



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



ENDORSEMENT OF LEADERSHIP
DEVELOPMENT PROVISION

GUIDANCE



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THE VISION, VALUES AND PRINCIPLES OF THE LEADERSHIP ACADEMY

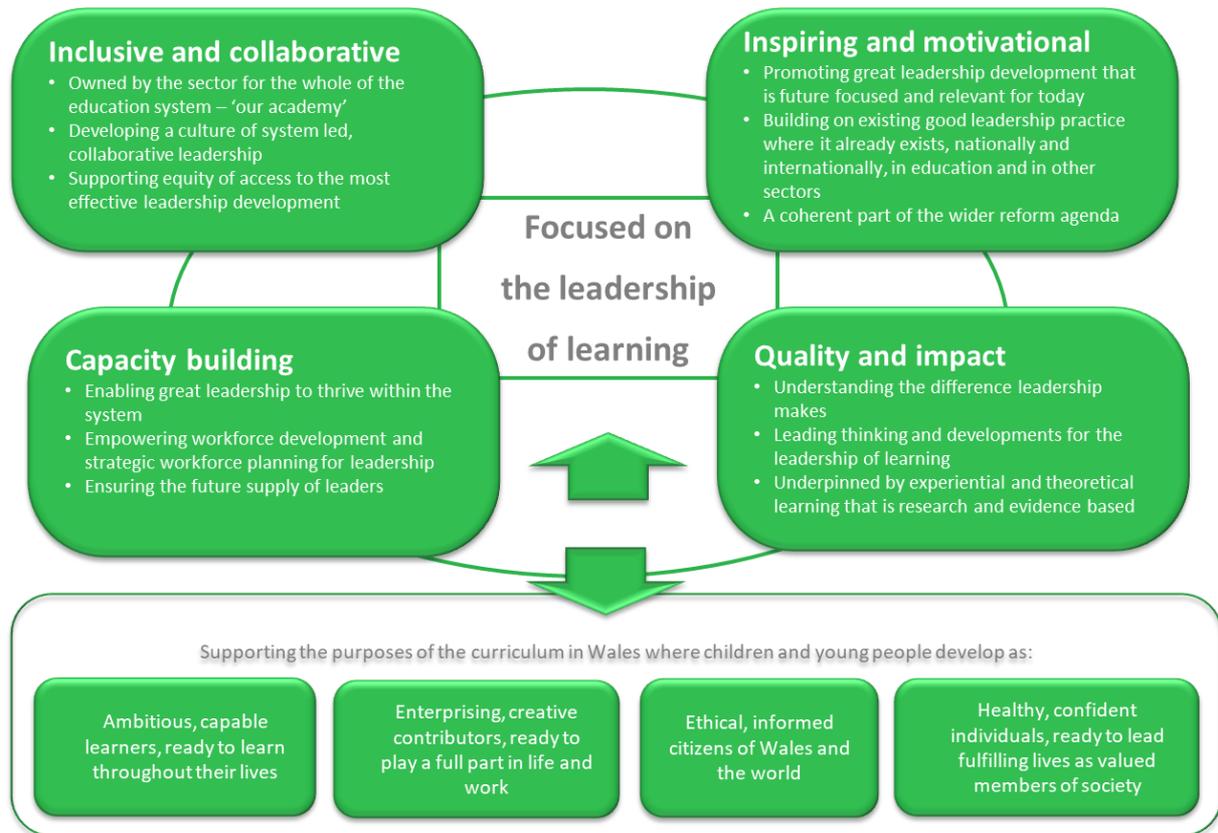
The National Academy for Educational Leadership (Leadership Academy) is committed to ensuring that Wales is a great place to be an education leader, and that through high-quality leadership in all our schools and educational settings, we deliver our bold ambition for learners.

