



**Hope** Learning  
Trust

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Hope Learning Trust  
Rawcliffe Drive, Clifton (Without)  
York YO30 6ZS

Telephone: 01904 560053  
Email: [hello@hlt.academy](mailto:hello@hlt.academy)  
Website: [www.hopelearningtrust.org](http://www.hopelearningtrust.org)

**A thriving workforce  
for thriving schools**



We know that great teaching changes lives. At Hope Learning Trust, we believe that our workforce is our greatest resource.

## Growing together is at the heart of our development

We are committed to empowering our workforce to flourish and thrive, enabling us to transform both the schools and the lives of the young people we serve. Growing together is at the heart of our development. We are committed to continual personal development – for ourselves and on behalf of others. All of us are learners.

Partnership working within and outside our Trust enables the sharing of best

practice and supports the wider education community. At Hope we are committed to working collaboratively with high quality local, regional and national providers. We are proud to be an outward facing educational trust.

We are using information provided from the Hope Workforce Development Survey, along with conversations with Headteachers and colleagues across the Trust, to help us shape our current provision

and our programme for 20/21. As a result of our survey we have produced this document which is an overview of the opportunities currently available across the Trust.

Hope is committed to representing the workforce and communities we serve. We will be happy to speak to you about any feedback or thoughts you have which could shape our work.

**Brian Crosby**  
CEO, Hope Learning Trust



# Coaching within a supportive and nurturing network

We believe that our colleagues are our most valuable resource, and that empowering and enabling them will enable us to transform the learning communities we serve. It's important that the structures and systems we develop are sustainable, flexible and able to respond to change.

They must genuinely upskill colleagues and have a positive impact on the Trust long term. This is why we are encouraging colleagues across all subjects, phases

and areas of responsibility to engage in coaching.

This year there are opportunities to engage either as a 'thinker' (coachee) or receive coach training to support colleagues to be increasingly self-sufficient, solution focused and confident in decision making. This is our first stage in developing coaching across the Trust.

Coaching opportunities are open to all colleagues – primary, secondary, teaching and support colleagues.

## Our partners

We are working with 3D Coaching who focus on teaching and supporting colleagues to develop their understanding of the core coaching competencies. Their focus is not on imparting knowledge but supporting colleagues to draw on their knowledge of the coaching competencies, to have transformational conversations and transformational impact in their professional setting. [www.3dcoaching.com](http://www.3dcoaching.com)



## EXECUTIVE COACHING FOR SENIOR LEADERS AND HEADTEACHERS

All Hope school leadership teams are actively participating in this opportunity. Coaching takes place over the phone or on Skype each term. This is an opportunity for colleagues to consider how they can move forward with strategic priorities in their setting.

**WHO IS IT FOR?** Assistant Headteachers, Headteachers, Vice Principals, Principals

*"It has made me think and reflect where I wouldn't have reflected if I had not had this opportunity."* Senior Leader, George Pindar School



## SENIOR LEADER COACHING TRAINING

*(Funded through Diversity Grant)*

This programme aims to provide high quality, professional coaching training for experienced female leaders. It is focused on:

- Providing highly impactful coaching training, revisiting the coaching principles of the International Coaching Federation (ICF) [www.coachfederation.org.uk](http://www.coachfederation.org.uk)
- Refreshing existing skills and up-skilling leaders in their coaching.
- Using the coaching principles more broadly in order to have transformational conversations.
- Having a positive impact on the leadership development of women.
- Empowering colleagues to apply for further responsibilities/ leadership positions.
- Providing support to enable colleagues to structure and establish coaching communities within their school.

The coaching is provided by Claire Pedrick, Founder of 3D Coaching. Here's what colleagues who have previously

attended wanted to share with others who are thinking about coming to a day like this:

*"I have had various training on developing coaching skills during my career. This session really challenged my thinking and gave me new insights into the coaching process."* Keither Parker, Associate Head: Education, York St John University

*"It will help you to work smarter, not harder, so that you can support your colleagues whilst protecting your own workload/ commitments."* Sarah Cope, Primary SENCO, Hope Learning Trust

*"The coaching training was invaluable in terms of reflecting on my own practice and knowing how to better support both my colleagues and students. A day very well spent."* Georgie Taylor, Head of Maths, Graham School

**WHO IS IT FOR?** Female Primary and Secondary Senior Leaders  
**INTERESTED?** Contact Sarah Clarke E: [s.clarke@hlt.academy](mailto:s.clarke@hlt.academy) for further information.

