

Meeting of the Management Board

A meeting of the Management Board was held on Wednesday 5 March 2014 at 11:00 am in the Boardroom, Denholm House, Livingston.

1. Apologies/welcome*

Present: Alan Armstrong
Stephen Coulter
Alastair Delaney
Kate Dunlop
Mike Ewart
Graeme Logan
Bill Maxwell (Chair)
Graeme Ogilvy
Linn Phipps
Linda Rae
Gayle Reilly

Apologies: No apologies

2. Minute of previous meeting and action log*: 18 December 2013

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

Noted 2: The Board were provided with an annual calendar of discussions points for each Management Board meeting. This includes an update from each of the Strategic Boards on a rotational basis. This was agreed subject to the Annual review and accounts being changed to June only.

Action Point 5 – Corporate Risk workshop being organised by Laura Burman but confined to CMG members only in the short term.

3. Matters arising*

3.1 The Hamilton School

Noted 1: Bill provided an update on The Hamilton School closure. He informed the Board that a rapid pace of events that had been handled effectively by the organisation – both individually and collectively. The Non-Executive Directors felt that the situation had been handled well by staff at Education Scotland.

4. Declarations of interest*

Noted 1: No change to the register.

Items for discussion

5. Establishing a framework for measuring progress

Noted 1: Stephen presented the Performance Reporting document to the Board explaining the framework within which corporate activity will be measured, ie the Resources, People and Strategic Impact Boards. Annex 1 of the paper links information sources at different levels. Annex 2 is the emerging strategy for the organisation. This paper needs further consideration before being adopted.

Noted 2: It was noted that the logic model needs further refining and that the Strategic Objective Strategy Groups need to find ways of measuring impact.

Agreed 1: It was agreed that a timeline for the immediate, intermediate and ultimate outcomes would be a helpful addition to the paper.

Agreed 2: Risk was discussed and the need to pick up on areas where we can influence and control. It was agreed that this area should be re-worded.

The NXDs were keen to be kept involved in the development of the paper and this could be done either through email or as part of a group.

Action: Stephen to produce a revised version of the paper for discussion at Management Board in June.

6. Update on Strategic Objective 2

Noted 1: There will be seven core strategy papers, one for each of the first five Strategic Objects and one for each of People and Resources Board.

Noted 2: Alan updated the Board on Strategic Objective 2. He noted that ownership of professional learning is the responsibility of the professional and our own staff need to ensure that they are demonstrating and reflecting what we believe about high quality professional learning.

Noted 3: The strategy reflects the messages from Teaching Scotland's Future (TSF), but also includes CLD practitioners. Graeme Logan confirmed that this model was extensively tested both nationally and internationally.

Noted 4: Progress has been made with the Scottish College for Educational Leadership (SCEL), which will be a stand-alone group with a separate Chair and Board and will be set-up as a new organisation. This came as a recommendation from TSF to improve the quality of professional leadership. SCEL will provide education leadership training and will engage highly effective Headteachers. The role of Education Scotland will be to see the connections and help them build capacity.

Agreed 1: It was agreed that it would be helpful that as strategic objective papers are developed, the KPIs should be part of the paper.

Agreed 2: It was agreed that the paper can now be finalised following the amendments discussed.

Items for noting

7. Corporate Risk

Noted 1: The risk register had been discussed in depth at the Audit and Risk Committee in February. Stephen informed the board that the Risk Management workshop should help to align each of the risks.

Noted 2: Stephen commented that there are now new governance arrangements for Glow and the risk should reduce within the next few months.

Noted 3: Linn suggested that there should be a 'top down' look at the risk register.

8. Report from Audit and Risk Committee

Noted 1: Kate provided the Board with a verbal update on what had been discussed at the Audit and Risk Committee meeting on Friday 21 February. The following was noted:

- ⇒ The Audit and Risk Committee self appraisal day will be facilitated by Anna Boni. A date has yet to be agreed.
- ⇒ Internal Audit – on track. Linn has requested that a written report be produced for future meetings.
- ⇒ External Audit – provided an update but no issues to note.
- ⇒ Performance Report – work in progress. Committee members asked for more timely submissions to allow for due consideration to papers.
- ⇒ Risk management – Terms of Reference received positively
- ⇒ Procurement Capability – positive report.
- ⇒ Health and Safety report – nothing substantive to report, except for the fire alarm system in Denholm House, Livingston which has now been resolved. Still in the process of recruiting.
- ⇒ Finance – showed an underspend of £529K. Gillian provided an expansive certificate of assurance.

9. Strategic Objective 3 – Final Strategy paper

Noted 1: The final strategy paper for Strategic Objective 3 was noted. Alastair informed the Board this document was ready to go live. Linda informed the Board that although this was an internal document, it would be published on the Education Scotland website early the following week.

Noted 2: It was discussed that key performance questions could be included within question four of the document.

10. Any other business*

Noted 1: No other business was raised.

11. Date of next meeting*

Noted 1: The next meeting is scheduled to take place on Wednesday 25 June 2014 at 10:30 am, Denholm House, Livingston.