



Executive Advisory Body

Date of Meeting	Tuesday 18 August 2020
Time	10.00 – 12:30
Location	Video conference

Attendees

Present

David Wallace (DW)	Chief Executive, Social Security Scotland (Chair)
Laura Brennan-Whitefield (LBW)	Non-Executive Member
Jessica Burns (JB)	Non-Executive Member
Chris Creegan (CC)	Non-Executive Member
Ewan Gurr (EG)	Non-Executive Member
Douglas Hutchens (DH)	Non-Executive Member
Elaine Noad (EN)	Non-Executive Member
Miriam Craven (MC)	Deputy Director of Strategy and Client Experience
Andy McClintock (AM)	Chief Digital Officer
James Wallace (JW)	Deputy Director of Finance and Corporate Services
Paul Knight (PK)	Paul Knight Head of Clinical Operations
Janet Richardson (JR)	Deputy Director of Operations and Local Delivery

In Attendance

Stephen Kerr (SK)	Scottish Government, Director Social Security
RM	Head of Client Experience
MG	Strategic Relationship Manager
DP	Governance Team Leader

Observing

MG	Operational Policy Manager
----	----------------------------

Secretariat

Governance and Business Co-ordinator



1. Welcome and Conflicts of Interest

- 1.1. The Chair, David Wallace (DW), welcomed and thanked everyone for their attendance.
- 1.2. Members did not highlight any potential conflicts of interest.
- 1.3. The Executive Advisory Body endorsed the minutes of the last meeting. In line with our commitment to proactively publish the agenda, meeting papers, minutes and action tracker, we will publish these on the Social Security Scotland website within twelve weeks of this meeting.
- 1.4. DW welcomed MG to the meeting as an observer and SK (Stephen Kerr), Director, Social Security.

2. Chair's Update

- 2.1. DW invited SK to provide an update from Social Security Directorate. SK noted the main priority is to remain focused on delivery and ensuring the safety of staff. SK advised that working from home continues to work well for Directorate staff.
- 2.2. DW invited Janet Richardson (JR) to provide the operations update. JR noted the volume of enquiries on web chat continues to grow and staff have supported this new service well. Inbound telephony calls are still currently running from 0900 – 1500 Monday to Friday and we are considering how we can increase the service, keeping lines open for longer. The priority as always is to maintain delivery of our services to clients whilst supporting our staff. JR then set out the preparations for Scottish Child Payment. The training of new staff has gone well and they have consolidated their learning. The main priority now is getting the right support for staff in place to maintain confidence levels whilst working remotely.

Action

-

No actions noted from this item.

3. Strategic Culture Advisory

- 3.1. DW invited MG to provide the Strategic Culture Advisory item.
- 3.2. MG set out the purpose of the paper to help us further develop our strategic approach to organisational culture. We have approached Scottish Government Internal Audit, our internal auditors, to undertake advisory work in this area. The paper sets out the outline proposal we have agreed with Internal Audit to



conduct a self-assessment of our culture using an externally validated framework.

- 3.3. MG invited members to discuss how they can help either individually or as a collective to shape how we take this work forward.
- 3.4. The members thanked MG for the paper and made the following points:
 - The importance of having a baseline measurement.
 - The benefit of consulting with the Executive Advisory Body members to help shape the strategy.
 - Merit in starting in-depth conversations to inform the survey, using the Executive Advisory Body members to give value to the interpretation of results.
 - Including the impacts of COVID-19 in the report to determine what effect, if any, it has had on the culture of Social Security Scotland.
- 3.5. Miriam Craven (MC) was encouraged by the good conversations and input from members. MC reminded members that Social Security Scotland continues to maintain the principles laid out in the Social Security (Scotland) Act 2018, as a cornerstone of our organisational culture.
- 3.6. MG thanked the members for their comments and summarised the following next steps:
 - To provide a written update following the discussion today.
 - Liaise with the Secretariat to schedule another session with the Executive Advisory Body to provide an update.
- 3.7 The Executive Advisory Body noted the contents of the report.

Action	MG	To provide a written update following today's session
Action	Secretariat	To schedule another session with the Executive Advisory Body

4. Inclusive Communications Update

- 4.1. DW invited RM to provide the Inclusive Communications Update.
- 4.2. RM noted the members had been sent a copy of the paper in advance of the meeting and noted how critical it was for the culture of Social Security Scotland to meet our legal and organisational commitments to communicate in an inclusive way,
- 4.3. RM advised the scope of the work is huge and touches on everything we do, both: internally to support our workforce, their working environment, their needs and preferences; and also externally, in how we engage with our clients and



external stakeholders. RM also advised members that the inclusive communications work also links in with Social Security Directorate.

4.4. RM invited members to consider the contents of the paper focusing on any experience or comments on the following areas:

- Best Practice for monitoring and assessing inclusive communications. Do any of the members have any experience of how to measure, monitor and assess best practice?
- What evidence the members would like to see to give them confidence to talk positively about our ability to communicate in an inclusive way for our staff and clients?

4.5. The Executive Advisory Body noted the contents of the report and recommended the following:

- Setting a baseline for the paper, seeking suitable benchmarks from other organisations.
- Focusing on impact and quality, advising against setting standards.
- Inclusion of real life example in the paper.
- Ongoing Organisational Learning.
- Removal of all acronyms.

4.6. MC acknowledged the work that has been done and noted how vital it is for us to focus on inclusive communications as a priority. MC was in agreement that there should be a baseline evaluation as well as the need for our systems to be flexible to meet future needs.

