

# Management Board

## Minutes of meeting

Date: 20/04/2016  
Time: 0930 - 1130  
Location: Borders Room, the Optima, Glasgow

### 1. Apologies/welcome\*

Attendees:	Apologies:
Bill Maxwell (Chair)	Moi Ali
Alan Armstrong	Mike Ewart
Lesley Brown	Graeme Logan
Laura Burman	
Alastair Delaney	
Kate Dunlop	
Maureen Gore	
Nina Hyslop	
Linn Phipps	
Daniel Waddell (secretariat)	

### 2. Minutes of previous meeting and action log 25 June 2015

Nothing for noting on previous minutes.

Action 1 – Will be deferred due to NXDs contract running out and governance review taking place.

Action 2 - Business plan and annual review – complete. New versions will be released end of June.

**Agreed 1 – the action log will pick up impact of what has been carried out similar to CMG and ARC action logs.**

### 3. Declarations/register of interest

Nothing for noting.

## Items for discussion

### 4. Improving our Organisation

Noted 1: The Programme Definition Document (PDD) sets out the purpose of the programme. This sets out the outcomes of the programme and the benefits to the organisation. This will be updated as the programme goes on. There is a defined programme structure with a small programme office with support staff and comms officer.

**Action 1: Risk register is being finalised and will be shared at the next Management Board.**

Noted 2: More definition needed on how we actually see what change/impact has taken place to realise the benefits. More detail in what we want should be added to the workstream dossier.

Noted 3: Roadmap highlights where we are, how we address it (broad terms) then what success will look like. 3 workstreams are clearly planned whilst the fourth began detailed planning on 1 April.

Noted 4: Milestones are designed to sit with the highlight report. Key deliverables achieved, summary of risks and issues and comms/engagement. Portfolio approach to programme reports with the Portfolio Board to begin formally in June.

Noted 5: Key Risks related to reduced secondee staff and returning TRS staff will have an impact on staff morale but a communications approach has been developed to address this. A sub-group has been set up for comms with staff that reports to Maureen Gore and Comms officer.

Noted 6: AD Leadership development final session took place yesterday based on strong corporate leadership team to make the culture changes needed in the organisation. Recent months have allowed staff to use the skills learned. Feedback has been sent back by ADs for reflection. Final report will be ready in autumn.

Noted 7: COO met with all ADs to find out how they felt about the training. The overall feeling that the programme had helped with collaboration and problem solving during difficult times and developing a culture of problem solving at source.

## **5. Developing the Corporate Plan 2016-2020**

Noted 1: Proposed approach to stakeholder engagement and timescales for the development of the Corporate Plan.

Noted 2: Structured and centralised approach with how we engage with stakeholders. Such as one-to-one meetings with most influential people and group meetings with similar stakeholders

**Action 2: Doodle poll to be created for corporate plan workshop in June involving NxDs.**

## **6. Governance going forward**

- Noted 1: Governance structure sets out how we deal with work (internally). CMG to put on public record any strategic decisions made. Other board's decision-making feeds up to CMG for noting. Portfolio Board is chaired by COO and will ratify agreements and make sure they are reflected in business plan. Joint ventures with other agencies, such as SG policy departments, will still report to Portfolio Board to evaluate Education Scotland's contribution. Strategic Development Board will cover strategic reviews, scenario planning, stakeholder engagement. These will be captured by a formal reporting process.
- Noted 2: Improving our Organisation Programme will be chaired by Maureen Gore. The organisation will always have a focus on improving. Resources and People Board remain but develop a more strategic focus.
- Noted 3: Wider governance paper focuses on what the requirements are and the approach to give long-term policy that doesn't rely on the structure of the boards. Direction setting that brings together all the elements from the governance structure.  
3 tier system that recognises the framework agreement is our overarching governance structure.  
Tier 1 - SG framework agreement sets out accountable officer and key relationships.  
Tier 2 - set out the standards for governance meetings  
Tier 3 - how other boards rule and feed through the tier 2 boards.

**Action 3: Framework document to be reviewed.**

No other business was discussed. The next meeting of the group will be held 10 June, Boardroom, Denholm House.