## INTRODUCTION TO COACHING

*(Funded through Diversity Grant)*

In October 2019, teaching and support colleagues engaged in an 'Introduction to coaching' – using coaching principles to have transformational conversations in schools. Here's what attendees wanted to share with colleagues or friends who are thinking about coming to a day like this:

*"A very useful training session for anyone, no matter their role, who would like to have more of an understanding in communicating, listening and having coaching conversations."* Rachel Snowden, Lettings Manager, Manor CE Academy

*"Definitely go – you will learn some great skills which can be applied to your life!"* Kirsty Mills, SENCO, Forest of Galtres Primary School

*"An excellent day for anyone who has had experience of coaching – new ideas and tips but also really accessible to anyone who has never done any."* Steff Brown, Interim Headteacher, Baldersby St James CE Primary School

*"Learning in an environment where you feel inspired, supported and that your views matter."* Caroline Webster, PA to the Principal, Barlby High School

**"The trust provides very effective support to the school in many ways, including subject-specific training for teachers and leadership training for subject leaders."**

*(Vale of York, Ofsted Report Autumn 2019)*

## GIFTING – SHARING BEST PRACTICE

This year, primary and secondary schools are working to share best practice across the Trust by 'gifting' and receiving support. Colleagues will have the opportunity to share their skills and experience to develop a wider understanding of different school systems and ways of working. This is for both teaching and support staff. We hope that this will also support colleagues to gain the experience and evidence needed in order to apply to be a Specialist Leader of Education (SLE), if this is of interest to them.

**INTERESTED?** If you'd like to find out more about this opportunity, please contact your Headteacher.

## SCHOOL TO SCHOOL SUPPORT – EXTERNAL OPPORTUNITIES

EborHope Teaching Schools Alliance is an important part of the Hope Development Team. The Teaching School supports the wider education system by providing additional capacity to other schools. Part of this is sourcing Specialist Leaders

of Education (SLEs) to develop the leadership capacity of colleagues in similar positions in another school. SLEs are outstanding middle and senior leaders in positions below the headteacher, with at least two years' leadership experience. They have a particular area of expertise (such as a subject area, early years, behaviour or school business management) and a successful track record of school improvement.


*"Working as an SLE both within Hope Learning Trust and further afield is a real privilege. Not only is it interesting and thought-provoking to support and motivate other leaders and teams, it is also an opportunity to constantly reflect on your own practice and be inspired to challenge your own views. The chance to collaborate with other professionals outside your own echo chamber is the best CPD I know of."*

Heather Wright, Faculty Leader – English, Barlby High School.

**INTERESTED?** If you'd like to find out more about this opportunity, please contact your Headteacher.

# Leading the way in leadership

## NPQML AND NPQSL

 This academic year we are excited to be working in partnership with the Institute of Education University College London (IOE UCL) to deliver the National Professional Qualification for Middle Leadership (NPQML) and Senior Leadership (NPQSL). UCL IOE is a world-leading centre for research and teaching in education and social science. It has been ranked number one for education worldwide since 2014 in the QS World University Rankings. In the most recent Research Excellence Framework assessment of university research, the IOE was top for 'research power' in education. The NPQML and NPQSL

provide recognition of leadership development and professional achievement for middle and senior leaders. The qualification will support you in becoming a highly effective leader, with the skills, confidence and knowledge to drive successful team performance and improved classroom practice across your team, and across your school.

As part of this we have trained Hope Senior Leaders and Headteachers to be facilitators on the programmes so that colleagues can work alongside a range of different approaches, skills and experience.

**INTERESTED?** If you'd like to hear more about these qualifications, please contact Sarah Clarke E: [s.clarke@hlt.academy](mailto:s.clarke@hlt.academy).

