

Executive Advisory Body

Date of Meeting	Tuesday 28 November 2023
Time	10:00 – 12:30
Location	Video Conference / Ground Floor Conference Room, Agnes Husband House

Attendees

Members

- David Wallace (DW) - Chief Executive, Janet Richardson (JR) - Deputy Director Client Services Delivery; Gayle Devlin (GD) – Deputy Director Health and Social Care; Andy McClintock (AMC) - Chief Digital Officer; Ally MacPhail (AMP) – Deputy Director Performance and Corporate Strategy; Paul Knight (PK) – Chief Medical Advisor; Nicola Rudnicki (NR) – Deputy Director People and Place

Non-Executive Members

- Chris Creegan (CC) – Chair; Naghat Ahmed (NA); Russell Frith (RF); Barry Matheson (BM); Laura Brennan-Whitefield (LBW); Deborah Rodger (DR); Gillian Mudie (GM)

Apologies

- Leanne Carson (LC) Deputy Director Social Security Programme; James Wallace (JW) - Deputy Director of Finance and Corporate Services

In Attendance

- DP Head of Strategy and Corporate Support
- NB Head of Finance (deputising for JW)
- AD Head of People Policy, Advice and Wellbeing
- EMK Governance and Strategy Team Leader
- MW Quality and Performance Lead

Observing

- LN Organisational Strategy Manager

Secretariat

- CW Assistant Governance Manager
- SP Strategic Relationship Officer

1. Welcome and Conflicts of Interest

- 1.1. The Chair welcomed and thanked everyone for their attendance and welcomed GM to their first formal meeting as a newly appointed Non-Executive member of Executive Advisory Body.
- 1.2. The Executive Advisory Body endorsed the minutes from the last meeting on 17 October 2023.
- 1.3. Members did not highlight any potential conflicts of interest.

2. Chief Executive's Update

- 2.1. The Chief Executive highlighted the following:
 - Ongoing engagement with the Cabinet Secretary who also took time to meet with teams supporting the pilot phase of Carer Support Payment at its launch on 14 November.
 - An update was provided on budget process for 2024-25 that have been on-going with Scottish Government.
 - Members were informed that actions from the Collective Board Effectiveness session on 08 November will be discussed before coming to a future Executive Advisory Body session on 30 January. An action has been taken to share this ahead of the next meeting.

3. Social Security Scotland Performance, Appeals and Service Delivery Update

- 3.1. A verbal update on performance, appeals and service delivery was provided across a range of benefits, key discussion points included:
 - Members discussed processing times for Adult Disability Payment and Child Disability Payment. It was noted that the focus remains on good quality decisions being made for all clients.
 - Members noted the significant improvement work carried out in Low Income Benefits over the last month, with automation assisting with processing cases.
 - Improvement work is also being carried out in appeals with a focus on meeting deadlines and capacity planning.
 - Members asked for clarification on ways in which complaints are categorised and labelled for reporting purposes and an action has been taken to check reporting labels with analysts.
 - An action was taken for a further look into performance to come to a future meeting, to be led by representatives of the Performance Forum. The secretariat took an action to follow up on the development of the Terms of Reference for the Performance Forum and share with members once approved
 - An action was taken to revisit and refresh the balanced scorecard.

4. Human Resources Report (6 monthly update)

- 4.1. NR welcomed AD to the meeting. An update was provided to the Executive Advisory Body on the human resources report which covered the last 6 months. This included an update on sickness absence, improving diversity and the rollout of a new HR system in 2024.
- 4.2. Members discussed the risks around the rollout of a new HR system including potential barriers around accessibility. To help mitigate this risk, a numbers of colleagues have been involved with the testing phase of the system. An action point was captured for an item on the new system to be brought to the Executive Advisory Body at the January meeting, with a specific focus on accessibility.
- 4.3. Members discussed the impact of corporate management training schemes on developing organisational capability and leadership. Following the delivery of a programme of management training sessions, the internal focus is now on turning the learning into action outside of the classroom.

5. Corporate Plan

- 5.1. AMP welcomed EMK to the meeting. Members were presented with a high level strategic overview of the organisation's goals and objectives which make up the Corporate Plan which is due for renewal in 2024.
- 5.2. Members were asked to provide feedback on whether the draft plan reflects the values of Social Security Scotland, if there were any gaps to consider and how best to involved non-executive members into the development of the plan.
- 5.3. The following feedback was provided on the Corporate Plan draft;
 - Members agreed the current summary page broadly reflects the aspirations, value and responsibilities of Social Security Scotland.
 - It was highlighted that some wording may need to be altered to include the progress with planning for the end of the current Programme and expectations of where the organisation will be over the next three years.
 - Non-executive members felt it would be beneficial to include further detail on how these objectives will be achieved.
 - It was agreed in principle that the Non-Executive members will contribute to the foreword.
- 5.4. An action has been taken to bring the next Corporate Plan draft back for further input from Non-Executive members.
- 5.5. An action was taken to include the themes of the Corporate Plan as part of the Collective Board Effectiveness session which will come to a future Executive Advisory Body meeting.

