

Meeting	Advisory Board
Date	28/09/2022
Time	10:00 – 13:00
Venue	MS Teams

Minute

Members	In attendance
Gayle Gorman (Chair)	Vivian Bogle (Executive Assistant to CEO)
Ollie Bray	Clare Hicks (Item 4)
Craig Clement	Gillian Howells (Item 9)
John Fyffe	Dragos Leonte (Item 6)
David Gemmell	Clare McAndrew (Item 7)
Gillian Hamilton	
Kevin Kelman	Governance
Ray McCowan	Clare Connor (secretariat)
Janie McManus	Roz McCracken
Lyndsay McRoberts	
Aileen Ponton	Apologies
Gillian Ritchie	Patricia Watson

1. Welcome and apologies

- 1.1 The Chair welcomed everyone to the meeting. Apologies were noted from Patricia Watson. Janie McManus joined later in the meeting.

2. Previous meeting

- 2.1 The minutes of 6 July 2022 were agreed to be an accurate record of discussions.
- 2.2 AB 14/21-22 The Board agreed to close
 AB 02/22-23 The Board agreed to close
 AB 03/22-23 The Board agreed to close
 AB 04/22-23 The Board agreed to close
 AB 05/22-23 The Board agreed to close
 AB 01/22-23 The Board agreed to reforecast to 7 December 2022
- 2.3 The Chair welcomed Clare Hicks who joined the meeting during this agenda item.

3. Declarations of Interest

- 3.1 There were no declarations or conflicts of interest to note.

4. Education reform

- 4.1 Gillian Hamilton introduced the reform discussion, updating members on the good progress that had been made since her last update at the July board meeting.
- 4.2 Clare Hicks then provided an update on the activity undertaken by the strategic and delivery boards and plans for the next phase of reform for Education Scotland.
- 4.3 The Board welcomed the update and briefly discussed the following key points:

- the relationship between the strategic board and delivery board, and their individual roles and responsibilities
- the current status of education reform against the original timeframes
- whether the timeframe for the draft operating models will be achieved and the risks involved for the tight timescales
- the need for greater communication and engagement across the system including clarity for staff in the national bodies

4.4 Non-Executives raised a number of concerns relating to capacity to deliver both within Education Scotland and the wider system, the timeframes for implementation and system overload given the range of other national priorities also underway at the same time. It was noted that Education Scotland would submit a further business case for resource to the Scottish Government by Christmas 2022.

4.5 Following discussions, it was also noted that a Gateway review on the education reform programme had taken place and Clare Hicks offered to share the ensuing report with Advisory Board members in due course, which members welcomed and agreed would be helpful to discuss at a future board meeting.

4.6 The Chair thanked Clare Hicks for attending, following which Clare Hicks left the meeting.

New Action 06/22-23 Clare Hicks to share gateway report with Non-Executives, for information only, in due course

New Action 07/22-23 Gillian Hamilton to share project plans with Non-Executives, for information only, in due course

5. Chair's Update

5.1 The Chair updated members on developments regarding internal and external business activities since the last meeting on 6 July.

5.2 In relation to external activities, particular points to note included the temporary pause to some events and publishing on our website following the death of Queen Elizabeth II; the universal, targeted and intensive support now in place for Local Authorities following the launch of the revised framework for the Scottish Attainment Challenge; the resumption of school inspections and the recent delivery of the Scottish Learning Festival (SLF).

5.3 As part of the Chair's internal activities update, it was noted that the Leadership Team had agreed changes to the format and frequency of corporate governance board meetings to ensure effective and best use of time while maintaining appropriate governance assurance; that the 2022 People Survey had launched on 22 September; and that following feedback from staff over recent months there would be changes to future leading together day sessions.

5.4 The Chair also expressed thanks to board members for contributing their views to discussions at Education Scotland's recent risk blindspot session.

5.5 Board members discussed Education Scotland's approach to the hybrid delivery of the Scottish Learning Festival. It was noted that evaluation of the engagement across

both the online portal and satellite events would be shared with board members in due course.

- 5.6 Following discussions, the Board thanked the Chair for the thorough update, including keeping them apprised of the ongoing developments with education reform.
- 5.7 The Chair thanked everyone involved in the delivery of the Scottish Learning Festival before welcoming Dragos Leonte to the meeting.

