Meeting	Advisory Board
Date	06/06/2019
Time	09:00-12:00
Venue	St Andrew's House, Edinburgh

Minute

Gayle Gorman (Chair)	Linn Phipps
Alan Armstrong	Maria Walker (Dundee)
Audrey Parfinowska (item 4)	Mike Ewart
Brian Taylor	Nina Hyslop
Gillian Hamilton	Roz McCracken
John Fyffe (Dundee)	Stephen Edgar (item 5)

1. Welcome and apologies

1.1. The Chair welcomed members and attendees to the meeting, including colleagues from Finance and Knowledge Management who were attending to present their papers for agenda items 4 and 5.

1.2. Apologies were noted from Janie McManus, Moi Ali and Stephen Ross.

2. Minute and action log

2.1. The minute of the meeting of 6 March 2019, was agreed to be an accurate reflection of discussions held, and accordingly was approved by Board members.

2.2. The action log was reviewed, and the following updates recorded:

- AB08/18-19 – The Internal Audit review of processes has been completed. The IA report will be brought forward to the Audit and Risk Committee for monitoring.

- AB 16/18-19 Digital Services Systems is to be brought forward to table an update at the Advisory Board in October. An update was provided around recent discussions on investment into the organisation's digital transformation priorities. A business case seeking funding for our digital transformation would be submitted to SG by October.

- AB17/18-19 – The Learner Journey initiative is now part of business as usual, with monitoring in Scottish Government (SG) on the Learner Journey Directors Board, which is attended by Gayle Gorman. It was agreed that this action should therefore now be closed.

- AB31/18-19 on the Corporate Plan, was noted as closed following its publication.

- AB01/19-20 was a new action which had been formally referred from the Audit and Risk Committee (to ensure Non-Executive Board Members (NEBMS) were given early warning of emerging problems). This was welcomed by Board members and suggestions on how this could be improved upon to be submitted to the governance team and its success reviewed in the future.

2.3.   Members raised the potential issue of using Hot Topics being used as a substitute for tabling formal papers, and it would therefore be helpful to agree and implement an agenda forward planner to incorporate all areas of the business. It was agreed that the planner should ensure all areas of the business would be tabling information throughout the business year.

3.   Conflict / declarations of interest

3.1.   There were no declarations made.

4.   Finance

4.1.   A budget reforecast and commentary was tabled and an update provided by the Acting Chief Financial Officer. Clarification around variances was provided, and the focus over the next few weeks would be to formalise budget setting for 2019-20.

4.2.   Whilst it was clear there may be benefits on target setting around variance percentage limits, there would be greater benefit in noting the reasons for variances, and to review trends from past years.

4.3.   Thanks were noted for the work undertaken by the Finance team around the Annual Accounts and finalising budgets, to provide a clear path around financial monitoring. The improvements in the process and procedures would greatly help improve the position going forward.

4.4.   A question around overspend was raised in respect of travel and subsistence, which was accounted for in terms of the new staff recruited, and overall it is reasonable in comparison. Moving forward the Leadership Team would have a better oversight in respect of travel as this would be delegated along with the staffing budgets.

4.5.   Board members agreed the importance of teams raising awareness of under/over spending at the earliest opportunity to ensure the relevant budget be reallocated to priority areas.

Action: AB02/19-20 - To provide a note of variances as a percentage of budget in each area. AP – 03/10/19

5.   Key Performance Indicators

5.1.   The paper tabled on the progress in developing KPIs was welcomed by Board members. It was essential to create a system from which the impact of the Agency could confidently be measured, scrutinised, and with relevant data being easily extracted as necessary, whilst not being overly burdensome.

5.2.   KPI targets were agreed, and the next step would be to table this at a Leadership Team Meeting for formal approval and implementation. It was also to note that KPIs would be reported in the Annual Report and Accounts from next year and there was a need to consider how to feed in the targets from the corporate plan into the wider performance management framework along with the management information report

that was also being developed. The Note of Visit tool would provide channels to provide regional and national reporting, and feed into the KPI reporting.

