



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

# Annual Report

April 2021-March 2022

Inspiring Leaders - Enriching Lives



**ADDYSG CYMRU**  
**EDUCATION WALES**  
cenhadaeth ein cenedl | our national mission



Ariennir gan  
**Lywodraeth Cymru**  
Funded by  
**Welsh Government**

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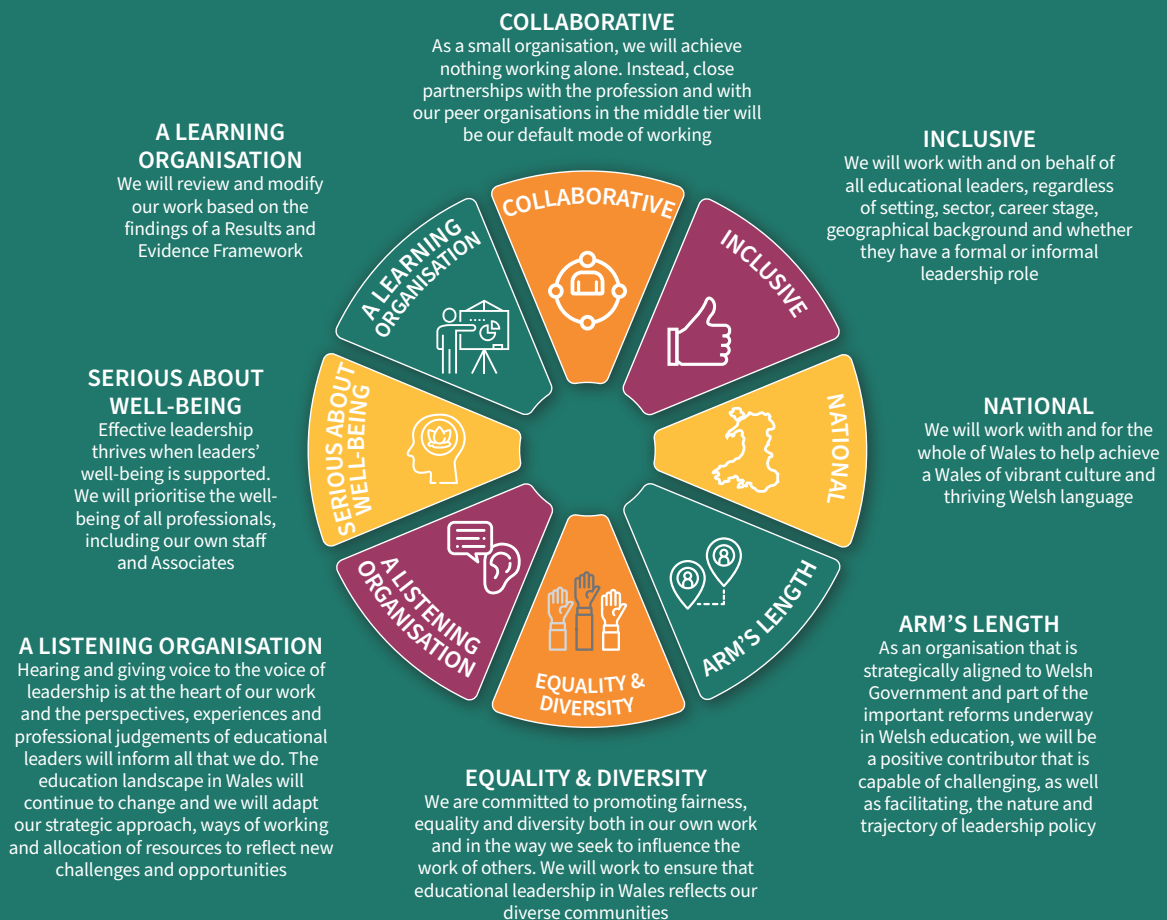
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# About Us

The National Academy for Educational Leadership's 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 National Academy for Educational Leadership 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.







# Statement from the Chief Executive



**I'm pleased to share my views on the work of the National Academy for Educational Leadership as part of the Annual Report.**

Looking back over the last year... a year which was affected once again by the continued global pandemic, a year which included national, local and school level lockdowns and in some cases whole classes being asked to stay at home. It was a year which saw Covid cases increase in schools and educational organisations affecting staff and learners which resulted in another year of disrupted learning.

