terms and conditions apply.

**Training Schedule**

Ambition will: provide a clear structure of training, coaching and other events, and clear requirements to enable the Participant to successfully complete the Programme. Due to implications surrounding COVID-19, other events and sessions may move online.

**Programme Name: Headship (with NPQH)**

<p><b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.</p>
<p><b>Attendance &amp; Absence</b> Participant attendance is mandatory at all events (both face-to-face and online)</p>
<p><b>Evaluation Requirements</b> Participants are required to:</p> <ul style="list-style-type: none"> <li>• Complete feedback forms following each training session &amp; an end of programme survey.</li> <li>• Sharing career progression and transition to Headship.</li> <li>• Complete 2 x 360 diagnostic tools - one at the beginning and one at the end of the programme.</li> </ul>
<p><b>Non-completion terms and costs</b> Participant is required to complete and submit the NPQH assignment within 18-24 Months of the start of the programme.<sup>1</sup> The School must understand that if the Participant leaves the school/role to take a post in another School during the programme, it is the responsibility of the School to discuss any recuperation of programme fees with the new School, with the support of the Participant. Ambition will play no role within this discussion.</p>
<p><b>Programme-specific school obligations</b> The school must give the participant access to key data and other relevant information and policies of the school in preparation for their time on the programme and whilst on the programme to support their development. To ensure the participant is in a position to lead and take responsibility to complete an area of improvement within the school during the placement, to support them to achieve the NPQH qualification, if applicable. To release the participant to attend a 9 day school placement (non-consecutive) in another school during the 18 months of the participant being on the programme to achieve the NPQH. The school must inform Ambition if the Participant is absent from school for a fixed/prolonged period or if the School has to consider carrying out any form of disciplinary action in respect of the participant.</p>
<p><b>Additional add-ons</b> Should your participant complete an NPQ qualification, please ensure they follow <a href="#">this policy</a>. We cannot guarantee NPQ scholarships, as this is decided by the DfE. Therefore, we are not responsible for any changes in eligibility, caps on scholarships imposed, or other changes put into effect by DfE.</p>
<p><b>Roles and Responsibilities</b> Standard terms and conditions apply.</p>
<p><b>Important information</b> If the school is applying for funding for the participant's place on the programme through the Department for Education's Scholarship funding for NPQ participants then the School must provide such supporting evidence as may be requested by Ambition Institute in order that Ambition may submit a request for Scholarship funding to the Department for its approval. Supporting evidence must be provided in any such format or time frame as Ambition may specify. Ambition Institute will inform the school of these deadlines and any information required by the Department.</p>
<p><b>Programme-specific eligibility criteria</b> Next career step needs to be Headship or equivalent role anticipated within a 18 months timeframe. Need to be in a suitable senior role to be able to complete the NPQH Task 1 - " Lead a change programme at whole-school level, lasting at least 2 terms, to improve pupil progress and attainment.</p>
<p><b>Programme-specific definitions (TOR)</b> Standard terms and conditions apply.</p>
<p><b>Prog-specific Ambition Responsibilities</b> Standard terms and conditions apply.</p>
<p><b>Programme Characteristics<sup>2</sup></b></p> <ul style="list-style-type: none"> <li>• 3 x 2-day training residential conferences over Friday/Saturday. Due to implications surrounding COVID-19 residentials may take on a hybrid format with some sessions taking place online, and face-to-face.</li> <li>• 7 x virtual twilights (1.5 hour each)</li> <li>• Peer coaching</li> <li>• Coaching 1:1</li> </ul>

<ul style="list-style-type: none"><li>• 4 x online modules</li><li>• 2 x 360 diagnostic reports based on the 7 NPQ leadership behaviours</li><li>• Independent tasks (including pre-reading, gap tasks, NPQH tasks)</li><li>• Access to learning development frameworks</li></ul>
<b>Payment Schedule</b> Payment to be made during enrolment and ahead of Residential 1.
<b>Discount Criteria</b> Standard terms and conditions apply.
<b>Training Schedule <sup>2</sup></b> The training is spread over a period of 18-24 months from the start of the programme within term time only. It contains: <ul style="list-style-type: none"><li>• 3 x 2-day residential conferences across Friday/Saturday. Due to implications surrounding COVID-19 residentials may take on a hybrid format with some sessions taking place online, and face-to-face.</li><li>• 7 x 1.5hr virtual twilights</li><li>• 4 x online modules</li><li>• 2 x Module Days</li></ul> <p>Accommodation is provided on the Friday evening of a residential only.</p> <p>Due to implications surrounding COVID-19, other events and sessions may move online.</p> <ol style="list-style-type: none"><li>1. Length of the programme and submission date might vary for different cohorts.</li><li>2. Training schedule and programme characteristic might vary for different cohorts.</li></ol>

