



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

Minutes/Action Notes from Board Meeting 16th July 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)
Rosemary Jones OBE (RJ)
Kate Lewis (KL)
Michaela Renkes (WG)
Karen Lawrence (KL) – *joined meeting later*
Gaynor Ace (GA) (Secretariat)

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

SD opened the meeting by reflecting on her attendance at yesterday's final meeting of Cohort 1 which celebrated their achievements over the last few years.

MR provided a brief update on the upcoming Board refresh where the Commissioner's Office had agreed that only up to 50% of Board members would be refreshed in April 2022. The appointment process will commence in the Autumn. MR will need to develop advice for the Minister on how to take this forward and will be looking to SD as current Chair for recommendations.

The minutes from the previous meeting were agreed as a true and accurate record. 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 169 – TE had only received the final report on system leadership the previous evening so suggested that this be circulated with the next set of Board papers in October
- Action 171 – SD had attended the launch of Cohort 2's Commission and spoke very highly of this. The report had been shared with the Teacher Recruitment and Retention Advisory Board

2. Finance/HR Committee Report

MP provided a report on the Finance/HR committee meeting held in June 2021.

A useful discussion had taken place around well-being, and it had been proposed that a Link Director be appointed for well-being issues. The Board were in agreement with this, and it was then agreed to place this role under the remit of the Chair of the Finance/HR Committee. TE was pleased to announce that the organisation had achieved the gold standard from the Investors in Well-being Assessment.

The Performance and Development Policy had been agreed and has been copied to the Board for information.

The accounts had moved from a large surplus to a large deficit. The accountant explained at committee that this was largely due to forward planning but agreed to include a statement of explanation for clarification. The Board were happy to accept the accounts with this caveat.

TE and KL had attended the Swansea office this month to compile an inventory and retrieve any important documents for scanning. All is now on track for moving out day on August 9th. TE praised KL for all her diligent work in organising all this and arranging storage etc.

SD thanked MP and TE for the committee updates.

3. Audit and Risk Assurance Committee Report

PM presented the report from the Audit and Risk Assurance committee meeting held in June 2021.

A letter had been received from WG seeking assurance regarding cyber security issues. KL has since responded outlining the progress that has been made in this area and nominating PM, Chair of this committee to be the named contact for cyber security.

All actions identified by Internal Audit have now been completed. PM thanked the team for carrying out this work.

The committee minutes had set out in detail all changes to the Risk Register, including the addition of the cyber security risk. In response to a query from JG, it was considered that the mitigations in place around cyber security should reduce this from the highest level of risk. The organisation had recently achieved the Cyber Plus certification and relevant training had been made available for Board members.

KL reported that as part of the internal IT audit she had recently revisited all policies with Qualifications Wales and the whole suite of IT policies were now looking extremely robust. It was noted that **Qualifications Wales have separate risk registers which TE and KL will consider**. DP queried whether social media

accounts were included in these discussions and KL confirmed that this policy had been revisited.

Internal Audit had recently awarded the organisation a marking of 'reasonable assurance' with no further actions identified and only a few observations.

PM agreed to review the Internal Audit report and the advice from TE and KL as above and **will revisit this risk at the next committee meeting.**

The Board Assurance Framework had been reviewed at committee and it was felt that this framework is continually strengthening and refining as it evolves. Deep dives were seen as a fundamentally important area for discussion and challenge. The last meeting focused closely on stakeholder engagement and challenging conversations took place around this topic. The next meeting will look at corporate risks to ensure that there are robust mitigations in place and that risks had been appropriately categorised.

MR queried whether all risks should be red or whether some should be tolerated or transferred. PM thanked MR for making this point and agreed to **challenge TE on risk levels prior to the next meeting.**

MJ commented on Para 1 of the committee meeting minutes which outlined discussions around conflict of interest. MJ felt that more emphasis should have been placed on agreeing a definition of conflict of interest to present to the Board. PM was confident that KL's action to analyse these multiple documents would clarify this issue and give rise to a preferred definition.

