



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

**Minutes/Action Notes from Board Meeting 20th May 2021 via Teams**

In Attendance: Sue Davies (SD) (Chair)  
Tegwen Ellis (TE) (Chief Executive)  
Claire Williams (CW)  
Mike James (MJ)  
Martin Price (MP)  
Davina Payne (DP)  
Paul Marshall (PM)  
John Graystone (JG)  
Kate Lewis (KL)  
Michaela Renkes (WG)  
Trefor Jones (TJ) – *joined meeting later*  
Nia Miles (NM) – *joined meeting later*  
Ann Slater (AS) – *joined meeting later*  
Gaynor Ace (GA) (Secretariat)

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

SD opened the meeting by reminding everyone that it was the three year anniversary of the launch of the National Academy for Educational Leadership. SD commented on how the organisation has grown and how under TE's adaptive and creative leadership has managed to plan a shared vision despite the challenging times of late.

Apologies had been received from Rosemary Jones OBE. There were no conflicts of interest to report.

The minutes from the previous meeting were agreed as a true and accurate record with one amendment:

Para 8 congratulates Rosemary Jones OBE on her new role on the Welsh Language Partnership Committee. This should however read 'Council' rather than 'Committee'.

SD referred to the Action Log from the previous Board meeting and noted that most of the actions had now been completed.

With reference to ongoing actions:

- Action 153 – To be completed in September
- Action 157 – SD was now attending committee meetings as an observer which seems to be working well

- Action 167 – A letter has been drafted to thank Meilyr Rowlands – this was now in translation
- Actions 169 – TE will share the evaluation report of the Associate model at the next meeting.

## *2. Finance/HR Committee Report*

JG provided a report on the last Finance/HR committee meeting held on 5<sup>th</sup> March 2021.

The budget for the previous year was discussed and JG congratulated KP and KL for producing such a balanced budget with a very low variance of 0.2%.

The revised budget for the current year now included the additional sum of around 65k which had been allocated further following discussions with WG. The Committee now recommended this budget to the Board who were happy to formally agree it.

Issues with HSBC and pay roll had been discussed at committee. TE reported that there seemed to be some service improvement and an international payment had now gone through. There hasn't been a pay roll run since that discussion at committee though so the situation will be closely monitored at the end of May.

As staff continue to work from home, the home working policy will need updating and TE is also in the process of drawing up a performance management policy. Notice has been given regarding the termination of the Swansea office and a timeline has been drawn up for moving out. The accountants have agreed that their address be used as the Registered Office Address for Companies House and all other mail will be sent to TE's home address.

SD thanked JG for providing a comprehensive overview of committee business.

TE was invited to leave the meeting whilst the Board gave consideration to the Chief Executive's remuneration package as discussed at the last committee meeting. WG had since confirmed that there were no formal links to civil service pay but committee had agreed that TE's salary should mirror the incremental scales of senior civil servants. Confirmation had also been received from HR mentors that the current pay freeze did not relate to pay progression points.

The Board agreed that TE's salary should be linked to an incremental scale although it was acknowledged that there had been no budgetary consideration for this. **SD and JG will now consider an appropriate incremental pay scale for TE and will liaise with KL regarding the budget.**

### *3. Audit and Risk Assurance Committee Report*

MJ presented the report from the Audit and Risk Assurance committee meeting held on 4th May 2021.

Internal Audit has deemed opinion to be 'reasonable' and were satisfied that effective risk management and robust control procedures were in place. The committee considered the external audit plan and its fees and were now happy to recommend approval to the Board. This was duly approved by the Board.

MJ highlighted a discussion held at committee regarding the re-tendering of audit teams. It was agreed that clarification would be sought as regards Audit Wales team rotation policy and this would be shared at the next meeting.

The risk register had been considered and TE had introduced a new risk around future finance and grants. The Board Assurance Framework seems to be working extremely well.

A deep dive into endorsement took place where Mark Isherwood and Sue Roberts provided useful detail into the process. Questions were raised over the current practice of having different assessors on the two panels. It was also agreed that a clear definition was required regarding conflict of interest. TE confirmed that since committee meeting the general policy on conflict of interest has been retrieved. The committee will therefore strive to come up with one definition that meets the needs for all work across the organisation.

A deep dive into stakeholder engagement has been planned for the next committee meeting in June.

SD thanked MJ for providing this very useful and informative overview at short notice.

### *4. Chief Executive Report against the Corporate Plan*

TE began by formally congratulating Kirsty Payne on the birth of her daughter.

TE then presented her Chief Executive report which had been circulated to all prior to the meeting. The new website has been launched and showed a promising increase in visits to the site.

