

## Executive Advisory Body

<b>Date of Meeting</b>	Tuesday 26 November 2024
<b>Time</b>	10:00 – 12:20
<b>Location</b>	Video Conference / Conference Room, Agnes Husband House

## Attendees

### Executive Team Members

- David Wallace (DW) – Chief Executive; Janet Richardson (JR) – Deputy Director Client Service Delivery; Andy McClintock (AMC) - Chief Digital Information Officer; Miriam Craven (MC) – Chief Operating Officer; Stephanie Devenny (SD) – Deputy Director for Finance and Corporate Services; Ally MacPhail (AMP) – Deputy Director Organisational Strategy and Performance; Jo Gray (JG) - Deputy Director, Strategy, Learning, Corporate Management & Finance (Social Security Programme); Nicola Rudnicki (NR) – Deputy Director People and Place; Paul Knight (PK) – Chief Medical Advisor

### Non-Executive Members

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

### Apologies

- Gayle Devlin (GD) – Deputy Director Operations

### Presenters

- BG Head of People Change

### Secretariat

- AMG Corporate Governance Manager
- DP Head of Corporate Support

## **1. Welcome and Conflicts of Interest**

- 1.1. The Chair welcomed and thanked everyone for their attendance and noted the apology as listed above.
- 1.2. The Executive Advisory Body endorsed the minutes from the last meeting on 22 October 2024.
- 1.3. Members did not highlight any potential conflicts of interest.

## **2. Chief Executive and Chief Operating Officer's Update**

- 2.1. The Chief Executive highlighted the following:
  - The Social Security Scotland 2023-24 Annual Report and Accounts was published on 12 November 2024. Although qualified, there was no Section 22 report which indicates there were no significant issues identified which the Auditor General wanted to draw to the Parliament's attention.
  - Members were advised to read the Audit Scotland 2023-24 Annual Audit Report which includes information on technical debt, risks to Social Security Scotland and recommendations from Audit Scotland.
  - In January 2025, members of the Executive Team will appear before the Social Justice and Social Security Committee. This is an annual appearance to give evidence on Social Security Scotland's performance.
  - There has been considerable work ongoing regarding administrative costs for the 2025-26 Scottish Budget. Further information will be provided at the January Executive Advisory Body meeting following the Budget.
- 2.2. The Chief Operating Officer highlighted the following:
  - New Deputy Director Karyn Dunning will join on 2 December 2024 from the Home Office and will work closely with Janet Richardson prior to her retirement. Karyn will be introduced to Non-Executive Members in the coming weeks.
  - Gayle Devlin and Karyn Dunning are the joint Deputy Directors of Operations. Work is ongoing to assign key responsibilities within the areas Senior Leadership Teams and a breakdown of each Deputy Director's responsibilities was provided.
  - MC provided additional points in relation to Audit Scotland's report findings.

## **3. Social Security Scotland Performance Update**

- 3.1. AMP presented the latest findings on the balanced scorecard with members and highlighted the following:

- Conversations are ongoing regarding amendments to the Social Security Bill, which include discussions regarding Key Performance Indicators for Social Security Scotland to measure performance.
- The Scottish Fiscal Commission will publish estimates for Social Security Scotland spending next week. Engagement and data sharing have been ongoing for the last few months.
- The Adult Disability Payment Interim Review has been published, author Edel Harris, will be in attendance in January to discuss the report with members. The final report will be published in July 2025.

3.2. AMC provided members with an update on the Digital Maturity Assessment and advised members of the following:

- The Cabinet Secretary has agreed funding to undertake a Digital Maturity Assessment which will review Social Security Scotland's digital landscape. A procurement exercise was completed last week and a supplier will be announced shortly.
- The assessment will commence in December 2024 and will conclude in March 2025 with a report produced. The report outputs will show opportunities and priorities within our estates. The report will be predominantly around technology but we have requested a review of our skillsets. This will help ministers understand how to maintain and improve systems in future years. Members will be updated of the outcome of the assessment.

3.3. JR provided further updates to the members regarding performance and advised the following:

- New applications remain stable for Adult Disability Payment and Child Disability Payment.
- Majority of Case Transfers and Reviews will be transferred over by the Department for Work and Pensions by early 2025.
- Carers Support Payment has launched and is going well, around 80,000 cases were transferred from the Department for Work and Pensions and we are on track to complete by Spring 2025.
- The first 2025 Winter Heating Payment batch has been received and cases that need manual intervention is low.
- The Pension Age Disability Payment pilot launched 21 October 2024.
- Redeterminations are within agreed timescales. The Scottish Court system will increase appeal numbers next year. Social Security Scotland are aware and will ensure we are prepared.

3.4. Members discussed the rising redetermination numbers, identified themes and discussed supporting information. AMP will provide members with an update on the reasons behind the increase and JR recommended a deep dive into this area.

