



Academi Genedlaethol ar gyfer  
Arweinyddiaeth Addysgol Cymru  
National Academy for  
Educational Leadership Wales

# ENDORSEMENT OF LEADERSHIP DEVELOPMENT PROVISION

Guidance for Providers  
October 2018





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## I. INTRODUCTION

Following the initial call for Endorsement in the summer 2018 the National Academy for Educational Leadership (NAEL) has reviewed the endorsement process and has made a number of changes based on feedback. As a result of this process

- the documentation has been updated to reflect all actions and changes as agreed in the review
- the new documentation clearly identifies where changes have been made
- the criteria have been numbered so they can be referenced more easily by the provider
- the numbering does not imply a ranking or weighting
- the NAEL will continue to ensure the criteria are relevant regardless of specific stage of leadership development provision being endorsed



## 2. THE VISION, VALUES AND PRINCIPLES FOR THE NAEL AND OUR LEADERSHIP DEVELOPMENT PROVISION

The National Academy for Educational Leadership (NAEL) is committed to ensuring that Wales is a great place to be an education leader, and that through high-quality leadership in all our schools and educational settings, we deliver our bold ambition for learners.

This means we will commit to securing equity of access to high-quality leadership development, initially for those in schools, then extending to wider education settings. We will secure, nurture and inspire leaders, now and for the future, across the entire system, in both Welsh and English medium settings. We will draw on and reflect the practice of inspirational, experienced and effective leaders already working in the Welsh system. We will do this in partnership with all those who have a part to play in realising the ambition for the Welsh Education system in line with the National Mission for Wales.

The NAEL has been built on a strong vision, underpinned by a set of core values and principles that have been co-developed by the sector.

At the core of this vision is a commitment to ensuring all leaders in the education system have access to coherent, accessible, and high-quality leadership development opportunities that meet their needs wherever they are, and whatever their career stage and ambitions.

The Academy is also committed to drawing on the expertise of current leaders in this provision and growing the current and next generation of leaders for Wales by improving the status, morale and pride in being a leader in the Welsh education system. Our approach to leadership development will empower leaders in the system to strengthen partnership working within and between schools, and to building a research-engaged and evidence-informed profession.

The NAEL will not be directly responsible for delivering any leadership development provision. An audit of provision across Wales identified some excellent practice, but also areas where there are gaps. **Initially the Academy will draw on the effective provision already in place and seek to endorse it.** Additionally, it will commission new provision



where there are specific needs, sectors or locations where the needs of leaders are not yet being fully met.

Following the initial call, the newly appointed and Acting Head Teacher programme delivered nationally in partnership between the four regional consortia, the 22 Local Authorities and the University of Bangor and the University of Wales Trinity Saint David received endorsement.

**This second call for Endorsement will be for Experienced Head Teachers (those with at least 2 years' experience).**

Future endorsement rounds will be considered on the basis of relevant policy and research priorities. The NAEL will continue to welcome endorsement applications for new and acting headteacher provision including new applications. Please note that the criteria for successful endorsement include providers' evidencing impact and consequently, only leadership development provision currently on offer can be endorsed. The NAEL will clearly expect current provision to be subject to review and adjustment based on experience however we cannot endorse provision which has no evidence of impact. The NAEL recognises that this could potentially be interpreted as stifling innovation in leadership development and we are subsequently in the process of devising a separate process to support and recognise innovative provision. Any provider who wishes to discuss this is encouraged to contact the NAEL immediately.



### 3. THE PURPOSE OF ENDORSEMENT

The purpose of endorsement is to ensure that the most effective leadership development provision currently on offer can be recognised. This provision will have met a set of quality criteria as set out below. (see section 6). This will help the Academy fulfill its role to inspire and develop the current and next generation of leaders to respond to the unique challenges and opportunities of educational leadership in Wales.

The aim of endorsement is to ensure equity of access to high quality leadership development provision across Wales, and to ensure that the provision meets the ambition of:

- The National Mission Action Plan 2017 – 2021 and supports its 4 key objectives
- Developing all Schools as Learning Organisations (SLO) in line with the Organisation for Economic Cooperation and Development (OECD) principles
- The national approach to Professional Learning
- Professional Standards for Teaching and Learning

Whilst the endorsement process will assess applications against a set of criteria, the Academy does not wish to limit innovation, nor does it wish to promote any particular ideology or style of leadership. It is seeking to endorse a wide range of current provision that will be relevant for leaders at various career stages, with various needs and working within specific and diverse contexts in Wales. Above all, the Academy will be looking to ensure that the provision is underpinned by international evidence of what makes effective leadership. As a result, all leaders can be confident that the leadership development they invest their time in will have a positive impact on outcomes for children and young people.



