



Executive Advisory Body

Date of Meeting	Tuesday 29 September 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

In Attendance

DP	Governance Team Leader
NM	Corporate Assurance Lead
SM	Operational Policy Co-ordinator
AK	Statistician
DH	Statistician

Observing

JD	Business Support Manager
RH	Business Support Officer

Secretariat	Governance and Business Co-ordinator
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Apologies

Paul Knight (PK) Paul Knight Head of Clinical Operations
Janet Richardson (JR) Deputy Director of Operations and Local Delivery

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.

2. Chair's Update

- 2.1. DW provided an update from Social Security Scotland. DW noted the main priority is to remain focused on delivery and ensuring the safety of colleagues. DW advised that working from home continues to work well. One area proving difficult was moving, particularly new, staff from virtual training into live delivery. As a result some staff will be consolidating training in the office environment starting on the 28 September 2020 to undertake this essential work.
- 2.2. DW noted the [property announcement](#) made by the Cabinet Secretary for Social Security, Shirley-Anne Sommerville, MSP, on the 16 September 2020. Ewan Gurr (EG) advised the members that, in his view, the announcement had been well received in Dundee and there has been a very positive response.
- 2.3. DW advised the members that the Records Management Plan had been submitted to the Keeper of the Records of Scotland, for his agreement. The plan has been agreed by the Keeper and will now be [published](#) on the National Records of Scotland website, acknowledging that the authority has complied with Section 1(1)(a) of the Public Records (Scotland) Act 2011.

Action	-	No actions noted from this item.
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3. Strategic Risk Register

- 3.1. DW invited James Wallace (JW) to introduce the Strategic Risk Register item.
- 3.2. JW began by clarifying that although the Risk Management function sits within Miriam Craven's (MC) business area, through his role as Chair of the Risk



Review Group and Senior Risk Owner, he has full oversight of the Risk Register. JW set out for Committee Members, the origins and development of the Risk Register and invited SM to provide further background information

- 3.3. SM set out in detail how work had progressed on the Strategic Risk Register. This has included a review of the Strategic Risk Register informed through sessions with the Agency Executive Team and the Risk Review Group. All updates were highlighted within the paper. SM advised that further work has also been taken across the Agency to review and further refine both Divisional and Branch Risk Registers.
- 3.4. Risk appetite and tolerance has also been reviewed and agreed by the Executive Team, and for some risk categories these will be reviewed again in three months to take account of the impact of COVID-19.
- 3.5. The Executive Advisory Body noted the content of the report and suggested the following:
 - Reviewing the Risk Register to determine whether all the risks currently categorised as Strategic Risks meet that criteria, reducing the number of items on the register to sit between 10-12 to help the risk register remain properly focused on key risks.

Action	-	No actions noted from this item.
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4. Balanced Scorecard

- 4.1. DW invited MC to introduce the Balanced Scorecard item
- 4.2. MC set out some of the practical impacts of COVID-19 on operations and drew out the following key points:
 - Maintained what is considered an acceptable level of performance – supported by the introduction of the call back and web chat service.
 - No evidence yet of any significant increase in applications in response to COVID-19 or invite to apply.
 - Client Experience responding well to redeterminations, with agreed timescales remaining at 100%.
 - Recent People Survey – results of which to follow later in the year.
- 4.3. The Executive Advisory Body noted the contents and recommended a future development session to discuss how the Balanced Scorecard can be evolved, for example how the Balanced Scorecard could help identify:
 - Measures to better identify the peaks and troughs of activity.
 - Working Capacity.
 - Productivity Measures.



- Capturing the process rather than work decisions made to provide a fuller picture.
- Indication of accuracy of decisions made.
- Reviewing original thinking as to why these measures are considered important.

Action	Secretariat	To schedule a development session in 2021
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5. Audit and Assurance Committee Minutes

- 5.1. DW invited Douglas Hutchens (DH) to update Members on discussion at the most recent Audit and Assurance Committee meeting.
- 5.2. DH advised the notes of the meeting were accurately recorded in the minutes.
- 5.3. The Executive Advisory Body were all in agreement that the signed Annual Accounts would come to the Executive Advisory Body for final record at the meeting on the 3 November 2020.
- 5.4. The Executive Advisory Body noted the contents of the Audit and Assurance Committee minutes.

Decision	-	The Executive Advisory Body agreed that the Annual Accounts will come to the meeting on the 3 November 2020 for final record.
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6. Any other Business

- 6.1. EG raised future ways of working and the role of the Non-Executive Members in light of COVID-19. The Executive Advisory Body recommended that there should be further discussion to determine if the Non-Executive Members can do more to support the Executive Team. It was noted that a development session has been arranged in November which will allow this to be discussed in more detail.
- 6.2. The members noted the People Survey and Guidance on Non-Executive Member's Fees and Expenses that were included as below the line items.
- 6.3. DW thanked everybody for attending the meeting.

Date of next meeting: Tuesday 03 November 2020



Action(AP)/Decision(DP)	Detail	Owner	Due Date	Status
AP – 07/07/2020 - 01	Update the People Strategy to reflect comments and action points from the meeting today.	James Wallace	Update due for November meeting	James Wallace has discussed the paper with the Executive Team. The Chair is currently considering the paper.
AP – 07/07/2020 - 02	Circulate the final draft of the People Strategy with the Executive Advisory Body members once completed.	James Wallace	Update due for November meeting	James Wallace will liaise with the secretariat to share with the Executive Advisory Body once the Chair has considered the paper.
AP – 07/07/2020 - 03	Human Resources Report: To seek example from CIPD to enable the Agency to include additional context to statistics in the next report.	James Wallace	Update due for November meeting	James Wallace has commissioned work related to this action point
AP – 26/05/2020 - 04	Commission research to identify if there are any additional barriers to work the Agency needs to actively	James Wallace	Update due for November meeting	James Wallace has commissioned work related to this action point



	consider when recruiting.			
AP – 07/07/2020 - 05	To build racial equality into future presentations.	James Wallace	Update due for November meeting	James Wallace has commissioned work related to this action point
AP – 18/08/2020 - 05	To schedule Portfolio Sponsor 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
AP – 29/09/2020 - 01	To schedule a development session in 2021	Secretariat	After the meeting	Completed
DP – 29/09/2020 - 01	The Executive Advisory Body agreed that the Annual Accounts will come to the meeting on the 3 November 2020 for final record.	The Executive Advisory Body	-	Noted and Agreed