MJ also referred to Para 7 of these minutes which outlined the nature of corporate risks and how some risks might need to be tolerated. MJ felt that the minutes should have included more detail on the broader concept of risks. **The draft minutes will be revisited at the next committee meeting.**

RJ was pleased to see the way we are managing risks and found the concise list a much more useful tool.

SD thanked PM for a very detailed report that had sparked some very interesting conversations around risks.

4. Associate Update

SD welcomed Karen Lawrence (KL) to the meeting. KL gave a presentation on her experience as a member of Cohort 1 over the last 3 years.

Prior to this appointment, KL had felt that as a serving head teacher she had limited support or opportunity for professional development. KL then outlined enthusiastically all the opportunities and experiences she had been afforded as an Associate such as meeting and working with inspiring leaders and role models, facilitating groups and taking part in interesting and thought-provoking debates.

Cohort 1 had also been tasked with co-constructing the Associate experience which KL found a very challenging but intensely beneficial experience. KL stressed the importance of developing excellent leadership protocols and systems to nurture future generations of leaders and felt privileged that she had been part of this.

Cohort 1 had undertaken a commission on equity in professional leadership and well-being which drew on national and international research. This had many positive outcomes and helped ensure that leadership programmes across Wales were of the same high quality. The focus on well-being had proved even more vital during the recent time of the pandemic.

KL outlined the personal and professional benefits she had experienced during her time as an Associate. She spoke highly of the quality professional development, support of the Wales wide network and her opportunity to participate in the coaching programme.

KL concluded by summarising how the National Academy for Educational Leadership has evolved over the last 3 years and how it continues to be the main voice for the profession. KL thanked the Board for giving her this amazing opportunity and hoped to remain a part of the organisation going forward.

SD thanked KL for sharing her reflections so enthusiastically and for being such an inspiring member of the first Cohort. SD confirmed the importance of maintaining links with Associates and urged KL to keep in touch.

DP praised KL on being such an effective communicator and hoped she would continue to be a good ambassador for the organisation.

5. Chief Executive Report against the Corporate Plan

TE began by reflecting on the challenges and successes of the last year which has seen the organisation reach its full complement of staff with the appointments of a Comms Manager, an Assistant Director and also KL whilst Kirsty Payne is on maternity leave. Together with the three secondees this has added immense capability to the organisation which has become even more grounded in the voice of the profession.

The work of the All-Wales Strategy Group for Well-being of Leaders has been progressing very well. TE has taken on this work in the absence of Dr Chris Lewis and aims to get the paper finalised by the end of July.

Today is the last day for Cohort 1 who have all had professional conversations with Mark Isherwood (MI) and will remain staunch advocates for the National Academy for Educational Leadership. MI is taking on board their feedback to co-construct the Associate design going forwards. Interviews for Cohort 4 will be held next week.

Regarding the work stream on quality assurance, 4 provisions have been successful at stage 2 with 5 other provisions coming really close. Monitoring is continuing with all those who have completed the first cycle.

Good progress is being made with youth work. This work is being driven forward by the secondee who is currently looking at gaps in leadership development within the sector. Through the innovation pathway the youth sector will be piloting a youth programme from September.

The post 16 sector is showing slower progress although more regular meetings are now being held. The appointment of MI as Assistant Director has been a real benefit here due to his cross-sector knowledge and experience. It is also hoped to recruit a secondee appointment from this sector to further drive through progress, but this will be subject to further budgets.

Two innovation series have been successfully completed and two innovation projects have come forwards for endorsement. Leadership Unlocked has now completed 4 series and the 5th series is currently in the design stage, to be released in October. Response to the webinars has been very positive.

Para 1.3 of the report on system leadership summarises the huge contribution made by the Associates in increasing the organisation's capacity and also facilitating work of other cohorts. The coaching training should also prove a very useful tool in their own organisations. Cohort 2's very valuable commission was launched at the end of term. The resulting document needs to be circulated very widely and followed up by concrete actions.