This means we will commit to securing equity of access to high-quality leadership development, initially for those in schools, then extending to wider education settings. We will secure, nurture and inspire leaders, now and for the future, across the entire system, in both Welsh and English medium settings. We will draw on and reflect the practice of inspirational, experienced and effective leaders already working in the Welsh system. We will do this in partnership with all those who have a part to play in realising the ambition for the Welsh Education system in line with the National Mission for Wales.

The Leadership Academy has been 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 coherent, accessible, and high-quality leadership development opportunities that meet their needs wherever they are, and whatever their career stage and ambitions. The Leadership Academy is also committed to drawing on the expertise of current leaders in this provision and growing the current and next generation of leaders for Wales by improving the status, morale and pride in being a leader in the Welsh education system. Our approach to leadership development will empower leaders in the system to strengthen partnership working within and between schools, and to building a research-engaged and evidence-informed profession.



VISION & VALUES



PRINCIPLES

The National Academy for Educational Leadership will be:





LEADERSHIP DEVELOPMENT

PROVISION

The Leadership Academy is taking a broad view of leadership development provision and will be seeking to endorse both programmes and those leadership development opportunities that are not necessarily programmatic in nature but may be bespoke and local.

It is seeking to endorse a wide range of current provision that will be relevant for leaders at various career stages, with various needs and working within specific and diverse contexts in Wales. Above all, the Leadership Academy will be looking to ensure that the provision is underpinned by international evidence of what makes effective leadership. As a result, all leaders can be confident that the leadership development they invest their time in will have a positive impact on outcomes for children and young people.

PROVIDER

We use the term ‘provider’ to cover those who are responsible for the delivery of leadership development programmes, and for those leading other leadership development opportunities. This can include schools working together in partnerships or alliances.

The Leadership Academy will not be directly responsible for delivering any leadership development provision. An audit of provision across Wales identified some excellent practice, but also areas where there are gaps. It will commission new provision where there are specific requirements, sectors or locations where the needs of leaders are not yet being fully met. Endorsement is of provision not providers – providers can submit more than one programme for endorsement at a time within the leadership area specified by the Leadership Academy. Initially in order to assess duplication and coherence of provision, the Leadership Academy will invite endorsement of provision in relation to specific leadership career stages.



ENDORSEMENT

WHY ENDORSE?

The purpose of endorsement is to ensure that the most effective leadership development provision currently on offer can be recognised. This provision will have met a set of quality criteria (see pages 5 – 8). This will help the Leadership Academy fulfil its role to inspire and develop the current and next generation of leaders to respond to the unique challenges and opportunities of educational leadership in Wales.

The aim of endorsement is to ensure equity of access to high quality leadership development provision across Wales, and to ensure that the provision meets the ambition of our National Mission Action Plan 2017 -2021 and supports its 4 key enabling objectives through:

- The vision, values and principles of the Leadership Academy
- Developing all Schools as Learning Organisations (SLO) in line with the Organisation for Economic Cooperation and Development (OECD) principles
- The National Approach to Professional Learning
- Professional Standards for Teaching and Leadership
- Curriculum for Wales

The benefits of endorsement for providers will include an opportunity to market provision through the Leadership Academy. It will also allow provision to carry a mark of quality assurance which will support marketing and communication with school leaders.

Leaders will continue to exercise a choice as to which leadership development is right for them and will be able to take into account whether or not the provision they are considering has received Leadership Academy endorsement.

The Leadership Academy quality criteria include a requirement to engage serving leaders in the design, development and facilitation of provision. Whilst co-construction is a developing



feature of much of the provision currently available in Wales, it will also provide more consistent opportunities for leaders to be engaged in all aspects of leadership development.

CRITERIA

The four areas are:

1. The Welsh Policy Context
2. Delivery and Learning Model
3. Process, management and administration
4. Evaluation and impact

1. The Welsh Policy Context

The provision will need to demonstrate how it supports leaders in realising the ambition of Our National Mission Action Plan 2017-2021 through:

- 1.1 The vision, values and principles of the National Academy for Educational Leadership
- 1.2 Developing Schools as Learning Organisations in line with the Organisation for Economic Co-operation and Development (OECD) principles
- 1.3 The National Approach to Professional Learning
- 1.4 The Professional Standards for Teaching and Leadership
- 1.5 Curriculum for Wales



2. Delivery and Learning Model

The delivery and learning model will need to demonstrate how it draws on the best local, national and international practice and addresses the specific needs of leaders in Wales, fully reflecting the national reform agenda.

