

Attendees	Apologies
Louise Macdonald, Scottish Government (Co-Chair) Jane O'Donnell, COSLA (Co-Chair) Mary McAllan, Scottish Government Vicki Bibby, Audit Scotland Karen Reid, NES Richard Foggo, Scottish Government Lucinda Godfrey, ACOSVO Catherine McWilliam, Institute of Directors Scotland Caroline Hiscox, NHS Tayside SLF Programme Team – Laura Turney, Angelika Majdanik, Grant Campbell, Karin Dowell	Calum Irving, Scottish Government Anna Fowlie, SCVO DCC Malcolm Graham, Police Scotland Pippa Milne, SOLACE / Argyll & Bute Council Sara Thiam, Prosper John Paul Marks, Scottish Government (corresponding member)

1.) **Welcome and introductions**

- The Co-Chairs welcomed new members to this inaugural meeting.

2.) **SSG – Roles, Responsibilities, and Terms of Reference**

- Members were broadly content with the outline ToR and the group's size.
- The 'contracting' element, positively stressing the importance of active membership, should be further clarified and communicated.
- Members acknowledged the challenges around resourcing and the impact of this on organisational and individual capacity.
- Need to be cognisant of other senior groups in the Public Service Reform (PSR) space and focus on the value added that we can offer (providing safe space for leaders to come together in a peer-to-peer setting to talk about challenges and remain solutions oriented)
- A.P.1. Terms of Reference to be redrafted to reflect comments and shared with the group via correspondence. **[Programme Team]**

3.) **Actions from November 2023 LDG meeting**

- Minute of the 28 November Strategic Leadership Group agreed without comment.
- SLF conference 2023 – response rate to the feedback survey reached c. 18%. Programme team considering how to improve feedback rates for future events.

4.) **2024-2025 SLF Programme Discussion**

- Angelika set out the three-pronged approach to the SLF programme. Three pillars of the programme include:
 1. **Core SLF events** – the 'flagship' events and offers delivered by the programme team with partners (e.g., annual conference).
 2. **Affiliated/partnership events** (including sub-groups) – events which colleagues, partners and independent SLF affiliated groupings (Action Groups,

SLA Alumni, etc.) will conceive, plan and then deliver with support from the programme team.

3. **Scottish Leadership Academy** (Cohorts and Alumni network) – our key leadership development offer, subject to a new procurement round. This will be delivered by an external partner and overseen by the programme team.

Key discussion points

- Importance of a credible, supporting narrative in ensuring a coherent programme - with clear aims and outcomes for each individual event. Potential to generate a 'social movement' around this work. Need to consider whether the programme is 'cumulative' or 'episodic' and how best to ensure programme's value and impact.
- This might best be supported and communicated in tandem with a 'light-touch' theory of change.
- Need to bring in outside expertise, both from within Scotland and beyond.
- Suggestion to focus on inclusion and population health.
- Given challenging fiscal context, need to be cognisant and sensitive to the importance of an authorising environment that is open to challenge and empowering.
- Important to ensure that the 'middle-tier' of leadership share the same values-based approach and common vision. Need to be able to share our learning resources with other audiences, and support leaders across the system, vertically and horizontally.
- KR enquired about the procurement process for the SLA beyond the pilot phase and whether the evaluation report used an independent evaluation mechanism. The programme team noted that the evaluation was concomitant to the size and cost of the pilot, and that evidence was based on several different sources (questionnaires, in-depth interviews, information from the course providers) and was led by an independent SG social researcher [Programme Team note: i.e. operating under the [Government Social Research Code](#)]. Any future cohorts following the pilot will go out to procurement.
- A.P.2. Programme Team to consider members comments on the proposed 2024 – 2025 programme and seek further feedback from members via correspondence / 1-2-1. **[AP Programme Team]**

5.) **SLF Membership:** reframing individual and collective responsibility & accountability.

- Need to be clear on the 'ask of the membership' – active participation rather than passive membership - and combine this with a more energising call to action as part of the offer. Importance of engaging language.
- Importance of convening a coalition of enthusiastic and willing individuals, who can bring agency within their organisation to make things work.
- A.P.3. Programme Team to reflect the above comments and share amended membership paper with group via correspondence. **[AP Programme Team]**
- A.P.4. Co-Chairs to discuss with Programme Team and agree on vetting process for new members. **[AP Co-Chairs / Programme Team]**

6.) **Next steps**

- New members to contact Programme Team if they wish to set up a 1-2-1 meeting with the Co-Chairs.

7.) **AOB**

- Minutes of the meeting to be published on the SLF website.
- Date of the next meeting: 25 April 14:00-15:30.

Action Points Summary

1. Terms of Reference to be redrafted to reflect comments and shared with the group via correspondence. [Programme Team]
2. Programme Team to consider members comments on the proposed 2024 – 2025 programme and seek further feedback from members via correspondence / 1-2-1. [Programme Team]
3. SLF Membership paper to be redrafted to reflect comments and shared with the group via correspondence. [Programme Team]
4. Co-Chairs to discuss with Programme Team and agree on vetting process for new members. [Co-Chairs / Programme Team]