

Email 1 – Standing Agenda Items

From: [REDACTED]

Sent: 21 November 2018 14:37

To: [REDACTED]

Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

[REDACTED], thanks for the draft minutes from the first Executive Advisory Board, much appreciated.

One action is to advise of any items to be considered standing items on the agenda. I think that some of these may be for discussion/consideration, but perhaps others for noting. I believe it would be helpful to receive management information papers as a standing item, including service and HR statistics. Management information may well be an item for noting, unless by exception somebody on the Board wishes to raise a point for debate. These statistics would probably be the same as those produced for the SLT, but would assist in taking the temperature of the organisation. Service statistics may well include service measurements, complaints, etc. HR statistics may well include recruitment, training, absence, etc.

It would be helpful to get Russell's view as Chair of the Audit Committee whether he would like to see standing items relating to the work of the Committee too. The Risk Register is one which comes to mind for me as I think it should be discussed/considered by the Board.

It would also be helpful to have a facility either by email (to be sent a link to a report) or have priority reports appended to the Board papers for noting. I'm thinking of reports from Scottish Parliament relating to social security regulations, etc; or Scottish Government reports which might be considered helpful background information for Board members who are not across this area of work every day.

Hope this helps,

[REDACTED]

From: [REDACTED]

Sent: 21 November 2018 11:44

To: [REDACTED]

Cc: [REDACTED]

Subject: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Good morning all

Please find attached the chair approved minutes of the first meeting of the Executive Advisory Body on 23/10/2018.

As you can see, the following decisions were recorded:

Decision	All	All meeting papers should be framed such as to require a statement on their contribution to delivery of the corporate plan/a line stating what element each paper is linked to.
Decision	All	Feedback on Terms of Reference to be given via correspondence.
Decision	All	All Body Members to agree upon standing agenda items via correspondence.

To note: In the meeting [REDACTED] explained that a line would be removed from the Terms of Reference, to more accurately reflect the advisory role of the Executive Advisory Body and extent to which it would be inappropriate to place responsibility on members for decisions taken at the sole discretion of the Chief Executive (the Accountable Officer).

Kind regards

[REDACTED]

Email 2 – Updated Terms of Reference to the EAB

From: [REDACTED]

Sent: 21 November 2018 16:09

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Hi all

Please see attached an updated version of the Terms of Reference presented at our first meeting on 23/10/2018.

<< File: Governance - Executive Advisory Body - Meeting 1 - 23 October 2018 - Ter....docx >>

As noted below, [REDACTED] explained that a line would be removed from the terms of reference, to more accurately reflect the advisory role of the Executive Advisory Body and extent to which it would be inappropriate to place responsibility on members for decisions taken at the sole discretion of the Chief Executive (the Accountable Officer). This change is reflected in the amended version attached. Any further comments you might have on this version would be welcome.

The Executive Advisory Body meeting on 11/12/2018 will include an agenda item on 'Role of the Executive Advisory Body', which will include seeking formal approval of a final version of the Terms of Reference.

Kind regards

[REDACTED]

Email 3 – Terms of Reference Feedback from David Wallace (1/2)

From: Wallace D (David) [REDACTED]

Sent: 22 November 2018 09:53

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Thanks [REDACTED]– a couple of quick comments;

- On a very pedantic point on Page 5, handling arrangements, we talk about issuing papers ‘one-week in advance’ but circulating minutes ‘5 working days’ afterwards. Consistency on either using calendar days/weeks or working days would be good. I think my preference is always working days to avoid unnecessary pressure on teams preparing the work. But that won’t always be clear to an external audience. No strong preference but consistency would be good.
- Just an observation, we’ll need to be ready for the Fol on the Action tracker. Or consider pro-active publication?
- Observers – I think we should add something that it’s not just about being open and transparent (otherwise logical conclusion is we’d just go public), it’s about helping the organisation understand the role of EAB and how decisions are made. Hence why its internal rather than external observers. Also when I’ve done this in the past we’ve been explicit that the copy of the papers would be for the meeting only and gathered in at the end of the meeting.
- Reporting & Escalating – In first paragraph we emphasise that EAB advises rather than makes decisions. But in the second we emphasise that members are bound by collective decisions. Just wondered if that language sat well together.

