

Extracts from Briefing dated 28 June 2018

Review of the Gender Recognition Act 2004

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Review of the Gender Recognition Act 2004 (2004 Act)

Glossary

“gender dysphoria” - is used to describe when a person experiences discomfort or distress because there is a mismatch between the sex they were assigned at birth and their gender identity.

“intersex variation” - (also known as “variation of sex characteristics” or “difference of sex development” (DSD)) is a general term used for a variety of conditions in which a person is born with sexual characteristics that do not seem to fit the typical definitions of female or male.

“transgender” or “trans” people - people whose gender identity does not correspond with the sex in which they were registered at birth. They may be considering transitioning, are in the process of transitioning or have transitioned to a new gender.

“non-binary people” - people who do not identify with the societal constructs of either male/man or female/woman.

General

1 The 2004 Act is UK wide legislation. The 2004 Act permits trans people who meet the requirements to obtain legal recognition of their acquired gender. Applicants must be aged at least 18.

2. Although the 2004 Act is UK wide, the process of applying for legal gender recognition is a devolved matter. The Scottish Parliament agreed in 2004, through a Sewel Motion, that Westminster could legislate for Scotland, in respect of the provisions relating to devolved matters in the 2004 Act. There are some reserved areas impacting on gender recognition where responsibility is with Westminster. These include:

- Equality Act 2010.
- Pensions and benefits.

3. There are also potential cross-UK border implications.

4. Under the 2004 Act, most applicants must satisfy the UK Gender Recognition Panel (a tribunal) that they have a diagnosis of gender dysphoria and produce evidence that they have lived in their acquired gender for at least 2 years. Successful applicants are issued with a full gender recognition certificate (GRC) recognising them in their acquired gender as either a man or woman. In terms of the 2004 Act they also acquire a new sex. Those who were born in the UK can obtain an updated birth certificate.

5. There is further information on the operation of the 2004 Act in Annex A.

Scottish Government commitment to reform of the 2004 Act

6. Action 13 of the Fairer Scotland Action Plan states:

“We will review and reform gender recognition law so it is in line with international best practice for people who are Transgender or Intersex.”

7. The consultation on reform of the 2004 Act for transgender people concluded on 1 March 2018. There were 15,767 responses.

8. It was indicated at the time that there would be a separate consultation for people with intersex variations as the issues raised are distinct.

The 2004 Act consultation and its proposals

9. The foreword to the 2004 Act consultation says:

“At the time, the 2004 Act was seen as ground-breaking. But it is now out of date. The Scottish Government believes the 2004 Act needs to be reformed and simplified. The requirements laid down in the 2004 Act are too intrusive and onerous.”

10. The consultation sought views on the following key areas:

- the proposal that Scotland should move to a self-declaration system of legal gender recognition for people aged 16 and over;
- the potential options for children who are younger than 16, including an option not to permit them access to legal gender recognition;
- whether Scotland should take steps to recognise non-binary people and also on a range of options for doing so, including full recognition using the proposed self-declaration system.

11. Annex B contains information about the background to the option of adopting a self-declaration process for legal gender recognition.

12. The consultation also sought views on whether:

- there should be a limit on the number of times a person can obtain legal gender recognition;
- a new system should apply (a) only for those born or resident in Scotland, or (b) for everyone [the existing UK system is open to anyone although the UK Registrars General can only update birth certificates when the person’s birth was registered in one of the UK jurisdictions];
- legal gender recognition should continue to be a separate ground of divorce (and dissolution of a civil partnership);
- the consent of an applicant’s spouse should continue to be necessary (in Scotland if there is no such consent the applicant can still get a full GRC if they apply to the Sheriff Court);
- trans people in a (same sex) civil partnership should be allowed to stay in their civil partnership when obtaining gender recognition [at the moment, we do not recognise opposite sex civil partnership and so trans people in a civil partnership seeking to obtain gender recognition have to dissolve their civil partnership or change it to a marriage. There has been a judicial review south of the border in the UK Supreme Court which held that sections 1 and 3 of the Civil Partnership Act 2004 on civil partnership registration are incompatible with the European Convention on Human

Rights, to the extent that they preclude an opposite sex couple from entering into a civil partnership]:

- the current arrangements for protecting the privacy of those who have applied for gender recognition are adequate.

Consultation responses

[redacted]

24 Further information on the planned SG intersex consultation is in Annex E

25. Annex F sets out anticipated next steps following on from the SG consultation.

Upcoming report on operation of self-declaration in Republic of Ireland

26. The Republic of Ireland adopted a self-declaration process for legal gender recognition for people aged 18 and over in September 2015. People aged 16 and 17 require to obtain court approval to apply.

27. The Minister of Social Protection commenced a review on the operation of the arrangements last year. Under their legislation, the report on the findings of this review must be presented to each House of the Oireachtas. We understand that the report is due to be presented in September and will address options to permit people under 16 to obtain legal gender recognition and consider action in relation to non-binary people.

Judicial review in England and Wales- status of trans man as mother

28. We will send you a submission shortly concerning a judicial review in England and Wales the outcome of which may affect the position in Scotland and which involves gender recognition under the 2004 Act.

29. A trans man with a full GRC who has given birth in England has raised a judicial review against a decision of the Registrar General there that he must be disclosed in the Register of Births as “mother” of his child. He wishes to be shown as “father” or “parent”. [redacted] We understand that the judicial review is likely to be heard in September.

Next steps

[redacted]

33. Justice and Equalities officials are available to discuss the consultation, stakeholder views and any other relevant matters.

SARAH DUNCAN

Justice: Civil: Family and Property

[redacted]

28 June 2018

Annex A: Operation of the 2004 Act

1. The 2004 Act permits a person aged 18 or over to seek legal recognition in their acquired gender. There are three routes or “tracks” under the 2004 Act by which a person aged 18 and over can seek legal recognition of their acquired gender: the standard, alternative and overseas tracks. The standard track is the one which is used most often.

2. Applications are considered by the UK Gender Recognition Panel (a tribunal). The panel has legal and medical members. If the Gender Recognition Panel is satisfied that the application meets the requirements of the 2004 Act then they will issue a full gender recognition certificate (GRC).

3. An applicant under the standard track must in addition to completing and submitting an application form:

- satisfy the Gender Recognition Panel that they have, or have had, gender dysphoria and produce two medical reports;
- satisfy the Gender Recognition Panel that they have lived in the acquired gender throughout a period of two years ending with the date on which the application is made. The Gender Recognition Panel’s guidance indicates that evidence demonstrating this such as a passport, driving licence, pay slips, or utility bills, should accompany the application; and
- make a statutory declaration before a person authorised to take oaths that they have lived in their acquired gender throughout the period of two years ending with the date of the application and intend to live in their acquired gender until death.

4. Under section 9(1) of the 2004 Act, when a person is issued with a full GRC the effect is that:

“the person’s gender becomes for all purposes the acquired gender (so that, if the acquired gender is the male gender, the person’s sex becomes that of a man and, if it is the female gender, the person’s sex becomes that of a woman).”