## MIDDLE LEADER DEVELOPMENT OPPORTUNITIES

This year we are designing and delivering a series of one-off twilight sessions in response to development needs from colleagues across the Trust.

Toby Eastaugh (Principal, Vale of York Academy) and Sarah Clarke (Director of Workforce Development and Teaching School) led a 'Difficult Conversations' twilight before the October half-term. Here's some feedback from colleagues who attended:

*"Colleagues will benefit from conversations that are clearer and more focused. This will help support them in their development which will have an*



Hope subject leaders meet termly – please see [www.hopelearningtrust.org](http://www.hopelearningtrust.org) for dates and times this academic year. We also offer the opportunity for all colleagues to engage with the Skills Network level 2 courses – please see <https://hope.theskillsnetwork.com/> for more information

*overall beneficial outcome for the students they teach."*  
Adam Metcalfe, 2iC English, Manor CE Academy.

*"The opportunity to discuss something that you want to improve with colleagues facing similar challenges in different schools is beneficial. I feel more confident following this CPD. I'd recommend similar sessions because the environment was both supportive and confidential."*  
Fay Askham, Head of History, Vale of York Academy.

**INTERESTED?** If you'd like to find out more about designing, delivering or attending similar training please contact Sarah Clarke E: [s.clarke@hlt.academy](mailto:s.clarke@hlt.academy).

# Ensuring you get the best possible start

## NQT RQT PROGRAMME

This programme is an opportunity for NQTs and RQTs to build a strong professional network as they start their teaching career. It provides NQTs and RQTs with a wider understanding of the changing educational landscape and an opportunity to explore different leadership pathways. NQTs and RQTs will also engage in subject specific input each term, delivered by an outstanding practitioner. In developing a wider understanding of the current education context, and through working with inspirational educators, NQTs and RQTs will develop both their subject knowledge and leadership skills.

As part of the programme,

NQTs and RQTs carry out a leadership project linked to their school or department/phase development plan. Bespoke school visits, based on Leadership Project themes, will be arranged with an opportunity to observe an outstanding practitioner in their phase/subject.

**INTERESTED?** If you'd like to find out more about designing or delivering this programme or would like to hear more about how to get involved, please contact [s.clarke@hlt.academy](mailto:s.clarke@hlt.academy)

*"Starting out as an NQT can be hugely daunting but the help and support that I have received from Hope has been truly exceptional."* Hannah Johnson, Drama NQT.

EborHope Teaching Schools Alliance has secured funding from the Equality and Diversity Fund to run several programmes this year. The following three programmes are supported by Pathfinder TSA, Diocese of Middlesbrough TSA, Huntington Research School and York Local Authority.

# Explore additional avenues of growth

## Women's Leadership Programme and Network (WLPN)

After a very successful pilot programme in 2018/19 we are excited to offer this programme again. The WLPN provides bespoke support for female teachers wanting to explore possible leadership pathways in order to take the next step in their career. Key statistics from our 18/19 programme:

- 35% of participants achieved promotion during or immediately after the programme
- 47% of participants are actively looking for additional responsibilities/promotion over the next 18 months.

*"It has increased my aspirations and the confidence I have in myself. I successfully applied for a promotion with whole school responsibilities from Autumn*

*2019."* Participant from 18/19. We currently have 21 participants in the 19/20 programme from both secondary and primary schools in the region. A comment from our first session:

*"The afternoon was inspirational and I left feeling like I was capable of achieving even more."*

## Sport England

We have been fortunate to secure funding for the Sport England programme over the last two years. Phase 3 finished in February 2020. Schools involved were: All Saints, Barby High School, Ebor Academy Filey, Manor CE Academy, George Pindar School, Graham School, Vale of York Academy and St Augustine's. Phase 4 starts in 2020.

**OBJECTIVES** The funding aims to help teaching professionals

to better support inactive young people and to adapt delivery to ensure that all young people have a positive experience of PE and school sport. It also aims to reinforce the relevance of Physical Education (PE) and school sport to wider school outcomes such as attendance, behaviour and achievement with school leaders, governors and parents.

Each school receives a budget to support them to work towards the objectives above, responding to the contexts and needs of their own school.

