

Board Members Present: Marieke Dwarshuis (Chair), Jill Vickerman (Deputy Chair) Jessica Wade, Lynn Bradley, Neil MacKay, Bill Maxwell, Robin Strang, Kirsten Howie

Apologies: Bill Maxwell for the morning session

OSCR attendance: Maureen Mallon, CEO  
 Martin Tyson, Head of Regulation & Improvement  
 Judith Hayhow, Head of Corporate Finance Governance & Business Manager  
 Senior Manager Communications & Digital  
 HR & Learning Co-ordinator  
 Legal Advisor  
 Senior Policy & Sector Improvement  
 Senior Manager Higher Risk cases & Quality Assurance  
 High Volume Casework and Risk Assessment

Board Secretary:

Private Business		
Item	Area	Action
1, 2 & 3	<p><b>Chair’s introduction, welcome, declaration of interest, minutes from previous meeting and Action log</b></p> <p>2. Declarations of interest – Neil MacKay advised he has joined the Board of Redress Scotland. <b>Action-</b> Board Secretary to arrange an updated Rol form.</p> <p>3. Minutes of previous meeting</p> <p>The minutes were agreed and adopted, recognising that a couple of typos need to be corrected. <b>Action</b></p> <p>Matters arising from minutes – A question was asked re the redaction of personal and confidential matters before publishing on our website. It was agreed that these should be sent to the Chair before publishing <b>Action</b></p> <p>Re action log-                      It was noticed that the actions from the October Board meeting had not been included in the action log. This is to be updated and circulated to the board along with amended minutes. <b>Action</b></p> <p>The chair asked that Standing Items of Chair update &amp; CEO update be added to future agendas. <b>Action</b></p> <p>The CEO then gave a verbal update on our agreed budget for 2023-24.</p>	<p><b>Board Secretary</b></p> <p><b>Board Secretary</b></p> <p><b>Board Secretary</b></p> <p><b>Finance Governance &amp; Business Manager</b></p> <p><b>Finance Governance &amp; Business Manager /Board Secretary</b></p>

4.	<p><b>Performance Report</b></p> <p>There was a discussion re Revitalising Trusts project, and a question around costs for this and success rates. MT advised that this was a long process which could also involve legal intervention and that our partners, Foundation Scotland, are funding the additional staffing costs involved in this project.</p> <p>It was noted that there was limited information on costs, timelines, and benefits within the Digital Improvements update and that this would be beneficial rather than reading across to other papers. The CEO advised that we would be happy to link this report with our Corporate Plan and we will build reference into papers at February Board meeting. <b>Action</b></p> <p>Following a discussion on what information should be available to the Board, the Chair asked that a short narrative should be added to the Digital Improvements section to give clarity on costs, timelines etc. This should also link into our financial report with cross references. <b>Action</b></p> <p>Further discussions followed on other areas of the Performance report.</p> <p>It was decided that it would be helpful if a format can be developed around the Performance Report alongside the development of the new Corporate Plan, with input from 2 or 3 boards members and a first draft brought to Board in February. The Chair, NMCK and LB agreed to participate. An initial session is to be scheduled for early 2023. <b>Action</b></p> <p>On point 3.2 It was asked if OSCR have a nominated Board member who acts as a Whistle-blower Champion. The CEO advised that we do not as all staff are civil servants and follow SG procedures and policies in relation to this. The Chair suggested that the Legal Adviser runs a short session at the board meeting in February to cover board responsibilities in relation to staff. <b>Action</b></p> <p>The Chair noted that Items 2.43 and 2.51 required decisions regarding future OSCR involvement/priority, and the CEO confirmed that these points will be considered as part of the corporate plan.</p>	<p><b>Finance Governance &amp; Business Manager</b></p> <p><b>Finance Governance &amp; Business Manager /JH</b></p> <p><b>Finance Governance &amp; Business Manager /JH</b></p> <p><b>Finance Governance &amp; Business Manager/JH /Legal Adviser</b></p>