**Programme Name: Middle Leadership**

<p><b>Withdrawal, Deferral &amp; Cancellation</b></p> <p>The In-School Facilitator provided by the school(s) is responsible for managing withdrawals. Participant withdrawals do not impact upon the contract or invoicing.</p> <p>Deferrals: We do not operate any policy of deferral given the MLP delivery model (programmes are delivered on a package-by-package basis)</p> <p>Programme cancellation: The School(s) may cancel a full programme at any time via written correspondence but would be liable for the total cost of the sessions that have already been delivered and any cost incurred by Ambition Institute as a result of the cancellation of any upcoming sessions.</p> <p>Session postponement: Schools can reschedule sessions with no financial penalty providing they inform Ambition Institute at least one month before the session is scheduled to take place. If sessions are postponed by the School(s) with less than one month's notice of the proposed date then the School(s) agree(s) to pay 50% of the session fee. If sessions are cancelled by the School(s) within two weeks of the proposed start date then the School(s) agree(s) to pay the full session fee.</p>
<p><b>Attendance &amp; Absence</b></p> <p>We expect the school to take attendance at each session. However, Ambition Institute does not hold the school or participants to account for attendance.</p>
<p><b>Evaluation Requirements</b></p> <p>Participant feedback: Each session is followed by a brief feedback survey. There is also an end of programme survey which evaluates the programme as a whole.</p> <p>Facilitator quality assurance: Ambition Institute quality assures their facilitators with an annual observation. We also analyse all participant and School(s) feedback and use this to determine further measures to ensure consistent, high quality delivery.</p> <p>Audit Tools: Ambition Institute and the School(s) will use the MLIP team Audit and Programme Goals and Target to track progress of the middle leaders on the programme and evaluate progress towards targets at key intervals.</p>
<p><b>Non-completion terms and costs</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Programme-specific school obligations</b></p> <p>Provide an In-School Facilitator, who is a member of SLT, to co-facilitate sessions; Provide an In-School Coordinator, who is a member of SLT, to lead on supporting participants to embed and apply their learning from the programme ; Senior Leadership Team attendance at 3 consultation meetings with Ambition Institute (Design, Review and Evaluation); Provide venue and refreshments for sessions</p>
<p><b>Additional add-ons</b></p> <p>Standard terms and conditions apply..</p>
<p><b>Roles and Responsibilities</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Important information</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Programme-specific eligibility criteria</b></p> <p>Current Middle Leader.</p>
<p><b>Programme-specific definitions (TOR)</b></p> <p>In-school facilitator (ISF): member of SLT who co-facilitates the sessions with the Ambition Institute lead facilitator</p> <p>In-school coordinator (ISC): member of SLT who ensures learning is embedded</p>



<p>School Contact: member of school who ensures session logistics are smooth i.e., room booking, refreshments</p> <p>School(s): an individual school or a cluster of schools brought together for the programme</p> <p>SLT: Senior Leadership Team</p> <p>MLIP: tool for SLT to use to provide contextual information and set targets</p> <p>Delivery Plan: tool for participants to use to put learning into action</p> <p>LCF: tool for participants to use to track their progress from the beginning to the end of the programme</p> <p>Team Audit: tool for SLT to use to assess Middle Leader competency strengths and development areas</p>
<p><b>Prog-specific Ambition Responsibilities</b>                  Provide Ambition Institute lead facilitator and Facilitator quality assurance (where applicable); Provide session materials; Provide Ambition participant tools (Leadership Competency Framework, Delivery Plan and MLIP tools) and 3 consultation meetings with Ambition Institute; Provide dedicated programme delivery and administrative support.</p>
<p><b>Programme Characteristics</b>                  Core package: 6 sessions, delivered at school, In-School Facilitator, In-School Coordinator, MLIP, Delivery Plan, Leadership Competency Framework, 3 consultation meetings with SLT. Delivery of all cohorts will be postponed until September 2020, and will resume at that point. We are currently aiming for all session delivery to be completed by the end of the Autumn term 2020 (December 2020).</p>
<p><b>Payment Schedule</b>                  Standard terms and conditions apply.</p>
<p><b>Discount Criteria</b>                  Standard terms and conditions apply.</p>
<p><b>Training Schedule</b>                  Programmes can start at any time during the academic year. We recommend that the core package of 6 sessions is delivered across 2-3 terms. The programme can be delivered across academic years.</p>

