



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

Minutes/Action Notes from Board Meeting 18th July 2023

In Attendance: Dr Sue Davies (SD) (Chair)
Tegwen Ellis (TE) (Chief Executive)
Mike James (MJ)
Kirsty Payne (KP)
John Graystone (JG)
Dr Debbie Nash (DN)
Katie Phillips (KPH)
Yusuf Ibrahim (YI)
Paul Marshall (PM)
Gaynor Ace (GA) (Secretariat)

Invited: Gillian Gillett (GG), Audit Wales

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

SD opened the session and welcomed everyone to today's Board meeting. There were apologies from Martin Price. There were no conflicts of interest to report.

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 all actions had now been completed or would be dealt with later in the agenda. Actions 209 and 221 were ongoing.

2. External Audit Plan

SD welcomed Gillian Gillett (GG) from Audit Wales who presented the External Audit Plan for 2023.

This Audit sets out the work plan for discharging audit responsibilities throughout the year. Page 5 details responsibilities in respect of financial statements and outlines the concept of materiality. There was one significant risk identified on Page 8 in respect of management override of controls. Another risk was detailed on Page 9 regarding the new accounting standards.

GG referred to the audit fee of £4,127 as listed on Page 11. This shows an increase in fee rate due to the slight change in audit focus. Appendix 1 sets this out in more detail.

In response to a query from MJ, GG confirmed that the risk focus does include financial risks. GG stated that there was a greater emphasis on controls under ISO 435.

SD thanked GG for producing this comprehensive plan and the board agreed to instruct Audit Wales to undertake the audit of the 2022/23 financial statements as per the plan.

3. Finance/HR Committee Report

JG provided a summary report on the last Finance/HR committee meeting held last month. The Uned facility had been discussed and consideration might be given to moving towards a serviced office facility in the future.

There were no staff absences to report. Emma Chivers would be continuing with her role on a consultancy basis and there had been a new appointment of Meleri Light as Head of Cymraeg. Staff well-being was good and steps will be taken to renew the Investors in Wellbeing accreditation alongside applying for Investors in People accreditation. There had been a discussion on anti racism which was now a standing item on the committee agenda.

KP had provided an overview of the budget and spend for Q1 and had provided explanations for variances. The issue of pay awards will be confirmed under Agenda Item 5 today. Board members were keen to meet with staff so this will be arranged for the face to face Board meeting in September.

SD thanked JG for his report and **the Board was happy to accept the committee minutes and the recommendations within.**

4. Audit and Risk Assurance Committee Report

MJ presented the report from the Audit and Risk Assurance committee meeting held last month. It had been agreed that only gifts with a value of £50 or more will need to be added to the register going forward.

A new approach for reporting on the risk register by exception was trialled, as recommended by the internal auditors. A detailed register will still be circulated prior to every meeting but this approach should free up some valuable time to discuss more strategic issues. A useful discussion was initiated by PM regarding raw risks. MJ pointed out a typo in Para 3 of the minutes – this should refer to ISO 21001.

Some names were suggested for inclusion on the panel of the tailored review. There was still no further information available regarding the review currently.

A very useful and informative deep dive on the resources workstream was presented by Dr Chris Lewis who outlined very impressive progress with this work.

SD thanked MJ for his report. **The Board was happy to accept the committee minutes and the recommendations within.**

SD thanked the chairs of both sub committees for carrying out such useful work. SD pointed out that it would soon be for the committees to decide whether they wished to carry out the suggested biennial rotation of the chairs.

5. Chief Executive Report against the Corporate Plan

TE informed the Board that agreement had been reached between unions and WG for a one off non consolidated pay award of £1,500 for all staff which would be payable at the end of July. The Academy would mirror this pay award and TE confirmed that there would be sufficient money within the existing grant to meet this. Negotiations for the 2023/2024 pay award are currently underway.

TE then provided a progress report on all work streams highlighting recent progress and achievements:

Para 1.1 Quality Assurance – The DARPL professional learning provision has now been endorsed. A member of staff is currently attending this training which should give a useful insight into this provision. As the QA process has been running for 5 years, it is now time for the early provisions to reapply for endorsement. TE is still in conversation with WG regarding only allocating funding for endorsed provision.

Para 1.2 Innovation –The organisation is continuing to support new projects, including an Estyn programme to encourage black, Asian and minority ethnic aspiring leaders. This is targeted at middle leaders and is part funded by WG.

TE reported on the increase in applications for innovation funding which will require flexibility and creativity in deciding how to allocate and prioritise applications.

Para 1.3 System Leadership – All Associates recently took part in a digital meeting where they received training on transgender issues and also a presentation on the Welsh in Education white paper. Cohorts 3, 4 and 5 attended a two day event in Cardiff which included an international symposium. Professional conversations will be held with Cohort 5 to capture their experiences from their first year.

Cohorts 3 and 4 are due to finish their funded Associate terms at the end of this week and will then have the opportunity to join the Associate Federation Janet Hayward has been appointed Chair of the Federation which will be meeting face to face for the first time in October. The group has been provided with suggested terms of reference but will have the opportunity to amend these and also decide on frequency of meetings going forward. They have not been allocated a set budget but TE confirmed that they will be supported through grants and also an annual Associate conference.

The Attainment Champions pilot project is soon coming to an end and will be evaluated to consider the next steps. TE outlined some options for WG to consider for progressing this project but funding issues will need to be considered.

YI agreed that funding issues could be frustrating and suggested moving to a two year model of budgets to allow for greater flexibility. TE will continue to raise this with WG.

JG requested further details of the terms of reference for the Federation. TE will forward a copy of the suggested terms.

