Note of Strategic Board Meeting – 22 January 2019, Prestwick

Attendees:
Members: Nora Senior (Chair), Karen Betts, Liz Cameron, Sara Carter, Lorne Crerar, Jeanette Forbes, Steven Heddle, Gerry McCusker, Scott McLarty, Grahame Smith, Willie Mackay, Frank Mitchell.

Other attendees: Steve Dunlop (SE), Karen Watt (SFC), Charlotte Wright (HIE), Dominic Munro (SG), Liz Ditchburn (SG), Sam Anson (SG), Gary Gillespie (SG), Jane Martin (SE, pm only), Eugene Gallanagh (SDS), Stephen Boyle (AU), Stuart King (AU), Simon Coote (Secretariat), Paul Mullan (Secretariat).

Apologies: Mike Cantlay, Russel Griggs, Poonam Gupta, Wendy Alexander, Damien Yeates and Audrey Cumberford

Welcome, apologies and introductions

The Chair introduced the meeting by:
- Advising that apologies had been received from Mike Cantlay, Russel Griggs, Poonam Gupta, Wendy Alexander, Damien Yeates and Audrey Cumberford.
- Welcoming Karen Watt, new CEO of SFC and Willie Mackie, interim Chair of SE to their first meeting as Board Members.
- Welcoming Eugene Gallanagh, Senior Director, SDS, there for Damien Yeates.

Minutes of Last Meeting and Matters Arising

There were no issues raised as conflicts of interest. There were no matters arising. The Board agreed the minutes were read and accepted subject to correction of a typo.

Item 1. Review of the Board's first year and lessons learned

The Chair led discussions by:
- Recalling the first meeting of the Board and their initial priorities.
- Reviewing the journey of the Board and the areas they have focussed.
- Reflecting on the missions, and highlighting Fair Work is a principle running across the work.
- Reflecting that the Board has become a cohesive team, and is successfully bringing the agencies closer together.

She also stated that the Board should:
- Be proud of producing the Strategic Plan, and that the next phase of the Board is to implement the plan and make it a reality.
- Ensure it now has a way to measure the success of the missions.
- Continue to drive a single team approach and a collective vision for all the agencies.

Liz Ditchburn offered Scottish Government's view of the Board's progress:
- The Board has made a positive start and has created a real platform for change.
- It was pleasing to see the Board working as a cohesive group with a strong business voice.
- The Chairs and CEOs of agencies could be seen working together.
- It is apparent that there is a real appetite for change growing. In particular, the concepts of workplace innovation and Fair Work have resonated.
- The Board's work has already influenced the SG Economic Action Plan and will influence other key SG plans as they are developed.
- Seeing a better experience for the users of the system will be particularly important alongside smart, evidenced-based choices about the use of resources. The single online portal will be a huge step.

The Chair set some priorities, including that the Board should:
- Develop how the Board is interfacing with the wider system.
- Work to deepen cultural and collaborative change so it becomes the norm.
- Establish the monitoring of performance.
- Seek to understand how accountability will work – there is an important role for Chairs on this Board but also with their own boards.
- Develop advice about resources and how they are applied.

The Board then discussed some insights including:
- It will be fundamental to translate the plan into improvements for the users of the system. Good performance frameworks would be key to that.
- Engagement and collaborative working across the agencies has been positive and should continue
- With Brexit and other challenges ahead the Board will need to be adaptable and dynamic to ensure it has the capacity to deliver.
- The Board should ensure that the momentum and energy is harnessed and permeates across the wider system, with the user at the centre.

Item 2. The Board's priorities for the next two years

The Chair introduced this section and invited the members of the Board to have breakout discussions, seeking feedback on the priorities proposed in the paper.

> **The Board therefore considered the questions:**
> 1. **What does the Board want to achieve?**
> 2. **Are the proposed priorities the right ones?**

Feedback from breakout sessions:
- Improving the user experience should be the overarching goal.

- The Board should consider if it needed to expand involvement with other agencies (e.g. Transport Scotland and Scottish Water).
- The Board's inclusion of other organisations and depth of engagement with stakeholders are a priority.
- The need to look at system-wide measures and decide on desired outcomes.
- The need to simplify the number of priorities.
- The performance framework is a critical component of the Board's work.
- The Board needs a feedback loop with Government.
- The new South of Scotland agency provides an opportunity to model best practice.
- Engaging with the wider system was now crucial and the Board should integrate with other partners such as Regional Economic Partnerships and the new National Investment Bank.

