



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

Minutes/Action Notes from Board Meeting 7th July 2020 via Zoom

In Attendance: Sue Davies (SD) (Chair)
Tegwen Ellis (TE) (Chief Executive)
Kirsty Payne (KP) (Secretariat)
Claire Williams (CW) (left meeting at 13:05)
Mike James (MJ)
John Graystone (JG)
Martin Price (MP)
Davina Payne (DP)
Rosemary Jones OBE (RJ) (left meeting at 13:00)
Paul Marshall (PM)
Michaela Renkes (MR) (left meeting at 13:00)

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

SD welcomed everyone to the meeting. There were no conflicts of interest registered. The minutes of the previous meeting were agreed as accurate.

The two outstanding items on the action log were on the agenda for discussion during this meeting. All other actions are completed or postponed due to COVID-19.

2. Board Refreshment Update

SD expressed her gratitude to MR for her help with the process of refreshing the board, as noted initially at the January board. SD and MR met with a representative from the Public Bodies Unit (PBU) at Welsh Government (WG) last week who was able to clarify the details. SD invited MR to explain the situation to the board.

MR reminded the board that the Leadership Academy was established in May 2018 and all board members were appointed for a three-year term due the nature of the funding. All appointments are due terminate on the same date and there is no automatic presumption of reappointment. The process is owned by the Minister, managed by WG and the PBU and governed & scrutinised by the UK Government so it is crucial that the process of refreshment is conducted correctly. If no action is taken all board members terms will expire in April and an entire new board need to be appointed. Similarly, if all current board members are refreshed for a further term the Leadership Academy will find itself in the same situation in three years' time, as no board member can be reappointed for a third term. Therefore, it is necessary to implement a rolling programme of refreshment.

A proposal has been drafted which recommends that the Chair of the board be offered a new term, which could be longer than the original term of three years. It is also proposed that the Vice Chair be offered a new term along with the Chairs of both sub-committees. For the remaining four members, it is proposed that two will have their contracts extended to 2022 and two will end their terms in 2021 as per their current contract. It is up to the board to decide which members will remain until 2022 and which will be replaced in 2021. **This decision needs to be made by the end of July as SD must report to WG by 1 August 2020 so that Ministerial approval can be sought over the summer.**

MP asked whether it was a good idea to offer a new term to both the Chair and the Vice Chair as this would mean that both members would finish at the same time, following their extended terms. MR explained that the Vice Chair is not a position that is recognised by the PBU and as such they do not have an issue with this. SD asked if the board are still in a position to co-opt members but MR confirmed that this is no longer possible. JG highlighted the importance of balancing skills and characteristics and MR agreed that positive equality will be considered throughout the recruitment process. CW is very keen to continue to support the Leadership Academy but recognises that there are many other headteachers who could replace her and there are also other ways in which she can engage with the Leadership Academy, potentially as an associate or as a member of the stakeholder group. MR agreed but pointed out that it may not be another headteacher who would replace CW if she were to step down. CW feels that the voice of practice is important within the board but confirmed that she is happy to step down as she understands that her skill set is not as integral to the board compared to other board members. PM feels that a discussion of this nature would have been useful a few months ago to allow the board time to consider. MR agreed and stated that she did not fully appreciate the amount of time and effort that would be required to complete this process when it was initially discussed.

SD expressed her gratitude to MR once again as her hard work and support has been invaluable throughout the process.

3. Audit and Risk Assurance Committee Report

MJ presented the report from the Audit and Risk Assurance Committee (AARAC) meeting on 17th June 2020.

The second internal audit on risk management had been completed and the report was presented during the AARAC meeting. The report contained three recommendations:

- that the leadership Academy create a board assurance framework
- that the terms 'treat' and 'tolerate' be defined within the key on the risk register
- that realistic timescales be assigned to all items on the risk register.

The recommendations were accepted and the committee agreed that this was another succinct and useful report. The committee feel that the service provided by the internal auditors is of a high standard and will continue to be very beneficial.