**Programme Name: Teacher Education Fellows**

<p><b>Withdrawal, Deferral &amp; Cancellation</b>                  Deferral would be at the discretion of the programme leader, and if approved, participants would pick up the programme with the next cohort if possible.</p>
<p><b>Attendance &amp; Absence</b>                  Attendance is expected at all sessions (both face-to-face and online). Where the participant is not able to attend, this must be agreed in advance with the programme leader. If the participant misses too much of the programme, or is absent without agreement, they risk not being able to continue. Participation is expected in regular calls and with weekly tasks. If the participant does miss too many calls or does not complete weekly and module assignments, they risk not being able to continue.</p>
<p><b>Evaluation Requirements</b>                  Teachers will be asked to report regularly on their experience and impact. School leaders and colleagues will be asked to complete surveys reflecting the impact of teacher education.</p>
<p><b>Non-completion terms and costs</b>                  Standard terms and conditions apply.</p>
<p><b>Programme-specific school obligations</b>                  Participants must have some responsibility for teacher education in their school/organisation.</p>
<p><b>Additional add-ons</b>                  Standard terms and conditions apply.</p>
<p><b>Roles and Responsibilities</b>                  Standard terms and conditions apply.</p>
<p><b>Important information</b>                  Standard terms and conditions apply.</p>
<p><b>Programme-specific eligibility criteria</b>                  Participants must have some responsibility for teacher education in their school/organisation.</p>
<p><b>Programme-specific definitions (TOR)</b>                  Standard terms and conditions apply.</p>
<p><b>Prog-specific Ambition Responsibilities</b>                  Standard terms and conditions apply.</p>
<p><b>Programme Characteristics</b>                  Participants will gain expertise in what effective teacher education looks like and apply it in context. The programme focuses on ensuring Teacher Educators have strong understanding of the science of learning; and can enact evidence-informed training that changes the habits of their teachers. Depending on prior knowledge and role remit, Teacher Educators will be introducing new practices to their repertoire and school or honing existing practices.</p> <p>The Programme consists of 6 half-termly modules:</p> <ol style="list-style-type: none"> <li>1. Science of Learning</li> <li>2. Effective Teaching and Going Granular</li> <li>3. Deliberate Practice</li> <li>4. Instructional Coaching and Models</li> <li>5. Instructional Coaching and Behaviour Change</li> <li>6. Facilitation skills and Responsive Teaching</li> </ol>
<p><b>Payment Schedule</b>                  Standard terms and conditions apply.</p>
<p><b>Discount Criteria</b>                  Standard terms and conditions apply.</p>
<p><b>Training Schedule</b>                  2-day face to face conferences, with online webinars and independent tasks in between. Includes school visits. Due to implications surrounding COVID-19, some events and school visits may move online.</p>

