



SCOTTISH COLLEGE OF 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 5th May 2016 at 10.00am

Present:

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

In attendance:

Gillian Hamilton CEO, SCEL (GH)
Lesley Whelan, Depute CEO, SCEL (LW)
Sally Armstrong, Organisation Manager, SCEL (minutes)
Alan Armstrong (Education Scotland)
Stuart Robb (Scottish Government)

1. Welcome

The Chair (TF) welcomed everyone to the meeting and introduced Stuart Robb from the Scottish Government who will be replacing Rachel Sunderland as the SG observer on SCEL's Board of Directors. Members asked Stuart to pass on their thanks to Rachel for her support to SCEL during her time as observer on SCEL's Board.

Members also thanked the SCEL team for their perseverance and commitment during SCEL's office renovations.

2. Apologies for Absence

Apologies for absence were received from Stuart Brown and Chris Chapman.

3. Expressions of Interest

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

4. Intimations of other business

Members noted two additional items of business: a paper proposing outsourced HR support and an update on the cancellation of the CEO's visit to Canada.

Members agreed that agenda item 7 would be taken at the end of the meeting.

5. Minutes of last meeting (Paper 1)

In terms of accuracy, there was a typing error in item 12: international. All actions identified in the minute have been completed.

The minutes were approved as accurate by Pam Nesbitt and Aileen Ponton.

Item 7 - TF advised Members that a final version of the Articles of Association is complete, and will be formally approved at the AGM in August.

KM asked for a progress update on item 22, Early Years Scoping Exercise. GH advised members that she had attended a recent meeting of the Teacher Workforce sub-group. The scoping exercise will be carried out over May and June, with a report to the Scottish Government by August. The Development Officer who will take this work forward is now in post.

GOVERNANCE

6. Board Recruitment and Evaluation Sub-Committee (Paper 2)

TF - presented paper 2 as a summary of the actions agreed at the last Board Recruitment and Evaluation Committee, which had taken place on Tuesday 22nd March 2016.

Members approved the paperwork supporting the Board Member self-evaluation process, subject to the insertion of a statement confirming the arrangements for retention of documentation. This process will now be implemented as set out in the timeline in appendix 2. TF agreed to set up meetings with members currently serving a two-year term who have indicated that they would wish to participate in the self-evaluation process prior to a re-appointment process.

Members discussed options for replacing Professor Chris Chapman, who has indicated his intention to step down from his role as Board member. It was agreed that co-option was the preferred option, rather than recruitment as part of the selection process. Members asked TF and GH to consider possible replacements with a similar skill set to Chris Chapman, and provide an update at the next Board meeting.

Members endorsed the recommendation from the Board Recruitment and Evaluation Sub-Committee to appoint a vice-chair. Members noted that this appointment would be for business and administrative purposes. Members asked that GH provide members with a paper summarising the proposed role of a vice-chair. This will be circulated by e-mail prior to the next Board meeting, along with a request for nominations. This will enable a vice-chair to be selected at the June Board meeting.

7. Progress Report from Selection Committee re appointment of Chair

This item was covered in private session at the end of the Board meeting.

8. Persons of Significant Control (PSC)

GH provided members with an update regarding the legal advice obtained related to Persons of Significant Control (PSCs).

Board Members had previously been advised of new legislation regarding PSCs. From 6th April 2016, all unlisted UK companies are required to take reasonable steps to ascertain and record in a dedicated register details of each individual who exercises control or significant influence over the company (PSCs). Control is defined as having direct or indirect control of 25% or more of the voting rights in the company. Members noted that it will be a criminal offence for an individual not to comply with the new rules.

As requested by Members, GH had taken legal advice from CMS and discussed this with TF. The advice received confirmed that SCEL does not have PSCs as none of SCEL's Directors have more than 25% of votes. GH also confirmed the position re the Chair's casting vote. As outlined in the Articles of Association, this is only applicable when any vote is split.

Members noted that GH and SA have recently completed the annual return as required by Companies House, and no information on PSCs was requested as part of that process. However, communications received from Companies House on 23rd April confirms that this will be a requirement from 30 June 2016, as part of an annual confirmation statement, which will replace the annual return.

