



Executive Advisory Body

Date of Meeting	Tuesday 18 August 2020
Subject	Corporate Plan and Business Plan updates
Agenda No.	6
Paper No.	17.4
Prepared By	[Redacted]
Purpose	Note

1. Background

- 1.1. Due to the impacts Covid-19 on our organisation, we have had to delay or change our approach in some areas of our work.
- 1.2. It was identified early on that we could not proceed with the planned launch dates for our Corporate Plan for 2020 to 2023 and our Business Plan for 2020/21.
- 1.3. We now have definite plans for both and this note is to update you on the current position and confirm next steps.

2. Key points

- 2.1. **Corporate Plan 2020 to 2023** – We have continued to work on the Corporate Plan during lockdown and our proposed publication date is now [Redacted]. We decided [Redacted], as this will naturally [Redacted] and our second Annual Report and Accounts, both of which will be delivered [Redacted].
- 2.2. The document has been reviewed by the Plain English campaign, to ensure that the wording and language used is as accessible and easy to understand as possible. We are currently finalising an updated version of the document, which reflects the feedback that the Campaign have given us. We have also updated the Chief Executive's foreword to acknowledge COVID-19 impacts. Our Creative Communications Team are now working to update the design document with the amended wording, which they had originally developed at the beginning of the year.
- 2.3. Once we have the final wording from the Campaign, the document will go to the Agency Leadership Team for their agreement before final sign off by the David and the Executive Team. The document will then be shared with Executive Advisory Body members, the Director of Social Security and the Cabinet Secretary for final comments.
- 2.4. We are working with Communication colleagues to finalise our communication plan for the launch [Redacted]. This will include activities to support our staff to understand and embed the new strategic objectives and public launch on our website.



- 2.5. **Business Plan 2020/21**– After we went into lockdown, the decision was taken not to publish an external facing business plan due to the uncertainty at that stage of what our plans would be for the rest of the financial year.
- 2.6. Since then, we have been working on an internal business plan to ensure Agency leaders can have oversight of the priorities for the rest of the year. We have created a new dashboard that will allow us to monitor progress on priorities throughout this year and for years to come. This has included working with colleagues in Finance and Workforce Planning to ensure that any approach we take is aligned to other areas of the business.
- 2.7. Earlier this year, Agency Leaders submitted 68 templates setting out their proposed high level work areas for 2020/21. This information gave us what would have been the Agency's key business priorities in 2020/21 had Covid-19 not affected our plans.
- 2.8. We are now in the process of updating information, in order to confirm the Agency's priorities following the impact of Covid-19. In July 2020, we asked members of the Agency Leadership Team to reconsider those high level work areas - highlighting what has changed and any impacts on resources, costs and timescales; and consider any new areas of work that have arisen from recovery work. We have asked Agency Leadership Team members to ensure that priorities for the remainder of this year are realistic and achievable, in order to try and minimise further slippage.
- 2.9. Returns are due week ending 7 August. We will now update the dashboard and split the priorities into the following levels:
 - Business Plan level – the overarching Agency priorities to be delivered in 2020/21, which our team will have responsibility for in terms of gathering updates and reporting to Agency Leadership and Executive Team.
 - Division Plan level – we will retain responsibility for those priorities, but suggest that they are managed and monitored by the Business Support Managers on behalf of their Deputy Director and their Divisional leadership team.
 - Branch level – to be retained by Agency Leadership Team. These will be monitored and managed at branch level and will report to our team on progress throughout the year.
- 2.10. The Agency Leadership Team will regroup towards the end of August to discuss the updated dashboard, seek their feedback on the level associated to each priority, the responsibilities for reporting on the Business and Division Plan levels and their Branch level responsibilities.
- 2.11. We are working with colleagues in other business areas to ensure the business plan and future business planning process is aligned to other areas of Agency work, including COVID-19 recovery work to ensure this is reflected in the agreed business plan: workforce planning, this will be ongoing throughout the annual business planning process and finance colleagues.
- 2.12. We expect to have the internal business plan to be ready [Redacted] and will update Executive Advisory Body members, Director of Social Services and the Cabinet Secretary before this.



3. Conclusions

3.1. Executive Advisory Body members are asked to note the paper for information.



4. GOVERNANCE CHECKLIST

Strategic Objective	Contribution
<p>Dignity, fairness and respect</p> <p>Delivering a service with dignity, fairness and respect at its core.</p>	<p>Social Security Scotland's new Corporate Plan for 2020 to 2023 will set out the new strategic objectives for the organisation. These were identified following consultation with our stakeholders and staff, and following the creation of the Charter. This document and the Business Plan will launch the objectives for 3 year and 1 year period. Both documents have taken into account all strategic objectives listed and will updated these for our staff and public.</p>
<p>Equality and tackling poverty</p> <p>Promoting equality and tackling poverty.</p>	
<p>Efficiency and alignment</p> <p>Ensuring efficiency and aligning our activities with wider public sector for the benefit of the people we serve.</p>	
<p>Economy, society and environment</p> <p>Contributing to our economy, society and protection of our environment.</p>	

Strategic consideration	Impact
Environment	N/A
Governance	Social Security Scotland Governance Structure has remained as is during the pandemic with the Executive Team and Agency Leadership Team responsible for decision making at appropriate levels. The Executive Advisory Body have also continued to meet and be updated as appropriate as action and decisions were taken.
Data	N/A
Finance	Finance colleagues have helped to develop the Business Plan process and dashboard.



Strategic consideration	Impact
Staff	Corporate Services were consulted on identify wider impact and have provided input on recruitment.
Equalities	N/A
Estates	N/A
Communications and Presentation	Communication colleagues are involved in the development of the Corporate Plan.

Impact Assessment
N/A