

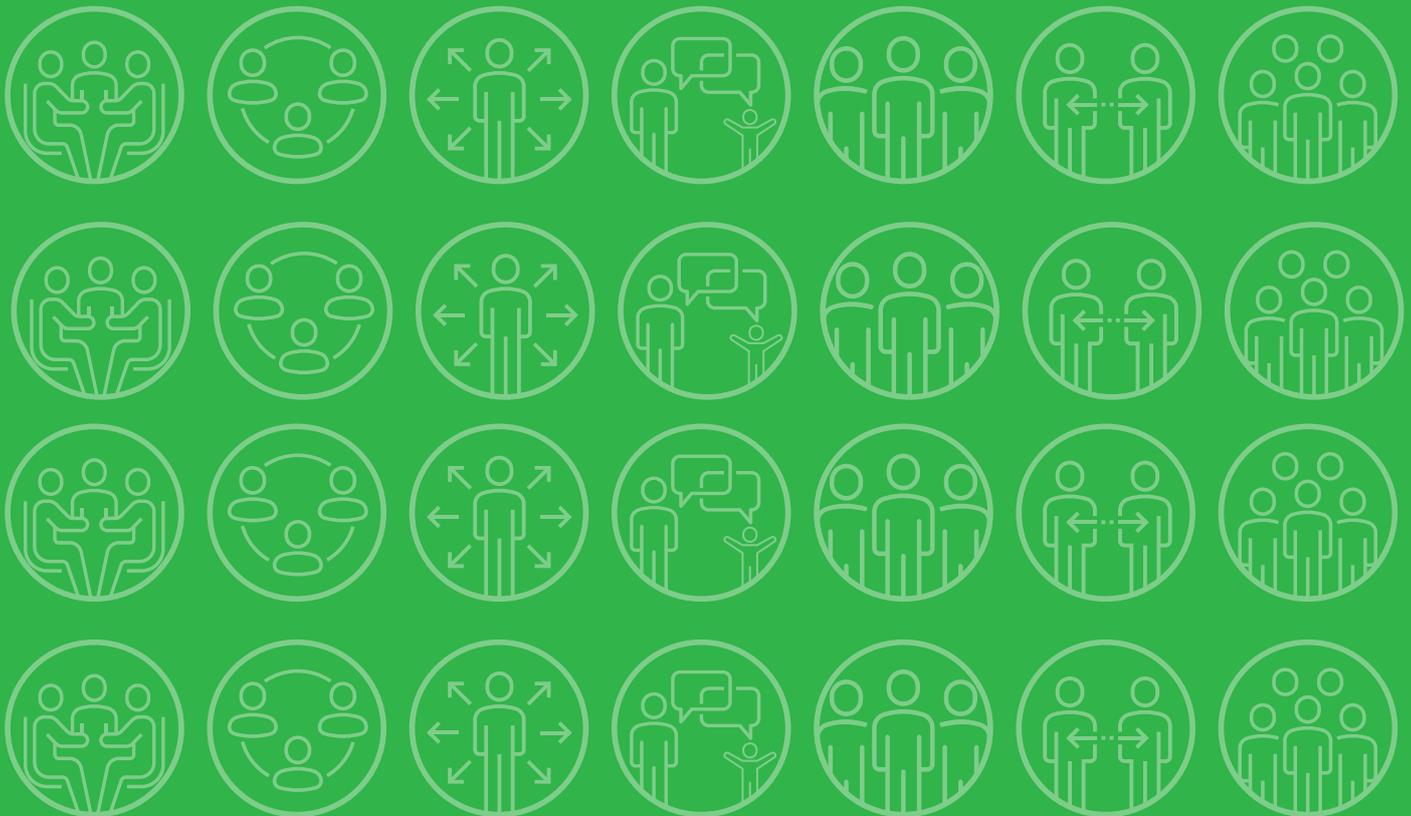


Academi Genedlaethol ar gyfer
Arweinyddiaeth Addysgol Cymru
National Academy for
Educational Leadership Wales

Annual Report

April 2019 – March 2020

Inspiring Leaders - Enriching Lives



ADDYSG CYMRU
EDUCATION WALES
cenhadaeth ein cenedl | our national mission



Ariennid gan
Lywodraeth Cymru
Funded by
Welsh Government

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About us

The National Academy for Educational Leadership's (Leadership Academy) mission is "Inspiring Leaders: Enriching Lives" with the aim of bringing clarity and coherence to educational leadership in Wales. Through our work we will ensure that practitioners are able to engage with the most relevant, meaningful, and inspiring professional learning.