Board members noted the advice received re PSCs, and agreed that this is currently not an issue for SCEL. It was noted that companies are required to maintain a PSC record, even where there are no PSCs. This is already in place, and Frances Ross (FR) agreed to provide GH with the required language for this register.

FINANCE

9. Budget Summary (Paper 3)

GH provided members with an update on the revisions to the forecast v actual budget summary. The budget summary is now cross referenced to the budget commentary, and members agreed this was a helpful addition. Board Members were informed that GH and SA have been working with a finance consultant to further streamline the recording process for the 2016/17 financial year.

10. Associated Budget Commentary (Paper 4)

GH informed members that the associated budget commentary provides the financial position to the 2015/16 financial year end. Members noted that there would still be a number of financial adjustments at the year-end to complete the statutory accounts.

Members approved papers 4 and 5.

11. Budget submission to Scottish Government (Paper 5)

GH advised that this paper is the final version of SCEL's budget submission to the Scottish Government which was approved by Members at the last Board meeting. The paper was extended to detail the planned expenditure from last year's budget to take forward the work detailed in this year's Strategic Plan.

Members discussed a number of related financial issues. It was agreed that GH would develop a Reserves policy, and that this would be discussed further at the next meeting of the Finance, Audit and Risk Sub-Committee and then brought back to the Board. It was also agreed that the issue of permanency of SCEL staff contracts should be discussed at this meeting.

12. Progress with annual accounts and audit processes

GH provided Members with a progress update regarding the annual accounts and external audit. She informed Members that representatives from Henderson Loggie attended a meeting with members of the Finance, Audit and Risk Committee on 22nd March to outline the audit process and answer any questions that members might have. They had informed Members that the audit would be a risk-based audit. Such an audit would normally focus on areas such as income recognition, journal entries, review of cash books, the organisation as a going concern, and income streams to end July 2017. It would also cover fund accounting relevant to charities.

A member of staff from Henderson Loggie was at SCEL for a day and a half on 21st / 22nd April documenting systems and testing controls. The initial report is expected this week and will contain recommendations for the organisation to consider.

Henderson Loggie will return to SCEL during the week commencing 6th June to carry out the required field work. GH and SA will meet with representatives from Henderson Loggie on 23rd June to discuss the draft audit report, prior to a final report of audit findings being prepared in time for the July meeting of the Finance, Audit and Risk Committee.

Members noted the progress to date.

STAFFING

13. Staffing and Recruitment update

GH provided Members with an update on outcomes of SCEL's recent recruitment process. Members discussed specific issues relevant to each appointment, and noted the challenges arising from SCEL's inability to advertise permanent posts at this stage in its development.

DELIVERY OF STRATEGIC PRIORITIES

14. Strategic Plan

GH referred Members to SCEL's strategic plan, which had been distributed electronically to all members. Members noted the coherence across SCEL's strategic plan, work plan and financial planning documents and commented favourably on the enhanced presentation of the plan following Louise Henderson's appointment as Digital Manager.

15. Work plan progress (Paper 6)

Members noted the progress update provided across SCEL's work plan, and agreed that this was a helpful reporting format. Members agreed that progress against the Work Plan should be a standing agenda item at the Finance, Audit and Risk Committee, and a formal agenda item at the full Board meeting on a twice-yearly basis, with any significant ongoing issues

noted in the reports to the Board from the sub-committee. Members asked GH to include a description of the colour coding at the beginning of the work plan, and to use the track change function to record any changes to date in the work plan. It was also suggested that the financial sustainability work should include reference to Board Member responsibility.

Members noted the progress to date.

16. Endorsement Processes

LW provided members with an update. Work has not progressed in this area due to staff absence, but will be progressed now that the recruitment process is complete. Members will be provided with a further update at next meeting.

17. Regional Network Leaders (RNLs)

LW provided members with an update on the recruitment of RNLs. Six of the seven RNLs have been appointed, with steps now being taken to recruit a final RNL.

