



Llywodraeth Cymru
Welsh Government

Information pack for applicants

National Academy for Educational Leadership

Appointment of a Member

Closing date: 22 December 2021



**The Commissioner for
Public Appointments**

National Academy for Educational Leadership

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Message from the Chair



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



Thank you for your interest in applying for one of our Non-Executive Board Member positions at the National Academy for Educational Leadership. The organisation was established as part of the Action Plan: *Education in Wales: Our National Mission (2017)*. The Academy was launched in May 2018 to ‘*secure, nurture and inspire leaders...across the entire system...*’

This is an exciting time in the further development of the organisation, and the role of Non-Executive Board Member - through knowledge, experience, support and challenge - is crucial to the strategic oversight and direction of leadership capacity to meet the needs of the education system in Wales.

The National Academy for Educational Leadership is still a relatively young organisation and, under the leadership of the CEO, Mrs Tegwen Ellis, has boldly faced the challenges presented during the Covid-19 crisis through adaptable, dynamic vision, passion and commitment. We are a small organisation which prides itself on working collaboratively with stakeholders, alongside other bodies across the middle tier, and with leaders in the system. Our Associate model ensures that we maintain a current and in-depth overview of the needs of leaders in the education system across Wales and enables us to identify any potential gaps in knowledge and provision for those leaders.

Despite the global pandemic, this remains an exciting time for education in Wales. The transformation of the curriculum brings its own challenges for leaders, and we are committed to maintain an aspirational and highly ambitious focus to fully support the changes this transformation brings. As an enabling body, one of the key features of our role is to ensure equity of access to high-quality leadership development. We continue our commitment to do this, whether that is through our endorsement of provision that meets high standards of quality assurance or through the dissemination of best practice, not just across Wales but through best practice identified globally.

A main focus throughout the past 18 months has been the well-being of all leaders, and I am proud that the hard work of the small team has been recognised by Investors in People through the Gold Accreditation for the We Invest in Wellbeing award. We are an organisation which is committed to equality, diversity and transparency in our

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work, and would welcome and encourage applications from groups under-represented at Board level - we also encourage applications from individuals who may not have acted as a Board member previously.

This is an exciting time to be in education and we would like to welcome you to our team to help nurture and inspire educational leaders now and in the future.

A handwritten signature in cursive script that reads "Sue Davies".

Dr Sue Davies, Chair
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Making an application

Thank you for your interest in the appointment of board members to the National Academy for Educational Leadership. The new members will support the Chair in providing constructive challenge, support and direction to the organisation. The attached Annexes provide details on the role of the member and the person specification, the role and responsibilities of the National Academy for Educational Leadership and the selection process.

To make an application please visit the Welsh Government public appointment website here <https://cymru-wales.tal.net/vx/lang-en-GB/mobile-0/appcentre-3/brand-2/candidate/jobboard/vacancy/7/adv/>.

To apply for this role, click on the Member vacancy and click on 'Apply' at the bottom left hand corner. The first time you apply for a post, you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you've registered, you'll be able to access the application form. To apply you will need to upload a personal statement and CV to the 'Reasons for applying' section of the online application form.

Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

Please limit your personal statement to two pages. Your application may be rejected if you exceed this limit.

CV

Please ensure your CV includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

References

Please provide two referees (employer and personal) who will be contacted for successful candidates only.

Indicative timetable

Closing date:	22 December 2021
Shortlisting:	11 January 2022

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Interviews:

17 and 18 February 2022

Diversity Statement

The Welsh Government believes that public bodies should have board members who reflect Welsh society - people from all walks of life - to help them understand people's needs and make better decisions. This is why the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies. Applications are particularly welcome from all under-represented groups including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, and lesbian, gay, bisexual and transgender people.

Disability Confident

The Welsh Government accepts the social definition of disability, in which it is recognised that barriers in society act to disable people who have impairments or health conditions or who use British Sign Language. We are committed to removing barriers so that all staff can perform at their best. The Equality Act 2010 uses the medical definition of disability ("a physical or mental impairment which has a substantial and long-term impact on a person's ability to carry out normal day to day activities").

We guarantee to interview anyone who is disabled whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as essential.

We are committed to the employment and career development of disabled people. If you would like a guaranteed interview, please contact publicappointments@gov.wales

If you have an impairment or health condition, or use British Sign Language and need to discuss reasonable adjustments for any part of this recruitment process, please contact the Public Appointments Team as above as soon as possible and a member of the team will contact you to discuss your requirements and any questions you may have.

Contacts:

For further information regarding the selection process, please contact:

Public Appointments Team
Public Bodies Unit
Email: publicappointments@gov.wales

For further information regarding the role of the National Academy for Educational Leadership and the role of Member(s) please contact:

Michaela Renkes
Tel: 03000 255941
Email: michaela.renkes@gov.wales

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If you need any further assistance in applying for this role, please contact:
publicappointments@gov.wales

For further information about Public Appointments in Wales, please visit
www.gov.wales/publicappointments

Appointment of a Member of the National Academy for Educational Leadership

Role description and person specification

Role and responsibilities

The Board will be expected to challenge, support and to provide an external perspective and experience. The aim is to have a Board that, overall, has a diverse range of relevant skills and life experiences that will enable it to develop a collective view on issues, providing the stimulus for continuous improvement within the organisation for the benefit of its customers and wider society.

