

Board meeting minute

Meeting:	Advisory Board
Date:	5 September 2018
Time:	13:30
Venue:	G8, Saughton House vc to Endeavour House



Present

Gayle Gorman	The Chair	Moi Ali	Non-Executive Board Member
Alan Armstrong	Strategic Director	Mike Ewart	Non-Executive Board Member
Gillian Hamilton	Strategic Director	John Fyffe	Non-Executive Board Member
Janie McManus	Strategic Director		
Brian Taylor	Strategic Director	In attendance	
Maria Walker	Strategic Director	Roz McCracken	Head of Governance
		Nina Hyslop	Secretary

Apologies

Euan Couperwhite	Assistant Director
Maureen Gore	Assistant Director
Linn Phipps	Non-Executive Board Member
Stephen Ross	Non-Executive Board Member

1. Welcome and apologies

1.1 The Chair welcomed everyone to the meeting. Apologies were noted from Euan Couperwhite, Maureen Gore. Linn Phipps, and Stephen Ross were unable to attend due to the meeting being arranged and short notice.

1.2 Congratulations were extended to our new substantive Executive Team, with Maria Walker welcomed to the organisation as the new Strategic Director for Regional Working.

1.3 The Chair raised the potential issue around attendance at the October meeting of the Advisory Board, in light of meetings scheduled by the Permanent Secretary with the newly appointed Strategic Directors. Members would discuss options under item 11 - Any Other Business.

2 Minute and Action Log

2.1 The minutes of the previous meeting of 5 July 2018 were approved by members.

2.2 The Action Log was reviewed, and the following actions closed:

MB007 Consider developing a stakeholder engagement strategy and handling plan
- **Comms brought forward - To close**

MB008 NEBMs to receive regular meetings and events calendar updates
- **issued as Outlook images, to share monthly – To close**

MB011 Share Right Touch link with Roz
- **To close**

MB016 Issue self-evaluation document to Board members
- **To close**

AB01/18-19 Provide a substantive paper outlining the TOR for the Priorities Board
- **To close** (paper under agenda item 8)

AB02/18-19 The NEBMs should be invited into discussions at the earliest opportunity

- **To close** (SDs providing ‘Hot topics’ at AB meetings going forward)
- AB04/18-19 Advisory Board members to complete and return a self-evaluation
 - **RM to check all have responded**
- AB05/18-19 Stakeholder engagement strategy to be developed and shared
 - **To close** (duplicate of MB007)
- AB06/18-19 NEBMs to receive a list of all future events and meetings
 - **To close** (duplicate MB008)
- AB07/18-19 Review Finance costs annex, in relation to overheads and accommodation, advising members by correspondence of amendments
 - **To close** (agenda item 6)
- AB09/18-19 Members to submit comments on Vision statement for Corporate Plan
 - **To close** (agenda item 7)
- AB10/18-19 Lack of BCP and stakeholder engagement strategy on Corporate Risk Register
 - **To close** (provided in CRR issued with meeting papers)
- AB11/18-19 Controls for CRR 3 to be updated
 - **To close**
- AB12/18-19 Feedback on format and content of Chair’s ARC update report to be provided
 - **To close?**
- AB13/18-19 Secretariat to explore options for alternative date for September AB
 - **To close**

3. Declarations or conflicts of interest

- 3.1. There were no additional conflicts to note on record.

4. Chair’s update

4.1 As well as the permanent appointments to the Executive Team, the Senior Education Officer, Assistant Directors, Attainment Advisor recruitment was also completed. The majority of successful candidates would start in October, and a wide induction programme would be provided.

Alan Armstrong arrived.

4.2. Phase one of the recruitment campaign had been completed for Education Officers and Development Officers, however somewhat reduced applicant numbers had impacted appointments, and a further recruitment phase would be necessary for some specialisms i.e. Numeracy, Health and Wellbeing, Early Learning and Childcare, Equalities, and Inclusion. When questioned how Education Scotland would fill these gaps, it was confirmed that a targeted but varied approach would be considered to secure the right people.

4.3. The Chair confirmed that work to revise the Agency’s organisational structure was underway, having secured an Organisational Development partner. A starter for ten document had been produced and once finished this would be shared with NEBMs.