4.7. RM noted the following points to take forward:

- Including those with lived experiences in development, use stakeholder groups to facilitate access.
- User research to provide context.
- Moving our approach into a practical level.
- Inclusion of a baseline.
- To include flexibility for each environment.

4.8. The Executive Advisory Body noted the contents of the report.

Action	Secretariat	To schedule another update for the Executive Advisory Body members, including baseline measurements and practical examples of inclusive communications.
--------	-------------	---

5. Caldicott Guardian Appointment



Governance - Executive Advisory Body - Meeting 18 - 29 September 2020 - 18.4
Minutes- Action Tracker - from Meeting 17 - 18 August 2020 - Chair Approved

- 5.1. DW invited Paul Knight (PK) to set out the requirement for the appointment of a Caldicott Guardian.
- 5.2. PK advised members that the proposed recommendation to appoint a Caldicott Guardian has two purposes:
 - To ensure the governance of clinical information.
 - To support clinical input from the Agencies perspective.
- 5.3. PK advised members that the Caldicott Guardian should have a clinical background due to the highly confidential and sensitive nature of disability benefits. The Caldicott Guardian would be an advocate, providing a bridge between information governance and ethics.
- 5.4. PK asked members to review the recommendation to appoint a Caldicott Guardian, who would provide advice to the Senior Information Risk Owner and the Chief Executive Officer on the handling of patient or client-identifiable information including:
 - Having a Chief Clinical Officer operating at Executive Team Board level.
 - Consideration to the creation of an external panel of independent Clinical Specialists.
- 5.5. All members endorsed the proposal to appoint a Caldicott Guardian and advised the following:
 - The Caldicott Guardian should sit at Executive Team Level.
 - The appointment of an independent clinical panel.

Decision

-

The Executive Advisory Body agreed to endorse the proposal to appoint a Caldicott Guardian.

6. Corporate Plan / Business Plan Update

- 6.1. DW invited MC to provide the Corporate Plan / Business Plan Update.
- 6.2. MC updated members that the work on the Corporate Plan / Business Plan Update had paused due to COVID-19 but over the summer work has re-started to complete the updates.
- 6.3. No further comments were noted.

Action

-

No actions noted from this item.



7. Finance Report

- 7.1. DW invited James Wallace (JW) to provide the Finance Report Update.
- 7.2. JW highlighted Social Security Scotland financial results for the first quarter to end of June 2020. JW noted members were all sent the report in advance of today's meeting.
- 7.3. JW highlighted that the original 2020-21 budget for operational expenditure was re-profiled in the summer budget revision to redirect resource to pressures in the overall Scottish Government budget.
- 7.4. JW noted that planning has changed due to COVID-19.
- 7.5. The Executive Advisory Body noted the financial results to end of June 2020.

Action	-	No actions noted from this item.
--------	---	----------------------------------

8. Any other Business

- 8.1. DW thanked everybody for attending the meeting.
- 8.2. The members noted the Budget Paper that was included as a below the line item.
- 8.3. SK thanked the Executive Advisory Body for the invitation to attend today's session.

Action	Secretariat	To scheduled SK attendance at Executive Advisory Body on a 6 monthly basis.
--------	-------------	---

Date of next meeting: Tuesday 29 September 2020



Action(AP)/Decision(DP)	Detail	Owner	Due Date	Status
AP – 07/007/2020 - 01	Update the People Strategy to reflect comments and action points from the meeting today.	BG	Update due for September meeting	BG has discussed the paper with the Executive Team. The Chair is currently considering the paper.
AP – 07/007/2020 - 02	Circulate the final draft of the People Strategy with the Executive Advisory Body members once completed.	BG	Update due for September meeting	BG will liaise with the secretariat to share with the Executive Advisory Body once the Chair has considered the paper.
AP – 07/007/2020 - 03	Add additional context to statistics to provide a wider comparison – seeking additional advice from CIPD.	BG	Update due for September meeting	AD is currently commissioning work related to this action point and will contact CIPD.
AP – 26/05/2020 - 04	Commission research to highlight additional barriers to work.	BG	Update due for September meeting	AD is currently commissioning work related to this action point
AP – 07/07/2020 - 05	To build racial equality into future presentations.	BG	Update due for September meeting	AD is currently commissioning work

				related to this action point
AP – 18/08/2020 - 01	To provide a written update following the Executive Advisory Body session on the 18 August 2020.	MG	After the meeting	Completed -Strategic Culture Advisory Update will be provided as a below the line paper at the meeting on the 03/11/2020
AP – 18/08/2020 - 02	To schedule another Strategic Culture Update for the Executive Advisory Body.	Secretariat	After the meeting	Completed - Strategic Culture Advisory - Report on Finding of the Survey will be provided in February 2020
AP – 18/08/2020 - 03	To schedule another Inclusive Communications update for the Executive Advisory Body members, with the inclusion of measurements and practical examples.	Secretariat	After the meeting	Completed – Update will be provided at the meeting on the 03/11/2020



DP – 18/08/2020 - 04	The Executive Advisory Body agreed to endorse the proposal to appoint a Caldicott Guardian.	IB	After the meeting	Completed – Decision Point noted in action log.
AP – 18/08/2020 - 05	To scheduled SK attendance at Executive Advisory Body on a 6 monthly basis.	Secretariat	After the meeting	Dates will be offered to SK once the planner has been updated and approved.