



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

**Minutes/Action Notes from Board Meeting 5<sup>th</sup> March 2020**

In Attendance: Sue Davies (SD) (Chair)  
Huw Foster Evans (HFE) (Chief Executive)  
Tegwen Ellis (TE) (Assistant Director)  
Claire Williams (CW)  
Mike James (MJ)  
Martin Price (MP)  
Davina Payne (DP)  
John Graystone (JG)  
Rosemary Jones OBE (RJ) (via telephone)  
Paul Marshall (PM)  
Tanya Wigfall (TW) (Welsh Government Observer)  
Kirsty Payne (KP) (Secretariat)

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

SD opened meeting and welcomed everyone. SD extended a special welcome to Tegwen Ellis as the incoming Chief Executive and to HFE as this will be his last board meeting as Chief Executive.

There have been no apologies for absence.

SD extended the board's condolences to Michaela Renkes who is unable to represent Welsh Government (WG) on this occasion.

SD went through the action log. The following points were discussed:

- The process for public appointments to the Board is being managed by SD with assistance from Michaela Renkes. SD is in contact the Public Bodies Unit and is making an appointment with Qualifications Wales to discuss the process that they have recently undertaken.
- HFE and TW have had a conversation about forging links with English counterparts and this is ongoing. Steve Munby delivered a seminar to the associates in February helping the Academy to take on learning from England. TW drew attention to the big differences between the Welsh and English system which means that there are not many occasions for us to collaborate with English colleagues – especially on the leadership agenda. Wales has more in common with the Scottish and Irish system.

- Action 106 - JG asked about the bilingual minutes as only the agenda is bilingual currently. KP explained that the minutes need to be confirmed before they can be translated in case there are any changes to be made.
- All other actions are ongoing.

**The following actions were agreed:**

- **Action 83 - Action to be changed to SD**
- **Action 118 – needs to be changed to ‘share with all associates’**
- **PISA results item – date needs to be changed to 2018. Within the same item the fourth bullet point needs to be changed to ‘students can take the test in English or Welsh but it needs to be their main language of instruction.’**
- **RJ is not the PISA co-ordinator for WG. She is an advisor to WG on PISA. Remove ‘congratulated her on her appointment as PISA Co-ordinator for the Welsh Government.’**
- **4<sup>th</sup> bullet points of actions on page 3 from the audit and risk committee minutes needs to be changed to ‘Welcome and Apologies for Absence’**
- **Page numbers on all minutes going forward**

2. Chief Executive Report

HFE presented his final Chief Executive report to the Board. The following points were discussed:

- HFE drew special attention to the appointment of Tegwen Ellis to the position of Chief Executive and offered his formal congratulations to Tegwen on her appointment. HFE extended thanks to SD and TE for continuing the momentum and great work of the Academy over the last 6 months.
- HFE made reference to the appointment of the internal auditors and feels that the service they are able to offer will be of great benefit to both the board and the Academy as a whole. HFE extended thanks to KP for the work she has done in setting up the internal audit function.
- HFE thanked TE for the work she has done to reinvigorate the stakeholder group.
- HFE drew attention to the Leadership Academy’s consultation response for Qualifications Wales and congratulated QW on their approach to this consultation.
- WG have signed up to a new OECD study and have asked Chris Lewis to be a part of this review. WG have also asked Chris Lewis to be a part of a new project around creating resources around enquiry and professional learning.
- HFE talked about the recruitment of the new cohort of associates and feels that they will be a great asset to the Academy and the system as a whole.
- HFE extended thanks to TE and KP for their organisation and facilitation of the international visits to Ottawa and Basque.

- HFE thanked Chris Lewis for this input into the report and providing an update on the *Leading Professional Learning* project.
- The recruitment and retention work with Cardiff Council was discussed in detail. TW informed the board that there is also work being carried out in this area by Deb Woodward in EAS region.
- CW shared that her school has been approached by Deb Woodward to input into the *Leading Professional Learning* project.
- TW shared that *Leading Professional Learning* is part of a suite of resources that will be available to the profession with regards to inset. It is an excellent opportunity for the LA to touch all school leaders. The timing is crucial to ensure maximum input.

