

Implementation Board

Short Life Project Group
Supporting Governance

Progress Report – July 31st 2017

Reminder - Aims of the Strategic Board

FOUR KEY AIMS

1. Improve the overall performance of the economy by ensuring that the whole Enterprise and Skills System delivers Scotland's Economic Strategy and supporting strategies, in all parts of Scotland
2. Through collective responsibility ensure hard alignment between Agencies to drive improvement in Scottish productivity and better support business and users of the skills system
3. Hold Agencies to account for performance against agreed measures, both collectively and individually through new, formal lines of accountability
4. To actively engage with other agencies and bodies who support the economy with a view to increasing alignment and challenging others where collaboration is not happening

Supporting Governance – Summary Note

- Established a short life working group comprising 17 members of the Implementation Board
- Held two meetings on July 13th and July 25th
- Members provided additional input via email & calls
- Strong engagement and contribution by all members
- Agreement and consensus around;
 - A requirement for Strategic Committees/Hubs to support the effective working of the Strategic Board
 - Purpose of the Strategic Committees/Hubs
 - Principles of Membership
 - Relationship with wider governance landscape
 - Themes of the Strategic Committees/Hubs must be linked to; Strategic Board Aims; Draft Strategic Plan and drivers of economic growth
 - Allow for flexibility to refine and develop approach over time

Strategic Committees/Hubs – Draft Proposal

PURPOSE

Members advise that the Strategic Committees/Hubs should:

- Provide advice to the Strategic Board in support of its aims
- Bring together the work of the Agencies to address priorities in a collaborative manner
- Recognising the diversity and complexity of the Strategic Board's mission, conduct more detailed work on its behalf so the Strategic Board can maintain a strategic focus
- Coordinate action where issues are cross-cutting
- Drive forward and oversee key priorities, as identified in the Strategic Plan
- Address and seek resolution of any inter-agency conflicts
- Oversee general progress on behalf of the Strategic Board in the relevant thematic area
- Support the Strategic Board's wider stakeholder engagement by representing the Strategic Board's interests with relevant stakeholders
- Requirement to draw on evidence from Analytical Unit & any external sources as needed
- In time the Strategic Board may wish consider the scope for delegating authority to the Strategic Committees/Hubs for certain tasks or programmes of work

Principles for Membership

Members advise that the Strategic Committees/Hubs should:

- Be unambiguously and wholly accountable to the Strategic Board
- Have a single and direct reporting line into the Strategic Board
- Have their members appointed by the Chair of the Strategic Board, in consultation with Strategic Board members
- Operate within an explicit code of conduct and act in accordance with best practice for public bodies
- Include Strategic Board members who are from/associated with the relevant agencies
- Include other non-agency Strategic Board members
- Have the option of including other members who are not members of the Strategic Board
- Have as their Chair a member of the Strategic Board who is independent of the agencies whose work is the primary focus of the Strategic Committee/Hub,
- Have a Chair who does not have a direct interest in any organisation associated with the work of the Strategic Committee/Hub
- Analytical Unit should be represented at all Strategic Committee/Hub meetings to ensure they are evidence led

Members advised that the Strategic Board may wish to consider;

- Agree a maximum number of members for effective working (possibly 8 to 10 max)
- Appoint Strategic Board members to sit on at least two Strategic Committees/Hubs
- Requirement for secretariat resource to support the Strategic Board and the Strategic Committees/Hubs

Committees/Hubs relationship to existing governance fora

- Work is underway to compile a **comprehensive map** of existing governance fora across the enterprise & skills landscape (Linda Hannah, Scottish Enterprise)
- Strategic Board will need to consider how it should **engage/relate** to existing governance fora and how it will draw on external advice
- Scottish Government & the Strategic Board should consider the opportunity to **simplify the governance landscape** and where possible collapse the number of governance fora
- Some existing governance fora may provide the basis for a Strategic Committee/Hub of the Strategic Board but only if it meets the **explicit needs** of the Strategic Board and the **primacy and authority** of the Strategic Board is not compromised

The Scottish Funding Council has offered the opportunity to repurpose the statutory skills committee of the Scottish Funding Council as a Strategic Committee/Hub of the Strategic Board.

