



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

**Minutes/Action Notes from Board Meeting 20<sup>th</sup> November 2020 via Teams**

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)  
Michaela Renkes (MR) (WG Observer)

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

SD welcomed everyone to the meeting. RJ registered a potential conflict of interest as she is part of an independent panel into assessments in 2020. SD thanked RJ and is sure that her input will be valuable. There were no other conflicts of interest registered.

SD informed the Board that KP is expecting a baby in April 2021 and scenario planning has begun to cover her period of maternity leave. A formal plan will be presented to the board in January 2021.

SD went through the action log:

- Action 83 – Update on the agenda for this meeting
- Action 105 – TE is happy to agenda this for January
- Action 115 – Can be removed as this is a management action which has been assigned to TE
- Action 134 – Remains postponed. RJ recommended that board members read 'Journey to 2022' to understand more about the implementation of the new curriculum. RJ will circulate the link.
- Action 143 – Completed
- Action 144 – Remains postponed
- Action 145 – Update on the agenda for this meeting
- Action 146 – SD suggested that a Task and Finish group be established to take this forward. MJ asked when comments could be made, and SD

explained that the paper had already been circulated for comments prior to the meeting by JG. MJ will send his comments onto JG after the meeting. SD asked for volunteers for the Task and Finish group. RJ and PM offered to join SD and JG on the group. KP will schedule a meeting. MR reminded the board that there are specific areas of board performance that must be measured to comply with the Public Bodies Unit.

The minutes of the previous meeting were agreed as accurate with one exception. CW asked that her comment on page 4 regarding WG having a direct impact on headteacher well-being be altered as it does not reflect the conversation that took place. CW would like the comment to read that 'the Leadership Academy should work in the interest of headteachers, and feedback issues to Welsh Government regarding well-being'. **KP will make the amendment.**

## 2. Board Refreshment Update

SD thanked MR for attending the meeting and asked her to provide an update on the refreshment of the Board.

MR confirmed that the response to the initial proposal submitted to the Education Minister has been delayed due to current circumstances. As such, the Minister has agreed to extend all board member terms for a further 12 months (until 31 March 2022). A rolling programme of refreshment will be implemented from 1 April 2022 onwards. SD should expect a letter confirming this. SD thanked MR for the update.

## 3. Finance / HR Committee Report

JG presented the report from the Finance / HR committee meeting on 20<sup>th</sup> October 2020.

The quarter 2 spend report was presented to the committee. There was some overspend in the budget that was counterbalanced by underspend in other areas and there were no significant variances. The committee were reassured of the Leadership Academy's financial position.

The committee received an update from the Chief Executive which will be shared during her report later in the meeting.

An interesting discussion about examinations and teacher assessment took place. TE feels that the Leadership Academy has found its niche in bringing leaders together from across Wales through the on-line webinar series. The committee agreed that any support that can be given to leaders at this difficult time is extremely valuable.

The committee is delighted about the appointment of Mark Isherwood to Assistant Director for Leadership Development and Quality Assurance.

The committee discussed the office in Swansea and if it is needed going forward. There will a further discussion on this at the next meeting.

The committee reviewed the redundancy policy created by the executive team in association with the HR mentors. Some amendments were agreed **and the committee will present it to the board for approval at the next meeting**. MR reminded the board that the policy must incorporate the Public Sector Exit Payment restrictions.

#### 4. Audit and Risk Assurance Committee Report

PM presented the report from the Audit and Risk Assurance committee meeting on 22<sup>nd</sup> October 2020.

The committee reviewed a draft Counter Fraud policy, created by the executive team. Some amendments were agreed **and the committee will present it to the board for approval at the next meeting**.

The committee and the executive team agreed that the existing risk register no longer reflected the key strategic risks facing the business. The committee asked the executive team to redraft the risk register in the context of the corporate plan and an updated version was presented to the committee during the meeting. Areas of priority have been identified from the corporate plan and the top 10 risks were included on the new risk register. All risks were also considered in the current context of COVID-19.

TE presented the updated risk register to the board and raised a concern that the executive team have around the way in which funding is drawn down from WG. TE asked MR if there was anything that can be done to alleviate the pressure that the current method puts on the staff and if other middle tier organisations claim their funding in the same way. MR confirmed that all middle tier organisations are paid quarterly and that other organisations are paid in arrears which increases the burden. Special permission was granted for the Leadership Academy to be allowed to draw down their funding in advance.

PM believes that the work that is being done by the team is clear from the risk register and the committee has been given confidence that the burden of risk is shared appropriately amongst the executive team.

JG asked if the change in Education Minister following the election in May should be included as a risk as the current Minister is a big supporter of the Leadership Academy. MR and TE agreed that it will be crucial in the coming months to prove the worth of the Leadership Academy to potential future Ministers.

