

MB(16/17)87

## The SAAS Board

<b>Date of Meeting</b>	22 February 2017
<b>Time</b>	10:30 to 13:30
<b>Location</b>	SAAS Boardroom, G Spur, Saughton House

## Attendees

### Present

- Paul Lowe, SAAS Chief Executive (Chair)
- Nic Krzyzanowski, SAAS Head of Corporate Office
- Ed McGrachan, Non-Executive Board Member
- Kathy Patterson, Non-Executive Board Member
- Audrey Shimmons, SAAS Director of Finance
- Derek Smeall, Non-Executive Board Member
- Janet Unsworth, Non-Executive Board Member
- Anne Ward, SAAS Director of Operations

### In attendance

- Sandra Bell, SAAS Head of Organisational Development and Facilities  
(for HR agenda item)
- Heather Campbell, SAAS Strategic Planning Manager  
(for Strategy, planning and staff engagement agenda items)
- Paul Dymock, Head of Change Management
- Anne Kinnaird, SAAS Recoveries (observer)
- Laura McCluskey, Head of Transition and Implementation
- Anne McNee, Risk Management (secretary)
- Graham Philp, SAAS Head of Counter Fraud  
(for Fraud agenda items)
- Ewan Walker, SAAS Contact Centre (observer)

### Apologies

- Keith Jenkinson, SAAS Director of Corporate Services
- Janet Matthews, Non-Executive Board Member

## 1. Welcome, apologies and acceptance of previous minutes and matters arising from previous minutes – MB(16/17)76

- 1.1. Paul Lowe welcomed attendees to the meeting and a note of apologies was recorded.
- 1.2. Changes to the minutes of the meeting held on 18 January 2017 were noted and approved.

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## **2. Register / Conflict of interest**

2.1. No conflicts of interest were declared.

## **3. Update on action points**

3.1. The Board actions were reviewed and updated (Annex A.)

## **4. Chief Executive's Update**

- 4.1. The Chief Executive advised the Board that interviews had been held for the post of Director of Policy and Engagement. It was gratifying to see the level of interest in the post from across Scottish Government. The successful candidate will be announced shortly, following the successful conclusion of checks.
- 4.2. The announcement of additional teacher places, along with other recent changes were discussed by the Board along with the impacts for SAAS. The Board discussed the launch of the Corporate Strategy at the annual SAAS Stakeholder Conference on 14 March 2017. Non Executives have received their invitations to the event. It was noted that a paper on the Corporate Strategy was tabled for later in the meeting.
- 4.3. It was also noted that the SAAS Executive Team (ET) had held several sessions to consider the results from the annual Civil Service People Survey. Emphasis is on moving away from survey interpretation and identifying what needs to be fixed, to a more sustained and focused dialog with staff. In the first instance, this will be taken forward as externally facilitated focus groups to draw out practical problem solving and the kinds of changes staff want to see. The approach was endorsed by Board members.

## **5. Quarterly Fraud Report – MB(16/17)77**

- 5.1. Graham Philp talked the Board through the quarterly Fraud Update paper and advised of a new approach of first-stage review being piloted by the unit. The Board discussed the recent report from the National Fraud Authority and the cost of fraud across the UK. Janet Unsworth asked about the differences between Scotland and the rest of the UK. Graham explained that it was difficult to fully extrapolate the results to the Scottish context, for example 'fake institutions' were more prevalent elsewhere. Graham noted that the report can be made available to any Board members wishing to view it.
- 5.2. The Board discussed the National Fraud Initiative (NFI) data matching exercise and the management information within the update, noting that a review of the matched cases would be undertaken shortly with a report being brought back to

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the Board. Ed McGrachan asked for further details of closed cases. Data protection and retention policies were also clarified.

