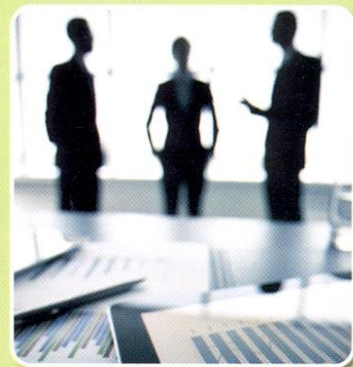# Corporate Governance

8 Corporate Governance

Strategic & Corporate Planning Department (SCPD) has recently completed its first performance year. SCPD and OCS (Office of the Corporate Secretary) have been aligned and assigned to facilitate and support the Corporate Governance Framework at SBP BSC.

8.1 Overview

SCPD has been assigned to facilitate and support the Corporate Governance Framework at SBP BSC. Recently, the department has been expanded and entrusted with responsibilities of the Office of Corporate Secretary (OCS) to facilitate the SBP BSC Board and its Committees, which was earlier handled by the OCS of SBP.

The department provides support to the management to develop strategic plans, define business goals and implement the same in line with SBP BSC's vision. For this purpose, SCPD facilitates holding of meetings of Heads of Department (HoDs) Forum, Chief Managers (CMs) Conference and other Management Committees. The department's role has, therefore, been enhanced as repository of information, coordination and facilitation for improved corporate governance.

> **Box 8.1**: **Highlights**
>
> **SCPD**
> - Completion of the first performance year by SCPD with revised ToRs and enhanced roles and responsibilities.
> - Steering the Strategic Planning Process at SBP BSC.
> - Coordination of the Business Planning Process of SBP BSC.
> - Streamlining BPR activities under a single domain, removing redundancy and delays.
> - Centralized business applications system support for operational functions in coordination with ISTD.
>
> **Office of the Corporate Secretary (OCS)**
> - Serving as Secretariat for Management Committees on: (a) Strategy Development, (b) Business Process Re-engineering, (c) Publications, (d) Budget, (e) Land, Buildings and Projects, (f) Enterprise Risk.
> - Compliance of decisions of the Board of Directors of SBP BSC and the CMT of SBP by the concerned departments of SBP BSC.

SCPD also coordinates and monitors the Business Planning exercise along with facilitating the Business Process Reengineering (BPR) activity through its Systems and Procedures Division (SPD). As the business processes at SBP BSC are largely driven by Globus and Oracle ERP Applications, there is a continuous focus to make them more user-friendly and efficient. SCPD has coordinated finalization of web content relating to SBP BSC to be placed on SBP and SBP BSC website, which is in its final stages of revamping.

8.2 Performance Review of Strategic and Corporate Planning Department

8.2.1 Strategic Planning in SBP BSC

Formulation of a Strategic Plan is one of the most vital functions of SCPD for which the department is initiating an exercise of hiring services of an experienced external consultant to guide the Strategic Plan formulation and implementation process at SBP BSC.

8.2.2 Business Planning in SBP BSC

An important role assigned to SCPD is to serve as a facilitator for carrying out Business Planning exercise at SBP BSC as well as to coordinate the related activities. In this regard, facilitation is provided by the department towards monitoring the progress of various activities and projects approved in the Annual Business Plans.

8.2.3 Annual Performance Review

Preparation and printing of Annual Performance Review (APR) and relevant material of SBP BSC for inclusion in SBP Annual Report are two important assignments managed by SCPD. The Management Committee on Publications, which helps in the finalization of contents of the APR and its design, is also steered by SCPD.

8.2.4 Systems & Procedures

SCPD is entrusted with the responsibility of providing services and solutions to SBP BSC to improve and strengthen it to effectively and efficiently utilize the core business solutions developed through Globus and Oracle Applications. For the purpose, SCPD continues to initiate and seek active feedback of different users for consistent improvements in operational activity as well as strengthening of system-based internal controls. SCPD ensures close interaction with the users through better business planning, business process re-engineering (BPR) and monitoring processes. Frequent interaction with users helps the Systems and Procedures Division (SPD) to correctly prioritize needs for development of new system applications and/or improvements in existing processes by eliminating redundancies.

During FY15, multiple projects have been implemented e.g. launch of Dashboard Application for senior management along with focused e-mail alerts on operational activities to the concerned Chief Managers and management, electronic stamping of Government Cash Receipt Challans and providing E-statement to commercial banks through Data Acquisition Portal (DAP) etc. Moreover, SPD provides first level helpdesk support to 16 Field Offices of SBP BSC and its Head Office in the areas of Globus Banking (Public Accounts Unit, Deposit Accounts Unit, Prize Bonds, NSS and Export Refinance etc.) and Globus Currency till close of business signal is received from all offices.

8.2.5 Meetings of Heads of Departments Forum and Chief Managers Conference

Convening and organizing meetings, development and circulation of agenda, drafting / dissemination of minutes and ensuring compliance of the decisions made at the meetings of HoDs and CMs Forums are some of the important responsibilities of SCPD and newly-created OCS.

8.2.6 Management Committees Secretariat

The responsibility of providing secretarial support to the six Management Committees has also been assigned to OCS. **Box 8.2** and **8.3** depicts the secretarial role and activities of OCS-SBP BSC:

Box 8.2:Management Committees Secretariat

SBP BSC has been assigned the responsibility of acting as central repository of information pertaining to six Management Committees, as well as to provide secretarial support in order to facilitate the smooth and efficient holding of meetings of the following Management Committees and ensuring follow up of their decisions:

1. Management Committee on Strategy Development.
2. Management Committee on Business Process Re-engineering.
3. Management Committee on Publications.
4. Management Committee on Budget.
5. Management Committee on Land, Buildings and Projects (since dissolved).
6. Enterprise Risk Management Committee.

Box 8.3: Meetings of Management Committees(MCs) during FY15

MC on Strategy Development	MC on BPR	MC on Publications	MC on Budget	MC on Land, Buildings and Projects	Enterprise Risk Management Committee
01	04	03	04	01	01

8.3 Going Forward

Traditionally, the function of OCS is to ensure the establishment of corporate governance framework by facilitating the Board of Directors and its Committees to perform their role. The department will act as a conduit between the Board and Management to ensure that the Board's decisions are implemented in letter and spirit and in line with the strategic vision of SBP BSC. OCS, which is likely to be fully functional during FY16, also plans to further improve and build efficiency in the use of system-based applications by all the Departments and Field Offices of SBP BSC, particularly during the planned up-gradation of Globus T-24 Application.