5.3.   It would be important to review the KPIs in a reasonable time, to understand the success of the various areas of work.

5.4.   Stephen expressed his thanks for the feedback provided by the Board.

6.   Chair's Update

6.1.   The Chair expressed that it had been a particularly busy period, having been involved in the recruitment of staff and new Non-Executive Board Members (NEBM), as well as business as usual work. The Chair asked for her thanks to be recorded to all involved.

6.2.   Three new NEBMs had been appointed, with further discussions to be held around a fourth vacancy. Aileen Pointon and David Gemmel had accepted their appointments, with the third yet to be confirmed (therefore not disclosed at the meeting). The named NEBMs were noted to have experience in change management and finance, and had corporate and education backgrounds.

6.3.   An update was provided on the Joint Agreement. Progress in this work had been positive and would continue into the next academic year.

6.4.   The Scottish Education Awards took place in Glasgow on 5 June, and it had been an honour and privilege in sharing the success and hearing from the winners, and all who had taken part. Thanks were recorded for colleagues who been involved in organising the event this year.

6.5.   The Scottish Learning Festival (SLF) was open for registration. There had been a high number of applications to share practices, and sessions would be more interactive this year. Additionally, twilight sessions were being organised for those unable to attend during normal festival hours.

6.6.   The challenges arising from the reduction of agreed budget for the organisation meant that it may be necessary to pause recruitment and reprioritise work. Once the reprioritisation had been completed, it would be necessary to highlight to Ministers the impact on key areas, and the Agency's critical agenda. Consequently further realignment may be necessary within the organisation, which may cause implications for ES or SG. It is important to note that budget pressures apply throughout SG.

7.   Hot Topics

7.1.   The Strategic Director for National Improvement provided further background in respect of the Learner Journey which had been raised under item 2.2 Action log. It was noted that was now to be considered as business as usual, following initial thoughts that this would be a significant piece of work for ES. The Learner Journey work now reported directly into a Board, meaning a more pragmatic approach to the Senior Phase offer.

7.2.   It was also reported that ES had appeared at the Education and Skills Committee. The work undertaken for evidence and in response to questions put to attendees only

stood to further support how essential the KPI and Note of Visit tool would be in providing soft information about how we apply policy into positive practice. Board members shared their support of the efforts being made in the progress of these topics.

7.3. The Strategic Director for Corporate Services and Governance shared that an updated paper to SG on the priorities and resourcing needs of the Agency would be submitted by early summer.

7.4. A meeting had taken place with the Partnership Board in May, who had been very supportive of the work on the restructure undertaken by the organisation.

7.5. For awareness, the *Digital Strategy - Essential Work* paper had been tabled at a meeting of the Leadership Team on 4 June. A business case would be presented to SG to consider investment for our Digital transformation.

7.6. Work was ongoing in partnership with SG Estates Team, around what our office structure may look like in the future.

7.7. Internal Audit had provided their assurance rating following an procurement review, and the findings would be tabled at the Audit and Risk Committee later in the month. Work was being progressed with the Head of Finance, Infrastructure and Analysis to develop an action plan in response to the rating.

7.8. A verbal update was provided by the Strategic Director for Professional Learning and Leadership on the Enhanced Leadership Offer, which would be a teacher led offer to be launched across the system.

7.9. SLF 2019 had opened for registration. Feedback was that teachers wanted to engage with their peers, and this year would include a more interactive style of approach. Further to feedback, it had been agreed that twilight and recorded sessions would be available to increase SLF access. The Health and Wellbeing agreement, developed in partnership with SG and in collaboration with professional associations, would launch at SLF.

7.10. Progress on Organisational Development (OD) was positive, with the willingness of staff to engage with feedback and constructive challenge on our approach. Collaborations of staff led work was envisaged, with a planning meeting to take place in June. A 'pulse survey' would be issued to staff to test the sense of progress within the organisation, and in advance of the People Survey in the autumn. Learning week would again take place during the last week of June and a C3 Leadership Essential programme was also being developed.

