



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



# Annual Report

April 2022-March 2023

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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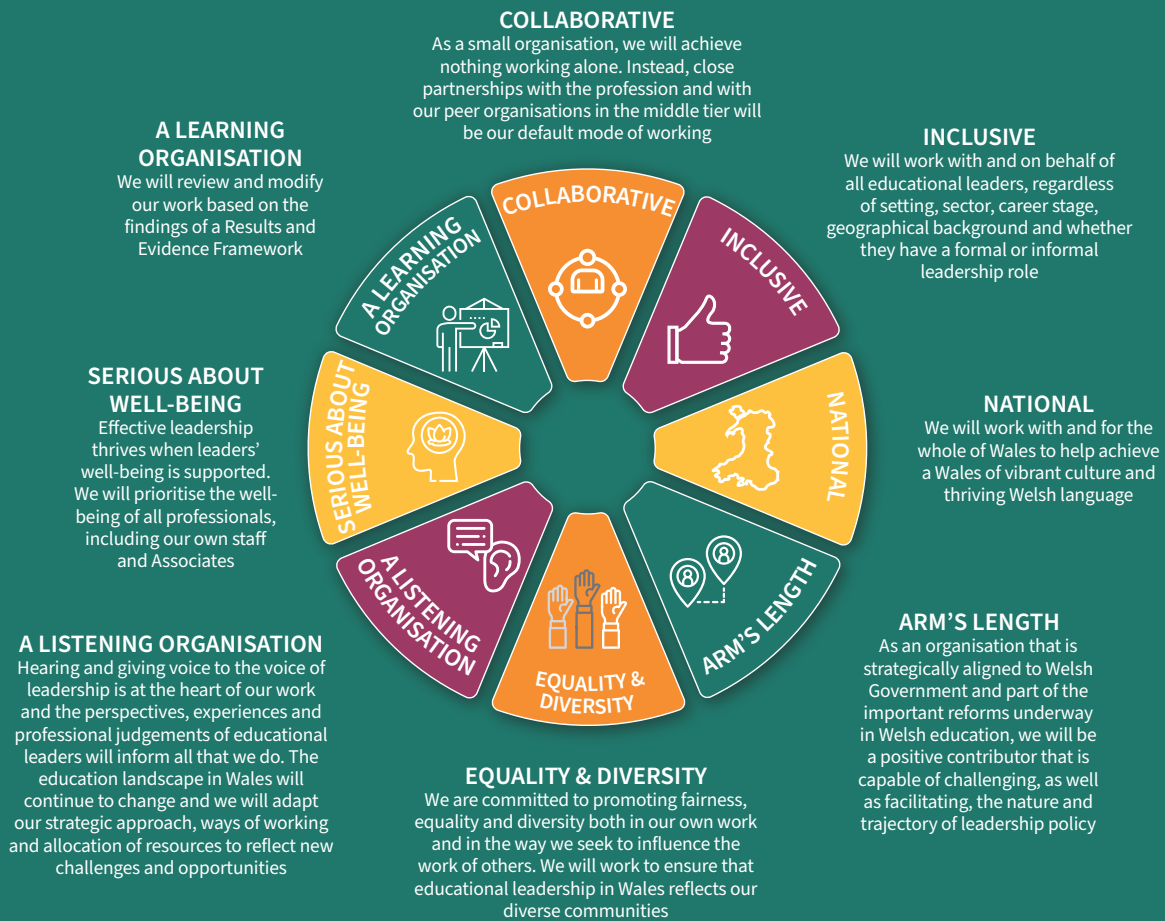
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# About Us

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.



## EDRYCH YMLAEN | LOOKING FORWARD

### Hunanofal

- Rhaid i hunanofal fod yn brif flaenoriaeth ac yn brif bryder i bob arweinydd.
- Rhaid i arweinwyr roi eu hiechyd a'u lles eu hunain yn gyntaf, fel y gallant helpu eraill.
- Rhaid i hunanofal fod yn flaenoriaeth i'r rhai sy'n arwain ysgolion neu unrhyw sefydliad.

### Self Care

- Self-care must be the main priority and prime concern for all leaders.
- Leaders must put their own health and wellbeing first, so that they will be able to help others.
- Self care must be a priority for those leading schools or any organisation.

\*Mwydith Arweinydd - Cynorthwyl Arweinydd  
Inspiring Leaders - Enriching Lives

www.agaa.cymru

## Statement from the Chief Executive

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**It is with great pride that I share my views with you on the work of the National Academy for Educational Leadership Wales as part of the Annual Report 2022-2023.**

Over the past year, we have made great progress in adapting to the changing landscape of education, moving from a complete shift to remote working and delivery of online services in 2021-2022 to a successful implementation of hybrid working. We have recognised the need for flexibility and work-life balance and this arrangement enables us to foster a culture of collaboration and innovation within the organisation as well as with our educational leaders across Wales.

