



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

**Minutes/Action Notes from Board Meeting 3<sup>rd</sup> September 2020 via Zoom**

In Attendance: Sue Davies (SD) (Chair)  
Tegwen Ellis (TE) (Chief Executive)  
Kirsty Payne (KP) (Secretariat)  
Claire Williams (CW)  
Mike James (MJ)  
John Graystone (JG)  
Martin Price (MP)  
Davina Payne (DP)  
Rosemary Jones OBE (RJ)  
Paul Marshall (PM)

Apologies from: Michaela Renkes

1. Welcome, confirmation of minutes and actions from previous meeting

SD welcomed everyone to the meeting. Michaela Renkes has offered apologies for this meeting so there is no Welsh Government (WG) representative present. There were no conflicts of interest registered. The minutes of the previous meeting were agreed as accurate.

SD went through the action log:

- Action 84 – on the agenda for this meeting
- Actions 105, 115 & 134 are postponed due to COVID-19 pandemic
- Action 143 – TE confirmed that this is in progress with Charlotte Thomas who is devising a political engagement strategy. Mark as on-going
- Action 144 – Unable to proceed due to COVID-19 pandemic. Mark as postponed
- Action 145 – on the agenda for this meeting
- Action 146 – will be discussed at the next meeting (20<sup>th</sup> November)
- Action 148 – will be discussed later in the meeting

The Board wished the Associates well during their first week of term and are looking forward to meeting Charlotte Thomas (communications manager) during a future meeting.

There is a need to hold an extraordinary board meeting at the end of September to hear the presentation of the External Audit report by Audit Wales and to hear the report from the Audit and Risk Assurance committee as the meeting has been postponed and, as such, it is not possible to report during this meeting. KP will arrange a suitable date following the meetings. There is a clash with the next board meeting on 19<sup>th</sup> November so **KP will circulate alternative dates following the meeting.**

## 2. Board Refreshment Update

Michaela Renkes has offered apologies for this meeting so there is no official update from WG. SD confirmed further meetings have taken place between herself, WG and the Public Bodies Unit and that a proposal for the refreshment of the board has been submitted to the Education Minister for approval. SD hopes that the Education Minister will formally respond before November and board members can be informed of the outcome at the next board meeting.

## 3. Finance / HR Committee Report

JG presented the report from the Finance / HR committee meeting on 29<sup>th</sup> June 2020.

The quarter 1 spend report was presented to the committee. There were no variances of any significance and the committee were reassured of the Leadership Academy's financial position.

The management team have updated the budget because of ongoing restrictions due to COVID-19. This is the second revision of the budget; the original document was created in February 2020 and the first revision was in April 2020 following the cuts to the Leadership Academy's grant. The leadership Academy do not plan to hold any face-to-face events for the remainder of the year which has meant that the budget for these activities has been reallocated to fund a new website. The committee are reassured that there is a level of flexibility in the budget should the situation concerning the pandemic change drastically before the end of the financial year. The committee recommend that the updated budget be signed off by the committee. **KP will circulate the document and the board will confirm sign off at the next meeting.**

The administrative assistant role has been made redundant. The process was conducted fairly and no appeals against the process have been lodged. The Communications Manager (Charlotte Thomas) took up her role on 3<sup>rd</sup> August and has made good progress to date. The Business Manager role was upgraded to Head of Operations from 1<sup>st</sup> August 2020 to coincide with the commencement of the communications manager. 2 out of the 3 secondees started on 1<sup>st</sup> September with the third hopefully starting on a phased introduction from mid-September.

The committee terms of reference were reviewed and amendments were suggested.

## 4. Chief Executive Report against Corporate Plan and Well-being Strategy update

As this report covers the summer holiday period for education, TE presented her report in an alternative format on this occasion:

Charlotte Thomas took up the role of Communications Manager on 3<sup>rd</sup> August and has made a very positive start with the following output:

- Increased Social Media Engagement
- Creation of Marketing Guidelines for Endorsement Provision
- Creation of Communications Accessibility Guidelines
- Development of Communications Plan for Sept 2020 – March 2021
- Redesign of Academy digital newsletter – open subscription for all

4 applications have been received to date for the vacant assistant director role with 2 further enquiries to be followed up by TE. There is a very positive attitude within the team about what the Leadership Academy is now able to achieve with its enhanced team.