David

[<< OLE Object: Picture \(Device Independent Bitmap\) >>](#)

David Wallace

Chief Executive

Social Security Scotland

T: [REDACTED]

M: [REDACTED]

W: www.socialsecurity.gov.scot

Email 4 – Terms of Reference Feedback

From: [REDACTED]

Sent: 22 November 2018 15:27

To: [REDACTED]

Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

[REDACTED],

I'd suggest just removing the line that begins 'However....body.' Nothing is lost by removing it.

[REDACTED].

[REDACTED]

From: [REDACTED]

Sent: 22 November 2018 10:01

To: [REDACTED]

Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Hi [REDACTED], here's the section in question:

Reporting and escalation

The Executive Advisory Body is authorised by the Accountable Officer to undertake any activity within this Terms of Reference. However, it does not have any executive responsibilities nor is it charged with making or endorsing any decisions, although it may draw attention to strengths and weaknesses in control and make recommendations for how weaknesses should be addressed. The overarching purpose of the Executive Advisory Body is to advise the Accountable Officer. It is then for the Accountable Officer to take the relevant decisions.

If a member fundamentally disagrees with a decision taken by the Executive Advisory Body, they have the option of recording their disagreement in the minutes. However, ultimately, members should accept and support the collective decision of the Body. Members will not undermine Executive Advisory Body decisions or distance themselves outside of meetings.

Where a disagreement between the Executive Advisory Body, and Agency's Senior Leadership Team cannot be resolved, or where the Executive Advisory Body has specific concerns about the manner in which the Agency is managed these concerns will be recorded in the minutes and be escalated issues to the Agency's Portfolio Sponsor, the Director of Social Security.

Kind regards

[REDACTED]

From: [REDACTED]

Sent: 22 November 2018 09:58

To: [REDACTED]

Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

[REDACTED],

I missed that reference to being bound by collective decisions, which is not accurate in the executive agency context. Can you ping me the paragraph and I'll rework it?

[REDACTED].

[REDACTED]

Email 5 – Updated Terms of Reference to SLT

From: [REDACTED] **On Behalf Of** Social Security Scotland Chief Executive
Sent: 23 November 2018 14:16
To: Wallace D (David) [REDACTED]
Cc: [REDACTED]
Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Hi all

See attached updated version of the Terms of Reference, taking on board comments received to date.

Kind regards

[REDACTED]

From: Wallace D (David)
Sent: 22 November 2018 09:53
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Thanks [REDACTED]– a couple of quick comments;

- On a very pedantic point on Page 5, handling arrangements, we talk about issuing papers ‘one-week in advance’ but circulating minutes ‘5 working days’ afterwards. Consistency on either using calendar days/weeks or working days would be good. I think my preference is always working days to avoid unnecessary pressure on teams preparing the work. But that won’t always be clear to an external audience. No strong preference but consistency would be good.

- Just an observation, we'll need to be ready for the FoI on the Action tracker. Or consider pro-active publication?
- Observers – I think we should add something that it's not just about being open and transparent (otherwise logical conclusion is we'd just go public), it's about helping the organisation understand the role of EAB and how decisions are made. Hence why its internal rather than external observers. Also when I've done this in the past we've been explicit that the copy of the papers would be for the meeting only and gathered in at the end of the meeting.

- Reporting & Escalating – In first paragraph we emphasise that EAB advises rather than makes decisions. But in the second we emphasise that members are bound by collective decisions. Just wondered is that language sat well together.

David

[<< OLE Object: Picture \(Device Independent Bitmap\) >>](#)

David Wallace

Chief Executive

Social Security Scotland

T: [REDACTED]

M: [REDACTED]

W: www.socialsecurity.gov.scot

Email 6 – Terms of Reference Feedback

From: [REDACTED]

Sent: 23 November 2018 16:06

To: Wallace D (David) [REDACTED]

Cc: [REDACTED]

Subject: Re: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

I have annotated the minutes with just a few comments from the matters I noted at the meeting.

