Number	Meeting Code (Raised At)	Action Log	Director	Owners Job Title	Action Owner	Action	Due Date	Update	Status
6048	RoSBrd - 13/06/23	Board	BH	Director of People/Head of Procurement and Estates	BH/EM	High Value Contract Review - To share supplier benefit report outwith Committee for Board awareness.	Q4	**Update 20/10/23 -** Tabled for discussion at March 24 Board meeting- Propose to close. **Update 06/10/23 -** EMT reviewed progress at its 3.30 on 05/10/23. Update 18/08 - Meeting to discuss approach has taken place with initial findings to be presented to EMT in October. Paper will then be submitted for December Board. Action owner reassigned from Head of IT Enablement to Head of Procurement and Estates.	Open
6049	RoSBrd - 13/06/23	Board	BH	Director of People/Head of Procurement and Estates	BH/EM	High Value Contract Review - To share annual procurement report outwith Committee, and seek feedback, with consideration of sharing onward to ARC if any additional operational benefit is identified by members.	12/09/2023	**Update 01/11/23 -** On board agenda for noting. Propose to close Update 12/09/23 - Ongoing Update 18/08 - Annual spend data has been received from Scottish Government and a draft annual report is been worked on. This will be shared with the EMT and Board in late October. Action owner reassigned from Head of IT Enablement to Head of Procurement and Estates.	Open
6051	RoSBrd - 13/06/23	Board	JH	Keeper/ARC Chair	JH/AH	KRR Reporting by Exception - To consider the ARC role within this risk profile reporting/tolerance on risks to ensure close monitoring.	12/09/2023	**Update 20/11/23** – propose to close. The stretch plan will become the year 3 delivery plan in FY 24/25 – and the ARC role in assuring that the risks to the delivery of this plan will continue as normal. Update 12/09/23 - Ongoing pending risk discussion on agenda. Update 16/08/23 - Ongoing pending stretch plan discussion at September Board and views from colleagues on where they might like to ask ARC to focus on monitoring the risks being managed to support the delivery of the stretch plan.	Open
6117	RoSBrd - 1213/09/23	Board	DB	Head of Corporate Communications	NRH	Following action 6045 - Consider plan for increasing engagement levels of colleagues who do not participate in available update sessions (such as Big Picture Live) and consider how to increase participation in BPL to make it a more effective mechanism for engagement going forward.	12/12/2023	**Update 21/11/23 -** Propose to close. Head of Comms developing a comms strategy, with a focus on data gathering to clearly identify disengaged colleagues, reaching out to understand the current barriers to engagement, and delivery of targeted activity to increase colleague engagement. Draft strategy to be shared with EMT at next available EMT CG (December).	Open
6118	RoSBrd - 1213/09/23	Board	CK	Accountable Officer (with ARC Chair)	CK/AH	Audit and Risk Committee Annual Report – To consider options, pros and cons, and related timescales, to secure effective internal audit going forward, and to produce and table a related paper to EMT on initial considerations, ahead of returning to the Board with streamlined viable options to consider.	12/12/2023	**Update 22/11/23 -** Currently monitoring progress/performance of SGDIAA and considering specialist auditors in addition if topic requires (eg as with IR35). Future IA to be carried out by EY on behalf of SSDIAA which will help to offer some comparison. Paper to EMT following.	Open
6119	RoSBrd - 1213/09/23	Board	JH	Board Secretary	ML	Audit and Risk Committee Quarterly Update - To schedule a slot at the next 3 Board meetings for the Keeper to provide an update to members on EMT development and embedding at a working level.	12/12/2023	**Update 09/10/23 -** Plotted on agenda planner - propose to close.	Open
6120	RoSBrd - 1213/09/23	Board	JH/CK	Keeper and Director of Policy and Corporate Services and Accountable Officer	JH/CK	Audit and Risk Committee Quarterly Update – To discuss wider public sector oversight to feed into RoS work as appropriate.	12/12/2023	**Update 20/11/23 -** Propose to close. Close links with public service reform work is in place and relevant actions/updates will be fed into RoS activities as appropriate.	Open
6121	RoSBrd - 1213/09/23	Board	CK	Director of Policy and Corporate Services and Accountable Officer	CK	Stretch Plan Beyond Current Corporate Plan Reporting – To consider how best to present future updates to the Board to show clear reporting on activities to date.	12/12/2023	**Update 22/11/23 -** Propose to close. Further iteration of reporting tabled for Board session which we consider gives reasonable basis for reporting. Further improvements and iterations to follow in BaU	Open
6122	RoSBrd - 1213/09/23	Board	BH	Director of People	BH	Stretch Plan Beyond Current Corporate Plan Reporting – To bring back a Board update on the colleague performance process and related assurances to support renewed delivery goals, including plans for those not performing effectively to meet requirements.	12/12/2023	Update 28/11/23 - Related to SAT P&P missions, to return to March Board as part of planned people update, with a fuller update on progress and effectiveness on impact.	Open
