

Number	Meeting Code (Raised At)	Action Log	Director	Owners Job Title	Action Owner	Action	Due Date	Update	Status
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	<p><b>Update 04/03 - plan agreed with internal audit for next year. We will monitor performance throughout the year with ARC and keep EMT/Board informed. Propose to close</b></p> <p>Update 12/12/23 - Options around internal audit going forward and how the SG function is working/performing to come back to EMT in due course.</p> <p>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.</p>	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.	01/04/2024	<p><b>Update 07/03 - All elements being covered as part of people workshop scheduled for March board. Propose to close</b></p> <p><b>Update 12/12/23 -</b> Comprehensive 'people' update tabled for March Board, to include CSPS, Wellbeing and performance improvement work. PM conference Invite extended to NXDs.</p> <p>Update 28/11/23 - Related to SAT P&amp;P missions, to return to March Board as part of planned people update, with a fuller update on progress and effectiveness on impact.</p>	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.	15/03/2024	<p><b>Update 07/03 - work to support this action is being taken forward as part of the TOM work – further updates will be provided to future board meetings. Propose to close.</b></p> <p><b>Update 12/12/23 -</b> SWPG discussion to be held as part of March board 'people' slot.</p> <p>Update 28/11/23 - To consider strategic workforce planning in the first instance.</p>	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.	15/03/2024	<p><b>Update 07/03 - work to support this action is being taken forward as part of the TOM work – further updates will be provided to future board meetings. Propose to close.</b></p> <p><b>Update 12/12/23 -</b> To be included in March 'people' slot.update.</p> <p>Update 28/11/23 - Related to SAT P&amp;P missions, to return to March Board as part of planned people update, with a fuller update on progress and effectiveness on impact.</p>	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.	30/06/2024	<p><b>Update 01/03 –</b> Reward Lead now recruited (from start of March) and work on the considerations surrounding permanent digital recruitment is underway. Action deferred until next Board when work on the Employee Value Proposition and the approach to permanent digital recruitment will be more advanced.</p> <p>Update 12/12/23 - Contingent/contractor modelling is being looked at with a view to provide an update in due course.</p> <p>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.</p> <p>20/10/23 - Director / Action owner changed from BH to MB</p>	Open

6131	RoSBrd - 12/13/09/23	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	22/01 - cost summary circulated to Board members on 22/01/24 - propose to close. 12/12/23 - Ongoing 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
6200	RoSBrd - 12/12/23	Board	BH	Director of People	BH	Minutes of previous meeting - To share ISAG FOI paper detailing external interest in publications with Board members for interest.	14/03/2024	Update 07/02 - Paper circulated to board. propose to close.	Open
6201	RoSBrd - 12/12/23	Board	JH	Keeper	JH	Action Log review - To consider appropriate timing to bring back a discussion to the Board focussing on future operating models, mapping a series of transition target model operating states and identifying EOFY goals in line with planned delivery targets.	14/03/2024	Update 27/02 – Current operating model paper presented to March 2024 board, future board meetings in FY 24/25 will be used to discuss the emerging TOM for 2027 and 2030. A pre-cursor to this work will be the long-term planning workshop in May 2024 as the potential business development opportunities and future services will inform the future TOM. Propose to close.	Open
6202	RoSBrd - 12/12/23	Board	JH	Board Secretary/Keeper	LM/JH	Action Log review - Following closure of action 6048, it was agreed to circulate the EMT benefits report to the Board outwith Committee for their awareness.	14/03/2024	Update 26/02 - Circulated on 31 January 2024. Propose to close.	Open
6203	RoSBrd - 12/12/23	Board	CK	Director of Policy and Corporate Services/Chief Finance Officer	CK/HB	Board Performance Monitoring by Exception – To share January income review outwith Committee, detailing what is being taken out of the programme for this FY, and what risk implementations will relate.	14/03/2024	Update 04/03 - January income position was shared in the Feb non exec update. At this point we consider nothing additional to be cut from this year as income and underspends likely to land within broad breakeven target. Position for next year will be set out in CP Year 3 paper. Propose to close.	Open
6204	RoSBrd - 12/12/23	Board	CK	Director of Policy and Corporate Services and AO & ARC Chair	CK/AH	Audit and Risk Committee Update - To assess where internal audit has met difficulties within the current process and consider how best to ensure any work outsourced through SGIA achieves the intended goal and is not lost in translation upon handover.	14/03/2024	Update 04/03 - ongoing with ARC. Propose to close	Open
6205	RoSBrd - 12/12/23	Board	CK	Head of Procurement and Estates	EM	Estates Strategy - To bring back a clear view of RoS business requirements defining baselines for the next 3-5 years, to inform next steps on estate considerations, alongside a flowchart detailing what decisions need to be made, and related timescales for completion/decision.	01/06/2024	Update 05/03 - Our target operating model needs to be more defined to allow a decision to be made around our estate. Estates will be invited to an EMT Strategy Day once the hybrid working audit has been delivered. We are continuing to drive up occupancy of both MBH and SVP with other SG organisations. Remain Open.	Open
6228	Y3DPCRW 16/01/24	Board	MB	Director of Digital, Data and Technology	MB	Director of Digital, Data and Technology to create a delivery plan that includes the other core activities that need to take place in FY 24/25 (e.g. Target Operating Model development, contingent worker transition) to provide a complete picture of everything significant that is being delivered next FY.	01/03/2024	Update 1/3 – Paper included in the March Board for what will be delivered, and what is 'below the line', Propose to close	Open
6229	Y3DPCRW 16/01/24	Board	JH	Head of Secretariat	LM	Board Secretary to circulate the fuller year 3 delivery plan slides that includes the below the line items to the group.	01/03/2024	Update 05/02 - Circulated alongside notes/actions on 05 February. Propose to close.	Open
6230	Y3DPCRW 16/01/24	Board	MB	Director of Digital, Data and Technology	MB	Director of Digital, Data and Technology to present a narrative around the 'below the line' tiers to the March Board meeting.	01/03/2024	Update 1/3 – Paper included in the March Board for what will be delivered, and what is 'below the line', Propose to close	Open
6231	Y3DPCRW 16/01/24	Board	CK	Chief Finance Officer	HB	Chief Finance Officer to provide Board and ARC members a breakdown of pay costs for the next FY.	01/03/2024	Update 27/02 - Included in the CP paper presented. Propose to close.	Open

