



Llywodraeth Cymru  
Welsh Government

**Information pack for applicants**

**National Academy for  
Educational Leadership**

**Appointment of a Chair**

**Closing date: 11 February 2018**

**Contents**

**Making an Application**

**Annex A: National Academy for Educational Leadership**

**Annex B: The role of Chair**

**Annex C: The selection process**

## **{National Academy for Educational Leadership}**

### **A key message for all prospective applicants.**

This is an exciting opportunity to play a key role in the reform of the Welsh education system. Education reform is essential to Wales' future as a strong, prosperous and socially cohesive society. We may be a small country but our innovative approach, high ambitions and willingness to work and learn with the best in the world is attracting attention. We can be proud that the international community is looking with interest at what is happening in Wales, but there is much more to be done.

"Education in Wales - Our National Mission" sets out the actions with 4 key objectives for our country up to 2021. Inspiring leaders working collaboratively to raise standards is one of those objectives. Establishing the National Academy for Educational Leadership (NAEL) will help us to secure, nurture and inspire leaders now and for the future across our system.

As Chair and board member of the NAEL you will play a critical and highly visible role in leading the board and providing constructive strategic challenge. You will support and provide direction to the newly formed organisation and help to improve the leadership skills for educational leaders in Wales.

We look forward to receiving your application,

Kirsty Williams AM  
Cabinet Secretary for Education

## **Making an application**

To make an application please visit the Welsh Government public appointment website: <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 Chair – National Academy for Educational Leadership 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 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.

### **Indicative timetable**

Closing date:	11 February 2018
Shortlisting:	26-27 February 2018
Interviews:	12 March 2018

### **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, lesbian, gay, bisexual and transgender people.

### **Guaranteed Interview Scheme - Positive about Disability**

The Welsh Government operates a Positive about Disabled People scheme and welcome applications from people with disabilities. The scheme guarantees an

## **{National Academy for Educational Leadership}**

interview to disabled people if they meet the minimum criteria for the post. The application form also enables you to detail any specific needs or equipment that you may need if invited to attend an interview.

### **Contacts:**

For further information regarding the selection process, please contact:

The Corporate Shared Service Centre

Tel: 03000 255454

Email: [SharedServiceHelpdesk@gov.wales](mailto:SharedServiceHelpdesk@gov.wales)

For further information regarding the role of the National Academy for Educational Leadership and the role of Chair please contact:

Tanya Wigfall

Tel: 03000251101

Email: [Tanya.wigfall@gov.wales](mailto:Tanya.wigfall@gov.wales)

If you need any further assistance in applying for this role, please contact the Welsh Government's Corporate Shared Service Centre Helpdesk on 03000 255454 or email [PublicAppointments@gov.wales](mailto:PublicAppointments@gov.wales).

## **Appointment of the Chair 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. The evidence concludes that Wales needs to build leadership capacity if we are to enable learners to reach their full potential. Overall, Wales needs to raise levels of support for its educational leaders. High quality leadership is essential to ensure the success of the wider education reforms in Wales.

Increasing leadership capital was supported by the OECD review (Improving Schools in Wales: An OECD Perspective 2014) which suggested that there was a need to further develop and strengthen leadership in schools and across the educational system to foster student performance. OECD reached this conclusion drawing on evidence at the time from Estyn and the Hill Review.

Kirsty Williams AM, Cabinet Secretary for Education announced in July 2016 that a National Academy for Educational Leadership (NAEL) would be developed. Leadership is also one of the four enabling objectives in “Education in Wales - Our National Mission”.

To help support the development of NAEL, a Task and Finish Group was set up in December 2016. In conjunction with stakeholders the group has developed the vision and principles and governance structure for the new academy. See <http://learning.gov.wales/resources/collections/national-academy-for-educational-leadership?lang=en>.

The group are also working on specific issues such as potential funding models; how stakeholders will be represented in the governance structure of the NAEL; and the way the NAEL will ensure that leadership provision is of a high quality, incorporating the latest research and learning and being equally accessible for everyone.

While it will not be a deliverer of provision, the NAEL will ensure equitable access to high quality leadership development opportunities. Its priority will be the leadership of learning.

To date input from stakeholders has been fundamental and actively sought to inform the development of the shape, functions and focus of the NAEL. Engagement events, regional roadshows, forums and workshops on specific issues have taken place over the last year.

The Task and Finish group in conjunction with the Cabinet Secretary agreed early on that one of the first objectives for the NAEL should be ensuring the availability and quality of leadership provision for aspiring and existing Headteachers, to improve the attractiveness of headship and tackle issues with retention and recruitment. In the long term the NAEL will ensure the availability of leadership development for everyone in the education sector.

