

Members Present: George Walker (Interim Chair), Jill Vickerman (Deputy Chair), Pat Armstrong, Jessica Wade, Shona Ulrichsen

Apologies: Stephanie Fraser (StF)
John Fellows, Senior Manager Communications & Digital

OSCR attendance: Maureen Mallon, CEO
Martin Tyson, Head of Regulation & Improvement
Judith Hayhow, Head of Corporate Finance Governance & Business Manager
Policy Sector Improvement Manager (item 5)

Board Secretary: PA to CEO

Private Business		
Item	Area	Action
1.	<p>Chair’s introduction, welcome, apologies and declaration of interest</p> <p>GW welcomed everyone to the meeting and apologised for the short notice in changing from face-to-face to virtual meeting. This had been in response to the Covid situation. Members will have the opportunity to meet in person during April as 3 Members will be leaving the Board with their terms ending.</p> <p>Declaration of Interest: No declarations of interest were declared.</p> <p>Apologies: Apologies were received from Stephanie Fraser and Senior Manager Communications & Digital.</p>	
2.	<p>Minutes of previous meeting/Action Log: 14 December 2021</p> <p>The Minute was agreed as an accurate record and approved. Members were content that actions as outlined in the Action Log were either dealt with or were progressing as agreed.</p>	
3.	<p>Business Plan Update</p> <p>Maureen Mallon (CEO) and Finance Governance & Business Manager (GT) gave overview of the paper which provided an update on progress against our agreed business plan priorities for 2021-22 and provided an update on progress on identifying business priorities for the remainder of the year.</p> <p>Members heard a great deal of work is happening across the organisation looking at key areas such as considering smarter ways of working, recruitment and hybrid working. We are in a changing place in regard to hybrid working and starting to make short term gains finding the balance that meets the business need and retains flexibility. We are currently in a trial period pre Easter and the position is under constant review to ensure we are delivering on our business outcomes adopting a pragmatic, appropriate and positive approach. Key areas of work underway include the Revitalising Trust Project, Charity and Public Survey’s, Remodelling of Notifiable Events and proposed updates to the 2005 Act working with SG colleagues.</p> <p>Members heard ELT have been working collaboratively identifying the business priorities for the remainder of this year. Members were provided with information on the current priority activities which have been focussed on since January. Members discussed the priorities.</p> <p>ACTION:</p>	

	- Board to be kept informed (between meetings) if any changes/updates	
4.	<p>Business Plan 2022-23</p> <p>Members were presented with a paper providing an update on progress on the work ELT have been undertaking in identifying business priorities for 2022-23. This work is ongoing and input from the Board for further discussion with ELT was welcomed. Members heard that 5 priorities had been identified with underpinning actions to demonstrate how they are achieved.</p> <p>A new approach had been adopted in developing the draft Plan with collaborative discussion as an ELT. This process although longer showed a much higher level of engagement and understanding than in previous years. As a consequence ELT felt confident about sharing updates with their teams and colleagues. This will ensure all at OSCR have a clear understanding of how the organisational priorities were development and to recognise how their work contributes to delivering them. Members also heard a staff meeting had taken place where the priorities were shared with staff and feedback for further development was sought. There is still lots of work to do including measuring the impact of the outcomes and level of success. Members will be provided with more details of this in the next iteration.</p> <p>Members were encouraged to hear different joined up/collaborative approach had been taken and staff had been involved.</p> <p>All agreed this was a good piece of work and that the next iteration should include reference to culture in the first priority which the Board would like to see more strongly reflected.</p> <p>ACTION: - review in light of feedback; stronger reference to culture/people in next iteration</p>	FGBM
5.	<p>Notifiable Events (Policy Sector Improvement Manager attended for this item)</p> <p>Members heard Policy Manager had done preparatory work and the initial thinking to bring the Notifiable Events Policy scoping paper to the Board with a view to providing a recommendation paper for decision in April.</p> <p>This is a very welcome piece of work and the Board look forward to considering the recommendations at the meeting in April.</p> <p>ACTION: - Recommendations/options paper to come to April Board for consideration</p>	MT/PSIM
6.	<p>Accommodation Update</p> <p>Members had previously discussed accommodation requirements in December in terms of the lease ending April 2023.</p> <p>OSCR have participated in a further meeting with all occupants which was coordinated by the Care Inspectorate (CI), who are the main occupier, and whose Facilities Manager is leading the negotiation work on behalf of all parties. (CI, OSCR,SSSC).Scottish Government property services colleagues also attended, and are involved in the discussions given that any lease entered into will be on behalf of Scottish Ministers.</p> <p>Members heard it is difficult to predict what future requirements will be but we are in a good place having a decent amount of space for staff which is not the case elsewhere. We retain the option to change our view. The lease is held by Scottish Ministers which give flexibility for other SG organisations to be able to occupy any space not required in the future. Accommodation in Dundee is highly sought after with Social Security and Education Scotland requiring additional space going forward.</p>	

