

Board Minutes 23 March 2017



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 23 March 2017 at 12.30pm

Present:

Tony Finn (Chair) (TF)

Clare Harker

Frances Ross

Aileen Ponton

Pamela Nesbitt

Ken Muir

Rodger Hill (joined meeting by conference call)

Neil McLennan

Mark Wilson

In attendance :

Stuart Robb (Scottish Government)

Alan Armstrong (Education Scotland)

Gillian Hamilton CEO, SCEL (GH)

Lesley Whelan, Depute CEO, SCEL (LW)

Sally Armstrong, Organisation Manager, SCEL (minutes)

Fearghal Kelly, Lead Specialist, SCEL (Presentation)

Welcome

The Chair (TF) welcomed members to SCEL's Board of Directors' meeting. TF introduced new Board member Mark Wilson.

TF asked Board members to take a moment to remember those involved in the tragedy in Westminster yesterday.

Apologies for absence

There were no apologies for absence.

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)

Members noted that the event referred to on page 4 of the minutes (agenda item 4) was in fact the GTC Scotland Probationer event, and not the GTCS / SCEL Awards Ceremony.

Subject to this amendment, the minutes were approved by members.

2. Matters arising from minutes of last meeting

Agenda item 2 - Aileen Ponton (AP) advised that the joint SCQF/SCEL RPL workshop planned for February 2017 had not taken place, and that this would be rescheduled in the coming months.

Agenda item 6 – further to earlier discussions, TF reminded members to consider which aspects of Board training and development would be helpful to them and to advise accordingly.

Both Mark Wilson (MW) and Neil McLennan (NM) advised that they had undertaken recent training for new Board members and thanked the Board for this support.

Agenda item 7 – TF advised members that the paper outlining the Board Recruitment and Evaluation Processes is almost complete. This paper will be brought to the June Board meeting for final approval.

Agenda item 10 – TF advised members that the Organisation, Growth and Structure Sub-Committee had been unable to meet, although initial discussions regarding SCEL staffing had taken place between the Chief Executive, the Depute Chief Executive and the Chair. It was agreed that this sub-committee should be reformed as the Organisational Development Sub-Committee, and that it would meet on the afternoon of 4 May. Sub-Committee members confirmed their attendance.

All actions from the last meeting have been completed.

3. Teacher Leadership – Summary of progress and next steps

GH introduced Fearghal Kelly, Lead Specialist (Teacher Leadership), who delivered a presentation on the developments related to SCEL's Teacher Leadership Programme and led discussion on progress and next steps. GH advised members of the Deputy First Minister's comments at the event at Queen Margaret University earlier in the day regarding the importance of supporting leadership at all levels in the system.

Members commented positively on the very good progress made to date, and discussed a number of areas, including the ability of teachers from rural areas being able to engage and the planned recruitment processes.

Fearghal was thanked for his very helpful and professional presentation.

4. Board Evaluation 2016 (Paper 2)

TF thanked all members for taking the time to complete the evaluation exercise and provided members with a summary of the completed evaluation. TF noted that the evaluation is extremely positive, with slightly better ratings than in last year's evaluation exercise, although these had also been very positive. TF highlighted the positive feedback regarding strong relationships and trust, and the helpful suggestions for the CEO and her team related

to SCEL's role and strategic priorities. Members again noted the importance of considering possible Board development to ensure a focus on strategy, and member contribution to the wider work of SCEL.

Members agreed that the frequency of Board meetings and Sub-Committees was now appropriate, although it would be important to ensure that the agendas are not too lengthy. The establishment of the Organisation Development Sub-Committee (meeting on 4 May) should help with this, as it would enable areas of SCEL's work not addressed by the Finance, Audit and Risk Sub-Committee to be considered in detail, with decisions being approved by the Board.

5. Chief Executive's Report (Paper 3)

In addition to the information contained in the Chief Executive's Report, GH provided members with additional information in the following areas:

SCEL's recent success at the Institute of Internal Communications Awards – winning the best use of social media category. Members agreed that winning the award was a great endorsement of the work of the team, and in particular the work of Louise Henderson (Digital Manager) and Katie McGeary (Communications Assistant). Members asked TF to write to Louise and Katie to congratulate them on this award. GH also thanked Board members who had joined members of the SCEL team on the evening of the Awards Ceremony.

An issue was noted regarding some of the content of the keynote presentations which might have been perceived as offensive by some participants at SCEL's recent Into Headship Conference on 8 March. Members noted the actions that GH had taken as a result of this.

Progress related to the work on the re-organisation and structure of the SCEL staff team was also noted. Members asked that an organisation structure chart be included in the papers for the Organisation Development Committee on 4 May.

Members noted that there may be an issue regarding office space if the number of people in the team continues to grow. GH advised that a lease has been signed for the small office space next door to the SCEL office for 12 months, with the final four months being rent free because of the disruption caused by the recent renovations.

Members approved the Chief Executive's Report.

Section B – For approval

6. Minutes of Finance, Audit and Risk Sub-Committee (Paper 4)

AP provided members with an overview of the minutes of the Finance, Audit and Risk Sub Committee meeting, and the related budget summary and commentary (Agenda items 7 and 8 – Papers 5 and 6).

