



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

Annual Report

April 2023 - March 2024

Inspiring Leaders - Enriching Lives



ADDYSG CYMRU
EDUCATION WALES
cenhadaeth ein cenedl oŵr national mission



Ariennir gan
Lywodraeth Cymru
Funded by
Welsh Government

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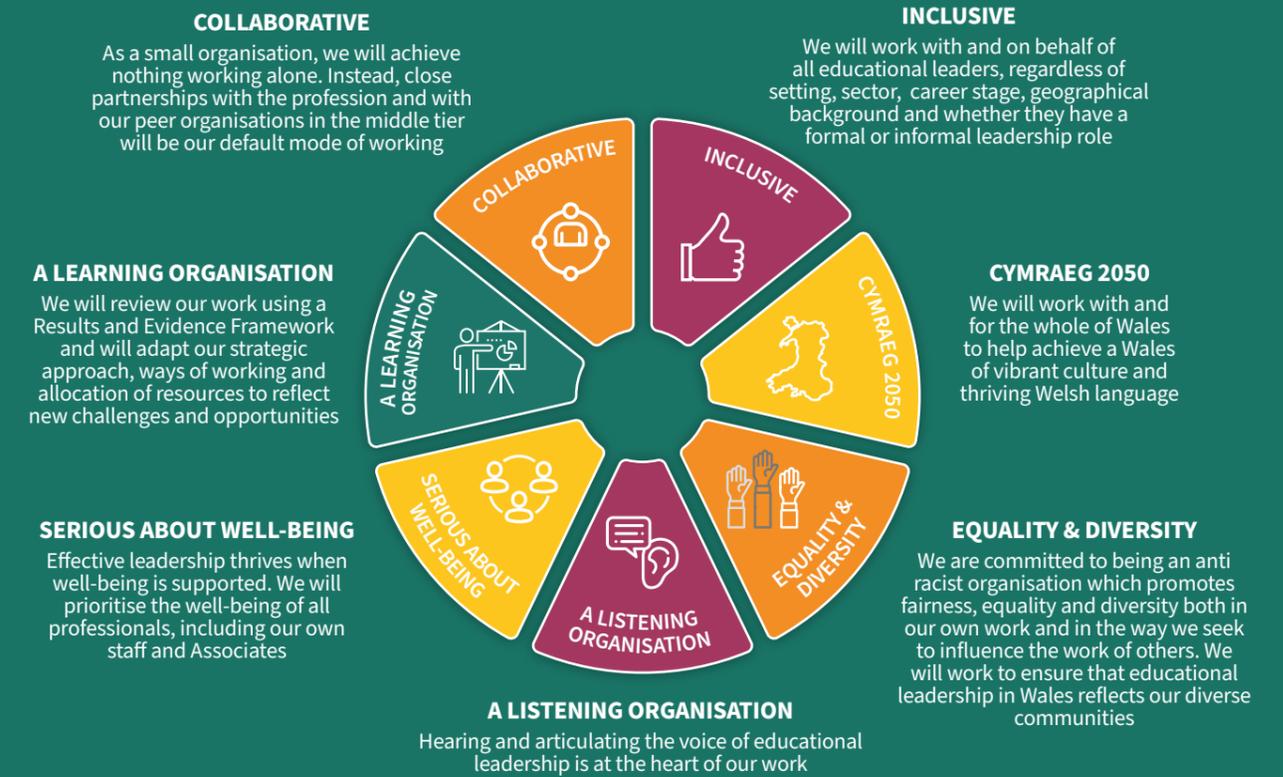
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About Us

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.



Statement from the Chief Executive



It is my great pleasure to share my views on the work of the National Academy for Educational Leadership Wales as part of the Annual Report 2023-2024.

We have continued to work using a hybrid approach to our work, with home working as the recognised way of working for our employees. We have recognised the need for flexibility and work-life balance and this arrangement enables us to create a culture of collaboration and innovation within the organisation as well as with our educational leaders across Wales.

During 2023-2024 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 2024 we held our fifth online Well-being conference, which once again emphasises how serious we are about prioritising the well-being of our educational leaders.

There are also unique benefits to face-to-face events that cannot be replicated virtually, as in-person interactions nurture deeper connections, networking opportunities and spontaneous discussions.