## Next Steps

The Next Steps programme is focused on the practical skills needed to secure a promotion to enable colleagues to explore their interests, skills, experience and knowledge in further detail. This will enable them to understand their professional motivations and drivers as they find, build and boost confidence in themselves and consider how to do this in new, unfamiliar situations (such as interviews).

The sessions are also centred around the Myers Briggs Type Indicator (MBTI), exploring the impact of personality preferences on resilience,

decision making and energy. Developing self-awareness is crucial to enable self-directed change and learning when exploring leadership styles and pathways.

We have 14 colleagues from the region enrolled onto this programme this year.

*"Thank you for your enthusiastic approach to delivering the session. I am leaving with a lot to think about."* Alison Gadd, Science Teacher, Graham School.

*"I was delighted to support colleagues in educational leadership positions from Ebor Hope TSA as part of the 'Next Steps' programme. There were many positive conversations and commitment to action in the room and these will be followed up when we meet again in the spring term."* Yolanda Morley-McKay, Intuition TLC.

*"The Sports England programme has been incredible and the benefits will hopefully ensure that our pupils become lifelong participants in sport and physical activity so they remain fit and healthy."* Sarah Denham, PE SLE, Barby High School.



# Make a breakthrough in Physics

## PHYSICS PROGRAMME

The Physics Programme is intended for teachers of science wanting to develop physics pedagogy and become outstanding physics practitioners. The programme will allow you to develop your teaching practices to enhance engagement, reduce misconceptions and ultimately increase attainment within physics. It will include:

- Developing key pedagogy skills concentrating on assessment, differentiation and engagement;
- Exploring key areas of the physics curriculum and identifying changes within the new specification;
- Opportunities to take a physics practitioner role within your school and deploy key T&L strategies within your department.

This programme is supported by the DfE and Physics Partners and is therefore free of charge to schools.

*"We are delighted to be working closely with Physics Partners to design and deliver a programme which will support the development of Physics teaching across our partnership. It's a great opportunity for teachers to work together, share good practice and work alongside excellent practitioners in order to improve engagement and outcomes for young people."* Katherine Humpleby, Secondary School Improvement Lead, Hope Learning Trust.

*"Fantastic session, great delivery, loads of ideas for use in lessons. Was sorry when it finished!"* Deb Gilchrist, Science Teacher, Manor CE Academy.

# Train to teach with Hope

## SCHOOL DIRECT SECONDARY PGCE

At Hope Learning Trust we provide a truly school-centred Secondary PGCE programme. EborHope Teaching Schools Alliance works in partnership with York St John University to ensure that teaching in the classroom is underpinned with a rigorous academic understanding. Academic sessions take place on a Wednesday afternoon and these sessions are either led by York St John or Hope Learning Trust staff. They aim to give our training teachers an academic understanding alongside pedagogical strategies to deploy in the classroom. One of our aims is to grow advocacy with our staff both inside and outside of Hope Learning Trust. Hence, we use outstanding teachers within our school network to facilitate our academic sessions on the PGCE programme.

We currently offer the School Direct PGCE in the following

subjects: English, Maths, Religious Education, History, Geography, Drama, Music, Modern Foreign Languages, PE, PE with Ebacc, Biology, Chemistry and Physics. If you, or someone you know, is interested in applying to train to teach with us, contact us at [admin@eborhope-tsa.org](mailto:admin@eborhope-tsa.org) We are looking for training teachers who:

- have a passion for teaching and a love of learning.
- are committed to ensuring that all pupils can succeed no matter what their background or starting point.
- are enthusiastic, combined with excellent organisational skills.
- have the ability to reflect and develop as critical professionals.
- can express ideas clearly and succinctly.
- have a high level of resilience and respond well to constructive feedback.
- show personal initiative and can work well with peers, pupils, tutors, staff and parents alike.

## SCHOOL DIRECT MENTOR TRAINING AND DEVELOPMENT

Training teachers are supported by a school mentor as well as a link tutor who is based at York St John University. We believe it is vitally important that we support and develop our mentors as well as our EborHope training teachers. Hence, in partnership with York St John University, we deliver Mentor Training and Development sessions throughout the year to enhance our mentors' mentoring and coaching skills. We are lucky that we have such a range of willing and experienced mentors from both Hope Learning Trust schools and other schools outside of the Trust.