➢ **Action 1 - Secretariat to look at distilling/simplifying the priorities**
➢ **Action 2 - Secretariat to work with SG to consider how a feedback loop between the Board and Scottish Government would work.**

Discussion of Proposed Board Priorities

1. **Ensuring hard alignment of the agencies - accelerating the work on culture, collaboration and values.**

The discussion focussed on the importance of embedding cultural change throughout the agencies and how this can be best achieved. Each agency is keen to retain their own culture while recognising the importance of embedding commonality. The Board was looking to establish some fundamentals so the agencies should be able to showcase common values.

The Customer experience was highlighted as the central theme and should be a key measureable.

Engaging people in the wider missions would need the agencies to free up capacity, so this would need to be focussed on joint teams and interworking. The agencies should set out internal changes as a result of the culture and shared values work.

➢ **Action 3 – Agencies to produce report of areas of collaboration and mapping of joint values for the March meeting.**

2. **Ensuring hard alignment of the agencies - alignment of, and collaboration on planning across the agencies.**

Charlotte Wright began the discussion setting areas where collaborative planning was underway including a single process map for planning process and holding joint agency sessions. There is more involvement and interworking between agencies, Government and Board than before.

There was a need to consider Board input in the timeline for planning processes. There was discussion about the Board commenting on plans in March, but this was seen as too late as the agencies are preparing plans right now. A one-off meeting or call in February to consider plans was proposed.

The Boards interest in alignment lies in three areas:
- The "plumbing and wiring".
- How the plans reflect the missions.
- Any other objectives that agencies share, e.g. around innovation.

The AU was tasked with assessing areas of agency plans that the Board is interested in and articulating how these plans meet the Board's goals.

➢ **Action 4 - A one-off meeting /call to be set up to look at agencies' draft plans.**
➢ **Action 5 - Agencies to work with AU to come back in March with how plans will drive improvement in performance indicators across the system.**

Post Board note: Following the Board meeting, the AU clarified with the agencies when their plans would be available to the Board for consideration. While the dates on which these will be available varies, not all will be available by a date that would enable useful material to be presented to the Board in February.

3. **Overseeing implementation of the actions and recommendations of the missions.**

Scott McLarty presented on work done to progress the Business Models and Workplace Innovation mission, having considered how similar work had been done elsewhere, e.g. the Sharing in Growth programme. The Board discussed forming a test audience for each of the missions who would help advise as their plans are put together.

The Board discussed a "product design" approach but recognised that different approaches would be needed for the different missions.

The paper provided draft project definitions (or PIDs) for each of the actions from the missions and Board members were invited to review those of interest with a view to working with agency leads to firm these up.

➢ **Action 6 - BMWI to move ahead as a test bed and other missions' Board Members to scope out how their missions should be structured and aligned with agencies' planning.**
➢ **Action 7 - Mission Board Members to use the draft project definitions as a starting point for discussion.**

4. **Overseeing delivery of other elements of agency plans.**

This item had been covered in discussion around other items in the meeting.

5. Consideration of other, future missions

Stephen Boyle introduced this discussion and explained that the four missions already in place together covered around 70% of agency spend and that one area the board had considered focussing on previously which amounted to a further 20% of spend was innovation.

There was a proposal to develop a mission around innovation, but there was a question of whether innovation was already engrained across the existing missions. It would therefore be important to for the Board to consider existing work and develop a scope for a mission before deciding to pursue it.

➢ **Action 8 – Secretariat to work with the AU to develop a scope for a potential mission on Innovation**
Post Board note – The Analytical Unit will lead on this and have started engagement with SG and agencies.

6. Measuring the performance of the system and making resource allocation and other recommendations based on this by: development of the Board's performance framework and; evaluation of the system's main activities.

Stuart King introduced this item explaining that the AU had been working positively with the agencies as they develop plans.

The Board agreed that performance frameworks should become a standing agenda item for the board.