DP asked if KP's maternity leave will have an effect on visibility. TE does not believe that it will. The new website will be in place before KP's leave begins the production of promotional videos is already underway.

SD thanked PM and is pleased that the risk register is no longer solely in the hands of the Chief Executive and the responsibility is now shared with other members of the executive team. **The Board endorsed the revised risk register.**

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

TE presented her Chief Executive's report against the corporate plan, incorporating an update on the well-being strategy.

MR commented that she felt that the timeline for the current call for endorsement is too long and has discussed this with TE in more detail outside of this meeting.

MR also pointed out the danger of duplication in terms of the Leadership Academy's well-being initiatives and shared that Welsh Government is currently working on bringing together the wider well-being offer to the system. SD believes that there may be an opportunity for the Leadership Academy to identify any gaps for Welsh Government.

Preparation of the 2021/22 budget has begun and the executive team plan to present a draft to the Finance and HR committee in January. MR confirmed that no budget cuts have been put forward for the coming year but that the grant will not be confirmed until December at the earliest. It is important to be mindful of the possibility of a cut to this years' budget.

DP asked about the news section on the website as she has noticed that it hasn't been updated since April. DP suggested posting a press release to bring the section up to date. KP will look into this with Charlotte Thomas.

CW is pleased to see that the Leadership Unlocked series is being extended beyond the associates. RJ agreed and feels that the Leadership Academy is more inclusive and accessible due to online events such as these.

MR likes the new report format but asked whether the Leadership Academy should be more self-critical in its reporting. MR suggested adding a column to the report showing where additional work is required. TE confirmed that she is happy to make this change. RJ agreed that the new format is clear and easy to understand.

The committee asked if the communication statistics could be explained further to help the board to understand their relevance. TE will liaise with Charlotte Thomas ahead of the next meeting.

## 6. Revised Corporate Plan

TE presented the revised draft of the corporate plan following the feedback at the previous meeting. SD asked if there were any further comments before it can be approved.

JG suggested that the purpose, vision and principles are reviewed annually and progress reported and recorded.

MR asked that the terminology is checked and corrected in places. The full title of the Leadership Academy needs to be used within the purpose. The update to *Our National Mission* also needs to be referenced and the title of the enabling objective needs to be changed to *Leadership*. MR also suggested revisiting the timeline in the logic model as the short-term endorsement goal has already been achieved in part. TE thanked the Board for their comments and will consider them all within the final draft. **The final version will be circulated to the board electronically once completed.**

#### 7. Associate Update – Cohort 1

Mark Isherwood and Clive Williams joined the meeting. Clive gave a presentation to board about his experience as a member of the first cohort of Associates.

SD thanked Clive for his presentation and was very pleased to understand that his Leadership Academy experience has kept him on the edge of his learning. The presentation also identified some limitations for the board to consider.

MJ thanked Clive for a superb presentation and asked how he felt he worked as a system leader. Clive believes that developing a culture of joint leadership is very important and this was confirmed during his visit to Finland as part of Cohort 1’s international visit.

JG asked what advice Clive would give to future Associates.

Clive believes it is crucial to be yourself and promote what is important to you. It is very important that the work of the Leadership Academy represents to whole of Wales. They should also be prepared for challenge and be prepared to learn. It is important to immerse yourself in the experience.

SD thanked Clive and Mark for their input. Clive Williams and Mark Isherwood left the meeting.

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

The next meeting will be held on 21<sup>st</sup> January.

SD will send dates to KP for the task and finish group and KP will set up a Teams meeting for those involved.

SD reminded board members of the Christmas catch-up to meet the new members of staff and secondees on 17<sup>th</sup> December at 2:30pm.

SD thanked members and staff for their contribution and closed the meeting at 12:25

#### Action Log

No.		Owner	Deadline	Status
83	Check public appointments process for future board members	SD	September 2019	Completed

105	Agenda Tegwen Ellis to attend future board meeting to present her Doctorate work to date	KP	January 2021	
115	Create a second risk register for operational risks	A & RA Committee	January 2020	Removed
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	Completed
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	Completed
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	Completed
150	Circulate new dates for November board meeting	KP	September 2020	Completed
151	Confirm date of extraordinary board meeting in September	KP	September 2020	Completed
152	Make amendments to terms of reference	KP	November 2020	Completed
153	Annual review of terms of reference	All	September 2021	
154	Amend minutes of previous meeting	KP	November 2020	Completed
155	Present Redundancy Policy for approval	JG/KP	January 2021	
156	Present Counter Fraud Policy for approval	PM/KP	January 2021	

157	Circulate final version of Corporate Plan once complete	KP	December 2020	Completed
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