**Programme Name: Teaching Leaders Primary**

<p><b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.</p>
<p><b>Attendance &amp; Absence</b> 90% attendance requirement required for graduation eligibility. Graduation requirements are currently under review in light of Covid-19. We will update participants, in-school liaisons and headteachers accordingly once we have an update.</p>
<p><b>Evaluation Requirements</b> Provide information and evidence, and participate fully in any evaluation, monitoring or review activities required by the Programme including programme evaluation surveys. If there are any restrictions on access to required school data, the Participant will inform Ambition Institute so that contact can be made with the school.</p> <p>The Participant will ensure that to the best of their knowledge the school data and other data they provide to Ambition Institute is accurate and up to date. The Participant acknowledges that this data is critical to the improvement and development of the Programme and that this requirement shall continue to apply after the termination or expiry of the Agreement.</p>
<p><b>Non-completion terms and costs</b> All Direct Entry participants that have attended the Residential are obliged to pay the full programme fee, unless otherwise signed off by the Programme Director and Finance Director for a reduced fee in line with the policy.</p>
<p><b>Programme-specific school obligations</b> Remain in the Participant's current school for the duration of the Programme. The Participant will be required to leave the Programme in the event of changing schools during the Programme. Any written request by the Participant or School to vary and/or disqualify this policy will be considered by Ambition Institute on a case by case basis.</p>
<p><b>Additional add-ons</b> Standard terms and conditions apply.</p>
<p><b>Roles and Responsibilities</b> Standard terms and conditions apply.</p>
<p><b>Important information</b> Standard terms and conditions apply.</p>
<p><b>Programme-specific eligibility criteria</b> Participant must be a High Potential Middle Leader with remit to have impact on reading, writing and/or maths.</p>
<p><b>Programme-specific definitions (TOR)</b> Peer Learning Group - means a group that enables Peers to plan together and work together on Impact Initiatives. Will meet at Challenge Days and online (virtually) with occasional intersessional tasks.</p> <p>Online Session - means a training session delivered online.</p> <p>Evening Seminar - means a training session delivered outside of school hours, usually lasting 3 hours, in a regional delivery hub.</p> <p>Challenge Day - means a day outside of school time that provides Participants with the opportunity to meet as a regional cohort.</p> <p>Virtual Coaching Session - means a 1 hour coaching conversation with a development coach that takes place on the telephone or over video conference between 8am and 6pm on a normal working day.</p> <p>Direct Entry - means those participants who enter directly onto the Primary Mastery programme without having gone through the Primary Foundations programme.</p>
<p><b>Prog-specific Ambition Responsibilities</b></p>

Assist the Participant to graduate from Teaching Leaders Mastery Programme. Keep the Participant informed of his or her overall progress, though the purpose of this will not be for performance management or assessment. Keep the Participant informed of material changes to the Programme's structure and composition that it may reasonably implement to improve the overall programme experience

**Programme Characteristics**

The Teaching Leaders Primary Mastery programme is designed for high potential middle leaders in primary schools. During this one year programme participants commit to: - A three-day summer residential event in August - 4 Saturday Challenge Day events - 9 Evening Seminars - 6 remote coach mentoring sessions – 2 online PLG sessions – 2 online modules - Complete AIS project and all programme tools - Complete AIS review. Please Note: due to implications surrounding COVID-19, some events and sessions may move online.

**Payment Schedule**

Standard terms and conditions apply.

**Discount Criteria**

Standard terms and conditions apply.

**Training Schedule**

Programme structure: 1 Summer Residential, 9 Seminars, 4 Challenge Days, 2 Online PLG sessions, 6 Coaching sessions, 4 Toolkit deadlines, 2 online modules. Due to implications surrounding COVID-19, some events and sessions may move online.

**Programme Name: Teaching Leaders Secondary**

<b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.
<b>Attendance &amp; Absence</b> Standard terms and conditions apply.
<b>Evaluation Requirements</b> Standard terms and conditions apply.
<b>Non-completion terms and costs</b> Standard terms and conditions apply.
<b>Programme-specific school obligations</b> Standard terms and conditions apply.
<b>Additional add-ons</b> Standard terms and conditions apply.
<b>Roles and Responsibilities</b> Standard terms and conditions apply.
<b>Important information</b> Standard terms and conditions apply.
<b>Programme-specific eligibility criteria</b> Standard terms and conditions apply.
<b>Programme-specific definitions (TOR)</b> Standard terms and conditions apply.
<b>Prog-specific Ambition Responsibilities</b> Standard terms and conditions apply.
<b>Programme Characteristics</b> Standard terms and conditions apply.
<b>Payment Schedule</b> Standard terms and conditions apply.
<b>Discount Criteria</b> Standard terms and conditions apply.
<b>Training Schedule</b> Due to implications surrounding COVID-19, some events and sessions may move online.

**Programme Name: Teaching Leaders TLIF**

<b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.
<b>Attendance &amp; Absence</b> Standard terms and conditions apply.
<b>Evaluation Requirements</b> Standard terms and conditions apply.
<b>Non-completion terms and costs</b> Standard terms and conditions apply.
<b>Programme-specific school obligations</b> Standard terms and conditions apply.
<b>Additional add-ons</b> Standard terms and conditions apply.
<b>Roles and Responsibilities</b> Standard terms and conditions apply.
<b>Important information</b> Standard terms and conditions apply.
<b>Programme-specific eligibility criteria</b> Standard terms and conditions apply.
<b>Programme-specific definitions (TOR)</b> Standard terms and conditions apply.
<b>Prog-specific Ambition Responsibilities</b> Standard terms and conditions apply.
<b>Programme Characteristics</b> Standard terms and conditions apply.
<b>Payment Schedule</b> Standard terms and conditions apply.
<b>Discount Criteria</b> Standard terms and conditions apply.
<b>Training Schedule</b> Due to implications surrounding COVID-19, some events and sessions may move online.