The Leadership Academy is 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 high-quality leadership development opportunities that meet their needs wherever they are, and whatever their career stage and ambitions. We are focused on enabling the leadership of learning and we demonstrate this by embodying our values in all we do.



Supporting the purposes of the curriculum in Wales where children and young people develop as:



The Leadership Academy team and Associates have continued to work tirelessly to support the leaders in the system, and the focus on well-being is a constant element embedded in their work.



Statement from the Chair



It is my pleasure to present this report of the National Academy for Educational Leadership, albeit against a backdrop of significant change in

both our transforming education system and in the way we work and live in response to the current COVID-19 crisis.

During its second year of activity, the staff team has been enhanced with an Assistant Director for Policy, Research and Strategic Development, Dr Chris Lewis, and we welcome his input since joining the team in June 2019. Mrs Tegwen Ellis has been appointed as Chief Executive of the organisation from 1 April 2020 at this unprecedented time, and I am eternally grateful for her unwavering commitment and vision for the Leadership Academy. Tegwen and the small team of staff continue to build on the robust foundations laid down by the outgoing CEO, Mr Huw Foster Evans.

During this second year of business, it is encouraging that the Leadership Academy has seen an increase in provision put forward for endorsement. The rigorous and evidence-based endorsement programme assures quality standards, and the organisation has increased the funding to support its Innovation Pathway, ensuring a sustainable model which embeds a cycle of action and review. The Board of Directors is pleased that the Minister for Education, Kirsty Williams continues to support the vital role played by the Leadership Academy in its vision to secure, nurture and inspire leadership roles in the Education System for Wales whilst maintaining a shared commitment to a culture of high standards.

The small staff team has continued to work tirelessly to support the leaders in the system, and the focus on well-being is a constant element embedded in their work. I would also like to pay tribute all the Academy Associates who have tirelessly and selflessly supported the vision of the Leadership Academy in building capacity in the system and inspiring future leaders. Their commitment shows strength in their role in developing as system leaders. With this commitment and the crucial role of the Stakeholders, the Leadership Academy has further

developed the vision for educational leadership, and is recognised as having a strong foothold within the Middle Tier. The need to think and plan creatively has been tantamount in a response to the changing curriculum, and robust leadership in the system remains a key factor in adapting to new challenges. It is the Associates who continue to give the authentic voice of practice, and enable the Leadership Academy to act effectively in the interface between policy and practice.

The strategic priorities of the Leadership Academy aim to ensure accessible leadership professional learning for all system leaders. The Academy is grateful to the providers who engage fully with us in this partnership work – these include schools, regional consortia, local authorities, further and higher education institutions, and private sector providers. As part of a Tri Nations Consortium, the Leadership Academy works closely with colleagues in Scotland and Ireland, and benefits from shared experiences. As we face further challenges, we must embrace new ways of learning - making this happen is a great challenge for the leaders. The Leadership Academy will continue to contribute to the development of the professional capabilities of leaders across Wales' education system, articulating and implementing a vision for leadership in that system whilst being mindful of best practice both at home and in an international field.

For my part, it has been an honour and privilege to have been part of the Leadership Academy's journey since its inception. I am grateful to the small team of staff who maintain focus on articulating and implementing the vision of the organisation by building capacity within the education system in terms of contributing to the development of professional leaders. Along with the Academy Associates, they have spear-headed innovation and flexibility, remained energetic, positive, committed, creative and generous in their support for professional learning for leaders in the system.

Our People

Led by the Chief Executive, the Leadership Academy has a small executive team whose responsibilities map to the three priority areas set out in our remit letter. Full staff profiles can be found on the [website](#).

The Leadership Academy Board oversees the strategic direction of the organisation and is comprised of individuals with extensive and diverse experience from both within and outside education. Full details of current board membership can be found on the [website](#).