5.	<p><b>Cases Committee update</b></p> <p>The update shared covered the November Cases Committee meeting as the December meeting minute is still in draft.</p> <p>It was agreed that Reports relating to high profile cases should be issued to the Board before publishing. <b>Action</b></p>	MT
6.	<p><b>ARAC</b></p> <p>LB as Chair introduced the report. The Risk Appetite Statements will be reviewed and discussed at the next ARAC meeting (in light of the draft Corporate Plan 2023-27) and will be brought to the April Board meeting. <b>Action</b></p>	Finance Governance & Business Manager/LB
7.	<p><b>Verbal update of People Survey Results</b></p> <p>The HR and Learning Co-ordinator detailed the headline results which had already been circulated to the Board. The Senior Team was pleased with the overall results which show many improvements in comparison to the past two years while recognising there is still a lot to do. We had a high level of completion which gives confidence in being able to consider and interpret the results.</p> <p>The Board had various questions around these results however they were encouraged by the improvements made and congratulated all involved in the work carried out in relation to supporting our people.</p> <p>The Chair thanked everyone for the work done so far to drive improvements which resulted in this positive trajectory.</p>	
8.	<p><b>Board Terms of Reference Review</b></p> <p>It was agreed that going forward the ToR be renamed as Standing Orders.</p> <p>A number of changes were agreed and are to be made by Legal Adviser and circulated to Board prior to the next Board meeting for final sign off. <b>Action</b></p>	Legal Adviser
9.	<p><b>Financial Update</b></p> <p>JH as Head of Corporate introduced the paper and then opened the floor for questions and comments.</p> <p>A discussion followed regarding the variances shown on High Level Summary. The Board requested that more context is provided and that we look at this report alongside the Performance Update and the Corporate Plan. We discussed providing assurance that the impact of</p>	

	<p>inflation and how any variations impact on performance. CEO advised we would look at this in conjunction with the overall work we have agreed to undertake in relation to performance reporting.</p> <p><b>Action</b> – Format of Financial Update to be included in wider discussion about the performance paper.</p> <p><b>Action</b> - Ahead of February Board meeting, add column for narrative to provide context for significant variances.</p>	<p><b>Finance Governance &amp; Business Manager/JH</b></p> <p><b>Finance Governance &amp; Business Manager</b></p>
10.	<p><b>Concern Forms &amp; Inquiry Policy Planning</b></p> <p>Senior Manager Higher Risk cases &amp; Quality Assurance gave an outline of the paper and KM advised that the new concerns form was with the Developer. We expect a draft to be back with us for review in January.</p> <p>We confirmed the costs for this work are within the current budget and discussed our communication and consultation plans with the public, TSIs, the Ombudsman and wider stakeholders. Further discussion focused on how the new approach to concerns will signpost people accurately and lead to improvements in relation to OSCR only looking at and considering concerns that fall within our remit. While we are not changing what we do this will be a fundamental change for individuals and organisations who have come to rely on contacting OSCR in relation to more general enquires as a trusted source of information and advice. This will require specific considerations and handling and careful communication as we move forward with the new policy to minimise possible reputational impact.</p> <p>An update will be provided next year following discussion at a Cases Committee meeting. <b>Action</b></p>	<p><b>Senior Manager Higher Risk cases &amp; Quality Assurance/High Volume Casework &amp; Risk Assessment Officer</b></p>
11.	<p><b>Review of Board Papers</b></p> <p>Consensus was that there had been helpful discussions around good subject matters.</p> <p>Some points were agreed for future meetings,</p> <ul style="list-style-type: none"> <li>• Review the ordering of the papers to make cross referencing easier in particular Performance and Finance Updates to follow each other.</li> <li>• Add recommendations and purpose to all papers to make it clear what is required from Board Members</li> <li>• Include a comfort break.</li> </ul>	
12.	<p><b>Legislation Update</b></p>	

	<p>MT outlined the current state of play then the Senior Policy &amp; Sector Improvement Manager spoke around first steps for next year which will be a discussion with SG re the budget, commencement dates and agreeing implementation dates. Key factors for OSCR in creating an implementation plan will be gaining a detailed understanding of the learning by CCEW who has delivered a similar project.</p> <p>The Board considered aspects including privacy issues re Trustees Register, possible exemption requests, costs involved and the implementation of approaches we are undertaking for the internal governance of the legislation programme.</p> <p>The Chair asked that as the Bill will have been before the Parliament's Social Justice and Social Security Committee before the February Board meeting, that an update be provided then. <b>Action</b></p>	<p><b>MT/ Senior Policy &amp; Sector Improvement</b></p>
<p>13.</p>	<p><b>Corporate Plan 2023-2026 progress review</b></p> <p>The Finance Governance &amp; Business Manager introduced the paper and CEO provided some context around the process to evolve the activity statements from the original discussions at the August strategy day through to staff input during our Town Hall event.</p> <p>The Chair invited Board members to comment on wording and prioritisation of the five priority activity statements. Details of the discussion will be used to review and refresh the statements based on the feedback and work will start in January using these to draft the Corporate Plan.</p> <p>AOB- The February meeting will be in person.</p> <p>Meeting closed.</p>	