The National Academy for Educational Leadership ceased to rent offices in August 2021, adapted completely to working remotely from home and delivered its core business entirely online.

During the past year, the five full-time staff members of the National Academy for Educational Leadership remained stable. We were supported by two full-time secondees, an adviser for Innovation and Well-being across all sectors and a second secondee who advised on Leadership Development and Quality Assurance specifically in the Youth Work Sector. Both the secondees have added much needed capacity to the organisation and the growth in these areas is to be commended.

We evaluated our Corporate Plan at the end of July 2021 and added three new workstreams to each of the Corporate areas.

## **Leadership Development & Quality Assurance**

Quality Assurance  
Innovation  
System Leadership  
**Leadership Development**

## **Insight and Thought Leadership**

Resources  
Insight  
Well-being  
**Strategic Workforce Development**

## **Corporate**

Effective Governance  
Executive Function  
Communications  
**Stakeholders and Partnerships**

During the year we continued to endorse leadership provision, conducting all the evidence collection on-line. We continued to develop the innovation workstream with two online Innovation series, one with Larry Shulman and a second with Apple Education. Both series were supported by innovation pathway funding being offered to those leaders who attended in order to develop leadership provision.

We held our second online Well-being conference with a focus on compassionate Leadership re-enforcing our vision and value that we are serious about prioritising the well-being of leaders.

We recruited our fourth cohort of Associates to the National Academy for Educational Leadership and provided online induction experiences to them which included webinars and access to inspirational speakers. The latest group of Associates represent Primary, Secondary, Special Schools, Youth Work Sector, Welsh medium and represent the geographical landscape of Wales.

Our Leadership Unlocked series has continued to grow from strength to strength with high-quality, national and international speakers engaging with leaders from across Wales and across all educational sectors.

We successfully launched our Leading Professional Learning resource at the end of March 2022, which provides eight hallmarks for well-led professional learning. This resource is available via our website and free to all educational organisations to use in order to support their professional learning journey.

Following the successful survey of the well-being of school leaders in the summer of 2020, we conducted a similar survey with the Youth Work Sector in October 2021. The findings of both surveys have been used to influence our work on well-being. We continue to discuss the well-being of leaders in our working group which includes partners from the middle tier (Estyn, EWC, Regional Consortia and Local Authority representatives) as Welsh Government officials, Educational Academics, Associates of the National Academy for Educational Leadership and Health consultants as well as the Union group. This work is also supported by a group of consultants who are all practicing educational leaders. Their views and expressions informed a paper called 'Heads Up' which identifies three areas that need addressing if the well-being of our educational leaders is to be prioritised and systematically supported, creating a sustainable and resilient leadership workforce as set out in our vision and values these include (i) Policy (ii) Provision (iii) Principles.

I would like to thank our out-going board members for their support, guidance and scrutiny of the work of the National Academy for Educational Leadership which has enabled us to set a firm foundation for what is to come.

**Tegwen Ellis, Chief Executive**

## Statement from the Chair of the Board



I am delighted to present this statement as I reflect on the fourth year of work of the National Academy for Educational Leadership, and

against a continuing backdrop of change and challenge.

The organisation – led by its Chief Executive, Tegwen Ellis – has been steadfast in its task to support leaders and leadership development across the education sector.

Significant activity has been undertaken around the well-being of leaders, the endorsement of provision, professional engagement with others within the middle tier and ongoing dialogue with leaders in the system. Alongside the challenge of the transforming system, the organisation has launched its new website and held two successful online conferences. The hard work of the staff team has generated an extended reach across Wales and beyond, and the visibility of the National Academy for Educational Leadership is carefully monitored. The online newsletter has an ever-increasing number of subscribers.

Leadership Development has become well established in the virtual environment with initiatives such as the Leadership Unlocked series and Head-To-Head – reaching out to leaders in schools and Youth Work settings. Tri-nations events created in partnership with Scotland and Ireland extend the impact of collaborative work beyond Wales.

The team should be very proud of all their achievements – particularly the Investors in People Gold Award and the Cyber Essentials Plus certification.

