

National Academy for Educational Leadership Associate Federation Terms of Reference

Context

The National Academy for Educational Leadership (Leadership Academy), is committed to ensuring that Wales is a great place to be an educational leader and that through high quality leadership across the educational system we deliver our bold ambition for learners.

To help us meet this bold ambition, we recruit effective and credible leaders from across Wales to join the National Academy for Educational Leadership on an annual basis. During the first two years, the Associates follow a structured learning experience and contribute to a community of enquiry through taking on a commission in an important area of work directly related to improving educational leadership.

At the end of the two years, the Associates are offered the opportunity to join the Associate Federation to continue their affiliation with the Leadership Academy.

Rationale & Purpose

Expertise and Experience: Associates are senior educational leaders who possess a wealth of knowledge, expertise and experience in leading educational institutions. By forming a federation, these leaders can pool their collective wisdom and insights to address common challenges, share effective practices and drive improvements in educational leadership across Wales.

Voice of Leadership: The Associates Federation can serve as a unified and influential voice for educational leadership in Wales. Their collective voice can advocate for policies, practices and resources that promote effective leadership and support the overall improvement of the education system. By consolidating their influence, the Associate Federation can better represent the needs and perspectives of educational leaders in decision-making processes at local, regional and national levels.

Collaboration and Networking: Collaboration is a key driver of professional growth and development. By establishing an Associate Federation, senior educational leaders can create a platform for collaboration, networking, and learning from one another. In collaboration with the Leadership Academy, the Associates will attend regular meetings, conferences and workshops and take part in professional development opportunities to foster collaboration, build relationships and

exchange innovative ideas and strategies. They will be outward facing and work with and through a range of networks to ensure that the educational sector feels connected to the Leadership Academy. This collaborative approach will contribute to the continuous improvement of leadership practices in the education sector.

Quality Improvement: The primary aim of the Associate Federation is to enhance the quality of educational leaders in Wales. This aim will be met by specific objectives for sharing expertise, mentorship, and professional development opportunities, and therefore Associates can support the ongoing development of aspiring and existing leaders. This commitment to continuous improvement will help raise the overall quality of leadership in the school sector, youth work sector, post-16 sector and other educational institutions, leading to improved student outcomes and educational experiences.

Knowledge Sharing and Research: The Associate Federation will facilitate the sharing of research findings, evidence-based practices, and relevant educational resources among Associates. By promoting a culture of knowledge sharing, the Federation can contribute to evidence-informed decision-making and promote effective leadership strategies. Collaborative research initiatives and partnerships can also be established to explore emerging educational leadership trends, identify areas for improvement and contribute to the development of a knowledge base specific to the Welsh Education system.

Professional Standards: The Associate Federation can play a crucial role in upholding and promoting professional standards among educational leaders. This commitment to excellence will inspire confidence and trust in educational leadership across Wales.

System Leadership: By fostering collaboration and working towards improving the quality of educational leaders, the Associate Federation can have a broader system leadership impact on the education sector in Wales. By equipping leaders with the necessary skills, knowledge and support, the Federation can contribute to the creation of a robust and high-performing education system, benefiting learners, teachers, and the wider community.

Accountability Structures

The Associate Federation has no executive or operational role but will provide inputs into areas of Welsh Government work in collaboration with the staff of the National Academy for Educational Leadership in accordance with the remit set by the Welsh Government.

Timeline and frequency of meetings

The Associate Federation will meet once a term on-line. They will also plan and run an annual Associate Conference in collaboration with the staff of the Leadership Academy.

Membership and Members' Roles

Membership is through expression of interest to the **National Academy for Educational Leadership** following completion of the two year's formal role as an Associate of the Leadership Academy.

Membership will be for the duration of the Associate's role as an educational senior leader. Membership will be terminated on retirement or resignation from the educational profession. In exceptional circumstances, the Leadership Academy reserves the right to terminate the position of an Associate and this individual will cease to be a member of the Associate Federation. All members must adhere to the [Associate Federation Members' Code of Conduct](#).

The Chair will be drawn from the Federation and appointed biennially unless circumstances require a new Chair to be appointed mid term. Federation members can nominate themselves for the role of Chair and a formal voting process will be conducted. The Chair will serve one term (2 years). In exceptional circumstances the Chair may serve a second term with authorisation from the Chief Executive. The Chair will be expected to meet with the Chief Executive at least twice a term. The Chair will receive £3,000 remuneration annually.

The Chair will report directly to the Chief Executive and is required to convene meetings at a minimum frequency of every six weeks.

The secretariat will be drawn from the Federation and will provide short reports to the Leadership Academy after each meeting. The secretariat will receive £1,000 remuneration annually.

All members are expected to:

- Have a key role in helping to enable a close working relationship between the Leadership Academy and the education system, ensuring an effective interface between policy and practice.
- Support specific areas of development by playing a role on working groups and panels.
- Have an active role in supporting the quality assurance area of work for the Leadership Academy not just through endorsement but also supporting and



bringing forward innovative approaches to leadership development in Wales.

- Represent the ‘voice of practice’ within and beyond the Leadership Academy
- Play a key role in supporting the design, development and commissioning of leadership development provision
- Engage in research that will support the concept of schools as learning organisations
- Work on key strategic areas of system-wide improvement
- Ensure that the work of the Associates is in line with the new National Approach of Professional Learning
- Have an outward facing role, working with and through a range of networks to ensure that the whole educational sector feels connected to the Academy and understands its values and principles
- Play a key role in building ‘system leadership’ capability and capacity across Wales and in helping others to develop the capability to support other leaders
- Produce content for the Leadership Academy website and support the development through blogs, case studies of your own experiences

If members are unable to attend they may not delegate attendance to other colleagues.

The forum is NOT for promoting individual or organisational policy or interests