We are therefore looking for a skills based board and a list of specifically required expertise is given below. Board Members will need to provide support and expertise to a relatively new organisation, providing a clear sense of direction and purpose. They will need to develop a strong grasp of the role and remit and potential reach of the National Academy for Educational Leadership (NAEL) and its important role within education reforms in Wales.

All Board members will be expected to:

- Provide strategic direction and leadership, driving performance and holding the NAEL to account against its strategic and corporate plans.
- Ensure propriety, regularity, economy efficiency and effectiveness in the operation of the body and adherence to the 7 principles of public life (the Nolan principles).
- Together with other Board members, ensure and support the NAEL to fulfil its aims and objectives.
- Be a champion for the organisation and its aims and objectives. Be a role model for both staff and stakeholders.
- Work co-operatively to build relationships with all stakeholders and to ensure that stakeholders voice is clearly heard in the running of the NAEL

This will include:

- Scrutinising and monitoring performance against strategic and corporate business plans
- Providing effective scrutiny and governance in line with best practice
- Representing the NAEL externally and fostering close working relationships with key stakeholders, including the stakeholder representative group.

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- Seeking to make links to other areas within the education system, ensuring that the NAEL develops in conjunction with education reforms.

Person Specification

The skills and experiences we are looking for are set out below. To be considered, you must be able to demonstrate that you have the qualities, skills and experience to meet all the **essential criteria** for appointment.

Essential Criteria

All candidates will need to demonstrate the following:

- Excellent analytical skills and intellectual capability with the ability to make decisions and contribute effectively to thinking on both strategic and practical issues;
- Excellent communication skills with the ability to represent the National Academy for Educational Leadership (NAEL) in public and engage with key stakeholders;
- The ability to bring fresh ideas to discussions while ensuring the NAEL keeps to its stated aims and has effective governance arrangements
- Commitment to promoting diversity.

Knowledge and/or experience in one or more of the following areas would be desirable:

- Experience of running a business, public administration at a senior level, working for a charity or being a trustee
- Interest and knowledge of education in Wales, which may include Youth Work and/or Further Education
- Knowledge of IT and Technology and its role in professional learning
- Understanding of Human Resources (which may include experience of promoting equality and diversity or supporting staff wellbeing)
- Ability to speak Welsh
- Awareness of Welsh medium issues

Applicants able to offer expertise in one or more of these areas should clearly demonstrate this on their application. Applications from individuals with other relevant backgrounds and experiences that will help the Board to learn and grow would also be welcome.

Welsh Language

Welsh language skills at the levels detailed below are desirable but not a pre-requisite for appointment. However, all candidates will be expected to show an understanding

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of the culture and heritage of Wales and a commitment to ensuring that, along with its language, the Welsh context is reflected in the working of the Body.

Understanding - Can understand basic conversations about everyday topics

Reading - Can read simple material on everyday topics with understanding

Speaking - Can converse in simple work-related conversations

Writing - Can write simple work-related correspondence

Key facts about the post

Location:	Currently virtually via MS Teams or anywhere in Wales
Time Commitment:	1 day per month
Tenure of office:	initial appointment will be 4 years
Remuneration:	£80 per day <i>[plus travel and other reasonable expenses within reasonable limits]</i> .

Eligibility

You are not eligible for this post if you are:

- 1) Disqualified from being a company director
- 2) Bankrupt

A check will be made with Companies House before any appointments are confirmed to ensure you are eligible, and you will be required to undergo vetting to Security Clearance level.

Candidates should also note that membership of the National Academy for Educational Leadership is a disqualifying office for membership of The Senedd Cymru under The Senedd Cymru Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(legislation.gov.uk\)](https://legislation.gov.uk).

Conflict of Interests

When applying you will be asked to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as a Member of the National Academy for Educational Leadership including any business interests and positions of authority outside of the role in the National Academy for Educational Leadership.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

Due Diligence

Welsh Government Public Bodies Unit will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to social media and Internet searches. As a result, you may be asked questions at interview in relation to any due diligence findings.

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Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies, you can access this document at:

<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

The role and responsibilities of the National Academy for Educational Leadership

Background

International research demonstrates that school leadership is second only to classroom teaching as an influence on pupil learning and that high performing education systems all regard the improvement of leadership capacity as a top priority. High quality leadership is essential to ensure the success of the wider programme of education reforms in Wales.

However, a number of reports from Estyn and the Organisation for Economic Co-operation and Development (OECD) have highlighted that leadership is an underdeveloped area in Wales. As a result, in July 2016 the then Cabinet Secretary for Education announced that a National Academy for Educational Leadership would be developed.

