



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

Minutes/Action Notes from Board Meeting 7 November 2019

In Attendance Sue Davies (SD) (Chair)
Huw Foster Evans (HFE) (Chief Executive)
Claire Williams (CW)
Mike James (MJ)
Martin Price (MP) (Via video link)
Davina Payne (DP)
Michaela Renkes (MR) (Welsh Government Observer)
John Graystone (JG)
Rosemary Jones OBE (RJ)
Paul Marshall (PM)
Olivia Stemmer (OS) (Secretariat)

1. Welcome, conflicts of interest, minutes and actions of previous meeting and confirmation of minutes for publishing

SD opened the meeting and welcomed everyone and thanked those that attended the Leadership Academy conference. She congratulated the Leadership Academy for a successful conference and thanked everyone that helped with the organisation.

There were no conflicts of interest.

The group agreed the minutes as accurate but would like the minutes and agenda to be bilingual for future meetings. It was agreed to publish the minutes on the Leadership Academy website.

2. Confirmation of note from Extraordinary board meeting

The group agreed to mark this document as confidential.

3. CEO Report

HFE thanked the board for the additional work they have done recently to support the Leadership Academy. HFE also thanked everyone who attended the Leadership Academy conference.

HFE thanked Kirsty Payne, Business Manager for the additional financial work she has done and for the design and up-keep of the Leadership Academy website.

HFE shared the various conferences that the Leadership Academy has taken a part in, which included the National Education Show in Cardiff.

MR asked about the research that Chris Lewis, Assistant Director is doing around leadership and how it overlaps with research coming from the Universities. HFE explained that Chris Lewis is specifically researching Leadership rather than professional learning.

RJ asked how Chris Lewis' operational plan will be funded and HFE agreed to circulate budget papers.

JG questioned the role of the Stakeholder and Union group and how they influence the Leadership Academy. HFE explained that the Stakeholder and Union groups help with the operational plans by challenging the work of the Academy. **HFE agreed to share the minutes from the Stakeholder group and the Union group with the board.**

RJ expressed her concern that the Three Nations Consortium does not have a relationship with any partners in England. MR explained that England does not have the same approach to leadership as Wales, Scotland and Ireland. HFE explained that the Leadership Academy has tried to make some connections in England and is having trouble finding organisations with a similar vision. **HFE agreed to discuss the comments with the Three Nations Consortium. The board members agreed to look at their networks and see if there is anyone that would like to be involved with the consortium.**

CW shared that she received many questions at the Leadership Academy Conference concerning how the commission was created and who has made it into a priority. HFE explained that the broad area of the commission is from the remit letter and the details were set by the Associates.

SD thanked HFE for his report and hard work.

4. Audit and Risk Assurance Committee Report (Inc. risk register)

PM went through the minutes of the Audit and Risk Assurance committee meeting on 24th October 2019.

The board agreed that the committee may create a conflict of interest policy. RJ has circulated the draft policy and it will be discussed at the next committee meeting.

The sickness policy needs to include a section on succession planning because the organisation's staff is so small. There will need to be a policy to ensure that we are able to move forward in case of long-term sickness or an immediate resignation. **It was agreed by the board that the chairs of both committees will discuss this.**

To date, two organisations have expressed their interest in providing the Leadership Academy's Internal Audit service. **The board agreed to delegate the appointment**

of the internal auditor to the committee. The committee will meet with the interested parties in December in order to make an appointment.

The risk register was discussed and the risks have been ranked based on their importance. The risk register is standing item on the AARA committee agenda and high-level risks will be brought to the board for further discussion. **The committee would like to create a second risk register for operational risks. MR explained that there is a periodic standard review of all public bodies and the board may wish to add this to the risk register. MR will inform the board when the review is due.**

5. Finance/HR committee report (Inc. Chief executive appointment information)

SD thanked the committee for inviting herself and HFE to join the meeting on the 5th November 2019.

JG explained to the board that the meeting was spent planning the appointment of a new CEO.

The board decided to refer to the Finance/HR sub-group as a committee going forward. OS to make changes to all future documents.

The committee shared the recruitment documents with the board and the following changes were made:

- **Page 7 of the job description and person specification needs to be amended to say 'Dr Sue Davies Chair of the Board'.**
- **The OECD abbreviation needs to be written in full.**

The group discussed whether the Welsh language essential criteria may be too restrictive and whether it may cause issues with the number of applications for the post. DP explained that they may have issues in the media by advertising the job without 'Welsh essential' criteria. RJ believes that the 'Welsh essential' criteria should be clearer on the advertisement. MR feels that, whilst some people are able to speak Welsh they may not be comfortable to call themselves a 'Welsh speaker'. CW believes that if someone is willing to learn or is already leaning Welsh that they should be considered for the job.

Following further discussion, it was agreed to advertise the job with 'Welsh desirable' criteria.

