

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

OSCR attendance: Maureen Mallon, CEO
 Martin Tyson, Head of Regulation & Improvement;
 Judith Hayhow, Head of Corporate
 Senior Manager Communications & Digital- Item 3
 Finance Governance & Business Manager-Item 5
 HR & Learning Co-ordinator Item- Item 4

Observers: Data and Research Manager
 Team Leader

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 including the 2 staff observers.</p> <p>Declaration of Interest: No declarations of interest were declared.</p> <p>Apologies: No apologies were given.</p>	
2.	<p>Minutes of previous meeting/Action Log: 13 September 2021</p> <p>The Minute was agreed as an accurate record and approved subject to minor amendment. Members were content that actions as outlined in the Action Log were either dealt with or were progressing as agreed.</p>	
3.	<p>D365 Update</p> <p>The Senior Manager Communications & Digital provided an update for Members. We are in the final stages of replacing our current OSCR Online system with a new D365 solution. The update provided outlined the progress so far and set out the benefits of the new solution for external users and staff. Members heard the benefits also included its future potential to support our key processes and be in a strong position to deliver our Digital Strategy enhancing user experience for both charities and staff.</p> <p>Members were encouraged to hear we were nearer the end point of this project in terms of delivery of the system and appreciated delays with IT projects are common place. Members asked how implementation of the new system would be communicated to charities and if the project was on budget. It was confirmed this is a fixed price contract. We have identified additional pieces of work that will improve the product that are out with the original contract. A detailed breakdown will be provided as part of the financial report at December’s Board meeting.</p> <p>Members heard that there would be no significant change for the external user with the interface having been designed well enough to not require additional training. There will be improved functionality giving additional support and information as the user moves through the questions. The shift will be as seamless as possible. There will be a range of “how to” guides and videos available for users on the website and information will be available on socials such as twitter and a newsletter timed in line with go live date to ensure users are ready for it. The final customer portal is yet to be signed off as testing is currently underway. This will be complete and signed off shortly.</p>	

	<p>Members were concerned at the time resource implications for OSCR staff and sought reassurance this was being managed. The Senior Manager Communications & Digital confirmed the project team was a wide cohort of staff that had been involved in every stage of the process. Training will be cascaded out to staff starting with administrative staff as a priority. The system is intuitive and it is expected staff should not encounter any problems. There will be some training requirement which will be delivered with as little disruption as possible.</p> <p>It was confirmed the system is expected to be signed off shortly. Staff training will commence soon after and we will move from the test system with further training prior to going live. Members heard that check points are built in at each stage and the project will not progress to the next stage without each check point being fully met. Discussions are being held with the supplier once the system is final and further discussions before go live date will take place. Members felt it critical staff have enough time for training and testing to feel comfortable and ready for it before go live and were assured that was the case.</p> <p>Members also heard that the system has lots of potential to integrate back end tasks for staff dealing with day-to-day tasks such as workflows. Once operational this will free up valuable time for staff providing efficiencies, reducing admin time and duplication of manual tasks carried out at present allowing staff to move onto higher value work. OSCR will have much more control over the system included making changes ourselves.</p> <p>Members thanked everyone involved for all the hard work which has gone into this, a job well done.</p> <p>ACTION: - detailed breakdown of D365 to be included in Financial Report for December Board</p>	
4.	<p>Temperature check (the HR & Learning Co-ordinator joined for this item)</p> <p>MM provided an overview of the paper as presented to enable a future focussed discussion. Members and staff were previously provided with the full results of September's Temperature check. This paints a picture of some staff concerns across the organisation similar to the previous survey.</p> <p>The HR & Learning Co-ordinator outlined some of the work being undertaken and planned to address areas of concern. These included:</p> <ul style="list-style-type: none"> - ELT session planned for 2/11/21 to further prioritise actions as identified in the tracker; this is important for staff to see and feel change is happening and will enable some of the more substantial improvements to be progressed - Work continuing with line managers, people focus group and staff to ensure broad spectrum of views and ideas are heard and acted on - Leadership Team training now finalised and module 1 to start in November with a further 5 modules from December to support working together as a collective - People focus group met with some good suggestions flowing from it including timing of future surveys, staff are being consulted re survey timings, discussion how the Group can work with ELT going forward - Session with line managers to be deep dive into specific areas including what support is needed <p>SMT and Leadership Team now meet together weekly as the Extended Leadership Team aiding faster and more efficient decision making. Actions and outcomes from these meetings are shared in the weekly staff newsletter. Decisions are also happening in teams where this does not have a wider impact on other areas.</p>	

