| Executive Advisory Body | |
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| **Date of Meeting** | Tuesday 23 April 2024 |
| **Time** | 10:00 – 12:30 |
| **Location** | Video Conference / Ground Floor Conference Room, Agnes Husband House |

## Attendees

### Executive Team Members

- David Wallace (DW) – Chief Executive; Janet Richardson (JR) – Deputy Director Client Service 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, Miriam Craven (MC) – Chief Operating Officer

### Non-Executive Members

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

### Apologies

- Russell Frith (RF); James Wallace (JW) – Deputy Director Finance and Corporate Services

### In Attendance

- NMC – Head of Procurement (deputy for JW); Jo Gray (JG) - Deputy Director, Strategy, Learning, Corporate Management & Finance (Social Security Programme)

### Presenters

- MG - Learning Delivery and Engagement Lead; SON - Head of Organisational Development; SG - Corporate Finance Lead; AK - Statistician

### Observers

- GD           Trainee Accountant

### Secretariat

- DP           Head of Strategy and Corporate Support
- AMG          Governance Manager
- CW           Assistant Governance Manager

## 1. Welcome and Conflicts of Interest

1.1. The Chair welcomed and thanked everyone for their attendance.

1.2. Members welcomed NMC as representative from Finance & Corporate Services Division and welcomed MC in their new role as Chief Operating Officer.

1.3. The Executive Advisory Body endorsed the minutes from the last meeting on 12 March 2024.

1.4. Members did not highlight any potential conflicts of interest.


## 2. Chief Executive's Update

2.1. The Chief Executive highlighted the following:

- The first Portfolio Sponsorship meeting with Louise MacDonald attending as Portfolio Sponsor took place on Friday 12 April. It was noted the meeting focussed around performance and accountability. The Chief Executive and the Chair agreed that the meeting went well and added value.

- The Permanent Secretary visited the High Street office on Monday 22 April to meet with Social Security Scotland and Programme colleagues. The discussion focussed on performance data, with the Permanent Secretary recognising the progress that has been made. The Executive Team expect another meeting with the Permanent Secretary later in the year with a focus on fraud.

- The recent media headlines around Child Disability Payment following Freedom of Information requests. Members discussed resource within the Freedom of Information team and ensuring an appropriate link between this team and the Communications team.

- It was noted that GD is attending the Social Justice Social Security Committee on Thursday 25 April to give evidence on redeterminations and appeals.

- Edel Harris OBE has been appointed Chair of an Independent Review of Adult Disability Payment. Edel will work with Social Security Scotland to gather input into the review.

- The Agency is now two weeks into the refreshed hybrid working arrangement.


## 3. Budget Allocation 2024 - 25

3.1. SG was welcomed to the meeting to present the budget allocation for 2024-2025 which has been approved by the Executive Team.

3.2. The headlines and risks were discussed and it was noted that Social Security Scotland will continue to monitor spending and respond in year.

3.3. Members discussed some priority efficiencies the Executive Team hope to make regarding technical debt. This includes planned improvements within Chief Digital Office around aged technology, automation and capability.

## 4. Social Security Scotland Performance Update

4.1. Members were provided with following update:

- There has been a continued improvement in processing times in both Adult Disability Payment and Child Disability Payment, with JR thanking teams for their efforts in these areas.

- The Executive Advisory Body will be updated on the work being done on case reviews and change of circumstances.

- Members discussed the subject of award types and level comparisons between Social Security Scotland and Department for Work and Pensions (DWP).An action has been taken to share this with Non-Executive members.

- An action has been taken to bring Adult Disability Payment Review work to a future Executive Advisory Body meeting.

4.2. The balanced scorecard was presented to members covering information gathered until 29 February 2024.

4.3. Members discussed the importance of including management information within the balanced scorecard. AMP noted that work is ongoing to improve the quality of information we can report against.

## 5. People Survey Response

5.1. SON and MG were welcomed to the meeting to discuss the actions following the People Survey results.

5.2. Members were provided with a brief overview of the headline results from the People Survey and noted that each area of focus has a Deputy Director sponsor to implement improvements through working groups.

5.3. Non-Executive members highlighted that Executive Team members should be mindful not to define the fixes and encourage colleagues to use their voices. Members discussed how colleagues could share their views outwith the People Survey.

5.4. Members discussed actions that are taking place across the organisation including Learning at Work Week. It was noted that the actions from the People Survey need to be linked into the Business Plan.

## 6. Procurement Report

6.1. NMC was welcomed to the meeting and delivered a high level overview of the informal Procurement Report.

6.2. Members noted that Social Security Scotland will take part in the Scottish Government's Procurement & Commercial Improvement Programme (PCIP) in May 2024 for the first time.

6.3. It was highlighted that Procurement are working closely with colleagues in Finance to monitor inflation trends. It was noted that there will be no automatic uplifts with suppliers over the contract term.

6.4. Members discussed the areas where further savings could potentially be made with future contracts.

6.5. Members discussed local suppliers in Dundee and Glasgow to understand how they are invited to bid on contracts.

6.6. It was noted that Non-Executive members are happy to engage on this work in the future.

## 7.  Any Other Business

7.1. Members noted the below the line papers.

**Date of next meeting:** Tuesday 04 June 2024

| Date action taken | Detail | Item / Paper | Owner | Due Date | Update if applicable | Status |
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| **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** | 04 June 2024 | Awaiting response. | Open |
| **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 |
| **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** | 04 June 2024 | Waiting on completed Terms of Reference. | Open |
| **30/01/2024** | Bring an in-depth look at declined application reasoning to Executive Advisory Body. | Performance & Service Delivery Update | **JR / GD** | April 2024 | | Open |

| 12 March 2024 | It was noted that there is further work to be done on developing the balanced scorecard and there will be further updates at the next meeting. | Social Security Scotland Performance Update | **AMP** | 04 June 2024 | A refreshed look at the performance item will be brought to the meeting on 04 June. | Closed |
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| 12 March 2024 | Examine improvement work within Adult Disability Payment area at the next meeting for further discussion. | Social Security Scotland Performance Update | **JR** | 23 April 2024 | | Open |
| 12 March 2024 | Bring management information to the deep dive in April around performance improvement work and quality feedback to provide members with further information. | Health and Social Care Operations Division Operating Model – Background and Development | **GD** | 23 April 2024 | | Open |