



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

**Minutes/Action Notes from Board Meeting 23rd March 2023**

In Attendance:

- Dr Sue Davies (SD) (Chair)
- Tegwen Ellis (TE) (Chief Executive)
- Martin Price (MP)
- Mike James (MJ)
- Katie Phillips (KPH)
- Yusuf Ibrahim (YI)
- Paul Marshall (PM)
- John Graystone (JH)
- Gayle Shenton (GS) (Associate)
- Jayne Woolcock (JW) Associate
- Michaela Renkes (MR) (Welsh Government)
- Gareth Key (GK) (Secretariat)

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

SD opened the session and welcomed everyone to the first face to face board meeting of the year. Apologies had been received from Debbie Nash (DN).

There were no conflicts of interest to note.

The minutes from the previous meeting were agreed as a true and accurate record. MJ wanted to record that the Cyber Security feedback reported at the previous meeting was from Welsh Government and not from him personally. MJ has given the feedback to Kirsty Payne and TE to consider.

SD noted that all actions on the action log have been completed except for the evaluation report from the well-being conference. TE confirmed that the report will be shared once completed. TE also explained the way of evaluating and reporting is changing, and training will be provided to team members to support the change.

SD wished to clarify that the lead director roles given to board members are strategic roles and not operational leads. TE confirmed it is not an operational role but that board members should provide advice and guidance on their areas and attend linked events where possible.

*2. Associate Update*

SD welcomed GS and JW who gave a presentation on their roles and experiences as associates and an update on their commission work to date.

GS is the headteacher at Ysgol Gymraeg Castell-nedd and prior to that was headteacher at Ysgol Llwynderw and Ysgol Felindre in Swansea. GS has been a leader in the Welsh and English medium sectors and is currently seconded to Neath Port Talbot Local Authority as 'Professional Learning Lead'.

JW is headteacher of Penllergaer Primary School in Swansea. She has experience as a Challenge Adviser, NPHQ Assessor and was the local authority Primary Development Officer for Numeracy in 2018-2020. JW has also participated in many international school projects, escorting pupils to countries such as Bangladesh, Finland, Turkey and Spain.

GS and JW shared their experiences of working with the Leadership Academy as associates over the last couple of years. They gave a brief update on their commission, shared their observations and aspirations.

SD thanked GS and JW for their presentation and recognised the privilege of having them as associates.

### *3. Finance/HR Committee Report*

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

No significant update to staffing and HR

MP explained that the spend is in line with the budget and the committee have no cause for concern. There will be a small surplus at the end of the year which will be within the accepted carry over of 2%.

MP gave an update on the hybrid working model and the evaluation that was carried out, specifically the possibility of leasing office space. MP informed the board that the committee discussed the options and considered the feedback from staff within the report. As a result, the committee recommends to the board that a small office 'space' is leased for 12 months at Storage Giant, Bridgend. The team will use the space for meetings, planning and professional learning days. The lease will also allow the Leadership Academy to hire board rooms at other Storage Giant sites in Cardiff and Newport which could be used for Board meetings. **The Board were happy to approve the recommendation.**

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

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

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

MJ clarified what the link director role is.

MJ confirmed that Associates will continue to be called Associates while they remain active in Education, regardless of the length of time.

MJ informed the board that the internal audit plan had been presented to the committee. It has increased from 14 days last year to 17 days this year and the extra three days were for data protection activities which are a high priority with Welsh Government.

They have advised that the financial controls will be reviewed every two years rather than every year, especially considering the positive result from the last review.

The risks from the risk register were reviewed and the committee considered the changes.

SD thanked MJ for his report and remarked on the diligence of the committee in their consideration of risk. The Board was happy to accept both the committee minutes and the audit report.

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

TE began by reflecting on the comment regarding the role of the board and the organisation. It was agreed that further discussion is required in regards to meeting in person more often. TE then informed the board that the latest version of Our national mission: High standards and aspirations for all had been published and Leadership now sits under objective 4 – high quality teaching and leadership. TE raised concerns about leadership being combined with teaching and its position with the current Minister and will monitor how leadership is included in all items. The Leadership Academy is named in the document.