Kind regards

[REDACTED]

On Wednesday, 21 November 2018, 16:09:56 GMT, [REDACTED] wrote:

Hi all

Please see attached an updated version of the Terms of Reference presented at our first meeting on 23/10/2018.

As noted below, [REDACTED] explained that a line would be removed from the terms of reference, to more accurately reflect the advisory role of the Executive Advisory Body and extent to which it would be inappropriate to place responsibility on members for decisions taken at the sole discretion of the Chief Executive (the Accountable Officer). This change is reflected in the amended version attached. Any further comments you might have on this version would be welcome.

The Executive Advisory Body meeting on 11/12/2018 will include an agenda item on 'Role of the Executive Advisory Body', which will include seeking formal approval of a final version of the Terms of Reference.

Kind regards

[REDACTED]

From: [REDACTED]
Sent: 21 November 2018 11:44
To: Wallace D (David) [REDACTED]
Cc: [REDACTED]
Subject: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Good morning all

Please find attached the chair approved minutes of the first meeting of the Executive Advisory Body on 23/10/2018.

<< File: Governance - Executive Advisory Body - Meeting 1 - 23 October 2018 - Min....docx >>

As you can see, the following decisions were recorded:

Decision	All	All meeting papers should be framed such as to require a statement on their contribution to delivery of the corporate plan/a line stating what element each paper is linked to.
Decision	All	Feedback on Terms of Reference to be given via correspondence.
Decision	All	All Body Members to agree upon standing agenda items via correspondence.

To note: In the meeting [REDACTED] explained that a line would be removed from the Terms of Reference, to more accurately reflect the advisory role of the Executive Advisory Body and extent to which it would be inappropriate to place responsibility on members for decisions taken at the sole discretion of the Chief Executive (the Accountable Officer).

Kind regards

[REDACTED]

Email 7 – Terms of Reference Feedback from David Wallace (2/2)

From: Wallace D (David) [REDACTED]

Sent: 23 November 2018 16:17

To: Social Security Scotland Chief Executive [REDACTED]

Cc: [REDACTED]

Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Thanks [REDACTED],

Not for re-opening this time around, but re-reading made me think about whether we need a section on bringing business to the EAB. For example, when do Non-Executives get the chance to bring business and do I, as chair, rule if its competent business.

[REDACTED]'s exchange during the week just made me think of this.

David



David Wallace

Chief Executive

Social Security Scotland

T: [REDACTED]

M: [REDACTED]

W: www.socialsecurity.gov.scot

From: [REDACTED] **On Behalf Of** Social Security Scotland Chief Executive
Sent: 23 November 2018 14:16
To: Wallace D (David) [REDACTED]
Cc: [REDACTED]
Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Hi all

See attached updated version of the Terms of Reference, taking on board comments received to date.

Kind regards

[REDACTED]

From: Wallace D (David)
Sent: 22 November 2018 09:53
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Social Security Scotland - Executive Advisory Body - Meeting 1 - 23/10/2018 - Minutes

Thanks [REDACTED]– a couple of quick comments;

- On a very pedantic point on Page 5, handling arrangements, we talk about issuing papers ‘one-week in advance’ but circulating minutes ‘5 working days’ afterwards. Consistency on either using calendar days/weeks or working days would be good. I think my preference is always working days to avoid unnecessary pressure on teams preparing the work. But that won’t always be clear to an external audience. No strong preference but consistency would be good.
- Just an observation, we’ll need to be ready for the FoI on the Action tracker. Or consider pro-active publication?
- Observers – I think we should add something that it’s not just about being open and transparent (otherwise logical conclusion is we’d just go public), it’s about helping the organisation understand the role of EAB and how decisions are made. Hence why its internal rather than external observers. Also when

I've done this in the past we've been explicit that the copy of the papers would be for the meeting only and gathered in at the end of the meeting.

- Reporting & Escalating – In first paragraph we emphasise that EAB advises rather than makes decisions. But in the second we emphasise that members are bound by collective decisions. Just wondered is that language sat well together.

David

[<< OLE Object: Picture \(Device Independent Bitmap\) >>](#)

David Wallace

Chief Executive

Social Security Scotland

T: [REDACTED]

M: [REDACTED]

W: www.socialsecurity.gov.scot