7.11. The Strategic Director for Regional Working delivered a presentation to Board members about our new ways of working and plans to build a new culture. The Senior Regional Adviser role would be crucial and expectations of working practices had been made clear to colleagues e.g. engaging with Directors of Education, regular meetings, sharing feedback etc. A range of ES, national and regional days had been arranged. Next steps would also involve managing the transition of the Regional Improvement Collaboratives as there was a risk that ES would have to fill gaps in collaborative

teams. The ES pressures around resourcing were acknowledged, and could be considered a risk to be managed.

7.12. The slides presented at the meeting were noted as comprehensive in a changing landscape.

7.13. It was recognised that there may be benefit from direct contact with local authorities, and as such Gayle Gorman would attend meetings with COSLA to ensure key messages were delivered directly.

7.14. Feedback from NEBMS was that whilst the Hot Topics agenda item was interesting, a written note of the key messages would allow them to give prior consideration to matters being raised, and assist with any necessary preparation. It was noted that as well as key messaging there was a need to ensure early discussions on key strategic issues.

Action: AB03/19-20 – 'You said , we did' update to share the outcome of OD sessions, to be communicated to staff through the staff bulletin. Gillian Hamilton – 01/09/19

Action: AB04/19-20 – Prepare an agenda plan for strategic topics, on what to consider as early stage thinking. SDs and NEBMs with Secretary – 03/10/19

8. Organising to Deliver

8.1. An update on the current stage of recruitment to deliver the structure was presented. The risk to staff morale from pausing recruitment was noted. An update was provided on Peer to Peer line management. It was unlikely that this could be progressed in its current form and so alternatives for line management would have to be considered.

9. Corporate Risk Register (CRR)

9.1. Work was ongoing in respect of the coversheet and recorded risks. A draft risk management strategy would be tabled at Audit and Risk Committee later in June.

9.2. It was suggested that further clarifying narrative in respect of 'Controls in Place' and 'Actions Planned' should be challenged with risk owners.

9.3. Consideration on the budget pressure, reputational risk of managing expectations to deliver, and planned next steps was suggested for the CRR. The Leadership Team confirmed that further work to prepare a paper for SG was to be commissioned, to include cost and the risk at a corporate level considered.

Action: AB05/19-20 – Reissue the CRR further to the updates previously given. Secretary 17/06/19

Action: AB06/19-20 - Review the following CRR risks. Secretary 28/06/19

- 1 – Need to expand the risk to make more explicit reference to Living within our Means
- 2 – Governance meetings are now taking place (Controls). Remove this reference.
- 3 – Add information about new OD Steering group.

- 5 – Information about controls and planned actions to be enhanced
- 7 – Expand and note new monitoring arrangements – requires good processes and controls
- 8 – Expand controls
- 9 – Expand on regional working. Higher impact expected. What actions are planned?
- 10 – Add Business Continuity workshop, to test reaction.

10. Note of Visit Tool

10.1. A formal note was tabled in respect of the work carried out in respect of the Note of Visit tool, and the impact of information being collated. The uptake for using the system was noted as positive, with colleagues talking about it. Comms would be released to illustrate the ease and benefits of using the tool, not only for noting visits and engagements, but for key actions, forward action tracking, and to collate information which would evidence our impact in regions and schools. Members acknowledged the many benefits which could be tapped into and the value of a system which is easily accessible and easy to use.

11. Any other business

11.1. No other business was raised

12. Risk

12.1. Articulate budget pressures and focus on the RICs.

13. Comms to staff

13.1. To acknowledge the volume of work being delivered, through various initiatives and whilst change is in progress, along with business as usual.

13.2. Success of the Scottish Education Awards.

13.3. Formal recording of thanks to the outgoing Non-Executive Board Members of the Advisory Board.

Date of next meeting:

6 August 2019 (Advisory Board Strategic meeting)
3 October 2019 (Advisory Board formal meeting)

Name   Nina Hyslop
Role   Governance Officer
Date   10 June 2019