For this AARAC meeting the executive team adopted a new approach to the risk register. Instead of the committee assessing each item on the risk register during the meeting, the executive team carried this exercise before the meeting and presented a report to the committee. The report was discussed in detail and the committee accepted the recommendations made by the executive team. The main change to the risk register was the reduction of the communications risk due to the actions taken by the team since the last meeting. Three new risks were added to the register under CL's remit. The committee felt that this approach to the risk register was a positive change to the process and would encourage this approach for all future meetings.

The creation of a board assurance framework was discussed with a representative from the internal auditors. The framework will look at all risks on the risk register and allocate three lines of defence to each. This activity will be completed by the executive team and presented to the committee for discussion and approval. There were questions raised around the workload for the team and it was agreed that although the Leadership Academy is small in terms of its staff it is large in terms of its reach and influence and as such the committee felt that this will be very useful exercise.

SD asked if the gifts and hospitality register needed to be presented. KP confirmed that the gifts and hospitality register was presented to the AARAC and the committee will report any entries to the board. Currently there are no entries hence there is no report to the board on this occasion.

PM apologised that he was unable to attend the committee meeting but is in full agreement with everything in MJ's report. PM believes that the board assurance framework will be a very useful tool and thinks that once it is created, the work to maintain it will be minimal. MJ agreed that the new approach to the risk register and the board assurance framework will split the responsibilities of the executive team and the board appropriately and will ensure that the board only reports on strategic areas, rather than operational points.

RJ commented that the minutes from the committee meeting were of a high standard and agrees that the new approach to the risk register is very effective.

4. Finance / HR Committee Report

JG presented the report from the Finance / HR committee meeting on 29th June 2020.

The draft accounts for the financial year ending 31st of March 2020 were presented to the committee. They committee requested the following amendments:

- an explanatory note be included to explain the apparent surplus at the end of the financial year. The note should explain that the surplus is not 'profit' or

'cash at bank' but is instead a representation of the prepayments made to associates for services carried out in the next financial year

- a paragraph be added to the *Directors Report* explaining that the Leadership Academy is a start-up organisation and the previous financial year only covered four months of trading. As such the two periods should not be compared on a like-for-like basis
- within the *non-adjusting events after the financial period* section amend to say that the lockdown was imposed by the Welsh Government, not the UK Government

KP has instructed the accountants to make these changes and **the committee recommended the draft accounts be approved by the Board with the addition of the notes specified. The board approved the minutes on this basis.**

MR reiterated the need to explain the apparent surplus especially during the current climate in which governing bodies are being asked to make savings wherever possible.

TE presented a staffing update during the meeting and this will be covered by TE during her Chief Executive report later in the meeting. Another HR issue of a more sensitive nature was discussed and will now be presented to the board by TE.

CONFIDENTIAL NOTE

The committee reviewed a draft set of Financial Regulations and Scheme of Delegated Authority which had been prepared by the executive team following advice from the internal auditors. **The committee proposed that the board agree to accept this document and authorise its publication. This was agreed by the board.**

The committee discussed board performance measures. JG drafted a paper following discussions with MP which has been shared with the board. JG is keen to ensure that the Leadership Academy is an exemplar of good governance and as such has drafted a set of measures to ensure effective board performance. SD thanked JG for his work and thinks that the paper is an excellent start in terms of measuring the performance of the board. RJ agreed that it is an excellent piece of work and that the KPIs are appropriate. However, RJ would like the KPIs to be linked to the organisation's strategic objectives. SD suggested a further discussion take place at a future meeting and **it was agreed that JG would take comments from the board and present an update at the next meeting in September.** MR are highlighted the importance of board performance measures, considering the upcoming refreshment of the board.

JG thanked the committee for a useful meeting and SD extended thanks to JG and MJ for their comprehensive reports.