AP	Graham Philp	To provide Ed McGrachan with further details of closed Fraud cases	24/05/17
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**6. Fraud Reporting KPI Changes – MB(16/17)78**

- 6.1. Graham Philp presented a paper on work to review and compare current internal targets with other fraud investigatory services. In similar organisations there has been a move away from timescale targets to Return On Investment (ROI) targets.
- 6.2. Derek Smeall asked what moving to ROI targets would mean in practice for the Fraud Unit. The Board discussed the impact and how targets might be changed to deliver a balance between time bound targets and ROI.
- 6.3. Further work would be carried out on this model. Audrey Shimmons advised that work was also on going to raise the profile of fraud within Scottish Government through the Student Support Review project. The Counter Fraud team would also like to explore with policy makers the opportunity to develop student support legislation to allow SAAS to request and be provided with information from other organisations to assist with fraud investigations. At present there was no requirement to cooperate with SAAS and requests were managed through information sharing agreements and the Data Protection Act. An update on this work would be brought to the Board for discussion later in the year.

AP	Graham Philp	To update the Board on progress of target setting for Fraud	24/05/17
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**7. Quarterly HR Report – MB(16/17)79**

- 7.1. Sandra Bell introduced the Quarterly HR Report to December 2016 to the Board.
- 7.2. The Average Working Days Lost (AWDL) had reduced by 3 days from the same period last year and this had been sustained for the past three quarters. Although the figure was moving in the right direction, it remained higher than a number of comparable Agencies. It was noted that the reasons for absence were varied but many were not directly attributable to work based causes. Derek Smeall commented that the sustained reduction achieved represented a significant step change and should be acknowledged. Work was continuing to build capability in attendance management, support personal resilience and wellness. It was also confirmed that there was an intention to introduce a network of mental health first aiders. It was noted that more could be done to

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ensure reason for absence is captured, rather than being left as “ill defined”. It was confirmed that HR were doing work to address this issue.

- 7.3. Anne Ward explained the successful work on going in workforce planning both for this financial year and next and how this was improving the approach to resourcing for the session. The Board requested a bit more narrative around the management information and the forecasts for the next HR report.

AP	Sandra Bell	To include a narrative overlay and forecast within the next Quarterly HR Report.	24/05/17
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**8. Quarterly Finance Report (Q3) – MB(16/17)80**

- 8.1. Audrey Shimmons presented the Quarter 3 Finance Report and explained the results of the recent re-profiling exercise. Overall the Agency would come in close to its allocated resource budget for 2016-17.
- 8.2. The Board noted the performance against budget and forecast.

**9. Balanced Scorecard – MB(16/17)81**

- 9.1. Nic Krzyzanowski introduced the paper and balanced scorecard data, covering 2016/17 Quarter 3 (October to December 2016).
- 9.2. It was noted that there had been a significant improvement in undergraduate and nursing processing performance overall compared to the same quarter in 2015/16. Derek Smeall congratulated SAAS on these achievements. It was noted that while there had been a dip in postgraduate performance there has also been more proactive work undertaken in this area to encourage early submissions and plans put in place to improve handling of non-Scottish courses.
- 9.3. The Board was advised of further work being undertaken to improve the presentation key performance data. It was anticipated this would include more frequent reporting of certain information. It was noted that scoping work had commenced to review management information and data warehousing requirements and capability across the agency.

**10. Transformation Programme Board Terms of Reference – MB(16/17)82**

- 10.1. Paul Dymock gave a presentation outlining plans to implement a Portfolio Management approach to major change, supported by new governance arrangements. A Portfolio Management Committee was proposed to replace the existing Transformation Programme Board. It was anticipated that this approach would achieve better alignment between projects/programmes and

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the Corporate Strategy, deliver business value, strengthen governance and enhance decision making

10.2. Paul described the governance arrangements for the new committee and the terms of reference described in the paper.

10.3. The Board discussed the wider governance of change in SAAS, the management of the risk, the inclusion of a Non-Executive to offer assurance, promote and challenge the work of the Agency in this area. It was agreed that the draft terms of reference should be updated to include reporting lines to the SAAS Audit and Risk Committee (ARC).

10.4. Paul advised that his team were also investigating the adoption of a formally recognised change approach in SAAS. A paper had been developed that would be issued in draft to Board members following the meeting for comments. Janet Unsworth noted that there were a number of examples of good practice in the approach to SFD and that it would be important to capture these and reflect this within any model developed.

