



## SHOULDER TO SHOULDER

**Introduced in September 2012 and now in its eighth year, the vision for the Shoulder to Shoulder programme remains unchanged:**

*“To grow and develop middle leaders in a sustainable way, so that their enhanced leadership skills impact on outcomes for students”*

### The programme aims:

- ✿ To establish effective systems within individual departments
- ✿ To skill up middle leaders and their teams
- ✿ Within a growth mindset to promote a culture for learning amongst colleagues
- ✿ To learn how best to drive improvements forward
- ✿ To learn from each other and to witness best practice in Gloucestershire schools
- ✿ To raise aspirations so that middle leaders consider themselves to be future senior leaders

Shoulder to Shoulder is designed to meet a variety of needs within departments where standards need to be raised. There might be a number of factors contributing to this, e.g. quality of teaching, difficulties with recruitment, a new head of department or an experienced head of department needing support with an inexperienced team.

Shoulder to Shoulder aims to be a versatile programme able to adapt to the needs of the participants.

### The programme will include:

- ✿ Producing and reviewing a Raising Attainment Plan for the department
- ✿ Establishing effective systems
- ✿ Self-evaluation including work analysis and lesson observations
- ✿ Effective interventions
- ✿ Building a team
- ✿ Performance management
- ✿ Individual coaching
- ✿ A visit to another school

The programme is run over six half days throughout the academic year.

The course itself is free of charge to GASH schools but we do ask for a £50.00 contribution towards refreshment expenses.

**To register your interest e-mail: [niki@adfecto.org.uk](mailto:niki@adfecto.org.uk)**

The course starts on Wednesday 16th October 2019. Prior to the start of the course participants will be visited in their school.





**adfecto**  
Support for Schools

## SHOULDER T O SHOULDER

This year we are planning to link participants with a middle leader in another school. The programme is run over six half days throughout the academic year.

**SHOULDER T O SHOULDER** is run by:

Matthew Morgan  
Head of Sir Thomas Rich's School, Gloucester

Anne Stokes  
Former Head of Farmor's School, Fairford

The programme also benefits from input from Heads and senior leaders from Gloucestershire including:

Richard Johnson  
Head of Severn Vale School, Gloucester

Kirsten Harrison  
Head of Chosen Hill School, Churchdown

Julie Smith  
Director of Teaching and Learning, Wydean School

Feedback from course participants has included:

*"The best middle management course I've been on. The whole course over the year has provided practical guidance I felt I could implement straight away."*

*"Thanks for the support and the strategies. This has been the most useful course I have attended in 15 years of teaching."*

*"Thank you for allowing me to think about my role and for giving me the opportunity to recognise what I do well, not just what I need to do."*

*"All of the sessions gave something to think about or gave me time to reflect on what my school does."*

*"I have found the course valuable and have recommended it to colleagues."*

Should you need more detail about Shoulder to Shoulder or have any queries please contact **Anne Stokes** at [anne@adfecto.org.uk](mailto:anne@adfecto.org.uk)

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