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

TE opened by thanking the board for its continued support and presented the following items through her report:

- TE is keen to change the format of this report going forward. It is important that the report measures progress against the corporate plan but the current plan is not written in a way that makes this easy to do. WG have requested that the progress reports they receive from the Leadership Academy be more evaluative and impact focused. TE is keen to find a method of reporting that will satisfy for all parties to reduce unnecessary admin and will dovetail with the work that it being carried out on the new corporate plan.
- Tracey Burke (Director General - Education and Public Services) has written to the Leadership Academy to formally designate TE as the Chief Executive and Accounting Officer to the National Academy for Educational Leadership
- 7 applications were received for the post of Communication Manager and 4 were interviewed on 30th June. An appointment has been made and the successful candidate will start at the beginning of August.
- 2 out of 3 secondments have been appointed (Leadership Development and Quality Assurance – schools and Well-being & Innovation) and will start in September
- Blogs and videos from associates, stakeholders and board members continue to be well-received on social media and beyond and TE has had a blog featured in Dysg newsletter. The weekly bulletin continues to be issued to internal stakeholders
- The internal review of the Leadership Academy has been completed and management have carried out a scenario planning exercise following COVID-19. Both items will presented in more detail later in the meeting.
- Management meetings are being held monthly by executive team to consider actions prior to the committee and board meetings and the exit strategy for COVID-19
- TE attended stakeholder meetings with individuals from EWC, the Education Director for Ynys Môn and the Youth WLGA and the Leadership Academy role continues within the Continuity of Learning plan. TE also engaging in leadership development opportunities with Mark Ford of WG in the area of 'Leading Pedagogy'
- Associates continue to support in their lead roles which will be extended until the end of December 2020 to coincide with the appointment of the Assistant Director for Leadership Development and Quality Assurance
- Cohort 1 have been reviewing their Commission and will share a final report in the Autumn term. Cohort 2 shared a think piece paper with Kevin Palmer which was accepted in principle. The next steps will include considering recommendations within their initial report. Cohort 3 are continuing with their online induction and the second learning experience is being planned
- Cohort 1 & 2 are undertaking an online coaching programme to enable them to provide leadership coaching to cohort 3.

- All Associates engaged in high-level online professional learning through the #leadershipunlocked series of webinars with Prof Stephen Heppell, Sir Tim Brighouse and John West Burnham.
- The innovation strand of work is being developed by the Associate leading in this area and supported by Professor Andy Penaluna
- The *Leading Professional Learning* project has been paused while OB3 are unable to visit schools to gather examples of good practice. The project will resume in the Autumn term.
- The *Enquire, Innovate, Explore!* projects are also paused. Partnerships between grant-holding schools and universities have been established and some planning has taken place. Projects will resume at the first opportunity and timetables for completion, originally set at March 2021, will be extended accordingly. There will be a similar delay to the publication of the *Leading Enquiry* guidance which was initially planned for April 2021.
- A review of the international policy and academic literatures on system leadership, with recommendations for taking forward policy in this area in Wales (including the Leadership Academy's Associate model), has been undertaken by Professor Alma Harris. The final report has been received and a plan is being developed to ensure the work informs policy and decision-making in Wales. A similar review of the international policy and academic literatures on middle leadership has been commissioned from Glasgow University and will be led by Christine Forde. The report will be available in the Autumn.
- Work on Strategic Workforce Planning has been paused. Emerging partnerships with Cardiff and Powys local authorities to explore in detail some of the retention challenges revealed by the data analysis we commissioned from EWC have not been progressed. However, work on taking forward the Leadership Academy's Well-being strategy is generating valuable relevant data and we are considering how this can be best used to take forward our work in this area.
- The well-being survey received over 1000 respondents in total. Consideration is being given to commissioning a professional organisations to carry out the analysis on the data due to the larger than expected data set. The survey will need to be rolled out to leaders in other educational settings to gather their views. Weekly meetings are being held with the well-being team to identify the next steps in the process.

DP asked for some more information on the successful candidate for the Communications Manager role. TE informed the board that the candidate is currently working in a communications role and displayed a strategic approach to stakeholder engagement in her interview. The candidate was very knowledgeable in digital marketing strategies and the panel unanimously agreed that she was the best candidate for the role.

JG asked TE what she felt had been the biggest challenge in leading through COVID-19. TE agreed that COVID-19 has presented a lot of challenges but has also presented a number of opportunities. It has been difficult not being able to engage

with people face-to-face and build relationships with the new cohort of associates in the traditional fashion. However, the team have found a new, more effective way of managing a number of processes and these methods will continue to be used once COVID-19 is over.