AP	Paul Dymock	To update Terms of Reference for the Portfolio Management Committee and issue to Board for approval	17/03/17
AP	Paul Dymock	To issue draft Change Methodology paper to Board for approval	17/03/17

**11. SFD Launch Strategy and Benefits Review Plan – MB(16/17)83**

11.1. Laura McCluskey introduced two papers to the Board, the Student Funding Delivery (SFD) Launch Strategy and the SFD Benefit Review Plan.

11.2. Based on the progress made with the project, the readiness for implementation and the increased level of assurance provided to Operations, the Project Board on 21 February had taken the Go decision for the Launch of the Project. The project was on track to go live in April 2017.

11.3. Ed McGrachan asked about the readiness of Operations for the new system and was advised the training and increased numbers of call handlers that had been put in place.

11.4. Kathy Patterson asked about communications with partners and requested that an update be given to the Advisory Committee on 8 March 2017. The Board discussed further communications to students and the Higher Education sector. Laura also showed a short video that was being used to promote the changes.

11.5. The Board discussed the Benefits Review Plan. This was a working document with further work progressing on emerging benefits, improvements and monitoring. The Board congratulated Laura McCluskey and all involved in the project and the SFD Project Board on the excellent work in getting the project to this stage.

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AP	Laura McCluskey	To provide an update on progress of the Student Funding Delivery project to Advisory Committee	08/03/17
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**12. People Survey 2016 – MB(16/17)84**

12.1. Heather Campbell presented the Board with the analysis of the 2016 People Survey results. The Board commended the significant improvements in results in several areas while acknowledging the work still required on other aspects.

12.2. The next phase was to move from analysis to action planning. Eleven workshops had been arranged with staff to delve deeper into the detail of the results and develop practical improvement plans. These sessions would be facilitated externally company to assure staff of the independence and anonymity of this work. It was confirmed that the Trade Unions were involved in the process and were very supportive of the work.

AP	Heather Campbell	To update the Board on progress of staff engagement work	12/04/17
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**13. Agency Strategy – MB(16/17)85**

13.1. Heather Campbell introduced the SAAS Agency Strategy 2017 – 2020. This had been shared previously with the Board for comment. The Board confirmed they were content to approve the Strategy. Work was on-going to develop the design and that version would be circulated to the Board members in March.

**14. Update on Corporate Plan**

14.1. Heather Campbell provided a presentation on the work to develop the Corporate Plan (the transformational journey) and talked the Board through the various actions and approaches contained in the plan.

14.2. The finalised plan, including governance for each piece of work, would be circulated to the Board by the end of February / early March for initial comment. It was anticipated that the Corporate Plan would then be brought to the Board for approval at the April meeting. Heather confirmed that she would liaise with Kathy Patterson and Yasmin Ali, regarding an update for the Advisory Committee.

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AP	Heather Campbell	To talk to Kathy Patterson and Yasmin Ali regarding Corporate Plan presentation to Advisory Committee	03/03/17
AP	Heather Campbell	To update the Board on the Corporate Plan	05/04/17

**15. Operational Updates – MB(16/17)86**

- 15.1. The Operational updates paper was presented and the following was discussed.. The figures within the paper at the top of page 3 within the Corporate Services update should read 91% and 9% respectively (attendance management training participation).
- 15.2. Kathy Patterson queried if there were still issues to be addressed with regards to changes for the 2017/18 session. There were still discussions on-going and information to be provided from the Chief Nursing Officer Directorate. It was noted that there remained areas requiring clarification but productive discussions were on-going with CNOD.
- 15.3. Ed McGrachan queried plans to procure a the debt recovery system. It was confirmed that contract arrangements were in place with the current supplier and a new system would be procured when needs had been assessed as detailed in the Corporate Plan.
- 15.4. Anne Ward advised the Board of the very successful discussions recently at the Higher Education Institution (HEI) Forums. These sessions were for front-line staff in HEIs to engage with staff on the policy and system changes that would be introduced for 2017-18. The feedback from the sessions so far had been excellent.
- 15.5. Kathy Patterson asked whether the Student Complaints Forum was to be held at SAAS. Laura McCluskey advised she would investigate.