SD extended special thanks from herself and the board to HFE for his report and all of the reports that he has presented since the Leadership Academy was launched. SD also sincerely thanks HFE for his commitment and invaluable work, both as part of the shadow board and as Chief Executive.

### 3. Audit and Risk Assurance Committee Report

PM presented the minutes from the Audit and Risk committee and extended thanks to KP for turning the minutes round quickly.

The following points were discussed:

- The risk around marketing and communications was increased due to the Leadership Academy not having a formal communication / marketing strategy
- DP drew attention to a similar discussion around communication and marketing at the finance and HR committee meeting. DP has highlighted the issue of communications and marketing a number of times and feels that it has not been properly addressed. The initial communication plan (created by Four Cymru) details a number of items that have not been actioned. DP questioned what Four Cymru had completed as part of their initial contract.
- TE explained that Four Cymru do respond to requests for work but there is not capacity in the Academy at the moment to drive this forward. This is being addressed in the wider strategy
- TE agreed that the Academy needs to do more but that we need member of staff who is able to carry out the work. MJ suggested setting up a task and finish group made up of board members and staff.
- TE shared a message from headteachers that she has engaged with who have expressed that they don't always have time to watch videos and read blogs but they would like someone to come out and talk to them about the work of the Leadership Academy
- TW shared that the OECD are about to publish their next review. WG are due to publish a document detailing what is expected from the profession in terms of the new curriculum. The Leadership Academy's messaging (along with the rest of the middle tier) needs to wrap around these publications. TE is due to attend the launch of the OECD review & the WG document in Cardiff.

- CW feels that the minutes do not reflect the nuances of the conversation around communication that took place at the meeting of the Audit and Risk Assurance committee. CW has a more informed idea about the work of the Leadership Academy because she is a member of the board. Not all of the information has come through being a headteacher.
- DP mentioned the 'Future Generations Commissioner and the work that they do in communications and profile. They are very good at communication and this should be something we should model ourselves on
- CW mentioned the discussion at the AARAC meeting about moving an audit on marketing to Quarter 1 of 2021/22. This was agreed as a good idea.
- The audit plan was discussed and agreed at the meeting and shows audit activity over the next 15 months. The first audit will look at structure and corporate governance and will be available at the meeting in April.
- The recommendation from the external audit report was discussed. There is an audit planned for financial activities for later in the year which will include the management response to the recommendation
- The committee is moving towards creating a board assurance framework to sit alongside the risk register.
- PM explained the 'GUARD' risk diagram to the board and a discussion followed around internal and external risk. The committee felt that this was a useful document to review meeting by meeting to ensure that we are treating risks correctly.
- JG drew attention to the risks that are allocated to HFE will need to be discussed. PM explained that the risk register was 'live' up to the last meeting. The committee will be reviewing the register again at the next meeting and the risks assigned to HFE will be discussed then.
- CW thanked PM for his chairing of the meetings and for the guidance he has provided
- RJ expressed her thanks to SD for her significant role in leading the academy through the last 3 months in her role as enhanced chair

**The following actions were agreed:**

- **A task and finish group to be set up to look at devising a communication strategy. MJ and DP and are happy to be involved alongside TE and Richard Monteiro (an associate of the Academy)**
- **Internal audit plan to be shared with the board**
- **Circulate the GUARD meeting diagram to all board members**
- **Change RM to RJ within minutes**
- **Move the audit on marketing to Quarter 1 of 2021/22.**

4. Finance / HR Committee Report

JG presented the minutes of the meeting to the Board.