In September 2023, we convened our sixth cohort of National Academy for Educational Leadership Associates. 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 latest cohort of Associates represent the geographical landscape of Wales and include a range of educational sectors, from schools, youth work and post compulsory education & training (PCET) sectors.

The National Academy for Educational Leadership continues to grow and mature, and this year we welcomed a new member to the team, Meleri Light, Head of Welsh. It is an exciting time for education and the National Academy for Educational Leadership is proud to support leaders from all education sectors.

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



Following another year of successful activity, I am proud, as Chair, to reflect on the extensive work undertaken by the National Academy for Educational Leadership.

I am privileged and grateful to have had the full support of all Board members in terms of ensuring that operational activity aligns with strategic direction. The Board members are confident that all the activity undertaken aligns with, and responds to practice. All provision endorsed by the National Academy for Educational Leadership continues to be quality assured through robust process.

Finally, I wish to thank the Chief Executive and the staff team who ceaselessly demonstrate commitment and professionalism in their work, ensuring that they uphold the purpose of the National Academy for Educational Leadership in **Inspiring Leaders - Enriching Lives.**

Dr Sue Davies, Chair of the Board

During its seventh year, the National Academy for Educational Leadership has continued to maintain its core values, principles and vision in terms of support for leaders in the education system. As Chief Executive, Tegwen Ellis effectively leads and supports the staff team and Associates, in addition to promoting and increasing the visibility of the organisation across and beyond Wales. Whilst planning and developing policies with her team, she ensures the well-being of all staff involved, and indeed of educational leaders across Wales.

The hybrid working model has proven to be a successful element of the National Academy for Educational Leadership's activity, particularly the online events which allow participants access from across Wales and beyond – again extending the reach of the organisation. Events have embraced a range of foci, with input from extremely knowledgeable speakers and practitioners in fields relating to education and the work of the National Academy for Educational Leadership. Face-to-face events have increased networking opportunities. The Associates continue to represent the varied landscape of education in Wales including the Youth Work sector and Post Compulsory Education and Training sector.

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 2023-2024 we received eight applications for endorsement and five were endorsed:

- Impact in Learning - Leading Parental Engagement
- Aspire2be - ILM for Educators & Leading Digital Transformation
- Rethinking Education - Making Change Stick
- Regional Consortia in Wales - Strategic Development and Evaluation of the Welsh Language

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



The endorsement process was a comprehensive and rigorous process that truly evaluated the quality and effectiveness of our provision. The assessment included a thorough review of our content, delivery methods, and impact, ensuring that we meet the highest standards.



Innovation

Innovative thinking and action are critical for developing a self-improving system, and we support leaders to promote collaboration and innovation through our Innovation Pathway Fund. This year we have supported 14 organisations with their innovative projects:

- Estyn - Education Leadership and Inspection Skills Development Programme for Black, Asian and Minority Ethnic Aspiring Leaders
- Swansea MAD - Funding and Finances Leadership Training: Supporting a Sustainable and Resilient Voluntary Youth Work Sector
- Education Achievement Service (EAS) - Facilitation Skills for Leaders
- Pro-Mo Cymru - Leading Cynefin – Community Focused Schools, Curriculum for Wales and Community/Youth Organisations
- CSA Centre - Designated Safeguarding Person – Identifying and Responding to Child Sexual Abuse
- Cardiff Metropolitan University - Global Majority -Teacher to Headship
- St Thomas Primary School - Taking Control of our Well-being – Establishing a Peer Support Pool for Primary Headteachers in Swansea
- Ffa-la-la - Hwyliaith and Hwyliaith Anghenion Dysgu Ychwanegol
- Chrysalis Mindset Coaching - Leading self - Personal Growth Programme
- Oak Field Primary School - Developing Big Bocs Bwyd System Leader Champions
- Professor Andy Penaluna - Innovative Pedagogy (Transitions)
- Leading Number Fluency - Winning at Numbers
- Nant Caerau - Leading Enquiry
- Cardiff County Council - Aspiring Head Teachers

During 2023-24 Innovation Pathway funding has also been allocated to the Associate Federation with the aim of developing the following 3 foci; Development of a Parent Protocol, Schools Supporting Schools in a Self-improving System and Carnegie Cymru School Mental Health and Well-being Community.

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.

