



## Executive Advisory Body

<b>Date of Meeting</b>	Tuesday 09 March 2021
<b>Time</b>	10.00 – 12:30
<b>Location</b>	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
Andy McClintock (AM)	Chief Digital Officer
James Wallace (JW)	Deputy Director of Finance and Corporate Services
Paul Knight (PK)	Head of Clinical Operations
Janet Richardson (JR)	Deputy Director of Operations and Local Delivery
Miriam Craven (MC)	Deputy Director of Strategy and Client Experience

### In Attendance

AM	Head of Corporate Services
JS	Project Manager – Chartered Surveyor
KS	Strategic Communications and Marketing Lead
NM	Corporate Assurance Lead
SM	Risk Team Manager

### Observing

PM	Organisational Strategy Coordinator
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<b>Secretariat</b>	Assistant Governance Manager
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## 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 from the meeting on the 26 January 2021. In line with our commitment to proactively publish the agenda, meeting papers, minutes and action tracker, we will publish the 26 January 2021 meeting papers on the Social Security Scotland website within twelve weeks of the meeting.

## 2. Chair's Update

- 2.1. DW thanks the members for their participation in the deep-dive development session on the 25 February 2021.
- 2.2. DW noted the following;
  - Scottish Government Pre-election guidance has been shared with all staff. Meetings with our Cabinet Secretary have ended and will recommence after the elections. Any questions member have should be directed to the Governance Team.
  - We are conducting a review of our internal governance structures to support the growth of Social Security Scotland. There will be no direct impact to Non-Executive Members. An organogram will be shared with the Executive Advisory Body for awareness in due course.
  - Non-Executive Recruitment will commence shortly. The appointments are Non-Ministerial and will be made by the Chief Executive of Social Security Scotland.
  - A Procurement function has been established within James Wallace's Corporate Services Division and Miriam Craven (MC) is supporting recruitment to increase our legal capability, which is delivered through a shared service from the Scottish Government Legal Directorate.
- 2.3. DW noted the hard work and huge achievement to deliver Scottish Child Payment. Scottish Child Payment has been delivered successfully alongside the challenges of responding to the changing nature of the organisation due to COVID-19. New staff have continued to join remotely and support remains in place to aid training and consolidation.
- 2.4. DW invited Paul Knight (PK) to provide a clinical recruitment update. PK noted we have offered positions to five child health qualified Clinical Practitioners to

support the Child Disability Payment. Service Level Agreements are in progress with current host providers to allow Clinical Practitioners to join through secondment under their current terms and conditions. DW advised the appointments provide sufficient capacity to support the pilot exercise for Child Disability Payments.

- 2.5. DW advised the members that Social Security Scotland has now moved to sit under the Director General Communities with Paul Johnson taking over as our Portfolio Accountable Officer, noting our Cabinet Secretary will stay the same.

Action	IB	To share the organogram with the Executive Advisory Body once internal review has been finalised.
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### 3. Social Security Scotland Accommodation High Level Design

- 3.1. DW invited JW to introduce the Social Security Scotland Accommodation High Level Design item. JW advised Social Security Scotland now has 200,000 Square Feet of commercially let office space, spread over Dundee and Glasgow, to accommodate staff. Work has commenced in the central buildings to fit out each space. Contractors are on site in Dundee, procured through the Scottish Government framework contract, sub-contracting work has been sourced to supported businesses.
- 3.2. JW advised he had been meeting regularly with some Non-Executives on the topic of property and thanked Ewan Gurr (EG) and Douglas Hutchens (DH) for their support and advice.
- 3.3. KS noted the importance of ensuring our main offices have a similar look and feel. Branding work was conducted with Experience Panels and Stakeholders and this will be reflected across our estates.
- 3.4. JS noted the design currently focuses on working spaces, delivering value for money whilst also creating a smarter working environment. There is a need to build team cohesion and social interaction post COVID-19 so this has been factored into the work.
- 3.5. JS noted floor plans have been signed off and fit out is to commence imminently. KS advised the wayfinding audit has been completed, the next steps are to test designs and support services for signage walk through, all of which will take a user centred design process, with an audit trail for evidence.
- 3.6. The Executive Advisory Body members noted the following;



