

**Portfolio Sponsor Meeting**

Date of Meeting	25 July 2024
Time	14:00 – 15:30
Location	Virtual
Chair	Louise Macdonald, DG Communities

Attendees**Members**

Louise Macdonald (LM)	DG Communities – Chair and Portfolio Sponsor
David Wallace (DW)	Chief Executive, Social Security Scotland
Miriam Craven (MC)	Chief Operations Officer, Social Security Scotland
Chris Creegan (CC)	Non-executive, Social Security Scotland
Ally MacPhail (AMP)	Deputy Director Organisational Strategy and Performance, Social Security Scotland
Andy McClintock (AMC)	Chief Digital Officer, Social Security Scotland

Secretariat

MG	Governance Team Leader, Social Security Scotland
----	--

Attendees

NB	Head of Finance, Social Security Scotland
KS	Head of Corporate Support and Communications, Social Security Scotland
TF	DG Chief of Staff
FC	DG Communities Governance and Strategy Lead

Apologies

Stephanie Glavin	Deputy Director Finance and Corporate Services, Social Security Scotland
Manish Joshi	Non-executive, Scottish Government

1. Welcome

- 1.1. LM welcomed members. Actions from previous meeting were reviewed.
- 1.2. DW provided assurance that Internal Audit Plan had been refocussed in line with agreed preferences.

2. Engagement with Scottish Ministers

- 2.1. DW and MC discussed an upcoming visit from Cabinet Secretary on 7th August. It was noted that the main focus of this will be winter planning and the potential to fulfil a prior commitment to present comparisons between ADP and PIP. LM noted the importance of this visit.
- 2.2. DW noted that Cabinet Secretary's current priorities are budget and PFG. Social Security Scotland Finance are working with DG Finance colleagues on budget. PFG commitments, in terms of social security, are around the launch of new benefits, which is being led by SSD colleagues.
- 2.3. LM noted that she will be visiting with UK Government peers in the near future and would accept recommendations from members on who would be of value to meet.

3. Performance Update

- 3.1. DW introduced AMP who presented the Performance agenda item.
- 3.2. AMP discussed the move to Executive Team meeting in 'modes' and the positive impacts of this. A general description of Performance and Delivery modes was provided, noting that this will allow for a more holistic approach to Performance across the organisation and a step away from a 'hard metric' approach. It was noted that a 'risk mode' was deliberately not decided on so risk could be embedded in all modes, and that Performance Mode would be a good way to link in Public Sector Reform.
- 3.3. LM thanked AMP for his update, and held further discussion with members on the topic of Carers Support Payment forecasting and the balanced scorecard. It was noted that Operating Costs are at their lowest level ever compared to the benchmark percentage, and also noted that Redetermination data was still unavailable.
- 3.4. LM noted that Annual working days lost was a concern across the portfolio and it would be beneficial to work together to compare approaches and identify best practice

***Action – Social Security Scotland/DG People Teams to discuss AWDL ***

Action – AMP to provide analytical data on the caseload mismatch for CSP

- 3.5 CC noted that Executive Advisory Body are supportive of a more holistic approach to performance and delivery and keen that discussions continue to ensure ongoing meeting content reflects this
- 3.6. LM noted she would appreciate finding a way to document assurance and effective working from Non- Executive Directors

4. Finance Update

- 4.1. DW introduced NB who provided a summary of the key points within the Finance Dashboard.
- 4.2. DW provided assurance on the delivery of budget and the offering of potential savings.
- 4.3. AMC noted that the short term spend to continue SEAS payments for Carers Allowance Supplement was a better investment than building a system from scratch, which would have no further use after the next payment cycle, and that Programme have budget set aside for this.
- 4.4. LM thanked DW and NB for the update, and requested assurance on how joint decisions on Finance/Governance/Workforce Planning are made between Social Security Scotland and the Programme

Action – AMP to provide update on the above

5. Risk and Assurance Update

- 5.1. AMP presented the Risk and Assurance agenda item.
- 5.2. An update on how risk is being intertwined with Business Planning initiatives was provided.
- 5.3. LM noted that the Cyber Security Risk did not have sufficient narrative around controls and mitigation. Members discussed the controls in place, DW noted that more narrative should be provided on the individual strategic risks.
- 5.4. CC noted that Non Executives are sighted on all risks via the Executive Advisory Body and Audit and Assurance Committee and was content that there are mitigations in place.

Action – Social Security Scotland Governance Team to arrange Deep Dive session on Risk with members

6. Any Other Business

- 6.1. LM noted that the majority of Learning and Development expenditure had been received and that the outstanding information had been requested and was being processed. LM noted that the WIC situation had to be examined for learning experience and highlighted the need for strong sponsorship relationships; and would like this one to be an exemplar. It was noted that there

could be a Rapid Functional Analysis exercise implemented to test all aspects of the relationship in a stress situation and that LM would be keen to conduct this with members.

- 6.2. DW noted that there was internal audit work being undertaken to ensure the way in which we support sponsorship arrangements is working as expected
- 6.3. DW highlighted some of the Public Sector Reform work being undertaken within the organisation and cited estate sharing as an example.
- 6.4. DW and LM discussed the guidance issued from Public Bodies Unit on Sponsorship and Non-Sponsorship organisations and professed keenness to continue this relationship in the established way.
- 6.5. LM asked if there were any other issues or concerns that she should be aware of at the current time and members confirmed there were not.

Action - Social Security Governance Team to work with Public Bodies Unit on arranging possible Rapid Functional Analysis exercise

Action – DW to share scope of internal audit work on Sponsorship with LM