

Meeting of the Management Board

A meeting of the Management Board was held on Tuesday 19 March 2015 at 13:00 pm in the Boardroom, Denholm House, Livingston.

1. Apologies/welcome*

Present:

Members:

Bill Maxwell (Chair)
Mike Ewart
Moi Ali
Linn Phipps
Alan Armstrong
Alastair Delaney
Graeme Logan
Lesley Brown
Kate Dunlop

Attendees:

Linda Rae
Rossana Kausar
Joanna Gilchrist (*Item 5*)

2. Minute of previous meeting and action log*: 16 December 2014

Noted 1: The minute of the previous meeting was approved.

Noted 2: All actions completed except for Action 4, update on the State of the Nation report. Bill advised that a submission to the Cabinet Secretary is still being prepared but an update on progress will be brought to the next meeting in June

Action: 'State of the Nation' to be added to the June agenda. Linda to action.

3. Matters arising*

Kate asked for a copy of the slides from the previous meeting, delivered by Anna Boni on the International Strategy.

Action: Slides to be sent to Kate. Linda to Action.

4. Declarations of interest*

There were no declarations of interest.

Items for discussion

5. 2014 MSP Advocacy survey

Joanna Gilchrist was welcomed to the meeting. At the end of last year, Education Scotland participated in a survey of MSPs, undertaken by PA Advocacy. The questions in regard to Education Scotland, centred around three key questions - Awareness, Regard and Satisfaction.

Joanna provided a presentation which set out an analysis of the results of the survey.

Summary of results:

- 80 MSPs were interviewed and 79 responses were used in the survey.
- There was an increase in those who know a fair amount about Education Scotland over the previous year.
- Regard for Education Scotland has increased. A little over half say they are favourable towards the agency.
- Though almost all members recall contact with Education Scotland of some kind in the past year, only a little over a third say they are satisfied with the contact they have had.

Noted 1: The board discussed how to follow on from this survey and how to measure the quality of service the agency provides.

Agreed: The Board agreed that the agency should give consideration to the desirability and cost of adding more ES specific questions to the MSP questionnaire in future.

6. Update from the Chief Operating Officer

Alastair Delaney provided an update on organisational development related to the effective and efficient functioning of the organisation.

Noted 1: *Leadership Development Programme for Assistant Directors*

Following on from the work Paul Walker did with the Executive Team, a leadership development programme has been developed for the Assistant Directors. The overall purpose of the programme is to improve future performance and anticipate future demands to stay ahead of changing circumstances.

Governance

All Strategic Boards are meeting regularly with the next cycle of meetings towards the end of March. The Strategic Hub is proving to be extremely

useful in considering actions to improve the governance arrangements and interdependencies.

Organisational Reviews

A number of reviews and explorations (22) are on-going across ES. These are listed in the paper.

Measuring our Impact

The Strategic Impact Board has been working on a set of corporate outcome measures. The process has been challenging and there is still work to do. ADs will report on the 2014/15 outcome measures during April 2015. The target date for a fully effective system to measure impact is in 18 months' time.

Noted 2: Alastair advised the board that he is working on a Strategic Organisational Development Plan which will include priorities, long term plans and realistic targets. This will help to monitor the programme.

Noted 3: Linn offered to assist with the outcome measures.

Agreed: **The Board agreed they would like a report on Organisational Development at each meeting and that the format can be flexible.**

Action: **Alastair to share the Organisational Development Plan at the next meeting. Alastair to action.**

7. Programme for Government – Attainment Advisers

Lesley Brown provided an update on the Attainment Initiative.

Noted 2: It was noted that this is a complex and sensitive initiative, but provides considerable opportunity for Education Scotland. However, there are risks associated with this work, including implications for the budget, implications for other work areas and staffing requirements on ES. developed.

Noted 2: There is a clear requirement from Ministers and Government that Education Scotland do all they can to redirect resources to this territory. The recruitment of the Attainment Advisers will need to be met within existing resources with no additional funds attached to this work at this stage. Detailed plans and budgets are being developed.

Noted 3: The recruitment of the Attainment Advisors will required suitably experienced staff to be identified at a local level to carry out this role. Local authorities are experiencing staffing shortages at the moment. Consequently, both recruitment and backfilling of posts may be problematic.

Noted 4: The 32 Attainment Advisors (one per local authority) must be in post by November 2015 and should Local Authorities be unable to identify or release appropriately skilled staff, Education Scotland may need to identify staff to fill this gap.

Action 1: Update on progress to be presented to the next Management Board. Lesley to Action.

Action 2: Read, Write, Count is another major policy initiative. Update on to be presented to the next Management Board. Graeme to Action.

8. Skills and Experience Matrix

Noted 1: Linda presented the table of information which highlights the Skills and Experience of the of the Non-Executive Directors.

Agreed: The Executive Team agreed to use the information to identify opportunities to utilise the skills of the NXDs to the benefit of Education Scotland.

Action: Re-visit the matrix in a year's time to assess its use. Linda to action.

9. NXD Shadowing Pilot

Noted 1: Linn presented the NXD Shadowing Pilot briefing note to the Board. The briefing note outlined the outcomes, the objectives and the steps for a small scale pilot run with Education Scotland and Registers of Scotland.

Agreed: The Board were in agreement that this was a worthwhile exercise and should proceed.

Action: Linn to progress with the plan. Action Linn.

10. NXD Shadowing within Education Scotland

Noted 1: Linda provided a proposal for the NXDs to shadow members of the Senior Leadership Team (CE, COO, SDs and ADs). Job shadowing would allow the NXDs to gain a deeper knowledge and understanding of roles and responsibilities and the work of the organisation.

Note 2: The Board were provided with a sample timetable and discussed the expectations from the perspective of the agency and the Non-Executive to ensure the experience is beneficial for all.

Agreed: All were happy with the proposal and agreed this should be run as a pilot from April-June 2015.

Action: Linda to provide a full calendar of events for the period of April to June 2015 and circulate to the NXDs. Linda to action.

11. Update from Audit and Risk Committee

Noted 1: Kate gave a short verbal update from the Audit and Risk Committee Meeting.

Items for noting

12. Any other business*

There was no other business to note.

13. Date of next meeting*

The next meeting is scheduled to take place on Thursday 25th June 2015 at 13:00, in Denholm House, Livingston.