There was discussion around the resource challenges of the Analytical Unit. The Board asked Government and Analytical Unit to come back with a proposed solution for solving this. SE will provide additional support for the Analytical Unit in the short-term

➢ **Action 9 - Draft performance framework to be presented in March.**
➢ **Action 10 - Performance framework added to future Board agendas as a standing item.**
➢ **Action 11 - Secretariat to look at timings for an extra meeting or call to consider agency plans and the use of performance measures** (see also Action 4 and respective post-Board note above).
➢ **Action 12 - Scottish Government to consider a solution for Analytical Unit resourcing in discussion with the Analytical Unit and come back to the Board in correspondence with a proposed solution.**

7. Enhancing the experiences of customers, users and learners, through implementation and subsequent further development of the single point of entry for services to businesses

Jane Martin from Scottish Enterprise introduced the discussion, setting out what the project on the business user journey was seeking to achieve - system level change to achieve more impact and transform customer experience. She explained that it would benefit the project for the Board to continue to drive a focus on establishing a truly collaborative delivery Model, and set out the key milestones for the project.

The Board discussed the need for the project to have a user feedback baseline from which to measure improvement and that this was something the Analytical Unit could support.

- ➤ **Action 13 - Analytical Unit will support project in the creation of a baseline measure to improve user feedback.**

8. Engaging others who share the Board's objectives, though engagement and communications activity.

This was discussed during other items in the meeting.

Item 3. How will the Board operate?

The Chair introduced this item by discussing the membership of the Board and the possibility of engaging with Business Gateway and Local Authorities about possible additional membership. It was suggested that at the next Board there would be consideration of the specific skills that may be missing from the board.

The Chair also raised governance of the Board and talked about the need for a Deputy Chair for the Board. The Secretariat would email Board members about this.

The Chair also suggested that having more local businesses hosting meetings would be a good idea, highlighting the success of today's meeting at Spirit AreoSystems.

- ➤ **Action 14 - The next meeting to include a discussion about specific skills that may be missing from the Board.**
- ➤ **Action 15 - Secretariat to contact COSLA about possible Business gateway or SOLACE representation on the Board.**
- ➤ **Action 16- Secretariat to contact Board members about appointment of a Deputy Chair.**
- ➤ **Action 17 - Timing for refreshing Strategic Plan to be an agenda item for March.**
- ➤ **Action 18 - Secretariat to confirm dates for Board meetings for the rest of 2019.**
- ➤ **Action 19 - Secretariat to look for other businesses who would be interested in hosting a future Board meeting.**

Item 4. AOB

There was no further business.
The Chair thanked members for their input and closed the meeting.

Annex – Strategic Board Meeting – 22 January 2019, Prestwick

List of Actions:

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2. Secretariat to work with SG to consider how a feedback loop between the Board and Scottish Government would work.
3. Agencies to produce report of areas of collaboration and mapping of joint values for the March meeting.
4. A one-off meeting /call to be set up to look at agencies' draft plans.
   Post Board note: Following the Board meeting, the AU clarified with the agencies when their plans would be available to the Board for consideration. While the dates on which these will be available varies, not all will be available by a date that would enable useful material to be presented to the Board in February.
5. Agencies to work with AU to come back in March with how plans will drive improvement in performance indicators across the system.
6. BMWI to move ahead as a test bed and other missions' Board Members to scope out how their missions should be structured and aligned with agencies' planning.
7. Mission Board Members to use the draft project definitions as a starting point for discussion.
8. Secretariat to work with the AU to develop a scope for a potential mission on Innovation
9. Draft performance framework to be presented in March.
10. Performance framework added to future Board agendas as a standing item.
11. (See also Action 4) Secretariat to look at timings for an extra meeting or call to consider agency plans and the use of performance measures.
12. Scottish Government to consider a solution for Analytical Unit resourcing in discussion with the Analytical Unit and come back to the Board in correspondence with a proposed solution.
13. Analytical Unit will support project in the creation of a baseline measure to improve user feedback.
14. The next meeting to include a discussion about specific skills that may be missing from the Board.
15. Secretariat to contact COSLA about possible Business gateway or SOLACE representation on the Board.
16. Secretariat to contact Board members about appointment of a Deputy Chair.
17. Timing for refreshing Strategic Plan to be an agenda item for March.
18. Secretariat to confirm dates for Board meetings for the rest of 2019.
19. Secretariat to look for other businesses who would be interested in hosting a future Board meeting.