The Welsh Language section will need to be amended to say Welsh is desirable. The group agreed on the following wording for the section on page 3. "Welsh language skills i.e. the ability to communicate orally and in writing through the medium of Welsh, or a willingness to learn Welsh are desirable for this post"

The group agreed to include the link to the remit letter on the job documents.

The group agreed the following changes under the section 'ALSO IMPORTANT WILL BE':

- **Change important to desirable**
- **Change bullet point 2 'An in depth understanding of quality assurance models' and move 'Experience of designing and delivering leadership provision' to Essential skills on page 3**
- **Move bullet point 3 to Essential skills on page three**
- **Add 'Welsh language' sentence to 'Also important' to read 'Welsh language skills i.e. the ability to communicate orally and in writing through the medium of Welsh, or a willingness to learn Welsh are desirable for this post'**

RJ and JG agreed to work on the job pack together to have it ready for translation on Monday 11th November.

The group agreed to amend section 4 in the application form to say 'Please tell us about your level of ability in Welsh. Please tick as many as apply.'

In terms of the interview structure, RJ suggested day 1 to be for questions and presentation, and then feedback from staff and Associates. Day 2 would then be a formal interview.

The group discussed the membership of the interviewing board and it was agreed that 6 people is too many. MR explained that all Welsh Government interviewing panels are usually made up of two internal members and one external member. **The group agreed that SD, RJ, JG and one external member would be conducting the interviews, and there will be at least 2 members on the appeals committee.**

The group discussed the pricing of the different recruitment companies. The Welsh Government, Public Bodies and the Regional Consortia have agreed to help with promoting the advertisement.

The group agreed to use the Times Education advertisement Silver package, Western Mail and the local post.

The group also suggested using LinkedIn for advertising. It was agreed that this option could be explored further.

The group agreed to ask successful applicants for their references after the first interview stage and if they are happy for their references to be contacted. The group agreed to add that applicants will need to provide 2 professional references with name, address and contact details.

The group agreed that they are happy with the salary range. Applicants will need to make a case if they believe they should earn more than the base salary. **Remove 'circa' from the 'Salary range.'** The pay scale will have seven stages subject to successful annual review.

The group discussed the Communications Officer advertisement. The group discussed that there may be a shorter term of employment required for this post. **The board agreed to advertise this post on the same timeline as the current Leadership Academy employees and say that it will be reviewed along with other contracts once the CEO is appointed.**

DP added that the board will need a discussion around the communications strategy of the Leadership Academy and would also like to add to the application that there will need to be knowledge of the TV and broadcast industry in Wales. **DP agreed to have a look over the advertisement and make suggestions. DP would like to be involved in the interview process and the board agreed that this would be helpful. The group is happy to the application to be published following DP's review. It was also agreed to inform Welsh Government of when it will be released.**

6. Future agenda items and close

The group agreed the next meeting on the 16th January in the Leadership Academy office.

SD asked for members to send future agenda items to Kirsty Payne.

Communications Strategy will need to be discussed at the next meeting.

SD would like to have a discussion on whether Board members would be available for another hour after the meetings in order to receive internal or external presentations.

The group would like to discuss PISA results in next meeting and the Leadership Academy's response.

SD thanked everyone for attending the meeting and ended the meeting at 13:20.

Actions Log

No.		Owner	Deadline	Status
12	NAEL to explore developing some case histories	HFE	September 2019	Ongoing
83	Check public appointments process for future board members	TW	September 2019	
84	Annual review of terms of reference	SD	July 2020	
101	Identify key risks to share with Welsh Government	All	November 2019	
105	Agenda Tegwen Ellis to attend future board meeting to present her Doctorate work to date	KP	March 2020	
106	All future agendas and minutes to be bilingual	KP	January 2020	Ongoing
107	Publish board minutes on Leadership Academy website	KP	January 2020	Ongoing

108	Make confirmation of note from extraordinary board meeting confidential	KP	November 2019	Completed
109	Circulate budget document	HFE	January 2020	Completed
110	Circulate stakeholder minutes and union minutes	KP	January 2020	Completed
111	Look into networks to find possible connections in England	All	January 2020	
112	Audit and Risk Assurance group to create a conflicts of interest policy.	A & RA committee	January 2020	Completed
113	Heads of both subcommittees to meet and discuss a succession planning strategy	JG & PM	January 2020	
114	Audit and Risk Assurance committee to appoint an internal auditor	A & RA committee	December 2019	Completed
115	Create a second risk register for operational risks	A & RA Committee	January 2020	
116	Amend documents to refer to the Finance group as a committee	OS	January 2020	Completed
118	Make amendments to the job documents as outlined in the minutes	OS, JG, RJ	November 2019	Completed
119	Advertise in the Times Education with the silver package, Western mail and local daily post	KP	November 2019	Completed
120	Look into advertising on LinkedIn	KP	November 2019	Completed
121	Review the Communications officer job description	DP	January 2020	Completed
122	Inform Welsh Government before the Communications officer job is advertised	KP	December 2019	Completed

NB. Missing numbers have been actioned