- Emergency exit signage and emergency notifications – needs to be clear. Consider flashing lights and phones as a visual aid for those with hearing impairments.
  - Décor and lighting – LED lighting does not throw continuous light – to consider light and shadow for lip readers and appropriate placing of wall art.
  - Furnishings – flexible desks, soft seats in waiting areas but to consider a balance between comfort and practicality.
  - Meeting rooms – to consider accessibility.
  - Break out rooms, quiet spaces, prayer and contemplations spaces, need to be quiet and remain clear so the full benefit of the space can be achieved.
  - Consider additional seating areas for those with energy limiting conditions.
  - The importance of having one standard across the board. The key to achieving this is through broad consultation seeking in-depth feedback on issues from those with lived experiences.
  - Recognising the need to compromise, it will be difficult to achieve an environment that suits all.
- 3.7. Elaine Noad (EN) offered to discuss this work in more detail and welcomed the opportunity to consult with JS. A meeting will be arranged to support this.
- 3.8. The Executive Advisory Body were encouraged and pleased with the quality of the work so far.

Action	IB	To arrange a consultation between our Non-Executive member EN and JS.
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#### 4. Social Security Scotland Risk Management Update - Including revised Risk Management Strategy

- 4.1. DW invited MC to introduce the Social Security Scotland Risk Management Update.

MC noted the report included the following:

- An update on the Strategic Risk Register and any significant updates since the last Executive Advisory Body update on 29 September 2020.
- An update from the work of the Risk Review Group.

- A brief overview of the work commissioned with EY. A detailed update on their findings will be presented to the Audit and Assurance Committee on the 18 May 2021 and shared with the Executive Advisory Body thereafter.

4.2. NM noted the following:

- Since November 2020 four new risks have been approved by the Risk Review Group. The Risk Management Function have also commenced a piece of work reviewing the Strategic Risk Register to align this with our Corporate Objectives.
- EY were commissioned to undertake a piece of work to look at our risk management and help shape our future risk management approach.
- Risk Deep Dive feedback from Executive Advisory Body was considered in helping agree risk scheduled for assessment in May.

4.3. SM asked the members that as part of the Strategic Risk Register review process should we develop and publish risk appetite statements. SM pointed to examples from other public bodies and asked the Executive Advisory Body for comment on publication, structure and content of these statements.

The Executive Advisory Body noted the following:

- To consider who the audience will be both internally and externally.
- To consider liaising with other public bodies to seek advice on risk appetite statements they have been developing.
- In the development of statements ensure consultation is undertaken with the Social Security Programme.

4.4. The Executive Advisory Body passed on their thanks to the Corporate Assurance Team for a very clear and useful report.

Action	IB	To share the EY findings with the Executive Advisory Body following Audit and Assurance Committee on the 18 May 2021.
Action	Miriam Craven	To consider feedback from Executive Advisory Body before when developing and publishing risk appetite statements.

## 5. Any other Business

5.1. The members noted the Social Security Scotland Fraud Report 2020/21 Quarter 3 Report, Social Security Scotland Finance Report – January 2021, Social Security Scotland Freedom of Information Report – March 2021 and Social



Security Scotland Client Survey Report that were included as below the line items.

- 5.2. DH wanted to formally acknowledge the positive results of the Social Security Scotland Client Survey.
- 5.3. No further business was noted.
- 5.4. DW thanked everybody for attending the meeting.

**Date of next meeting:** Tuesday 20 April 2021



Action(AP)/Decision(DP)	Detail	Owner	Due Date	Status
AP – 26/01/2021 - 01	To provide a Business Plan update via correspondence when finalised.	MC	Next Meeting	An update on progress will be provided on 20 April 2021
AP – 09/03/2021 - 01	To share the organogram with the Executive Advisory Body when finalised.	IB	08 June 2021	An update on progress will be provided on 08 June 2021
AP – 09/03/2021 - 02	To arrange a consultation between our Non-Executive member EN and JS.	IB	Next Meeting	Completed
AP – 09/03/2021 - 03	To share the EY findings with the Executive Advisory Body following Audit and Assurance Committee on the 18 May 2021.	IB	08 June 2021	An update on progress will be provided on 08 June 2021
AP – 09/03/2021 - 04	<ul style="list-style-type: none"><li>To consider feedback from Executive Advisory Body before when developing and publishing risk appetite statements.</li></ul>	MC	08 June 2021	An update on progress will be provided on 08 June 2021