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 2023-2024 we recruited our sixth 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 5 have completed their commission journey considering the Well-being of Leaders and the Leadership Enablers of Implementing Curriculum for Wales. Cohort 6 have started their commission work considering leading an Anti-racist organisation and Leading Self-evaluation and Improvement. These will be a key activity for the year ahead.

The Associate Federation was established in 2023-24 with members drawn from Cohorts 1, 2, 3 & 4. The Associate Federation has started their work considering some key national priorities, including a family communication protocol, a national well-being community, recruitment and retention.

Attainment Champions

The Attainment Champions pilot has moved into phase two with the recruitment of new schools to work with the appointed Attainment Champions. This national peer to peer model for tackling the impact of poverty on attainment includes peers working in tri-ads to develop successful approaches to tackling attainment and will be a key activity for the year ahead.



The Attainment Champions project demonstrates the power of collaboration and sharing best practices to reduce the impact of poverty on learners' attainment. Schools engaged in innovative strategies, professional learning, and national initiatives which showed initial signs of a positive impact.



Associates

Cohort 5

Dewi Wyn Hughes

01. Ysgol Gwynedd, Flintshire CH6 5DL

Geraldine Foley

02. Marlborough Primary School, Cardiff CF23 5BU

Margaret Davies

03. St Christopher's Special School, Wrexham LL13 7BW

Bryony Evett Hackfort

04. Coleg Sir Gar and Coleg Ceredigion, Llanelli SA15 4DN

Mike Cameron

05. Tonyrefail Community School, Porth CF39 8HG

Russ Dwyer

06. St Thomas Community Primary School, Swansea SA1 8EZ

Marco Gil-Cervantes

07. ProMo-Cymru, Cardiff CF10 5EP

Penny Ellwood

08. The Maelor School, Wrexham LL13 0LU

Owain Roberts

09. Ysgol Cybi, Holyhead LL65 1NS

Alison Williams

10. Craigfelen Primary School, Clydach SA6 5DP

Siân Thomas

11. Woodlands School, Cardiff CF5 5AQ

Richard Hatwood

12. All Saints Primary School, Wrexham LL12 8RW

Helen Jones

13. Maesteg School, Maesteg CF34 0LQ

Claire Rayner

14. Ysgol Min y Ddol, Wrexham LL14 3PA

Catrin Coulthard

15. Ysgol Gynradd Gymraeg Calon Y Cymoedd, Bridgend CF32 8LU

Owain Jones

16. Ysgol Gyfun Aberaeron, Aberaeron SA46 0DP

Cohort 6

Martin Evans

17. Ysgol Gynradd Gymraeg Pontardawe, Neath SA8 4JX

Siân Ross

18. Ysgol y Plas, Colwyn Bay LL29 8YY

Rhys Buckley

19. Cleddau Reach Primary School, Haverfordwest SA62 4NG

Nick Allen