4.4. Janie McManus had appeared at the Education and Skills Committee in the morning, with COSLA and EIS, to discuss the Joint Agreement. The feeling was it had shown us working collaboratively with our partners. It was agreed that the Joint Agreement would be added to the agenda for the next Advisory Board meeting.

4.5. Further to the Joint Agreement, an Empowering Schools Steering Group had been set up with core lead identified, along with GTCS, Social Work Scotland, and

Solace, around the three work streams. It would align the key themes of Evaluation; Local Authority delivery; and the Head teacher charter. It was to note that the organisation had multiple priorities to progress and it would be important to ensure time was secured to agree the priorities and circulate any essential information. Executive Team strategic meeting time, including the Assistant Directors at relevant meetings, had already been progressed in addition to the regular 'business as usual' meetings scheduled.

ACTION

AB 14/18-19 The restructure document to be shared with NEBMs in due course. Brian Taylor – 3 October 2018

AB 15/18-19 Joint Agreement to be discussed at the next Advisory Board meeting 3 October 2018

5. Strategic Director Hot Topics

5.1 It was confirmed that the first meeting of the Education Scotland Partnership Board had taken place, its purpose would be to work in collaboration with union colleagues on employee relation issues affecting the organisation and escalating issues which cannot be resolved locally. Flexible working, leave, recruitment were some of the topics under discussion, and the open dialog had been welcomed by members.

5.2 The Corporate Services staff conference had taken place, at which the Corporate Plan had been shared. Thanks were extended to John Fyfe for attending, he confirmed the positive discussions and quality feedback from staff.

5.3 The board were informed about the remedial work needed to ensure that corporate digital services are fit for purpose. The Board noted the budget implications.

5.4 An update was provided on the work around the Learner Journey. Advanced Learning and Science Directorate was devising the implementation programme to address the 17 recommendations. ES would lead on 17 and contribute towards another 6 recommendations. There would be a need to prevent scope creep.

5.5 The Regional Improvement Collaborative plans had been received, with the Regional Advisors working with Regional Lead Officers on peer reviews. However it was evident that there would be issues around the lack of support for numeracy.

5.6 SCEL was now well established within Education Scotland. Two new system leadership programmes had been launched in partnership with ADES; Leading Systems Change, and Evolving Systems Thinking. It was also noted that a paper on Professional Learning and Leadership would be provided for discussion at a future meeting of the Advisory Board.

5.7 Our enhanced role for professional learning had progressed with partners and parents, with National Guidance launching at SLF 2018.

5.8 The team were gearing up for the new inspection year. The new inspection models had commenced, receiving positive feedback. Gathering inspection evidence to feed into the NIF, and identify how best to use and share this information would be key.

5.9 It was agreed that Hot Topics would become a standing agenda item at future Advisory Board meetings as a way to share information at the earliest opportunity.

ACTIONS

AB 16/18-19 Digital Services systems sustainability paper to be provided for discussion at a future meeting. Brian Taylor – 12 December 2018

- AB 17/18-19** Learner Journey paper to be provided for discussion at a future meeting. Alan Armstrong – 12 December 2018
- AB 18/18-19** Professional learning and leadership paper to be provided for discussion at a future meeting. Gillian Hamilton – 12 December 2018
- AB 19/18-19** Add Hot Topics as a standing agenda item for Advisory Board meetings. Secretary – 3 October 2018

6 Finance

6.1 An update was provided on the Agency's current financial position. It was clarified that the budget cuts needed to be around 5% rather than the previously reported 3.5% because it turned out that secondee costs had not been captured accurately.

6.2 The key to managing budgets would be through effective and active monthly monitoring with the programme leads, and we continued to implement the financial improvement plan.

6.3 In response to the action raised at the previous Advisory Board (AB07/18-19), Finance had been unable to pinpoint the costs previously reported in relation to accommodation and overheads. It was believed that there had been an inverse drop, whereby we had seen a budget line increase, but central budgets had reduced.

6.4 It was agreed that explanatory narrative around any significant changes should be included within future budget report.

6.5 Board members noted their thanks to colleagues in Finance for the great work being done to improve finance process and procedures.