	<p>Improved Board engagement has also been identified for improvement. It was recognised that this may not be a top priority for staff and some work has already been done here with lunch time sessions and Members being visible at staff calls. It is important to get the balance right and any feedback or thoughts should be sent to the HR & Learning Co-ordinator. Members felt that there could be other areas where the Board can help and add value. the HR & Learning Co-ordinator undertook to review possibilities and feedback. Members felt the remit of the different groups was not yet understood by the Board; clarification of the groups will be circulated to Members.</p> <p>Wellbeing concerns were highlighted from the survey results. Board members remained concerned about staff's wellbeing and asked what is being done to address these concerns. The HR & Learning Co-ordinator confirmed work was being done as a priority to address this. Including:</p> <ul style="list-style-type: none"> - individual support with staff where required - encouraging staff to take annual leave - wellbeing chats with staff and their managers - acknowledging staff finding things tough and engaging in conversations to agree ways to support them <p>It is important to recognise that some staff's wellbeing would benefit from working in the office e.g. those who live alone, do not have a separate space to work at home, working with others on specific project etc. The HR & Learning Co-ordinator confirmed that is already happening with some staff coming into work in the office regularly within current guidelines. Members were mindful the pandemic has not gone away and staff will still have concerns. Creative ways of meeting in person continue to be considered, small face to face meetings, walking meetings etc.</p> <p>Members heard that alongside the Leadership training, DRM Consulting will be carrying out sessions for staff and board members focussed on 'moving forward together'. MM is meeting with him and Geelox later today to agree timing and format for that piece of work. Members were assured the language throughout all of the strands of training would be consistent. DRM Consulting will also be delivering some 1-1 coaching.</p> <p>ACTION;</p> <ul style="list-style-type: none"> - Review areas where Board Members can offer assistance - Consider how to improve Board engagement; Members to feedback to the HR & Learning Co-ordinator - Group remit paper to be circulated to Board Members - Updates regarding work being done by Geelox/DRM Consulting to be included in Board Agendas 	
5.	<p>Business Plan Update (The Finance Governance & Business Manager joined for this item)</p> <p>Following on from the September meeting, the Board had requested a higher level, narrative based update on actions taken to meet the business plan priorities. The paper presented provides a narrative based update focused on key issues and priorities over the previous and upcoming period.</p> <p>Members heard that discussions were underway regarding an additional resourcing request and what that would look like. The Extended Leadership Team will be discussing later today to develop an outline. GW/MM would then be in a position to take that forward with Scottish Government. The extra resource, if successful, would be to build in extra capacity and not "more of the same"; options being considered include short terms secondments across other organisations.</p> <p>Members were given an update on the various recruitments ongoing within OSCR. There are currently 8 recruitments underway. Members noted that some vacancies had been advertised</p>	

externally to optimise success of attracting the right candidate. This is a lengthy process with SG checks prior to candidates starting causing delays.

Knowledge Management; We have developed a draft Knowledge Management strategy with aims under three key components essential to its success: people and culture; processes and data, and tools. The Strategy has been developed to work for all of us: our staff and Board. The final strategy will be presented at the next formal Board meeting in December for consideration and approval. Prior to that, the draft Strategy will be circulated to Members, by email, seeking views and comments in regard to if it reflects OSCR's needs, and if there are areas that need strengthened or clarified to make it work for the Board. Any feedback will be incorporated and the Strategy will be recirculated prior to formal consideration in December.