6123	RoSBrd - 1213/09/23	Board	JH	Board Secretary	ML	KRR By Exception – To share example infographic from KRR on operational capacity, detailing projected route to target factors.	12/12/2023	**Update 09/10/23 -** Shared with NXDs via encrypted email. Propose to close.	Open
6124	RoSBrd - 1213/09/23	Board	CK	Director of Policy and Corporate Services and Accountable Officer, and Chief Finance Officer	CK/HB	Principles of Financial Strategy – To consider appropriate time to commission an in principle fee strategy review to return to the Board for early discussion (to include timeline and legislative considerations, market triggers, current non-charged services that could attract a fee, and what other jurisdictions are doing).	12/12/2023	**Update 17/11/23 -** Propose to close. The income review project was reviewed and closed by EMT in April 23 and the decision was taken that until open casework is cleared, stat fees should not be increased. EMT plan to revisit this again once the stretch plan is well progressed (earliest Q3 24-25). On non-stat fees, the business development group were tasked with a review, but not at the expense of the Stretch Plan. It is expected that the non-stat income will be reviewed in 24-25.	Open
6125	RoSBrd - 1213/09/23	Board	BH	Director of People	BH	Principles of Financial Strategy – To bring back December Board paper focussing on current operating model outsourcing provisions (and where insourcing should be considered), and draft future operating models and related assumptions.	12/12/2023	Update 28/11/23 - To consider strategic workforce planning in the first instance.	Open

6126	RoSBrd - 1213/09/23	Board	CK	Director of Policy and Corporate Services and Accountable Officer, and Chief Finance Officer	CK/HB	Principles of Financial Strategy – Incorporate session feedback and bring back a financial strategy document based on the principles discussion for Board sign off, to subsequently translate into a delivery plan and return for Board input on an annual basis thereafter.	12/12/2023	**Update 17/11/23** - Propose to close. A paper providing an update on the progress of the financial strategy is included in the Dec 23 board paper pack for noting	Open
6127	RoSBrd - 1213/09/23	Board	CK	Director of Policy and Corporate Services and Accountable Officer, and Chief Finance Officer	CK/HB	Early Discussion on Affordability Options – Consider implementing Digital budget approach for 23-24, to categorise budgets under base operating and planned spend against strategic objectives to allow consideration on what could be slowed, paused or stopped across all business areas to deliver savings, or 5/10/15% budget reduction scenarios.	12/12/2023	**Update 17/11/23** - Propose to close. This exercise was conducted and a paper went to EMT CG in November for decisions on what planned spend it to be paused/stopped and when.	Open
6128	RoSBrd - 1213/09/23	Board	JH	Keeper	JH	Board Effectiveness Pulse Survey Results - To consider and discuss opportunities for wider NXD stakeholder engagement with stakeholders with the Head of Corporate Communications, and updated lines to take for sharing with NXDs.	12/12/2023	**Update 20/11/23 -** Propose to close. The Keeper/Hd of Comms have discussed the issue. A stakeholder strategy update will be undertaken in the New year and the role of NXDs to engage with stakeholders will be considered as part of this update. All significant external engagement activities already planned (e.g. annual parliamentary engagement event) will have NXD representation.	Open
6129	RoSBrd - 1213/09/23	Board	BH	Director of People	BH	Open Board Discussion – To supply an overview of the organisation showing headcount and cost against (i) front facing services and (ii) supporting functions.	12/12/2023	Update 28/11/23 - Related to SAT P&P missions, to return to March Board as part of planned people update, with a fuller update on progress and effectiveness on impact.	Open
6130	RoSBrd - 1213/09/23	Board	MB	Director of Digital, Data and Technology & Head of IT Enablement	MB/PC	Digital Showcase (including use of AI) – When DDAT Director is in place, to consider and produce initial draft modelling options paper providing potential considerations on permanent Digital recruitment, and related cost, risk, political, and timescale considerations.	12/12/2023	**28/11/23** – DDAT Director has had initial discussions with the Head of IT Enablement and Head of HR to understand current recruitment practice. Options paper to be provided to the March Board. Ongoing. 20/10/23 - Director / Action owner changed from BH to MB	Open
6131	RoSBrd - 1213/09/23	Board	MB	Director of Digital, Data and Technology & Head of IT Enablement	MB/PC	Digital Showcase (including use of AI) - To provide cost analysis detailing where digital spend is being used (headcount overlaying licensing, legacy etc split) to share outwith committee.	12/12/2023	**28/11/23** - Ongoing - Head of IT enablement considering how best to provide requested update/analysis. **20/10/23** - Director / Action owner changed from BH to MB	Open
6132	RoSBrd - 1213/09/23	Board	JH	Board Secretary	ML	Digital Showcase (including use of AI) Members noted that the slides used in session have been updated since Board pack circulation – Board Secretary to share updated copy with members for awareness.	12/12/2023	**Update 09/10/23** - Shared with NXDs via encrypted email. Propose to close.	Open