

SB(18-19)5 Minutes

SAAS Board

Date of Meeting	Wednesday 28 November 2018
Time	10:30 – 13:00
Location	Boardroom, G Spur, Saughton House

Attendees

Present

- Paul Lowe, SAAS Chief Executive (PL) (Chair)
- Lauren McNamara, SAAS Director of Policy, Engagement and Change (LMcN)
- Laura McCluskey, SAAS Interim Director of Operations (LMcC)
- Ed McGrachan, Non-Executive Board Member (EM)
- Janet Unsworth, Non-Executive Board Member (JU)
- Kathy Patterson, Non-Executive Board Member (KP)

In Attendance

- Rebecca Hodson, SAAS Business Support (RH) (Minutes)
- Yasmin Ali, SAAS Governance and Business Support Manager (YA)
- Tracy Deayton, SAAS Business Change Manager (TD)
- Lyn Gellatly, Head of Portfolio Management and Change (LG)
- Pamela Donnelly, SAAS Head of Organisational Development and Learning (PD) (Observing)
- Tom Winterburn, SAAS Enquiry Officer (TW) (Observing)

Apologies

- Anne Ward, SAAS Interim Director of Corporate Services (AW)

1. Welcome

1.1. The chair opened the Board meeting. Pamela Donnelly and Tom Winterburn were introduced and welcomed in their capacity as staff observers. Yasmin Ali was welcomed in her new role and it was noted that she would attend all SAAS Board meetings going forward.

2. Minutes of previous meeting and matters arising

SB(18-19)5-1

2.1. The minutes of the previous meeting were approved.

3. Update on action points

SB(18-19)5-2

3.1. The actions were reviewed and updated – see Annex.

4. Chief Executive Update

- 4.1. PL updated the Board on the progress of the appointment of the new Non-Executive Board Member (NEBM). Jane Handley’s scheduled start was 13 December 2018.
- 4.2. It was noted that YA had been working to organise a series of induction sessions for the new NEBM, Independent Member of the ARAC and existing NEBMs.
- 4.3. The Board was updated on the progress of the appointment of the new C3 Digital Director post.
- 4.4. It was noted that PL’s departure date from SAAS had not been formally agreed but was likely to be during the course of December 2018. The process to appoint a successor was well advanced.

5. Advisory Committee Update

- 5.1. KP provided an update on the last meeting of the SAAS Advisory Committee. It was agreed at the last meeting that the Advisory Committee would be renamed as SAAS Strategic Overview Committee (SOC).
- 5.2. It was noted that the review recommendations had been accepted in full and would be implemented in January 2019.
- 5.3. KP noted that the committee had discussed budget pressures, the IAG Portal and Brexit.
- 5.4. KP advised that the balanced scorecard was not presented at the last meeting. The Board agreed that it would be important to produce a performance report for the SOC, with an appropriate set of information presented in a short and clear way. It was noted that there were elements of information within the balanced scorecard that would be more relevant for the SOC than others. It was agreed that a discussion would take place to specify the style and content of the SOC performance update.

AP	Kathy Patterson	Lauren McNamara and Kathy Patterson to have a discussion around how to structure and present SAAS performance information to SOC.	23/01/19
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6. ARAC Update

- 6.1. EM updated the Board on the activities of the SAAS Audit and Risk Assurance Committee (ARAC). It was noted that a Risk Management Update was on the agenda for discussion by the Board and that the Finance and Fraud quarter 2 reports had been issued to Board members to note ahead of the meeting.
- 6.2. It was noted that Internal Audit intended to deliver the audit plan as scheduled. The planning process for the 2019-20 IA plan was also discussed and it was agreed that a discussion should be held to formulate this.
- 6.3. PL confirmed that the SAAS Executive Team had received a draft of the Workforce Planning Review undertaken by Internal Audit. There were a number of points that needed to be explored with IA in relation to the draft. LMcN was scheduled to meet with Dougie Shepherd to discuss this.

AP	Secretariat	To schedule a meeting to discuss the Internal Audit draft plan before the next ARAC meeting. Attendees to include; Ed McGrachan, Chief Executive, Yasmin Ali and Dougie Shepherd. Dougie Shepherd to provide historic audit plan for reference.	31/01/19
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- 6.4. The Complaints and Appeals Review was completed.
- 6.5. The self-assessment exercise had been completed and the Committee had felt it had been a worthwhile exercise.

