INDEPENDENT ASSURANCE

PROGRAMME: Social Security Scotland Agency Set up

Healthcheck Review

Report Status:	Final
Date/s of Review	[REDACTED]
Senior Responsible Owner (SRO):	David Wallace
Draft report issued to SRO	[REDACTED]
Final report issued to SRO and copied to PPM-CoE:	[REDACTED]
Delivery Confidence Assessment (DCA):	[REDACTED]
Accountable Officer:	David Wallace
Scottish Government's (SG) Portfolio Accountable Officer:	Sarah Davidson

This report is an evidence-based snapshot of the programme/project's status at the time of the review. It reflects the views of the independent review team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	

The Delivery Confidence Assessment RAG status should use the definitions below.

RAG	Criteria Description
Green	Successful delivery of the programme/project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
Amber/Red	Successful delivery of the programme/project is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.

Summary of Report Recommendations

Ref No.	Report Section	SG PPM Principle No.	Recommendation	Status*	Action Plan
R1	[REDACTED]	7	[REDACTED].	[REDACTED]	[REDACTED]
R2	[REDACTED]	4	[REDACTED]	[REDACTED]	[REDACTED]
R3	[REDACTED]	7	[REDACTED]	[REDACTED]	[REDACTED]

* R=Recommended; C=Critical; E=Essential

Each recommendation has been given Critical, Essential or Recommended status. The definition of each status is as follows:

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately.

Essential (Do By) – To increase the likelihood of a successful outcome the programme/project should take action in the near future.

Recommended – The programme/project should benefit from the uptake of this recommendation.

Each recommendation has been aligned with one of the SG's PPM Principles. **Annex A** lists the principles.

ACTION PLAN - You must within three weeks of the final report provide your intended actions for addressing each recommendation. You should then share it with the relevant SG`s Accountable Officer and copy it to the SG`s Programme and Project Management Centre of Expertise (PPM-CoE). Thereafter, you are responsible for implementing the actions in response to the recommendations. If the review has identified serious deficiencies or difficulties (including probable failure to meet the planned budget) within the project the Accountable Officer should inform the relevant Minister/s.

Purpose of the Healthcheck Review

A Healthcheck Review can be used at any point in the programme/project's lifecycle and there is no limit to the number that can be carried out. A Healthcheck confirms the stage at which the programme or project is at and whether it looks to be in good shape to proceed to the next Gateway Review point.

Acknowledgement

The Review Team would like to thank the SRO, the Social Security Scotland Team and everyone we met for their support and openness, which contributed to our understanding of the Agency and Programme and the outcome of this review.

Annex B lists the people who we met during the review.

Background

Following the devolution of powers to Scottish Ministers under The Scotland Act 2016, the First Minister announced the formation of the new Social Security Agency to oversee the delivery of benefits in Scotland.

The Agency, Social Security Scotland, has been created to administer the Scottish social security system effectively, in accordance with the principles in the Social Security (Scotland) Act 2018 and Charter.

The new Agency will deliver 11 social security benefits totalling £2.9 billion, based on 2016/17 forecast figures, of spending in Scotland. In addition to the 11 social security benefits, other benefits and grants may also be added to the Agency's role. Included within the 11 current benefits are the Carer's Allowance Supplement (CAS), a Job Grant for 16-24-year olds, Winter Heating Assistance (WHA) for families with disabled children and a Young Carer Grant.

Review Team findings and recommendations

1. Policy and organisational context

Governance

Governance structures within the Agency are developing with the Executive Advisory Body with Non-Executives in place, Audit and Assurance Committee, Executive Sponsorship arrangements, internal audit programme, risk log and the development of a risk strategy and appetite.

 [REDACTED]

The balance of responsibility between the Programme and the Agency reflects the fact that the Agency has only recently been established. The service design and delivery, and the digital infrastructure for the benefits the Agency will deliver are all the responsibility of the Programme. The shared view of the target operating model will see all these activities transferred to the Agency once the steady state is reached, with the 11 devolved benefits up and running.

 [REDACTED]

 [REDACTED]

2. Business Case: scope and stakeholders

The Agency has matured and grown in confidence since its inception, exhibiting a very positive customer focused ethos and excellent team spirit. This was cemented by its response to the initial demand for Best Start Grant (BSG) and operation of contingency arrangements. It is also reflected in its approach to opening its recruitment to individuals who would not necessarily meet standard qualification requirements, comprehensive induction programme, learning opportunities to reflect on citizen perspective as well as collating customer and staff feedback. This is exemplified in an intention to recruit for attitude and then train skills.

Relationships

The Charter (Our Charter, What you can expect from the Scottish Government and Social Security Scotland) was developed with stakeholders and key to the Agency's success will be delivering these ambitions.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The scale of Programme delivery over the next few years is extensive and during this time as the Agency's services expand it will need to develop its own digital, finance, human resources and other capabilities and capacity. Close working arrangements will be required with Scottish Government Procurement in relation to Agency contracts and Department for Work and Pension (DWP) Service Level Agreements (SLAs).

[REDACTED]

Stakeholders and Communications

Communication with stakeholders in the widest sense has been a key feature of the Agency's activities. The Charter has been widely disseminated and very favourably received.

