

## **AGENDA & MINUTES STRATEGIC BOARD (SB)**

### **AGENDA**

**Thursday 3 December 2015**

- 10:15 Welcome and Introductions
- 10:20 Minutes of SB(15) 3<sup>rd</sup> meeting
- Review of the Strategic Board**
- 10:25 Strategic Board operation and SG Governance Review
- Overview of the four themes**
- 10:55 People and Capability: People Board Highlight Report  
Organisational Efficiency: Workforce Information and Resources Board Highlight Report  
Finance and Risk: Finance Paper, risk register and oral update on Audit and Risk from SGARC/PARC  
Performance and Outcomes: Scotland Performs Headline Report and oral update on the Performance Board
- SG2020, Spending Review and the People Survey**
- 11:10 Review of progress to date
- Reflections**
- 12:10 Feedback

### **MINUTES & ACTIONS**

*Please note that parts of the record of discussion are considered exempt from publication and have been redacted*

- NXDs had attended the Directors' Weekly meeting, the consensus being this is a useful way for them to engage more widely with the organisation.
- Minutes of September SB cleared.
- Action Tracker cleared.

#### **Actions -**

- Identify a date for Executive Team (ET) to consider international issues (item 1 on September's Action Tracker). **[Perm Sec's Office]**

#### **Revised SB Role and Purpose**

- **SB operation** - Work undertaken on revising SB has identified three key areas for change

1. A redesigning of its purpose – ‘readiness to address future challenges’ has been added along with a clear focus on four themes:
    - Performance and Outcomes
    - People and Capability
    - Finance and Risk
    - Organisational Efficiency
  2. A streamlined agenda, a focus on the four key themes and fewer, shorter papers.
  3. More in-depth discussion on one or two major strategic issues.
- **SG Governance** - Update on the work in progress from Ken Thomson. SB were pleased with the progress that has been made, in particular the Balanced Scorecard on Governance which SB agreed was well aligned.
  - **Shadow Strategic Board (SSB)** - Paul Johnston recently invited some of his staff to offer their reflections on the idea of a SSB and thoughts on how SB could engage better with the wider organisation. Desire for greater engagement was evident.

#### **Discussion -**

- The revisions made for this SB have resulted an improved agenda, however it should be seen as work in progress and will continue to be developed.
- Further work on engagement, including testing different engagement methods ahead of the next SB meeting.

#### **Actions -**

- The overall Governance Review should include proposals for staff engagement within each one of the Boards that will form part of the revised governance landscape.
- All DGs to test out an approach to staff engagement within their DG families (potentially supported by an NXD) and report back on this engagement at the next SB meeting.
- People Board to provide advice on the most inclusive and imaginative ways forward in terms of staff engagement and report back at the next SB meeting.

#### **Overview of the four themes**

- **People and Capability:** People Board Highlight Report (Sarah Davidson) Noted.
- **Organisational Efficiency:** Workforce Information and Resources Board Highlight Report (Ken Thomson and Barbara Allison)

- **Finance and Risk:** Finance Paper, risk register and oral update on Audit and Risk from SGARC/PARC (Alyson Stafford and Janet Hamblin)  
Alyson provided an update.
- **Performance and Outcomes:** Scotland Performs Headline Report and oral update on the Performance Board (Alyson Stafford)  
Noted.

### **SG2020, Spending Review and the People Survey**

**SG2020:** Ken gave a brief update on SG2020 and the 4 point plan.

**Spending Review (SR):** Alyson provided an update on the SR.

**People Survey (PS):** Sarah informed SB that the results of the PS mirror the findings of the local leadership 'keep/leave' exercise.

#### **Actions -**

- We need to have a clear focus on developing local leadership and management capability within the organisation in response to the findings of the People Survey and the demands that will be placed on the organisation in the context of 2020. SB to be updated on the work that is underway to secure this at the next SB meeting.
- The thematic discussions that began in the context of the SR should be progressed. Progress on these themes will be essential in order to meet medium and longer term pressure and demands. A future SB should review progress.
- SB should be kept up to date with the progress that is being made with staff engagement on the 2020 Vision following the completion of the "keep, leave, 2020" exercise.

### **SB Reflections on the Meeting**

#### **Discussion -**

- Perm Sec summarised the discussion on SB role and purpose, confirming it is a journey but with a defined outcome and clear timescale.
- SB meetings should have a more prominent focus on readiness – looking forward rather than back, with the paper work provided being designed to facilitate challenging discussion.
- Other NXDs may find it useful to have exposure to SB.

#### **Actions -**

- Significant progress to be made ahead of the next SB meeting in March.