The Leadership Academy continues to support WG as a strategic partner although many meetings were cancelled over the summer period due to annual leave.

The team (including 3 secondees) are taking part in a team building event on 5<sup>th</sup> September focused on improving visibility through appreciative enquiry, although this will naturally improve through the appointment of the communications manager.

Associates in cohort 3 will begin their second learning experience during the first half of the autumn term.

A new call for endorsement will open in the second half of the autumn term with a closing date in February 2021. Sue Roberts is leading on endorsement whilst the assistant director is being recruited. The criteria will be reviewed and refreshed to include reference to blended learning and the professional learning passport and will be open to all sectors in the education sector, not just schools.

A timetable is being put together for the associates to attend board meetings. TE asked the board if they wanted all cohorts to speak to the board on the same occasion or if they would rather see different cohorts at different times.

Work is progressing with the well-being agenda. An associate has offered to analyse the data collected through the survey but WG have advised that a specialist agency is employed to carry out the analysis. This is currently being considered by the well-being team. The work on well-being is also being considered internally. The Leadership Academy should be modelling well-being within the system. Nia Miles is creating a well-being policy for the team and is looking at the potential of gaining external accreditation from *Investors in Well-being*.

OB3 will be re-engaging with schools for the *Leading Professional Learning* project but are cautious of putting too much pressure on headteachers at this time. WG have advised the findings will need to be released at the right time as leaders are suffering from guidance fatigue. *Enquire, Innovate, Explore!* completion dates have been extended to allow schools to catch up.

SD thanked TE for her report and the teams continued hard work.

CW left the meeting to take a call

SD welcomed the introduction of the external newsletter in place of the internal bulletin and agreed that the good work of the Academy should be shared far and wide.

SD asked the board for their views on associates attending future board meetings and the board confirmed that it would be more beneficial to hear from one cohort at each meeting (allowing the board to hear from all 3 cohorts twice every year). PM stressed the need to make the purpose of the discussion clear to the associates based on the function of the board. The board is focused on the strategic elements rather than the operational. DP is keen to hear more about the well-being of the associates, particularly during this difficult time.

SD is very encouraged by the feedback from cohort 3 following their induction. TE confirmed that they found a lot of value in the sessions. Despite the team being unsure how the learning experience would work with online delivery the associates found it inspirational. There has also been some very positive feedback regarding the *Leadership Unlocked* webinar series.

RJ asked if there was a risk of 'short-termism' with the 12-month secondment positions and asked if there was potential to extend them beyond this period. TE confirmed that the money that was carried over from the corporation tax account was used to part fund the secondments and there would be no guarantee of increased funding this year. Future budgets would be subjected to higher levels of scrutiny and restriction so there is no guarantee of what the Leadership Academy will be able to fund in the next financial year. SD commented that it would be important to prove the unique value of the Leadership Academy and the critical role that the secondees play in it.

CW re-joined the meeting.

RJ asked if the data collected in the well-being survey was focused on the return to school and if so, was it time limited and at risk of becoming irrelevant. TE confirmed that the survey concerned the general well-being of leaders, not just during the pandemic. RJ asked if an audit of other well-being work in the sector had been conducted. RJ works with GwE who are also working on well-being and stressed the importance of co-ordinating efforts to avoid silo working and duplication. TE confirmed that Nia Miles has been tasked with finding out about other work of well-being within the system. There is a WG consultation out at the moment, but this concerns the well-being of children, rather than leaders. WG are supportive of the Leadership Academy's work into well-being.

CW pointed out that the Leadership Academy should work in the interest of headteachers, and feedback issues to Welsh Government regarding well-being.

MJ believes that it is a good idea to apply for external accreditation from Investors in Well-being as it stands as a kite mark of quality. There is often a preliminary audit to

assess suitability before the main assessment is commissioned to prevent unnecessary spend when an organisation is not ready.

