

Meeting of the Management Board

A meeting of the Management Board on Thursday 25 June at 12:00 in Meeting Room 4, 2nd Floor West Rear at St Andrew's House.

1. Apologies/welcome*

Present:

Members:

Bill Maxwell (Chair)
Graeme Logan
Alan Armstrong
Mike Ewart
Moi Ali
Linn Phipps
Kate Dunlop

Attendees:

Rossana Kausar
Janie McManus (*Items 7 and 9*)

Apologies:

Alastair Delaney
Lesley Brown
Linda Rae

Bill welcomed Ben Gray, Non-Executive Director of the National Registers of Scotland, to the meeting. Ben was shadowing Linn Phipps.

Bill noted apologies from Lesley Brown, Alastair Delaney and Linda Rae. He also noted that Graeme Logan would need to leave the meeting early due to another commitment.

Bill further advised the Board that, due to illness, Patricia Lewis was unable to attend the meeting. Therefore, agenda items 10 & 11 will be deferred, with electronic copies of the Annual Review and Business Plan to be circulated to Non Executive Directors for comment.

Action: Electronic copies of the Annual Review and Business Plan to be circulated to Non Executive Directors for comment. Action: Linda

2. Minute of previous meeting and action log*: 19 March 2015

Noted 1: Linn Phipps asked that on Page 2 *Item 5 – 2014 MSP Advocacy survey* that the minutes note that there was agreement at the previous meeting to consider the desirability and cost of adding more ES specific questions to the MSP questionnaire.

Agreed 1: Following the above amendment, the minute was approved as an accurate record of the meeting.

Noted 2: Action Point 5: Skills Matrix - it was noted that it may be helpful to include details of the wider connections and contacts of NXDs.

Action 2: NXDs to send details of their wider contacts to Linda. Action: NXDs and Linda.

Noted 3: Action Point 7: Shadowing Calendar – it was suggested that there is a process by which shadowing opportunities could be offered to individuals who are being actively developed as potential future NXDs, with a view to increasing diversity on Boards.

Action 3: Public Bodies Unit to be approached regarding the possibility of offering opportunities to such individuals to shadow our Boards. Action: Linda.

3. Matters arising*

Noted 1: Leadership Development Programme for Assistant Directors

The Board endorsed the importance of investing in development of the AD group as a key leadership group driving change in the organisation. There was some discussion around the broad outline of the programme in the paper presented to the Board and Board members were invited to submit further specific comments. The need for a clear articulation of the model for organisational change was highlighted. Board members expressed interest in receiving a more detailed description of the programme together with further detail on progress and outcomes.

Action: Alastair to circulate the description of the programme and meet with Kate to discuss further. Programme to be discussed at next meeting. Action: Alastair.

4. Declarations of interest*

- Noted 1: Mike Ewart advised the Board that Chivas Brothers are making a Financial contribution to an education trust which he is involved with.
- Noted 2: Ben Gray asked the Board to note that he is on the Board of Twig, a software development company which has bid for financial support from Education Scotland..

Items for discussion

5. State of the Nation Report

- Noted 1: Bill provided an update on progress made towards the development of the State of the Nation Report 2016, which will link to the National Improvement Framework. Alastair and Bill had met with the Cabinet Secretary on 4 June to discuss the report. The Cabinet Secretary was supportive of the concept of the new style report. She asked that consideration be given to publishing the report in June 2016 rather than the autumn. The date remains provisional, however and there will need to be further consideration of how it fits with the work already now gathering pace around the National performance Framework.
- Noted 2: Key risks were discussed, including ES ensuring that there is sufficient rigorous evidence to ensure the report carries wide authority and credibility and can be defended confidently against challenge..

6. Organisational Development Plan

- Noted 1: The Board discussed a draft of the proposed Organisational Development plan. There was discussion regarding the audience and purpose of the plan, with a request for a shortened, more focussed report to be provided.
- Action: NXDs to email their thoughts and feedback to Linda, who will collate responses and pass to Alastair. Action: NXDs and Linda.**

7. Update on the Scottish Attainment Challenge

- Noted 1: Graeme Logan provided a brief updated on his new role as Strategic Director for Attainment and Improvement. Graeme continues to be a member of the Education Scotland senior leadership team, whilst liaising very closely with the Learning Directorate, who retain overall policy responsibility for the Scottish Attainment Challenge. In this new role Graeme will also provide educational leadership for the development of a new National Improvement Framework.
- Noted 2: Janie discussed the significant progress of the appointment of the Attainment Advisors as part of Education Scotland's contribution to the Scottish Attainment Challenge. The commitment is to appoint 12 Attainment Advisor by 31st August, in addition to the 7 Attainment Advisors for Challenge Authorities.
- Agreed: The Board agreed that this work represented a very positive development for the organisation, demonstrating Ministerial confidence in the agency's capacity to play a key role in leading delivery of a key policy priority, although the challenges of getting the right resources in place to ensure success were also clearly recognised.**

8. Read, Write, Count update

- Noted 1: Graeme provided an update on the progress in the development of the Programme for Government commitment regarding Read, Write, Count. The primary aim of the project is to raise attainment and narrow the attainment gap between most and least advantaged pupils. The key target audience is P1-P3 and their parents or carers. One of the aims of the project is to promote positive and supportive attitudes towards literacy and numeracy. The Board agreed that this was an important piece of work for Education Scotland to be taking forward.

9. Update from Strategic Impact Board

- Noted 1: Janie McManus provided a report and sought comments from the Board on the emerging approach being developed within Education Scotland towards establishing measures for assessing impact. There was discussion about the progress made in clarifying outcomes.
- Noted 2: SIB has been leading the process of identifying key measures which programmes can adapt to use within their own evaluations.

Noted 3: The Board noted the positive work which has been on-going toward identifying output measures which could be used to report on impact in 14/15. The Board stressed the importance of extending the range of outcome measures this year so that stronger evidence of impact could be in place for the current year.

10. Annual review and accounts

Noted 1: Deferred. See Page 1 of Minute.

11. Business Plan 2015/16

Noted 1: Deferred. See Page 1 of Minute.

12. Annual Report from Audit and Risk Committee

Noted 1: Kate presented the Annual report from Audit and Risk Committee. The report provides an assurance that the ARC is operating in accordance with relevant guidelines and has undertaken its duties.

Noted 2: Bill thanked the Chair of the Audit and Risk Committee for her work on the report.

Agreed: The group formally accepted the report.

Items for noting

13. People Board Action Plan

Noted 1: The group reviewed the Action plan and the highlight report for Workstream 1 from the People Board. It was noted that all three workstreams will be asked to produce similar highlight reports.

Action: The chair invited the NXDs to provide comments by email (to Juliet via Linda) or to attend the next People Board Meeting. Action: NXDs.

14. Any other business*

Noted 1: Linn had provided sample questions for the Self Evaluation exercise. The Board felt these provided a good basis to work with.

Agreed 1: It was agreed that the evaluation process should best be undertaken through a facilitated collective discussion around key areas of the questionnaire (especially the more behavioural aspects) whilst some lower level 'informational' aspects of the questionnaire could be pre-completed in advance.

**Action: Linda and Kate to meet to discuss the process for self-evaluation.
Action: Linda to arrange.**

15. Date of next meeting*

The next meeting is scheduled to take place on Tuesday 1st October 2015 at 13:00 hours, in Denholm House, Livingston.