5. Compared to the estimated numbers of trans people in the UK (though there are no definitive estimates on how many people are trans) the number of people who have obtained a gender recognition certificate appears low. By the end of 2016/2017, a total of 4,556 full GRCs had been granted by the Gender Recognition Panel. From information held by National Records of Scotland up to the end of 2016, the total number of people born or adopted in Scotland who have been recognised in their acquired gender is 287.

Annex B: Background on consultation

1. The consultation highlights recent developments in human rights (eg the non-binding Yogyakarta Principles, which emphasise the importance of self-determination) as well as legislative developments in a range of countries and territories. A number including Argentina, Colombia, Malta, Norway, Denmark, Belgium and the Republic of Ireland have now adopted new systems of legal gender recognition based on the applicant's self-determination. We are currently dealing with an FOI on the Yogyakarta Principles.

2. The consultation also noted the Westminster Women and Equalities Select Committee's Report on Transgender Equality published in 2016 which said:

"While we recognise the importance of the Gender Recognition Act as pioneering legislation when it was passed, it is clear that the Act is now dated."

3. The Select Committee's Report recommended that:

"In place of the present medicalised, quasi-judicial application process, an administrative process must be developed, centred on the wishes of the individual applicant, rather than on intensive analysis by doctors and lawyers".

4. The consultation compares the 2004 Act with systems in 16 other countries along with principles embodied in Yogyakarta and in a Parliamentary Assembly Resolution (2048) by the Council of Europe.

5. When other countries have gender recognition legislation, there are three broad models which they may have: the treatment model, the assessment model, and the self-declaration model.

5. The 'treatment model' requires an applicant to have had hormone treatment or to have been sterilised or had surgery. The 2004 Act did not adopt this model. The SG consultation noted that it is entirely at odds with best practice and that a recent decision of the European Court of Human Rights had confirmed the treatment model is also legally unacceptable.

6. The existing arrangements under the 2004 Act are a variation on the 'assessment model'. Under this model an applicant's evidence about their gender identity is supported by third party evidence from a doctor or psychologist and is considered by either a court or an administrative body.

7. Under the 'self-declaration model' the decision on whether an applicant can be recognised is entirely based on a declaration or statement of the applicant, sometimes with a period of reflection before full recognition is given and/or limits on the number of occasions recognition can be obtained.

Annex C- Quantitative information on consultation responses

[redacted]

Annex D: Substantive responses- points made by key bodies

[redacted]

New woman's group

31 Since the consultation closed a new group (Women and Girls in Scotland) appear to be setting up. They are opposed to a self-declaration process.

Annex E: Intersex consultation

1. “Intersex variation”, (also known as “variation of sex characteristics” or “difference of sex development”) is a general term used for a variety of conditions in which a person is born with sexual characteristics that do not seem to fit the typical definitions of female or male. The Intersex Society of North America estimate that about 1 in 1500 to 1 in 2000 births are intersex.
2. “Intersex” is not a universally accepted term.
3. We have been engaging with groups representing intersex people to help inform our forthcoming consultation. Intersex UK would like restrictions on surgical interventions on intersex children who cannot give informed consent. It seems they would like either legislation (as there is in Malta) or guidance to be issued by a senior medical officer (such as the Chief Medical Officer). Other intersex groups, such as the UK Intersex Association argue along similar lines. (UKIA are also concerned about mental health issues).
4. A further group known as DSD families would not support restrictions on surgical interventions. Officials understand that medical practitioners in Scotland in this area recognise there may have been problems in the past, but consider that medical practice in this area now is quite conservative in Scotland.
5. [redacted]

Annex F: Next steps on publishing analysis and responses

1. We intend to
 - publish the analysis report [we expect a draft in July from the external contractor for review];
 - publish the organisational responses (around 160) in July, where the body has given permission for its response published;
 - publication of remaining responses once we have completed a review of these responses.

2. We must review responses to redact any defamatory or offensive material. We anticipate redacting material which could include:
 - swear words;
 - other offensive material;
 - anything which may be defamatory;
 - anything which refers to an individual prisoner;
 - anything which identifies a person's trans history (unless it is clear the individual concerned is happy for this to be published).

[redacted]

DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES

EQUALITIES, HUMAN RIGHTS AND THIRD SECTOR DIVISION

Stephen Gallagher, (Interim) Director Local Government and Communities,
[REDACTED]

[Redacted]

EQUALITY

Who we are and what we do

- This Unit, with 27 staff, is responsible for strategic equality policy for Scottish Government, including;
 - Overall responsibility for the Equality Act 2010 and for the mainstreaming of equality across the public sector through the Public Sector Equality Duty (though legislatively this is mainly reserved SM have powers to make regulations regarding implementation).
 - Leading on equality policy in relation to most of the protected characteristics under the equality act: age, sex, race, disability, sexual orientation and gender reassignment.
 - Funding for a national infrastructure of equality organisations.
 - Development and funding of a range of project based work to advance equality in relation to groups who share one or more of the protected characteristics.
 - Policy in relation to violence against women and girls, including funding for national organizations and local delivery of services.
 - Work to co-ordinate and drive cross-cutting SG activity or action plans in relation to equality, currently including Fairer Scotland for Disabled People; Race Equality Action Plan; and Equally Safe.
 - Current development of a national strategy on social isolation and loneliness; and a strategic framework for work related to older people.
 - The Unit also supports the implementation of the National Action Plan for British Sign Language (BSL), though Ministerial responsibility for this lies with Minister for Early Years and Childcare.

Our budget

- The Equalities budget line for 2018/19 is £22,685,000 (this includes programme spend on Human Rights and through Connected Communities).
- We committed to provide annual grant funding of around £18million up to June 2020 (our funding year runs from July – June). This includes funding for national

intermediary organisations, local projects, and services for violence against women and girls. Further funding supports national strategic projects.

[Redacted]

HUMAN RIGHTS

Who we are and what we do

- We are a small team of 4 who advise on strategic human rights policy and support officials and ministers across all portfolios. We co-ordinate Scottish Government reporting against UN and other human rights treaty obligations and work closely with civil society, Whitehall departments and international organisations to ensure Scotland's distinctive approach to human rights gains proper recognition.
- Current priority activity includes supporting the First Minister's Advisory Group on Human Rights Leadership, responding to the Scottish Parliament's Equality and Human Rights Committee's Human Rights Inquiry, developing a National Action Plan for Business and Human Rights and delivering a new Scottish Human Rights Defenders Fellowship scheme. We are also developing human rights training and improvement programmes in collaboration with partners within government and externally.

Our Budget

- £350,000 across the priority programmes noted above (included within the overall Equalities budget line).

[Redacted]

Communities Analysis Division (CAD) Social Security Analysis

Introduction Audrey MacDougall DD CAD



This slide pack provides an overview of the work of the Social Security analysts in the Scottish Government. It aims to illustrate the breadth of work undertaken and to highlight areas where analytical work has been central to policy and delivery decisions.

Social Security analysis consists of a group of analysts, statisticians, social researchers, operational researchers and economists who work within the Community Analysis Division. Other units within the division work on housing, poverty, regeneration and equalities. In total there are around 70 staff in the division.