I am grateful for the support of my fellow Board members whose knowledge and skills drawn from their own experiences are a vital part of strategic activity for the organisation. Many of the members also serve at a strategic level on boards and/or governing bodies of other organisations, adding additional insight and expertise. The Board itself carefully monitors the operational work of the National Academy for Educational Leadership, and scrutiny is undertaken through the two sub-committees of Finance and Human Resources, Audit and Risk Assurance. It is the task of those sub-committees to carry out ‘deep dive’ analysis where alignment between operational activity and strategic focus is scrutinised.

I am particularly grateful to the out-going Board members whose knowledge, advice and guidance have been invaluable to the Board’s work during its first four years. I am extremely proud to have been asked to continue in my role of Chair of the National Academy for Educational Leadership.

Finally, I would like to extend my thanks (and great pride) to the small staff team of who demonstrate unwavering passion, commitment, extensive knowledge and always professionalism in ensuring that the National Academy for Educational Leadership continues its purpose:

**Inspiring Leaders – Enriching Lives.**

**Dr Sue Davies, Chair**

# A Year in Review



## QUALITY ASSURANCE

A total of 16 provisions endorsed from 10 providers

Over 3,420 participants undertaking endorsed provision

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



## INSIGHT

Two papers published focusing on leading professional learning, and middle leadership



## INNOVATION

18 projects funded through the Innovation Pathway

Series 2 & 3 of innovation sessions delivered with Larry Shulman and Apple Education to over 600 attendees across Wales

Provision funded in 2020-2021 through the Innovation Pathway put forward for endorsement in 2021-2022



## WELL-BEING

Second online conference held focusing on Compassionate Leadership with over 240 attendees

All-Wales Strategy for the Well-being of Educational Leaders published

Well-being Survey Report Youth Work Sector 2021 published

Achieved Investors in People Well-being Gold award



## SYSTEM LEADERSHIP

### Cohort 1

Acting as system leaders beyond their own setting

### Cohort 2

Publication of Commission Report

### Cohort 3

Undertaking learning experiences

### Cohort 4

Inducted & undertaking learning experiences



## COMMUNICATIONS & MARKETING

New website launched

Increased engagement, visibility and presence in the sector

Delivered online events & activities to over 3,000 leaders across Wales

Over 3,800 video views & podcast plays of the National Academy for Educational Leadership content

Achieved Cyber Essentials Plus certification



## LEADERSHIP DEVELOPMENT

Series 4, 5 & 6 of Leadership Unlocked webinars presented to leaders from across Wales with 8 speakers and over 600 attendees

First Middle Leadership Conference held with over 130 attendees



## PARTNERSHIPS

Bringing leaders together from across Wales & expanding beyond the school sector

Two Tri-Nations International Blether events co-curated with colleagues from Education Scotland and the Centre for School Leadership Ireland

Collaborated on events with the International Professional Development Association Cymru

Increased engagement with other sectors



## RESOURCES

Leading Professional Learning Resource published

## Quality Assurance

Part of our core remit from Welsh Government is to provide coherence and quality assurance for the range of leadership provision that is available in Wales.

We do this through our 'peer' led endorsement and monitoring process. A wide range of provision is now endorsed and gaps and areas of under service have been identified. An endorsed provider forum has been established and the first publication of an endorsed provision prospectus was launched at an online event in March 2022.

During 2021-22 we received four applications for endorsement:

- Achieve More Training - Middle Leadership provision
- Insight HRC Ltd - Aspiring School Leader Development provision
- Regional Consortia & Results Driven Group - National Coaching & Mentoring provision
- Arts Council of Wales - Creative Leadership provision

Three were re-submissions and one was submitted following support from our Innovation Pathway fund demonstrating that the endorsement process is rigorous and robust but also very much developmental. All other provision was monitored and maintained endorsed status.

**It was important to us to receive endorsement so that future participants can see that our provision has been through a rigorous quality assurance process and, as a result, is of a high standard.**

## Innovation

Innovative thinking and action are critical for a self-improving system, and we support leaders to innovate and support innovation amongst others through:

- An Innovation Pathway fund where new leadership provision is being developed, tested and then endorsed.
- Annual Innovation workshops to stimulate innovative thinking and action among educational leaders.