SD thanked the board for their comments.

## 5. Revised Corporate Plan

CL joined the meeting to present the draft of the revised annual report to the board. The annual review of the corporate plan took place in June 2020. The review found that there were a number of reporting demands on the plan taking on lots of different formats which was putting pressure on the team. The revised corporate plan seeks to bring together all of the Leadership Academy's aspirations and plans into one document so that reporting is more streamlined and is able to better demonstrate impact.

The document opens with the purpose of the Leadership Academy. This has been taken from the management agreement document which was written by WG when the Leadership Academy was created. *The vision* is an attempt to put on one page what the Leadership Academy should look like as an organisation, and what it aims to achieve.

*Our Values* are listed separately on page 5 and incorporate the seven principles of public life with the unique values of the Leadership Academy itself.

*Our Strategy* is a high-level view of the areas that the Leadership Academy will work in and sets a structure for the operational plans that will sit underneath. 3 priority areas have been identified; *Corporate, Leadership Development and Thought Leadership*. 3 workstreams have been identified under each of these priority areas.

*Our Resources* addresses the professional capital of the Leadership Academy in terms of the Board, the team, the Associates and the stakeholders.

Finally *Our Performance* looks at the proposed *results and evidence framework* which will identify what has worked well and what hasn't been so successful and to evidence how effective we are to our funders to establish a secure funding basis going forward.

The *Logic Model* in appendix A shows the inputs, outputs and outcome of the Leadership Academy in terms of the vision for 2025. Finally, an updated *Organogram* has been added in appendix B which colour codes the workstreams and shows the resources that are allocated to each. This will need to be updated before publication to include the associates and draw attention to the fact the Leadership Academy are able to engage them in any of the workstreams.

SD thinks that the revised plan is coherent, streamlined and very focused and shows the Leadership Academy to be a dynamic organisation. SD asked if it was worth dating the organogram in case there are changes to the structure over the next 4 years. SD thanked CL for this excellent piece of work.

MJ agreed that it is an excellent piece of work and asked if there were any additional implementation risks given the ambitious nature of the plan, compared to the previous version.

TE agrees that it is ambitious and thinks that the risks will come from the Leadership Academy's capacity to complete the workstreams. The purpose has remained the same since the inception and it has been very restrictive to not have the capacity to fulfil it. The pandemic has also meant that activity has not moved as quickly as the team would have liked. There are risks but they will need to be considered as we move forward. A key risk will be around reputation and the Leadership Academy following up on the promises made in this document. The Leadership Academy needs to respond and adapt to changes within the sector.

MJ asked if there were issues anticipated in terms of overlap with other middle tier organisations in terms of workstreams. TE agreed that there could be some overlap and potentially some friction, but the Leadership Academy needs to find its way and cement its position in the sector whilst building relationships with the other organisations in the middle tier.

JG thinks it's a very good paper but asked if the term 'middle tier' needs to be clarified as members of the public may not understand the term. JG also asked if there should be a reference to further education colleges and governors in the plan. There could be something in TE's introduction rather than in the vision itself. JG then asked whether the line *enriching the lives of children* was appropriate considering that the Leadership Academy doesn't have any direct contact with children, and whether *enabling the enrichment of the lives of children* would be better. JG also asked if there should be some inclusion of diversity in the values section. TE thanked JG for his thoughts.

PM thanked TE and CL and welcomed the succinct nature of the plan. The danger of a plan of this nature is that the simplicity can sometimes hide the issues and risks that could be faced. The Board need to be able to use this report to ascertain the results and the impact of the work that has been carried out. The risks that the new plan presents need to be reflected in the risk register and board assurance framework. PM also finds it difficult to grasp what the KPIs are from reading the report. Words such as *array* and *suite* have been used which are very difficult to quantify and measure and will make it hard to demonstrate the success of the plan to key stakeholders such as WG.

