



EAB Meeting Paper

Date of Meeting	Tuesday 01 October 2019
Subject	Corporate Plan Consultation and Review of our Strategic Objectives
Agenda No.	10
Paper No.	9.6
Prepared By	[Redacted – s.38(1)(b) personal information]
Purpose	Discuss

1. Background

1.1 We made a commitment in our interim Corporate Plan to consult on our four initial strategic objectives, to ensure that we are delivering a service that meets people's expectations and requirements. This paper sets out our proposals on how to carry out that consultation in order that our strategic objectives can be fully aligned to our Charter.

2. Key Points

2.1 This paper discusses our strategic objectives and how we intend to reword these to fully align them with the commitments in our Charter and ensure that we are able to report clearly and accurately on progress. It also provides details of the consultation exercise we intend to carry out.

2.2 It also sets out the period that the revised Corporate Plan will cover, again to bring our commitments to the public into line with other timescales.

3. Conclusion

3.1 The Executive Advisory Body is invited to consider the attached document, give its views on our work plans to develop our new Corporate Plan and suggest any changes or adaptations that it believes should be made. This paper has been reviewed by the Senior Leadership team.



4. GOVERNANCE CHECKLIST

Strategic Objective	Contribution
<p>Dignity, fairness and respect</p> <p>Delivering a service with dignity, fairness and respect at its core.</p>	<p>This paper contributes to the strategic objectives, “We will ensure that our services deliver on the expectations of the Social Security Charter” and “We will ensure that our culture and practices reflect our aspirations for the people we serve and ourselves”. The revised Corporate Plan will help to reinforce Social Security Scotland’s position as an exemplar public body, by setting a high standard for our corporate planning publications, demonstrating competent organisational governance and modelling the best of practice.</p>
<p>Equality and tackling poverty</p> <p>Promoting equality and tackling poverty.</p>	
<p>Efficiency and alignment</p> <p>Ensuring efficiency and aligning our activities with wider public sector for the benefit of the people we serve.</p>	
<p>Economy, society and environment</p> <p>Contributing to our economy, society and protection of our environment.</p>	

Strategic consideration	Impact
<p>Environment</p>	<p>The consultation on the interim Plan will have an impact on the environment as we bring stakeholders together to gather their insights. This will involve travel to central locations for the events. 3 members of our staff will travel to these too.</p>



Strategic consideration	Impact
Governance	The consultation analysis and draft plan will be reviewed by the SLT before being passed to the EAB and, thereafter, the CE for agreement.
Data	The consultation analysis will have no data implications.
Finance	There will be a cost associated with running the stakeholder sessions. We will work with colleagues in the National Engagement team to ensure we book accommodation in social enterprise buildings or in other locations where the expense is as low as possible, within the allocated budget.
Staff	A minimum number of staff will be involved in the consultation.
Equalities	An equality impact assessment will be completed prior to the stakeholder consultation events to ensure we consider all relevant stakeholders.
Estates	The consultation does not have any impact for the Agency's estate beyond the fact that the need to ensure we have appropriate meeting rooms to hold the sessions with our staff.
Communications and Presentation	The consultation will require communication activities to support the internal sessions with staff.



Purpose

1. The purpose of this paper is to discuss our strategic objectives and to provide context and background to the proposed formal consultation on our Interim Corporate Plan and the publication date of the revised Corporate Plan.

Introduction

2. We established our initial strategic objectives when we published our interim Corporate Plan in September 2018. A commitment was made to consult on the strategic objectives, in due course, to make sure they were meeting people's expectations and requirements. We said we would publish our revised Plan in the autumn of 2019.

3. After our first year of operation and following the publication of our Business Plan for 2019/20, work is now underway to review and update our interim Corporate Plan, in order that the Agency may have an appropriate foundational document in place to underpin its operations for the next three years.

Realigning our strategic objectives

4. Our Interim Corporate Plan explained the areas that we would focus on as the Agency grew. It also explained that our Charter would be published in early 2019 and would set out what people could expect from Social Security Scotland, in terms of the way in which we would deliver our services.

5. In October this year, the Charter Measurement Framework document will be published, in line with the requirement in the Act to report on performance against Charter expectations.

6. In future, when we report on our performance (for example, in future Annual Reports), we want there to be clear and direct lines of sight from our strategic objectives to the commitments in our Charter.

7. Towards this end, we propose amending the language of our objectives so that they align fully and clearly to our Charter. To do this, while ensuring that we continue to align to the principles in the Act, we propose that we move from 4 to 5 strategic objectives.

8. This move, from 4 to 5 strategic objectives is required because our existing strategic objectives and our Charter don't map exactly onto each other. Our existing strategic objectives include one which makes specific commitments in relation contributing to tackling poverty and inequalities – which isn't directly reflected on the face of our Charter (although it underpins the intent of many of the Charter



commitments), while our Charter contains a section on ‘Processes that work’, which isn’t explicitly captured in our strategic objectives. Adding a fifth strategic objective will enable us to ‘square this circle’.