During 2021-22 we supported the development of new leadership provision through our innovation Pathway fund, including:

- Adult Learning Wales - Leading Learning Mentoring Programme
- Gwynedd County Council - Incentive Pack to support leaders CPD
- Perform and Grow - Systems Leadership Skills & Practice Programme
- Central South Consortia - System Leadership
- Birchgrove Primary School - Whole school approach to curriculum development
- Iungo - Strategic Intrapreneurship

During the 2021 Summer term, the National Academy for Educational Leadership held its second innovation series. The series was co-constructed with the Associates and Larry Shulman, Innovation, Leadership and Change Consultant. The series, facilitated by Larry Shulman, focussed on the 'Innovative Leader' and was attended by over 70 educational leaders from across Wales. The series was used as a platform for professional dialogue with colleagues, to give space for reflection and for schools and organisations to apply for funding towards 'Innovative Thinking in Action'. Ten organisations, including schools and universities received this funding and used it to demonstrate how they as educational leaders are working towards fostering and maintaining a true innovative culture. Some examples of the 'Innovative Thinking in Action' pieces of work included Community Focussed projects, Curriculum for Wales initiatives and Improving Andragogy – Understanding and Practice.

In March 2022 the National Academy for Educational Leadership also worked with Welsh Government and Apple Education to design and deliver a third series of innovation workshops, 'Leading Digital Innovation'.





The innovation pathway fund from the National Academy for Educational Leadership provided us with the time and space to be creative, think differently and to try a new approach. We now have an emerging culture that supports innovation and embraces the learning from what has worked and what has not worked

## System Leadership

We know effective system leadership drives self-improvement with professionals collaborating and leading beyond their own organisation, between tiers and across sectors. We now have multiple cohorts of Associates progressing through a mature system leadership model and they are having measurable impacts on the education system beyond their own organisations including through Facilitation; Advocacy; Activism; Gatekeeping; Change agency; Mobilisation; Improvement. As noted in Professor Alma Harris' Insight Paper System Leaders and System Leadership: Reviewing the Evidence.

They continue to act as the voice of the profession, inform our work and provide representation at local, regional and national networks and Welsh Government working groups.

During 2021-22 we recruited our fourth cohort of Associates, with leaders from diverse settings including Primary, Secondary, Welsh Medium, Special Schools and Youth Work sector. They have been involved in working groups and national conversations on a number of strategic priorities, including Well-being; Attendance; PISA; School Year; Professional Learning Entitlement; Teacher Recruitment and Retention; Teaching Assistants; Welsh in Education; Curriculum for Wales.

The Associate's collaborative enquiry remains a focus of their activity informing and influencing both policy & practice. Cohort 3 and Cohort 4 have started their commission journey with Cohort 3 considering the leadership implications for Additional Learning Needs (ALN) and Cohort 4 will be exploring Community Focused Schools. These will be a key activity for the year ahead.

# Our Associates

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## COHORT 1

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### 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, Cardiff CF5 5QZ

## COHORT 2

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### 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