TE discussed the data regarding the well-being conference which will be distributed to all board members. The data includes comparison to last year's conference. TE discussed how the data will be used for future conferences and some of the highlights of the report.

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

**Quality assurance** – There's an open call where if someone comes forward at any time there is a process to accommodate them.

**Innovation** – Series 4 is currently underway. One of these is face to face as decided by the attendees.

**System Leadership** – Associates are involved in discussions with stakeholders giving feedback and advice on a regular basis. This is increasing with the amount of Associate numbers growing. Cohort 3 & 4 are going to scrutiny next week with their commission work, Estyn are on both panels, hopefully there will then be a launch. Cohort 5 have been split into two groups for their commissions; Curriculum for Wales and Well-being and they will receive their questions in April. They will work to the same timeframe as Cohort 4. The advert for Cohort 6 has gone out and we're hoping to recruit 18 senior leaders. 3 Ministerial groups have been established (primary, secondary and All-age) to be used to offer advice to the Minister. They have their own terms of reference and have appointed a chair and vice-chair to each group. Some of the members are Associates. Also, 7 Attainment Champions have been appointed and form part of pilot as Ministerial priority.

**Leadership development** – Recently we have had 'Leadership Unlocked' and Leadership Additional Learning Needs (ALN) which have been well received. We have anti-racism and diversity webinars designed for May. We are in negotiations to get leaders from outside education involved as this was well received during Covid. The middle leaders conference is next week and we are also co-hosting the DARPL conference with EWC which has sold out. We have a curriculum for Wales conference in June which will be face-to-face. Tackling poverty is the continued theme with the tri-nations and we are in talks with universities about ways of working and comparative studies.

**Insight** – TE thanked YI for his work with attending the leadership launch for the Learning Institute report. The recommendations are now being taken forward by Colegau Cymru.

**Resource** – TE informed the board that the Leadership Academy is maintaining its relationship with Professor Ken Jones with ensuring the 8 hallmarks are explored further.

**Wellbeing** – Work is ongoing and the Leadership Academy have established partnerships with UWTSD and Glyndwr to develop professional learning offer for Mental Health and Well-being.

**Strategic Workforce Planning** – Executive heads report has been shared with Welsh Government. Strategic Workforce Recruitment project is underway but has found it difficult to engage with two Local Authorities.

**Corporate** – Grant offer should be with us tomorrow. Tailored review process has started and a risk assessment has been completed. The review will take place next year.

**Executive Function** – Once sign-off has been received from WG we will go ahead and advertise our Head of Welsh Language position. The position will be directly responsible to TE. MR gave the go-ahead to begin recruitment now in order to have them in place for September, even though the funds haven't been released yet.

**Comms and Marketing** – We'll be moving over to a new way of collecting data. Charlotte will explain the new process to the board. MR raised the issue that the Welsh Government logo should be on any Leadership Academy marketing material.

**Stakeholders and Partnership Work** – Going from strength to strength. A decision was made by the stakeholder reference group to increase their number and these positions have been advertised. The response was excellent, and the new stakeholders were chosen to address gaps in the group for example PRU representatives and geographically located for example English primary in Pembrokeshire.

SD thanked TE for a very informative report highlighting all the key issues and bringing about some very useful and challenging conversations.

JG wish to thank the team for the work they have done and congratulated the team on the amount of work that has been undertaken which was echoed by SD

*6. Date of next meeting, future agenda items and close*

The next Board meeting will be held on May 25th - this will be online.

The meeting was closed at 13.00pm

**Action Log**

No.		Owner	Deadline	Status
209	Highlight anything relevant from Political monitoring report	MP	Ongoing	
220	Confirm details regarding branding on Academy marketing material	MR	May 2023	
221	Please update e-mail addresses to Gareth	SD	Ongoing	