ACTIONS

- AB 20/18-19** The narrative provided on the budget spreadsheet to be consistent around including/excluding costs. Brian Taylor – 3 October 2018
- AB 21/18-19** Narrative on significant budget changes to be included in all future budget reporting. Brian Taylor – 3 October 2018
- AB 22/18-19** A budget outturn paper to be tabled at a future meeting. Brian Taylor – 12 December 2018

7 Corporate Plan

7.1 An update paper was tabled, inviting any further reflections from the Board. Feedback from staff had been invited, and we would engage with stakeholders by the end of September, with the aim to have the Corporate Plan finalised by the end of October.

7.2 Board members requested a succinct summary paper of the changes made to the previous draft shared be provided for ease.

7.3 The excellent work undertaken by Euan Couperwhite in capturing everyone's views was to be noted. The next phase would focus on ensuring that the KPIs are measurable and in the correct format.

ACTION

- AB 23/18-19** A short bulleted summary paper of the changes made to the Corporate Plan, following staff feedback, to be provided. Brian Taylor – 3 October 2018

8 Priorities Board Terms of Reference

8.1 The draft Terms of Reference for the Priorities Board was tabled for members, in response to action AB01/18-19. The Priorities Board had been set up following concerns from Board members on how we would capture initiatives on those organisational transformation projects which fall outside of programme reporting.

8.2 Members acknowledged that this was a positive step, but the intention to have a quorum of only two out of six members should be reviewed. Additionally, clarity was needed around the number of days in advance for papers being circulated to members being total number or business days.

ACTIONS

AB 24/18-19 Review the numbers required for the meeting to be quorate. Secretary – 11 October 2018

AB 25/18-19 The Terms of Reference to clarify the number of days in advance for papers to be issued to members. Secretary – 11 October 2018

9 Health, Sustainability and Wellbeing

9.1 A summary was tabled on sickness absence for the organisation, in comparison to that of SG. Whilst ES had recorded fewer total absences, it showed higher longer term sickness absence. This would be looked at along with the overall wellbeing of staff by the new Health, Sustainability and Wellbeing Committee.

9.2 The Health, Sustainability and Wellbeing Group would report into the Audit and Risk Committee, and also feed into the Partnership Board.

10 Smarter Working

10.1 Smarter Working roadshows would be followed up by creating a steering group, and inviting a cross section of staff and unions to contribute and feedback as plans unfold. We had engaged with an external organisation who have experience in providing smarter working solutions to both the public and private sectors.

11 AOB

11.1 NEBMs were invited to the GTC Professional Learning Awards evening on 20 September. John Fyffe advised that he may be able to attend. Invitations are to be extended to Linn Phipps and Stephen Ross.

11.2 Returning to the earlier conversation around diary clash for new Strategic Directors at the next Advisory Board on 3 October, it was agreed that it would be useful to use this meeting to discuss the Joint Agreement and to consider if anything falling out of the Programme of Government would impact on ES.

11.3 The frequency and purpose of future Advisory Board meetings was raised. It was agreed to continue with 4 formal meetings of the Advisory Board with the additional two meetings to be focused on strategic or thematic discussions.

11.4 Board members highlighted that preparing Board papers may constrain the format of discussions. It would therefore be helpful to note that shorter, more succinct papers, highlighting risks or areas of interest would be beneficial.

ACTIONS

AB 26/18-19 Issue invitations to Linn Phipps and Stephen Ross for the GTC Professional Dinner. Secretary – 11 September 2018

AB 27/18-19 Add Programme for Government to the next agenda for the Advisory Board. Secretary – 3 October 2018

12 Risk

12.1 The risk around recruitment to be updated to ensure it fully captures the lack of numeracy expertise in the system.

12.2 The staff wellbeing risk to be fully reviewed.

ACTIONS

AB 28/18-19 Add subject specific recruitment to the CRR Secretary – 3 October 2018

AB 29/18-19 Add Wellbeing to CRR, highlighting more accurate information to be secured. Secretary – 3 October 2018

13 Corporate Communications

- Strategic Director Hot Topics.
- Amount of work being undertaken in Corporate Services to professionalise key areas and aspects of the organisation.
- Sick absence, supporting those who have been off, and conscious of the additional burden on those who are covering for sick colleagues.

The next meeting will take place on 3 October 2018, The Boardroom, Optima, 13:00.

Nina Hyslop
Secretary
7 September 2018