

Meeting	Advisory Board
Date	05/12/2019
Time	14:00-16:00
Venue (Chair)	Boardroom, Optima

## Minute

Gayle Gorman (Chair)	John Fyffe
Alan Armstrong	David Gemmell
Gillian Hamilton	Kevin Kelman
Paul Johnston	Ray McCowan
Janie McManus	Lyndsay McRoberts
Stephen Edgar (Item 6)	Aileen Ponton
Gillian Howells (Item 5)	Roz McCracken
Nicola Rudnicki (Item 7)	Nina Hyslop (Secretary)

### 1. Welcome and apologies

- 1.1. The Chair welcomed members and attendees to the meeting. This was the first formal meeting of the Advisory Board for two new Non-Executive Board Members, Lyndsay McRoberts and Kevin Kelman, and it was noted to bring a full quota of Board members to Education Scotland, recognising the richness, knowledge, and experience across the table, and consequently providing a valuable resource to the organisation.
- 1.2. A warm welcome was extended to Paul Johnston, Director General for Education, Communities and Justice, who was in attendance in his role as 'Fraser Figure' for the organisation, which oversees the relationship between Scottish Ministers and Agencies.
- 1.3. Members and guests were invited to provide introductions around the room.
- 1.4. Apologies were noted from Maria Walker.

### 2. Minute and action log

#### Draft Minute of 03/10/19

- 2.1. The Minutes from the meeting held on 3 October 2019 were ratified, subject to the following point of correction:
  - 6.3 – '... working hard to reduce the budget pressure to bring this back in line with agreed pressure, by the end of the financial year...'
  - Members asked for clarity around paragraph 5.3 of the Minute (03/10/19), on the teacher's pay deal which featured a number of non-pay agreements. It was explained that the paper had made nine proposals, and consequently further work was underway to realise the cost implications around this. A sub-board involving a teacher education group had been tasked to explore this further.
  - An update was invited further to paragraph 9.2 of the Minute (03/10/19), around the partners approach to the Education and Skills Committee response. The reply noted

that a response had been returned two weeks earlier by Education Scotland and the SQA. COSLA provided additional detail in their return around their responsibilities. It was agreed that it would be helpful for members to be provided with a copy of the response, should questions be put to them, to ensure a consistent message.

**ACTION 15/19-20 – Share the ES Education and Skills Committee response with Board members. Roz McCracken – 16/12/19**

Action log

2.4. The following updates were noted:

- AB 01/19-20 – NEBMs to be paired with SDs. Marked as closed since the previous meeting, but this had not been finalised. Amended to note the action as Open, and is replicated in AB 14/19-20 (NEBMs to be paired with a directorate).

2.5. The following items had closed since the previous meeting:

- AB 04/19-20 – Prepare an agenda plan for strategic and NEBM topics. Annualised meeting planner was tabled for approval on 05/12/19.
- AB 06/19-20 – Add annual review of the agency’s risk management strategy to the AB ToR, and invite James Wallace (independent ARC member) to attend. This had been added to the AB ToR.
- AB 08/19-20 – Finance to undertake a review of third party suppliers and costs with ongoing/end of contract procurement contracts. Confirmation Procurement undertake monthly reviews. To be tabled at future ARC meeting.
- AB 11/19-20 – Excellence in Headship programme feedback on planned activity. Feedback received.
- AB 12/19-20 – Excellence in Headship slides. Shared post AB meeting 03/10/19.
- AB 13/19-20 – Comments invited on annualised meeting planner. Provided. Revised planner tabled for approval 05/12/19

**3. Declarations or Conflicts of Interest**

3.1. A Board member raised they had a Declaration to be noted, which was around working with a business which supported Graduates who are trying to get into IT work. It was noted that a Declaration letter would be issued for completion and return.

**ACTION 16/19-20 – Issue Declaration and Conflict of Interest letter to NEBMs. Secretary – 16/12/19**

**4. Chair’s update**

4.1. The Chair confirmed that her recent focus had been on excellence and equity, and closing the poverty related attainment gap. There had been more than 900 engagements since the last Board meeting, including inspections, Regional Improvement Collaborative engagements, training, conferences, Scottish Attainment

Challenge meetings, and the message throughout was around empowerment and reducing the poverty related attainment gap, and the National Improvement Framework. National empowerment materials and joint comms on a learner led approach had been prepared.