The wording of our five, proposed strategic objectives is set out below:

Proposed new strategic objective	Aligns with Charter section	Existing Strategic Objective
1. To treat people with dignity, fairness and respect	A people’s service	Delivering a service based on dignity, fairness and respect
2. To contribute to promoting equality and tackling poverty	Doesn’t align to a specific section of the Charter	Promoting equality and tackling poverty
3. To ensure that our processes are efficient, represent value for money and align with people’s needs	Processes that work	Doesn’t align to an existing strategic objective
4. To learn from people’s feedback and continually take action to improve our services	A learning system	Ensuring efficiency and aligning our activities with wider public sector for the benefit of the people we serve; and
5. To invest in the people of Scotland, making a positive contribution to society, the economy and the environment	A better future	Contributing to our economy, society and protection of our environment.

Period which the revised Corporate Plan will cover

9. We explained in our interim Corporate Plan why that document only covered our first year of operation - as it was to cover the delivery of our Wave 1 benefits.

10. We propose that our revised Corporate Plan covers the next 3 years of our business, from 2020-21 to 2022-23.



Consultation on our interim Corporate Plan

11. We need to gather evidence and insights about the messages we delivered in our interim Corporate Plan, as this will help us to establish what should be addressed in the revised Plan. A significant amount of this work has already been undertaken in the form of the intensive social research work that has gone into the development of our Charter and the Charter Measurement Framework.

12. The analysis from all of that work, including those with lived experience, will contribute to our new Corporate Plan. What remains is the need to balance this evidence, from people with lived experience of social security in Scotland with some further engagement with stakeholders and staff. We want to gather evidence which will help us to identify:

- Where we are just now – are we meeting our clients expectations and ambitions of our organisation and are we making progress towards our interim Plan strategic objectives
- Where we should be in 2022-23 – based on their expectations for us as an organisation that delivers against our Principles and the Charter, what do people think our organisation should look like in 2023
- What do we need to do to get us there? – what’s missing from our interim Plan that we need to work on to ensure we deliver on our clients expectations.

13. Our analytical colleagues have agreed to conduct the consultation for us and prepare the report on the findings.

14. Our planned activities, to give us a thorough range of findings for us to base our revised Plan on include:

- 3 Stakeholder sessions – around the country so we get a good range of insights from locations and groups. Our National Engagement team colleagues have agreed to support us to identify the most relevant stakeholders and venues to hold the events.
- 2/3 Staff sessions – 2 in Dundee due to number of staff, 1 in Glasgow – these will involve a maximum of 10 staff per session. We would like to attend team leader meetings to promote attendance, making sure we get a diverse range of people from across the organisation. Having face to face workshops will give staff the opportunity to get together with their peers, hear ideas from others and really discuss what they’d like to see the organisation look like in 4 years’ time. This will give us more insight than someone completing the staff survey on their own.
- Staff survey to all staff – this will be issued in November, just after the Civil Service all staff survey which opens on 1 October. This will allow us to reach out to all in the organisation.

15. Although we made a commitment in our Business Plan to publish the new Corporate Plan in the autumn, we are now proposing to move the publication date to



January 2020. Although this is slipping from our business plan commitment, having the extra two months will allow us to carry out a robust and professional consultation exercise and will improve the quality of the evidence we are able to gather, to support the drafting of our updated Plan.

16. We recognise the importance to have a clear timeline for drafting and governance clearance and that engagement with those key to delivery of our corporate publications is vital right from the start. We have sought guidance from our Communications team as to whether there would be any issues with us moving the publication date. They have advised that this would not cause any issues.

18. Our time line of high-level activities allowing for publication in **January 2020** would be as follows:

Activity	Date
Executive Advisory Board meeting (EAB) discussion: <ul style="list-style-type: none">• Corporate Plan consultation• Charter measurement Framework	1 October
3 stakeholder sessions in different locations & 3 staff sessions	w/c 7 or 14 October
All staff snap survey issued across Glasgow and Dundee sites.	w/c 4 November (after the Civil Service all staff survey in October)
Initial draft content to SLT for consideration/guidance (this will not have any analysis from consultation sessions)	w/c 29 October
Consultation analysis available	Mid to late November
Evaluate analysis and incorporate within draft Corporate Plan	30 November (or when analysis is ready)
Draft Corporate Plan Submission to SLT meeting, amendments and redraft.	w/c 9 December
Submission with draft and QR document sent to EAB/Stephen Kerr for feedback.	12 December



EAB meeting To discuss feedback and agree to proceed with finalised Corporate Plan.	17 December
Submission to Cab Sec	w/c 6 January
Final sign off by CE	w/c 13 January
Publish Corporate Plan 2020 to 2023 and Consultation document on website and order hard copies of document	W/c 20 January

Conclusion

19. The Executive Advisory Board is invited to consider and discuss these recommendations and provide feedback and any further recommendations.

Organisational Strategy Team
September 2019