	<p>Board Members agreed with the proposal and that flexibility with regard to use of space is key. This provides an opportunity to use the space differently, more effectively and can aid collaborative working for staff.</p> <p>Members asked if Scottish Ministers hold the lease, how can we “sub-let” to other SG organisations and asked for assurance the lease would allow this. Head of Corporate (JH) clarified that would be factored into the lease and we are being guided by SG Estates colleagues to ensure we are not getting into anything we cannot get out of.</p> <p>ACTION: Full proposal to come to April Board</p>	JH/FGBM
7.	<p>Risk Register (Finance & Business Manager joined for this item)</p> <p>The Register was last considered by the Board at its meeting on December 2021 and ARAC in February 2022.</p> <p>All agreed this was a good document, accurately reflecting the risk facing OSCR. The Chair thanked all involved in the risk journey so far and the excellent work undertaken.</p> <p>SU outlined a discussion previously held at ARAC in relation to risk that effects the sector which sits outwith OSCR. A suggestion at ARAC had been to show the risk sitting outwith the circle within the risk landscape document which will be considered going forward.</p>	
8.	<p>ARAC Update</p> <p>ARAC met on 14 February and the Board Chair also attended. Members heard that arrangements have been made for SU to meet with GW by way of a handover as SU and PA terms end prior to the new Members starting as well as meeting with Internal Audit and the Finance Governance and Business Manager before end March. SU indicated she would however be happy to meet with new Members once they are in place.</p> <p>The Finance. Governance and Business manager attended the first call of a newly formed ‘Governance Network’, this is made up of representatives from various Scottish Government bodies and will be a forum for sharing best practice, connecting with other governance practitioners and looking at broader governance issues. Members heard the current audit is progressing well.</p> <p>In terms of induction for new Members, SU outlined information had been sought from SHR which would be embedded into the induction process. GT sits on the group dealing with induction and will feed relevant information in. Consideration of checklist for ARAC to be undertaken by Finance Governance and Business Manager going forward. Members were assured continuity will be provided with JW and Anthony Day (co-opted Member) remaining on the Committee meantime.</p> <p>Members noted the report.</p>	
9.	<p>Performance Update</p> <p>New KPI’s were created and agreed with the board at the June board meeting. It was noted that these KPI’s would be under continual review to identify if they are providing OSCR with the information it needs to be as effective as possible, it was also noted that board feedback indicated there were likely too many KPI’s.</p> <p>One of OSCR’s priorities for the remainder of 2021-22 is:</p> <ul style="list-style-type: none"> • Make more active use of performance data across the organisation, cutting down the performance measures we use and report on 	

	<p>It is recognised that the current 53 KPIs are too many and this is under review. It is key to understand what information we should be collected, what is useful and efficient method to measure success.</p> <p>Finance Governance and Business Manager plans to talk to all areas of OSCR as an intelligence gathering exercise to determine what information would be useful. Members were asked to consider what information they would find useful in regard to performance which would provide a high level overview of the organisation. Members heard KPIs will be discussed with the new Board to streamline the current numbers. This is different to the management information required by ELT to inform decisions.</p> <p>Members agreed 53 is too many and there is a difference between what information from that the Board use and what management information ELT require. We should look at priorities in the Business Plan and consider what would be the measure(s) that would give a sense of how we are doing against delivering these priorities. This should be a high level overview providing assurance to the Board we are on track. All agreed KPIs should reflect OSCR's business priorities. Members asked consideration be given to synergy between business priorities, risk and KPIs as well as what is the hierarchy of these and what can sit underneath. Members agreed information should be separated into what needs to come to the Board, how that links to the priorities and the information ELT require.</p> <p>Members agreed risk hierarchy is a good way to think about this. That can then be drilled down if more information is required by the Board. It was suggested if separate documents are created for Board and ELT that the Board could, if required, get sight of the information considered by ELT.</p> <p>MM confirmed that in June we had reviewed the KPIs and identified the top 6, we will look at linking to the next business priorities and revisit based on that discussion.</p> <p>GW agreed this was a good place to start and suggested looking at 2 streams as an organisation and as a regulator. How does the Board know we are achieving our statutory purpose? There is already a hierarchy but how does that link to priorities. Consider how the corporate entity (OSCR) fits into this.</p> <p>ACTION: - review and bring back to Board for discussion; restructure and focus indicators</p>	FGBM
10.	<p>Review of Meeting & Papers</p> <p>Papers: all agreed the suite of papers were useful and meaningful and are improving each meeting. The cover papers should be consistent in the type of information contained within it. It would be useful to have page numbers on the Agenda going forward.</p> <p>Meetings; this meeting would have been face-to-face, but circumstances highlighted the need for a back up for all meetings. This had worked well for this meeting. Today would have been a test as to effectiveness of hybrid meetings and how we ensure we get the best out of that. This will be considered by GW/GT/MD.</p> <p>Attendance: it would be beneficial to get staff across the organisation (all grades) to come to the meeting to speak to their paper or relevant business area. Encouragement should be given to all staff to do this.</p> <p>Next Meeting; the next meeting will be held on 21 April at Apex Waterloo. When new Board Members start, existing meeting dates will be checked and Members informed if any date changes were required. The intention is not to change the April date.</p> <p>ACTION:</p>	

	<ul style="list-style-type: none"> - Paper numbers to be added to Agenda - Review hybrid meeting process 	
11.	<p>AOB</p> <p>Board recruitment; 5 names have gone forward to the Cabinet Secretary for approval and appointments. GW/JV have allocated names to Committees and the Chair will speak to the Members for agreement; 3 Members will join ARAC with 2 joining Cases. It was noted JW will continue to attend the next 2 ARAC meetings and will then step down to continue serving on the Cases Committee.</p> <p>The Board, Chair and Staff team thanked SU and PA for all the work they have done during their time on the Board and serving on the Committees. The chair thanked PA for stepping up when the previous Chair stepped down and had provided steady hands to keep all on track during a difficult time. The chair also thanked SU for stepping up to Chair ARAC and for all the work undertaken. Both had contributed vastly to the work of the Board and OSCR. A Board lunch is being arranged in April and a provisional date is now in diaries.</p> <p>Both PA and SU thanked everyone for all the support they had received.</p>	
12.	<p>Date of Next Meeting</p> <p>The next meeting will be held on 21 April 2022 at the Apex, Waterloo, Edinburgh</p>	