

Executive Advisory Body

Date of Meeting	Tuesday 24 January 2023
Time	10:00 - 12:30
Location	Agnes Husband House and via Video Conference

Attendees

Members

- David Wallace (DW) - Chief Executive, James Wallace (JW) - Deputy Director of Finance and Corporate Services; Ally MacPhail (AMP) – Deputy Director Strategy, Change, Data & Engagement; Andy McClintock (AMC) - Chief Digital Officer; Paul Knight (PK) - Joint Chief Officer, Health and Social Care Operations; KC - Head of Client Services Operations

Non-Executive Members

- Chris Creegan (CC) – Chair, Naghat Ahmed (NA), Russell Frith (RF), Barry Matheson (BM), Laura Brennan-Whitefield (LBW)

Apologies

- GD – Head of Corporate Strategy and Communications; Janet Richardson (JR) - Deputy Director Client Services Delivery

In Attendance

- DP Head of Strategy & Corporate Support
- MG Organisational Development Lead
- WMK Principal Research Officer

Observing

- RM Divisional Business Support Manager

Secretariat

- CW Assistant Governance Manager
- AM Corporate Governance Manager

1. Welcome and Conflicts of Interest

- 1.1. The Chair welcomed and thanked everyone for their attendance.
- 1.2. The Executive Advisory Body endorsed the minutes from the last meeting on 29 November 2022.
- 1.3. Members did not highlight any potential conflicts of interest.

2. Chief Executive's Update

2.1. The Chief Executive discussed the following:

- Members were advised of the priorities for the year ahead and the Chief Executive highlighted that the focus this year was to consolidate after a period of rapid change and growth whilst continuing to enhance processes.
- The Chief Executive reflected that the agency's attendance at the Social Justice and Social Security Committee on 22 December in which processing times, priorities for the year ahead and fraud were discussed was helpful and constructive.
- Members were updated on a change in the Director General Communities role with Louise MacDonald taking over from Paul Johnston from March. The Chief Executive has extended an invite to the new Director General to join a future Executive Advisory Body meeting.
- The Chief Executive gave an update on the progress of senior staffing recruitment in relation to the recently advertised Deputy Director Health and Social Care post.

3. Social Security Scotland Service Delivery Update

3.1. A verbal Service Delivery update was provided across a range of benefits, which included;

- An update on the progress of Scottish Child Payment extension since the launch in November.
- The agency's operational readiness for Winter Heating Payment which is due to launch in February 2023. Support in the operational preparation of this launch has been received from the whole agency.
- A progress update on Adult Disability Payment and Child Disability Payment around telephony to improve the service to clients.
- An update on the volume of Child & Adult Disability Payment Case Transfers.

4. Budget Update

4.1. A verbal budget update was provided which included:

- An update was given to members on the current budget position.
- The confirmed budget for 2023-2024 will be brought back to members at the Executive Advisory Body in April.

5. People Survey

5.1. Highlights from the People Survey results were presented to the Executive Advisory Body ahead of the deep dive into this topic in March. The presentation focused on

specific headlines including overall engagement, pay & benefits and staff welfare. The presentation covered the next steps including drop-in sessions for colleagues to understand the results.

5.2. Key points from the discussion noted by the Executive Advisory Body included:

- The decline in colleague participation of the survey and whether this correlated with the number of new colleagues joining the agency.
- A decision on which key topics members would like to focus on for the informal deep dive in March.

6. Collective Board Effectiveness / Non-Executive Recruitment / Buddy System

- 6.1. Following a deep dive into Collective Board Effectiveness in September 2022, members were presented with a summary of the feedback, including possible improvements to the current 'buddy' system between Executive Team members and Non-Executives. An update was also provided regarding the next steps for Social Security Scotland to recruit a new Non-Executive member to join the Executive Advisory Body.
- 6.2. Members agreed that there should be a move away from the current 'buddy' system to develop a more flexible working relationship approach, taking into account the needs of Executive Advisory Body members. It was noted that Non-Executive members feel they can be more effective and add more value the earlier they are brought into a project.
- 6.3. Member gave feedback on the proposal to bring in a new Non-Executive member. After a review of the skills matrix, it was agreed that bringing another member into the Executive Advisory Body with a digital delivery background would be advantageous, as Social Security Scotland begins their transition away from Programme. Although perhaps challenging, in addition, members noted that the successful candidate would ideally have lived or delivery experience of the welfare system, which would also add value.
- 6.4. An action was taken for all Executive Team member to review the requirement for meetings with their current buddy. Moving forward, individual meetings between Non-Executive members and the Executive Team will only be scheduled for those that find it valuable.

7. Any Other Business

- 7.1. Members noted receipt of the following below the line papers for information;
 - Terms of Reference 2023
 - Forward Planner 2023
- 7.2. A verbal update was given on the upcoming industrial action and how Social Security Scotland is managing this. It was noted that the main contact number and webchat would be disabled for the day. All buildings will be open as normal and all critical services will continue in Finance and Corporate Services.

- 7.3. Members queried when best to bring the Corporate Plan to a future Executive Advisory Body meeting. It was noted this should be brought early enough to allow Non-Executive members to provide advice at the formative stage. An action has been taken to ensure this is scheduled at a future Executive Advisory Body meeting.
- 7.4. The date of the next meeting of the Executive Advisory Body on 7 March 2023 was agreed which will also include a deep dive into the People Survey.

Date of next meeting: Tuesday 7 March 2023

Date action taken	Detail	Item / Paper	Owner	Due Date	Update if applicable	Status
16/11/2021	To conduct an assessment of capabilities and provide an update.	Social Security Scotland Cyber Security	AMC	24 January 2023	Additional time required to provide a comprehensive response on our maturity and capability across the Digital Risk and Security Branch.	Open
24/01/2023	Bring the Corporate Plan to a future Executive Advisory Body meeting for early input from Non-Executive members	Any Other Business	AMP	18 April 2023		Open
24/01/2023	Executive Team members to review requirement for individual meetings with current buddy and only schedule with those that find it valuable.	Collective Board Effectiveness	All	17 March 2023		Open