The Leadership Academy appoints an annual cohort of Associates, all currently practising senior educational leaders, who each work with us on a formal basis for a three-year period. The Associates provide the Leadership Academy with opportunities to access their expertise and knowledge as current educational leaders which ensures the voice of the profession is heard in all of our planning, activity and reflection. The Associates represent a range of settings from across Wales including faith, Welsh medium, small and rural and federated schools. Full details of current Associates are available on the [website](#).

The Leadership Academy is also able to access ideas, support and dialogue from the education system as a whole through its stakeholder group. Members of the group help the organisation to:

- Influence thinking at regional and national level
- Support and challenge the work of the Leadership Academy – improving endorsement processes, making suggestions for research and commissioning
- Ensure that leaders from across the education sectors feel that it is ‘their’ Leadership Academy and that they are represented.

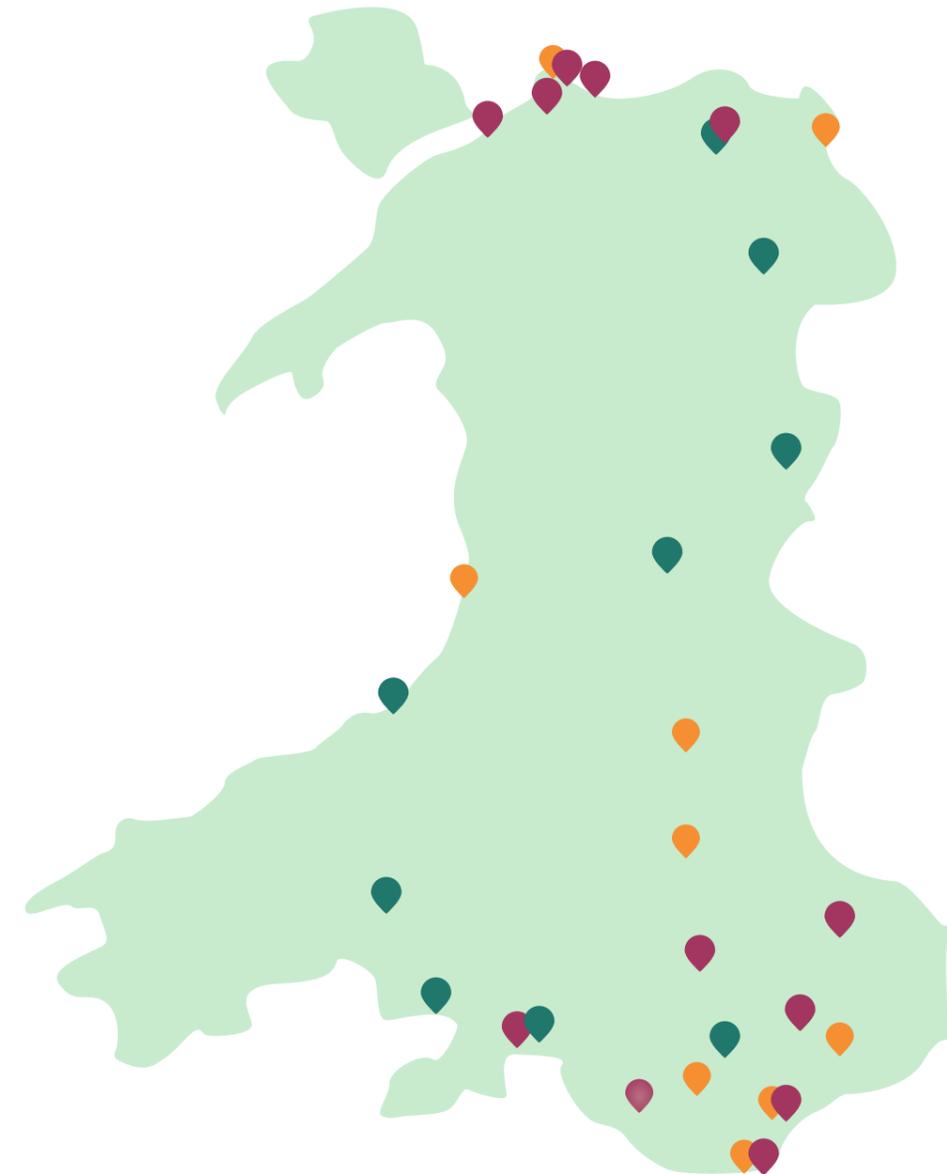
Our Associates

COHORT 1

- Christine Jackson**
Glasllwch Primary School, Newport, NP20 3RH
- Jeremy Griffiths**
Ysgol Gwynedd Primary School, Flint, CH6 5DL
- Sue Roberts**
Ysgol Ffordd Dyffryn, Llandudno, LL30 2LZ
- Clive Williams**
Ysgol Gymraeg Aberystwyth, Aberystwyth, SY23 1HL
- Jan Waldron**
Ysgol Calon Cymru, Powys, LD2 3BW
- Karen Lawrence**
Llanfaes Community Primary School, Powys, LD3 8EB
- Janet Hayward**
Cadoxton & Oak Field Primary Schools, Barry, CF63 2JS
- Emma Coates**
Llanhari Primary School Pontyclun, Pontyclun, CF72 9LQ
- Huw Powell**
Mary Immaculate High School, Caerdydd, CF5 5QZ

COHORT 2

- Trefor Jones**
Ysgol y Creuddyn, Llandudno, LL30 3LB
- Tania Rickard**
Ysgol T. Gwynn Jones, Colwyn Bay, LL29 9UA
- Richard Monteiro**
Federation of Ysgol Bryn Clwyd and Ysgol Gellifor, Denbighshire, LL16 4EY