The application statement will evidence that the providers' model:

- 2.1 Is led by high-quality personnel; facilitators, coaches, mentors appropriate to the target audience
- 2.2 Draws on excellent local/regional practice, with leaders and settings recruited as appropriate e.g. facilitators, mentors, coaches
- 2.3 The provision is partnership based and promotes joint ownership
- 2.4 Draws on a broad evidence base of effective leadership including reflecting the practice of highly effective Welsh leaders
- 2.5 Is sufficiently contextualised to reflect the characteristics of the sector/s being targeted e.g. primary, secondary, special, Pupil Referral Units (PRUs), post-compulsory education
- 2.6 Reflects learning needs at the specific stage of leadership development being targeted e.g. for new heads, experienced heads or middle leaders
- 2.7 Allows opportunities for leaders of schools and settings to build networks and collaborate with peers, including e.g. on joint areas of improvement and innovation
- 2.8 Contains work-based learning components that address real issues and improve outcomes showing participants contributing back to the system
- 2.9 Is based on a learning model that enables a cycle of enquiry, action research and reflection
- 2.10 Has a clear role for higher education institutes (HEIs) and provides the opportunity for leaders of schools and settings to engage in action research and to connect this with other opportunities for research-engaged practice in schools, settings and partner organisations



- 2.11 Offers opportunities for accreditation where appropriate (it is important to note that the Leadership Academy endorses leadership development opportunities and not any qualification which may be achieved as a result)

3. Process (including management and administration)

The management and administration of the provision are essential to ensuring participants access and benefit from the leadership development opportunity as efficiently and effectively as possible.

The application statement will evidence that the providers' processes:

- 3.1 Offer accurate, clear marketing of provision specifying learning outcomes and selection criteria, with a clear customer care policy
- 3.2 Provide efficient and effective administrative systems to support delivery
- 3.3 Collect evidence and feedback to ensure continuous quality improvement
- 3.4 Ensure open and appropriate access geographically for target beneficiaries
- 3.5 Make appropriate use of technology to reduce cost and travel demands on participants
- 3.6 Provide open and appropriate linguistic access for target beneficiaries, ensuring Welsh language provision is developed specifically for that sector and is offered in Welsh and English as appropriate to context
- 3.7 Show an understanding of the diverse range of schools and settings in Wales in ensuring equity of access
- 3.8 Ensure quality assurance processes/procedures are rigorous and robust



4. Evaluation and impact

Evaluation and impact are crucial components of the provision in demonstrating to the Leadership Academy and to participants its positive impact on the system as a whole and, in particular, on outcomes for children and young people.

The application will evidence that the evaluation and impact strategies, methods and measurements show:

- 4.1 The provision inspires and motivates the current and next generation of leaders at all levels of their career and meets a diverse range of needs
- 4.2 Improved leadership practice leading to better outcomes for children and young people
- 4.3 That the provision is deemed to be of value for money e.g. time spent on the provision by the participants and its impact
- 4.4 The provision is sustainable beyond the specific delivery of the provision e.g. through ongoing networking opportunities, alumni events
- 4.5 Quality assurance outcomes form part of an ongoing improvement cycle

EVIDENCE

A proforma for the submission of evidence is available electronically on the leadership academy website (www.nael.cymru) and a summary outline is attached as an Appendix (A) to this document.