6. Quality Assurance within Client Service Delivery

- 6.1. JR welcomed MW to the meeting. Members were presented with an operational overview of the quality strategy that was launched in December 2022 within Client Service Delivery.
- 6.2. The presentation included why the strategy was introduced, the progress made to date and asked members to provide advice to continue improvement and engage with teams.
- 6.3. Members suggested the following to continue the good work to date:
 - Regular, short stand up meetings with teams to run through updates and progress on tracker board.
 - Use stand-up board to display current management information and issues outstanding, and get teams involved by noting input and suggestions.
 - Build time in to ensure quality of decisions are maintained.
 - Hold lessons-learned sessions to review what has worked well and where further improvement is needed.
- 6.4. Non-executive members offered further help and an action has been taken for DR to meet with JR and MW to continue this discussion.

7. Any Other Business

- 7.1. The pilot phase of the Carer Support Payment launched on 14 November and an update will be provided at the next formal Executive Advisory Body meeting, due to be held on 30 January 2024.

Date of next meeting: Tuesday 30 January 2024

Date action taken	Detail	Item / Paper	Owner	Due Date	Update if applicable	Status
18/04/2023	Update members at Executive Advisory Body and Audit and Assurance Committee with updates on proposed efficiencies for 2024-25.	Budget 2024-25	JW	12 September 2023	Awaiting response.	Open
13/06/2023	Balanced Scorecard to include information regarding case transfers	Performance Insight	HF	17 October 2023	Awaiting response.	Open
12/09/2023	Further discussion regarding the overall case review process at next formal Executive Advisory Body.	Social Security Scotland Service Delivery Update and Processing Times	Secretariat - Governance	30 January 2024	Added to meeting on 30 January 2024	Closed
12/09/2023	Circulate draft framework document to Non-Executive members ahead of next formal meeting	Governance Structure Update	DP	30 January 2024	Framework document added to Objective Connect share	Closed
12/09/2023	Circulate sponsorship meeting minutes to Non-Executive members after publication for each meeting.	Governance Structure Update	Secretariat - Governance	17 October 2023	October minutes will be circulated when they have been published (within 12 weeks of meeting – before 03 January 2024)	Open

12/09/2023	Identify a non-Exec willing to support DD HSC in her new sponsorship role with the Insights and Engagement Forum.	Governance Structure Update	DP	30 January 2024	Will finalise 30 January 2024: Deborah and Barry suggested	Open
17/10/2023	Invite Director of Social Security Benefits, Performance and Improvements to the next formal Executive Advisory Body meeting in November.	Chief Executive Update	Secretariat - Governance	30 January 2024	Director of Social Security Benefits, Performance and Improvements able to attend on 30 January 2024.	Closed
17/10/2023	Bring an update on the continued work being done in Adult Disability Payment & Child Disability Payment at the next Executive Advisory Body meeting.	Service Delivery Update	JR	28 November 2023	Complete	Closed
17/10/2023	Examine signposting of available benefits to the public and invite colleagues working on the Charter Review and Communications Team to attend a future meeting to	Service Delivery Update	Communication Team / SG Policy	12 March 2024	Awaiting response	Open

	present how they are tackling this.					
17/10/2023	Schedule a deep dive which covers the work carried out by Health and Social Care practitioners	Performance Insight	Secretariat – Governance / GD	12 March 2024	Will come to 12 March meeting as a substantive item rather than deep dive.	Closed
17/10/2023	Bring a 2024-25 budget update back to Executive Advisory Body members at a future meeting.	Finance Report	JW	30 January 2024	Added to Executive Advisory Body agenda on 30 January	Closed
28/11/2023	Share actions from Collective Board Effectiveness session ahead of the next formal meeting.	Chief Executive's Update	Secretariat – Governance	30 January 2024	Will share with meeting papers on 23/01/24	Closed
28/11/2023	Check reporting labels for complaints on Balanced Scorecard with analysts.	Performance, Appeals and Service Delivery Update	AMP	30 January 2024	Update from analysts to be provided via Objective Connect	Closed
28/11/2023	Follow up on the development of the Terms of Reference for the Performance Forum and share with members once approved	Performance, Appeals and Service Delivery Update	Secretariat	30 January 2024	Terms of Reference will be included with paper for 30 January meeting	Open

28/11/2023	Bring back draft of Corporate Plan for further input from Non-Executive members.	Corporate Plan	DP	February 2024	Draft will be shared with non-executives mid-February for feedback / input via correspondence.	Closed
28/11/2023	Include themes of the Corporate Plan as part of the Collective Board Effectiveness session at next meeting.	Corporate Plan	DP	February 2024	As above	Open
28/11/2023	Schedule improvement actions discussion with DR and JR.	Quality Assurance within Client Service Delivery	JR / Secretariat – Governance	December 2023	Complete	Closed