## {National Academy for Educational Leadership}

### What will the NAEL look like?

The NAEL will be responsible for the strategic oversight and direction of leadership provision to meet the needs of the education system within Wales.

One of its key features will be its role in ensuring equity of access to high-quality leadership development. This will be achieved through endorsing a range of leadership provision for all levels of educational leadership, and commissioning provision where gaps are identified.

The NAEL will also be charged with developing and delivering a quality assurance model for leadership provision, developing system leadership across education, feeding into strategic workforce planning for leadership and acting as a conduit and focus for policy thinking, evidence gathering and research dissemination in regard to educational leadership.



The NAEL will be a Company Limited by Guarantee. It will ensure a real sense of ownership by the sector and include a Stakeholder representative group.

securing a good supply of programmes and provision to develop the skills and capabilities of leaders;

commissioning provision to fill gaps and secure comprehensive access to provision that supports the development of current and potential leaders including mentoring and coaching;

assuring quality in the provision via a process of endorsement;



The

Academy's core functions will include:

being available online to create a community of peers and offer information and advice.



- commissioning, using and sharing the products of research to ensure national and international best practice is being disseminated;
  - offering support and advice on leadership career pathways; and
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## Role and Responsibilities

As Chair and board member you will lead the board in providing constructive strategic challenge, support and direction to the newly established NAEL.

This includes:

- Providing vision and strategic leadership
- Chairing Meetings and supporting the development of the Board, ensuring expertise is brought in as appropriate
- Ensuring that the Board as a whole is effective in developing a strategy and corporate business plans that are properly scrutinised and monitored
- Ensuring appropriate governance arrangements are established and implemented in line with best practice and the requirements of a public body, in accordance with company law
- Working with the Chief Executive to develop an organisational culture and strategy
- Supporting the role of the Stakeholder representative group, to ensure the effective input of this group into the work of the NAEL Board, thereby enabling strong stakeholder input and voice.Overseeing the work of the Chief Executive, providing appropriate support as necessary, including managing their performance
- Representing the Body externally and fostering close working relationships with key stakeholders
- The Chair will be responsible for ensuring that they and the Board collectively and individually adhere to the Nolan seven principles of public life.
- The Chair will ensure that the NAEL champions diversity

## Person Specification

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.

### Skills and Experience – essential

- Strong leadership ability, including leading a board and supporting, inspiring and enthusing staff and stakeholders, demonstrating an inclusive and collaborative approach.
- An exceptional ability to communicate, including handling the media and wider public audiences, and building relationships at all levels. Strong interpersonal skills are required, including the ability to negotiate, persuade and influence
- Experience of managing complex and challenging relationships at a senior level in a multi-stakeholder environment, including within the public sector

## **{National Academy for Educational Leadership}**

- Ability to ensure that the organisation's governance arrangements are effective and that financial dealings are prudently and systematically accounted for, audited and publicly available showing a commitment to transparency and openness
- A demonstrable interest in, and understanding of education

### **Skills and experience – desirable**

- Understanding 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
- Welsh language skills are desirable

### **Key facts about the post**

Location:	South Wales, outside of Cardiff
Time Commitment:	3 days per month
Remuneration:	£100 per day plus travel and other reasonable expenses within reasonable limits.
Tenure of office:	3 years

### **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.

### **Conflict of Interests**

You will be asked to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as Chair of the NAEL including any business interests and positions of authority outside of the role in NAEL.

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.

### **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:  
<http://www.bl.uk/aboutus/governance/blboard/Board%20Code%20of%20Practice%202011.pdf>

### **Induction Training**

If appointed as Chair you will be given the opportunity to participate in training and development designed to help you perform effectively.

## 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 Steve Vincent, Deputy Director, WG and will also comprise Huw Foster-Evans as Project Director of the NAEL and Claire Morgan, Estyn, as the 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 February 2018 the panel will have decided who will be invited for interview in March 2018.

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 the Appoint system to let you know whether or not you have been invited to be interviewed. It is our intention that interviews will take place in Cardiff.

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. 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.

## **{National Academy for Educational Leadership}**

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

If you are unsuccessful at interview, you will be notified by Welsh Government. 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 the Corporate Shared Service Helpdesk on 03000 255454 or email [PublicAppointments@gov.wales](mailto: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 the Corporate Shared Service Helpdesk on 03000 255454 or email [PublicAppointments@gov.wales](mailto:PublicAppointments@gov.wales).