CW asked about how the Leadership Academy can collate some of the good practice that has been identified in preparing for the new curriculum and MJ asked if any formal training had been offered to leaders in preparing for the introduction of and implementing the new curriculum. TE pointed out that the Leadership Academy is not a provider of development and it is the role of the regional consortia to provide leadership development opportunities. The Leadership Academy must be careful not to 'tread on anyone's toes.'

RJ is very impressed with the report and the number of respondents to the well-being survey and believes that the information that is drawn from the data will be of real benefit to leaders. There are new ways of working due to COVID-19 but RJ drew attention to the fact that the Leadership Academy was always meant to be an 'on-line' organisation with a small staff and headquarters. The Leadership Academy has become more accessible to many during COVID-19 due to the increase of on-line meetings and the decrease in travelling. MR agreed with RJ; there have been a lot of resignations in the sector since the pandemic started as leaders try to find a new way to lead and discover the 'new normal.' Coaching and mentoring will be of vital importance moving forward and MR is encouraged by the work the Leadership Academy is doing in this area but stressed the importance of ensuring quality throughout.

CW pointed out that there has previously been a package of leadership development offered by the regions in relation to the new curriculum but since COVID-19 leaders have had to adopt a style of crisis leadership which has made them far more operational. The Leadership Academy must reinforce the need for visionary leadership.

Educational leadership is much different in England and PM believes that the response of the Education Minister and of WG has been good throughout. Leaders must recognise that there are many permanent changes; things will never go back to how they were before the pandemic. There are also individuals who now find themselves in leadership roles who were not in them before. The Leadership Academy must consider how it can support these people. It is crucial to support governors through the crisis too as they are responsible for appointing the schools leaders and often do not have the same level of support. TE appreciates that this is a valid point and is keen to work more closely with governors. TE has a meeting with Jayne from Governors Wales shortly to discuss further. **MP offered to assist TE with the strategy for supporting governors.**

SD thanked TE for her comprehensive report and for the dynamic, creative, innovative work of the Leadership Academy to support the system.

6. Internal Review

CL joined the meeting.

CL has been tasked with carrying out an internal review of the Leadership Academy's progress against its remit and identify action points as it moves towards the end of its initial 3-year term. CL presented the headlines of the review to the board:

- The current Corporate Plan does not clearly reflect the priorities and workstreams of the Leadership Academy. Therefore, the review has concentrated on the expectations set out in the remit letter, rather than those in the Corporate Plan
- There are inconsistencies in the use of terms referencing the key strategic priority areas of the Leadership Academy across a number of documents. These priority areas have now been named as *Corporate*, *Leadership Development* and *Thought Leadership*
- The Leadership Academy has struggled to effectively engage stakeholders across the entire education sector to date. A secondee role concentrating on youth and post 16 has been advertised to tackle this
- The format of the stakeholder group should be reimagined to make better use of the function
- The innovation pathway has not been as effective as originally hoped with low levels of engagement from the sector. The innovations strand of work has been re-imagined and new projects are underway
- It would be pertinent to commission an external, independent evaluation of both the Associate Model and the Endorsement Process

MR asked if it would be possible to have a separate conversation with CL about the conflicting terminology, as the new remit is being prepared. MR would also like to discuss the potential of the Leadership Academy becoming a provider and how that would look. WG would like to carry out an external review of the Leadership Academy in order to inform a new Education Minister in May 2021, however this internal review document will also be very useful.

RJ congratulated CL on a very well written and insightful review which raises issues in a concise and well-ordered way. It is important to continue discussing the points raised and ensure that there is clarity in roles and responsibilities. DP agreed and would like to know more about the perception of the Leadership Academy within the education system. CL explains that there was no systematic engagement with educational leaders in terms of the review however those who are engaged are very positive. There has been strong engagement with the well-being survey and this area of work is generated a lot of interest. The team is aware of the need to do something visible and valuable with the information gathered.