The well-being of staff is still a key priority for TE which has proved harder to monitor the longer the situation has gone on. Daily check-ins with staff are being carried out and team meetings and well-being events take place regularly. Planning is in process to bring all staff together in person on June 9<sup>th</sup> as by then all will have had at least one Covid vaccination. KL is taking action to address the working from home policy which will be discussed at the next management meeting. Implications to current contracts will need to be considered by the Finance/HR committee.

The road shows are going well with two planned for next week: Carmarthen/Ceredigion and Swansea/Neath Port Talbot.

The endorsement process is now completed and providers will be informed of the outcome by the end of May. Surveys will be carried out with panel members and the tri nations to evaluate and ensure the continued appropriateness of this process. It is planned to hold a celebratory event in July for successful providers. MJ suggested that consideration could also be given to quality awards for such providers.

Work in the youth sector is really developing and engagement with principal youth officers is growing. It is noticeable that more leaders from the youth service and post 16 sector are attending organised events.

A report on innovation has been included in the Appendix. The second innovation series has now been designed with all places being reserved within 48 hours of opening the bookings. TE was very pleased to note the interest and demand in this area so consideration will now need to be given to designing series 3.

TE thanked all Board members who had met with the Leadership Review team and was keen to see what the outcomes of the review were. 1.3 referred to system leadership which underpinned the value of the three cohorts being able to come together and work across the sector and also geographically across Wales. Their contribution at roadshows has been really valuable and consideration now needs to be given to how the Associate role can be opened up to offer these opportunities to the wider sector. Cohort 4 will be recruited after considering the outcomes of the Associate Evaluation.

Progress on Insight (Para 2.1) hit a few obstacles going back to the first lock down which had a huge knock-on effect. The report has now identified 12 hallmarks which will be headlines for case studies to demonstrate how schools can best develop professional learning. A detailed communications plan has now been drawn up and weekly meetings are being set up with the editorial group. Care will be needed to ensure that all schools feel included and that case study aspirations do not seem unachievable for some.

Para 2.3 refers to well-being priorities. The All-Wales Strategy working group has now met twice. Evidence collection for a study into compassionate leadership has now commenced and a request has gone out to past Head Teachers to contribute towards that work. The unions are also very supportive of and engaged in this work.

TE then referred to the corporate work stream, highlighting the fact that she has now been in post for one year. TE thanked KL for organising cyber security training for the Board and was pleased to report that the National Academy for Educational Leadership has been successful in achieving the Cyber essentials certificate.

The corporate plan will be revised during the summer term when all evaluations will be brought together for input into the Results and Evidence Framework.

TE has met with several Directors of Local Authorities (LAs) which has proved a valuable opportunity to work with those who are not going to be part of the regional consortia. TE will be on live radio tonight talking about creative leadership and curiosity based leadership.

The mailing list subscription package has increased so it was pleasing to note the growth in engagement here. Tickets are now live for the next series of Leadership Unlocked which will include some very interesting speakers from a wide variety of fields.

MR confirmed that the Leadership Review will be submitted to the minister and that WG will help develop an action plan to take forward recommendations. This work will then inform the next remit letter as well which will probably be due in the Autumn. There are a number of reports due to come out at this time that will tie in with the Leadership Review such as the TPL (OECD) report. All of these will help inform how leadership will best be taken forward.

CW queried completion timescales for Professional Learning Guidance as schools were obviously keen to receive this to assist with planning. TE hoped that the resource would be available by the end of the summer term.

JG queried the implications of some LAs leaving regional consortia and also asked MR whether there were any indications of a change in policy under the new minister. MR confirmed that there were discussions underway that could change the regional footprint. It was very early days to consider any changes in direction but there were indications that WG were keen to consider issues going forward such as changes to school day/term/year.

SD thanked TE for a very detailed informative report and encouraged all to look at the innovation report. SD would also be keen to have sight of the Results and Evidence Framework when available.

##### *5. Cohort 2 Commission*

SD welcomed Trefor Jones (TJ) who was pleased to have this opportunity to update the Board regarding the work of Cohort 2 on the Commission.

TJ was keen to emphasize that this report was not meant to be a static document but a positive and constructive blueprint for action directed towards policy makers and middle tier partners. Associates are already discussing how they can take ownership of this and progress the recommendations. TJ thanked the Board and TE for their support in enabling international visits as these have proved invaluable in providing further insights for this work.

TJ outlined the aims of the Commission in considering the role of educational leadership in realising the vision for Wales of a vibrant culture and thriving Welsh language. This has been very much a team effort over the last two years and it is now planned for an initial 'soft' launch on the website at the beginning of next month.

TJ outlined the structure of the report which sets the scene with a video from WG. Clear action points were identified highlighting the key outcomes to be achieved.

TJ was keen that this should not all end with the launch and would like to further develop the vision and identify more key milestones.