RJ made the Board aware of a conflict of interest here as she is now a member of Cwmwdythiau Cymraeg. **RJ agreed to contact the Chair regarding this.**

The recommendations from the ARAD report will be considered over the summer to see what actions can be taken forward with developing system leadership

Regarding quality assurance, the organisation does have external QA from across the tri nations. The whole of the endorsement process has been evaluated and a small change will be made before the next round. Provider forums are now in place to enable the Leadership Academy to keep providers updated and well informed about endorsement. It is also planned to hold an annual event, The Value of Endorsement, which will allow providers to share their endorsed provision with the wider system.

Stakeholders will be a priority in the forthcoming year. MI has met with stakeholders again following the 'deep dive' at the last Audit and Risk Assurance committee meeting. MI and KL will be looking at the document over the summer period with a view to implementing this in the Autumn.

TE has picked up the work on Insight (Para 2.1) and the LPL group are now meeting weekly. This still shows as red on the report as TE took advice from head teachers to wait until September for the launch. TE is satisfied that following a change of direction this will now meet the needs of the system and support schools in the way that they need.

Still on the subject of Insight (Para 2.2), TE referred to Professor Alma Harris' paper which is the most downloaded paper on the website. It is planned to hold an IPDA event linked to professional standards in the Autumn term where Ken Jones' paper

will be considered. The paper on compassionate leadership is expected by the Autumn term which will be linked with the All-Wales Strategy for the wellbeing of leader's work

Para 2.3 refers to well-being priorities. TE reiterated the success of 'Head-to-Head' which has recently had more Welsh speaking groups. It is planned to pilot this in the youth sector and also consider how best to support leaders at other career stages. It may also be worth reconsidering the timing of sessions to accommodate smaller schools where heads may have teaching commitments.

TE then referred to the corporate work stream, highlighting the organisation's recent achievement in gaining the Cyber Security Plus certification. TE then referred to the continued challenges of working remotely with no dedicated office base. Consideration will need to be given to how the staff can meet up safely going forwards perhaps utilising the same meeting place.

TE found the 'deep dives' very useful as the in-depth conversations unpicked the areas under consideration and thus added extra purpose to the work of the committee.

TE referred to the policy documents (Para 3.2) which had been included with the appendices. TE thanked KL for all the work she had completed on these in such a short time. The home working policy has been reviewed and updated following consultations with staff. Staff have now been issued with a side letter to agree to the new conditions. TE will be requesting feedback from staff on the updated Performance and Development policy.

TE praised Charlotte Thomas (CT) for all her amazing work on marketing. The new website has been very successful in driving traffic and also quantifying downloads and visits to the site. There has been a marked increase in visibility across all social media. The project work in conjunction with WG has also improved visibility for the organisation.

TE stressed the importance of continuously evaluating all work that takes place. **The results of the Evidence Framework will be shared at the next Board meeting.**

SD thanked TE for her detailed report which evidenced the excellent work being carried out across the organisation. SD also thanked the sub committees for their contribution to this work which has better facilitated the link between strategy and operation.

JG queried whether there were any plans to include governors in leadership programmes. TE would be keen to engage with governors going forwards and Estyn would endorse this. At the moment there would not be capacity, but TE hoped that one of the Associates would be able to take on this role in the future.

MJ queried whether there were any geographical patterns in engagement across Wales. TE confirmed that CT would be able to **retrieve this data and will request this information for the next meeting.**

6. 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 all their hard work over this challenging year and wished everyone an enjoyable and restful summer break.

The next Board meeting will take place on Friday 8th October when consideration will be given to holding some face-to-face meetings.

This meeting was closed at 12.10pm.

Action Log

No.		Owner	Deadline	Status
153	Annual review of terms of reference	All	October 2021	
169	Share report on system leadership with Board members	TE	October 2021	
172	Consider merits of having separate risk registers	TE and KL	September 2021	
173	Revisit cyber security risk at next committee meeting	PM	September 2021	
174	Challenge TE on risk levels	PM	September 2021	
175	Revisit draft minutes of Audit and Risk Assurance committee	Committee Members	September 2021	
176	Contact chair of Cymdythiau Cymraeg	RJ	August 2021	
177	Share results of Evidence Framework	TE	October 2021	
178	Share details of geographical engagement	TE	October 2021	