

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

Apologies: Shona Ulrichsen

OSCR attendance: Maureen Mallon, CEO
Martin Tyson, Head of Regulation & Improvement;
Judith Hayhow, Head of Corporate
Senior Manager Communications & Digital
Finance Governance & Business Manage
Data and Research Manager (item 4)

Observers: Policy & Sector Improvement Manager (PSIM)

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.</p> <p>Declaration of Interest: No declarations of interest were declared.</p> <p>Apologies: Apologies were received from Shona Ulrichsen.</p>	
2.	<p>Minutes of previous meeting/Action Log: 25 October 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 and Operational Redesign Update</p> <p>Finance Governance & Business Manager gave overview of the paper provided. Members heard that following previous Board feedback, the paper now provides a narrative based CEO update and Business Plan update that will demonstrate which business plan priority the actions relate to.</p> <p>Members heard that advice had been given to staff in relation to Xmas gatherings highlighting personal responsibility in line with current SG guidance. Further staff communications will be issued following further announcements from the First Minister.</p> <p>Finance Governance & Business Manager (FGBM) asked Members if there were any points of clarification or questions. Stephanie Fraser (StF) asked for an update on the review of the notifiable events process. The meeting heard that the Policy & Sector Improvement Manager was leading on this project and that scoping work, looking at the original purpose and whether it is still fit for purpose, is underway and will be taken forward in the New Year. The scoping report will be available for members at the next Board meeting in February.</p> <p>Members agreed the paper was improved, clear and concise.</p> <p>Clarification was sought in relation to Quality Assurance. This project is led by the Senior Manager Higher Risk Cases & Quality Assurance. The project in ongoing to ensure quality assurance is embedded into OSCR work as routine.</p> <p>The information gathering stage included meetings with SMT, ELT, Teams and the wider staff group to gather as much information as possible on how quality assurance currently works</p>	

	<p>within OSCR is well underway. All information gathered is being reviewed and will be considered by ELT and then by the Board.</p> <p>Jill Vickerman (JV) and Finance Governance & Business Manager will meet to discuss quality assurance as an improvement opportunity. The Board were reassured to hear that this is about ensuring decisions are made at the correct place, by the correct people and empowering staff to take these decisions. It was agreed a full QA update would be considered by the Board at a future meeting.</p> <p>ACTION:</p> <ul style="list-style-type: none"> - Scoping report re Notifiable Events to be available for members at the next Board meeting in February. - Full QA update to be considered by Board at future meeting 	<p>PSIM/MT</p> <p>FGBM</p>
4.	<p>Knowledge Management Strategy (Data and Research Manager joined for this item)</p> <p>Data and Research Manager presented the Knowledge Management Strategy document “Sharing Knowledge, for better Charity Regulation’, for approval and sign off by the Board.</p> <p>The Strategy had been reviewed and amended in response to feedback from Member of the Board. The audience for the document has been clarified and purposes added to reflect more of the external outcomes of investing in knowledge management as set out in both the Corporate and Business Plans.</p> <p>Members heard the evaluation process had been expanded to explain how embedding knowledge management within OSCR is just the start and that it is an ongoing process. As this embeds across all aspects of OSCR’s activities, evaluating the progress of embedding and implementing it will be flexible, appropriate and ongoing. Members were asked to consider and agree the Knowledge Management Strategy to allow it to be progressed to publishing and implementation.</p> <p>Members agreed this was a good piece of work, it was clear, concise and easily understood. Members discussed the rationale for evaluation. The Data and Research Manager understood the difficulty of this but assured Members this would be embedded in operational business planning and processes throughout OSCR. This will make it easier to monitor throughout the year. Staff involvement will be critical and open lines of communication will enable staff to see the progress is being made.</p> <p>The Board approved the Strategy.</p>	
5.	<p>Accommodation</p> <p>Members previously discussed accommodation at the September Board meeting with a proposal planned for the December meeting. Members heard that as yet all we do not have all of the necessary information to enable a formal proposal to be brought to the Board.</p> <p>We continue to engage with other organisations in the building and with Avison Young (recommended by SG property services) to help determine what future requirements are likely to be. Terms and costs have also been requested for the current landlord in respect of continuing to occupy Quadrant House. We are still awaiting the financial information to enable a best value analysis to be carried out. Based on work to date, the best option would be to remain in Quadrant House, along with the other occupants, building in a series of short lease breaks to enable us to reassess our medium and longer term space requirements once the hybrid working position is known. Members discussed various options and were assured that a fully costed proposal would come to the Board when that information was known.</p> <p>ACTION:</p> <ul style="list-style-type: none"> - fully costed proposal to be considered/approved by Board when available 	<p>JH/FGBM</p>
6.	<p>Future Risk Management Framework</p>	

	<p>Following a risk strategy session in August to review risk management within OSCR, a working group was created to consider the actions identified and risk statements were subsequently agreed at ARAC. The Board were asked to consider and approve the amendments to the risk statements. Further considerations were given to the scheme of delegation, layout of risk register and visuals.</p> <p>GT undertook to make agreed amendments.</p> <p>ACTION: - Risk Management Strategy to be amended in line with Board Members comments</p> <p>Scheme of Delegation:</p> <p>The Scheme of Delegation was discussed at the Risk Strategy Session in August and feedback has been incorporated into the document presented. Members discussed the paper.</p> <p>Finance Governance & Business Manager undertook and action to review and amend in light of Board feedback.</p> <p>ACTION: - Scheme of Delegation to be reviewed and amended in line with Board feedback</p> <p>Risk Visuals</p> <p>Board Members agreed additional ways to represent risk had previously been discussed, with a view to making any review of risk easier and more effective. Two examples were shown for members to consider. Example 1 encompassed a heat map illustrating the relative risk score of the individual risks and example 2 a “risk landscape” illustrating the relative risk score of individual risks. This would group risks together in the risk category they fall under.</p> <p>Members discussed the options. All agreed it is important to make it easier for people to understand and engage with risk.</p> <ul style="list-style-type: none"> - consider narrative to explain risk decreasing, is this always a good thing? - revise point size/text size, should be clear and easy to read <p>Members agreed example 2, Risk Landscape, would be adopted following incorporation of feedback. This will be discussed at ARAC and then at the February Board.</p> <p>ACTION: - Risk Visuals to be discussed at ARAC and brought to February Board.</p>	<p>FGBM</p> <p>FGBM</p> <p>FGBM</p>
<p>7.</p>	<p>AOB</p> <p>The Chair (GW) gave members an update on progress with Board recruitment. Members heard that this was on track with a good field of candidates with relevant expertise for the roles. Interviews will be held in the New Year. Further updates will be provided. Following recruitment, information will be gathered on where potential candidates had viewed the vacancy and fed back to Senior Manager Digital and Communications to inform further campaigns.</p> <p>February Board Meeting will be kept under review. This will be held in person if possible in line with SG guidance and will be the last meeting for SU and PA. A decision will be taken whether to move to a virtual meeting early in the New Year. FGBM will consider an in person Board lunch in March/April 2022 guidance permitting.</p> <p>GW wished everyone a Merry Xmas and New Year break. A Xmas message will be drafted for issue to the wider staff team.</p>	