20. Saundersfoot Community Primary School, Saundersfoot SA69 9HB

Melanie Ryan

21. Youth Cymru, Pontypridd CF37 5BP

Matthew Dunn

22. St Richard Gwyn School, Barry CF63 1BL

Loren Henry

23. Urban Circle, Newport NP20 2BP

24. Karl Lawson

Ysgol John Bright, Llandudno, LL301LF

Dawn Spence

25. North East Wales Adult Community Learning Partnership, Wrexham LL11 1HR

David Thomas

26. Portmead Primary School, Blaenymaes SA5 5LA

Trystan Edwards

27. Ysgol Garth Olwg, Pontypridd CF38 1DX

Anna Griggs

28. Buttington Trewern County Primary School, Welshpool SY21 8TB

Emma Davies

29. Pembrokeshire College, Haverfordwest SA61 1SZ

Adele Slinn

30. Ysgol Bryn Alyn, Wrexham LL11 4HB

Aaron Ellis

31. Ysgol y Deri, Barry CF62 8NA

Associate Federation

Gayle Shenton

32. Ysgol Gynradd Gymraeg Castell-nedd, Neath SA11 3AL

Jayne Woolcock

33. Swansea Council School Improvement Team, Swansea SA4 9DB

Rhian Milton

34. Cadoxton Primary School, Barry CF63 2JS

Rebecca Turner

35. Ysgol Acrefair, Wrexham LL14 3SH

Noel Fitzgerald

36. Ysgol Pen Coch, Flint CH6 5DL

Mair Hughes

37. Ysgol Penglais School, Aberystwyth SY23 3AW

Gavin Gibbs

38. Torfaen Youth Service, Torfaen NP44 1AN

Joanne Cueto

39. Maindee Primary School, Newport NP19 0AP

Claire Williams

40. Glan Usk Primary School, Newport NP19 7HF

Simon Roberts

41. Maesybryn Primary School, Pontypridd CF38 2NS

Dr Llinos Jones

42. Ysgol Gyfun Gymraeg Bro Myrddin, Carmarthen SA32 8DN

Sharon Hope

43. Clase Primary School, Swansea SA6 7JX

Kerina Hanson

44. Pennard Primary School, Swansea SA3 2AD

Dr Joe Cudd

45. Ysgol Pen Rhos Primary School, Llanelli SA15 2NG
46. Ysgol Pentip, Llanelli SA15 3BL

Olwen Corben

47. Ysgol Glanrafon, Mold CH7 1PS

Catrin Thomas

48. Ysgol Bro Preseli, Pembrokeshire SA41 3QH

Alison Ellis

49. Maesyrrhandir CP School, Newtown SY16 1LH
50. Brynhafren CP School, Shrewsbury SY5 9AT

Trefor Jones

51. Ysgol Brynhyfyr, Ruthin LL15 1EG

Paul Keane

52. Federation of Blenheim Road Community, Cwmbran NP44 4SZ
53. Coed Eva Primary School, Cwmbran NP44 4TG

Ian Gerrard

54. Ysgol Aberconwy, Conwy LL32 8ED

Sarah Coombes

55. Llanishen Fach Primary School, Cardiff CF14 6SS

Richard Monteiro

56. Ysgol Pen y Bryn, Conwy LL29 6DD

Karen Wathan

57. Danescourt Primary, Cardiff CF5 2SF

Damian Beech

58. Goetre Primary School, Merthyr Tydfil CF47 9PB

Huw Powell

59. Mary Immaculate High School, Cardiff CF5 5QZ

Karen Lawrence

60. Llanfaes Community Primary School, Powys LD3 8EB

Jeremy Griffiths

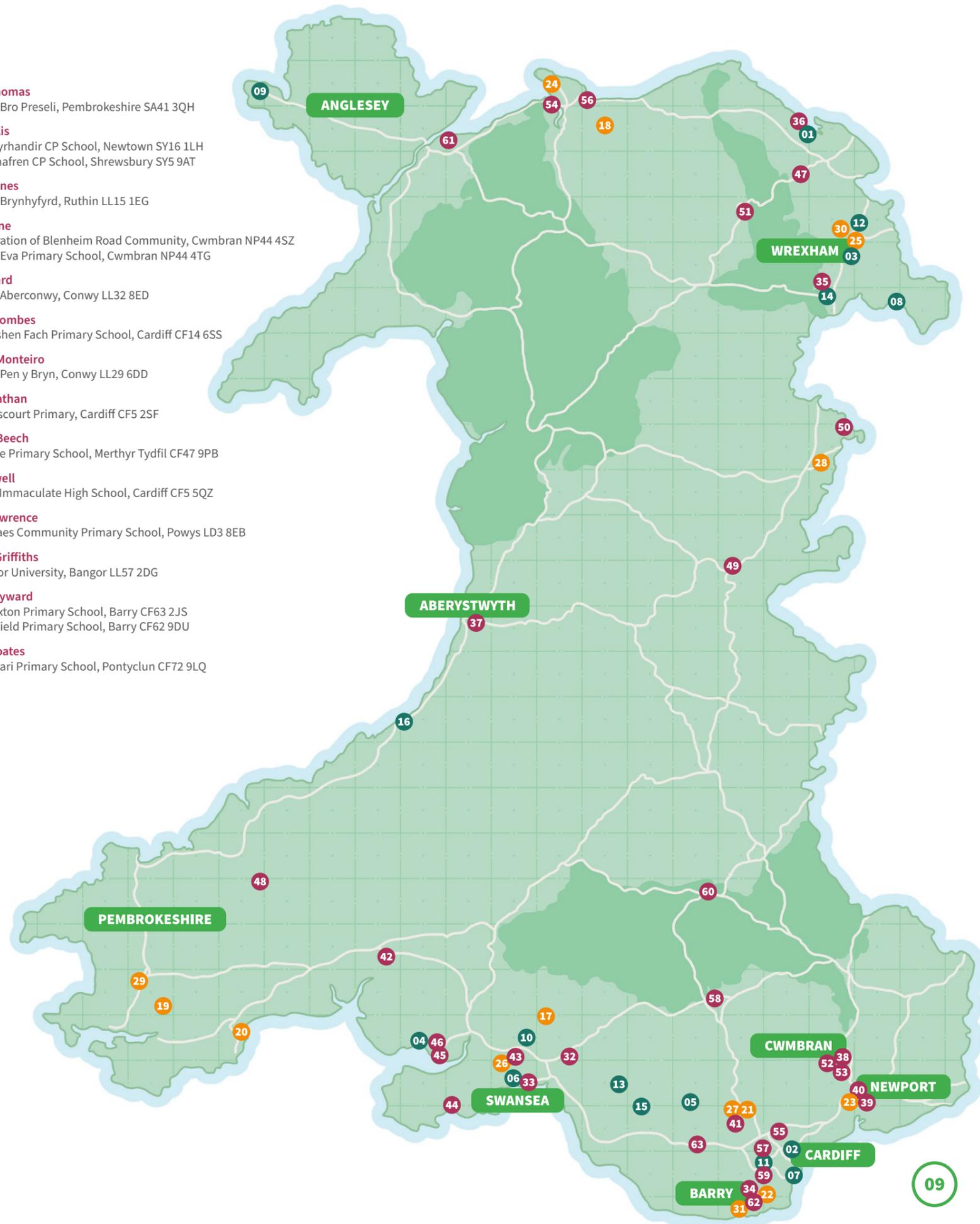
61. Bangor University, Bangor LL57 2DG

Janet Hayward

34. Cadoxton Primary School, Barry CF63 2JS
62. Oak Field Primary School, Barry CF62 9DU