During 2022-2023 we continued to host events online offering tremendous value in creating inclusive and engaging experiences for participants. This approach to event hosting has become increasingly important in our ever-evolving digital landscape, allowing participants to join from anywhere in Wales and indeed the world, eliminating the barriers of travel and accommodation costs. Particular highlights have been our online conferences and in January 2023 we held our third online Well-being conference, which once again emphasises how serious we are about prioritising the well-being of our educational leaders.

We also continued to provide digital platforms for conversations which prioritised the well-being of our leaders in our Head-To Head sessions. These sessions provided private spaces for leaders to come together from across Wales, with breakout rooms dedicated to confidential discussions, where they felt safe to share challenges, successes and concerns with each other.

There are also unique benefits to face-to-face events that cannot be replicated virtually, as in-person interactions foster deeper connections, networking opportunities and spontaneous discussions. In April 2022, we convened our first face-to-face Learning Experience for Associates from Cohort three and Cohort four, as they had only previously met online due to the Global Pandemic, and Cohort five met for the first time in September 2022. The energy and engagement that came from the Associates from being physically present enhanced the learning experience and provided a platform for interpersonal communication, allowing the Associates to exchange ideas, collaborate and build relationships. This newest and largest cohort of Associates represent the geographical landscape of Wales and include a range of educational sectors, from Schools, the Youth Work and Post Compulsory Education & Training (PCET) sectors.

2022-2023 also saw an increase in the staff of the National Academy for Educational Leadership Wales with the appointment of Richard Edwards (Head of Leadership Development), Gareth Key (Business Support Officer), Nia Miles (Head of Insight) and Geraint Roberts (Digital Marketing and Media Executive). This growth in staff over such a short amount of time demonstrates the value the organisation is providing to the system and the need to ensure we continue supporting current and aspiring leaders of the future.

I would like to thank everyone associated with the National Academy for Educational Leadership Wales for continuing to champion excellence in educational leadership and for enriching the lives of our learners.

**Tegwen Ellis, Chief Executive**

## Statement from the Chair of the Board

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Once again, I am proud to offer a statement which reflects on yet another successful year of activity. In its fifth year of operation, the

National Academy for Educational Leadership has continued to further expand its reach across Wales and beyond, maintaining a key focus of supporting leaders across the education system.

The Chief Executive, Tegwen Ellis must be congratulated for her innovative vision and steadfast leadership of the staff team, and it is good to see the team expanding in numbers to respond to a range of needs within the education sector. This year 2022-2023 has seen a further change in the educational landscape in a return to face-to-face activity in most settings. To this end, the National Academy for Educational Leadership has established a hybrid working model - rising to the challenge of maintaining a presence wherever possible. Digital presence and online activities continue to be an ongoing success, and the in-person conferences and events have been a welcome activity to share vision, ideas and future direction.

The increasing cohorts of Associates have been drawn from a diverse range of educational settings, and it is good to welcome those from settings outside the school system such as the Youth Work and Post Compulsory Education and Training (PCET) sectors. The Associates are key to maintaining a direct link with leaders in the system, and alongside the staff team, are the backbone of the organisation.

I am grateful for the continued support of my fellow Board members, who maintain a commitment to ensuring a strategic overview of the ongoing work, and support the current activity of the organisation through the work of the sub-committees. I welcome the three newer Board members (Yusuf Ibrahim, Dr Deborah Nash and Katie Phillips) who have brought fresh knowledge and experiences to the Board over the past year.

Finally, and most importantly, I wish to thank the staff team who continue to demonstrate unwavering passion, dedication and professionalism in undertaking their work. They are clearly committed to ensure that the National Academy for Educational Leadership upholds its purpose of **Inspiring Leaders – Enriching Lives**.