6232	Y3DPCRW 16/01/24	Board	JH	Keeper	JH	Keeper to present the modelling on ETS the March Board, including the projected and enduring benefits expected if we go ahead.	01/03/2024	<b>Update 27/02</b> – ETS demonstration being provided during lunchbreak on day 1 of the March 2024 Board meeting. This will include a review of the modelling of the projected benefits of ETS if we proceed. Propose to close.	Open
6233	Y3DPCRW 16/01/24	Board	CK	Director of Policy and Corporate Services and AO	CK	<b>Year 3 Delivery Plan Workshop</b> - Director of Policy and Corporate Services and AO and Analytical Manager to circulate definitions of the modelling movements/individual product plans to the ARC and Board when available.	01/03/2024	Update 04/03 - ongoing. Latest enterprise position is in the CP paper and the reporting paper going forward will show the product view. Remain Open	Open
6234	Y3DPCRW 16/01/24	Board	MB	Analytical Manager	WG	<b>Year 3 Delivery Plan Workshop</b> - Analytical Manager to produce modelling on 'what if' scenarios in relation to the market and other factors and present this information to the March Board.	01/03/2024	<b>Update 06/03</b> - high/low/mid forecasting is included in the CP paper. Further modelling on market activity has been produced and if the market is at the high forecast (115%), then we would struggle to achieve our commitment to clear the longstanding casework. Currently modelling does not include ETS benefits, which would likely enable us to achieve the commitment while at the high market. The Assumptions and the modelling will continually be monitored in regards to being able to achieve the commitment. Propose to close.	Open
6235	Y3DPCRW 16/01/24	Board	MB	Analytical Manager	WG	<b>Year 3 Delivery Plan Workshop</b> - Analytical Manager to share BIA modelling slides with the group and welcomed any further questions out with committee.	01/03/2024	<b>Update 26/02</b> - Slides circulated alongside workshop notes. Propose to close.	Open
6236	Y3DPCRW 16/01/24	Board	JH/CK	Keeper and Director of Policy and Corporate Services and AO	JH/CK	<b>Year 3 Delivery Plan Workshop</b> - Keeper and Director of Policy and Corporate Services and AO to consider how to call out automation as the key item being delivered.	01/03/2024	<b>Update 27/02</b> – Keeper's revised foreword for year 3 delivery plan makes it very clear that automation is a key deliverable in FY 24/25 and is on the critical path to accelerating the pace of open casework reduction. Propose to close.	Open