Emma Coates

63. Llanhari Primary School, Pontyclun CF72 9LQ





Leadership Development

We provide a range of opportunities for educational leaders to come together nationally to engage in professional conversations with peers from across educational sectors to develop their professional capabilities, feel empowered, inspired and motivated.

During 2023-2024 educational leaders in Wales have engaged with a range of leadership development opportunities. Our leadership development activities include webinars such as Leadership Unlocked featuring Andy Adams MBE, Stuart Davies, Diana Osagie and Professor Ken Jones and Additional Learning Needs Unlocked with David Bartram OBE. Our conferences explored the well-being of educational leaders, the importance of leadership and Curriculum for Wales with leaders and practitioners from across Wales. We also held collaborative events with the National Institute of Economic and Social Research and Education Policy Institute and our Tri-Nations partners Education Scotland and Oide, Ireland.

Over 2,500 leaders from across Wales have engaged with our Leadership Development activities in 2023-2024.

Engagement

During 2023-2024 we engaged with leaders through a variety of different events across Wales and online. We had stands at the National Urdd Eisteddfod in Llandovery, and the National Education Show in Llandudno. At the National Eisteddfod in Llŷn and Eifionydd, Gwynedd we held pop-ups on stakeholders and partner organisations stands.

While at the National Urdd Eisteddfod we held three panel discussions across the week exploring Welsh in Education and Curriculum for Wales. The panels featured:

- **Tuesday 30 May 2023:** Welsh in Education: Gareth Morgans (Director Education and Children's Services Department, Carmarthenshire County Council), Trefor Jones (Headteacher, Ysgol Brynhyfryd, Ruthin), and Ashok Ahir (Director of Communications and Engagement, Qualifications Wales).
- **Thursday 1 June 2023:** Curriculum for Wales: Jeremy Miles MS (Minister for Education and Welsh Language), Owen Evans (His Majesty's Chief Inspector of Education and Training in Wales, Estyn), Emyr George (Director of Qualifications Policy and Reform, Qualifications Wales), Clive Williams (Headteacher, Ysgol Gymraeg Aberystwyth), Owain Gethin Davies (Headteacher, Ysgol Dyffryn Conwy), Tegwen Ellis (Chief Executive, National Academy for Educational Leadership Wales).
- **Friday 2 June 2023:** Welsh in Education: Owain Lloyd (Director, Education and Welsh Language Directorate, Welsh Government), David Jones (Chair of the Board, Qualifications Wales) and Mair Hughes (Headteacher, Ysgol Penglais School, Ceredigion).