Part 1

- (i) Provide a brief overview of the provider detailing experience and track record in no more than 500 words
- (ii) Provide a brief overview of the provision, its aims, objectives and learning objectives in no more than 500 words
- (iii) State career and leadership developmental stage/focus being targeted. If you're seeking endorsement for more than one leadership development stage/focus you will need to submit separate applications

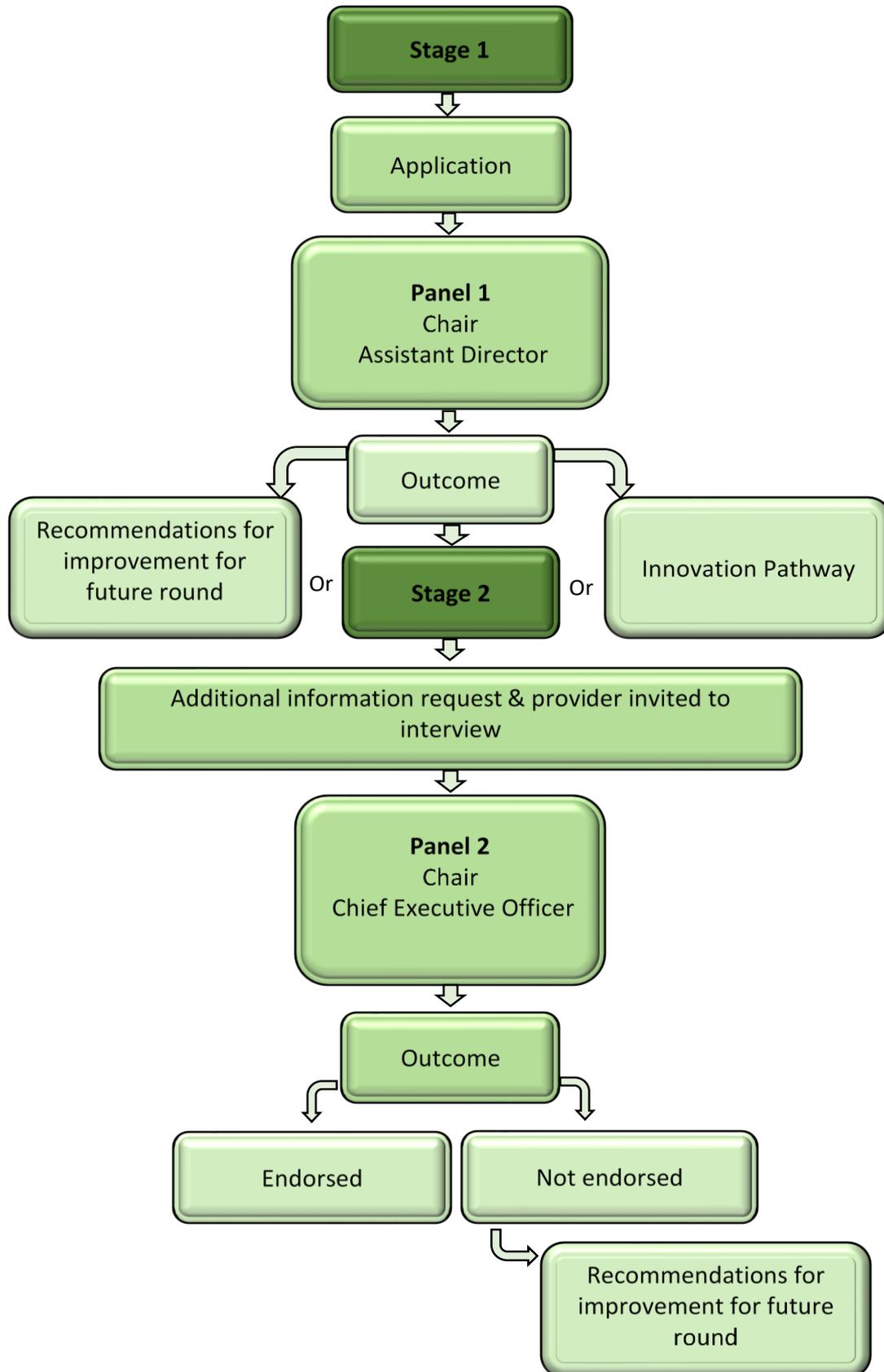
Part 2

- (i) Providers are requested to write a statement of no more than 1000 words for each area outlining how they meet the criteria. Where providers use the criteria as sub-headings in their statement these sub-headings will not form part of the word count. The statement may reference or signpost additional policies and documentation. **Please note, the documentation should not be submitted with your initial application but may be requested as additional evidence for stage 2.**
- (ii) If providers are working together in partnerships or alliances at regional or national level, then a group submission can be made for endorsement. If this is the case, then the application will need to demonstrate evidence of strong governance of the partnership or alliance and a robust approach to the management of risk.
- (iii) The proposal will also need to include evidence showing how each individual provider meets the criteria required, particularly in relation to delivery and that they are able to reflect the specific needs of leaders within the area they are intending to deliver in. If the application is successful and the provision is endorsed, then the annual Quality Assurance process will be conducted at a single provider level.



THE ENDORSEMENT PROCESS

Endorsement will follow a 2-stage process:





Stage 1: Assessment of the written submission will be undertaken by a panel chaired by the Assistant Director of the Leadership Academy responsible for leadership development & quality assurance. Following the written assessment at stage 1 the provider may be asked to submit further evidence prior to the endorsement panel at stage 2. If further evidence is deemed unnecessary the full application will be sent directly to the Endorsement Panel. If it is felt that the provision does not reach a minimum level in meeting the criteria and in particular does not reflect the vision and principles of the Leadership Academy, or meets the Welsh Policy context, the application will not go forward to stage 2.

