



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

**Minutes/Action Notes from Board Meeting 20th May 2022**

In Attendance: Sue Davies (SD) (Chair)  
Tegwen Ellis (TE) (Chief Executive)  
Kirsty Payne (KP) (Head of Operations)  
Charlotte Thomas (CT) (Comms Manager)  
Mike James (MJ)  
Martin Price (MP)  
Paul Marshall (PM)  
John Graystone (JG)  
Debbie Nash (DN)  
Katie Phillips (KPh)  
Michaela Renkes (MR)  
Gaynor Ace (GA) (Secretariat)

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

SD opened the session and was happy to announce the appointment of the three new directors to the Board: Debbie Nash (DN), Katie Phillips (KPh) and Yusuf Ibrahim (YI). DN and KPh were able to join the meeting today.

MR will continue to attend Board meetings on behalf of the WG until a new representative has been appointed.

No apologies had been received and there were no conflicts of interest to report.

The minutes from the previous meeting were agreed as a true and accurate record. One amendment was identified later in the meeting relating to Agenda Item 3.

SD referred to the Action Log from the previous Board meeting and noted that most of the actions had now been completed. Action 188 is ongoing and Action 203 will be dealt with later in the agenda.

*2. Finance/HR Committee Report*

MP provided a summary report on the last Finance/HR committee meeting held earlier this month.

There had been an amendment to budget figures since this meeting so KP explained this in more detail, also providing background information on the budget for the new Board members.

KP explained how the organisation had requested additional funding this year to take the total budget from the indicative grant award of £1.25 million to £1.6 million. This had been agreed by WG officials but was awaiting ministerial sign-off. In the interim the Leadership Academy had been offered additional funding of £40k to undertake a pedagogy project.

KP demonstrated the budget layout to new colleagues and explained how funds are allocated to the various work streams. Some areas of work will now require additional funding as face to face activities will be resuming. The Advertising and Marketing budget will be increased to cover costs such as exhibitions at this year's Eisteddfodau. It is planned to hold 2 face to face board meetings per year with all committee meetings remaining online.

There will be additional staff costs due to the employment of 4 permanent staff members – 2 Heads of Department, a communications assistant and a business support officer. The pedagogy grant will allow the secondment of a school leader for 1 day per week to lead this project.

MJ queried the decision to continue holding all committee meetings online. KP explained that it would not be cost effective to pay for face to face committee meetings with all the travel costs associated for these 2 hour meetings. KP referred to the paper on hybrid working which had been presented at this committee meeting setting out the rationale for these decisions. MR supported this as WG are still encouraging organisations to make use of online working wherever feasible.

Performance reviews had been carried out for all staff and there were no major issues to report. JG, as link director for well-being, has been making contact with all staff members.

TE had referred to the new political monitoring service that the organisation had subscribed to which is proving very useful in providing information about political matters pertinent to the organisation.

WG had informed the organisation of a Freedom of Information request that had been received regarding the organisation. MR confirmed that this request will be dealt with by the normal channels in WG.

The new staffing structure had been discussed and also the proposal to change job titles from 'Assistant Director' to 'Director'. KP confirmed that this was just a change in job title and the new staff directors would not carry the same level of responsibility as Board directors. All were happy to accept this change.

The Board formally accepted the revised budget and the minutes of this sub-committee. SD thanked MP and KP for their comprehensive reports.

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

MJ presented the report from the Audit and Risk Assurance committee meeting held earlier this month.

The risk register had been discussed in detail and a number of changes had been noted. It was pleasing to see that this register was being used as an interactive tool to accurately reflect the changing picture of risk levels.

MJ referred to the inherent risks behind PISA tests which had been the subject of some debate at committee. MJ explained the issue here for the benefit of new Board members. As PISA was not in the remit letter the organisation cannot directly influence.

A second deep dive into the endorsement process was carried out and it was very encouraging to note that recommendations from the first deep dive had now been incorporated into the process. A fast track pathway to endorsement through recognising accreditation and assurance from other regulated bodies is planned for the Autumn term and this is something MJ would welcome. Discussions with WG had taken place around the Leadership Academy being involved in kite marking all development provision.