External Surveys: Members heard that we are preparing to commission Public and Charity Surveys 2022. The surveys are undertaken every two years. In previous years Board Members have been part of a working group and provided input to streamline and target the research. Members were asked if anyone was interested in collaborating to let Data and Research Manager (observer) know. The Data and Research Manager will follow up this request by email; SF and JV offered to be part of that Group.

Sector Improvement Report; this is now finalised. The Senior Manager Communications & Digital will circulate to members following the meeting.

Members asked the language used across all of the key pieces of work be reviewed to ensure consistency including commonality of heading and sub headings to like the strands together. The Finance Governance & Business Manager noted the comments and undertook to review.

Accommodation: following on from previous updates on the progress around the ongoing discussions with the Quadrant House Lease, further discussions have continued to take place with Scottish Government, SSSC and Care inspectorate (the other tenants) and the lead team from Avison Young. We continue to move forward on the basis of sticking with a broadly similar amount of space and thinking about the innovative ways that the space can be used. The key to being able to justify continuing to have a reasonably large office footprint will be in securing appropriate lease breaks that will enable us to make informed decisions based on how hybrid working impacts on us in the medium-term. It had been hoped to trial a hybrid policy regarding office and home working from September but Scottish Government Guidance has not yet allowed that. This has made it difficult to be exact about our requirements. It is intended this position will be reviewed in the New Year. A proposal for decision will be brought to Board in December.

National Care Services Consultation: Members asked for clarification of OSCR's position on this. MT confirmed that OSCR will not respond directly to the consultation at this point. However, OSCR will make its position clear to the Policy Team in separate correspondence and keep this under review.

Members agreed the move to the new format for this report was welcomed and this supports a constructive discussion. Some improvement suggests to format included making it clear when (and what) was needed from the Board and link with other strategic documents. The Finance Governance & Business Manager undertook to review.

ACTION:

- **draft Knowledge Management strategy to be circulated to Board**
- **Comments/feedback on draft Knowledge Management Strategy to be emailed to the Data and Research Manager**
- **Members interested in assisting with the External Survey work to contact Data and Research Manager**
- **Sector Improvement Report to be circulated to Members**
- **Consistency of language across key strategic document including BP to be reviewed**
- **Accommodation proposal to be tabled at December Board for discussion/decision**

6.	<p>Review of Meeting and Papers</p> <p>GW asked for thoughts and feedback on today's meeting and papers. Feedback included:</p> <ul style="list-style-type: none">- February 2022 meeting to be held in person if possible, a lunch to be arranged within guidelines. OSCR office does not have capacity for the full Board under current guidelines can explore other options such as bigger external space, location etc.- Business Plan paper, new format works well, aids discussion drawing out key topics; would like to check in with comprehensive Business Plan for sense check/discussion. JV can talk to the Senior Manager Communications & Digital off line and provide further thoughts- Carry through consistency of language, heading across all key documents- This meeting was "Board Light" and worked well to aid fuller discussion on less topics, volume of papers welcome. It was acknowledged this is not always possible as there are substantive topics that need to be covered at particular meetings. <p>GW asked today's observers for their thoughts. Members heard that overall it was seen that the Board work in a more dynamic way and it was reassuring to hear how invested the Board are in improving things in OSCR for staff following recent survey feedback. It was felt this was not always heard by staff. Communication still needs to be improved to ensure decisions taken or discussed are cascaded across the staff team. It is important for staff to "feel" change and not just see it. Staff need to be involved in that for real change to happen.</p> <p>ACTION:</p> <ul style="list-style-type: none">- The Senior Manager Communications & Digital /JV to discuss options for review of comprehensive Business Plan	
----	--	--