*"I am confident in developing my teaching practices and, thanks to EborHope TSA, I feel fully prepared on my journey through my NQT year. I look forward to the future ahead."*  
Megan Taaffe, English NQT.

## SCHOOL EXPERIENCE DAYS

Our goal is to support individuals who are interested in getting into teaching. Thus, we tailor our school experience days for people who are potentially interested in applying for the School Direct PGCE programme. During our school experience days at one of Hope schools in York, Barlby or Scarborough you will be given an opportunity to:

- Observe a range of lessons in your chosen subject.
- Talk to teachers about school life.
- Gain more information about our School Direct programme.
- Speak to a lead practitioner about career progression within teaching.

**INTERESTED?** If you or someone you know is interested in gaining further school experience, contact us at [development@hlt.academy](mailto:development@hlt.academy) and we can arrange this for you.

## Secondary subject networks

Our networks provide a perfect forum for secondary subject leaders and teachers to share best practice, discuss key curriculum developments, seek advice and get support in order to facilitate outstanding learning and teaching across the Trust. For further information, please contact Katherine Humpleby, Secondary School Improvement Lead  
E: [k.humpleby@hlt.academy](mailto:k.humpleby@hlt.academy)



# Certificate in Church School Studies

## SECONDARY CCSS

The Certificate in Church School Studies (CCSS) is a non-accredited blended learning module which has been specifically designed for those who are undergoing teacher training. It aims to develop working knowledge, understanding and skills which enhance training teachers' preparation for a role and

contribution within an Anglican school or Trust. We are excited to be one of two Teaching Schools who are designing and delivering this programme in its pilot year to offer it to our current EborHope training teachers.

Whilst the module explores the distinctive identity and defining characteristics of Church of England schools, it is relevant to all training teachers. It examines the relationship between values, vision, ethos and standards in varied school settings, and how religious education, collective worship

and spirituality can support the development of both young people and teaching colleagues to enable them to live life to the full.

The module supports training teachers to consider their own growth as well as provide time for structured reflection and practical support. We are particularly committed to providing training teachers with outstanding career development opportunities where you can grow as a practitioner and develop employability skills to potentially work within an Anglican school or Trust.



# Nurturing NQTs

## NQT RECRUITMENT

Training to teach doesn't end when you complete your PGCE. At Hope Learning Trust we actively support our training teachers to apply for NQT positions both inside and outside our Hope schools. Every year we recruit at least a third of our training teachers to work in our Hope schools in York, Barlby and Scarborough, and engage with other schools across North Yorkshire to enable

our training teachers to secure NQT positions elsewhere.

As an NQT at Hope you will be part of a bespoke Leadership Development Programme. The programme is designed to support you in your first years of teaching and provide wider opportunities across the Trust. This will include bespoke coaching and mentoring from an Outstanding Practitioner. You will also work closely with Specialist Leaders

of Education and the Schools Leadership Teams, shadowing them in different school contexts to develop your skills, experience and understanding.

During 2019/20 Hope Learning Trust successfully recruited five School Direct teachers. The five NQTs started teaching Geography, Science, English, Drama and French in the York Secondary Schools in September 2019.





# Hope Learning Trust – a place to thrive...

Hope Learning Trust York is a growing successful multi-academy trust with an exciting future. We succeed because we all hold the belief that by growing together as a family, belonging to a community where young people are at the heart of everything we do and putting others' needs before our own, we can all flourish.

Since the Trust was established, we have drawn on the experiences of each member school – we recognise wholeheartedly that each brings with it experience and valuable wisdom which can help to shape our life together. But what truly makes us strong is our people and so we are committed to empowering our workforce to see them succeed and flourish.

## FIND OUT MORE

If you would like further information on any of the development opportunities at Hope you can:

**VISIT** [www.hopelearningtrust.org](http://www.hopelearningtrust.org)

**CALL** 01904 528661 or

**EMAIL** [hello@hit.academy](mailto:hello@hit.academy)