## 4. THE BENEFITS OF ENDORSEMENT FOR LEADERS AND FOR PROVIDERS

The benefits of endorsement for providers will include an opportunity to market provision through the Academy. It will also allow provision to carry a mark of quality assurance which will support marketing and communication with school leaders.

Leaders will continue to exercise a choice as to which leadership development is right for them and will be able to take into account whether or not the provision they are considering has received NAEL endorsement.

The NAEL quality criteria include a requirement to engage serving leaders in the design, development and facilitation of provision. Whilst co-construction is a feature of much of the provision currently available in Wales, it will also provide more consistent opportunities for leaders to be engaged in all aspects of leadership development.

## 5. LEADERSHIP DEVELOPMENT PROVISION

We are taking a broad view of leadership development provision and will be seeking to endorse both programmes and those leadership development opportunities that are not necessarily programmatic in nature but may be bespoke and local. We are aware that not all the criteria will be relevant for such provision. We will be taking a proportionate approach to some of this more localised and focused provision which could include, for example, coaching and mentoring, leadership networking and collaborative opportunities.

We use the term ‘provider’ to cover those who are responsible for the delivery of leadership development programmes, and for those leading other leadership development opportunities.



## 6. THE ENDORSEMENT CRITERIA AND EVIDENCE TO BE SUBMITTED

A proforma for the submission of evidence is available electronically on the NAEL website ([www.nael.cymru](http://www.nael.cymru)) and a summary outline is attached as an Appendix (A) to this document. Once completed the proforma can be emailed to [post@agaa.cymru](mailto:post@agaa.cymru). The provider will introduce their application with an initial paragraph describing the provision they offer. This will provide an overview of the provision's aims, objectives and learning outcomes and career stage/specific context and focus.

The endorsement criteria are divided into three themes and are numbered for convenience. This numbering does not imply any form of weighting. The Vision and Principles of the Academy are integrated across these themes and meeting these is an essential requirement:

1. Delivery and learning model;
2. Process; management and administration;
3. Evaluation and impact.

Providers are requested to write a statement of no more than 1000 words for each theme outlining how they meet the criteria. Where providers use the criteria as sub headings in their statement these sub headings will not form part of the word count. The statement may reference or signpost additional policies and documentation that can then be submitted as further evidence in an Appendix. If there is no reference to this additional information in the statement, the annexes will not be considered in the evaluation process.

If providers are working together in alliances at regional or national level, then a group submission can be made for endorsement. If this is the case, then the application will need to demonstrate evidence of strong governance of the partnership or alliance and a robust approach to the management of risk.



The proposal will also need to submit evidence showing how each individual provider meets the criteria required, particularly in relation to delivery and that they are able to reflect the specific needs of leaders within the area they are intending to deliver in. If the application is successful and the provision is endorsed, then the annual Quality Assurance process will be conducted at a single provider level.



## I. Delivery and Learning Model

The delivery and learning model will need to demonstrate how it draws on the best local, national and international practice and addresses the specific needs of leaders in Wales, fully reflecting the national reform agenda.

The application statement will evidence that the providers' model:

- 1.1 Reflects the Academy's vision, values and key principles;
- 1.2 Is built on and meets the core components in the national approach to Professional Learning and the Professional Standards for Leadership through its learning intentions and outcomes, develops skills and performance in current role and enables access to the next level of leadership;
- 1.3 Shows a clear understanding of the Welsh policy context and the diversity of its settings.
- 1.4 Is led by high-quality personnel, facilitators, coaches, mentors appropriate to the target audience, trained and quality assured;
- 1.5 Draws on excellent local/ regional practice; with leaders and settings recruited as facilitators mentors and coaches where appropriate
- 1.6 The provision is partnership based and promotes joint ownership,
- 1.7 Draws on a broad evidence base of effective leadership including reflecting the practice of highly effective Welsh leaders;
- 1.8 Is sufficiently contextualised to reflect the characteristics of the sector/s being targeted e.g. primary, secondary, special, Pupil Referral Units (PRUs) , post-compulsory education;
- 1.9 Reflects learning needs at the specific stage of leadership development being targeted e.g. for new heads, experienced heads or system leaders
- 1.10 Allows opportunities for leaders of schools and settings to build networks and collaborate with peers, including, for example, on joint areas of improvement and innovation;
- 1.11 Contains work-based learning components that address real issues and improve outcomes showing participants contributing back to the system;



- 1.12 Is based on a learning model that enables a cycle of enquiry, action research and reflection;
- 1.13 how a clear role for universities and provides the opportunity for leaders of schools and settings to engage in action research and to connect this with other opportunities for research-engaged practice in schools, settings and partner organisations;
- 1.14 Offers opportunities for accreditation where appropriate.

