



Executive Advisory Body

Date of Meeting	Tuesday 18 April 2023
Subject	Discussion paper – Corporate Plan development
Agenda No.	36
Paper No.	36.3
Prepared By	[Redacted], Head of Strategy and Corporate Support
Purpose	Discuss

1. Background

- 1.1. Our current Corporate Plan covers the period 2020-2023. Although not explicitly stated in the document, the assumption is this plan finishes at the end of the financial year 2022/23, rather than the end of the calendar year.
- 1.2. There is a requirement to produce a Corporate Plan and to submit this to Scottish Ministers for approval (section 59, Framework Document¹). The Corporate Plan should normally cover a period of three years, although there is a power to combine both the corporate plan and business plan (see section 65, Framework Document)
- 1.3. After reviewing an options appraisal, Executive Team agreed in December 2022 that a new three-year corporate plan was their preferred option, to take us to the end of the programme lifecycle.

2. Discussion

- 2.1. Our previous Corporate Plan can be seen to have been broadly successful in moving us through a start-up and growth period: a particular strength was the ability of the organisation to flex and adapt to Covid-19 and to release staff to support the Ukraine crisis.
- 2.2. Social Security Scotland is a very different organisation to that of 2020 with the majority of new benefits now in delivery and having been through a sustained period of rapid growth.
- 2.3. In terms of strategic risks, whilst the policy landscape remains relatively settled, the current financial and economic landscape suggests a challenging period ahead. Current intelligence suggests that the Charter review will be a relatively light-touch review.

¹ Framework currently under review awaiting final sign off



- 2.4. Social Security Scotland is no longer in a sustained period of growth. It is no longer a 'new' organisation and there is now a corresponding shift towards improving performance and sustaining delivery over the long term. This is married to the need to protect and preserve the best elements of our organisational culture, whilst looking to identify, nurture and support the next generation of leaders and ensuring we have the capabilities that we need to flourish as an organisation.
- 2.5. We are moving into a bi-modal delivery landscape at an increasing pace (both delivering on Ministers' commitments and also working to improve and make the social security system more efficient and productive) also referred to as 'building the plane while flying it'.
- 2.6. The broad strategic priorities of evolving our people and culture, improving performance, quality and sharpening our delivery focus have been tested out with Executive Team and Senior Leaders within the organisation as part of our business planning aligned to our strategic risks. The primary focus of the organisation remains on operational and client facing delivery functions with a range of enabling functions that support that delivery.

3. Conclusion

- 3.1. The last iteration of the Corporate Plan was written to see the organisation through its rapid growth period; as a start-up organisation and then into a maturing delivery agency.

The organisation is now in a different phase in terms of its responsibilities, delivery model, profile and its ambition to expand change and continuous improvement capabilities in conjunction with the Programme.

Executive Advisory Body members are invited to consider how the next evolution of our corporate plan should be positioned taking account where the organisation is today, where it needs to be in 3 years and recognising that an alignment with the Charter must be maintained.



Governance Tables – To be Completed by Authors

An Impact Assessment must be carried out during the development of all new Agency policies and services and when making significant changes to policies and services. The Corporate Assurance team should be involved from an early stage to provide guidance and advice relating to completing impact assessments.

[Impact Assessment Saltire Page](#)

Impact Assessment Queries: Corporateassuranceteam@socialsecurity.gov.scot

Please complete the below table.

Type of Impact Assessment	Required (Y/N)	If No - briefly state reason e.g. Not relevant/Not eligible – agreed with Deputy Director	If yes – briefly state any significant issues.
Business and Regulatory Impact Assessment (BRIA)	N	Not relevant for the discussion paper	
Child Rights and Wellbeing Impact Assessment (CRWIA)	N	Not relevant for the discussion paper	
Data Protection Impact Assessment	N	Not relevant for the discussion paper	
Equality Impact Assessment (EQIA)	N	Not relevant for the discussion paper	
Fairer Scotland Duty assessment	N	Not relevant for the discussion paper	
Future proofing legislation	N	Not relevant for the discussion paper	
Human rights in policy making	N	Not relevant for the discussion paper	
Islands Communities Impact Assessment (ICIA)	N	Not relevant for the discussion paper	
Strategic Environment Assessment (SEA)	N	Not relevant for the discussion paper	

Before submitting please ensure that you detail how the paper contributes to the Corporate Plan Strategic Objectives below. These strategic considerations should be used to assist you with the content of your paper.

Strategic Objective	Contribution
Helping to deliver a social security system with dignity, fairness and respect.	A new corporate plan would review these three strategic themes to see whether they remain fit for purpose and align with wider policy objectives/ outcomes including Our Charter
Supporting people in Scotland to access devolved benefits that they are entitled to.	
Running our service in a responsible way	

State here any consultation undertaken in the agency

Strategic Involvement/ Consultation	Input
Service Development	n/a



Strategic Involvement/ Consultation	Input
Data	n/a
Communications	n/a
Workforce Planning & People	n/a
Accommodation	n/a
Finance	n/a
Procurement	n/a
Operations	n/a
Clinical Operations	n/a
Local Delivery	n/a

Please confirm the governance this paper/ information within this paper has been through already, and what the next steps are.

Paper/ Information within Paper Reviewed by e.g. Executive Advisory Body, Non-Executive, Deputy Director for Finance and Corporate Services, etc.		Next Steps after this Meeting e.g. Agency Leadership Team, Executive Team, Executive Advisory Body, etc.	
Reviewed By	Date/ Decision	To be Reviewed by	Date Scheduled
<i>Head of Corporate Strategy and Communications</i>		<i>Head of Strategy and Corporate Support</i>	<i>tbc</i>
Deputy Director, Strategy, Change, Data and Engagement	11/4/2023		

To arrange a slot at an upcoming meeting of the Executive Team, Agency Leadership Team or Executive Advisory Body, please contact GovernanceTeam@socialsecurity.gov.scot