The work undertaken by the social security analysts is continually evolving to meet changing policy and delivery needs and to stretch across both short and long term challenges. We look forward to presenting our work to you.

Scottish Government Analytical Professions

Economists

Government economists help design sound policy by working with policy makers to establish the rationale for intervention and designing and appraising options. They help make better policy choices by identifying and ideally quantifying intended and unintended impacts of policies, based on economic theory. Economists often conduct cost benefit analyses, undertake research to fill knowledge gaps, simulate the real world in models and study markets.

Statisticians

Government statisticians are involved in planning and managing data collections; undertaking statistical analysis; preparing statistical outputs and publications including Key Performance Indicators and the measures underlying the NPF; and working with users and providers to ensure statistical needs are met efficiently and effectively.

Social Researchers

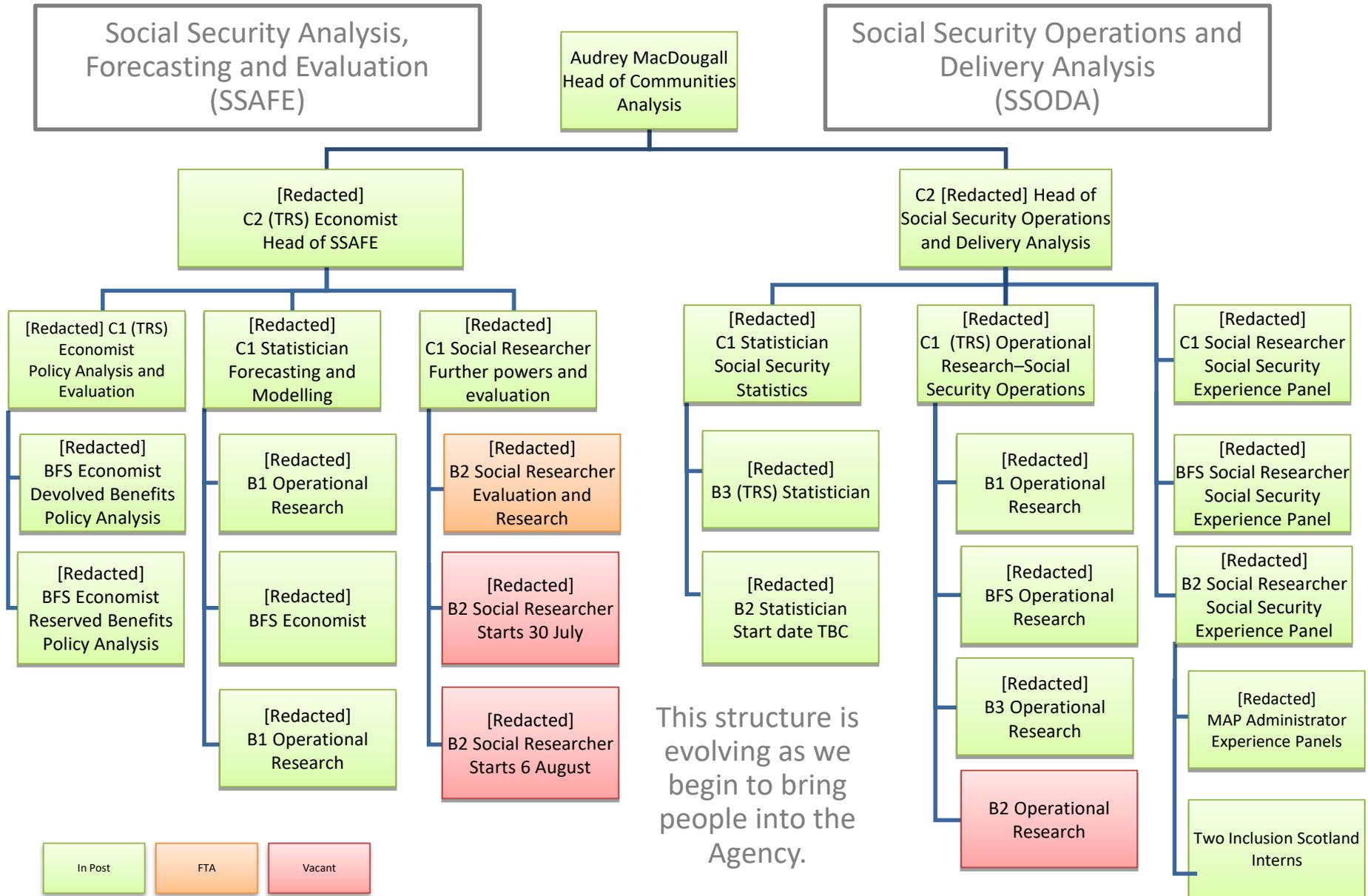
Government Social Researchers design, manage and undertake research into the social world using a wide range of methods. These include surveys, e.g. GUS, SHS, Understanding Society to gather facts and views from the public, stakeholders and staff to inform policy and delivery and qualitative research involving interviews, focus groups and deliberative methods to uncover evidence on how and why phenomena happen or people feel or behave as they do.

Operational Researchers

Government Operational Researchers focus on taking policy and looking at what this might look like operationally. O.R. uses techniques such as mathematical modelling to analyse complex situations. O.R. enables more effective decisions and more productive systems based on robust data, the fuller consideration of available options, and careful predictions of outcomes and estimates of risk.

In CAD all four professions are involved in working together on social security analysis. This brings different skill sets and different perspectives to bear and adds greater value to government decision making and the development of Government policies.

The teams



This structure is evolving as we begin to bring people into the Agency.



SSAFE – Key work packages

Social Security Analysis, Forecasting and Evaluation
(SSAFE)