JG thanked CL for his report and would like to see a greater focus on governors within the action points. JG would also like information on the strategy for post 16 and settings other than schools and also asked what the Leadership Academy is doing to identify and bring on aspiring leaders. CL is working on system leadership with Prof. Alma Harris and the work carried out so far tells us that effective system leadership needs to happen at all levels. The Leadership Academy must really consider how functions such as endorsement and the associate model appear to the

wider profession. Work on retention and recruitment is being carried out to find out why young school leaders are leaving the profession. TE pointed out that the advertised secondment for post 16 and youth will ensure that the Leadership Academy has people in place to develop these strands of work. Everything that has been discussed will be part of the logic model planning which will feed into the new remit letter.

PM drew attention to the changes that are being made to post 16 education in Wales and asked if there is a need to clarify the Leadership Academy's role with WG to ensure that there are no clashes with other organisations. MJ asked how much collaboration will take place between the Leadership Academy and WG on the new remit and SD informed the board that Kevin Palmer has agreed that the new remit will be co-constructed. MR pointed out that the current remit was constructed with Huw Foster Evans but must consider government requirements and priorities. JG asked when the new remit might be available. MR confirmed that the new remit should be issued on 1 April but due to the upcoming election the current remit will likely be extended into May 2021 as it is important to take into account the new government's priorities before issuing the remit.

RJ asked if it may be pertinent to prioritise the actions within the review and to add timescales against each action. TE agreed and explained that the actions will be translated into an action plan containing timescales. TE thanked CL for his report and thanked the board for their comments. This review was seen as the first step in the planning of the new corporate plan and it will be crucial to consult with WG in to ensure that the next corporate plan has longevity.

CL presented the scenario planning document to the board and talked through the preferred method of each function in each of the four scenarios.

MJ thinks that this has been a good exercise to complete as the Leadership Academy has worked out how it will function in a number of potential scenarios and offered congratulations to the team. MP pointed out that none of the scenarios mention a permanent office and asked if it has been decided not to have an office in the future. TE has already discussed with the board that the admin function has been greatly reduced. TE understands that it will be important to meet face-to-face on occasions but that doesn't mean that the Leadership Academy needs a permanent office. TE wants to explore what is actually required and continue to question the ways of working. The lease on the office in Swansea will expire in September 2021 so the Leadership Academy would always have had to move offices at that time, regardless of the current situation.

CL, MR, CW and RJ left the meeting at 1pm.

7. Review of Board Terms of Reference

As some board members have had to leave the meeting it was decided to add the Terms of Reference review to the agenda for the next meeting in September. SD invited comments from board members on the document ahead of the next meeting.

8. External Auditor's Questions for Consideration

KP informed the board that she needed to forward the responses to the questions to Audit Wales by Friday 17th July so it was agreed that the board would discuss them out of committee and JG would send a response to KP before 17th July.

9. Date of next meeting, future agenda items & close

SD thanked everyone for their attendance and wished everyone a good summer break.

SD closed the meeting at 13:15

Action Log

No.		Owner	Deadline	Status
83	Check public appointments process for future board members	SD	September 2019	Ongoing
84	Annual review of terms of reference	SD	July 2020	
105	Agenda Tegwen Ellis to attend future board meeting to present her Doctorate work to date	KP	September 2020	Postponed
115	Create a second risk register for operational risks	A & RA Committee	January 2020	Postponed
134	WG representative to attend next meeting to discuss the new curriculum	TW/CW	September 2020	Postponed
140	Check if amended Vision and Values will need to be agreed by Welsh government	TE	September 2020	Completed
143	Consider strategy for engaging with Ministers ahead of the election	TE	September 2020	
144	Explore possibility of holding event in Senedd to launch well-being strategy	TE/KP	September 2020	
145	Update on Board refresh to WG	SD	1 August 2020	
146	Take comments on Board Performance measures and report back to board	JG	November 2020	
147	Discuss strategy for engaging with governors	MP/TE	September 2020	Completed

148	Send comments on terms of reference ahead of next meeting to chair	All	September 2020	
-----	--	-----	----------------	--