- Ian Gerrard**
Ysgol Aberconwy, Conwy, LL32 8ED
- Damien Beech**
Head of Primary Phase Team, Swansea
- Roger Guy**
Gilwern Primary School, Abergavenny, NP7 0AY
- Paul Keane**
Federation of Blenheim Road Community and Coed Eva Primary School, Cwmbran, NP44 4SZ
- Karen Watham**
St. Mary's Catholic Primary School, Merthyr Tydfil, CF47 8HA
- Llew Davies**
Ysgol Cae Top, Bangor, LL57 2GZ



- Sarah Coombes**
Llanishen Fach Primary, Cardiff, CF14 6SS
- Kelvin Law**
Romilly Primary School, Barry, CF62 6LF
- Suzanne Sarjeant**
Pencoed Primary School, Bridgend, CF35 6RH

COHORT 3

- Catrin Thomas**
Ysgol Gynradd Aberaeron, Aberaeron, SA46 0BQ
- Simon Roberts**
Maesybryn Primary School and Special Needs Unit, Pontypridd, CF38 2NS
- Alison Ellis**
Maesyhandir Primary, Newtown, SY16 1LQ

- Kerina Hanson**
Pennard Primary School, Swansea, SA3 2AD
- Justine Baldwin**
Welshpool CIW Primary School, Welshpool, SY21 7EJ
- Sharon Hope**
Clase Primary School, Swansea, SA6 7JX
- Joe Cudd**
Ysgol Pen Rhos, Llanelli, SA15 2NG
- Olwen Corben**
Ceiriog Valley Federation of Ysgol Llanarmon Dyffryn Ceiriog, Ysgol Cynddelw, Llangollen, LL20 7LB
- Marc Jones**
Ysgol Pen Barras, Ruthin, LL15 1QQ
- Dr Llinos Jones**
Ysgol Gyfun Gymraeg Bro Myrddin, Carmarthen, SA32 8DN

A year in review

5

leadership development provisions endorsed



950

leaders from across Wales accessed endorsed provision



17

Innovation Projects funded



First Tri Nations Leadership Consortium Summit with representatives from Education Scotland and Centre for School Leadership Ireland



4

regional roadshows exploring Associates from cohort 1's 'Our Call to Action'



2

international symposia to present cohort 1's findings from their international visit to Finland and Toronto, Canada



Associates from cohort 2 launch their commission question 'What is the role of educational leadership in realising the vision of a Wales of vibrant culture and thriving Welsh language?'



