

Management Board

MINUTES OF MEETING HELD IN DENHOLM HOUSE At 09.30 on 13 September 2017

Present:	Moi Ali	Non Executive Board Member
	Mike Ewart	Non Executive Board Member
	Linn Phipps	Non Executive Board Member
In Attendance:	Roz McCracken	Acting Secretary
	Janie McManus	Assistant Director

Welcome and Apologies

1. The Management Board agenda and meeting was given over to gathering non-executive input to the development of the Agency's Corporate Plan. It was agreed that it was imperative that non-executives had an early opportunity to influence the Agency's future direction. The executive members of the board were not in attendance. Apologies were received from Kate Dunlop.

Role of the Non-Executive and wider governance issues

2. There was a discussion about the role of the Non-Executives within Education Scotland and the importance of clarity around expectations, especially with new non-executives coming on board. Non-executives were keen to add value to the Agency and would welcome more opportunities to be involved and more explicit feedback about their input and impact. Staff also needed to understand the role of the non-executive and this should be clear on our website and intranet.

ACTION POINT: RM to arrange for the website and intranet to be updated in due course to provide information about the role of the non-executive.

3. In particular, in developing the Board, members would welcome the "early stage" discussions and the opportunity for more open ended discussions, supported by a "food for thought" type paper rather than one seeking a definitive action. This approach would promote the Board providing a support and challenge function. The intention had previously been to split the meetings into two halves – with the first "strategy" half concentrating on a key issue for discussion and development with the second half given over to meeting the Board's scrutiny functions. Board members commented that this was helpful but perhaps needed a clearer steer at the beginning of meetings about the intent behind the agenda items.

4. It was agreed that board effectiveness reviews should be undertaken annually but that these needed to be extended to include information about the effectiveness of the relationships around the table.

ACTION POINT: RM to ensure that future board effectiveness reviews are extended to include questions about relationships and behaviours.

5. Members also felt that the NEBM timetable could be further developed to highlight those events that were key to attend.

ACTION POINT: The Secretary to identify key events that NEBMs would be expected to attend and to highlight on the annual planner in readiness for 2018-19.

6. It would also be good to continue to build the plan of possible discussion topics, although members appreciated that often the Agency did not necessarily know in advance what was coming in the future.

ACTION POINT: The Chair and Secretary to ensure that strategic actions are fully captured and that the action log is issued to members within two weeks of the meeting.

8. The recruitment of 2 new non-executives was discussed and it was confirmed these were not stakeholder attendees but rather, they would be members of the board. That led to a discussion about whether it would be better to have non-executives attend ET rather than have a separate MB. This would be considered as part of the review of the corporate governance committee structure.

Corporate Plan

9. Board members discussed the development of Education Scotland's new corporate plan. The context for the new Corporate Plan was set within the publication of the Scottish Government's Next Steps document. Members highlighted the importance of enhancing Education Scotland's reputation. Discussion took place around our 'key customers'. Members agreed that educational leaders and practitioners were key customers although there were a range of additional stakeholders that we need to engage with. The need to do a full stakeholder analysis was therefore highlighted as a key process. This should involve the Board.

ACTION POINT: To undertake, as part of the development of the Corporate Plan, a stakeholder analysis exercise to ensure clarity about who the key stakeholders are that we need to influence.

ACTION POINT: Consider developing a stakeholder engagement strategy and handling plan.

10. Members felt that the Agency could develop a higher and more proactive profile. This should therefore form a key part of the corporate plan. Discussion took place around the use of digital and social media channels and empowering staff to use different approaches to promoting the work of the Agency.

11. In looking at developing our future role, we need to clearly demonstrate we are change leaders and we also need to also show that this is an effective organisation. Further, we need to be better at measuring what we do so as to demonstrate the value we **add** to the system and in doing so, we need to develop

our understanding about what the external environment is interested in. That knowledge should then inform the development of a set of core measures. This would likely require us to look at how good our data systems were. It wouldn't be enough to capture only hard data, there was also a need to capture soft data.

12. It was noted that there was a need to measure both the Agency's unique contribution to the education system but also our collaborative contributions. In doing so, it would be important to gather and highlight both hard evidence and anecdotes/stories of success. Anecdotes and stories build affinity with the agency and the stories don't have to be from our perspective, the contributions could be from practitioners for example. Nor did stories need to be big – they could be small but they needed to be publicised on an on-going basis and not just at the end of the year.

13. Members felt that the existing strategic objectives needed to be replaced with new ones and that these needed to be written in the right way to ensure clarity about our role. This would also signal aspects of existing work that had moved on in the education system, for example, developing CfE. The Corporate Plan needed to be clear about what **our role** is in delivering each objective and how we will measure success - we need to state at the outset how we will know when we have met the objectives. Indeed, all strategic objectives and strategies should have accompanying measures (including both input and output measures) and a clear reporting structure.

16. Discussion took place about the importance of signalling the benefits arising from bringing the inspection and improvement functions together as part of the Corporate Plan. This was an aspect that was raised at Education and Skills Committee. The question would continue to arise and so including this as part of the Corporate Plan should be a clear focus for the Agency.

17. Discussion took place about next steps in the development of the corporate plan. Education Scotland staff were being asked for views about the development of the Corporate Plan in advance of external stakeholders. Staff would be consulted about the Corporate Plan with questions issuing after the meeting. A draft Corporate Plan would be developed and would go to both staff for further comment and stakeholders for consultation.

20. In summary, the key things members highlighted for consideration were:

- Refresh the Agencies strategic objectives in light of new roles.
- Develop Indicators and measures for each strategic objective.
- Identify the risks that might threaten the new objectives.
- Agree how strategies and work streams the agency is support the new strategic objectives.
- Actively seek to raise the Agency's profile and enhance its reputation.
- Undertake a full stakeholder analysis with the Management Board
- Develop an approach to documenting and evidencing the benefits of bringing inspection and improvement together into one Agency.

21. Finally, it was noted that there was a SG report into the Schools of Aambition – programme which could provide useful lessons to learn from.

Any other business

22. Non-executives were thanked for their time and their very helpful input.

Roz McCracken

Acting Management Board Secretary

September 2017