CW, as a serving Head Teacher, was really impressed by the work of the Commission and appreciated that this bold and powerful approach would raise a lot of interesting questions at policy level.

TE further explained the purpose of the soft launch in allowing people to fully digest the e-document before taking it out on roadshows.

MR queried whether this was a report **for** or **from** the National Academy for Educational Leadership. TE explained that this Commission was undertaken in response to what had been identified in the last remit letter.

SD thanked TJ for his presentation and praised his passion and commitment to this vision. SD agreed that we need to be outward facing in examining international models. **SD agreed to speak with TJ outside of this meeting regarding some of the points raised in today's discussion.**

## *6. Secondment Experience*

SD welcomed Nia Miles (NM) to the meeting who would give an update to the Board regarding her work as a secondee since last September on well-being and innovation.

NM opened by saying how much she had enjoyed her secondment which had afforded her excellent opportunities to develop professionally and build relationships right across Wales.

NM had produced a well-being policy in the Autumn term which centred around promoting and supporting the health and well-being of the team then broadened out to include everyone else in Wales. This policy was based on the 5 ways of wellbeing: connect, be active, take notice, keep learning and give. It considered the best ways to achieve a work/life balance such as taking breaks, working reasonable hours, separating work from home and taking regular exercise.

NM stressed the importance of QA'ing this and referred to the external assessment by Investors in Well-being which was taking place in June via surveys and interviews. The majority of staff will also be undertaking mental health first aid training.

The Pen-i-Ben or Head-to-Head sessions are proving really popular with new Head Teachers regularly joining this space. There is some appetite to run a similar exercise for Deputy Heads and Assistant Heads so this will be considered for September.

The All Wales Strategy for Well-being of Educational Leaders is currently considering the 3 pillars of policy, provision and principles. This forum plans to involve as many leaders as possible with an aim of changing the culture around well-being.

NM referred to the work on Compassionate Leadership which is the most recent insight piece. This is an interesting concept widely used in the NHS and

consideration will be given as to how this can be adapted to suit the field of education.

NM's other strand of work has been in Innovation and she outlined the work carried out in Series 1, led by Professor Andy Penaluna. This had proved very successful involving some 70 leaders from across Wales.

The recommendations from Series 1 have been fed into preparations for Series 2 which will take place over the summer term and will involve a broader range of speakers. All places for this programme, entitled 'The Innovation Leader' were reserved within two days.

SD thanked NM for a very comprehensive overview into her work and wished her all the best with the latest innovation programme.

### *7. Well-being Survey Report Youth Work Sector 2021*

SD welcomed Ann Slater, also a secondee who was keen to update the Board on her work with the youth sector. AS is from a youth work background herself and is enjoying the new challenges afforded by her secondment.

AS reported on a recent youth workers' survey on well-being which demonstrated the diversity and range of job titles of youth work leaders. It was also interesting to note that 52% of youth leaders have less than 5 years' experience in the field.

Top factors affecting well-being in this sector included: workload, recognition of their work by others, funding and budget management and safeguarding/staffing issues. Their main sources of support were from colleagues, family members or managers – there were very few interventions from external sources such as training or mentoring assistance.

AS was currently planning focus groups with youth leaders and was considering whether a Head-to-Head forum would also prove useful in this field.

In response to a question from MJ, AS said the survey had not included gender data this time but agreed to expand the survey to include more demographics and also to extend it to include more responses from the voluntary sector next time

CW could see the need to run activities like surveys separately across the different sectors but suggested that further down the line it might be possible to aim for some uniformity of approach across sectors. AS agreed and was pleased to note the number of attendees from youth and post 16 sectors at the Innovation Series events.

JG queried the career structure among youth workers. AS confirmed that this was the focus of a mini enquiry she was undertaking and it was interesting to note that only 32% of youth leaders thought that there was a clear career path.

MP stressed the need to involve more participants from the voluntary sector and AS confirmed that she would be holding meetings with this sector over the next few weeks and would strongly encourage them to engage.

SD thanked AS for her valuable insight into the youth sector and praised her passionate engagement in this work.

*8. Date of Next Meeting, Any Other Business and Close*

There was no other business. SD thanked all Board members for their contributions to this meeting and also for their time and input in participating in the Leadership Review.

The next Board meeting will take place on Friday 6<sup>th</sup> July.

The meeting was closed at 12.45pm.

**Action Log**

No.		Owner	Deadline	Status
153	Annual review of terms of reference	All	September 2021	
167	Thank Meilyr Rowlands for his support	SD	July 2021	
169	Share the report on system leadership with Board members	TE	June 2021	
170	Consider an appropriate incremental pay scale for TE	SD & JG	July 2021	
171	Speak with TJ re points raised in discussion on the Commission	SD	July 2021	