

Management Board

Minutes of meeting

Date: 27/09/2016

Time: 10.30-12.30

Location: Boardroom, Denholm House, Livingston

1. Apologies/welcome*

Present: Apologies: None
Bill Maxwell (chair)
Moi Ali
Alan Armstrong
Lesley Brown
Alastair Delaney
Kate Dunlop
Mike Ewart
Maureen Gore
Graeme Logan
Roz McCracken
Lin Phipps
Nina Hyslop (secretariat)

Bill welcomed the group.

Roz asked that the Board to consider a new approach for future meeting to be held in two parts; firstly an open discussion, followed by substantive issues. Feedback for changes and improvements to future Board meetings was invited.

2. Minutes of previous meeting and actions 18 July 2016

Noted 1: Two corrections to be addressed from previous minutes.

Noted 2: Framework document to be reviewed, RM advised that it would be revised and issued to stakeholders for feedback, following the outcome of the Education Governance Review.

Noted 3: Internal Audit to look at Governance Review (which runs until January 2017), followed by Framework document (early 2017).

Noted 4: MA suggested that RM contact Police Authority for their Framework document.

Agreed 1: Minutes from previous meeting approved.

Action 1: Correction of 'Frazer' to 'Fraser' and removal of additional punctuation in previous minutes.

Action 2: Framework document to be reviewed. MA to supply name of Police Authority contact to RM.

Action 3: Add key for completed items and re-colour completed item for clarity.

3. Declaration or Conflict of Interest

Noted 1: No new declarations or conflicts stated.

Strategic and Horizon Scanning Discussions

4. Chair's Update – the Strategic Context

Noted 1: It has been a very busy period since the previous Management Board in June; National Improvement Framework, Delivery Plan, and Programme for Government (PfG) which has been brought forward. Rapid changes have been requested by Scottish Government. The Governance Review is underway with completion by January 2017.

Action 4: Add Governance Review to Risk register.

5. Delivery Plan – Future direction for Education Scotland

Noted 1: Delivery Plan was produced by Scottish Government, following the appointment of Mr Swinney as Deputy First Minister and Cabinet Secretary for Education and Skills (DFM), which Education Scotland (ES) delivered around the Curriculum for Excellence, as a one-stop guide for teachers; do's and don'ts

Noted 2: A review of Local Authority's role in tackling bureaucracy reporting back was carried out by ES and reported back to the DFM. Tensions are high between local and central government following the review.

Noted 3: ES have very good relationships with stakeholders. A submission will be required on the role of the agency. We have a duty to promote the best way forward and do a self-evaluation. Consider strengths and weaknesses of ES and principles of what a change of system would need to deliver. Non-executives invited to provide thoughts.

Noted 4: Reorganising ES would present challenges for curriculum and inspection. Require to demonstrate what we are good at and our unique selling point, and form our vision to influence decision with a lessons learned from the creation of ES. We must be seen to engage at an earlier stage with staff.

Action 5: Executive Team and Non-Executive Directors' Away Day to be organised to discuss the Education Governance Review and interrogate our response.

6. Portfolio Board dashboard

- Noted 1: First Portfolio Board identified resource issues for some programmes, which were swiftly managed by the Corporate Leadership Team to release resource for inspection and the Scottish Attainment Challenge.
- Noted 2: The move of ES website platform was noted as an immediate concern. ES have engaged with staff to ensure the information contained in the current website is reviewed before the website is switched off – when the data will be lost.
- Noted 3: The coversheet for this item didn't provide clear understanding of what the risks were.
- Noted 4: The Portfolio Board dashboard is relative to that particular board and is not intended to provide a measure on progress against outcomes for review at the Management Board.
- Agreed 1: All coversheets to provide a short narrative and identify risks and changes clearly.**
- Agreed 2: To bring forward an in depth review of one of the programmes on an occasional basis at future Management Board meetings.**
- Action 6: Ensure coversheets are adequately completed and summarise what risks and changes are contained in the respective papers.**
- Action 7: Substantive agenda item to catch up on Portfolio Board to review a programme.**

7. Update on Improving our Organisation

- Noted 1: Overall the Programme and milestones had an amber status, due to the national delivery plan, but the group are working hard and have engaged with focus groups to progress.
- Noted 2: There is now a Learning and Development (L & D) area on the intranet, set up as a one-stop shop (Open University, coaching, Civil Service Learning etc). In previous staff surveys L & D has been criticised.
- Noted 3: Programme dashboard reviewed. Work was underway to develop programmes outcomes and these would be considered at the next Portfolio Board in November/December.
- Noted 4: A skills review is planned for staff completion, with line managers engaging with staff at monthly conversations to encourage completion.

Noted 5: The Business Planning model has had a 'lessons learned' and they are working on improving this for next year. Address issues over the number of programmes and the resource required from outset to be considered.

8. Feedback from Focus Groups/Conferences

Noted 1: Lack of engagement from staff on key risks. ES will review and action on the feedback received. ES need to be seen as effective with a 'you said, we did' response from the focus groups which were held before the summer. Staff appreciated the honesty from the Corporate Leadership Team. The Executive Tea, noted concerns on values and behaviours and a lack of opportunity for lower grade staff.

Noted 2: Continuing theme of issues around lack of communication and engagement. ES to identify where people think they belong and use a team approach, utilising the line managers to reinforce messages. Identify quick wins, and sharing information quickly.

9. Finance Report

Noted 1: Budget outturn feedback simplified following feedback received previously. Forecast and meanings provided in coversheet.

Action 8: Acronyms to be written out for ease in all papers.

10. Spending Review

Noted 1: Item tabled at Audit and Risk Committee. Two 'spend to save' options submitted to DFM for consideration; digitisation and accommodation under review. No other cuts possible within the agency.

Noted 2: DFM clear that no cuts are to be made to education, but consider sustained cuts to core cost.

Noted 3: Much earlier approach from Government has been appreciated and discussions with DFM on speculative proposals and how we can help had been constructive.

11. Non-Executive Shadow Pilot

Noted 1: LP attended an away day which discussed key issues and engaged in real discussions with options and ideas, positioning and unique selling points and reflection of the Non-Executive Director role.

Noted 2: More rational process on what is expected from the Non-Executive Directors; attending key meetings (Boards), external events (SLF), staff conferences etc., what they do and our expectations of them would be welcomed.

Agreed 1: Advance warning of dates required – setting dates out as early as possible for optimum attendance.

Action 9: Issue all meeting event dates as early as possible to non-executives

Items for noting

12. Audit and Risk Committee report

- Noted 1: BM, GL and ME had submitted apologies and not attended the ARC meeting. AA had attended for the beginning of the meeting only.
- Noted 2: Finance was covered.
- Noted 3: Spending Review was covered. Scenario planning to be considered at future meeting.
- Noted 4: Risk Register taken forward by RM. Deep dive into a risk at a future meeting.
- Noted 5: Health and safety covered.
- Noted 6: A different approach on self-evaluation questionnaire required, returns required by end October. All to respond on what is working and any suggested improvements.
- Noted 7: Coordinate paper to Audit and Risk Committee to Management Board going forward.

13. Any other business

- Noted 1: New format of Management Board welcomed – meeting into two parts. Feedback to be requested by RM for response and to be shared.

No other business

Date of next meeting: 16 December 2016, Boardroom, Optima – 10.30-12.30