**Programme Name: Transforming Teaching**

<p><b>Withdrawal, Deferral &amp; Cancellation</b></p> <p>The School acknowledges and accepts that if it fails to comply with any of its obligations or commitments set out in this Agreement and, if in Ambition Institutes opinion such failure is capable of remedy, fails to take any remedial action requested by Ambition Institute within such reasonable time as Ambition Institute shall specify to the School in writing, then Ambition Institute shall be entitled to withhold part or all of the Services and/or terminate the Agreement. Unless otherwise agreed in writing and regardless of which Party terminates this Agreement, the School will return to the Ambition Institute IPRs and Confidential Information provided by Ambition Institute and no longer make use of the same. On termination of this Agreement all provisions shall cease to have effect, except that any provision which can reasonably be inferred as continuing or is expressly stated to continue shall continue in full force and effect.</p>
<p><b>Attendance &amp; Absence</b></p> <p>There is an expectation that all relevant staff will attend all sessions for their strand, even if there is a change of venue or the event is moved online, unless there is a reasonable reason not to. In these instances, as much notice as possible should be provided to Ambition Institute.</p> <p>The school must ensure they've protected time for the Teacher Educator Strand participants to receive and deliver aspects of the programme - including coaching, facilitate training, attend SLT sessions where appropriate.</p>
<p><b>Evaluation Requirements</b></p> <p>The School will commit to provide the following types of data, either themselves, through teachers or relevant third-parties, including details of teacher and pupil performance:</p> <p>Personal data, including Teacher names, reference numbers (TRNs), current job role / post, teaching department, school-based email addresses, age, ethnicity, gender;                  Data about participant experience both during and at the end of the Programme collected through participation in online surveys, in order to assess ongoing Programme impact; and                  The School is committed both to sharing the Privacy Notices issued by Ambition and Department of Education regarding use of personal data and to do so using the secure data sharing mechanism stipulated by Ambition.</p>
<p><b>Non-completion terms and costs</b></p> <p>Standard terms and conditions apply.</p>
<p><b>Programme-specific school obligations</b></p> <p>The School will host and work with Ambition to co-construct a curriculum for the high leverage teacher programme. Due to implications surrounding COVID-19, some meetings and events may move online.</p>
<p><b>Additional add-ons</b></p> <p>Although Transforming Teaching is a one year programme, it can take schools several years of collaboration to reach the level of impact required to see long lasting school improvement. In these instances, colleagues from Ambition Institute may work with the SLT to discuss ways we could continue to support the school beyond the first year of the programme.</p>
<p><b>Roles and Responsibilities</b></p> <p>The headteacher needs to be the advocate for the school and make themselves available for the liaison meetings. School should also provide logistical support and space for training sessions. A nominated member of SLT - who will lead on planning the programme in the school and the liaison with the Ambition Institute staff. The school must ensure they've protected time for your Teacher Educator Strand participants to receive coaching.</p>
<p><b>Important information</b></p> <p>Depending on the pathway you have chosen, each element has constraints on the number of participants as follows:</p> <ul style="list-style-type: none"> <li>• High Leverage Teacher Programme - 25 to 35</li> <li>• Teacher Educator Strand - 3 to 5</li> <li>• Senior Leadership Strand - 3 to 5 including the Headteacher and Teaching and Learning Lead.</li> </ul>