Devolved Benefits

Reserved benefits and
further powers

Forecasting

Policy Modelling

Policy
Analysis

Policy Research
and Option appraisals

Evaluation

Modelling

Analysis &
Research

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

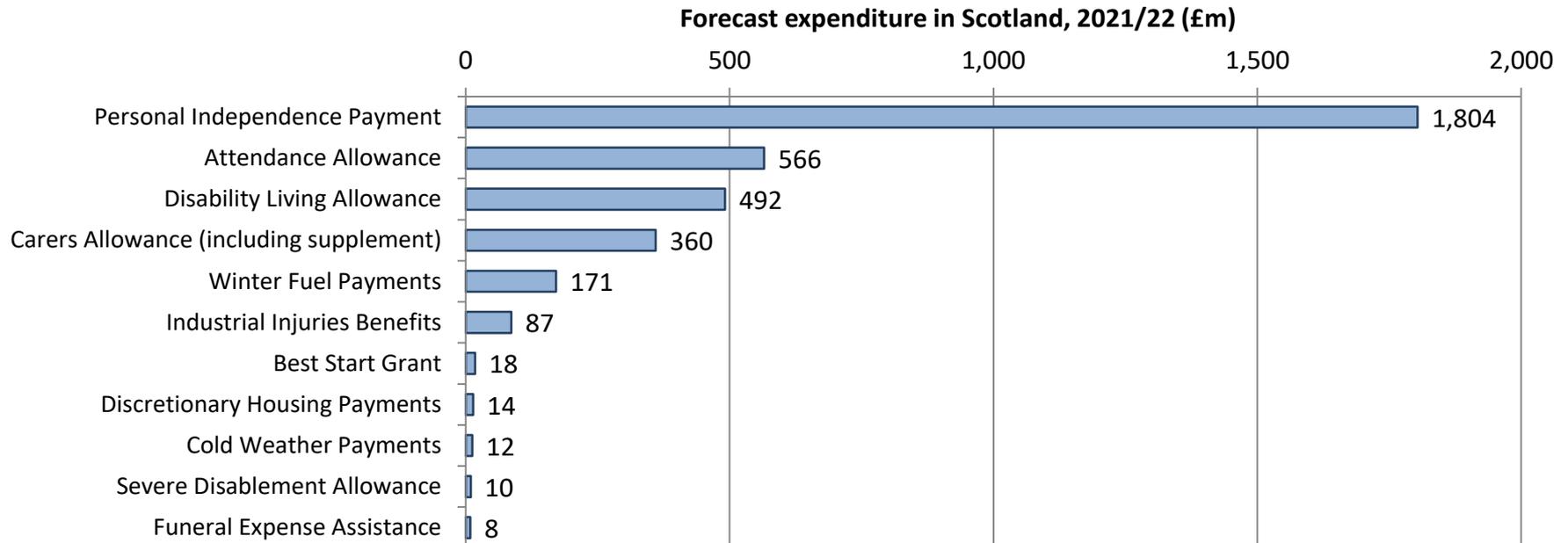
[Redacted]

[Redacted]

[Redacted]

SSAFE - Forecasting

- The **Scottish Fiscal Commission** are responsible for producing expenditure forecasts for devolved benefits in Scotland for the budget. [Redacted].
- [Redacted].
- [Redacted].



SSAFE – Policy Modelling

- Support policy colleagues by modelling the impact on expenditure and people of changes to policy.
- The most challenging aspects are estimating the potential behavioural impact and working with limited data.

Carer's Allowance

- Increase to the level of JSA (from £64.60 to £73.10 per week)
- Additional increase for those caring for more than one disabled child

Sure Start Maternity Grant

- Replace with Best Start Grant
- Provide payments for second and subsequent children and introduce nursery and school start payments

Disability Living Allowance / Personal Independence Payments

- Delay the transition from Child DLA to PIP from age 16 to age 19

Winter Fuel Payments

- Extending WFP to families with children on the highest care component of DLA

Job Grant

- One-off payments and free bus travel for 3 months for people aged 16 to 24 who find work after 6 months of unemployment

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Information can be found at:

<https://www.gov.scot/publications/central-functions-social-security-agency-location-analysis-phase-1-phase/>

SSAFE – Evaluation

“Good-quality evaluations can play important roles in setting and delivering on government priorities and objectives, demonstrating accountability, and providing defensible evidence to independent scrutiny processes. They also contribute valuable knowledge to the policy evidence base, feeding into future policy development and occupying a crucial role in the policy cycle.”

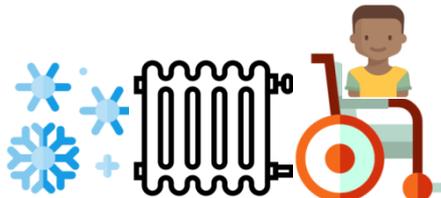
(HM Treasury – Magenta Book)



Best Start Grant



Funeral Expense Assistance



Winter Fuel Payments (for disabled children)



Job Grant



UC Choices



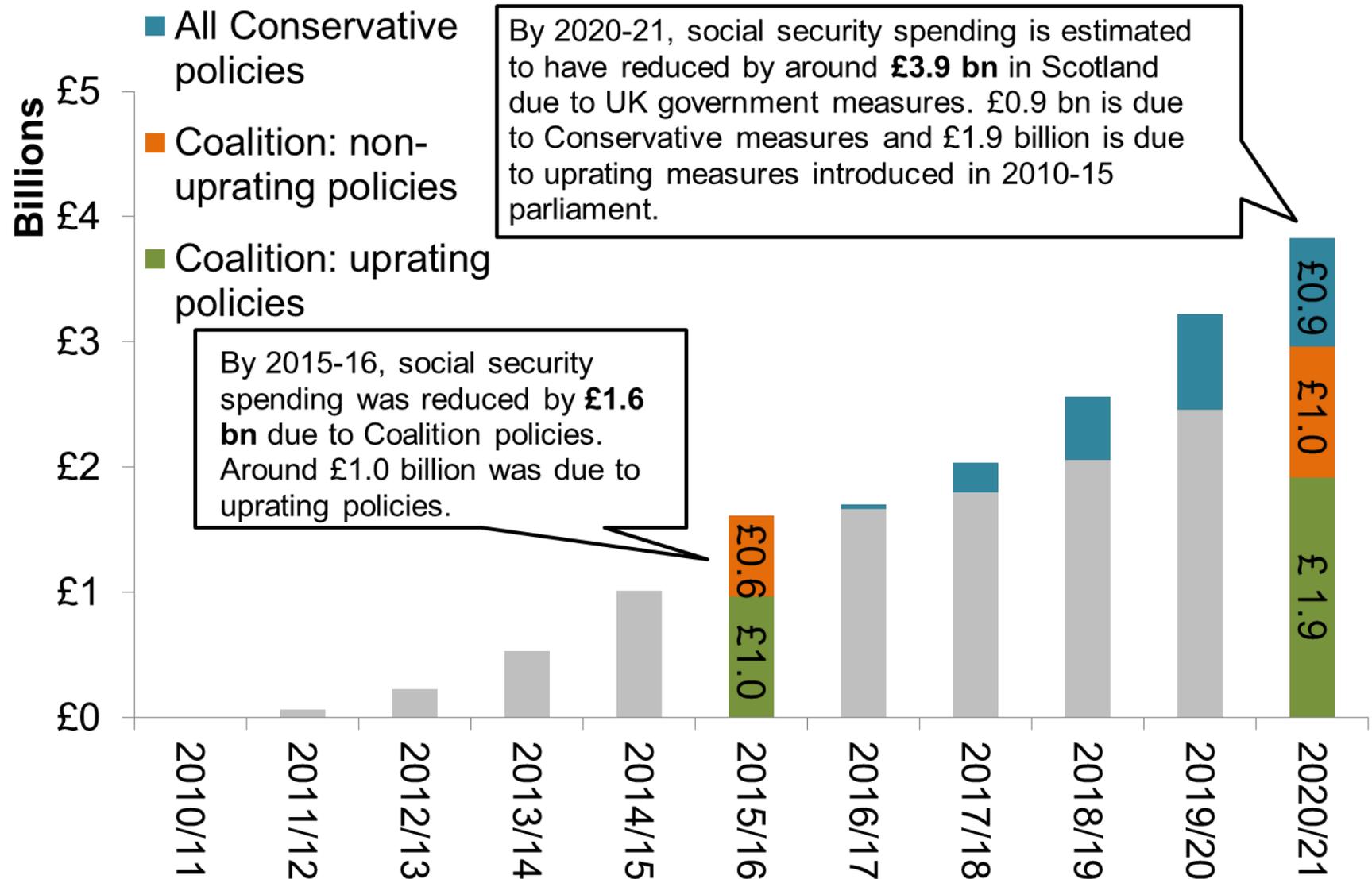
Carers Allowance Supplement

Three strands to the evaluation process:

1. Data collected from the programmes themselves – who received benefits and for what reasons, immediate experiences of application process.
2. Data from existing surveys – e.g. level of poverty, who is affected most, etc.
3. Commissioned research work which explores impact, satisfaction and attitudes of users and providers.