Cohort 2 travel to Ottawa, Canada, and the Basque Country for their international visits

10

new headteachers recruited for cohort 3 representing a wider range of settings, locations, local authorities, and language



Enquire Innovate Explore!



project launched with 12 schools across Wales funded to explore enquiry-based leadership

First National Leadership Conference held with over

100 attendees in Cardiff Stadium



Associates

A second cohort of experienced and high quality headteachers were successfully appointed on 1st April 2019 to the role of Leadership Academy Associate. Their role is to build capacity into the Leadership Academy in promoting its purpose and realising its ambition to support and develop all leaders across the educational sector. The 12 Associates are representative of the Primary and Secondary sector, English and Welsh medium, and come from a good geographical spread across Wales with Associates in each of the four regional consortia.

The Associates began their year with a dinner in the company of Kirsty Williams MS, Minister for Education and Welsh Government officials, Mr Steve Davies, Director of Education and Dr Kevin Palmer, Deputy Director for Pedagogy, Leadership and Professional Learning. The induction into the role of Associate included four residential learning experiences which were facilitated by Associates from Cohort 1, seminars with Lucy Crehan, (author of *Clever Lands*), Aled Roberts, the Welsh Language Commissioner, Steve Davies, Welsh Government and Prof Mick Waters. The 12 Associates were also given a commission entitled 'What is the role of educational leadership in realising the vision of a Wales of vibrant culture and thriving Welsh language?' As part of the commission they carried out evidence collection in Wales and as well as literature scrutiny the Associates visited the Basque Country and Ottawa, Canada for primary evidence collection of bilingual educational systems. The report on the findings of this commission will be launched in 2021.

Cohort 1 of Associates have successfully shared the findings of their commission 'Our Call to Action' through a series of Roadshows across Wales where school leaders were invited to contribute their ideas on how the recommendations could be taken forward. Also, a series of International symposia were held for all educators, including school leaders, governors and members of the middle tier. During these events, the Associates shared their findings from international visits to Finland and Toronto, Canada on the themes of well-being and professional learning.

Associates from both Cohort 1 and Cohort 2 have taken advantage of further professional learning opportunities by attending events with international speakers. The Leadership Academy in partnership with EWC held a master class with Pak Tee Ng, Associate Professor, from the National Institute of Education, Singapore and a joint event with Swansea University with Prof Andy Hargreaves, visiting professor at the University of Ottawa.

Endorsement

Following the success of the Endorsement process in its first year, the Leadership Academy made further calls to include a wider range of career stages. The third call was for two areas of leadership provision which included Middle Leaders and Aspiring Headteachers. Three provisions for Middle leaders were successful in attaining endorsement which included provision developed by the Regional Consortia, University of Wales Trinity Saint David and University of Bangor, a private provider, Portal who deliver online leadership provision and a network of schools in North Wales. One provision for Aspiring Headteachers was also endorsed and developed by the Regional Consortia, University of Wales Trinity Saint David and University of Bangor. Our fourth call which included Senior Leadership provision resulted in a nil response and call five which was for Teacher Leadership was paused due to the global pandemic, COVID-19 and the national lockdown.

Panel members for the Endorsement process included Associates from cohort 1 and 2 and members of the stakeholder group. Stage one was chaired by the Assistant Director for Leadership Development and Quality Assurance and stage two was chaired by the Chief Executive. Training on both stages is provided for all panellists and evaluations of both the training and process are carried out as part of an annual review. Quality assurance of the process is conducted by colleagues from Education Scotland and the Centre for School Leadership Ireland as part of the Tri Nations Leadership Consortium.

Innovation

Following the launch of the Innovation Pathway, the Leadership Academy has funded a variety of projects designed to develop leadership at all levels. The Innovation Pathway applications were subject to meeting the first three sets of criteria as laid out for endorsement. The provision in all cases was new and at the time of application had not been delivered to participants however, it is hoped that once the provision has run its first cycle and the providers are able to evaluate its impact, and therefore meet the fourth criteria, it will come forward for Endorsement.

Providers who have received funding during this year, include the Arts Council of Wales, Regional Consortia, Higher Educational Institutes, networks of schools both English and Welsh medium, special schools, the Youth service, and private providers. The provision being developed covers varying career stages for example senior leaders and middle leaders as well other thematic approaches to leadership development such as the leadership of Welsh, leadership of Curriculum design and well-being for leaders.



