

SCOTTISH COLLEGE FOR EDUCATIONAL LEADERSHIP (SC474892)

Minutes of a meeting of the Board of Directors of the Company
Held at SCEL Offices, Centrum Building,
Glasgow, G1 3DX

On Thursday 15th December 2016 at 10.00am

Present:

Tony Finn (Chair) (TF)
Clare Harker
Frances Ross
Aileen Ponton
Ken Muir
Rodger Hill
Neil McLennan

In attendance:

David Roy (Scottish Government)
Gillian Hamilton CEO, SCEL (GH)
Lesley Whelan, Depute CEO, SCEL (LW)
Sally Armstrong, Organisation Manager, SCEL (minutes)
Andrew Sutherland, Lead Specialist, SCEL (for agenda item 3)

Welcome

The Chair (TF) welcomed members to SCEL's Board of Directors' meeting and introduced new Board member Neil McLennan. Members noted that David Roy was attending today, in place of Stuart Robb. Ken Muir advised that he was unable to attend this afternoon's session on the Scottish Governance review and the Board training session due to other commitments.

Apologies for absence

Apologies for absence were received from Pam Nesbitt and Alan Armstrong.

Expressions of interest

There were no expressions of interest in respect of today's agenda items.

Intimations of other business

There were no intimations of any other business not already covered in today's agenda.

Section A – Items for discussion

1. Minutes of last meeting (Paper 1)

Minutes were checked for accuracy and were approved by members.

2. Matters arising from minutes of last meeting

Agenda item 2 - GH confirmed that the work to agree three permanent staff contracts is now concluded, as had been previously intimated to members. A follow up paper on other SCEL contracts will be brought to Board members in Spring 2017.

Agenda item 3 – Aileen Ponton (AP) advised members that SCQF/SCEL have a workshop on RPL planned for February 2017. A number of post graduate qualifications in middle leadership are now included on the SCQF framework.

Agenda item 6 – TF confirmed that he had received and returned his updated contract as Chair of the SCEL Board of Directors.

Agenda item 7 – TF intimated that the interviews for the co-opted Board member place would take place the following morning. The Selection Committee will comprise of Tony Finn and Pam Nesbitt, with GH attending as an adviser to the committee. Members agreed that the recommendation of the Selection Committee should be communicated by e-mail following the interviews for endorsement by Board members.

Agenda item 7 – members noted that the required information has been updated on the Companies House website and the Annual Accounts for 2015-16 have been submitted to Companies House and OSCR.

All actions from the last meeting have been completed.

3. Excellence in Headship: summary of progress and next steps

TF introduced Lesley Whelan and Andrew Sutherland, who delivered a presentation on the developments related to the Excellence in Headship Programme and led a discussion on progress and next steps.

LW advised that a strategic group had been formed to oversee the programme developments and gave an update of progress. A workshop is planned for 19th and 20th December looking at programme design and content and a final draft will be shared at the next meeting of the strategic group on the 3rd of February 2017. Recruitment to the programme will open in March 2017.

Members commented positively on the progress made to date, and suggested that engagement with research could be more explicit in the suggested programme themes. Members discussed the connections with other learning opportunities available for head teachers (Into Headship, In Headship, Fellowship Programme, wider Masters learning). The importance of engaging with local authorities was highlighted, as was the need for accurate financial predictions included in SCEL's budget predictions to the Scottish Government.

GH advised members that conversations at recent head teacher conferences (SLS, AHDS) had confirmed a willingness and enthusiasm from head teachers to engage with the Excellence in Headship programme.

AP advised the SCEL team that the European Policy Network currently have grants available in the area of school leadership and agreed to forward details for consideration.

TF thanked both Lesley and Andrew for their detailed presentation and for the work carried out to date.

4. Chief Executive's Report (Paper 2)

GH presented the Chief Executive's report to members, and provided an update in several areas.

Members noted the provisional date for the GTCS Probationer Awards Ceremony (17th June).

GH confirmed that recruitment for cohort 4 of the Fellowship Programme has now closed with 14 applications received to date, with 6 secondary and 8 primary applications. There may be a further 2 applications still to be submitted.

As detailed in the report, a number of successful regional conferences have now taken place, with a further two conferences planned in January. Members noted that whilst these have been successful events, the RNL model may need to be revisited following the outcome of the Scottish Government's Governance review.

GH also provided members with an update on international progress, including the continuing consultancy work with the Centre for School Leadership in Ireland and the possibility of a pilot exchange programme with primary head teachers in small, rural schools in Ireland as part of the international aspect of the Excellence in Headship programme. GH also informed members that the Welsh Government have announced the establishment of a Welsh Centre for School Leadership and that she has been asked to be part of an expert panel supporting this work.

GH and KM are members of the Scottish Organising Committee for the International Summit on the Teaching Profession which will take place in Edinburgh at the end of March 2017. It is likely that one of the pre-summit activities will include a session on leadership development, with input from SCEL and the Department of Education in England.

GH informed members that the recent interviews for the Lead Specialist: Scottish Attainment Challenge post had not resulted in an appointment being made. This was due to a range of factors, including the requirements of the role and an inability for employers to release staff from their current roles on a seconded basis. Members advised that there may be a need to communicate directly with local authorities and / or other national organisations to secure release.

Members discussed the need to ensure that, in the planning for any partnership events, the brief provided by SCEL on Curriculum for Excellence should be both neutral and positive.

Members endorsed the Chief Executive's Report.