<p><b>Programme-specific eligibility criteria</b> Standard terms and conditions apply.</p>
<p><b>Programme-specific definitions (TOR)</b></p> <ul style="list-style-type: none"> <li>• SLT - Senior Leadership Team responsible for leading Teaching and Learning</li> <li>• Teacher Educators - Teachers who are consistently performing at a high level who currently or have potential to lead elements of staff development</li> <li>• High Leverage Teachers - Teachers/High Level Teaching Assistants with at least 1 year experience who are reflective and have the potential to improve their teaching.</li> <li>• Head of Subject- Person responsible for creating and implementing the curriculum for a specific subject subject.</li> </ul>
<p><b>Prog-specific Ambition Responsibilities</b> Ambition School Institute will co-construct a curriculum for the high leverage teacher programme.</p>
<p><b>Programme Characteristics</b> The programme is made up of at least two strands which run concurrently through year one:</p> <ul style="list-style-type: none"> <li>• High Leverage Teacher: Fortnightly twilight sessions</li> <li>• Teacher Educator Strand: Fortnightly virtual coaching moving to co-coaching and then co-facilitation.</li> <li>• Head of Subject: 6 full day training sessions and 6 inter-sessional contacts.</li> <li>• Leadership Strand: half-termly sessions which are a mix of conferences and in school sessions. Due to implications surrounding COVID-19, some events and sessions may move online.</li> </ul>
<p><b>Payment Schedule</b> One payment up front.</p>
<p><b>Discount Criteria</b> Standard terms and conditions apply.</p>
<p><b>Training Schedule</b> The programme will include the following training schedule:</p> <ul style="list-style-type: none"> <li>• For the Senior Leader strand: ongoing half termly sessions throughout the course of the programme including two regional conferences.</li> <li>• For the Teacher Educator strand: attendance at 6 conference days through the course of the year, fortnightly 1-2-1 coaching sessions with Ambition staff</li> <li>• For Head of Subject strand: attendance at 6 conference days through the course of the year and 6 virtual sessions.</li> <li>• For the High Leverage Teachers strand: attendance at fortnightly CPD sessions throughout the course of the year (normally between 15-16 sessions).</li> </ul> <p>Due to implications surrounding COVID-19, some events and sessions may move online.</p>



**Programme Name: Trust Leaders**

<p><b>Withdrawal, Deferral &amp; Cancellation</b> Standard terms and conditions apply.</p>
<p><b>Attendance &amp; Absence</b> Participants are expected to attend all residential training events and complete all online modules during the course of the programme. As there is one cohort of Trust Leaders per year it will not be possible to attend a replacement residential or study tour if one is missed.</p>
<p><b>Evaluation Requirements</b> Participants are expected to engage with tasks set between residential events. Care has been taken to ensure these will not take significant time (given the understanding of the nature of the roles of participants). Participants are also expected to complete all surveys and online tasks during the programme.</p>
<p><b>Non-completion terms and costs</b> Standard terms and conditions apply.</p>
<p><b>Programme-specific school obligations</b> Standard terms and conditions apply.</p>
<p><b>Additional add-ons</b> Standard terms and conditions apply.</p>
<p><b>Roles and Responsibilities</b> Standard terms and conditions apply.</p>
<p><b>Important information</b> Standard terms and conditions apply.</p>
<p><b>Programme-specific eligibility criteria</b> Those in the CEO role who want support and development as they take on this role E.g. a new CEO who took on the role within 24 months of the programme start date – or who will be in role within 24 months of the programme start date. E.g. a ‘CEO designate’ of a new MAT who is due to be in post in the next 6 months.  Those for whom the CEO role is the next step in their career and who want support and development as they move towards this position. E.g. experienced Regional Directors who have been identified as part of a succession plan, or who want to take on a CEO role as a next step.  If the participant is not currently a CEO they must have the support of their CEO to do the programme to ensure they are able to apply learning in their context through leadership of key projects etc</p>
<p><b>Programme-specific definitions (TOR)</b> Executive Leadership Position: A role which is, in Ambition Institute's opinion, an executive leadership position within the School.  CEO: Chief Executive Officer and similar titles who is the accounting officer for the trust.</p>
<p><b>Prog-specific Ambition Responsibilities</b> Standard T&amp;Cs apply.</p>
<p><b>Programme Characteristics</b> Trust Leaders. This programme is designed for individuals taking on the leadership of a MAT/similar, supporting them as they build their understanding of the role of the CEO and of the skills, knowledge, mind-sets and behaviours required for impact. It is designed to support them to develop and deliver their strategies for the sustainable development of their MAT as a whole. The programme is 10 months in length.</p>
<p><b>Payment Schedule</b> Standard terms and conditions apply.</p>
<p><b>Discount Criteria</b> Standard terms and conditions apply.</p>
<p><b>Training Schedule</b> Orientation Webinar, Residential One, Residential Two, Residential Three, Residential Four with Study Tours between residentials. Due to uncertainty around COVID-19, some events and sessions may move online.</p>