The National Academy for Educational Leadership (NAEL) was established in May 2018 as a company limited by guarantee and wholly owned by Welsh Ministers. It is one of the smallest organisations in the middle tier with some half a dozen core staff; this core is however supported by the Leadership Academy's Associates who support the work of the Academy through their Associate role. They also utilise secondments to increase their core capacity.

The National Academy of Educational Leadership is in the main a strategic organisation that is not a deliverer of leadership programmes. They quality assure, support and build leadership provision, ensuring that it is universally available and delivered locally ensuring equity of access and provision in the language of choice.

Its main purpose is to:

- 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
- Act as a thought leader; developing, articulating and implementing a vision and strategy for educational leadership in Wales
- To be a respected and active member of the education middle tier, the first point of contact for the educational workforce in regards to leadership matters.

The objectives of the NAEL as set out in their current remit letter are to:

- a) Develop the NAEL as a strategic organisation with a positive and inclusive culture and robust governance
- b) Contribute to the development of the professional capabilities of current and aspiring leaders across the education system by providing coherence and

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quality assurance for the range of educational leadership development opportunities available in Wales

- c) Act as a thought leader; developing, articulating and implementing a vision and strategy for educational leadership in Wales;

As part of its role, the NAEL supports Leadership development in a number of ways, including Endorsement of provision to ensure that leadership provision meets stringent quality criteria. Closely aligned to Endorsement is the Academy's work on Innovation projects, which are for providers who are developing new and innovative approaches to developing educational leadership.

The NAEL has also begun to establish itself as a new entity within the middle tier: working with the Education Workforce Council (EWC) to inform thinking in respect of a strategy for succession planning, and working with the Regional Consortia and Estyn.

The NAEL is committed to equity of access to high-quality leadership development initially for those in schools before extending to wider education settings. It will secure, nurture and inspire leaders across the entire education system and this will be achieved by working in partnership with all those who have a part to play in realising the ambition for the Welsh Education system.

You can find out more about the work of the National Academy for Educational Leadership by looking at the latest:

[Corporate Plan](#)
[Annual Report](#)
[Vision and Values](#)

You can also visit www.nael.cymru or the [Twitter](#), [LinkedIn](#), [Facebook](#) or Instagram - @NAEL accounts.

Boards Role

The key role of the Board is to provide strategic direction and leadership, driving performance and holding the National Academy for Educational Leadership (NAEL) to account against its strategic and corporate plans. The Board will ensure and support the NAEL to fulfil its aim and objectives.

Members of the Board will be expected to be available a minimum of 1 day per month and also attend meetings of the Board.

Initial appointments will be for up to 4 years.

Meetings are currently held virtually but when circumstances allow are likely to be held anywhere in Wales. However, it is intended that members will be allowed to attend either in person or virtually via MS Teams.

The post of members will be remunerated at £80 per day. Travel and other reasonable expenses that might be incurred in carrying out work on behalf of the National Academy

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for Educational Leadership can be claimed at rates approved by the Welsh Government.

Every effort will be made to provide whatever reasonable support members who have a disability need to help them carry out their duties.

The National Academy for Educational Leadership and Welsh Government will provide induction sessions for the successful candidate(s).

Starting Date

1 May 2022

The selection process

The interview panel will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role, and who will be invited to interview. The panel will rely only on the information you provide in your CV and statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria.

The selection panel will be chaired by Dr Kevin Palmer - Deputy Director Pedagogy, Leadership and Professional Learning, Welsh Government and will also comprise Dr Sue Davies, Chair of the National Academy for Educational Leadership and Claire Morgan, Her Majesty's Chief Inspector, Estyn as an Independent Panel Member.

Your application may be "long-listed", subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by all of the panel.

We anticipate that during January 2022 the panel will have decided who will be invited for interview in February 2022. It is our intention that interviews will take place via Microsoft Teams.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. However, if you have applied under the guaranteed interview scheme **and you meet the minimum essential criteria** for the post, then you will also be invited for interview.

If you are invited to interview and if the interview date is not already provided in this information pack, we will aim to provide you with as much notice as we can of the interview date. If you are unable to make the arranged interview date, we will endeavour to re-arrange it but it might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from Welsh Government's application centre to let you know whether or not you have been invited to be interviewed.

If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you **meet the criteria** set out for the post.

Candidates who the panel believe are 'appointable', will be recommended to Ministers who will make the final decision. The Minister may choose to meet with appointable candidates before making a decision. If she/he does, she/he will meet all candidates and in the presence of the panel chair or their nominated representative. There will be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

If you are successful, you will receive a letter appointing you as a member of the National Academy of Educational Leadership, which will confirm the terms on which the appointment is offered.

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If you are unsuccessful at interview, you will be notified through the Welsh Government's application centre. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

Queries

For queries about your application, please contact publicappointments@gov.wales.

If you are not completely satisfied

Welsh Government will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact publicappointments@gov.wales.

Additionally you can write to: Office of the Commissioner for Public Appointments
G/08, 1 Horse Guards Road, London SW1A 2HQ.