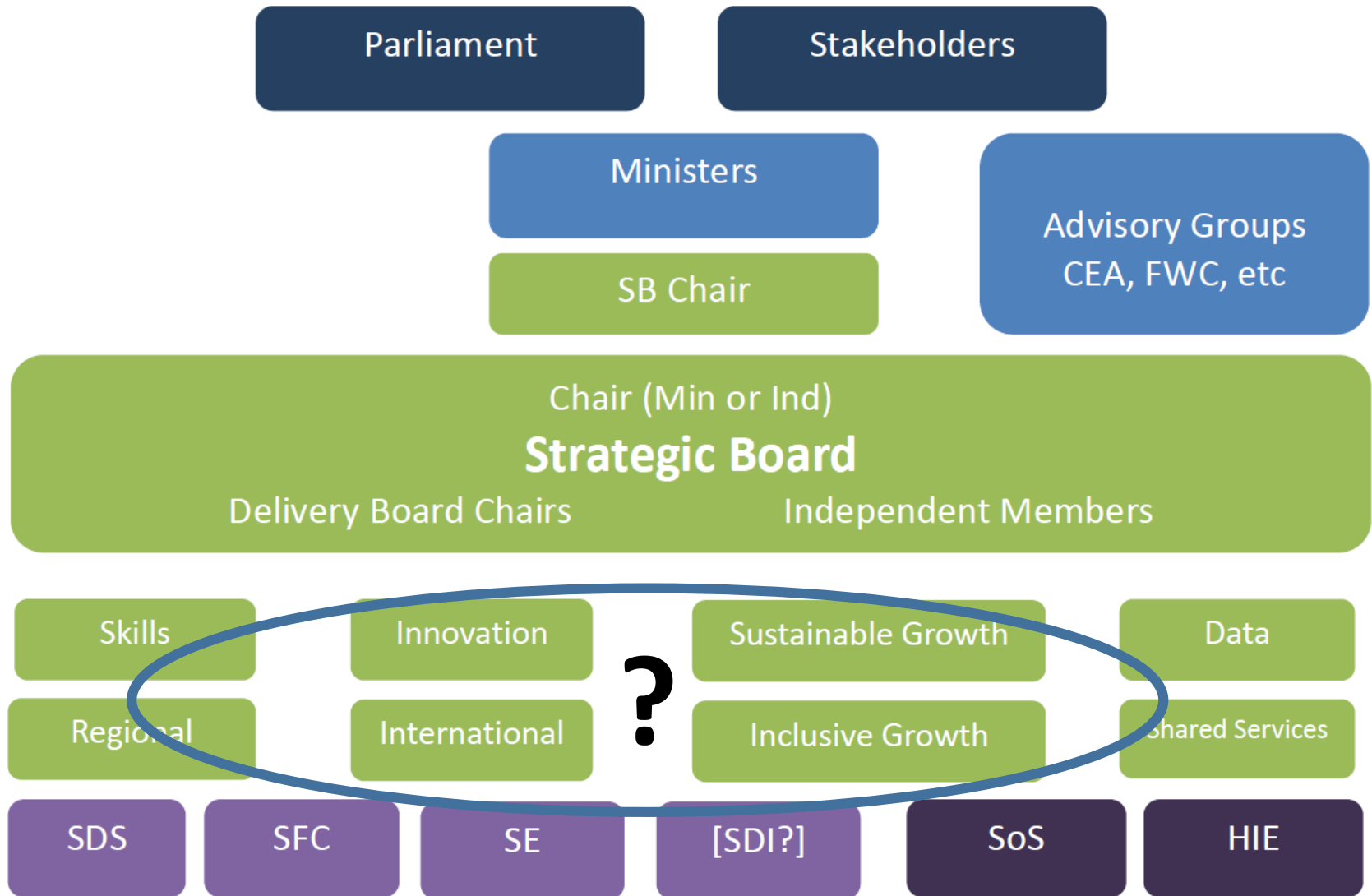
Indicative List of External Sources of Advice

- Scottish Government Ministers
- The First Minister's Council of Economic Advisers
- The Scottish Government's Sustainable Growth Commission
- The Scottish Government's Strategic Labour Market Group
- STUC
- The Fair Work Convention
- Independent researchers commissioned by the Strategic Board, including international best practice
- Other national or regional expert groups
- Others as suggested by Implementation Board members
- A comprehensive list will be included in the mapping exercise

Indicative List of Stakeholders

- The Third Sector
- Local Authorities
- Wider group of public agencies and public bodies
- Employer bodies; Federation of Small Business; Scottish Chambers; CBI Scotland
- Learners & learner voice
- Trades Unions
- Scottish Government - Industry Leadership Groups
- Scottish Apprenticeship Advisory Board
- SCDI
- IoD
- Universities Scotland
- Colleges Scotland
- Others as suggested by Implementation Board members
- A comprehensive list will be included in the mapping exercise

Themes for Strategic Committees/Hubs



Themes for Committees/Strategic Hubs

- Will be fully aligned with the **core priorities** of the Strategic Board as set out in the Draft Strategic Plan
- Will combine a **small number of permanent** Strategic Committees/Hubs and when required, short life working groups on specific topics/issues
- Will maintain a **‘laser like’ focus** on; inquiry; scrutiny; performance improvement; collaborative working
- Will be driven by the **determinants of economic growth**; by way of example; **human capital; investment; enterprise; innovation & internationalisation**
- Must **avoid silo working** within the individual Strategic Committees/Hubs
- Should drive ‘value add’ through **new and additional collaborative areas of working** across the agencies with a view to stimulating increased economic growth; improved productivity and inclusive growth
- Should **not duplicate** what is already underway
- Should provide **challenge and advice** to Scottish Government in respect of critical activities out with the scope of the agencies, with a view to stimulating increased economic growth; improved productivity and inclusive growth (transport; digital; etc)
- Ensure there is a Strategic Committee/Hub to oversee the activities of the Analytical Unit

NEXT STEPS

- Provide interim advice to the Implementation Board meeting on July 31st
- Seek the views of the Implementation Board
- Undertake further work to establish the core themes for the Strategic Committees/Hubs
- Formalise the sub-governance structure; purpose; membership; areas of focus; and 'modus operandi' – supporting processes
- Make final recommendations to the Implementation Board meeting on August 30th