Dr Sue Davies, Chair of the Board

# A Year in Review



## QUALITY ASSURANCE

A total of 23 provisions endorsed from 15 providers  
Over 3,500 participants undertaking endorsed provision  
Moved to open calls for endorsement 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



## RESOURCES

Increased engagement with the Leading Professional Learning resource through curated events and content



## INSIGHT

New insight series publication on educational leaders' well-being



## INNOVATION

12 projects funded through the Innovation Pathway  
Innovation Series 4 delivered by Professor Andy Penaluna and Jessica Leigh-Jones MBE  
Four provisions funded in 2021-2022 through the Innovation Pathway put forward for endorsement in 2022-2023



## WELL-BEING

Third online well-being conference held with over 140 participants across Wales



## 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**  
Inducted & undertaking learning experiences



## 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  
Over 6,000 video views & podcast plays of the National Academy for Educational Leadership's content



## LEADERSHIP DEVELOPMENT

Curriculum Unlocked webinars with Professor Graham Donaldson, Professor Ken Muir and Professor Mark Priestley delivered to leaders across Wales and across all educational sectors.  
Engagement with over 2,000 leaders across Wales through events, webinars and conferences  
Events held in partnership with the Tri Nations Consortium (Education Scotland and the Centre for School Leadership Ireland), Welsh Government, International Professional Development Association Cymru and Colegau Cymru



## STAKEHOLDER ENGAGEMENT

Engagement with stakeholders at national events: Eisteddfod yr Urdd and the National Education Show  
Participation in and delivering sessions at 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

## 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 visible through our website and e-prospectus.

During 2022-2023 we received six applications for endorsement:

- Youth Work Leadership & Management Steering Group – Youth Work Leadership and Management Programme
- Birchgrove Primary School – Developing Middle Leaders in a Primary Setting
- Regional Consortia in Wales – Post-16 Leadership Development Programme
- Regional Consortia in Wales – National Professional Learning offer for Curriculum for Wales
- Amodigo – Coaching & Mentoring for Youth Work Leaders
- Diversity and Anti-racist Professional Learning (DARPL) – Governors & Senior Leaders

All other provision has been monitored through a 'peer' led process and maintained endorsed status.



**We found the endorsement process rigorous and challenging; it supports applicants to thoroughly prepare their applications. It was also fair and supportive at all stages (pre-application and during application). The endorsement criteria are clear and guidance/clarification of the process is available from the National Academy for Educational Leadership Wales if required.**



## 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 innovative leadership provision is being developed, tested and then endorsed.
- Innovation workshops to stimulate innovative thinking and action among educational leaders.

During 2022-2023 we supported the development of innovative leadership provision through our innovation Pathway fund, including:

- Chrysalis Mindset Coaching - PGP (Personal Growth Programme) Preparing to Lead Oneself
- Central South Consortia – Regional Leaders of Governance
- Aspire2be – Leading Digital Transformation
- Re-thinking Education – Science of Implementation (Leading Change)
- Foundation for Community Engagement – Leading Community Engagement
- Coleg Sir Gâr – Aspiring Leaders
- Impact in Learning – Leading Parental Engagement
- Tonyrefail Community School – Insights into Leadership programme
- Maelor School – Pastoral Middle Leadership
- Cadoxton Primary School – Effective Community Focused Schools Leadership

Following the third series of innovation workshops, 'Leading Digital Innovation' 12 organisations received funding and used it to demonstrate how they as educational leaders are developing an innovative culture through digital innovation. Case study examples of 'Leading Digital Innovation' can be found on the website.

The fourth series of innovation workshops, INNOVATION+, was designed for senior educational leaders across Wales and took place in March 2023, with over 30 leaders attending the three part series. These sessions were developed in line with the skills integral to the Four Purposes and were delivered by two experienced innovators, Professor Andy Penaluna and Jessica Leigh Jones MBE (iungo Solutions).



**INNOVATION+ professional L attended in a fact it was a s everyone the**





## 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 Series Paper *System Leaders and System Leadership: Reviewing the Evidence*.

... was one of the best learning sessions I have while. I really enjoyed the small group too. It allowed opportunity to share.



**The Innovation workshops provided strategies that could be employed to help create change and innovation and demonstrated how important leadership behaviours enthuse, encourage and inspire staff. I will be taking the information I have learnt to staff and stakeholders and using the strategies to further integrate innovation as part of our service vision.**



The Associates 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 2022-2023 we recruited our fifth cohort of Associates, with leaders from diverse settings including Primary, Secondary, Welsh Medium, Special Schools, Youth Work and Post Compulsory Education & Training (PCET) sectors.

The Associate's collaborative enquiry remains a focus of their activity informing and influencing both policy and practice. Cohort 3 and Cohort 4 have completed their commission journey considering the leadership implications for Additional Learning Needs (ALN) and Community Focused Schools. Cohort 5 have started their commission work considering the Well-being of Leaders and the leadership enablers of implementing Curriculum for Wales. These will be a key activity for the year ahead.