“
**I feel like I
 have grown as an
 individual and started
 to become more
 confident.**
 Leadership Academy
 Associate

COVID-19

On Friday 20th March 2020, schools closed for education with children and young people receiving their education on-line. This was due to the Global pandemic known as coronavirus (COVID-19). Following an increase in the number of deaths due to the virus and the dramatic increase of cases, Wales was placed in national lockdown. The staff of the Leadership Academy moved its business to home working during this time.

Once schools had closed, this had an impact on the work of the Leadership Academy and led to various events and workstreams being paused. All face to face events and activities were cancelled which included training for endorsement panels as well as professional learning opportunities like seminars. Call Five of the endorsement process for Teacher Leadership was paused along with the Innovation Pathway funding application process. The school enquiry activities funded by the Leadership Academy were paused along with a school-based research project which is informing the Leadership of Professional Learning Guidance.

International partnerships

Tri Nations leadership consortium

This year has seen a further development in the relationship with the Tri Nations Leadership Consortium with our colleagues from Education Scotland and the Centre for School Leadership in Ireland.

The quality assurance process for Endorsement has been strengthened through a peer review model. Representatives from both Scotland and Ireland attended Stage two of the panel process as observers and gave feedback on the administration of the two-stage process as well as the face to face interview panel. They also attended an endorsed provision event and spoke to participants and facilitators. This feedback informed our evaluation process and informed changes to the process for the next round of Endorsement.

In November 2019, the Middle Leaders' Symposium was held in Maynooth, Ireland with Emeritus Professor, University of Glasgow Christine Forde leading discussions on the similarities and differences of the middle leaders' structure in the three countries. This was a further opportunity for joint working with the Tri Nations Leadership Consortium and was attended by three Associates from the Leadership Academy along with the Assistant Director for Leadership Development and Quality Assurance. The delegation from Wales and Scotland were also given a presentation by Tomás Ó Ruairc from An Chomhairle Mhúinteoireachta – The Teaching Council who affirmed the importance of middle leaders and their role in promoting collaborative practice.

Atlantic Rim Collaboratory (ARC)

The Leadership Academy was pleased to present as well as showcase the role of the Associates at the 2019 ARC Education Project Summit in Cardiff, Wales. The summit included international delegates from eight education systems (Finland, Iceland, Ireland, Nova Scotia, Saskatchewan, Scotland, Uruguay, and Wales) as well as the Organisation for Economic Cooperation and Development (OECD), the International Confederation of Principals (ICP), and Education International (EI).

International evidence gathering for commission work

‘What is the role of educational leadership in realising the vision of a Wales of vibrant culture and thriving Welsh language?’

As part of cohort 2's commission, the Associates carried out evidence collection in two countries which were identified as having strong policies in place for delivering a bilingual curriculum; the Basque Country which was hosted by Jasone Aldekoa from the educational innovation centre under the Department of Education of the Basque and secondly Ottawa, Canada which was hosted by Professor Richard Barewell, full professor and Dean of Faculty of Education at University of Ottawa. The Associates were split into two groups with six Associates visiting each country. During the visit the delegation of Associates were exposed to policy makers and practitioners as well as visits to universities, schools and local cultural events. The evidence collected through interviews, focus groups and observations will inform the outcomes of the commission question above and will be published in 2021.



Commission work

After launching the first Leadership Academy commission report, ‘Our Call to Action’, in March 2018, the first cohort of Associates have been monitoring (and seeking to influence) change in key areas of policy and practice. The report made four recommendations in answering the question: ‘How can leaders enable high quality professional learning opportunities that improve well-being and achieve better outcomes for all?’

A final review of progress against each recommendation, which will also help to set the direction for future Leadership Academy work in these areas, is now being prepared. *Passing the Baton* will be published later in 2020.

The second cohort of Associates have started work on an ambitious enquiry focussing on important policy and practice issues in the area of Welsh in education. The question the Associates have set on for this second Leadership Academy commission is: *‘What is the role of educational leadership in realising the vision of a Wales of vibrant culture and thriving Welsh language?’*

Associates have conducted a comprehensive literature review and are undertaking a series of interviews and focus groups with leaders, policymakers and a range of other culture and language stakeholders across Wales. Visits to the Basque Country and Ottawa, Canada, in January 2020, helped the Associates place their emerging evidence base in Wales into -a vital international comparative context. The Associates will report their findings later in 2020.