Members noted issues which had been discussed in detail at the Sub-Committee meeting, as well as the discussions which had taken place with the Scottish Government.

Members noted that Stelmain (building owners) had reimbursed SCEL for the cost of external venue hire incurred for an endorsement meeting which had had to be moved due to recent building works.

Members noted that the Risk Register will be updated. GH provided confirmation that all required pension documentation was complete in advance of SCEL's auto-enrolment date.

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

7. Budget Summary (Paper 5)

See above.

8. Budget Commentary (Paper 6)

See above.

9. 2017 – 2018 Budget Submission to Scottish Government (Paper 7)

Members noted the contents of paper 7, which has been submitted to the Scottish Government with regards to SCEL's funding for 2017-2018. GH also confirmed that predicted overrun figures for 2016-2017 have also been submitted to Scottish Government.

10. SCEL Strategic Plan (Paper 8)

GH outlined the draft text for SCEL's Strategic Plan for 2017-18, noting that the information provided had been updated from previous plans and asked members for comment and advice. Members discussed the order of the content, and suggested that it may be helpful to compress the language in the strategic priorities. Members asked that specific reference be made to the Scottish Attainment Challenge, the Pupil Equity Funding and the promotion of endorsement processes.

Members approved the draft text for the Strategic Plan, subject to the amendments outlined above.

11. SCEL Work Plan Exemplars (Paper 9)

Lesley Whelan (LW) outlined the purpose of the revised work planning process and how this will be used over the course of 2017-2018 for each of SCEL's strategic priorities. The workplans have been developed by the SCEL team who now have increased ownership for the planning and delivery of the strategic priorities. The completed work plans will be discussed in detail at the next meeting of the Finance, Audit and Risk Sub-Committee.

AP noted that it would be helpful to have information about how much of individual team members' time was taken up across each of the strategic priorities. The format was approved by members.

12. Employee Handbook (previously circulated)

GH thanked Board members and members of the SCEL team who had provided feedback on the draft Employee Handbook. GH confirmed that feedback has been very positive and helpful comments had been received regarding clarity of language in some areas e.g. office closure at Christmas / New Year, TOIL time for international travel, time off for interviews and inclusion of information related to the business continuity plan. All amendments have now been made, and the final version will be available following approval at this Board meeting. Members who wish a copy of the Employee Handbook can request this by e-mail. The handbook will now be circulated to all staff, who will be asked to review, and confirm

that they have read the revised handbook. Members noted that the handbook will be reviewed in two years' time.

Members approved the revised Employee Handbook.

13. Complaints Leaflet

Members reviewed the revised complaints leaflet, noting that there were only minor changes in language from the previous version.

GH informed members that she would contact the current independent reviewer of complaints, to check if she was happy to continue in this role.

The complaints leaflet was approved by members subject to minor amendment.

14. Excellence in Headship: Programme Overview (Paper 10)

LW advised members that SCEL's Excellence in Headship had been officially launched earlier in the day by the Deputy First Minister at the education event at Queen Margaret University. As previously intimated to Board members, Excellence in Headship is an annual programme of professional learning, available for all head teachers who have been in post for two years or longer. Information about the programme will be e-mailed to all Directors of Education later in the week, and a letter and leaflet about the programme will be sent to all head teachers in Scotland. Members were further advised that three initial residential launch events will take place in May in Glasgow, Aberdeen and Dundee with a further seven taking place throughout the remainder of session 2017 – 2018.

Members noted that the costs of the Excellence in Headship Programme are being met by the Scottish Government and that recruitment is being undertaken in partnership with local authorities.

The final Excellence in Headship Programme Overview was approved by members.

15. In Headship: Programme Overview (Paper 11)

LW provided members with an update regarding the In Headship programme as outlined in paper 11 and confirmed that agreement has been reached with the Scottish Government and Universities regarding participant funding, which means that recruitment will begin in April with the first residential planned for June.

The In Headship Programme Overview was approved by members.

16. Towards Headship Programme Overview (Paper 12)

LW provided members with an update regarding Towards Headship as outlined in paper 12. The Towards Headship Programme Overview was approved by members.

17. Fellowship status for retired head teachers (Paper 13)

LW provided members with a summary of the proposals outlined in paper 13, related to the Fellowship status for retired head teachers. Members discussed the options provided, and agreed that this should be confirmed at the next Board meeting.

18. Recommendations from SCEL's Remuneration Committee (Paper 14)

TF provided members with a summary of the meeting of SCEL's Remuneration Committee, which had taken place on 16 February, which had been circulated separately to members. He was also able to offer confidential information about individual issues. Members reviewed

and approved the recommendations outlined in the minute of SCEL's remuneration committee.

SECTION C – FOR INFORMATION

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

20. Minutes of SCEL Stakeholder Forum (Paper 16)

21. Minutes of SCEL International Advisory Board (Paper 17)

TF advised members that Papers 15,16,17 had been provided for Board members' information. Members noted the contents of the respective minutes, with one small amendment to be made to paper 16, confirming that Morag Redford was representing the Scottish Council of Deans of Education (SCDE). Members asked that the CEO consider the revised role / purpose of SCEL's International Advisory Board and bring an outline proposal to the next Board meeting.

Any other business

There was no other business.

Date of next meeting – 20 June 2017, 9.45am for 10am.