Section B – For approval

5. Ratification of appointment of new Board members

TF advised members that, as per the earlier discussion, interviews for co-opted membership of SCEL Board were not taking place until tomorrow. Members agreed the process for confirmation of selection process: the selection committee to confirm their decision to

members by e-mail and members to reply to endorse appointment. This would enable the new Board member to attend the next Board meeting in March.

6. Future planning: Board and Sub-Committees (Paper 3)

TF advised members that Paper 3 details possible dates for SCEL Board meetings and Sub-Committees, as well as proposals for the establishment of additional SCEL Sub-Committees. Dates for the next meetings of the Board (23rd March and 20th June) and Finance Sub-Committee (16th Feb) were agreed. Further meeting dates for 2017 will be confirmed by e-mail.

Members approved the establishment of an Organisation, Growth & Structure Sub-Committee to support the work of SCEL's business planning and growth in the coming months and during 2017-18.

Members also approved the establishment of a Remuneration Sub-Committee. It was agreed that the Chair of the Board and the Chair of the Finance, Audit and Risk Sub-Committee should be part of this sub-committee, along with one other Board member. Members were asked to indicate interest in this place this as soon as possible

Members agreed that membership of the Finance, Audit & Risk Sub-Committee should remain as previously, unless members indicated that they no longer wished to be part of this sub-committee.

It was agreed that all morning meetings will commence at 10am with coffee available from 9.45am, with all afternoon meetings commencing at 1.30pm with lunch available from 1.00pm.

Members agreed that the 2017 AGM will take place in September 2017.

Members were reminded to notify TF of any areas where they would welcome training in order that this could be arranged, either individually or collectively.

Members discussed whether it would be appropriate to offer observer status to any other bodies at this stage, and agreed that it would be sensible not to do so at this stage, but to review this decision following the outcomes of the Scottish Government's Governance Review.

Members agreed that it would not be necessary for the new Board member to complete the Board evaluation exercise, but that it would be useful to ask Stuart Brown to do this. TF agreed to progress this.

7. Board Recruitment and Evaluation Processes (Paper 4)

TF advised members that the Board Recruitment and Selection Committee re-convened in November to agree a set of policies and processes that would be used in any future recruitment of the Chair of the SCEL Board and of SCEL Board members. Members noted that this was still a work in progress, but agreed that it was useful to collate this information as one document, rather than separate sets of papers.

Members noted that the following sections have still to be inserted: Selection process for Chair, Guidance notes for Chair Recruitment, Application form for Chair Recruitment, and Self-evaluation process for Chair.

Members noted the progress to date, and approved the timeline included in the papers. It was agreed that the completed documentation would be brought back to the Board at the March meeting.

8. Board of Directors' Code of Conduct (Paper 5)

Board members were advised that no substantive changes have been made to the Code of Conduct approved in 2014.

Members approved the Board of Directors' Code of Conduct.

9. Protocol for Board members for media communications (Paper 6)

Board members were advised that no substantive changes have been made to the Protocol for Board members for media communications approved in 2014.

Members approved the Protocol for Board members for media communications.

10. Schedule of matters reserved to the Board and Scheme of Delegation (Paper 7)

Members were advised that no substantive changes have been made to the Schedule of matters reserved to the Board and the Scheme of Delegation approved in 2014.

The current financial levels for Chair and Board sign off were discussed and GH advised members that the current limits pose no difficulties.

The role of Secretary to the Board as outlined in the paper was discussed and it was deemed that the tasks involved were more secretarial rather than governance matters. It was suggested that the role of the Company Secretary in relation to governance matters be part of the remit of the Organisation, Growth and Structure Sub-Committee.

Members approved Paper 7.

11. Minutes of Finance, Audit and Risk Sub-Committee (Paper 8)

AP provided members with an overview of the minutes of the Finance, Audit and Risk Sub-Committee and related budget summary and commentary (Agenda items 12 and 13 - Papers 9 and 10).

Members noted that Rodger Hill had been at the meeting, but was not included in the note of those in attendance at the meeting.

GH confirmed that she had agreed with the Scottish Government that the final grant funding payment for 2016 would not be required, to support a savings request from the Government.

Members noted the extended discussion which had taken place at the meeting regarding arrangements for spend prior to the end of the financial year.

Members approved the minutes of the Finance, Audit and Risk Sub-Committee, the budget summary and commentary.

12. Budget Summary (Paper 9)

See above.

13. Budget Commentary (Paper 10)

See above.

14. Employee Handbook

GH provided members with an update on progress with SCEL's revised Employee Handbook. GH has worked with Sue Woodhead to revise the policies and processes contained in the Handbook. GH will circulate the final draft to the SCEL team and Board members prior to Christmas for information and comment, with a request for comments back by mid-January, with a view to a final version being approved and in place by end January.

Members approved this process.

SECTION C – FOR INFORMATION

15. Minutes of Excellence in Headship Strategic Group (Paper 11)

TF advised members that Papers 11, 12, 13 had been provided for Board members' information.

16. Minutes of SCEL Stakeholder Forums (Papers 12 and 13)

See above.

There was no other business.

17. Date of next meeting – 23 March 2017, 9.45am for 10am.

Actions

Agenda item	Action	Responsibility
1	Details of European Policy Network on School Leadership call for funding to be forwarded to GH/LW	AP
2	Paper brought to next meeting of the SCEL Board re status of staff contracts	GH
2	TF to e-mail members regarding outcome of Board co-option interviews for endorsement of decision.	TF
6	Members to e-mail TF expressions of interest regarding Board sub-committees	All Board members
6	Request to Stuart Brown to complete the Board evaluation exercise	TF
6	Email Board self-evaluation pro-formas to AP	SA
11	Amend FAR minute to include RH attendance	SA

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