Enquire, innovate, explore!

In December 2019, the Leadership Academy launched an exciting initiative to support the leadership of enquiry in Welsh schools. *Enquire, innovate, explore!* will support school leaders to:

- Establish a whole-school culture of enquiry, innovation and exploration; and
- Develop research and enquiry-led approaches to addressing school development needs

Grants were awarded to thirteen school leaders. Partnerships between all grant-holders and university advisers were established in February 2020 and projects got underway in March 2020.

Funded projects cover a wide range of areas of enquiry and reflect a growing interest among leaders in how a culture of enquiry can drive school improvement and learner outcomes. Examples of the innovative projects funded through *Enquire, innovate, explore!* include: ‘Improving oracy through pupil-centred self-evaluation, driven by middle leadership’, which is being led by Steve Jones, Assistant Headteacher at St Joseph’s Catholic School and Sixth Form Centre in Port Talbot; and ‘Developing a meta-language to describe learning, to support forward planning and independent learning’, which is being led by Anne Lloyd, Headteacher at Parkland Primary School in Swansea.

The projects will shape new Leadership Academy guidance on Leading Enquiry, due for publication in 2021, which is intended to give school leaders tools to develop as learning organisations and ways of taking forward their professional development in the context of the professional standards for teaching and leadership. *Enquire, innovate, explore!* will also contribute to the National Strategy for Research and Enquiry by complementing other national enquiry initiatives, including the Welsh Government’s National Professional Enquiry Project.

Leading professional learning guidance

In Autumn 2019, Welsh Government asked the Leadership Academy to develop new national guidance on Leading Professional Learning. The guidance will be informed by a new analysis of the international policy and academic literatures on professional learning which the Leadership Academy commissioned in January 2020. The review will set the framework for the guidance by identifying the ‘hallmarks’ of well-led professional learning. Interviews with key stakeholders and a series of case studies in a range of school settings got underway in March 2020. These will create a deeper understanding of current approaches to leading professional learning in Wales and generate rich and engaging examples of good practice to support leaders in their own approaches to professional learning. An editorial group, made up of Leadership Academy Associates and representatives of other middle tier organisations, has been formed and publication of the guidance is planned for late 2020.

Financial statements

Profit and Loss Account for the Year Ended 31 March 2020		
	2020 £	2019 £
Turnover	1,400,000	390,700
Cost of sales	(514,527)	(20,268)
Gross Surplus	885,473	370,432
Administrative expenses	(587,950)	(104,348)
Operating surplus	297,523	266,083

The above results were derived from continuing operations. The company has no recognised gains or losses for the year other than the results above.

Balance Sheet as at 31 March 2020		
	2020 £	2019 £
Fixed Assets		
Tangible Assets	16,645	24,927
Current Assets		
Debtors	493,908	236,219
Cash in Bank and in Hand	80,872	7,594
	574,780	243,813
Creditors: Amounts falling due within one year	(27,819)	(2,657)
Net current assets	546,961	241,156
Net assets	563,606	266,083
Capital and reserves		
Profit and loss account	563,606	266,083
Total Equity	563,606	266,083

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

Approved and authorised by the Board on 28th September 2020 and signed on its behalf by:

Dr S Davies

Dr S Davies (Director)

The year ahead



ASSOCIATES

COHORT 1 Acting as system leaders beyond their own setting
COHORT 2 Commission launched
COHORT 3 Induction




ENDORSEMENT

A move to open calls for endorsement to encourage a wider portfolio of endorsed provision to meet the demands of Curriculum for Wales




WELL-BEING

Well-being support & opportunities available for all leaders



National well-being survey issued to all school leaders to create an all Wales approach to well-being for educational leaders



INNOVATION

Provision funded through the innovative pathway put forward for endorsement



Innovation projects for leadership of curriculum design funded through the innovation pathway



COMMUNICATION



Increased engagement with other sectors



Website launched



Digital development of identified workstreams



Insight series launched



Increased visibility and presence in the sector

“
A fantastic
opportunity to share
thinking and ideas with
leading educational
thinkers as well as
leaders from our
system.”