- 4.2. There had been much engagement within the Regional teams, forming relationships, co-planning and engagement, and continuing with positive learning engagement. There had been Excellence in Headship within the Professional Learning and Leadership programme, some 85 inspections, 25 follow through inspections, three Committee appearances and reports, SQA results, PISA results, CfE data, and much more. It was noted that a paper would be tabled for wider discussion at a future Board meeting, around targeted support, sharing of evidence based data and issues arising.
- 4.3. Work had been ongoing (and papers tabled under agenda item 11 for noting) on the Gaelic Learning Plan (GLP) 2015-20. The work involved was recognised by the Board, in this manifesto commitment for Scots language to meet the current commitment to Gaelic education for all students that desire it. Interest on the numbers accessing the translated materials could be provided, however it was essential to note that translation of publications was a statutory obligation.
- 4.4. Collaboration was ongoing with our Trade Union colleagues, along with stakeholder engagement with partners such as EIS, SLS, COSLA, AHDS etc. Education Scotland continued to welcome international visitors, most recently from Malta, China, Norway and Northern Ireland, who were interested in our scrutiny and regional working processes. ES had been involved in SICI (Standing International Conference of Inspectorates), and trying out new models of inspection.
- 4.5. It was noted there had been a change to the Leadership Team membership, with Brian Taylor moving to Scottish Government, and Gillian Hamilton's new enhanced leadership remit to include Corporate Services and Governance. The People Survey results would be available from 12 December, and these would be shared with members in due course. Members had been invited to Board Member training, which was pencilled in for late March. Additionally, members all agreed that contact information (email addresses and telephone numbers) for the Leadership Team and Non-Executive Board Members could be shared amongst them.
- 4.6. The PISA 2018 results were tabled for information. Scotland's scores in the PISA assessments were above the OECD average, which was an improvement on 2018. The results provided comparative data on almost 3,000 15 year olds' performance in reading, mathematics and science. It was important to recognise that these results are only part of the story, with a proportion of pupils performing at highest levels of achievement (level 5 and above) which were higher in Scotland than the OECD average in reading, and similar in maths and science. Scotland's relative performance compared to other countries improved in reading, was similar in science, and declined in maths, when measured by the comparator countries that were significantly above and below Scotland. There had been investment of £1.4m in STEM subjects, and PEF funding providing targeted programmes of support by schools i.e. reading, with Ministers being keen to build on the funding which has been delivered. It was agreed to be a very helpful paper, and would assist members for the key messages to be shared with the wider Board members in their ambassadorial role.

**ACTION 17/19-20 – A paper on targeted support to be tabled for discussion at a future AB meeting, sharing evidence based data and issues arising. LT – 04/07/20**

**ACTION 18/19-20 – Share the People Survey results with members. Gillian Hamilton – 15/01/20**

**ACTION 19/19-20 – Confirm On-Board training details to members. Secretary – 10/01/20**

**ACTION 20/19-20 – Share Board members contact information (LT/NEBM). Secretary – 16/01/19**

**ACTION 21/19-20 – Share top lines for PISA with Board members. Alan Armstrong – 16/12/19**

## **5. Finance**

- 5.1. Gillian Howells, Head of Finance, provided background around the structure of the papers tabled, and that it was noted this was a work in progress to be informative and useful, and comments from members were invited.
- 5.2. Board members agreed that the narrative and presentation were improved in the current paper, but further clarity was required around reconciling numbers on baseline budgets, forecast outturn, and month on month actual spends. The request for monthly information in a graph format was reiterated by the Board, and was agreed to be reconsidered by Finance. Whilst it was getting easier to understand ES reporting, it was recognised that the Spring and Autumn Budget Revisions (SBR/ABR) and anomalies contained in previous papers had caused some confusion, but it was hoped that a proposed future meeting would explain and clarify the points made. An offer was made to NEBMs to consider reviewing one directorate in isolation, in terms of its finances, which may be helpful to improve understanding and transparency.
- 5.3. It was important to note that Gayle was discussing the finances and budget pressures regularly with Paul Johnston, and this was essential to avoid surprises. NEBMs should seek assurance from Finance and Audit to ensure budgets are transparent.
- 5.4. Thanks were noted to management and the Finance team, who have provided collegiate costs for the organisation.

**ACTION AB 22/19-20 – A meeting with Finance and Gillian Hamilton to be arranged to discuss points of question raised by NEBMs, and feedback comments to gain clarity on Finance papers made available at Board meetings. Gillian Howells – 18/12/19**

## **6. Key Performance Indicators (KPI)**

- 6.1. Stephen Edgar, Improvement and Evaluation Manager, attended Advisory Board to share the ES journey in respect of identifying and reporting on the organisation's KPIs. It was made clear that the KPIs identified had been in collaboration with teams, and not made in isolation.

- 6.2. A question around how KPI 2, (*Our creative and innovative working environment supports the professional learning and development of staff*) could be visualised and how to demonstrate what the measures were for great, good and bad. It was agreed that the KPI MI quarterly report, recently shared with LT, should be shared with members to demonstrate how it is reported on.
- 6.3. The Chief Inspector's Report would provide online real time information, by sector/cross sector, national QI data, and would provide assistance to schools. Additionally, ES would map how it is reporting against the Corporate Plan, and demonstrate the impact of the work being carried out. There was a question around how diversity and inclusion in education could be tracked. Paul Johnston offered to share the SG report with Stephen Edgar on how this could be progressed.
- 6.4. Thanks were noted in respect of the paper provided and the work undertaken by Stephen and his team.