AP	Audrey Shimmons	To circulate Annual Report and Accounts timeline once feedback received from Executive Team	10/03/17
AP	Laura McCluskey	To investigate venue of the Student Complaints Forum and report back	10/03/17

**16. AOB**

- 16.1. The next meeting of the SAAS Board will be on 5 April 2017. Apologies in advance were provided by Janet Unsworth and Ed McGrachan.

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Anne McNee  
Corporate Office

## Minutes

### Annex A – Action Point Tracker

No	Date raised	Action Point	Action Officer	Due Date	Status
38	19/10/16	New Procurement Strategy to be presented to the Board when completed.	Karen Pow	Apr-17	Revised Procurement Strategy will be shared after aligning with the Agency's new Corporate Plan - <b>Procurement update tabled for April Board</b>
40	19/10/16	Additional information on fraud processing and reporting timescales to be brought to the Board for discussion, including risk analysis and benchmarking.	Katherine Higgs, Graham Philp	Feb-17	Tabled for February Board
42	19/10/16	A paper detailing the expected benefits of the SFD project to be brought to the Board.	Laura McCluskey	Jan-17	High level benefits brought to Jan Board – see action 54
43	19/10/16	Board to be informed of the outcome of the Gateway Review of the Online Services project when available.	Laura McCluskey	Dec-16	Included in January Board Update
44	19/10/16	The final version of the Independent Review position paper to be presented to the Advisory Committee.	Heather Campbell	Dec-16	Revised document now circulated
45	19/10/16	An update on the governance arrangements and role and terms of reference of the Change Advisory Board/Transformation programme Board to be presented to the SAAS Board in early 2017.	Paul Dymock	Feb-17	<b>Tabled for February Board</b>

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No	Date raised	Action Point	Action Officer	Due Date	Status
47	19/10/16	Update on the review and development of the Agency's corporate governance structure, groups and committees	Nic Krzyzanowski	Apr-17	An update will be provided when further progress has been made
49	16/11/16	BCP Strategy to be brought to the Board when ready	Paul Dymock	Apr-17	Paper is with ARC and ET before coming to the Board
51	16/11/16	Sandra Bell to look at what monthly HR management information can be reported to Executives	Sandra Bell	Feb-17	Draft report being tabled at the next meeting of the Workforce Planning Group - March

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No	Date raised	Action Point	Action Officer	Due Date	Status
53	16/11/16	Updates to discuss KPI review work and requirements	Nic Krzyzanowski	Feb-17	The review of KPIs is near completion. The KPIs and performance measures have been reviewed by the Executive Team with an aim to ensure the measures reflect progress towards the corporate objectives developed as part of the planning process. Proposed changes will be circulated for Board members to consider in advance of the April Board Meeting. The aim is to reach agreement on the amended KPIs and suite of supporting performance measures and have these endorsed in parallel with the final draft of the Corporate Plan
54	18/01/17	SFD Launch strategy and detailed benefits plan to be provided to the Board	Laura McCluskey	Feb-17	<b>Tabled for February Board</b>
55	18/01/17	Share and communicate the 2017/2018 sessions plan with staff	Communications	Apr-17	Draft article being prepared
56	18/01/17	A summary of the initial CIFAS findings and Counter Fraud position of the Agency be brought to the Advisory Committee for discussion	Audrey Shimmons	Mar-17	

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No	Date raised	Action Point	Action Officer	Due Date	Status
57	18/01/17	An update on CIFAS plans to be brought to the Board when ready	Audrey Shimmons	Apr-17	Tabled for April Board
58	18/01/17	Share Jayne-Anne Ghadia interview from the Times Education Supplement Scotland with Board members	Secretariat	Jan-17	<b>Complete</b>
59	18/01/17	A schedule of 2017/18 SAAS committee meetings to be issued to Board members	Secretariat	Jan-17	<b>Complete</b>
60	18/01/17	An update on the proposed timing, dependencies and planning of the ITIL follow-up review to be brought to the February 2017 Board	Keith Jenkinson	Feb-17	Included in 2017/18 Quarter 2 of Corporate Plan
61	18/01/17	Share the Agency's 2016 People Survey Highlight Reports with the Non-Executive Board Members.	Secretariat	Jan-17	<b>Tabled at February Board</b>