

**CURRICULUM FOR EXCELLENCE  
MANAGEMENT BOARD MEETING  
31 OCTOBER 2008  
CONFERENCE ROOM 2, VICTORIA QUAY, EDINBURGH**

**NOTE OF MEETING**

**Attended – Board members**

<b>Name</b>	<b>Organisation</b>
Marie Allan	SSTA
Janet Brown	SQA
	SDS
David Cameron	ADES
Alison Coull	Scottish Government
Graham Donaldson	HMIE
Graeme Hyslop	ASC
Michael Kellet	Scottish Government
Julie-Ann (deputising for Brown)	Jamieson Vivienne SDS
Colin MacLean	Scottish Government (Chair)
Irene Matier	AHDS
Forbes Mitchell	SOLACE
Bernard McLeary	LTS
Claire Monaghan	Scottish Government
Myra Pearson	Deans of Education Faculties/ Departments
Christine Pollock	ADES
Susan Quinn (deputising for Larry Flanagan)	EIS
Ronnie Summers	SLS
Judith Sischy	SCIS

**Attended - officials**

Helen Fearon	Scottish Government (Secretariat)
Sandra Campbell	Scottish Government (Programme Management )
William Harrod (part meeting only)	Gateway Review Team

**Apologies – Board members**

Vivienne Brown	SDS
Larry Flanagan	EIS
John Ireland	Scottish Government

**1. Welcome and introductions**

Colin MacLean (CML) welcomed board members and substitutes and introduced William Harrod (WH), CfE Gateway Review Team to the meeting. Introductions were made round the table and apologies given.

CML advised the Board that due to an interview, he would need to leave the meeting at 12.30.

Colin began the meeting by providing a stock take on the Board's progress to date and summarised the key aspects of its operation:

- All the key organisations responsible for the delivery of CfE are members of the Board
- We have a shared purpose, commitment and ownership of the issues raised and decisions taken by the Board .
- The Board operates on a coherent and collective basis - we listen to each other's views and where those differ, the Board agrees how to resolve them.
- The Board is clear about its role in relation to the programme.

The Board agreed that it would be helpful to agree an executive summary at the end of each meeting which could be disseminated to members. This would enable the Board to share decisions and progress widely on a collective basis. It was suggested that sharepoint or a similar system could be set up to allow Board members to exchange information on a confidential basis.

## 2. Minutes of meeting held on 1 October 2008

The minutes as drafted were amended and a further redraft was tabled for the meeting. The amended minutes were agreed with two further amendments:

- On page 3 to add "starting to" before "adopt these from 2009";
- Further amendment to the S3 profile section on page 3/4.

CML invited Helen Fearon (HF) to follow up the actions from the 1 October meeting.

Item 2	Helen Fearon	Amended minutes and publish on CfE website	Done
Item 2	Claire Monaghan	Return to the Curriculum Structure paper discussed at 29 August meeting of the Board	Curriculum Review Governing Group to consider
Item 3	Sandra Campbell, All Board members	Timetable to be developed before the next meeting and circulated to Board members for views for agreement at the next meeting	Covered at item 4
Item 3	Sandra Campbell, Project leads	Risk register, issues logs and programme log to be updated for the next meeting	Covered at item 4
Item 4	Bernard McLeary	Should continue as proposed with the editing of the outcomes and experiences on modern languages,	Bernard McLeary updated the Board that the

		mathematics, numeracy, classical languages and science (this excludes exemplification)	editing work is on plan.
Item 4	Claire Monaghan	To develop the scope of exemplification work.	Curriculum Governing group meeting to review and sign off the scope for delivery of exemplification materials
Item 5	Alison Coull	To consider the Board's comments on the Recognising Achievement paper	Covered at item 5
Item 5	Claire Monaghan	To bring an outline of a Communication & Engagement Strategy to the next meeting for discussion	Covered at item 3
Item 5	Michael Kellet	To undertake a series of bilaterals with Board members on the teacher development paper	Covered at item 5

### 3. CfE Gateway Review

CML invited WH to present to the Board on the Gateway Review Process and the recent review on the CfE programme. WH's presentation covered and explanation of the Gateway Review process and the recommendations.

CML then invited CM to introduce the paper responding to the recommendations from the review and the actions planned or underway:

The Board agreed that the following actions would address the recommendations in the Gateway Review:

1. Programme management
  - Support for project leads in project management disciplines to build capacity and confidence, including an event to bring all project leads together to share good practice and identify interactions between projects;
  - Reporting and monitoring – including project escalation procedures to be developed by Sandra Campbell (SC);
  - Summary of the component parts of the CfE Programme.
2. Communications
  - New workstream to be established – CM will bring an update on the development of a Communications, Engagement and Knowledge Management strategy for the next meeting.
  - The workstream scope will include stakeholder analysis activity to ensure that the programme provides consistency of message, for the right audiences at the right time.
3. Risk

- The strategic risk template that was agreed by the Board, if used appropriately will address the concerns in the Gateway Review. This will be populated for the next meeting by SC when the prioritisation of risk management activity will be reviewed;
- Individual project risks will be escalated where appropriate, via the regular Project Managers' meetings, which will be scheduled in advance of the Board meetings.

#### 4. Resources

- CM will do an outline paper for the December meeting which will account of operational delivery; not just strategic;

After discussion on the paper, CML gave his thanks on behalf of the Board to WH for attending. WH left the meeting at this point.

#### 4. Programme timetable

CML invited CM to present the programme timetable which set out a framework covering the critical elements of the programme which began to identify the key activities to be delivered nationally, locally and by other partners.