New Action 08/22-23 Vivian Bogle to share evaluations of engagement across both the online portal and satellite SLF events with Non-Executives, for information only, in due course

6. Transformation Programme

- 6.1 Craig Clement provide an update on the tabled Lessons Learned executive summary, confirming this had recently been discussed with the Leadership Team.
- 6.2 Dragos Leonte then delivered a presentation that covered the following key areas:
 - the digital assurance report and its recommendations
 - the road map for the implementation of the target operating model
 - the latest position in the development of the CRM, PLL catalogue and ES web channels
- 6.3 Members discussed the impact of financial constraints on the road map before extending thanks to the Transformation Programme Team.
- 6.4 Ray McCowan and Kevin Kelman left the meeting during this agenda item.
- 6.5 Dragos Leonte left the meeting and Clare McAndrew joined.

New Action 09/22-23 Dragos Leonte to share the presentation with Non-Executives, for information only, after the meeting.

7. Developing a culture of evaluation across Education Scotland

- 7.1 Gill Ritchie introduced the tabled paper, highlighting this had recently been discussed with Leadership Team before handing over to Clare McAndrew. An overview of the role of the Corporate Performance Team was provided, including their new approach in embedding greater consistency in gathering data and conducting evaluation of impact across Education Scotland.
- 7.2 It was confirmed that Internal Audit would provide advisory support in relation to this activity.
- 7.3 There was also discussion around plans to improve the presentation of management information and key performance indicators following an Audit Scotland recommendation.

- 7.4 Board members were content with the new approach and discussed the importance of consistency in measuring impact of Education Scotland's work on the system.
- 7.5 Clare McAndrew thanked the Board for their feedback and left the meeting.
- 7.6 Janie McManus joined the meeting during this agenda item.
- 7.7 Ray McCowan and Kevin Kelman re-joined the meeting during this agenda item.

8. Organisation for Economic Co-operation and Development (OECD)

- 8.1 Ollie Bray delivered a presentation on the OECD report and the progress to date on the delivery of the recommendations. He shared Education Scotland's plans to take responsibility for the delivery of a number of the key actions.
- 8.2 Members of Advisory Board welcomed the update and in particular the proposed approach to form a new OECD Curriculum Improvement Board within Education Scotland. The need to ensure input from those with lived experience of the curriculum was highlighted with members welcoming the continued collaboration with the Scottish Government and the commitment to co-production with key partners and stakeholders.
- 8.3 Members discussed the complexity currently within the system, emphasising the need for a broader curriculum and clarity on what success would look like.

New Action 10/22-23 Non-Executives to provide additional comments on next steps to Ollie Bray, for consideration, via email

- 8.4 Gillian Howells joined the meeting.

9. Finance Update

- 9.1 Gillian Howells provided an overview of the finance papers, which detailed the Agency's financial position as at 31 August 2022, flagging in particular the impact the expected pay increase would have on the Agency's budget pressure.
- 9.2 Members were informed that Education Scotland were in regular communication with Scottish Government finance colleagues to ensure Scottish Government colleagues fully understood our current budget position.
- 9.3 The Chair extended thanks to the Finance Team.
- 9.4 Gillian Howells left the meeting.

10. Management Information

- 10.1 Gillian Ritchie introduced the Management Information Report for Quarter 1.
- 10.2 Particular points to note included the overall average working days lost increase; the improved overall annual leave balances; increased engagement across social media

channels; and a decrease in page views across Corporate, National Improvement Hub and Parentzone websites.

10.3 The Advisory Board were content with the Quarter 1 report.

11. For awareness

- 11.1 The following four papers were presented for information only:
- Scrutiny Annual Programme – Programme of Inspection 2022/23
 - Procurement Annual Reporting – 2021/22 report
 - Audit and Risk Committee – 07/09/2022 minutes
 - Information Security Positioning – Information Security Plan

New Action 11/22-23 David Gemmell to submit questions on the Information Security Positioning paper to Governance colleagues, for Anthony Bernstein to respond, via email.

12. Any Other Business

- 12.1 The Board agreed the following key messages to convey to staff:
- the Board's engagement with Clare Hicks, Director of Education Reform;
 - the Board's thanks to the Transformation Team for their success with the programme;
 - the Board's understanding of the current resourcing and financial pressures across the Agency

Date of next meeting

The next meeting was noted as scheduled for 7 December 2022, 10:00 – 13:00.

Clare Connor

Secretary

28 September 2022