MP thinks that the document is a very good example of a strategic plan but questioned the order of the strategic priority areas. Whilst the running of the organisation is important it should sit behind the two key areas of Leadership Development and Thought Leadership. The word *priorities* indicates an order of importance.

RJ asked if this document is a vision or a plan. It is not possible for the board to judge success against a vision so this needs to be clearer. This plan needs to be robust to get through some serious political changes from April 2021 onwards. RJ likes the organogram and thinks it is crystal clear but also believes that the associates and stakeholders need to be added.

TE thanked the board for their positive comments and advice for improvements. The point of presenting the report in its draft form was to take comments and

suggestions. TE will consider adding in reference to Further Educational and Governors although these areas will be covered in detail within the operational plans. TE is keen for the term *middle tier* to remain as it is the terminology used by the sector and in *Our National Mission*. TE also agreed that the values should reference diversity and will discuss with the team to ensure the right terminology is used. TE also took onboard the comments from PM and MJ regarding risk and will look at the risk register in the context of the revised corporate plan ahead of the next Audit and Risk Assurance committee meeting. In terms of the priority areas and the indication of ranking, the way they have been set out in the corporate plan is the same way that they are set out in the remit letter. CL suggested looking at the wording used to find a less hierarchical term than priorities.

CW suggested creating a diagram containing the purpose, vision and values to better illustrate the layers of the corporate plan.

DP asked if the well-being objectives overlapped with the agenda of the Future Generations Commissioner. TE hasn't spoken to Sophie Howe about the work of the Leadership Academy but as the Leadership Academy's work is purely for educational leaders she doesn't anticipate there being any duplication.

SD asked members to email any further comments to TE and CL by Monday 7<sup>th</sup> September.

TE & CL will take onboard everything discussed today when preparing the final version.

CL left the meeting.

## 6. Review of Board Terms of Reference

Following the previous meeting SD asked board members to forward any suggested amendments to the terms of reference for consideration. SD has only received suggestions from JG to date. SD suggested adding information to the terms of reference regarding appointments to the board. The board agreed that SD and JG's suggested amendments should be made to the document

RJ mentioned that the terms of reference state that expenses claimed by the board are published on the website but is unable to find where they are located. KP confirmed that the expenses claimed by board members are actually published in the annual accounts which are available on the Companies House website. RJ suggested amending the terms of reference to reflect this.

**KP will make the amendments and the document will be presented at the next board meeting to be signed off.**

## 7. Date of next meeting, future agenda items & close

The date of the next board meeting in November needs to be changed due to a clash for some members. **KP will circulate suggested new dates following the meeting.**

There will need to be an extraordinary board meeting at the end of September to hear the external audit report. All board members do not need to attend although a quorum is necessary. **KP will circulate the date following the meeting.**

All board members agreed that the first week of September was not convenient for future board meetings and that any meeting scheduled in September 2021 should be towards the end of the month.

SD thanked members and staff for their contribution and closed the meeting at 11:50

### Action Log

No.		Owner	Deadline	Status
83	Check public appointments process for future board members	SD	September 2019	Ongoing
105	Agenda Tegwen Ellis to attend future board meeting to present her Doctorate work to date	KP	September 2020	Postponed
115	Create a second risk register for operational risks	A & RA Committee	January 2020	Postponed
134	WG representative to attend next meeting to discuss the new curriculum	TW/CW	September 2020	Postponed
143	Consider strategy for engaging with Ministers ahead of the election	TE	September 2020	On-going
144	Explore possibility of holding event in Senedd to launch well-being strategy	TE/KP	September 2020	Postponed
145	Update on Board refresh to WG	SD	1 August 2020	Completed
146	Take comments on Board Performance measures and report back to board	JG	November 2020	
148	Send comments on terms of reference ahead of next meeting to chair	All	September 2020	Completed
149	Sign off revised budget following circulation of document	All	November 2020	

150	Circulate new dates for November board meeting	KP	September 2020	
151	Confirm date of extraordinary board meeting in September	KP	September 2020	
152	Make amendments to terms of reference	KP	November 2020	
153	Annual review of terms of reference	All	September 2021	