The RNLs recruited to date are:

Elaine Napier, Mid-Lothian

- Edinburgh, East Lothian, Midlothian, Scottish Borders

Gillian Knox, Dundee

- Angus, Dundee, Fife, Perth & Kinross

Allison Allan, North Ayrshire

- Dumfries and Galloway, S Ayrshire, N Ayrshire, E Ayrshire, Argyll and Bute

Carolyne McDaid, Stirling

- West Dunbartonshire, East Dunbartonshire, Falkirk, Stirling, Clackmannanshire

Andy Travis, Aberdeenshire

- Shetland, Orkney, Moray, Highland, Aberdeenshire, Aberdeen City, Western Isles.

Jim McCrory, West Lothian

- North Lanarkshire, South Lanarkshire and West Lothian

LW has contacted the Directors of Education in the four local authorities in the remaining local authority grouping: East Renfrewshire, Glasgow, Renfrewshire, Inverclyde, with further information on the role and requesting support in filling the position. LW has also contacted the Directors of Education of those appointed to the RNL roles to confirm the appointments and arrange payment of agreed costs. An induction day for the RNLs was held on 17th March and a further meeting is planned for the afternoon of 1st June.

Members noted progress in this area.

18. Into Headship

LW provided Members with an update on the following areas:

- (a) Cohort 1 Programme delivery
- (b) Arrangements for the Strategic Oversight Board
- (c) Developing the Masters Pathway - Extended Induction and Middle Leadership
- (d) Recruitment to Cohort 2

(a) Cohort Programme delivery

Members noted that delivery across all seven universities is progressing well with positive feedback from participants. The second national conference was held at the Crowne Plaza Hotel, Glasgow, in March. Feedback was extremely positive. The conference included input from Dr Alasdair Allan, programme participants who have been appointed to the role of HT during the programme and input on strategic leadership from Amanda McMillan, Chief Executive of Glasgow Airport. Participants had the opportunity to explore the role of HT from a number of perspectives – a HT, the LA (Public Service) perspective and parent perspective (SPTC).

SCEL is working with universities and local authority members of the extended design group to confirm arrangements for the Professional Verification role (a development of the Field Assessor role). Individual universities will provide detailed information to candidates on expectations and SCEL will share information on the role at sessions for HT mentors and potential Professional Verifiers in late May/early June to ensure all are fully aware of the new arrangements. Professional Verification visits will take place in late summer/early autumn for most participants.

(b) Strategic Oversight Board

Members noted that the first Strategic Oversight Board meeting will take place on 16th May. The role of the Strategic Oversight Board, chaired by Aileen Ponton on behalf of SCEL, is to ensure that the programme as agreed is delivered in full and to identify any areas for improvement.

(c) Developing the Masters Pathway - Extended Induction and Middle Leadership

Members noted that work to establish the Masters pathway is progressing with the two sub-groups meeting regularly. A remit for a scoping exercise on middle leadership at SCQF level 11 will be confirmed by 13 May and the scoping work complete by end August. Work on middle leadership will focus on ensuring that provision is at level 11, awards 60 credits and maps appropriately to the GTC Scotland Standard for Middle Leadership. There will be multiple programmes at this level to enable diversity in provision.

The Extended Induction programme, now with a working title of In Headship, now has a working outline draft and the design group is working to ensure the programme will be ready for recruitment around late autumn with programmes starting January/February 2017. This is in advance of our original plans, ensuring that those who complete the Into Headship programme in 2016, and are appointed to headship, are able to progress seamlessly to the In Headship programme.

Members were informed that information from each sub-group is shared across both groups, as well as the extended design group, ensuring that all involved are up-to-date with developments. Both sub-groups and the extended design group include university and LA personnel.

GH informed members of the recent discussion which had taken place at the Strategic Board for Teacher Education, highlighting the importance of this work connecting to the Masters Framework as well as SCEL's Framework for Educational Leadership. It was agreed that representatives from STEC would work with SCEL to take this forward.

(d) Recruitment to Cohort 2

LW informed members that recruitment to Cohort 2 has now begun, with detailed information available on the SCEL website. Members welcomed the news that the Scottish Government has now confirmed that the programme will be fully funded for the next three years.

Information has been sent out to all LA's as well as SCIS and independent schools, confirming that participant information should be with SCEL by the end of June at the latest. This will enable SCEL to register all participants on the Moodle environment quickly and also to organise the 360 process smoothly.