Examples of additional evidence clearly signposted:

- Provider mission statement and statement of intent/values
- Outline of the provision aims, objectives and learning outcomes
- Examples of networking and collaborative activity
- Named list of trainers and facilitators with CVs
- Outline of provider training and support for trainers and facilitators
- Overview of performance management process for trainers and facilitators
- Examples of work-related opportunities and the names of schools engaged in supporting the provision and work-related aspects



## 2. Process (including management and administration)

The management and administration of the provision are essential to ensuring participants access and benefit from the leadership development opportunity as efficiently and effectively as possible.

The application statement will evidence that the providers' processes:

- 2.1 Offer accurate, clear marketing of provision specifying learning outcomes and selection criteria, if appropriate with a clear customer care policy;
- 2.2 Provide efficient and effective administrative systems to support delivery;
- 2.3 Collect evidence and feedback to ensure continuous quality improvement;
- 2.4 Ensure open and appropriate access geographically for target beneficiaries, making appropriate use of technology to reduce cost and travel demands on participants;
- 2.5 Provide open and appropriate linguistic access for target beneficiaries, ensuring Welsh language provision is developed specifically for that sector and is offered in Welsh and English as appropriate to context;
- 2.6 Show an understanding of the diverse range of schools and settings in Wales in ensuring access;

Examples of additional evidence clearly signposted:

- Marketing policy
- Customer care and complaints policy and action taken as a result of complaints
- Example of programme documentation showing that the language of delivery is appropriate to the context
- Details of booking system and process
- Policy and quality criteria for venues
- Signed statement from each partner describing their role in developing and delivering provision
- Feedback on quality of management and administration from participants



### 3. Evaluation and impact

Evaluation and impact is a crucial component of the provision in demonstrating to the NAEL and to participants its' positive impact on the system as a whole and, in particular, on outcomes for children and young people. The application will evidence that the evaluation and impact strategies, methods and measurements show:

- 3.1 The provision supports leaders in their role in realising the ambition of the National Mission Action Plan 2017 – 2021 and developing Schools as Learning Organisations (SLO) process
- 3.2 The provision draws on practice of highly effective and inspirational leaders in Wales
- 3.3 The provision inspires and motivates the current and next generation of leaders at all levels of their career and meets a diverse range of needs (evaluation);
- 3.4 A focus on both quality of experience and impact\_on leadership/pupil outcomes;
- 3.5 Improved leadership practice and better outcomes for children and young people;
- 3.6 That the provision is deemed to be of value for money including time spent on the provision by the participants and impact;
- 3.7 The provision is sustainable beyond the specific delivery of the provision through, for example, ongoing networking opportunities, alumni events etc.

#### Examples of evidence

- Quality assurance policy;
- Evaluation process;
- Evidence of changes made to the programme as a result of feedback from participants;
- Summary of evaluation and impact surveys;
- Cost of programme per participant including any grant funding received by the provider or participant;
- Completion rate and evidence participants having achieved next stage promotion



## 7. THE ENDORSEMENT PROCESS AND APPLICATION PROCESS

### WHAT IS BEING ENDORSED?

Endorsement is of provision not providers – providers can submit more than one programme for endorsement at a time within the leadership area specified by the academy. Initially in order to assess duplication and coherence of provision, the Academy will invite endorsement of provision in relation to specific leadership career stages.

### WHAT WILL THE PROCESS BE?

Endorsement will follow a three-stage process:



**Stage 1:** Assessment of the written submission will be undertaken by the Assistant Director of the NAEL responsible for leadership development and supported by NAEL Associates. Following the written assessment at stage 1, the provider may be asked to submit further evidence prior to the endorsement panel at stage 2. If it is deemed unnecessary for additional information the full application will be sent directly to the Endorsement Panel. If it is felt that the provision does not reach a minimum level in meeting the criteria and in particular does not reflect the vision and principles of the NAEL, the application will not go forward to stage 2.

**Stage 2:** Endorsement Panel meeting: this will be an opportunity for the provider to meet with the Endorsement Panel. The Panel will be chaired by the NAEL CEO and membership will be drawn from a pool of the NAEL Associates. It will be an opportunity for further discussion of the provision including a short presentation by the provider.

**Stage 3:** Communication of the outcome of endorsement including feedback will be provided.



## WHO WILL MAKE THE DECISION?

The Academy will draw the Panel from a pool made up of members of the Academy Associates and the NAEL staff who will have received training in applying the NAEL quality criteria.

## WHAT SUPPORT WILL BE AVAILABLE?

The criteria and guidance documentation will be available on the NAEL web site [www.NAEL.cymru](http://www.NAEL.cymru) together with a list of any FAQs that will be updated as the process gets underway.

## WHAT HAPPENS ONCE PROVISION IS ENDORSED?

Successful applications will be published on the NAEL website and communicated through social media. There will be a light-touch annual external and self-assessment of the quality and impact of all endorsed provision, and the NAEL reserves the right to rescind endorsement as a result of annual review, if there is sufficient cause. Endorsement will be for five years and will need renewing after that.

