

## Meeting of the Management Board

A meeting of the Management Board was held on Tuesday 16 December 2014 at 11:30 am 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

#### Attendees:

Linda Rae  
Nicola Mellis  
Juliet McAlpine (*Item 6*)  
Maureen Mallon (*Item 7*)  
Anna Boni (*Item 8*)

#### Apologies:

Kate Dunlop

### 2. Chair's Update

Bill gave an update on the Programme for Government which has a significant focus on Attainment with consequent commitments for Education Scotland.

The First Minister is showing a very personal interest in the Education agenda and will be visiting her old primary school during January.

### 3. Minute of previous meeting and action log\*: 3 October 2014

Noted 1: A mis-spelling on page 2 was identified.

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

Noted 2: All but one action had been completed or was on the agenda for discussion.

**Action 1: The following action required re-wording:**

**Moi to share with the Board guidance notes and the cover sheet from the Ambulance service.**

Noted 3: There was discussion regarding Non-Executive Directors shadowing members of the Executive Team. It was thought that this would be helpful.

**Action 2: Linda to give consideration to NXD shadowing programme.**

#### 4. Matters arising\*

There were no matters arising.

#### 5. Declarations of interest\*

There were no declarations of interest.

#### Items for discussion

#### 6. People Strategy

Juliet McAlpine was welcomed to the meeting. Juliet set the context for a discussion of the draft People Strategy, which was being presented to Management Board for approval.

Noted 1: Education Scotland's People Survey is the same survey as that completed by Scottish Government core staff.

Noted 2: Members of the People Board have been identified to represent a broad spectrum of staff from across the organisation.

Noted 4: Three main work streams will be developed to take forward the People Strategy.

1. Optimising our people – defining our approach to performance, developing opportunities, and talent management.
2. Engagement, communication and involvement – involving and engaging staff.
3. A great place to work – building on the current culture and values work to consider the overall culture and socialisation of the organisation.

Noted 5: Although we have to follow some procedures which are set by Scottish Government, they are not always appropriate for Education Scotland and they can become constraints on the organisation. This is a risk which has been identified and is to be explored in a meeting with Bill and Alastair with Scottish Government HR.

**Agreed: The Board agreed to sign off the People Strategy and would like to see the Action Plans in due course.**

## 7. Strategic Objective 5 Strategy

Noted 1: Maureen Mallon was welcomed to the meeting. Maureen provided an overview of the draft strategy which focuses on how we will develop and improve our capability to provide high quality, influential advice to Ministers and their policy advisers in SG core.

Noted 2: The overall objective is to maximise our overall knowledge, expertise and evidence base and use our collective understanding and analysis of education and learning to shape and influence policy development.

Noted 3: It was agreed that training will be required for all staff to improve skills in engaging with Ministers and drafting policy advice.

Noted 4: The Board agreed that having an early sight of the paper was useful.

**Actions: The following actions were noted:**

- **Any written comments on the paper should be forwarded to Maureen.**
- **'State of the Nation Report' to be tabled at a future Management Board meeting.**
- **A section on 'what it will deliver' to be added to the paper.**

## 8. International Strategy

Anna Boni was welcomed to the meeting to give an update on the implementation of our international strategy.

Noted 1: The four drivers of the policy are:

1. Increasing the global competences of all learners;
2. Enhancing national education policy and practice;
3. Sharing practice internationally and engaging in partnership working with international organisations;
4. Contributing to the improvement of education in other countries, including the developing world.

Noted 2: Anna summarised the implementation strengths as:

- great interest in the Scottish education system, and in the work of Education Scotland;
- building on the good work already in place across the organisation in relation to international engagement;
- creation of strategic and operational groups to monitor the implementation of the strategy;
- partnership working strengthening and productive.

Noted 3: Effectively prioritising what we do, to give a balance of learning and sharing, was agreed to be an important benefit that should flow from effective implementation of the strategy.

## 9. Skills Matrix

Noted 1: Linda provided the Board with a graphic representation of the balance of skills across the Non-Executive Directors.

Noted 2: It was agreed that a more 'free-form' questionnaire might capture more of the expertise and knowledge of the NXDs and that this might be more helpful to SDs and ADs.

**Action: Linda to develop, collate and table at Management Board in March.**

**Agreed: It was agreed that the matrix shows there is no significant gap which we need to fill.**

## 11. Update from Strategic Boards

Alastair provided the Board with an update on the work of the Strategic Boards.

### 11.1 People Board

Noted 1: Alastair gave an update on the three overarching work streams as discussed at item 6, People Survey.

### 11.2 Resources Board

Noted 1: The first meeting of the revised Resources Board was postponed due to insufficient attendance but was scheduled for 15 January 2015.

### 11.3 Strategic Impact Board

Noted 1: The Board is currently modifying the 18 measures and will update the Management Board once finalised.

### 11.4 Change Board

Noted 1: Developing a new approach to Document and Records Management has now been identified as a Change Project reporting to the Change Board.

Noted 2: The following updates were noted on the IT imperative:

- 100 colleagues still to be migrated to Scots
- 60 colleagues to be migrated before Christmas

- 40 colleagues to be migrated first week of January.
- On track for total transfer by Thursday 15 January 2015.

Noted 3: Alastair stressed that this had been a very challenging process and paid tribute to Joanna Gilchrist who had led the programme for a number of weeks and had made a real difference to the implementation.

Noted 4: Business planning and Internal Communications are no longer imperatives, having been successfully signed off. The new intranet is now live.

Noted 3: The Health and Safety Group will meet this week. A named Health and Safety person has been re-instated at each office.

Noted 4: Paper on flexible working is on track to be considered by Resources Board in January and CMG thereafter.

## **12. Update from Audit and Risk Committee**

Noted 1: As Kate was unable to attend the Board, she had provided Linn with a written update from the Audit and Risk Committee which Linn shared with the Board.

**Agreed: All were happy with the update.**

## **Items for noting**

### **12. Any other business\***

No other business to note.

### **13. Date of next meeting\***

Noted 1: The next meeting is scheduled to take place on Tuesday 19 March 2015 at 13:00, Denholm House, Livingston. Bill wished the Management Board a Merry Christmas and thanked members for the contribution during 2014.