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# Social Security Programme:

## Programme Board Terms of Reference

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[REDACTED]

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## Programme Board Terms of Reference

### 1. Background

Control over social security benefits in excess of £2.7bn will be transferred from the UK Government to the Scottish Government through the implementation of the Scotland Act 2016. [REDACTED]

The Social Security Programme has been established to ensure successful delivery of the work outlined above. The aims and objectives of the Programme are to:

- Establish appropriate governance arrangements to oversee the Programme of work;
- Establish the right relationships with internal and external stakeholders;
- Ensure that decisions made for social security in Scotland are evidence based and robust;
- Recommend and implement policy decisions on social security in Scotland;
- Oversee the passage of legislation for social security in Scotland;
- Establish a delivery mechanism for social security in Scotland and put in place the administrative arrangements required to deliver the devolved benefits;
- Demonstrate that the delivery of social security in Scotland provides a measurable improvement in the support provided and the impact of that support.

### 2. Responsibilities of the Board

The Board is constituted with senior Programme stakeholders that will be impacted by the changes brought about by the Programme and/or will play a critical role in achieving successful delivery. The Senior Responsible Owner (SRO), who is ultimately accountable for successful delivery, leads the Board. Board members have a responsibility to support the SRO in making decisions on the Programme. Given the scale and political significance of the Programme, and the integral role of Scottish Ministers in deciding how to implement the new powers, this means that the Board has a dual function.

For decisions which will ultimately be for Scottish Ministers – in setting policy direction and making major decisions about direction of travel – the Board's role is to support the SRO in considering options and making recommendations to Ministers.

Those Ministerial decisions will set the scope of the Programme in terms of implementation. For decisions relating to implementation of the powers [REDACTED] the Board's role is to support the SRO in making decisions. For many such decisions, Board members will be asked to act in an executive capacity – committing their own resources in support of the decisions reached.

Non-executive members of the Board provide essential insight and challenge, but will always be acting in an advisory capacity.

[REDACTED]

### Go/No go decisions

In the course of the Programme, there will be several go / no go gates where the Board will be expected to formally give a view on whether the Programme should proceed. [REDACTED]. Such decisions will be clearly identified to Board members at the time.

The purpose of these more formal go / no go gates is to ensure robust consideration of risks and issues at critical points in the Programme, and to provide a formal record for audit purposes of the evidence that supported key decisions.

### **3. Specific responsibilities of Board members and Scottish Ministers**

[REDACTED]

### **4. Attendees**

[REDACTED]

### **5. Meeting logistics**

The Programme Board will meet on a 6 weekly basis and exceptionally as and when required. However, the scheduling of meetings should be considered in the light of the existing circumstances and be varied by the SRO as appropriate.

The Programme Management Office is responsible for all Programme Board administrative arrangements.

- Dates for Programme Board scheduled as far in advance as possible to allow for maximum potential attendance.
- Agenda and papers will be issued a minimum of 5 working days in advance of the meeting.
- Minutes will be issued within 5 working days of the meeting, where possible, for comment/agreement.
- Final minutes will be issued with the agenda and papers for the subsequent meeting.
- All Programme documents will be stored within eRDM.
- If people are unable to attend the meeting, a delegated representative will attend in their place subject to agreement with the SRO. Delegates should have the authority to make decisions. Programme Management Office will hold a list of authorised deputies.
- Meetings will be scheduled to try and fit with wider corporate reporting requirements and may necessitate working out of committee on occasions.

### **6. Escalation Routes**

[REDACTED]

### **7. Quorum**

[REDACTED]

**Annex A**

**Social Security Programme: Governance Chart (updated October 2017)**

[REDACTED]