**ACTION AB 23/19-20 – LT KPI report to be shared with NEBMs as an early indicator of issues. Secretary – 16/12/19**

**ACTION AB 24/19-20 – KPI on diversity and inclusion to be shared with Stephen Edgar. Paul Johnston – 10/01/20**

## **7. Organisational Development (OD)**

- 7.1. Nicola Rudnicki, Head of HR and Organisational Development, attended the Advisory Board to give an update on the progress, and discuss the future direction of OD.
- 7.2. OD was based on the 2018 People Survey results and the feedback received, which created action plans on key sessions, run across all offices through informal networking to break down barriers and make a positive shift in terms of the culture in the organisation.
- 7.3. The Pulse Survey results had provided an anticipated direction of travel for the People Survey results, and targeted work would be necessary in certain areas to strengthen learning, and allow ES to consider next steps. The future direction of travel for OD was to be decided, and whether this should now be considered 'business as usual'. It was agreed that OD had moved on.
- 7.4. The possibility of negative People Survey results was raised, which LT advised they would continue to listen to feedback from staff, and stay on track with the direction of travel to improve the culture in the organisation. OD Steering Group and Partnership Board meetings would continue to keep OD current on ES's agenda. Continued activity and steady improvements should be recognised as important for any change to be sustained. It was also suggested to consider reducing the number of work streams from five to concentrate on two or three moving forward.
- 7.5. Thanks were given to John Fyffe, who had been involved in OD in a critical friend role.

## 8. Evaluative Activities

- 8.1. Janie McManus shared examples on where ES had evaluated its impact, on their new and enhanced functions, through the different stages of evolution, and demonstrating wider and richer evidence which had been captured.
- 8.2. Members agreed this was a comprehensive paper and demonstrated good work across the agency, and how ES had been tackling issues. The 'supertracker' mentioned in the papers is a system which SG used to capture evidence across the extensive education system. It was noted that it may be helpful to review how this was being used in SG and ES in terms of its future use.
- 8.3. It would be helpful to bring this topic back to a future Advisory Board.

**ACTION 25/19-20 – Bring forward to provide Board members with further evidence on how ES is evaluating its activities. Secretary – 01/07/20**

## 9. Organising to Deliver (O2D)

- 9.1. Gillian Hamilton provided a verbal update on O2D. The restructure commenced on 1 April 2019, and came with a promise to undertake a review of the process after six months, looking at the strengths, challenges, and the supporting new role.
- 9.2. LT had led O2D staff discussions. The engagement sessions had provided a platform for open and honest discussions with staff. Staff recognised the strengths of the new ways of joined up working, collaboration with colleagues and stakeholders, positive relationships, and an improvement in culture within the organisation. Staff felt the communications across directorates were still challenging, however there had been improvement in Regional Working comms. Staff raised concerns around capacity, and the internal audit recommendations had prompted a look at the next steps. Feedback would be prepared for December and shared with members.
- 9.3. Non-Executives offered to be included in the next steps, which was welcomed by LT. It was agreed to hold a meeting early in the new year with NEBMs and Gillian Hamilton to discuss OD, O2D, and People Survey results.

**ACTION 26/19-20 – Arrange a meeting for early 2020 with NEBMs, to look at OD, O2D and People Survey results to discuss next steps. Gillian Hamilton – 20/12/19**

## 10. Governance Papers

- 10.1. Roz McCracken tabled the Advisory Board Meeting Planner, which was agreed to be a positive step in providing members with a note of recurring and strategic discussion topics. The planner should not be seen as a finite list of agenda items, as ad-hoc topics would be invited for discussion at meetings where appropriate. Members agreed that the Business Continuity Plan should be added to the Advisory Board meeting planner for information, although it had been incorporated within the Audit and Risk Committee schedule for review.

10.2. Members were in agreement in terms of the content and schedule of the meeting planner, which would allow the Terms of Reference for Advisory Board to be finalised for tabling at the next formal Board meeting for approval.

10.3. Roz continued with the papers on the Code of Conduct for Non-Executive Board Members. Whilst a Code of Conduct was not mandatory for an Executive Agency, it was seen to be good practice to bring with the terms and conditions of the NEBM recruitment.

10.4. No comments were noted from members around the content of the Code of Conduct.

**ACTION 27/19-20 – Include Business Continuity Plan in the AB Meeting Planner, and table the Board Terms of Reference at the next formal meeting. Secretary – 16/12/19**

## **11. Items for noting**

11.1. Papers on the Gaelic Learning Plan and Scottish Learning Festival 2019 were tabled for awareness. Board members provided no further comments for the record.

## **12. Any other business**

12.1. Janie McManus tabled papers on the National Thematic Mathematics and Numeracy for awareness. It was acknowledged that this report had a different feel to previous publications, being easier to read key messages to see what was working. The full report, executive summary and comments would be made available on the Chief Inspectors update online. It was reassuring to hear that this would become a positive resource for professional learning, scrutiny and learning, and for use in partnership with local authorities. It was encouraging to hear first-hand that the content and layout would be found hugely positive in schools and in the learning community.

## **13. Risks**

13.1. There were no risks to be recorded from this meeting.

### **Date of next meeting:**

The next meeting would be the Advisory Board Strategic meeting, which was scheduled for 29 January 2020, in the Boardroom, Optima, Glasgow.

The next formal meeting of Advisory Board was scheduled for 24 March 2020.

<b>Name</b>	Nina Hyslop
<b>Role</b>	Governance Officer
<b>Date</b>	06/12/2019