

Strategic Steering Group Meeting
Tuesday 26 August 2024
 14:00-15:30 (Online)
MINUTES



Attendees	Apologies
Jane O'Donnell (JO'D), COSLA (Co-Chair) Vicki Bibby (VB), Audit Scotland Karen Reid (KR), NES Richard Foggo (RF), Scottish Government Lucinda Godfrey (LG), ACOSVO Catherine McWilliam (CM), Institute of Directors Scotland SLF Programme Team – Laura Turney, Angelika Majdanik, Laura Todd	Louise Macdonald , Scottish Government (Co-Chair) Mary McAllan , Scottish Government Calum Irving , Scottish Government Anna Fowlie , SCVO Pippa Milne , SOLACE / Argyll & Bute Council Sara Thiam , Prosper Caroline Hiscox , NHS Lothian (absent due to administrative error with the invitation) DCC Jane Connors , Police Scotland John Paul Marks , Scottish Government (corresponding member) SLF Programme Team , Grant Campbell

1.) Welcome and introductions

- Co-Chair Jane O'Donnell welcomed everyone to the meeting.

2.) Actions since previous SSG meeting

- A Theory of Change for the SLF is being developed. The programme team intends to share with SSG members ahead of the next meeting in November.
- JO'D highlighted the leadership work led by Sarah Gadsden / Improvement Service.
- KR – raised concerns about duplication of leadership work. Suggested a note for the Permanent Secretary to invite his views – **ACTION:** invite Permanent Secretary to join the November meeting. **ACTION:** Programme Team to work with KR to better understand existing networks and offers.
- Programme team currently building better networks into academia and are in regular contact with the Edinburgh Futures Institute, Glasgow University, Universities Scotland. Noted NES established connections into higher education. **ACTION:** Programme Team to follow up with KR about how we can work together on NES HE links.

3.) Feedback/updates from SSG members

- SSG members reflected on how difficult working circumstances are in respective sectors (with particular focus on the health sector) and how important it is to remain resilient in order to be able to continue to serve people, communities, and places who are really struggling.
- There is some great leadership being modelled and, given the impact of spending controls, greater thought needed about managing challenges to relationship building when we are limited to meet in person. Reset and refocus to work differently. Digital tools will be key.
- Emphasis on moving beyond well-rehearsed conversations and emphasise action as well as discussions about improving relationships, improving resilience, and retention

of public service workers. Changes in behaviour will be key and important to retain optimism and hope, focus on opportunities, with an emphasis on what we can do, rather than being constrained by what we cannot do.

- A helpful lens to offer a challenge into the system would be to ask: *What would the big thinkers of past decades think about progress made. What would Dr Campbell Christie say?*
- There is much positive activity to be hopeful about, for example bridging gap across organisations and thinking 'upstream' in terms of the 'workforce for the future', neurodivergent leadership, and experiences for young people. **ACTION:** IoD and NES to share resources re respective work with the Higher and Further Education and on providing work experience for school age children.
- Summary for programme team – to use the resources we have to enable connection and collaboration despite the constraints. Co-design and working together across our networks.

6.) Programme Update

- **Events** - there was a discussion about the SLF Reform Clusters event, which took place in April at the Grassmarket Community Project. Although the feedback on the event was largely positive, there was some welcome challenge around recognising when discussions at events feel repetitive and have been heard before – the challenge for these events will be to ensure action on how to address problems rather than being stuck in diagnosis.
- **SSG meetings** - there was some discussion about how to maintain momentum with the SSG attendees and encourage informal conversations, to help build relationships and understanding, out with the standard SSG meetings. **ACTION:** SSG members are asked to offer to host future 'informal' discussions in between formal SSG meetings.
- **Theory of Change** – the programme team is working on a ToC. **ACTION:** SSG members to offer views on developing a Theory of Change in advance of a draft being shared at a future meeting.
- **Return to Harbour** – currently scheduled for mid-September. **ACTION:** Co-Chairs to review mode of delivery due to emergency spending controls.

5.) SLF Place Based Reform Event

- Date confirmed, 24th September, the team had booked the Glasgow Women's library, however we expect to conclude that it will need to go online.
- Diarmaid Lawlor confirmed as the panel chair, and speakers include Jim Savage, Jim MacDonald, Ailsa Cook
- Event will focus on the role of place leadership in public service reform and progress made five years on since publication of the Place Principle.
- **ACTION:** SSG members asked to promote and share event invite with their networks.

Action Points Summary

1. Invite Permanent Secretary to join the November meeting. [Programme Team]
2. Work with KR to better understand existing networks and offers, and how we can work together/ utilise the NES HE links. [KR & Programme Team]
3. IoD and NES to share resources re respective work with the Higher and Further Education and on providing work experience for school age children [KR & CM]

4. SSG members are asked to offer to host future 'informal' discussions in between formal SSG meetings [SSG Members]
5. SSG members to offer views on developing a Theory of Change in advance of a draft being shared at a future meeting. [SSG Members]
6. Co-Chairs to review mode of delivery of the SLA Return to Harbour due to emergency spending controls. [Co-Chairs/Programme team]
7. SSG members asked to promote and share the PSR Place Leadership [event invite](#) with their networks.[SSG Members]