Stage 2: Endorsement Panel meeting: this will be an opportunity for the provider to meet with the Endorsement Panel. The Panel will be chaired by the Leadership Academy Chief Executive. It will be an opportunity for further discussion of the provision including a short presentation by the provider. The panel will also consider additional information provided on request.

WHO ARE THE PANEL MEMBERS?

The Leadership Academy will draw the panel from the Leadership Academy Associates, Stakeholder Group members and the Leadership Academy staff who will have received training in applying the Leadership Academy quality criteria.

WHAT SUPPORT WILL BE AVAILABLE?

The criteria and guidance documentation will be available on the Leadership Academy website www.nael.cymru together with a list of any FAQs that will be updated as the process gets underway.

WHAT HAPPENS ONCE PROVISION IS ENDORSED?

Successful applications will be published on the Leadership Academy's website and communicated through social media. The Leadership Academy will inform Welsh Government of the outcomes of successful endorsement.



The provider should carry out ongoing self-evaluation of the quality and impact of their provision and provide the Leadership Academy with an annual quality assurance report as part of the annual review.

Endorsement will be for 5 years and will need renewing after that. However, the Leadership Academy reserves the right to rescind endorsement as a result of the annual review or if there is sufficient cause.

Throughout this time, the Leadership Academy will continue to work with endorsed providers to ensure that the provision is fully reflective of changing contexts, remains wholly accessible and is able to continue to develop through innovation and ongoing review.

WHAT HAPPENS IF THE PROVISION IS NOT ENDORSED?

There will be no appeals process but there will be an opportunity to resubmit. The panel will give the provider guidance on any further evidence which needs to be in place prior to resubmission. Depending on the extent of this, the panel will also decide on the process of resubmission.

If the provision is new and unable at this stage to demonstrate impact, the Innovation Pathway may be more suitable (see page 13).

HOW WILL THE PROCESS ITSELF MAINTAIN CREDIBILITY?

The endorsement process itself will be quality assured on an annual basis. The Leadership Academy has a working partnership with Education Scotland and the Centre for School Leadership in Ireland, whereby peer review of each other's endorsement process will be undertaken focused on identifying strengths and areas for improvement.

APPLICATION PROCESS

Applications will be submitted via email to post@agaa.cymru and submission deadline dates will be available on the website.