# Our Associates

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## COHORT 3

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### **Catrin Thomas**

Ysgol Bro Preseli, Crymych SA41 3QH

### **Simon Roberts**

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

### **Alison Ellis**

Maesyrrhandir Primary, Newtown SY16 1LQ

### **Kerina Hanson**

Pennard Primary School, Swansea SA3 2AD

### **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

### **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

## COHORT 5

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### **Dewi Wyn Hughes**

Ysgol Gwynedd, Flint CH6 5NF

### **Geraldine Foley**

Marlborough Primary School, Cardiff CF23 5BU

### **Michelle Kerswell**

Adult Learning Wales, Cardiff CF10 5NB

### **Emil Evans**

Cardiff and Vale College, Cardiff CF10 5FE

### **Margaret Davies**

St Christopher's Special School, Wrexham LL13 7BW

### **Bryony Evett Hackfort**

Coleg Sir Gar and Coleg Ceredigion, Llanelli SA15 4DN

### **Mike Cameron**

Tonyrefail Community School, Porth CF39 8HG

### **Russ Dwyer**

St Thomas Community Primary School, Swansea SA1 8EZ

### **Marco Gil-Cervantes**

ProMo-Cymru, Cardiff CF10 5EP

### **Penny Ellwood**

The Maelor School, Wrexham LL13 0LU

### **Owain Roberts**

Ysgol Cybi, Holyhead LL65 1NS

### **Alison Williams**

Craigfelen Primary School, Clydach SA6 5DP

### **Siân Thomas**

Woodlands School, Cardiff CF5 5AQ

### **Richard Hatwood**

All Saints Primary School, Wrexham LL12 8RW

### **Helen Jones**

Ysgol Maesteg, Maesteg CF34 0LQ

### **Claire Rayner**

Ysgol Min y Ddol, Wrexham LL14 3PA

### **Catrin Coulthard**

Ysgol Gynradd Gymraeg Calon Y Cymoedd, Bridgend  
CF32 8LU

### **Owain Jones**

Ysgol Gyfun Aberaeron, Aberaeron SA46 0DP



## Leadership Development

During 2022-2023 educational leaders in Wales have engaged with a range of leadership development opportunities that have contributed to developing their professional capabilities. These opportunities have made them feel empowered, inspired, and motivated. Our Leadership Development activities include webinars such as Curriculum Unlocked featuring Professor Graham Donaldson, Professor Ken Muir and Professor Mark Priestley, conferences exploring Compassionate Leadership and Middle Leadership, in conversation events with leaders and practitioners from across Wales and international events with our Tri-Nations partners (Education Scotland and the Centre for School Leadership, Ireland).

Over 2,000 leaders from across Wales have engaged with our Leadership Development activities in 2022-2023.



**Diolch yn fawr iawn - very interesting insights! This has been a brilliant session with such a range of experience in one room.**



Conference attendee

## Partnerships

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

Working in partnerships and collaborating with our stakeholders is of utmost importance in the educational landscape, especially when it comes to educational leaders. This year the National Academy for Educational Leadership Wales has conducted a hybrid approach to its engagement with its Stakeholder Reference Group, continuing to meet online and in November 2022, we held our first face-to-face forum with stakeholders from all over Wales at the International Convention Centre Wales in Newport. This event provided the opportunity for stakeholders to work together, influence and advocate for necessary changes in our educational system. Having the leaders in the room allowed for better engagement, scrutiny and professional dialogue.

We have continued to work in partnership with our Tri-Nations partners in Scotland (Education Scotland) and Ireland (Centre for School Leadership) and in January 2023, a delegation of staff members and Associates visited Ireland to share and discuss strategies in tackling the impact of poverty on education. A further collaboration between the three countries took place with a Tri-Nations summit, with a focus on Exploring System Leadership with Professor Alma Harris. Access to expertise through collaboration allows us to share resources and promotes equitable access to educational leaders from across the three nations.

Further partnership work has taken place with the International Professional Development Association Cymru (IPDA Cymru) with an online collaborative event entitled 'Shining a Light... Leading Professional Learning' with Professor Ken Jones sharing insights from his paper, Leading Professional Learning and the eight hallmarks of well-led professional learning. Online events with our partners, provide the opportunities for leaders to come together to engage, learn, communicate and network without having to travel.

Furthermore, we have continued to work with our middle tier partners to build relationships and have engaged with them in decision-making when co-constructing events or making changes to our ways of working. This collaborative approach helps to foster transparency and inclusivity for the benefit of the educational leaders in the system.







## Resources

### Leading Professional Learning

We continued to develop our Leading Professional Learning resource, which features 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. Associates from the schools, Youth Work and PCET sectors modelled using the resource in their own settings and shared their approaches with colleagues at an online In Conversation event.

### Insight

We continued to publish new research and analysis through our Insight series, with the aim of informing and challenging leadership policy and practice in Wales.