MR questioned the rationale behind broadening the remit of endorsement beyond leadership. A discussion ensued to clarify and TE explained this was more around looking at different levels of leadership. It was felt that the wording of the committee minutes could be somewhat misleading here so TE will provide some revised sentences to amend this part.

There will be a change of internal audit manager. The organisation has had a very productive working relationship with the current manager who has had a very good understanding of how internal and external audits work together. It is hoped to continue this positive way of working with the new audit manager.

SD thanked MJ for his report which had sparked some interesting discussion.

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

TE welcomed the new directors to the Board and looks forward to working with them. TE gave a brief overview of the remit and asked directors to consider putting themselves forward as lead director to support with the various work stream areas. If directors would like to receive Leadership Academy pins by post, they were requested to contact KP with their address.

TE then went through her report considering each programme of work in turn:

Para 1.1 Quality Assurance – the two applications for endorsement have been successful. An E-prospectus of all endorsed provision has recently been launched online and a hard copy of this will be taken along to events. Consideration is

currently being given to fast tracking the endorsement process. TE welcomed the scrutiny of deep dives at the AARAC committee.

PM referred to the rather low attendance at the online event. TE had been rather disappointed initially at the low turnout but there had been good engagement from those that did attend and the event had proved worthwhile. MR highlighted the plethora of information and courses on the market and the fact that school leaders are still under a lot of pressure at the moment.

Para 1.2 Innovation – a celebration event is planned for June. Series 3 has had limited engagement which could be due to the timing or pressures facing schools at the moment.

Para 1.3 System Leadership – lots going on currently with the Associates. Cohort 3 and 4 had a face to face meeting regarding their commissions: Cohort 3 are focusing on ALN whilst Cohort 4 are working on community focused schools. Cohort 2 are continuing their work on the outcomes and recommendations from their commission. A successful middle leadership conference was held which explored the important roles of middle leaders. Today is the closing date today for recruitment of Cohort 5 and TE was hopeful to recruit applicants from the youth work and PCET sectors.

Para 1.4 Leadership Development – An event focused on Leading Curriculum for Wales is being planned for July which will offer practitioners a chance for reflection and taking stock. This event will hopefully be able to address some concerns expressed by school leaders regarding aspects such as cluster vision. MR pointed out that WG are currently putting together guidance on progression and Curriculum for Wales and will let TE know when available.

Para 2.1 Resources – the Leading Professional Learning (LPL) resource was launched at the end of March. TE and Prof Ken Jones are co-presenting at the Belmas Conference in Liverpool at the beginning of July which will be a very useful opportunity to share work beyond borders about the LPL resource. The consortia leadership group plan to incorporate the leading professional learning hallmarks into all of their development programmes. There are also engagement meetings planned with local authorities and the regions.

Para 2.2 Insight series – Dr Ali Davies' Compassionate Leadership paper: 'More than a Sticking Plaster' was launched and is currently top of the list for downloads. This provides an excellent foundation for progressing work in this area.

2.3 Well-being – The well-being paper has now been accepted and a library of resources is being put together to support this paper including podcasts with Dr Ali Davies. There is a definite need for this at the moment as was apparent at a recent workshop where head teachers were burdened with concerns regarding inspections, workload, new curriculum etc. An audit of well-being and compassionate leadership provision will be carried out in the Autumn.

2.4 Strategic Workforce Planning – meetings have taken place with 6 local authorities who are all keen to engage.

3.1 On the corporate front, effective governance is now in place with the appointment of the 3 new directors to the Board. Cyber Essentials training is ongoing.

3.2 Executive Function – a new digital marketing and media executive has been appointed who will be starting on 13<sup>th</sup> June. Shortlisting has taken place for the head of policy and research role and interviews are taking place next week. No applicants were shortlisted for the head of quality assurance and leadership development role so this would be readvertised in June. The admin role will be advertised at the end of June with interviews during July.