There will be no charge to cover the administration of endorsement, but the Leadership Academy will keep this under review and reserves the right to levy a small administration charge for organisations that are not public sector or charitable.



INNOVATION & NEW PROVISION

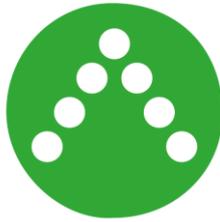
The National Academy for Educational Leadership is also seeking interest from providers who are being creative and innovative in their approaches to educational leadership development. The Leadership Academy will consider supporting providers financially in the development of provision which is 'new' and so may not yet be able to fully demonstrate impact. Further information regarding financial support can be found on the website.

Such 'new' provision can be in any field of educational leadership development and in any sector but will need to meet the criteria set out in areas 1-3 of the endorsement criteria (as set out in pages 5 - 8). The provision will also need to demonstrate how, over time, and through the developmental stages, it will gather the evidence required to address the impact criteria set out in area 4 and ensure sustainability beyond the initial funding period.

A proforma for the submission of evidence is available electronically on the leadership academy website (www.nael.cymru) and a summary outline is attached as an Appendix (B) to this document.



APPENDIX A – APPLICATION FOR ENDORSED PROVISION



**Academi Genedlaethol ar gyfer
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National Academy for
Educational Leadership Wales**

Summary proforma

Application for endorsed provision

This will be available electronically at www.nael.cymru together with the email address to be used when submitting completed proformas

Provision Contact Details:

Email:

Telephone number:

Lead Provider organisation:

Partner organisation(s):

State career stage/leadership development focus (one per application form):



Part 1:

The provider

- (i) Brief overview of the provider, detailing experience and track record (no more than 500 words)
- (ii) The provision, its aims, objectives and learning outcomes (no more than 500 words)
- (iii) State career stage/leadership development focus (one per application form)

The rest of this proforma invites the provider to submit a summary statement and sign post additional evidence showing how their provision meets the criteria outlined in the 4 areas (please do not send the documentation with this application form):

1. Welsh Policy Context
2. Delivery and Learning model
3. Process, management and administration
4. Evaluation and Impact

Welsh Policy Context (max 1000 words)

Welsh Policy Context: list of additional evidence available

Delivery and Learning model (max 1000 words)



Delivery and Learning model: list of additional evidence available

Process; Management and administration (max 1000 words)

Process: list of additional evidence available

Evaluation and impact (max 1000 words)

Evaluation and impact: list of additional evidence available

Signed by:

Dated:



APPENDIX B – APPLICATION FOR INNOVATIVE & NEW PROVISION



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

Summary proforma

Application for innovative and new provision

This will be available electronically at www.nael.cymru together with the email address to be used when submitting completed proformas

Provision Contact Details:

Email:

Telephone number:

Lead Provider organisation:

Partner organisation(s):

State career stage/leadership development focus (one per application form):



Part 1:

The provider

- (i) Brief overview of the provider, detailing experience and track record (no more than 500 words)
- (ii) The provision, its aims, objectives and learning outcomes (no more than 500 words)
- (iii) State career stage/leadership development focus (one per application form)

The rest of this proforma invites the provider to submit a summary statement and sign post additional evidence showing how their provision meets the criteria outlined in the 4 areas (please do not send the documentation with this application form):

- 1. Welsh Policy Context
- 2. Delivery and Learning model
- 3. Process, management and administration
- 4. Proposed evaluation and impact strategies

Welsh Policy Context (max 1000 words)

Welsh Policy Context: list of additional evidence available

Delivery and Learning model (max 1000 words)



Delivery and Learning model: list of additional evidence available

Process; Management and administration (max 1000 words)

Process: list of additional evidence available

How do you propose to evaluate the provision and measure impact (max 1000 words)

Evaluation and impact: list of additional evidence to be collected

Signed by:

Dated:



POST@AGAA.CYMRU
WWW.NAEL.CYMRU