

Meeting of the Management Board

A meeting of the Management Board was held on Friday 3 October 2014 at 10:30 am in the Boardroom, Optima, Glasgow.

1. Apologies/welcome*

Present:

Members:

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

Attendees:

Leslie Evans
Linda Rae
Nicola Mellis

Chair's Update

Bill gave a brief update on the development of Glow which had gone live to the new platform. He reflected that this was a real milestone for the project and for Education Scotland.

He also reflected on the referendum outcome. It was agreed that a paper should be developed for the next Audit and Risk meeting, considering the implications of the result.

Action: Paper to be developed for Audit and Risk Committee on the Referendum outcome.

Bill reported on the Senior Management changes within Education Scotland following the review carried out in June. Alastair Delaney had taken up the post of Chief Operating Officer from mid-August.

Bill congratulated those involved in the Scottish Learning Festival. Although numbers were slightly down, it had been another successful event.

2. Minute of previous meeting and action log*: 25 June 2014

Noted 1: A misspelling on page 4 was identified.

Agreed: The Minute of the previous meeting were approved subject to the noted amendment.

- Actions:** Action Point 5: Strategic Objective 2 to be discussed further at December meeting.
Action Point 5.2: International Strategy – to be discussed at the December meeting.

3. Matters arising*

- Action:** Linda to pull together a skills matrix to gain a better understanding of what the NXDs can offer.

4. Declarations of interest*

- Noted 1: Mike Ewart had provided a change at Audit and Risk Committee which was added to the Management Board Declarations Log.

Items for discussion

5. Update from Strategic Boards

- Noted 1: All three boards are now being chaired by Alastair and are currently being reviewed and refreshed where necessary.

- Noted 2: Four imperatives have been identified, where more urgent action is required. These are: Finance and Performance Reporting, Business Planning, Internals Comms and SCOTS as a single IT platform.

5.1 People Board

- Noted 1: The people strategy is now being finalised and was shared with ADs at a recent Leadership Forum.

- Noted 2: The Board noted the importance of engagement with staff and the need for full engagement with teams to help the change process.

5.2 Resources Board

- Noted 1: This Board had never become fully functional but plans are now being put in place to get the board up and running with new membership and leadership.

5.3 Strategic Impact Board

- Noted 1: Alastair tabled a paper which set out the strategic objectives and the key outcome indicators which would evidence the SOs. Alastair indicated that his intention is to further refine the paper before inviting CMG approval.

5.4 Change Board

Noted 1: The purpose of the Change Board is to ensure that change within Education Scotland is managed effectively. Change projects will be identified in line with the needs of the organisation. As change projects are completed they will be 'signed off' by the Change Board.

Action: Timescales to be added to all projects.

6. Business Planning Update

Noted 1: Lesley Brown tabled the Business Planning Guidance paper. She advised that the Business planning process for 2015/16 is now well underway.

Noted 2: New processes are being introduced to aid Business planning. These have been shared with ADs and were welcomed. A Business Planning 'manual' will be developed in collaboration with ADs to ensure that the process is carried out in a coherent and systematic way.

Noted 3: Immediate priorities are:

- Stakeholder engagement - meetings are now taking place with stakeholders to discuss priorities for 2015/16.
- ADs to collaborate with their teams to develop clear projects, keeping within the budget and resource allowances.

7. Annual Performance Review of Management Board including review of Terms of Reference

Noted 1: Linda summarised the findings from the Management Board Annual Performance Review. The following was discussed:

- Early consultation with the Board on developments is required to allow the Board to provide advice.
- Ways in which the non-executive members can gain a better understanding of Education Scotland. Suggestions included:
 - ADs attending Board meetings to present their work
 - SD shadowing days,
 - attending internal boards such as the Change Board,
 - attendance at Away Days or Leadership Forum
- Quality of papers and the time in which these are distributed.
- The need for improved cover sheets for all papers.

Agreed 1: All members agreed that sending papers in secure zip files would be acceptable. However, in addition papers should still to be issued through the post. All papers should be distributed in time for members to read and consider them. Last minute papers could be e-mailed the night before if absolutely necessary.

Action: The following actions were agreed:

- Linda to distribute an organisation chart detailing the SDs and ADs roles and their responsibilities to send to all non-executive members.
- Dates of all Leadership Forums to be sent to non-executives for drop in opportunity.
- Moi Ali to share with the Board the current cover sheet which the Ambulance Services are using.

Items for noting

8. Annual Review

Noted 1: All members agreed that the Annual Review reads clearly and easily. Thanks were expressed to Lesley Brown and Linda for their work on the Annual Review.

Agreed 1: It was agreed that for 2015/16 it would be important to capture impact in the Annual Review. It was noted that the work of the Strategic Impact Board would make this more achievable.

9. Update from Audit and Risk Committee

Noted 1: Kate gave a verbal update from the Audit and Risk Committee Meeting. It was noted that all members of the Management Board are now members of ARC.

Agreed: It was agreed that there was still a need for a formal mechanism to report back from ARC to Management Board.

10. Any other business*

Noted 1: Linn Phipps highlighted a problem with the date of a Management Board meeting in 2015.

Action: Linda to look for an alternative date.

11. Date of next meeting*

Noted 1: The next meeting is scheduled to take place on Tuesday 16 December 2014 at 11:30 am, Denholm House, Livingston.