The following points were discussed:

- The Leadership Academy has received verbal confirmation from HMRC that the organisation is not liable to pay corporation tax. JG thanked MP for highlighting this potential saving. The Leadership Academy have written to WG to explain the situation. TW confirmed that the finance team at WG were content that the amount was a legitimate reason for an underspend and their initial reaction was to say that the Leadership Academy grant would be reduced by that amount in the next financial year. KP has responded to WG to request that we are allowed to retain the underspend without effecting the grant for the new financial year. KP and TE will write to WG to propose what activities the money would fund if we are able to carry it into next year without effecting the new grant agreement.
- MJ asked why we are not liable for corporation tax and it was explained that it is due to the nature of our income streams.
- The Chief Executive recruitment process is now complete and there have been no appeals. Meilyr Rowlands HMCI was very complementary of the process.
- HFE's employment with the Leadership Academy will officially finish on 30<sup>th</sup> April 2020 but will hand over the role of Chief Executive to TE on 1<sup>st</sup> April 2020.
- SD and TE to discuss the enhanced chair role from 1<sup>st</sup> April. JG extended thanks to SD for her enhanced chair role. SD thanked the staff for stepping up too.
- All Leadership Academy staff have been moved to permanent contracts. HFE expressed the positivity that this has brought to the staff and thanked the board for their work on this matter.
- Matters around communication and marketing have already been raised and discussed.

**The following actions were agreed:**

- **TE and SD to discuss SD's enhanced role as chair from 1<sup>st</sup> April 2020.**
- **SD will inform WG of the official date that her enhanced role will cease.**

5. Update on Chief Executive recruitment

TE left the room for this item.

SD explained the process that was followed throughout the recruitment process to the board.

A confidential discussion regarding the process took place

RJ felt that the complexity of role and the requirement for strategic thinking came through in the interview. She expressed her thanks to HFE and congratulations to TE.

TW shared that the appointment of the new Chief Executive was met with a positive response from the Minister and WG. TW highlighted that the issue with the

appointment of internal candidate is that capacity is not increased. The appointments committee expressed their thanks to KP for her work throughout the process.

## 6. New Chief Executive Update

TE re-joined the meeting. HFE left the meeting at 11:37.

TE provided an update to the board on her work since the previous board meeting and her plans for 1<sup>st</sup> April onwards.

The following items were discussed:

- A number of associates have agreed to take on additional roles to build capacity until a new assistant director (AD) is in post. The roles will be in the following areas: associates; communication; innovation; endorsement; and quality assurance. The roles will continue until 30 September 2020 to hopefully allow for a cross-over with the AD role.
- Interviews have taken place for the 3<sup>rd</sup> cohort of associates. 12 were shortlisted but 1 withdrew due to personal reasons. 11 were interviewed and 10 will be appointed subject to regional representative and chair of governor's approval. Induction will be on 1<sup>st</sup> and 2<sup>nd</sup> April and the Minister will attend the welcome dinner on 1<sup>st</sup>. Following the specific call, there is an increase in Welsh medium, faith, secondary settings and in small school federations. There is also an increase in settings in Powys.
- Quality Assurance (QA) training will take place next week. The first provision will go through the process in late May/early June. There will be 2 rounds of QA per year, published in advance so it doesn't come as a surprise to providers. TW shared that QA is a focus in the new OECD report.
- MJ asked about the QA training and TE explained that it will be training in the QA process, rather than training on general quality assurance standards. MJ asked whether some form of recognised auditor training may be useful. TE will investigate. MJ feels that people will need some specific training on how to deal with 'rescinding' endorsement.
- AD job description has been finalised and there are no big changes to the role. The AD will be expected to work toward a level 8 qualification. CW asked if anyone has expressed an interest and TE confirmed that the advert is not yet live. Closing date is 24<sup>th</sup> April which gives applicants time either side of Easter break. The appointment will take place on 11<sup>th</sup> May to allow the successful applicant to start on 1 September following a 3 month notice period.
- Innovation has not been included in the AD job description, but it is an area that needs a lot of attention. TE has been working with Professor Andy Penaluna to encourage innovative thinking in the sector
- TE is concerned that we are a Leadership Academy for all, but we are only serving schools at the moment. Currently, we don't have the capacity to serve all settings within the sector. TE has discussed a potential staffing structure with 3 Nations Leadership Consortium colleagues and has looked at SCEL's structure before it was transferred into Education Scotland. TE has arranged a

meeting with SD and JG to present a proposed structure within the bounds of our budget.

