



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

**Minutes/Action Notes from Board Meeting 16 January 2020**

**In Attendance:** Sue Davies (SD) (Chair)  
Huw Foster Evans (HFE)  
Claire Williams (CW) (arrived 10:40)  
Mike James (MJ)  
Martin Price (MP) (via video link) (left meeting at 12:30)  
Davina Payne (DP) (via video link)  
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 shared apologies from Welsh Government representatives.

The board agreed the following amendment to the minutes:

- **Specify that Martin Price joined via video link**
- **Amend Stakeholder and Union minutes to include the individual's union or school representation**
- **Add to the Union minutes that the Unions have been invited to put their provisions forward for endorsement by the Leadership Academy**

The action log was agreed as accurate and **it was agreed not to invite Tegwen Ellis to share her ongoing research with the Board at this stage.**

The board continued their discussion on the Three Nations Consortium and its involvement with England. **HFE agreed to contact Tanya Wigfall to identify a potential counterpart in English Government.**

2. PISA Overview

RJ delivered a PowerPoint on the results of the 2018 PISA tests.

The following points were discussed:

- JG asked how many schools decline taking the PISA and RJ explained about 85% of schools declined taking part
- PM asked how the curriculum will change for the next round of students taking the PISA test and RJ explained that GCSE tests have started to follow a PISA format and that style of question will be included in the new GCSE structure
- JG asked how the reading section of the PISA has been tested. RJ explained that it is about locating and comprehending information
- HFE asked about the language accessibility for the PISA. RJ explained that students can take the test in English or Welsh but it needs to be taken in their main language of instruction.

**It was agreed that the Associates may need to have a discussion around the language accessibility of the PISA tests.**

SD thanked RJ for her informative presentation.

### 3. Chief Executive Report

HFE introduced the Chief Executive report to the board and thanked everyone for their work helping the Leadership Academy through this time.

The following points were discussed

- RJ expressed concern that the Leadership Academy needs to research a wider range of settings. HFE shared that our new Associate advertisement specified that we would like involvement in those areas not currently have represented
- CW noted that some schools may not have the capacity to release their headteacher to become an Associate
- CW shared that her school applied for an EIE! grant before she started her post and she may need to be excused about future conversations that include the EIE! project

SD thanked HFE for his comprehensive report.

### 4. Audit and Risk Assurance Committee Report

PM presented the minutes from the Audit and Risk Assurance Committee meeting on 9<sup>th</sup> January 2020 to the board.

The following points were discussed:

- Raising of conflicts of interest and the handling process, PM explained that if the conflicts are raised in advance, the Audit and Risk Assurance committee would handle them but if raised at a board meeting it would be at the discretion of the Chair
- RJ discussed point 5 and how the resolutions will be recorded. PM explained that there will be a record in the minutes of the discussion and outcome.

- PM shared that Chris Lewis, Assistant Director has been invited to a future meeting to discuss his risks on the risk register
- HFE explained that Kirsty Payne, Business Manager has met with the internal auditors and they've agreed to attend the next Audit and Risk Assurance meeting. There will also be an audit workshop that Tegwen Ellis and Chris Lewis will be invited to

The board agreed the following actions:

- **They are happy with the conflicts of interest policy and it can be published on the Leadership Academy website. It will also need to be distributed to the Board**
- **Review successes of the Leadership Academy with the internal auditors at the next Audit and Risk Assurance meeting**
- **Remove the last bullet point in the Governance statement**
- **RJ would like 'Welcome and Apologies' to be amended to read 'Welcome and Apologies' for Absence' in the governance statement to specify that apologies are to excuse absences**
- **Add the names of members of both committees to the governance statement**

#### 5. Finance / HR Committee Report

JG presented the minutes of the Finance / HR Committee meeting on 17<sup>th</sup> December to the board.

The following points were discussed:

- **There were no suitable applications for the Communications Officer and the deadline has been extended**
- **From April 2020 the budget stream will be combined and there will need to be a separate section for the Associate budget in the budget report.**

**It was agreed to circulate the IT policies to the board's approval.**

#### 6. Update on Chief Executive recruitment

SD updated the board on the recruitment for the Chief Executive post. There have been 4 applications and more are anticipated.

The following points were discussed:

- The shortlisting will take place next week and interviews will be over two days. Day one will be an activity day and the formal interview will take place on day two
- RJ noted that the Appointments Panel will need to leave an accountability trail

The following actions were agreed upon:

- **The Appointments Panel will need to explain in writing the process and how they have reached their decision of appointment, in case of any repercussions**
- **The Appeals Panel, if needed, will scrutinise the process undertaken**
- **During shortlisting, the committee will have to agree on a start date and salary in order to inform applicants during the interview**

#### 7. Performance review and staff contracts

SD opened a discussion on the Leadership Academy staff contracts. Since the CEO contract and communications officer contracts have been made permanent, the board agreed that staff contracts will need to be reviewed as well since they are currently temporary. SD explained that she is waiting to hear back from Tanya Wigfall from Welsh Government to confirm the transfer. This advice will go to the Finance/HR group to be agreed on at the next Board meeting as a matter of urgency.

SD explained that the board member terms of office will be ending in April 2021, and SD is seeking advice from Qualifications Wales for the reappointment and staggering replacing Board Members. SD had her appraisal review with Steve Davies who was representing the Minister. SD noted that Steve Davies has asked her to remain as Chair of the board to ensure that the refreshing Board Membership is seamless and timely. SD noted her acceptance of the offer. This has been communicated to the Minister. HFE expressed his confidence that the Board is in a strong position to uphold the vision and values of the Leadership Academy through the development of a new remit letter and the appointment of a new CEO.

#### 8. Future agenda items and close

HFE explained that all staff have had their annual appraisals completed and all staff have passed their probationary period.

**A discussion around the Communications Strategy after the new CEO and Communications Officer have been appointed.**

**The Board agreed that an invitation to the next Board meeting will be sent to the new CEO.**

SD thanked everyone for attending the meeting and it was closed at 12:51.

## 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	SD	September 2019	Ongoing
84	Annual review of terms of reference	SD	July 2020	Ongoing
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	September 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
111	Look into networks to find possible connections in England	All	January 2020	Ongoing
113	Heads of both subcommittees to meet and discuss a succession planning strategy	JG & PM	January 2020	
115	Create a second risk register for operational risks	A & RA Committee	January 2020	
116	Amend previous minutes	OS	March 2020	Completed
117	Contact Tanya Wigfall about connections with England	HFE	March 2020	Completed
118	Share PISA language information with all 2 Associates	OS	March 2020	
119	Share conflicts of interest policy with the board for final review	RJ	January 2020	Completed
120	Review successes of the Leadership Academy with the auditors	A & RA Committee	February 2020	
121	Amend Governance statement as outlined in the minutes	OS	March 2020	
122	Circulate IT policies	KP	March 2020	Completed
123	Write process of CEO appointment and have appeals committee agree	Appointments committee	February 2020	Completed
124	Finalise the start date and salary for CEO applicants	Appointment committee	February 2020	Completed
125	Create communications strategy once communications officer is appointed	All		
126	Invite CEO to next board meeting if appointment is made	SD	March 2020	Completed