Following discussion and consideration of the timetable, the Board reached the view that there needs to be enough time for schools and colleges to prepare for high quality delivery of CfE. Accordingly, the Board agreed to recommend an additional implementation year for CfE.

In making this recommendation, the Board took account of the following:

- Curriculum for Excellence (CfE) builds on existing good practice.
- Schools and colleges are already making changes to learning and teaching based on the information they already have relating to CfE and will continue to do so.
- There is a plan for delivery of CfE that will generate nationally agreed policy, advice and information.
- By August 2009 primary and secondary schools and colleges will have the information they need to make changes to curriculum structures, course content, timetabling arrangements.
- Secondary schools will take time to prepare for high quality implementation of CfE from S1-S3. Accordingly, an additional implementation year is therefore recommended although some schools may implement the new curriculum structure for S1 from 2009.
- Therefore it is expected that all learners will experience CfE from August 2010.
- As a consequence, the new qualification will be available for S4 for the summer exam diet in 2014.

The draft programme framework document was circulated and is to be amended to reflect:

- Development of senior phase
- Specific preparation activities for the primary sector

Further work is required to develop the detailed plan, in particular with reference to the middle column, ensuring that appropriate resources are directed at these activities.

## **5. Project reports**

- Teacher development
- STAR

### **Teacher development**

Michael Kellet (MK) introduced the updated teacher development paper for discussion by the Board.

The Board agreed that:

- The focus of the paper needs to be broadened to ensure it takes account of the need for effective and collaborative learning and development across all of the professionals and support staff involved in delivering CFE.
- The paper should better recognise current activity;
- An additional school-in service day this academic year would be a useful means of providing some of the time required for development. This recommendation should be taken forward by MK in consultation with COSLA and local authorities;
- The work in this area should take account of, and be closely linked to the proposed change management workstream.

### **STAR**

Alison Coull (AC) introduced the paper for information on the STAR business case. AC explained the background to the proposal and the timing of the procurement process (to be available for January 2009, this needs to begin shortly). AC reassured the Board that the business case does not pre judge policy decisions to be taken on assessment and qualifications and outlined the next steps that were being taken to manage risk and ensure that there would be sufficient flexibility within the system to support different policy options.

It was noted that an interim solution had been developed for the existing 5-14 NAB from December 2008. This raised issues about the future of 5-14 assessment resource which would need to be considered as part of the wider policy consideration of assessment in CfE.

### **Recognising achievement**

An amended paper was tabled for Board members' information. David Cameron will provide further comment to AC.

## **6. Summary of agreed actions**

HF summarised the actions agreed at the meeting at Annex A.

## **7. Dates for future meetings – 2009**

HF provided dates for meetings in early 2009:

- 21 January
- 25 February
- 25 March
- 22 April

**Curriculum for Excellence  
Management Board Meeting  
31 October 2008  
Conference Room 2, Victoria Quay, Edinburgh**

**Actions**

<b>Item</b>	<b>Owner</b>	<b>Action</b>	<b>Report back by</b>
Item 1	Colin MacLean	Agree Executive Statement of what has been agreed at each Board meeting at the end of the meeting and disseminate	25/11/2008 meeting
Item 1	Sandra Campbell	Explore a possible password protected system to allow Board members to exchange information in between meetings (such as Sharepoint)	25/11/2008 meeting
Item 2	Helen Fearon	Minutes from 1 October to be further amended and published on CfE website	25/11/2008 meeting
Item 3	Sandra Campbell	Programme Framework to be developed to ensure that the activities shown in the middle column (Activities and Outcomes in Education Centres) are robust and include the specific activities for the Primary sector. (ADES , teacher and headteacher associations to develop agreed advice on the work to be done by and for schools.) This set of activities will then be planned in detail by the appropriate organisations	25/11/2008 meeting
Item 3	Sandra Campbell	To prepare a paper on progress of programme management activity, including the output of the project managers' event on 11 November.	25/11/2008 meeting
Item 3	Board Members	To provide comments on the strategic risks document appended to the Gateway review paper.	21 November
Item 3	Sandra Campbell	Sandra Campbell to populate the risk management template for the next Board meeting where it will be discussed and agreed.	25/11/2008 meeting
Item 4	Helen Fearon	To provide electronic copies of the Programme Timetable presentation delivered by Claire Monaghan	25/11/2008 meeting
Item 4	Claire Monaghan	To start to develop a Communications, Engagement & Knowledge Management Framework	25/11/2008 meeting
Item 4	Claire Monaghan	To explore the possibility of a change management workstream and the interface with the teacher development workstream.	25/11/2008 meeting

<b>Item</b>	<b>Owner</b>	<b>Action</b>	<b>Report back by</b>
Item 4	Claire Monaghan	To explore the work to be undertaken in relation to resources as highlighted in the Gateway Review report.	17/12/2008 meeting
Item 5	Michael Kellet	To develop the teacher development paper with Board Members' comments on links with other parts of the sector (universities, Colleges and nursery schools), taking account of the needs of the individual teacher, recognising the contribution of current activity and clarifying the overall purpose and scope.	17/12/2008 meeting
Item 5	Michael Kellet	Michael Kellet to explore the arrangements around the additional CfE related in service day for this academic year, consulting COSLA and others as appropriate.	25/11/2008 meeting
Item 5	Alison Coull	Alison Coull to provide update on assessment.	25/11/2008 meeting
Item 5	David Cameron	To provide comments on the Recognising Achievement paper to Alison Coull	25/11/2008 meeting
Item 5	Alison Coull	To progress STAR business case as set out in the paper.	25/11/2008 meeting