7. SAAS Review

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- 7.1. YA introduced the update to the Board on progress in implementing the agreed aspects of the senior structures review. As part of this she presented the Board with a proposed schedule for corporate committees for 2019-20. KP highlighted that it would be helpful to have a discussion about the planned dates for the Strategic Oversight Committee (SOC) for 2019.
- 7.2. The proposal that some SOC meetings would take place off site was agreed but it was noted that the first session for 2019, a planning discussion, should take place at SAAS. The Board agreed to the proposed corporate committee arrangements for 2019. YA undertook to issue the dates for the corporate committees.

AP	Corporate Office	To ensure that the dates for the 2019 Corporate Committees are issued.	31/12/18
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- 7.3. YA noted that feedback on the proposed NEBM induction was welcome. It was noted that an induction for the new Chief Executive would be progressed.
- 7.4. There would not be a SAAS National Conference 2019. The Conference would be replaced by a number of regional themed events to increase sectoral reach.

It was noted that this proposal had been well received by stakeholders. It was hoped that NEBMs might be available to attend some of the sessions once dates have been confirmed.

AP	Lauren McNamara	To bring an update to the Board regarding regional themed events for stakeholders.	31/01/19
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8. SFD3/Change of Session Presentation

- 8.1. LMcN presented an update on the work of the project. The Board were advised that the project activities were currently in a good position with no significant concerns. It was noted that this year there had been mid-session delivery of change, which had been successful, this included the Care Experienced Bursary (CEB) uplift and the implementation and delivery of the Nursing CEB. It was noted that this model of change would be used more frequently in future.
- 8.2. It was noted that as part of the scope of the project there were some system refinements and improvements in relation to GDPR, replacing some manual interventions currently being used.
- 8.3. There was discussion regarding the target launch dates for the 2019-20 session.
- 8.4. There was discussion regarding automation. It was noted that this had been successfully expanded in undergraduate and had been successfully rolled out in the Nursing scheme for 2018-19. The further use of this approach was now being examined in other contexts.
- 8.5. Lauren advised that work was progressing well in relation to SAAS launching a new funding scheme for Educational Psychology next session. Lauren advised that she would arrange for a demonstration of the new system at a future Board meeting.

AP	Lauren McNamara	To bring a demonstration of the new system, in relation the new funding scheme for Educational Psychology, to the first Board meeting of 2019.	27/03/19
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9. Balanced Scorecard

SB(18-19)5-4

- 9.1. LMcN presented the quarter 2 balanced scorecard and analysis paper. Overall, the balanced scorecard provided a positive picture, quarter 2 performance was green across the operational schemes. Of particular note was the improvement in post graduate processing against quarter 1 and the improvement in Undergraduate processing when compared with the same quarter in the previous year. It was noted that it was worthwhile to consider the context of data provided. Quarter one and two represented the peak of the operational cycle, furthermore it had been observed that the influx of applications received in QTR 1 and 2 was more significant than in the previous year, at certain time points more than 15,000 additional applications had been received when compared to

the previous session. There was discussion regarding the implementation of a revised measure pertaining to widening access and outreach activities.

- 9.2. PL addressed the staff sick absence level and noted LM McN and Maureen Shevas were scheduled to meet with Rachel McGregor, SG HR Business Partner, to discuss options.

10. HR Q2 Report

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- 10.1. LM McN highlighted the good work done by SAAS Organisational Development and Learning with regards to diversity training and charity work undertaken by the Social Impact Pledge Group.
- 10.2. It was noted that SAAS Inclusive and Enabling week was scheduled to take place the week beginning Monday 21 January 2019 and that the SAAS Excellence Awards would also take place during the same week. It was noted that it would be helpful to have University involvement and this would be followed up.
- 10.3. The theme of SAAS Inclusive and Enabling week 2019 was Mental Health. An invitation to SAAS Inclusive and Enabling week was extended to the NEBMs.
- 10.4. There was discussion regarding the Agency's decreased head count and it was surmised that this was partly as a result diversified recruitment approaches. It was noted that the data showed no impact on SAAS' business delivery. It was also noted that the 2019-20 recruitment cycle was well advanced.

11. Complaints and Appeals Q2 Report

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- 11.1. It was advised that there had been a 43% decrease in the number of complaints received by SAAS and that there had been no referrals so to SPSO. This built on further significant reduction in the volume of complaints received over the last two sessions. LM McN noted that the SAAS Complaints and Appeals team were working to manage all appeals time frames.
- 11.2. The data showed that there had been significant increase in the number of appeals received regarding medical and compassionate grounds. LM McN noted that there was a meeting scheduled to discuss this.
- 11.3. The vexatious correspondent policy had been implemented.