### Sarah Coombes

Llanishen Fach Primary, Cardiff CF14 6SS

## COHORT 3

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### Catrin Thomas

Ysgol Bro Preseli, Crymych SA41 QH

### Simon Roberts

Maesybryn Primary School and Special Needs Unit,  
Pontypridd CF38 2NS

### Alison Ellis

Maesyrhandir 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

### Dr Joe Cudd

Ysgol Pen Rhos & Ysgol Pentip, Llanelli  
SA15 2NG & SA15 3BL

### Olwen Corben

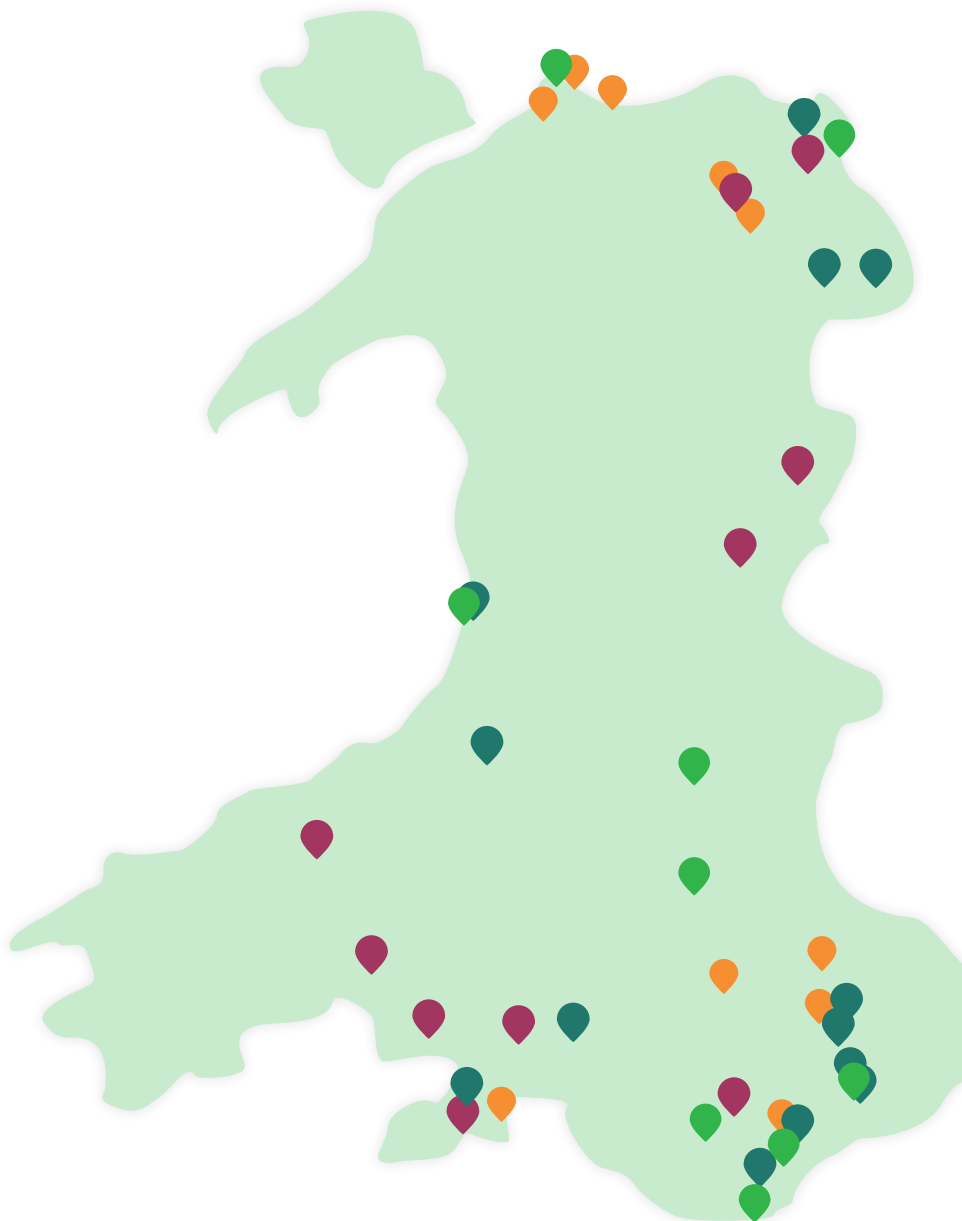
Ysgol Glanrafon, Mold CH7 1PS

### Marc Jones

Ysgol Pen Barras, Ruthin LL15 1QQ

### Dr Llinos Jones

Ysgol Gyfun Gymraeg Bro Myrddin, Carmarthen SA32 8DN



## COHORT 4

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### **Gayle Shenton**

Ysgol Gynradd Gymraeg Castell-nedd, Neath SA11 3AL

### **Jonathan Keohane**

Roath Park Primary School, Cardiff CF24 4BB

### **Jayne Woolcock**

Penllergaer Primary School, Swansea SA4 9DB

### **Rhian Milton**

Cadoxton Primary School, Barry CF63 2JS

### **Rebecca Turner**

Ysgol Acrefair, Wrexham LL14 3SH

### **Noel Fitzgerald**

Ysgol Pen Coch, Flint CH6 5DL

### **Mair Hughes**

Ysgol Penglais School, Aberystwyth SY23 3AW

### **Louise Williams**

St Mary's CIW VA School, Wrexham LL13 0ES

### **Heini Thomas**

Ysgol Y Dderi, Llangibby SA48 8LY

### **Gavin Gibbs**

Torfaen Youth Service, Torfaen NP44 1AN

### **Andrew Brasington**

George Street Primary School, Pontypool NP4 6BX

### **Joanne Cueto**

Maindee Primary School, Newport NP19 0AP

### **Claire Williams**

Glan Usk Primary School, Newport NP19 7HF

## Leadership Development

During 2021-22 educational leaders in Wales have engaged with a range of opportunities that contribute to developing their professional capabilities and they feel empowered, inspired, and motivated, including through the following events and activities - Leadership Unlocked webinars with speakers such as Professor Alma Harris, Professor David Hopkins and Hamish Brewer, In Conversation events and conferences on well-being and middle leadership.