SSAFE – Reserved Benefits - Modelling

Analysis of the impact in Scotland resulting from UK Government cuts to reserved benefits



SSAFE – Reserved Benefits - Modelling

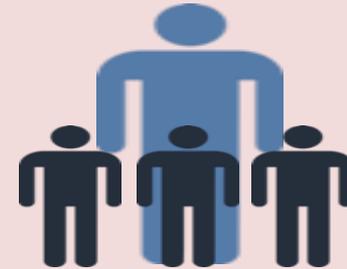
Impact on families in Scotland due to UK Government cuts to reserved benefits

Case study 1

Ms P lives with her three children in a 3 bedroom house. Her rent is £125 per week. Ms P claims Universal Credit and Child Benefit and does not work due to childcare duties. As a result of welfare policy changes, she is not entitled to an additional UC child element for her youngest child, as her youngest daughter was born after April 2017. Her youngest daughter turned 2 in 2020.

Total Net Income (2020/21) *without* welfare polices – **£23,285**

Total Net Income (2020/21) *with all* welfare policies - **£19,205**



Case study 2

Mr and Mrs G live with their 2 children (a boy aged 12 and a girl aged 9) in a 3 bedroom house. Their rent is £125 per week. Mr and Mrs G have started a new claim to Universal Credit in 2020, after Mr G became unemployed. Mrs G continues to work part-time (16 hours) and receives Child Benefit for her two children. As a result of welfare policies, the family is not entitled to the higher child element for the first child (the equivalent of the family element).

Total Net Income (2020/21) *without* policy changes – **£25,830**

Total Net Income (2020/21) *with all* policy changes - **£24,300**



[REDACTED]

[REDACTED]

SSODA – Key work packages

Social Security Operational Delivery Analysis (SSODA)

Operational Delivery

Statistics Production

Social Research

Resource
Modelling

Service
Design

MI
Development

MI &
Statistics

Analysis &
Research

Dash
Boarding

Experience
Panels/
Insight

Non Real-
Time MI

Charter

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

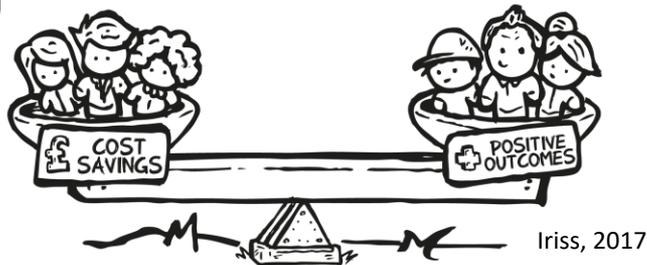
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[REDACTED]

Using evidence & analysis to ensure service delivery is efficient, effective and person-centred

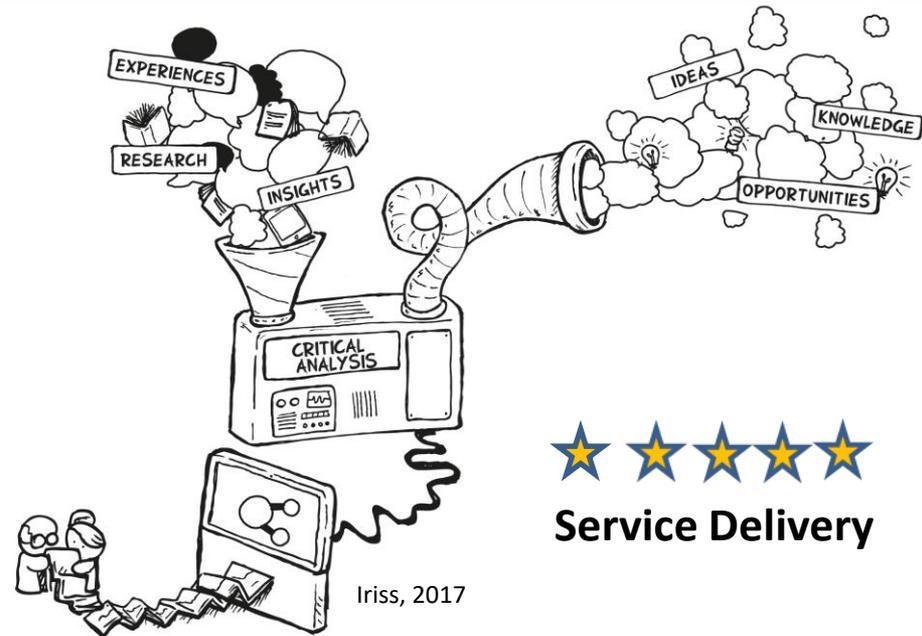
- **Efficient** (maximum productivity with minimum wasted effort or expense)
- **Effective** (successful in producing a desired or intended result)
- **Person-centred** (respectful of & responsive to the preferences, needs & values of people & those who care for them)



- **Social Security** is about delivering a new service in Scotland
- Across 11 DWP benefits
- Plus new benefits and topping up existing ones

Quality Evidence and Analysis is Crucial

- Social /Operational Research, Statistics and Economics
- Wider Team e.g. Business Analysts



Service Delivery

Practical Examples

- Person Centred** - Experience Panels
- Efficient** - Activity Based Modelling
- Effective** - Social Security Outcomes

SSODA – Statistics: Current outputs

SSODA publish official statistics and management information reports on social security for devolved and reserved benefits, which can be found on the [social and welfare statistics page of the Scottish Government website](#). We also produce monthly reports for use within Scottish Government.