## 4. Future Delivery Model

- 4.1. MC, JG and AMP presented the Future Delivery Model for Social Security Scotland. This is being developed to focus on the long term direction and journey to achieve this. Discussions are ongoing to determine a preferred approach, in addition work continues to ensure Social Security Scotland has the right resources and skillsets. The Executive Team is collaborating with Organisational Design to ensure alignment with goals particularly within culture and leadership. Close working relationships with the Department for Work and Pensions (DWP) are essential with Social Security Programme leading these efforts.
- 4.2. JG advised Leanne Carson has started the dual role between Social Security Scotland and Social Security Programme and has established a project team for the Change and Delivery function. This will follow an incremental approach through 2025.
- 4.3. The Executive Advisory Body discussed the key risks associated with achieving the delivery model and acknowledged further work is required on both governance and oversight. It was agreed to include the future Governance Model as an agenda item at a future meeting.

## 5. Bi-annual Human Resources Report

- 5.1. NR, prior to the presentation of the Bi-annual Human Resources Report, advised members of the results of the 2024 People Survey and an update on the People Plan, the following was advised:
  - The engagement score was 65% which is down from 69% last year, this is still above the Civil Service benchmark. A detailed update will follow in January 2025.
  - Our People Plan, developed with input from colleagues, Trade Unions and Non-Executive Members is in the final stages of development. It will focus on 5 key areas and will be published on 12 December 2024.
- 5.2. NR introduced BG to present the Bi-annual Human Resources Report, who advised members of the following:
  - Workforce Planning and Workforce Analytics are working with Finance colleagues to calculate Social Security Scotland's staffing budget.
  - Absence statistics are not fully available for Workforce Analytics within Oracle. Improvements to enhance reporting are expected in 2025.
  - A Senior Leadership Learning programme will be introduced in 2025.
  - Significant improvements have been made through the approach to performance [Redacted].

## 6. Any Other Business

6.1. Members noted the below the line papers.

6.2. The Executive Advisory Body wished JR a happy retirement and thanked her for all the work she has done for both Social Security Scotland and the Executive Advisory Body.

**Date of next meeting:** Tuesday 21 January 2025

Date action taken	Detail	Item / Paper	Owner	Due Date	Update if applicable	Status
<b>22 October 2024</b>	Members to be advised of the outcome of the case at the Upper Tier tribunal and the consideration this may be referred to the Court of Session.	Social Security Scotland Performance update	<b>Gayle Devlin</b>	ongoing		Ongoing
<b>22 October 2024</b>	The Governance will schedule a deep dive in 2025 on Performance	Social Security Scotland Performance update	<b>Nicola Rudnicki / Governance team</b>	2025	2025 Deep Dives to be finalised by end of January.	Open
<b>22 October 2024</b>	To include within the Business Plan update additional details on initiatives, specifically further details of key issues for any amber or red	Social Security Scotland Performance update	<b>PMO Office /</b>	26 November 2024	We are in the process of revamping our reporting for Delivery Mode with the hope that the format of those revisions will help discharge this action and meet the requests of EAB members. A further update will be provided at a later date when more progress has been made.	Ongoing

<b>22 October 2024</b>	Members agreed on having early sight and involvement with next year's Business Plan, a session will be arrange by the secretariat.	N/A	<b>Governance team</b>	26 November 2024	Meeting arranged December 2024	Closed
<b>26 November 2024</b>	Introduction meetings with Non-Executive Members and Karyn Dunning to be scheduled once Karyn is in post.	N/A	<b>Governance team</b>	21 January 2025	Conversations have begun with Business Support and meetings will be arranged	Closed
<b>26 November 2024</b>	Provide an update on the 2025-26 Scottish Budget	Chief Executive & Chief Operating Officer's Update	<b>David Wallace</b>	21 January 2025	David to provide update at January meeting.	Closed
<b>26 November 204</b>	Provide an update on the progress of the Social Security Scotland Digital Maturity Assessment	Social Security Scotland Performance Update	<b>Andy McClintock</b>	21 January 2025	Item scheduled for April 2025	Closed

<b>26 November 2024</b>	Future Governance Model to be provided to members at the next meeting.	Social Security Scotland Performance Update	<b>Ally MacPhail</b>	21 January 2025	Item scheduled for March 2025	Closed
<b>26 November 2024</b>	Further information around the 2024 People Survey to be provided to members	Social Security Scotland Performance Update	<b>Nicola Rudnicki</b>	21 January 2025	To be discussed at the January 2025 meeting	Closed
<b>26 November 2024</b>	Members will be provided with an update on the increase in redetermination numbers with a deep dive to be considered.	Social Security Scotland Performance Update	<b>Ally MacPhail</b>	21 January 2025	Deep dive scheduled	Closed