12. Benefits Management/Realisation & Change Assurance Group

- 12.1. LG presented an overview to the Board of change governance and management within the Agency. LG updated the Board on the work to produce a 2020 and beyond strategy and the "big discussion" workshops that had taken place throughout 2018.

- 12.2. There was discussion regarding the functions of the Change Team and the relationship between the Operational Improvement Group (OIG) and the Policy and Practice Group (PPG).
- 12.3. LG advised that TD had been working to create a framework that provided a sound basis for changes made to be brought together. Changes underway included; The IAG Portal Project, The SAAS Website Project, Debt Recovery and Automation.
- 12.4. The Board discussed the governance of the Portfolio Management Committee (PMC). It was noted that the recently formed Change Assurance Group (CAG) would assume the responsibilities of PMC and would provide more holistic oversight of all SAAS change activities. The Board fully supported this change.
- 12.5. Thanks were expressed to all involved in the PMC. Specific appreciation was noted for JU for her time as PMC chair.

13. Corporate Plan Q2 Update

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- 13.1. TD gave an update in relation to delivery of Corporate plan priorities. The Board noted that this was a helpful overview of progress but suggested that further information about the status of projects and in particular clarity in relation to any where there were timeline delays would be useful in the next update. TD agreed to look at this.

AP	Tracy Deayton	To take the comments from SAAS Board away and reflect them in the next Corporate Plan update.	31/01/19
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14. Risk Management Update

- 14.1. LG noted that the Corporate Risk Register (CRR) had been recently updated and approved by the SAAS Executive Team. The Board were advised that the CRR would be reviewed and updated bi-monthly and would be updated prior to ARAC meeting dates.
- 14.2. There were no new risks recorded, however a number of risk descriptors and scores had been updated.
- 14.3. CRR03: Budget had increased in terms of risk score. This reflected Agency budget pressures, with confirmation of the 2019-20 settlement awaited.
- 14.4. CRR08: Security – Cyber Crime remained a red risk. It was noted that SAAS had secured Cyber-essentials accreditation and was working towards the Cyber-essential plus standard. It was also confirmed that Scottish Government networks and corporate systems had achieved the Cyber-essentials plus standard.
- 14.5. There was discussion regarding Brexit, it was decided that Brexit should be a separate risk from CRR01: External Influences and Political Environment.

AP	Lauren McNamara	To liaise with Lyn Gellatly to draft a new risk for Brexit, separate and to update Executive Team and ARAC.	31/01/19
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15. Any other business

15.1. The Finance Quarter 2 and Fraud Quarter 2 reports had been issued with papers for the Board to note. There were no comments regarding these papers.

15.2. PL confirmed that this would be his last SAAS Board meeting. PL expressed thanks to all Board members and appreciation for advice and support during his term as SAAS Chief Executive.

Date of next meeting: 27 March 2019

Rebecca Hodson

November 2018

Annex – Action points reviewed at meeting

Reference	Date raised	Theme	Action point	Action officer	Updates
1819-11	26/09/18	Change Assurance Group	To have a conversation with Paul Lowe and Janet Unsworth about how to manage the remits of the Change Assurance Group and PMC.	Lauren McNamara	Meeting took place as scheduled, on agenda for discussion. Closed.
1819-12	26/09/18	Digital First Standard	To provide an overview of Digital First standard and how this is being utilised.	Secretariat	Secretariat circulated link. In progress.
1819-5	30/05/18	Future Planning	To progress a deep dive and Ketso session on the 2020 and beyond output from the Senior Managers Workshop at a 2019 Advisory Committee Meeting.	Lauren McNamara	Ongoing. Note: SAAS Advisory Committee now Strategic Overview Committee (SOC), due date of action to be adjusted.
1819-13	26/09/18	Self-Assessment	To contact Public Bodies Unit for information regarding self-assessment processes across other agencies for comparison.	Yasmin Ali	Ongoing.
1819-14	26/09/18	Innovation	To liaise with Paul Dymock to provide an innovation update to the SAAS Board at the first meeting of 2019.	Lauren McNamara	Ongoing.
1819-15	26/09/18	CPAG	To liaise with Julie Sinclair to provide a CPAG update to SAAS Board in the new year.	Lauren McNamara	Ongoing.