Devolved Benefits reports:

- [Quarterly Scottish Welfare Fund statistics](#)
- Monthly Scottish Welfare Fund statistics
- [Discretionary Housing Payment statistics](#)

Reserved Benefits reports:

- [Social Security for Scotland Slide pack](#)
- Monthly policy briefing papers
- [Universal Credit Scottish Choices](#)

[REDACTED]

[REDACTED]

Experience Panels

- The Panels involve **over 2400 people** with recent experience of benefits to help shape the new Scottish social security system.
- The Experience Panels are **longitudinal, and will involve people for four years.**

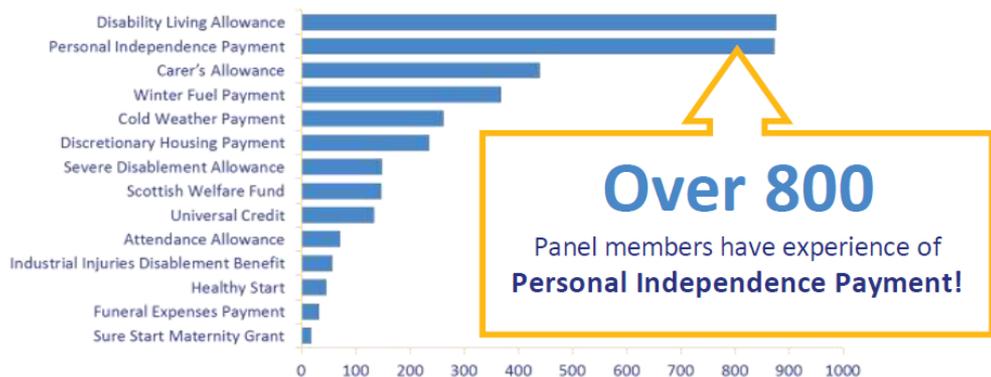
- The panels will:

- Help fulfil the Scottish Government's commitment to design the social security system with those who will use it.
- Track members through the transition to the new social security system over the next 4 years.

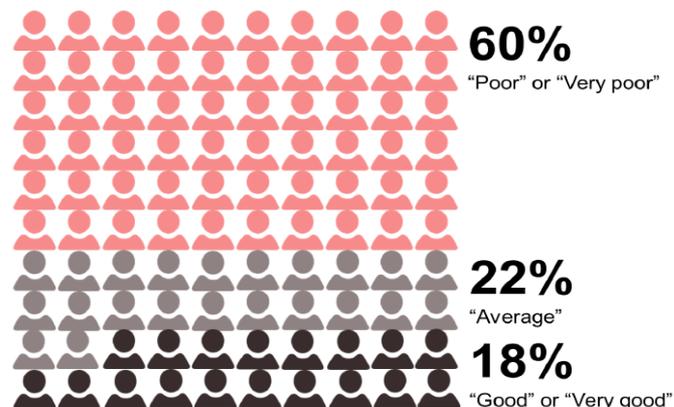


Experience Panels

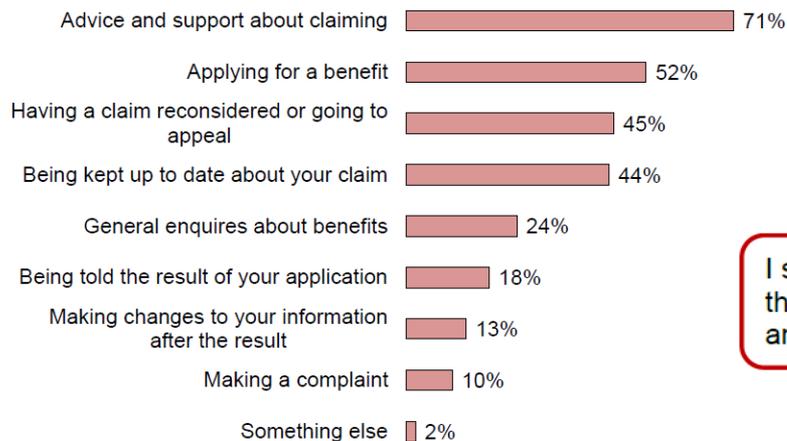
What benefits do people on the panels have experience of?



Overall experience of the current benefits system



Percentage of respondents who rated each area as a priority for improvement



As my MS progresses, I find writing and typing increasingly difficult. The thought of having to fill out a PIP form yet again next year fills me with dread.

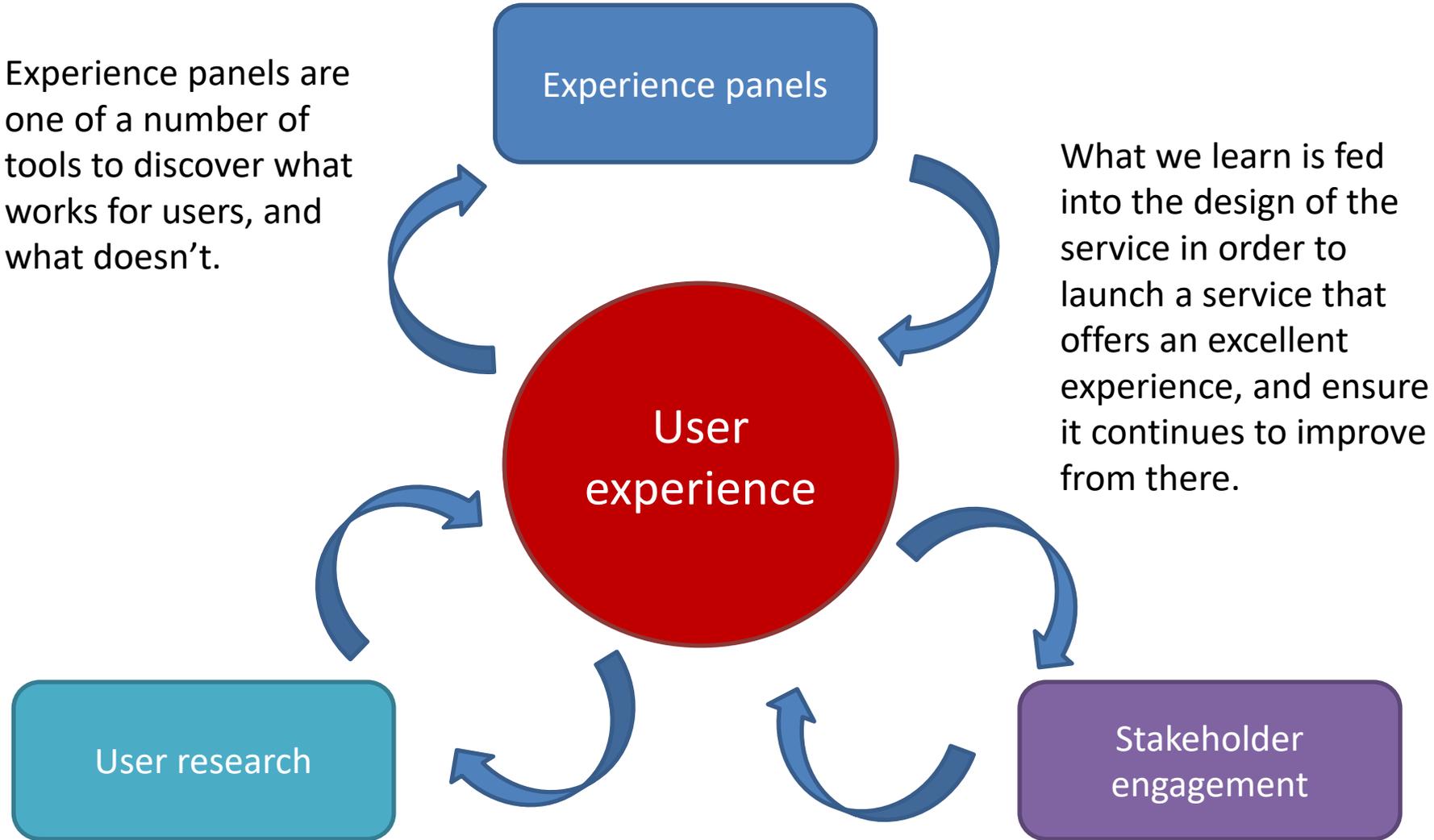
Survey respondent

I spend from the time I write any form to the time I get the response on my knees mentally with fear, anxiety and stress.