A paper has been drafted setting out the hybrid approach to working that the organisation plans to adopt. TE suggested this be reviewed by the Board in 6 months time.

A discussion ensued as to what information the Board would find most useful and it was agreed that this may best be considered at sub-committee level.

3.3 Comms and Marketing – CT will deliver her annual report under Agenda Item 5.

3.4 Stakeholders and Partnership Work – The organisation is now being invited to more face to face events which will facilitate wider engagement. TE acknowledged that this is the work stream that had suffered most under Covid restrictions. Partnership agreements are being drafted and this work is being taken forward by KP.

SD thanked TE for a very informative and inspiring report highlighting all the key points. SD commented that the hybrid way of working stands to be a ‘game changer.’

MR informed the Board that 50% of Welsh secondary schools have decided to adopt the new curriculum but some may delay adoption for 12 months.

#### *5. Annual Communications Report 2021-22*

CT delivered her annual communications and marketing report starting by explaining some of the technical terms: page views, bounce rate etc.

The new website was launched in May 2021 and has had over 100k page views with an exceptional bounce rate that exceeds the industry benchmark. It was good to see a lot of returning visitors to the website as well as new users. There are the natural peaks and troughs such as a quiet period during school holidays and peaks when new documents are published.

CT went through all the social media channels confirming that Twitter was still the most popular and established channel with follower numbers now exceeding 2k. Facebook was the second most popular and LinkedIn usage is increasing month on month. Instagram was launched in April 2021 and has a slow increase in followers but this is increasing with more face to face events. Youtube and Vimeo have been signposted to drive traffic to these sites. The most popular video is System Leadership by Professor Alma Harris.

Mailchimp, the monthly newsletter promoting events, has grown in popularity and the package has had to be increased to accommodate new users. CT identified partnership working and well-being as being very popular topics for subscribers across all social media platforms.

MJ thanked CT for a very good presentation and queried whether any information was available regarding the demography of users. CT confirmed that Google Analytics does provide geographical information on users although this could be misleading sometimes. Mailchimp can identify career profiles and CT confirmed that most users are Head Teachers.

PM was pleased to see so much information regarding users but wondered how we could quantify as a Board what has been achieved. A discussion ensued as to what information the Board would find most useful and it was agreed that this may best be considered at sub-committee level.

SD thanked CT for a really comprehensive report and agreed that benchmarking against other similar organisations might give more insight.

#### *6. Sub-committee Reconstitution*

SD had decided not to overlap directors at sub committee but to keep the roles separate with 3 directors on one committee and 4 on the other. New directors would be invited to express their preferences for committee and existing directors could also change committee if they so wished. A new vice chair was also needed to replace Rosemary Jones.

SD invited DN to introduce herself and give a brief insight into her background and experience. DN was very pleased to join the Board and felt she had already learnt a lot about the organisation. DN has a strong interest in mentoring and also in mainstream education. The remit of the audit and risk committee would fit most closely with DN's current roles and MJ confirmed as Chair that he would be very happy for DN to join that committee. PM confirmed that he would prefer to stay on the audit and risk committee.

SD confirmed that YI and KPh had offered to join the Finance and HR committee. SD would be setting up training for both new and existing committee members. Future training on ALN and the middle tier would also be welcome. MR reminded the Board that the role of vice chair was not an official one within the structure but the Board agreed that it would be useful to have.

#### *7. Date of Next Meeting, Future Agenda Items and Close*

SD thanked all for their participation in today's meeting. SD concluded the meeting at 12.35pm.

The next Board meeting will be held in person and KP would confirm the date and venue when arranged.

**Action Log**

No.		Owner	Deadline	Status
188	Consider collaboration on well-being	NM	Ongoing	
204	Provide revised wording for AARAC committee meeting	TE	May 2022	Completed
205	Volunteer to be lead director for work streams/remit areas	All	July 2022	
206	Contact KP for Academy pins	All	May 2022	
207	Provide MR with suggested dates for training	SD	June 2022	