

## Meeting of the Management Board

A meeting of the Management Board was held on Wednesday 25 June 2014 at 11:00 am in the Boardroom, Denholm House, Livingston.

### 1. Apologies/welcome\*

**Present:** Bill Maxwell (Chair)  
Stephen Coulter  
Kate Dunlop  
Mike Ewart  
Graeme Logan  
Linn Phipps  
Linda Rae  
Gayle Reilly

**Apologies:** Alan Armstrong  
Alastair Delaney  
Graeme Ogilvy

Bill noted that Graeme Ogilvy's tenure as a Non-Executive Director was ending. Bill expressed his thanks to Graeme (in absentium) for his work with both Education Scotland and predecessor organisations.

### 2. Minute of previous meeting and action log\*: 5 March 2014

**Agreed:** The Minute of the previous meeting was approved subject to a few minor amendments.

Noted 1: All actions on the log are complete.

### 3. Matters arising\*

Noted 1: There were no matters arising.

### 4. Declarations of interest\*

Noted 1: No change to the register.

### Items for discussion

### 5. Establishing a framework for measuring progress

Noted 1: Stephen Coulter presented the Establishing a framework for measuring progress update document to the Board explaining that work was underway within the Strategic Impact Board (SIB), Resources Board and People Board to develop a model of performance reporting.

Noted 2: Stephen provided a brief update on the three Strategic Boards:

- Resources Board are giving consideration to how we monitor finance and the people we have in the organisation.
- People Board are looking at the results of the people survey and how we continue to engage and manage our staff.
- SIB has commissioned work from Assistant Directors to look at programmes and measures.

All this information will be brought together to produce a balanced scorecard that will be updated on a quarterly basis looking at inputs and outcomes.

Noted 3: There is now a consistent approach to programme management which is a significant step forward. However, it was noted that in order to get the balanced scorecard correct then we need to have the right key performance indicators (KPIs) at programme level.

Noted 4: An overview of the Strategic Objective Steering Groups (SOSGs) was provided and there was discussion regarding consistency of measurement for these groups. The knowledge management team will be working with groups to develop consistent measures.

**Action: An update on the SIB and all of the SOSGs to be provided at the next Management Board meeting. Alastair Delaney.**

## **6. Business Planning Update**

Noted 1: Stephen apologised for tabling this paper on the day and a brief discussion took place. Stephen advised that CMG had signed off the budget.

**Action 1: Kate to feed her comments back to Stephen on the Business Planning Update paper. Kate Dunlop.**

**Action 2: Some revised text to be added to section four to define percentage of total revenue. Stephen Coulter.**

**Action 3: A chart illustrating resources allocated by Strategic Objective to be produced. Stephen Coulter.**

**Action 4: Revised version of the business plan to be brought to the October meeting before on-line publication. Stephen Coulter.**

**Action 5: Review of business planning to be discussed at next meeting. Stephen Coulter.**

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

Noted 1: Linda Rae presented the Management Board Terms of Reference for review and there was discussion regarding how the Annual Performance Review of the Management Board could be undertaken.

Noted 2: Kate Dunlop informed the Board that a self-evaluation questionnaire had now been issued to all members of the Audit and Risk Committee for completion by 1 August 2014 and a facilitated workshop will take place in September to analyse the results as a way of recording the effectiveness of the Committee.

Noted 3: Linn Phipps advised that she had seen many examples of such questionnaires and could send these onto Linda.

**Action 1: Linn to send examples to Linda who will adapt for the agency. A questionnaire to be circulated to all members for completion with discussion of the results to be discussed at the October meeting. Linn Phipps and Linda Rae.**

**Action 2: Up-dates from the SIB and Resources Board to be added to the Agenda for discussion at the October meeting.**

## Items for noting

## 8. Annual Accounts 2013/14

Noted 1: Stephen Coulter informed the Board that the Annual Accounts had been approved at the Audit and Risk Committee meeting on Friday 13 June 2014. The Department of Work and Pensions (DWP) information was unavailable at that time but the information is now available in order to update the Accounts. There are no significant weaknesses or failures that need to be noted.

**Agreed:** The Annual Accounts for 2013/14 were agreed by the Management Board pending final amendments. They will then be signed by Bill Maxwell, Chief Executive, Education Scotland and Alastair Craik, Senior Audit Manager, Audit Scotland within two days of the meeting and will then be laid before Parliament.

Noted 2: The Annual Review has been collated and will be signed off by Friday 27 June 2014. It is hoped to publish the review and lay before Parliament in August.

**Action: The Annual Review to be shared with all Board members in August.**

## 9. Corporate Risk

- Noted 1: Stephen informed the board that a risk workshop for members of CMG had taken place on Friday 30 May 2014. The risk register is still being drafted looking at the controls, mitigating actions and assurances.
- Noted 2: The new revised register will be discussed at the Audit and Risk Committee meeting in September.
- Noted 3: Linn offered her support in the development of the risk register. She suggested that there should be a top down horizon, scanning view to look at future risks.

## 10. Update from Audit and Risk Committee

- Noted 1: Kate provided the Board with a verbal update on the business of the Audit and Risk Committee meeting on Friday 13 June. The following was noted:
- ⇒ A pre-meeting with the internal and external auditors took place which was considered very worthwhile. This will now become a regular meeting.
  - ⇒ The internal and external auditors have a positive view of their relationship with Education Scotland.
  - ⇒ There are no significant weaknesses with the Annual Accounts and were happy to sign them off. There was a £1.1 m underspend.
  - ⇒ Internal Audit provided an overview the IT review which gave substantial issues for concern. Limited assurance was given on the programme of activity. The Board should note that basic standards are not being met. A more positive report was provided on business delivery and general governance.
  - ⇒ An update on the SIB was provided which was very positive.
  - ⇒ The Establishing a framework for measuring progress paper was discussed. There is still a lot of work to be carried out but progress is being made.
  - ⇒ A Memorandum of Understanding with the Scottish Public Services Ombudsmen (SPSO) was noted.
  - ⇒ External Audit provided statements of standards and expectations.
  - ⇒ Defibrillators have now been provided for both the Glasgow and Livingston offices.
  - ⇒ Kate felt it had been a difficult meeting but was heartened by the response of the CMG.

## 11. Strategic Objective 2 – Final Strategy paper

Noted 1: The final strategy paper for Strategic Objective 2 was noted. Linda informed the Board that although this was an internal document, it would be published on the Education Scotland website. It was noted that this document is a very clear model for professional learning.

Noted 2: Linda informed the board that the International Strategy had also been published which board members would like to see.

**Action: Linda to send a link to the International Strategy to all members. Further discussion on this paper should be scheduled for a future meeting. Linda Rae.**

## 12. Any other business\*

12.1 Minutes of Audit and Risk Committee / Management Board

Noted 1: Kate requested that the Minutes from the Audit and Risk Committee and Management Board be shared with all members.

**Action: All Non-Executives to receive a copy of the Minutes from both the Audit and Risk Committee and Management Board meetings. Gayle Reilly.**

## 11. Date of next meeting\*

Noted 1: The next meeting is scheduled to take place on Friday 3 October 2014 at 10:30 am, The Optima, Glasgow.

Noted 2: Leslie Evans will be in attendance at the October board meeting.