Survey respondent

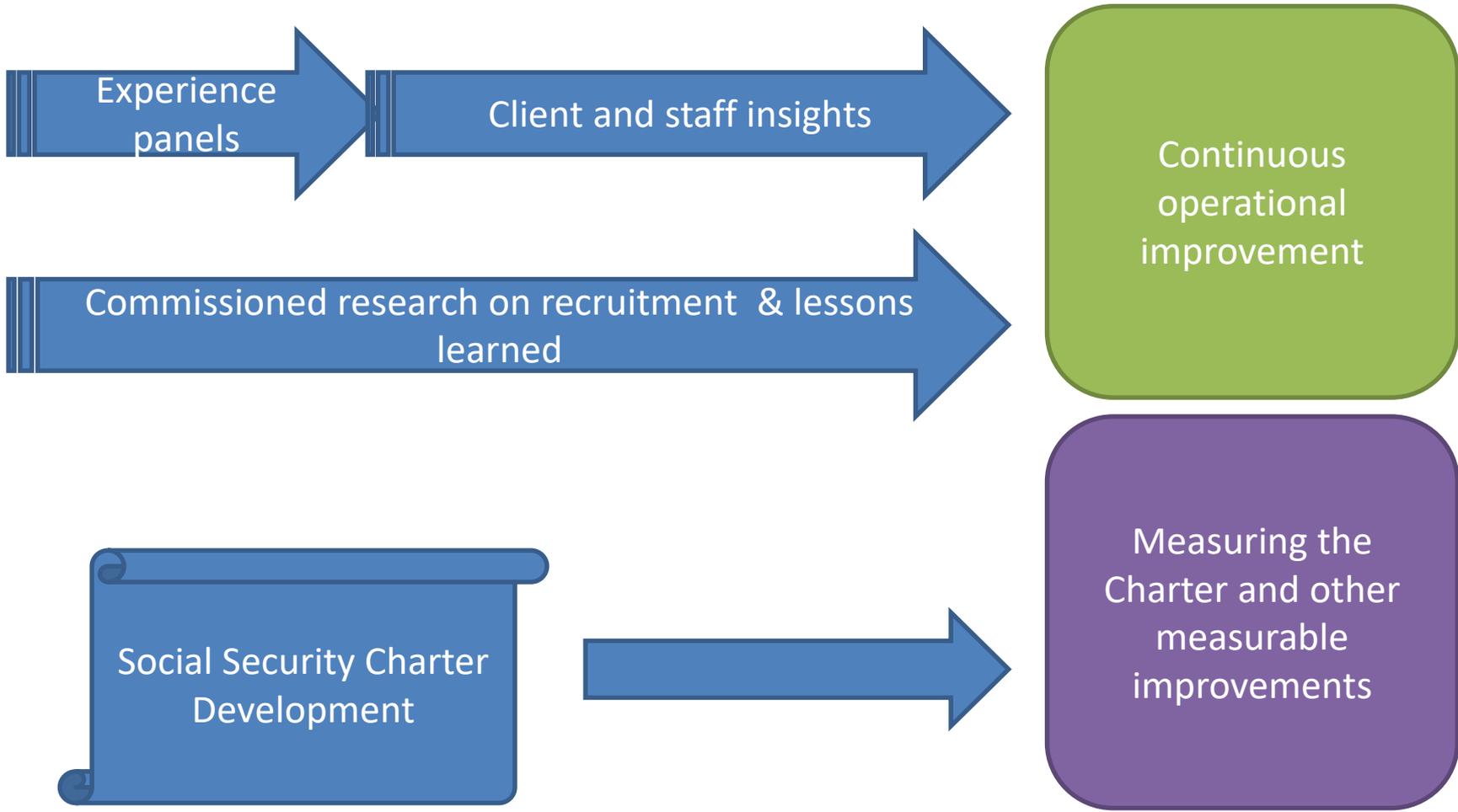
Using the Information from Experience Panels

Experience panels are one of a number of tools to discover what works for users, and what doesn't.



What we learn is fed into the design of the service in order to launch a service that offers an excellent experience, and ensure it continues to improve from there.

Agency Social Research

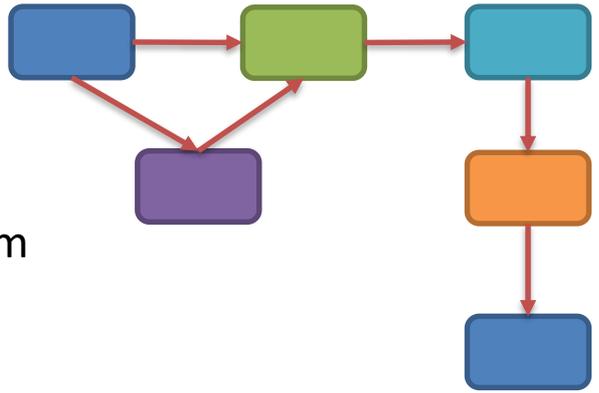


SSODA Operational Research



Data

We bring together data from current activity with the designed future processes, creating models and simulations of how Social Security Scotland will operate.



Process

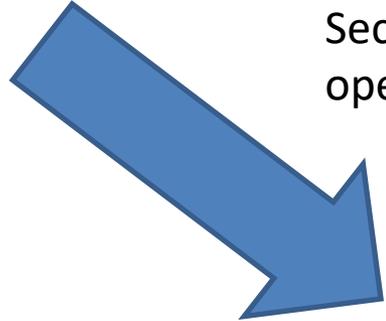
Receive claim



Simulation



Deliver benefit



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Meeting between Cabinet Secretary for Social Security and Older People and David Wallace
Wed 11 July 2018

MEETING BETWEEN CABINET SECRETARY AND DAVID WALLACE	
TIMING AND VENUE	1W:11A St. Andrew's House; Wed 11 July 2018, 13h-14h
CONTACT	David Wallace – [Redacted]
AGENDA	<ul style="list-style-type: none">• Introductions• Agency values and culture• Forward look• Ongoing engagement between Cabinet Secretary and Agency team
BRIEFING CONTENT	<ul style="list-style-type: none">• One page summary of Division's responsibilities• Social Security Scotland accountability landscape visual• Social Security Scotland core brief• Agency Implementation Division high level organogram

AGENCY IMPLEMENTATION DIVISION: SUMMARY

Agency Implementation Division will, from 1 Sept 2018, become Social Security Scotland. The division is structured to shadow the form that the Agency will take at go-live. The Deputy Director of the division will be the Agency's Chief Executive, supported by Heads of Governance and Strategy, Corporate Services, Finance, Local Delivery and Customer Experience, and Operations.