LW is working with LA's, Universities and SCIS to promote the programme and has participated in, or agreed participation, in a number of LA information sessions across the country.

Members noted progress in this area.

19. Fellowship Programme

LW informed members that cohort 3 of the Fellowship Programme started on 22nd and 23rd April. There are 9 participants in this cohort: three from North Lanarkshire and the others from Glasgow, Aberdeenshire, the Western Isles, Falkirk, Midlothian and East Lothian. Members have already been provided with an update on the revised programme which aims to develop a sound understanding of system leadership, with this being a consistent theme throughout the programme.

LW is working on programme development and delivery with Professor Clive Dimmock from the University of Glasgow, who will be supporting most programme days. The initial residential also had well-received input from Alan Boyle. LW is establishing an evaluation framework for the programme with this cohort, working with a consultant. This will ensure a robust evaluation framework for future use.

The Cohort will meet again on 10th or 11th June, with future dates currently being arranged by Doodle Poll.

Cohort 2

Members noted that all Cohort 2 participants were awarded SCEL Fellowship at the joint SCEL/GTCS Awards Ceremony on 12th March. Fellows were awarded a certificate and a badge indicating their new status as a SCEL Fellows. Badges were also provided to all existing Fellows.

Members noted progress in this area.

20. Teacher Leadership

LW provided Members with an update on SCEL's Teacher Leadership work.

Members noted that Fearghal Kelly's secondment to SCEL ended on 23rd March. Fearghal will now take up post with SCEL as Lead Specialist (Teacher Leadership), with a start date of 9th May. Fearghal will be focused on taking forward the recommendations from the Teacher Leadership engagement including programme development/resource development, engaging with stakeholders and partners to ensure a range of Teacher Leadership programmes/activities/resources are available across the system and further development of Teacher Leadership activities and resources on the Framework for Educational Leadership.

The SCEL Conference on 12th May focuses on Teacher Leadership with inputs from Ewan McIntosh (No Tosh) and Carol Campbell (OISE), and the opportunity for teachers across the system to share their learning and practice in 'Discovery Sessions' throughout the day. The Teacher Leadership report will also be published on that date.

Members noted that the conference was sold out, with a healthy waiting list for the event.

Members noted the progress in this area.

21. Any other business

Outsourced HR support

Members discussed the proposal for outsourced HR support. GH outlined the reasons for outsourcing the HR support. To date, HR support has been provided free from Business Gateway. However, this has now moved to access to free on-line resources, and whilst helpful, this is no longer sufficient for the needs of the organisation. Members approved the proposal, with the proviso that the HR support should also include specific reference to support and advice for Board Members in the event that they, or the Chair on their behalf, might become involved in any relevant staffing or HR issues.

GH provided members with an update regarding the reason for cancellation of the Canadian trip. The original request had indicated a level of involvement in the conference that did not transpire when the programme was published.

22. Date of next meeting – 30th June, 9.45am for 10am

Actions

Agenda item	Action	Responsibility	Timescale
5	Amend item 12 in minutes of 8 th March Board Meeting - spelling error 'International'	SA	immediate
6	Amend self-evaluation process to include arrangements for retention of documentation and issue final paperwork to all members.	GH	w/b 9 th May
6	TF to set up meetings with Members currently serving a two year term who have indicated that they would wish to participate in the self-evaluation process prior to a re-appointment process.	TF	By end June
8	FR to provide GH with the required language for the PSC register.	FR	Immediate
9	Members requested that, going forward, the budget summary also includes an indication of planned spend that was originally allocated in last year's budget.	GH / SA	31 st May, FAR sub-committee
11	Reserves policy to be agreed at the next meeting of the Finance, Audit and Risk Sub-Committee.	GH	31 st May, FAR sub-committee

11	The issue of permanency of SCEL staff contracts to be discussed at this meeting.	GH	31 st May, FAR sub-committee
15	Include a description of the colour coding at the beginning of the work plan, and use the track change function to record any changes to date in the work plan.	GH	31 st May, FAR sub-committee
15	Board Member responsibility to be added to the work stream related to financial sustainability.	GH	31 st May, FAR sub-committee
21	Confirm outsourced HR provision, subject to additional reference to support and advice for Board Members.	GH	w/b 9 th May

DRAFT