Throughout this time, the Academy will continue to work with endorsed providers to ensure that the provision is fully reflective of changing contexts, remains wholly accessible and is able to continue to develop through innovation, and ongoing review.

## WHAT HAPPENS IF THE PROVISION IS NOT ENDORSED?

There will be no appeals process but there will be an opportunity to resubmit. The panel will give the provider guidance on how much further evidence needs to be in place prior to resubmission. Depending on the extent of this, the panel will also decide on the process of resubmission.

If the further evidence required is more extensive, then the provision will be resubmitted to a future Panel and will go through Stage 2 again. If the evidence required is less extensive, then the NAEL staff member, who leads Stage 1 and is responsible for leadership



development and Quality Assurance, will receive the resubmitted evidence and, along with an Associate of the Academy, will make the decision as to whether the provision can now be endorsed. There will be one opportunity to resubmit evidence through this process, and if the evidence is still not sufficient after resubmission, then the provision will need to be resubmitted to a future Panel. All future Panels will ensure there is time available for resubmitted provision in the schedule. Providers can of course carry on marketing provision if it is not endorsed by the Academy. NAEL however will be informing Welsh Government of the outcomes of endorsement.

## HOW WILL THE PROCESS ITSELF MAINTAIN CREDIBILITY?

The endorsement process itself will be quality assured on an annual basis. The NAEL is entering into a working partnership with the Scottish College for Educational Leadership (SCEL) and there will be a reciprocal arrangement set up whereby peer review of each other's endorsement process will be undertaken focused on identifying strengths and areas for improvement.

## APPLICATION PROCESS

Applications will be submitted via email to [post@agaa.cymru](mailto:post@agaa.cymru) and submission deadline dates will be available on the website. There will be no charge to cover the administration of endorsement but the NAEL will keep this under review and reserves the right to levy a small administration charge for organisations that are not public sector or charitable.

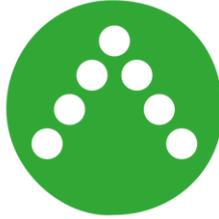


## 8. TIMELINE

<p>Endorsement opportunity opens</p> <p>Leadership Development Provision for Experienced Head Teachers</p> <p>Leadership Development Provision for Acting Headteachers and New to Headship</p>	<p>22<sup>nd</sup> October 2018</p>
<p>Endorsement process closes – submission date</p>	<p>7<sup>th</sup> December 2018</p>
<p>Stage 1 Assessment of Written Submission</p>	<p>9<sup>th</sup> January 2019</p>
<p>Stage 1 Additional Information submission</p>	<p>18<sup>th</sup> January 2019</p>
<p>Stage 2 Panel Meets</p>	<p>30<sup>th</sup> January 2019</p>
<p>Outcome of endorsement communicated to providers</p>	<p>8<sup>th</sup> February 2019</p>
<p>All endorsed provision on the NAEL website</p>	<p>March 2019</p>



## APPENDIX A



# Academi Genedlaethol ar gyfer Arweinyddiaeth Addysgol Cymru National Academy for Educational Leadership Wales

**Leadership Development Provision**

**Endorsement of current provision**

**Summary proforma for application**

**This will be available electronically the NAEL website at [www.nael.cymru](http://www.nael.cymru) together with the email address to be used when submitting completed proformas**

### Provision Contact Details:

**Email:**

**Telephone number:**

**Lead Provider organisation:**

**Partner organisation(s):**

**Delete as appropriate** Leadership Development provision for Experienced Headteachers/  
Leadership Development provision for Newly appointed or Acting  
Headteachers



**Introductory paragraph:**

**The provider partnership and the provision**

Brief overview of the partnership providing provision, detailing experience and track record.

Brief overview of the provision, its aims, objectives and learning outcomes and career stage/focus.

**The rest of this proforma invites the provider to submit a summary statement and sign post additional evidence showing how their provision meets the criteria outlined in the 3 themes:**

1. Delivery and Learning model
2. Process, management and administration
3. Evaluation and Impact.

Additional information can also be appended to the proforma, additional information must be clearly signposted and where appropriate please refer to the relevant statements as outlined in the guidance document.

If the provision is smaller scale or caters to a 'niche' group, then it may be that not all the criteria are relevant. In line with our commitment to proportionality, please state if this is the case so we are aware.



**i. Statement of Delivery and Learning model (max 1000 words)**

Delivery and Learning model: list of additional evidence submitted

**ii. Statement of Process; Management and administration (max 1000 words)**

Process: list of additional evidence submitted

**iii. Statement of Evaluation and impact (max 1000 words)**

Evaluation and impact: list of additional evidence submitted

Signed by:

Dated:



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POST@NAEL.CYMRU  
WWW.NAEL.CYMRU