We also, with support from the Welsh Government, secured an exclusive deal to offer free registration for education staff across Wales to attend the World Education Summit. Content from our events has also featured in partner events such as the GwE Well-being Conference and referenced in external publications such as Estyn's Thematic Report, 'The new additional learning needs system: Progress of schools and local authorities in supporting pupils with additional learning needs'.



Insight

Associates of the National Academy for Educational Leadership published two commission reports during the year which are now informing policy and practice. One report focused on the leadership challenges and opportunities of Welsh Government's Community Focused Schools policy area and reflected wide-ranging conversations with senior leaders across Wales. Another looked at leaders' experiences of Additional Learning Needs reform and included the findings of a national survey which recorded responses from more than 800 leaders. The National Academy for Educational Leadership team are working closely with Welsh Government to take forward some of the recommendations in the reports.

The Associate Federation have been collaborating on community well-being platforms for educational leaders, as well as the implementation of the 'Be Well, Lead Well' support for Headteachers.

The National Academy for Educational Leadership's well-being of educational leaders' strategy continues to be informed by our working group, consisting of representatives from across the educational tiers including schools, the middle tier, Welsh Government as well as health and education sector academics and external organisations such as Education Support.

Well-being

The National Academy for Educational Leadership held its fourth annual Well-being of Educational Leaders conference in January 2024. The online event was attended by over 100 leaders and guest speakers included Dr Kevin Plamer from Welsh Government who gave a policy update and Helen Kelly – author of 'School Leaders Matter'. In addition, an in-conversation panel explored the theme of Supervision as a strategy to support the well-being of educational leaders.

Throughout the year, the Associates from Cohort 5 have continued working on their commission, 'A Well-being Entitlement for Educational Leaders in Wales', which explores the concept of a well-being entitlement for educational leaders in Wales. The Associates have used groups such as the well-being strategy group and the conference to obtain feedback to inform their commission.

Workforce Development

A new report, *Recruitment and Retention of Senior School Leaders in Wales*, was published in March. The report, conducted by the National Institute for Social and Economic Research with the Education Policy Institute, reviewed existing statistical data on the recruitment and retention of Headteachers, Deputy and Assistant Headteachers and presented new qualitative data on the real and perceived barriers to entering and remaining in senior leadership roles. The report authors suggested a range of policy suggestions for tackling growing recruitment and retention challenges. The National Academy for Educational Leadership is now working with Welsh Government to develop an Action Plan to take the findings of the report forward.



Partnerships

The National Academy for Educational Leadership is a small organisation with a wide remit and must work closely with stakeholders and partner organisations to deliver on its objectives. The Stakeholder Reference Group continues to meet regularly to provide an informed voice for the education system in Wales and positively influence and contribute to the work of the National Academy for Educational Leadership. Eight new members were recruited to the group in 2023 from cross-sector institutions in Wales.

The National Academy for Educational Leadership continues to work closely with partners in the middle tier including Estyn, the Education Workforce Council, Regional Consortia and the Association of Directors of Education in Wales. Regular meetings are held to discuss shared working and joint projects, and to support coherence across the education sector.

In November, 2023 Chief Executive, Tegwen Ellis, was invited to become an honorary national affiliate of the newly established University 'Centre for International Research into Leadership in Education' (CIRLE). The Centre was launched in September 2023 with a clear

remit to engage with international scholars in the field of educational leadership in order to foster new collaborations, networks and innovative research engagement. Through this partnership, the National Academy for Educational Leadership will support a deeper understanding and knowledge of leadership and amplify the impact of research on a truly international scale.

During 2023/24, the National Academy for Educational Leadership exhibited at the Urdd Eisteddfod in Llandoverly in partnership with Qualifications Wales and Estyn. During the Eisteddfod, three panel style events were held on the stand involving leaders from schools, post-16 colleges, middle tier organisations, Welsh Government officials and the then Minister for Education and Welsh Language, Jeremy Miles MS. Events such as these continue to have an extremely positive effect on the brand identity of the National Academy for Educational Leadership and further develop relationships with key stakeholder organisations.

