

Kirsty Williams AC/AM
Ysgrifennydd y Cabinet dros Addysg
Cabinet Secretary for Education



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref MA-P/KW/2762/18

Chair and CEO
National Academy for Educational Leadership

15 November 2018

Dear Huw and Sue

National Academy for Educational Leadership Remit Letter 2018-2021

I am delighted that the National Academy for Educational Leadership (NAEL) is now in place to take forward one of the key commitments in 'Education in Wales: Our National Mission', securing, nurturing and inspiring leaders now and for the future across the entire system in both Welsh-medium and English-medium settings. I know this fits with the NAEL's central principle of enabling equity of access to provision that is of the highest quality.

The strategic priorities set out within this letter are for the period 2018-2021, I expect these to remain broadly the same but that the objectives beneath them may develop and change over time. To support those objectives I can confirm that the NAEL's total available budget remaining for this financial year is £785,000. Following detailed discussions the revenue needed to support the NAEL for the remainder of this financial year has been identified as £370,000. This sum will be made available via Grant in aid, to be paid in advance according to evidenced need. As you know the indicative budget for the NAEL for the financial year 2019-20 is £1 million, this may change but can be used for your planning purposes.

As the NAEL will also be responsible for the continuation of the Academy Associates Programme (AAP) and funds totalling £240,000 will be available for the period January – April 2019 to enable the NAEL to assume this responsibility. An indicative amount of £400,000 for the programme is proposed for 2019-20 but is subject to finalisation when budgets are set. Further details of the funding position will be set out within a Grant Offer Letter, along with terms and conditions of funding.

You will see that the strategic objectives also reflect the NAEL's position as a critical element of the middle tier. The NAEL will need to work in partnership with other organisations to ensure a strategic focus on leadership development to support our reform agenda.

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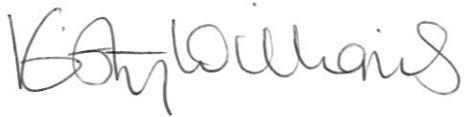
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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

I very much look forward to working with you both to achieve these priorities, and to the success of the NAEL.

Yours Sincerely

A handwritten signature in black ink, reading "Kirsty Williams". The signature is written in a cursive style with a large initial "K".

Kirsty Williams AC/AM
Ysgrifennydd y Cabinet dros Addysg
Cabinet Secretary for Education

National Academy for Educational Leadership

Strategic Priorities 2018-2021

1. Develop the NAEL as a strategic organisation with a positive and inclusive culture and robust governance

Specific objectives for 2018-19:

Establish the NAEL as an organisation that:

- Has robust governance in place including a fully functioning Board and an executive function resourced sufficiently to be able to meet its remit;
- Is able to meet its legal and financial requirements as a company including having all necessary management policies in place;
- fulfils the requirements set out within the management agreement, including development of the first corporate and operational plans;
- Has clearly articulated, and began to occupy its role within the middle tier by establishing productive relationships with key partner organisations;
- Has an active and involved Stakeholder Group by end of March 2019; and
- Has a responsive online and social media presence.

2. Contribute to the development of the professional capabilities of current and aspiring leaders across the education system by providing coherence and quality assurance for the range of educational leadership development opportunities available in Wales

Specific objectives for 2018-19:

- Be well on the way to meeting the objective within *Our National Mission* – “An extensive portfolio of endorsed leadership development opportunities become available for the education community by Autumn 2019”. This will include the development of a timetable for endorsement;
- Further develop the current endorsement process, including working closely with other devolved nations and the Welsh Government, to ensure that it is a rigorous and fair process which is in line with the principles in the emerging National Approach to Professional Learning (to be published in autumn 2018);

Objectives covering 2018-19 and future years:

- Work with partners, including other middle tier organisations and providers, to improve accessibility of provision ensuring that appropriate learning opportunities are available equitably across Wales, in Welsh and English, fulfilling the Academy’s aim of addressing issues of equity and access to the highest quality provision;
- Continue the development of the Academy Associates Programme (AAP) as the basis of future development of system leadership;
- Contribute to the reform and refocussing of the NPQH programme including working with Welsh Government to consider how best to contract for the provision of this key leadership programme moving forward; and
- Working closely with partners and Welsh Government, begin to identify gaps in provision and start to make recommendations on how best to fill those gaps to

ensure leadership capabilities are developed across all aspects of the system including across the middle tier, FE and the Welsh Government for both current and aspiring leaders.

3. Act as a thought leader; developing, articulating and implementing a vision and strategy for educational leadership in Wales;

These objectives, while commencing in the period 2018-19, are not expected to conclude quickly and are intended to extend to cover the period of the remit letter:

- Work with partners to develop and share internationally benchmarked research and best practice in educational leadership including reflecting current priorities within the research commission for the Academy Associates;
- Enhance the vision and strategy for educational leadership including building coherence and links with Schools as Learning Organisations and the National Approach to Professional Learning;
- Articulating and informing leadership policy, strategy and development, including:
 - Addressing the development of leadership around the Welsh in Education agenda to equip leaders in all schools with the skills to strategically plan the development of all learners and practitioners' Welsh language skills, and to promote the development of Welsh culture and ethos within the school.
 - Work with the Welsh Government and Stakeholders to co-construct guidance on the use of Teaching and Leadership standards;
 - Contributing to issues in regard to leadership workforce planning and succession planning for the education sector; and in particular to ensure sufficient supply of future Welsh Medium leaders
 - Consider the leadership implications, priorities and development needs for specific settings such as small and rural schools, Pupil Referral Units, Special Schools, federations, Welsh-medium schools and for new organisation models such as middle schools;
 - Once they have been approved by the Cabinet Secretary, deliver upon any agreed recommendations set out in 'Teaching: a valued profession' that are assigned to the NAEL or require the NAEL's contribution
 - Identify leadership approaches, taking into account the specific needs of the Welsh-medium sector, to support the smooth transition to the new curriculum and the new Additional Learning Needs system,

And throughout this work ensure that the voice of the sector can be heard within the reform conversation.