

Licensing agreement for The National Award for Middle Leaders (NAML) and Leaders for the Future (L4F)

This agreement covers both NAML and L4F. Roles and responsibilities and terms and conditions are the same for both franchises.

Roles and responsibilities of NAML & L4F licence holders

- The licence holder will provide high quality training and support to encourage and enable applicants to successfully complete the NAML or the L4F modules.
- The licence holder will inform SSAT of all planned and completed module delivery so that the NAML or L4F module completion certificates can be delivered as part of the accreditation process.
- The licence holder will return a collated Excel summary (template provided by SSAT) of completed participant evaluation following any modules delivered to leadership@ssatuk.co.uk. Data required includes:
 - all programme participant names and schools
 - the details of the modules they have completed
 - participant name, role and email address
- The licence holder must also retain records of all individual participant evaluation forms as these may be requested by SSAT as part of the quality assurance process. Any average score less than 'good' (2) will be investigated further to assess how the delivery could be improved and any action taken will be communicated to SSAT.
- The licence holder must notify SSAT (in advance of delivery) of any additional modules that are delivered over the minimum of five purchased at point of start of the licence agreement. See costs below.
- The licence holder will also make participants on the programme aware of the opportunities for Masters module credit exemption (30 CATs) through the University of Nottingham and completion of SSAT's Lead Practitioner accreditation. Delegates pursuing this route will be expected to complete a school improvement impact study, this can be used as evidence towards Lead Practitioner Status.
- All programme administration including provision of a training venue, provision of trainers, support material and catering as required will be provided by the licence holder.
- The licence holder will send two staff to attend the SSAT Train the trainer session preparing them to successfully deliver the full suite of NAML or L4F modules.
- The licence holder is welcome to embed other sessions around the training they provide but must deliver the NAML or L4F modules as structured by SSAT and using the materials provided.
- The licence holder may work with cohorts from one school or that are made up from a number of schools in their area. The licence holder is responsible for ensuring that cohort sizes are not greater than 20 participants and the licence holder will discuss with SSAT in advance should they wish to increase this for any reason.

- Trainers are required to ensure they are using the most up-to-date version of all training materials prior to any sessions.
- Where licence holders wish to generate income through the sale of the NAML or L4F modules to other schools, the licence holder is responsible for the marketing and recruitment of participants.
- The licence holder will provide SSAT with recommendations for improvements to module content and opportunities for further collaboration.

Roles and responsibilities of SSAT

- SSAT will provide an annual licence for the SSAT National Award for Middle Leaders or for the SSAT Leaders for the Future; this will entitle holders to use its NAML or L4F material. Schools may decide to offer and deliver any number and combination of modules, as a programme or as individual modules.
- SSAT will, through its national networks, make its member schools aware of schools holding licences to deliver the NAML or L4F programme.
- SSAT will provide full access to electronic versions of the NAML and L4F modules required to deliver training sessions. This includes trainer notes, presentations and materials.
- SSAT will provide an annual Train the trainer session for two staff using up-to-date training materials for the suite of NAML or L4F modules.
- SSAT will regularly review the programme content and materials to ensure quality and relevance.
- SSAT will provide certificates for all delegates completing training modules. A single certificate listing all relevant modules completed as part of the programme will be issued following the final module. Where all ten NAML modules are completed, the certificate will be for the full NAML award. Where all five L4F modules are completed, the full L4F award will be certified. Trainers and schools delivering will also receive certificates.

Intellectual property

SSAT has invested many years of experience and knowledge developing the NAML and L4F modules and accreditation. The materials provided to support the programme including any case studies are solely for the use of those trainers licensed to deliver the NAML or L4F programmes. All materials remain the intellectual property of SSAT and are protected by these rights.

Quality assurance

A robust quality assurance system will ensure the high status of NAML and L4F amongst schools nationally and provide validation of training standards for SSAT and its partners. Quality is assured through (but not limited to); a policy of continuous improvement, selection of licence holders and trainers, train the trainer events, ongoing evaluation and moderation. SSAT reserves the right to terminate the NAML and L4F licence if expected standards or agreed terms are not being met.

Duration

Licences will commence from the date of the relevant train the trainer session for a period of 12 months. Schools will retain their status as an NAML or L4F licence holder, subject to the school or academy continuing to meet the terms of this agreement, the evaluation and quality assurance criteria and payment of the annual licence and module fee. Robust systems will be in place to ensure consistency of high quality training.