”  
**It was great to  
look outside the  
education sector... I  
loved being out of  
the box**

### COVID-19

Schools continued to be disrupted by the global pandemic and faced further sporadic closures throughout the year. The work of the National Academy for Educational Leadership was not directly affected by the disruption as all the organisation's activity was being delivered online and staff were able to work from home.

## Partnerships

The National Academy for Educational Leadership remains committed to working in partnership with colleagues across the middle tier and beyond.

### Tri-Nations Leadership Consortium

Our partnership with Education Scotland and the Centre for School Leadership Ireland continues.

At strategic level the corporate direction of the organisation is scrutinised and challenged by the Directors and Assistant Directors of the Tri-Nations through peer review systems. Both Scotland and Ireland pay a role in quality assurance of the endorsement process for provision and offer evaluative information on the strengths and areas of development of the process. This information will inform changes in our Quality Assurance process next year.

We continue to collaborate on the International Blether (Scottish Gaelic) / Comhrá (Irish) / Sgwrs (Welsh) In Conversation events. In April 2021 the Blether focused on how school leaders have had to adapt their style and approach to leadership, from leading in a crisis during the pandemic, to developing sustainable leadership for the future. The second Blether, delivered in November 2021, featured six middle leaders from across Ireland, Scotland and Wales sharing their thoughts, experiences and challenges of their roles. The Blethers provide an opportunity for leaders from the three nations to listen to their experiences and to ask follow-up questions.

In the year ahead the International Blether will focus on professional learning, research, enquiry and expertise.

### IPDA Cymru

In October 2021 we delivered our first collaborative events with IPDA Cymru exploring the Professional Standards for Teaching and Leadership. The events featured leaders and teachers from a diverse range of schools reflecting and sharing their experiences of using the leadership standards.

### International Partnerships

International partnerships have continued to develop on-line this year with Professor Michael Fullan delivering his Leadership Unlocked webinar from Ontario, Dr John De Noble giving his keynote at the Leading from the Middle conference from Australia and Dr Lyn Sharratt conducting an Associate webinar from Ontario.





## Resources

### Leading Professional Learning

Our Leading Professional Learning resource was launched online in March 2022. Featuring eight 'hallmarks' of well-led professional learning, drawn from an extensive review of the international academic and policy literatures, the resource invites educational leaders in Wales to be inspired in their strategic approach to leading professional learning through short films and animations, extensive case studies and links to further reading.

### Insight

We continued to publish new research and analysis through our Insight Series. Professor Christine Forde and Kathleen Kerrigan, of the University of Glasgow's school of education, explored the development of 'middle leadership' in schools in Wales and Professor Ken Jones' paper on Leading Professional Learning was published as a companion to our Leading Professional Learning resource.

### Commission Work

In July 2021 the Associates from Cohort 2 published their commission - What is the role of educational leadership in realising the vision of a Wales of vibrant culture and thriving Welsh language?

The Associates produced an e-document outlining their findings and recommendations. The Associates also held an official online launch event with guest speakers Kevin Palmer (Welsh Government), Bethan Webb (Welsh Government) and Richard Barwell (University of Ottawa).

The Associates from Cohorts 3 and 4 will be undertaking their own commission work in 2022-2023.

## Well-being

During 2021-2022 the National Academy for Educational Leadership have continued working towards a sector that prioritises and systematically supports the well-being of all educational leaders across Wales. The All-Wales Well-being Strategy group, consisting of representatives from Welsh Government, Estyn, Education Workforce Council, Diocesan, Regional Consortia and Local Authorities finalised the 'Heads Up' paper. The paper, also informed by practitioners via a consultative group of leaders, has been shared with Welsh Government and outlines a set of well-being proposals under the pillars - policy, practice and principles.

We continued to offer headteachers the opportunity to attend Head-to-Head - our confidential, online platform where heads come together in small groups to support their well-being – and expanded the offer to acting headteachers and senior leaders from the youth work sector.