As part of the series, we jointly commissioned, with our partners Colegau Cymru, *Understanding leadership in further education in Wales from the Learning and Work Institute Wales*. Dr Ali Davies also

contributed to the series through the paper, *More than a “sticking plaster”*.

Our Associates were commissioned by the National Academy for Educational Leadership to conduct two research projects, examining the role of educational leadership in delivering ALN reform and in realising the vision for Community Focussed Schools in Wales, respectively. Both commissions have now been concluded and final reports will be published in Autumn 2023.

Associates from our fifth cohort will be undertaking their own commission work in 2023-2024, looking at two other remit areas: Curriculum for Wales and the Well-being of Educational Leaders.

### Well-being

During 2022-2023 we continued working towards a sector that prioritises and systematically supports the well-being of all educational leaders across Wales. Our working group, consisting of representatives from Welsh Government, Estyn, Education Workforce Council, Diocesan, Regional Consortia in Wales and Local Authorities took forward its Action Plan, which has been informed by



the recommendations of Dr Ali Davies' in her Insight paper, *More than a 'sticking plaster'*.

Working with our partners University of Wales Trinity Saint David and Wrexham Glyndŵr University, Wrexham, we began to develop a vision for a new professional learning offer to support the Whole School Approach to Well-being. This work, which is funded by Welsh Government, includes programmes focussed on leaders' well-being and on creating cultures of compassion. A pilot of the new programmes will take place in 2024.

We held our third national well-being conference in January 2023. The online conference was attended by over 140 educational leaders and included sessions exploring the well-being of educational leaders at a policy and practice level.

## **Workforce Development**

In January 2023, we commissioned the National Institute for Economic and Social Research and the Education Policy Unit to lead a major research project exploring the recruitment and retention of senior school leaders in Wales. The project, which is due to report in Autumn 2023, will review existing data on recruitment and retention and generate

new qualitative data through interviews and focus groups with future and current senior leaders.

## **Engagement**

During 2022-2023 we engaged with leaders through a variety of different events across Wales and online. We had stands at the National Urdd Eisteddfod in Denbighshire, the National Eisteddfod in Tregaron and the National Education Show in Cardiff. At the Urdd Eisteddfod we held a panel discussion on education with Jeremy Miles MS (Minister for Education and Welsh Language), Owen Evans (His Majesty's Chief Inspector of Education and Training in Wales, Estyn) and David Jones (Chair of Qualifications Wales) and at the National Education Show we delivered a spotlight seminar to aspiring leaders.

We also delivered an online session at the 2023 World Education Summit exploring women in leadership.

Content from our events has also featured in partner events such as the GwE Well-being Conference and external courses such as the Open University Open Learn module 'Leadership by Inclusion: What you can do'.

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ysg a hyfforddiant  
Nghymru.

enhadaeth yw cyflawni  
oriaeth i bob dysgwr  
y ein gwaith arolygu  
bynnol, darparu cyngor  
sawdd uchel, a chefnogi  
wyno dysgu yn ein hysgolli  
newn darparwyr eraill

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for education and  
ing in Wales.

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for all learners  
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 **Estyn**

Arolygiaeth El Mawrhydi dros Addysg a Hyfforddiant yng Nghymru  
Her Majesty's Inspectorate for Education and Training in Wales



## Financial Statements

### Profit and Loss Account for the Year Ended 31 March 2023

	2023 £	2022 £
Turnover	1,826,469	1,348,912
Cost of sales	(906,363)	(751,967)
Gross surplus	920,106	596,945
Administrative expenses	(780,673)	(612,058)
Operating surplus	139,433	(15,113)

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

According to normal accounting rules, we include the costs in the period to which they relate using prepayment and accrual adjustments. However, some projects cover a period beyond the year end and therefore costs have not yet been recognised. Due to the income recognition policy, the income has been recognised in full with the effect of inflating the apparent surplus and the reserves. In reality, this is committed expenditure.

### Balance Sheet as at 31 March 2023

	2023 £	2022 £
<b>Fixed Assets</b>		
Tangible Assets	13,669	2,268
<b>Current Assets</b>		
Debtors	275,329	173,374
Cash in bank and in hand	31,651	3,096
	<b>306,980</b>	<b>176,470</b>
<b>Creditors:</b> Amounts falling due within one year	(17,154)	(14,676)
<b>Net current assets</b>	289,826	161,794
<b>Net assets</b>	303,496	164,062
<b>Reserves</b>		
Income and expenditure account	303,496	164,062
Total Equity	303,495	164,062

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime. The financial statements were approved by the Board of Directors and authorised for issue on 29th September 2023 and were signed on its behalf by:



Dr S Davies (Director)



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