Cymraeg 2050

The National Academy for Educational Leadership is committed to the ambition of Cymraeg 2050: Welsh Language Strategy and one of our values is to 'work with and for the whole of Wales to help deliver Wales with a vibrant culture where the Welsh language thrives'. In 2020, Associates from Cohort 2 set out to explore the role of educational leadership in realising this vision for Wales and as a result a self-evaluation tool has been developed to support the Welsh language in educational organisations. Over the course of six months, seven Associate and stakeholder organisations have piloted this self-evaluation toolkit within their settings in order to implement their vision for the Welsh language at a whole school level. In March 2024, an event took place to share this good practice with the other participants, Estyn, Regional Consortia in Wales and Welsh Government to discuss the next steps in developing this work. The importance of the toolkit was unanimously agreed in moving along a linguistic continuum and in embracing the Welsh Language and Education Bill.

In March 2024 the National Academy for Educational Leadership's quality assurance process endorsed a Strategic Module to Develop the Welsh language in English schools, led by the Regional Consortia in Wales following a period of development and piloting with schools and educational settings. Innovation Pathway funding was also made available to Ffa-la-la in October 2023 titled Hwyliaith - Welsh made fun. This independent company provides Welsh language training and resources for schools and has created a unique methodology that uses song and creative activities to improve Welsh speaking ability.

We are committed to promoting the Welsh language internally within the organisation and have published a Welsh Language Policy in September 2023 to ensure that the Welsh language plays a crucial role in the wider provision of the services we provide. We believe that being able to communicate in your most natural language is vitally important. In compliance with Standard 145 of the Welsh Language Standards the National Academy for Educational Leadership has produced and published a five-year strategy which sets out how we will promote and facilitate the use of Welsh within our organisation.

Anti-Racism

The Welsh Government is committed to building an inclusive and anti-racist nation, where all individuals, especially those from Global Majority backgrounds, can thrive and where everybody contributes to Wales' progress. The National Academy for Educational Leadership has embraced this vision and pledged to become an anti-racist organisation by 2030.

In May 2023, the National Academy for Educational Leadership formed an Anti-Racist Steering Group to advise, support and challenge its vision and progress to making the National Academy for Educational Leadership an anti-racist organisation. Membership of the group is drawn from staff, board members, associates and educational leaders from a range of backgrounds.

Throughout 2023/24, the National Academy for Educational Leadership has worked closely with the Diversity and Anti-Racist Professional Learning (DARPL) organisation. In June 2023, the National Academy for Educational Leadership partnered with DARPL and other middle tier organisations to co-host Wales' first Anti-Racism conference. Since then, the National Academy for Educational Leadership has endorsed DARPL's provision for senior leaders and DARPL representatives have supported the National Academy for Educational Leadership in reviewing its recruitment guidance for Associates in an attempt to attract leaders from global majority backgrounds to the role.

In March 2024, the National Academy for Educational Leadership was invited to host a workshop at the Black Leadership Group annual conference in the Senedd, Cardiff Bay. Two members of staff presented the work of the National Academy for Educational Leadership to date in becoming an Anti-Racist organisation by 2030 and shared the strategies and approaches taken to achieve its long term objective.

Financial Statements

Profit and loss account for the year ended 31 March 2024

	2024 £	2023 £
Turnover	1,675,983	1,826,469
Cost of sales	(775,687)	(906,363)
Gross surplus	900,296	(906,363)
Administrative expenses	(940,590)	(780,673)
Operating deficit	(40,294)	139,433

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

During the year ended 31 March 2024 the company showed a deficit of £40,294 (2023: surplus of £139,433) and had reserves of £263,201 (2023: £303,495). The company has incurred a deficit as it has utilised the previous year's funding to deliver on its projects. The reserves of £263,201 have also been committed to future projects to meet the organisation's objectives, ensuring that all funding provided by the Welsh Government is fully utilised. Neither the deficit nor the reserve figure represents a cash balance, but are rather a result of the income recognition policy.

Balance sheet as at 31 March 2024

	2024 £	2023 £
Fixed assets		
Tangible assets	12,516	13,669
Current assets		
Debtors	246,456	275,329
Cash in bank and in hand	24,538	31,651
	270,994	306,980
Creditors		
Amounts falling due within one year	(20,309)	(17,154)
Net current assets	250,685	289,826
Net assets	263,201	303,495
Reserves		
Income and expenditure account	263,201	303,495
Total equity	263,201	303,495

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 7th November 2024 and were signed on its behalf by:

S. Davies





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