Costs

The cost of an annual licence is as follows:

- £1,250 (excluding VAT) – for SSAT members
- £1,875 (excluding VAT) – for SSAT non-members

In addition each licence holder commits to purchasing a minimum of 5 modules at the following cost:

- £1,000 (excluding VAT) – for SSAT members
- £1,500 (excluding VAT) – for SSAT non-members

An invoice for both the licence and the modules will be sent once a booking form has been received and needs to be paid in full as per the due date on the invoice.

If the licence holder wishes to deliver additional modules over and above the minimum of 5, the cost is as follows:

- £200 per module (excluding VAT) – for SSAT members
- £300 per module (excluding VAT) – for SSAT non-members

Terms & conditions

- The licence holder can charge schools directly for the training they deliver and generate an income for the school.
- The cost of any sessions provided is at the discretion of the licence holder. SSAT will provide a RRP (see appendix).
- Licence holders must renew their licence every year if this wish to continue delivery of SSAT modules either internally or commercially
- Licensing of NAML and L4F is open to all schools rated as at least good by Ofsted
- Once the licence agreement has started (the date of the train the trainer session), the cost of both the annual licence and minimum of five modules is non-refundable even if less than five modules are delivered.
- The purchase of the annual licence and minimum of five modules can be cancelled prior to the train the trainer day but the following cancellation terms apply: Cancellations made more than eight weeks before the event incur a 50% cancellation charge. Cancellations made less than eight weeks before the event incur 100% of the event charge. All cancellations must be made in writing. If, for any reason, SSAT needs to cancel the event, delegates will be notified in writing and events fees will be fully refunded.
- If additional modules are purchased, the cost of these are non-refundable even if not delivered.
- If a non-member price is applicable and during the licensing year the licence holder becomes a member of SSAT then the difference between the non-member and member rate will not be refunded. However, the cost of additional modules will be charged at the member rate.

Please complete the form and return to Leadership@ssatuk.co.uk

Applicant NAML/L4F licence holder information

We agree to adhere to the terms and conditions outlined in the National Award for Middle Leaders (NAML) or the Leaders for the Future agreement.

School /Teaching Alliance name	
National Award for Middle Leaders <input type="checkbox"/> Leaders for the Future <input type="checkbox"/>	
Lead contact name	
Position in school	
*Name of trainer 1 and job title	
Email address for trainer 1	
*Name of trainer 2 and job title	
Email address for trainer 2	
<i>*Please note failure to provide names and emails of trainers could delay access to the relevant materials for the programme</i>	
School address:	
Email address:	
Telephone number:	
PO Number:	

Appendix 1: About SSAT's National Award for Middle Leaders (NAML)

Financial Modelling: Schools selling schools to other schools

The cost of any sessions provided is at the discretion of the licence holder. SSAT suggest a RRP of between £45-50 per module per person based on maximum cohort sizes of 20. Below is an indication of different financial models.

School Model 1: A series of single module delivery to other schools.

	2 Modules	5 Modules	10 Modules
School Revenue @ RRP of £900 per module	£1,800	£4,500	£9,000
Payment to SSAT	£1,650	£2,250	£3,250
Contribution towards school costs and profit.	£150	£2,250	£5,750

School Model 2: A series of training combining 2 module delivery in one day to other schools.

	1 day	3 days	6 days
School Revenue @ RRP of £ 1,500	£1,500	£4,500	£9,000
Payment to SSAT	£1,650	£2,450	£3,650
Contribution towards school costs and profit.	-£150	£2,050	£5,350

This franchise model offers significant savings when compared with the existing SSAT direct delivery model should you wish to use it for your own middle leaders inset days rather than sell directly to schools. Please see the savings illustrated below for a single module delivery model.

Financially Modelling: Delivery to your own staff

	SSAT Delivery	In School Delivery	Saving on SSAT direct delivery
1 Module	£900	£1,450	-£550
2 Modules	£1,800	£1,650	£150
3 Modules	£2,700	£1,850	£850
4 Modules	£3,600	£2,050	£1,550
5 Modules	£4,500	£2,250	£2,250
6 Modules	£5,400	£2,450	£2,950
7 Modules	£6,300	£2,650	£3,650
8 Modules	£7,200	£2,850	£4,350
9 Modules	£8,100	£3,050	£5,050
10 Modules	£9,000	£3,250	£5,750

This could be very cost effective for a federation or alliance to train their middle leaders together.

Example: Module delivery to other paying schools

	5 Modules	10 Modules
School Revenue @ RRP of £900 per module	£4,500	£9,000
Payment to SSAT (member price)	£2,250	£3,250
Contribution towards school costs and profit.	£2,250	£5,750