Para 1.4 Leadership Development – A very successful tri-nations online event was held recently with Prof. Alma Harris as speaker. The first national leadership conference on diversity and anti racism was held by DARPL and co-constructed with the Leadership Academy, EWC and the regional consortia. TE had made an announcement regarding the anti racist steering group which held its first meeting last week. Good progress is now being made in how the Leadership Academy progresses the anti racism agenda and also influences others.

The first face to face conference since 2019 was held at the end of June in the ICC, Newport. This was very well attended. TE spoke of striking a balance between face to face and online events as both options have different advantages and limitations.

Para 2.1 Resources –A deep dive on resources was carried out at the last Audit and Risk Assurance committee meeting. The Welsh in Education resource is now ready to be piloted and should soon be published on the website. Hwb will be redesigned over the summer period and it is hoped that the Leadership Academy icon is placed on the front page.

Para 2.2 Insight –Cohort 3's commission on ALN has now been completed and is currently being translated. It has now been agreed that this will be published as there is value in sharing the document. Cohort 4's commission on Community Focused Schools still has some work to do before it is published. Both reports will be shared with the Minister alongside the action plans. In response to a query from SD, TE confirmed that it was not planned to produce printed copies although these may be useful accompaniments to some events.

Cohort 5's commission on Curriculum for Wales was launched at the CFW conference and the Well-being group have also been having meetings with WG on how to take their commission forward. TE was pleased to note that this cohort has been very proactive in making an early start on evidence collecting for their commissions. Dr Chris Lewis and Nia Miles have been asked to produce guidance on the commission process.

2.3 Well-being –This work is continuing to gather momentum with regular meetings of the consultative and working group. WG are currently looking at impact assessments on workloads and a survey of leaders will be carried out in the Autumn term. WG will also be looking at the terms and conditions of the work force.

2.4 Strategic Workforce Planning –The NIESR work is ongoing although it is proving challenging to find Heads and previous Heads to engage in this work. The researchers are attending the meeting of the ministerial group in September to complete their data collection and the final report will be produced in October. TE spoke of the difficulties in identifying leaders for Welsh medium schools as there are far fewer applicants in this sector.

3.1 Effective Governance – There is no further information regarding the tailored review although WG has been invited to the next Board meeting in September to provide an update.

DN suggested that Advanced HE be considered as one of the potential benchmarking organisations for the review.

3.2 Executive Function – This is in a period of evaluation at the moment with changes to the corporate plan to be shared in September. Professional learning days are being arranged for staff – a recent one examined preferred ways of working of the individuals in the team. The next session will consider negotiating and influencing skills.

The Employee Handbook has now been drafted and will be trialled with new member of staff Meleri Light.

3.3 Comms and Marketing –Charlotte Thomas, Marketing Manager, had provided a very useful update to a previous meeting outlining changes to bounce rates and other metrics. TE was pleased to note increasing mentions and tags on social media. TE also highlighted the fact that several applicants for Cohort 6 had mentioned the Leadership Academy in previous work they had been engaged in.

3.4 Stakeholders and Partnership Work – A face to face meeting of the stakeholders' group was held at Ysgol Bro Teifi, Llandysul. It was agreed to extend the term of stakeholders from two years to three in line with Board members. However, the planned refresh of members in September would result in a loss of many experienced members. This will need to be handled carefully as we may want to include these Stakeholders in the middle tier review on behalf of the Leadership Academy. TE shared the outline of the Middle Tier review with participants.

Consideration will also need to be given to how to keep outgoing stakeholders engaged in the work of the Leadership Academy.

SD confirmed that the middle tier review is due to be published in March 2024. TE stressed the importance of involving as many people as possible from an advocacy point of view.

TE referred to the recent audit of Senedd members to find out about their knowledge and understanding of the work of the Leadership Academy. It was acknowledged that the majority of them were unsighted so an awareness raising campaign should be undertaken. JG highlighted the importance of increasing understanding amongst Senedd members and suggested an event and a newsletter to provide information on the work of the Academy. YI also endorsed the usefulness of showcasing work at the Senedd.

MJ was impressed at the amount of work carried out and commented favourably on the different work styles of staff members which should help develop 'internal forgiveness'.

SD thanked TE for a very informative and comprehensive report highlighting all the key issues.

6. Terms of Reference

The current terms of reference were reviewed and it was agreed to add Risk Management to the remit of the full board.

TE reflected that the language of the ToR seemed somewhat outdated given the way the organisation has evolved and developed since the original terms had been drawn up.

Some amendments were suggested and discussed but it was then agreed to delay finalisation until after the Away Day in September when more time will be allowed for discussion and debate.

7. Away day

The board Away Day will be held in September. The day will include:

- Consideration of Terms of Reference as outlined above
- Opportunity for meeting new staff members
- Presentation on ALN
- Update from WG on tailored review.

8. Date of next meeting, future agenda items and close

SD reported that she had now completed the Board appraisals and was preparing the reports. SD thanked everyone for their participation in today's meeting and for the useful discussions that had ensued.

The next Board meeting will be held on September 29th – this will be a face to face meeting held in the Marriott Hotel, Swansea.

The meeting was closed at 11.45am

Action Log

No.		Owner	Deadline	Status
209	Highlight anything relevant from Political monitoring report	MP	Ongoing	
221	Ask Associates to copy in YI to curriculum work	TE	ongoing	
224	Send JG ToR of Federation	TE	July 2023	
225	Consider Advanced HE as a potential bench marking organisation for the Tailored Review	TE	July 2023	Completed
226	Post outline of Middle Tier Review into Chat	TE	July 2023	Completed