The launch of BSG was also very effectively publicised as evidenced by the level of take up and surge in applications.

[REDACTED]

3. Management of intended outcomes

[REDACTED]

[REDACTED]

The Agency will be exceeding its space requirements at Dundee House and is looking for additional temporary accommodation in advance of a permanent solution. The current Glasgow accommodation has potential for growth. The Agency's Local Delivery function offers the opportunity for integrated location and co-working with health, social care and third sector organisations.

Measurement

[REDACTED]

The policy intent and Charter values customer responsiveness rather than just productivity.

Finance

Now that the Agency is an operating entity its financial reporting has been separated from that for the Programme. This is a good move and will aid transparency.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4. Risk Management

[REDACTED]

[REDACTED]

5. Readiness for next phase

Resources and readiness for next phase

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Previous Gateway Review Recommendations

A summary of recommendations, progress and status from the previous Gateway Review can be found at **Annex C**.

Next Independent Assurance Review

A go-no-go review in advance of the launch of the Wave 2 benefits is recommended.

Distribution of the Healthcheck Review Report

The contents of this report are confidential to the SRO and their representative/s. It is for the SRO to consider when and to whom they wish to make the report (or part thereof) available, and whether they would wish to be consulted before recipients of the report share its contents (or part thereof) with others.

The Review Team will not retain copies of the report nor discuss its content or conclusions with others.

A copy of the report is lodged with the PPM-CoE so that it can identify and share the generic lessons from Independent Assurance Reviews. The PPM-CoE will copy a summary of the report recommendations to the SG's Accountable Officer, and where appropriate, to the Organisation's Accountable Officer where the review has been conducted on behalf of one of the SG's Agencies, NDPBs or Health Sector organisations.

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The PPM-CoE will provide a copy of the report to Review Team Members involved in any subsequent review as part of the preparatory documentation needed for Planning Meetings.

Any other request for copies of the Gateway Report will be directed to the SRO.

ANNEX A

Scottish Government - Programme and Project Management Principles

1. Approach
   - Our approach to managing programmes and projects is proportionate, effective and consistent with recognised good practice.

2. Business Case
   - We secure a mandate for our work; identify, record and evaluate our objectives and options for meeting them; and ensure that we secure and maintain management commitment to our selected approach.

3. Roles and Responsibilities
   - We assign clear roles and responsibilities to appropriately skilled and experienced people and ensure their levels of delegated authority are clearly defined.

4. Benefits
   - We record the benefits we seek, draw up a plan to deliver them and evaluate our success.

5. Risk
   - We identify, understand, record and manage risks that could affect the delivery of benefits.

6. Planning
   - We develop a plan showing when our objectives will be met and the steps towards achieving them, including appropriate assurance and review activities, and re-plan as necessary.

7. Resource Management
   - We identify the financial and other resources, inside and outside the organisation, required to meet our objectives.

8. Stakeholder Management
   - We identify those affected by our work and engage them throughout the process from planning to delivery.

9. Transition
   - We ensure that the transition to business as usual maximises benefits and that operational delivery is efficient and effective.

10. Lessons
   - We record lessons from our programmes and projects and share them with others so they may learn from our experience.

ANNEX B

Review Team:

Review Team Leader:	[REDACTED]
Review Team Members:	[REDACTED]
	[REDACTED]

List of Interviewees:

The following stakeholders were interviewed during the review:

Name	Organisation/Role
Sarah Davidson	Director General Organisational Development and Operations
Kenneth Hogg	Director General Education, Communities and Justice Undertaking an impact assessment for Scottish Government on the introduction of major change programmes.
David Wallace	Chief Executive, Social Security Scotland
[REDACTED]	Non-Executive Member, Social Security Scotland
[REDACTED]	Head of Agency Operations, Social Security Scotland
[REDACTED]	Representing Head of Local Delivery and Client Experience, Social Security Scotland
[REDACTED]	Head of Agency, Governance and Strategy, Social Security Scotland
[REDACTED]	Head of Agency Corporate Services, Social Security Scotland
[REDACTED]	Head of Finance, Social Security Scotland
[REDACTED]	Operational Lead, Social Security Scotland
[REDACTED]	Operational Lead, Social Security Scotland
[REDACTED]	Operations Manager, Social Security Scotland
[REDACTED]	Team Manager, Social Security Scotland
[REDACTED]	Client Advisor, Social Security Scotland
[REDACTED]	Team Manager, Social Security Scotland

| [REDACTED] | Client Advisor, Social Security Scotland |

Please note – this Gateway Review Healthcheck of Social Security Scotland was undertaken in parallel with a Gateway Review 0 – Strategic Assessment of the Social Security Programme.

Annex B of that reports includes a list of Social Security Programme and other stakeholders interviewed.

ANNEX C

Progress against previous Healthcheck Review (21to 23 May 2018) recommendations:

Ref No.	Recommendation	Progress/Status
R1	[REDACTED]	[REDACTED]
R2	[REDACTED]	[REDACTED]
R3	[REDACTED]	[REDACTED]
R4	[REDACTED]	[REDACTED]
R5	[REDACTED]	[REDACTED]

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