In January 2022, the National Academy for Educational Leadership held its second well-being conference exploring Compassionate Leadership with guest speakers including Professor Michael West CBE, Dr Ali Davies, Maggie Farrar and Professor Andy McCann. The event also included 'Voices from the Field', a session where headteachers and senior leaders from the youth work sector shared their experiences of leading compassionately in their own settings. Over 240 educational leaders from across Wales attended the conference.

# Financial Statements

## Profit and Loss Account for the Year Ended 31 March 2022

|                         | 2022<br>£ | 2021<br>£ |
|-------------------------|-----------|-----------|
| Turnover                | 1,348,912 | 900,000   |
| Cost of sales           | (751,967) | (733,255) |
| Gross Surplus           | 596,945   | 166,745   |
| Administrative expenses | (612,058) | (551,176) |
| Operating deficit       | (15,113)  | (384,431) |

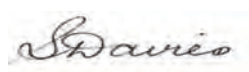
The above results were derived from continuing operations. The company has no recognised gains or losses for the year other than the results above.

## Balance Sheet as at 31 March 2022

|   | 2022<br>£      | 2021<br>£      |
|---|----------------|----------------|
| <b>Fixed Assets</b>                                   |                |                |
| Tangible Assets                                       | 2,268          | 11,867         |
| <b>Current Assets</b>                                 |                |                |
| Debtors   | 173,375        | 177,615        |
| Cash in Bank and in Hand                              | 3,095          | 4,832          |
|   | <b>176,470</b> | <b>182,447</b> |
| <b>Creditors:</b> Amounts falling due within one year | (14,676)       | (15,139)       |
| <b>Net current assets</b>                             | 161,794        | 167,308        |
| <b>Net assets</b>                                     | 164,062        | 179,175        |
| <b>Capital and reserves</b>                           |                |                |
| Profit and loss account                               | 164,062        | 179,175        |
| <b>Total Equity</b>                                   | 164,062        | 179,175        |

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 30th September 2022 and signed on its behalf by:



Dr S Davies (Director)

# The Year Ahead



## QUALITY ASSURANCE

Our call for endorsement in the year ahead will identify what provision is available to support leaders in the following strategic priorities: Additional Learning Needs; Curriculum for Wales; Equality and Diversity; Anti-racism; Welsh in Education; Compassionate Leadership; Post Compulsory Education and Training; Governors



## INNOVATION

- Continue to support the development of new leadership provision and support providers to submit their innovative provision for endorsement.
- Collaborating with Professor Andy Penaluna to design and deliver a fourth series of innovation workshops to stimulate innovative thinking and action.



## SYSTEM LEADERSHIP

- **COHORTS 1 & 2:** Associates working within and beyond their own organisations acting as System Leaders
- **COHORTS 3 & 4:** Working on their commissions – focussing on Additional Learning Needs & Community Focussed Schools
- **COHORT 5:** Induction & undertaking learning experiences



## LEADERSHIP DEVELOPMENT

Curriculum Unlocked webinars with speakers Professor Graham Donaldson, Professor Ken Muir and Professor Mark Priestley and delivered to leaders across Wales.



## RESOURCES

Increase engagement with the Leading Professional Learning resource through curated events and content such as podcasts.



## INSIGHT

Two new Insight Series papers published



## COMMUNICATIONS & MARKETING

- Increased engagement and digital presence
- Increased visibility and presence in the sector
- Hybrid communications and events delivered to leaders across Wales
- New engaging communications methods and content released highlighting the National Academy for Educational Leadership's work



## STAKEHOLDER ENGAGEMENT & PARTNERSHIPS

- Engaging with stakeholders at national events such as Eisteddfod yr Urdd and the National Education Show
- Participating in and delivering sessions at national conferences such as the BELMAS Annual Conference 2022
- Formal partnership agreements co-constructed with the cross-regional consortia and future agreements planned with the Educational Workforce Council, Qualifications Wales and Education Support
- Co-curating and collaborating on events with the Tri-Nations Consortium (Education Scotland and the Centre for School Leadership Ireland) and the International Professional Development Association Cymru



## WELL-BEING

- Audit of well-being provision available to leaders in Wales undertaken



## STRATEGIC WORKFORCE DEVELOPMENT

- Review of leadership development offer PCET completed
- Research project commissioned to understand recruitment and retention trends in educational leadership











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