- TE would like to offer secondments in order to refresh the staffing structure on a regular basis. One secondment would lead on innovation and another would lead on Leadership Development and Quality Assurance for sectors other than schools. Well-being is another key area and a point of concern for unions. This should also be a part of the Leadership Academy's retention strategy. These secondments would also need to be supported by administration and operational support.
- DP asked about TE's recommendation for the comms officer. TE recommends that we increase the salary and make it a more senior position. DP agreed that this is a good idea.
- SD thanked TE for her presentation and expressed the importance of being able to document what the Leadership Academy has achieved to date and where it has added value. TW feels that it would be a good idea for the board to make an investment in the political dimension before the next election. TW agreed that the work of the Leadership Academy is gaining momentum but that communications need to be improved.

#### 7. Date of future meetings

Next meeting is 14<sup>th</sup> May. All board members to contact KP to confirm dates

#### 8. Future agenda items & close

The following items were discussed:

- JG asked about the potential COVID-19 crisis and if there was a plan in place should the situation escalate. KP confirmed that all staff members can work remotely if required. JG would like to create business continuity plan and the board agreed that the Finance and HR committee could look it at.
- RJ would like the latest stakeholder meeting minutes. KP will circulate to all Board members when they are complete.
- RJ drew the Board's attention to the publication of the new Curriculum for Wales. RJ would like a short item at the next board about the leadership dimension of the new curriculum. TW will make a request to her curriculum colleagues to see if someone can come along to speak to the Board. CW offered to give a practical example of where her school is with the new curriculum.

**The following actions were agreed**

- **TW to source a WG representative to attend next meeting to discuss the leadership dimension of the new Curriculum for Wales with the Board. If a WG representative cannot attend, ask CW to present a practical example of the new curriculum in action.**

- All other future agenda items to be sent to KP.

SD thanked everyone for attending the meeting and it was closed at 12:51.

### Action Log

No.		Owner	Deadline	Status
12	NAEL to explore developing some case histories	HFE	September 2019	Ongoing
83	Check public appointments process for future board members	SD	September 2019	Ongoing
84	Annual review of terms of reference	SD	July 2020	Ongoing
105	Agenda Tegwen Ellis to attend future board meeting to present her Doctorate work to date	KP	September 2020	
106	All future agendas and minutes to be bilingual	KP	January 2020	Ongoing
107	Publish board minutes on Leadership Academy website	KP	January 2020	Ongoing
111	Look into networks to find possible connections in England	All	January 2020	Ongoing
113	Heads of both subcommittees to meet and discuss a succession planning strategy	JG & PM	January 2020	
115	Create a second risk register for operational risks	A & RA Committee	January 2020	
118	Share PISA language information with all 2 Associates	OS	March 2020	Completed
120	Review successes of the Leadership Academy with the auditors	A & RA Committee	February 2020	Completed
121	Amend Governance statement as outlined in the minutes	OS	March 2020	Completed
125	Create communications strategy once communications officer is appointed	All	September 2020	
126	Amend previous minutes	KP	April 2020	Completed
127	Add page numbers to minutes going forward	KP/OS	April 2020	Completed
128	Set up task and finish group to look at communication strategy	OS	April 2020	Completed
129	Share the Internal audit plan & GUARD diagram with the board	KP	April 2020	Completed
130	Change RM to RJ within Audit and Risk Assurance Committee minutes	KP	April 2020	Completed
131	Move the audit on marketing to Quarter 1 of 2021/22.	KP	April 2020	



132	Discuss SD's enhanced role as chair from 1st April 2020.	SD/TE	April 2020	Completed
133	Inform WG when SD's enhanced role as chair ends	SD	May 2020	
134	WG representative to attend next meeting to discuss the new curriculum If a WG representative cannot attend, ask CW to lead	TW/CW	September 2020	