The **Governance and Strategy** Unit has the primary purpose of establishing Social Security Scotland as an exemplar Executive Agency within the Scottish public sector. Key products of the unit ahead of go-live will be: the Agency's Framework Document (explains the relationship between the agency and Scottish Government, and sets out the relevant lines of accountability); compliance framework (pathway to ensuring Agency is compliant with requirements of Scottish public bodies); business continuity plan; corporate plan (strategic context of the Agency's operations); and annual business plan. Organisational strategy and annual reporting, business management and Agency governance, operational policy, continuous improvement, and strategic relationships with DWP/HMRC have a home in this unit. Also based out of this Unit is the Agency's strategic communications function.

The Agency's **Finance** Unit currently forms a part of the wider directorate Finance Hub. The head of the Finance Hub (James Wallace) is the Agency's Head of Finance. The Agency's Finance Unit acts as a customer of the programme for financial system development and the elements of other systems that will require embedded financial control. A key focus is ensuring that the Agency has best practice systems and policies. Products of the unit ahead of go-live will be: Finance Strategy, Debt management Strategy and Counter Fraud Strategy. Once the agency is operational the Finance unit will be responsible for: financial management; accounting and production of annual accounts; Fixed Assets; Payments; Debt Management; and prevention, detection and investigation of fraud and error, in a way that is keeping with the Agency values of dignity and respect.

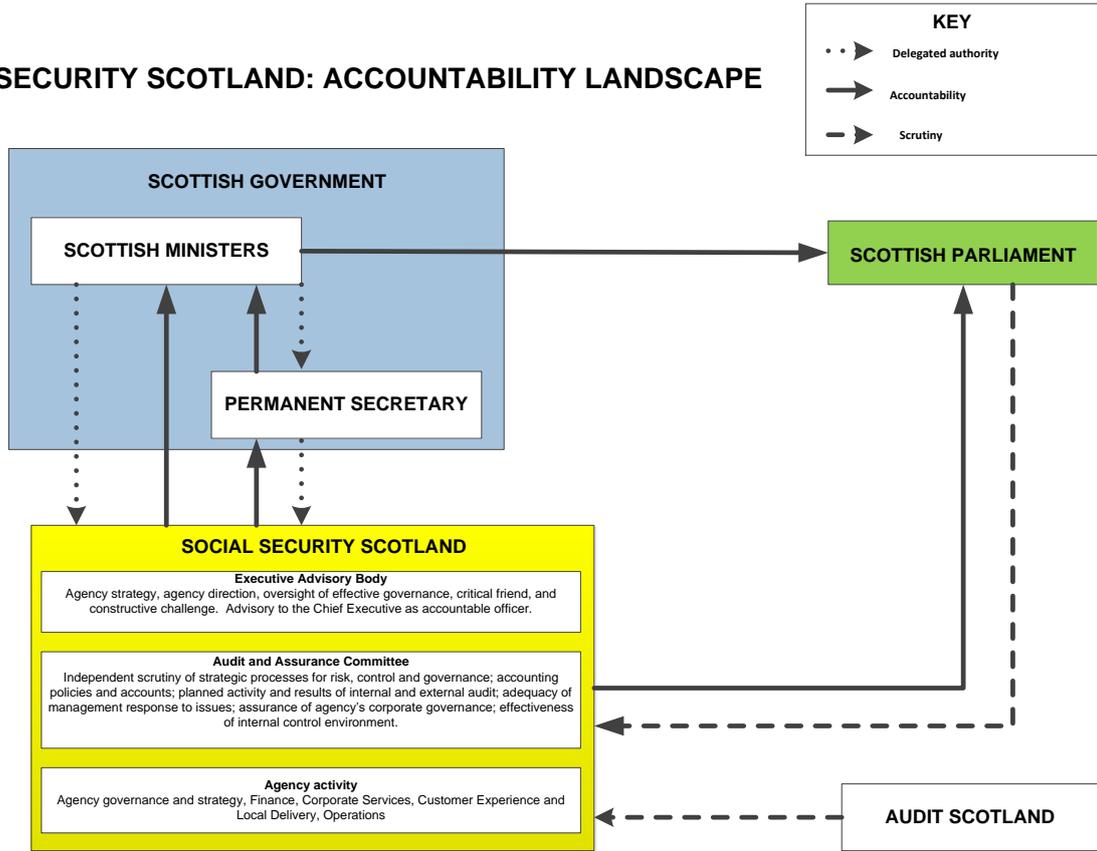
The **Corporate Services** Unit is responsible for the set up and delivery of corporate services within Social Security Scotland. The Unit's primary focus ahead of wave 1 has been supporting all Agency business areas to recruit and train their teams, liaising with trade unions, and identifying and setting-up suitable office space within Dundee and Glasgow to allow the delivery of wave 1 benefits. Strategic work is on-going to look at how the corporate service functions will support the agency as it grows in size and becomes less dependent on core SG for a number of services. This work includes extensive requirement gathering to inform the strategies and implementation plans that will support the Agency's estates, resourcing, learning and fleet (vehicle) needs beyond wave 1.

The **Operational Delivery** Unit has the primary purpose of shaping the Agency's operational capability to deliver social security services. This entails establishing the infrastructure that will support a large scale operation. Key products of the unit ahead of go-live will be: operational policies, systems, processes, key structures, job design, people capability, and quality assurance and performance measures that ensure that the principles of the Social Security charter are enacted in the culture and behaviours of the agency staff. At go-live this unit will be responsible for the running of core operational processing functions and contact with the Agency's clients.

The **Local Delivery and Client Experience** Unit has the key focus of establishing and delivering face to face, pre-claim support across Scotland, the re-determinations and appeals process, and to ensure a process is in place to allow feedback of complaints, compliments or suggestions to the agency. Key activities ahead of go-live include: working with service design teams to develop a system to record and process client feedback; develop guidance for staff; ensure the Agency reflects Scottish Public Service Ombudsman complaints handling best practice; work with COSLA, Local Authorities and third sector to identify the most appropriate locations to deliver face to face services; build relationships and raise awareness of the Agency; and integrate our services into existing advice service provision. We are also developing the re-determinations and appeals process in readiness for Best Start Grant go-live.

The overarching **Agency Set-up Project** (part of the Social Security Programme governance structure) manages the delivery of elements of Agency structures, processes, and capability necessary to an effective Agency operation to support the launch of Carer's Allowance Supplement. This covers Estates, People, Operations and Readiness, Local Delivery, Finance and Governance deliverables. Many Project deliverables are focused on go-live readiness, but the Project will continue to drive the development of Agency capabilities as it grows to deliver the rest of the devolved benefits and its local service.

SOCIAL SECURITY SCOTLAND: ACCOUNTABILITY LANDSCAPE



SOCIAL SECURITY SCOTLAND CORE BRIEF

HEADLINE:

- The Scottish social security system will be directly delivered by a new executive agency, Social Security Scotland, through a local presence providing face-to-face advice across the country, supported by central administrative functions undertaken by staff in our Dundee headquarters and Glasgow.

[Redacted]