

Social Security Delivery Board

Meeting	Social Security Delivery Board 14
Date and Time	10:30-12:05, Tuesday 29 May
Location	VQ – Conference Room 1, AQ – Flemming C
Attendees	Redacted, David Wallace, Redacted, Redacted Redacted (for Audrey MacDougall), Redacted Redacted Ann McVie, Andy McClintock, Redacted
Apologies	Lisa Baron-Broadhurst, Redacted Redacted, Redacted, Audrey MacDougall
Guests	Redacted
Contact Details	Redacted Redacted

AGENDA

Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	10:30-10:35	Redacted (Programme Manager)	None	N/A
2. Minute and Actions from the previous board.	10:35-10:40	Redacted (Programme Management Office)	Minute Paper 14.1 Minute from EDB3 Paper 14.2 Actions from previous Board Paper 14.3 Roadmap Paper 14.4	For approval
3. Delivery Confidence	10:40-11:20	Redacted (Deputy Programme Manager) + Service Managers	Delivery Confidence Assessment Paper 14.5	For input and discussion
4. Low Income Benefits – Re-baseline	11:20-11:45	Redacted (Low Income Benefits Service Manager)	Cover Sheet Paper 14.6 Low Income Benefits rebaseline slides Paper 14.7 Low Income Benefits High Level Service Delivery Plan Paper 14.8	For approval
5. Managing Devolved Benefits that are being Delivered by DWP	11:45-12:00	Redacted (Relationship Manager)	Managing Devolved Benefits that are being Delivered by DWP Paper 14.9	For input and discussion
6. AOB	12:00-12:05	Redacted (Programme Manager)	None	For input and discussion

Social Security Delivery Board

Meeting	Social Security Delivery Board 16
Date and Time	10 July 2018 at 13:00 – 15:00 hrs
Location	VQ – 3E-91; AQ-Fleming C.
Attendees	Redacted, David Wallace, Redacted, Redacted, Redacted Audrey MacDougall, Redacted, Ann McVie, Andy McClintock, Redacted
Apologies	Lisa Baron Broadhurst, Redacted, Redacted,
Guests	Redacted
Contact Details	Redacted t / Redacted

AGENDA

Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies	13:00 – 13:05	Redacted - Acting Chair (Programme Manager)	None	N/A
2. Minute and Actions from the previous board	13:05 – 13:15	Redacted (Programme Management Office)	Previous Minute Paper 16.1 Actions from previous Board Paper 16.2 Roadmap Paper 16.3	For approval
3. Delivery Confidence	13:15 – 13:45	Redacted (Programme Manager) with input from Service Managers as requested	Delivery Confidence Assessment Paper 16.4	For input and discussion
4. Disability Benefits Assessments - Strategic Outline Case	13:45- 14:45	Redacted (Disability Assessments Manager)	Briefing Cover Sheet Paper 16.5 Disability Benefits Assessments Strategic Outline Case Paper 16.6 Delivery Model Options Approval Paper 16.7	For approval
5. Delivery Integration Overview for Post Wave 1	14:45- 14:55	Redacted / Redacted (Delivery Integration Team Leader)	Overview Cover Sheet Paper 16.8 Post Wave 1 Overview Paper 16.9	For information and discussion
AOB	14:55 – 15:00	Redacted - Acting Chair (Programme Manager)	None	For input and discussion
Below the Line Papers: Agency Set Up HR Shared Services MoU (BTL1); Agency Set Up Final Report (BTL2); and Counter Fraud Strategy (BTL3)				

Social Security Delivery Board

Meeting	Social Security Delivery Board 17
Date and Time	24 July 2018 ; 10:30 – 12:30
Location	VQ Conference Room 9; AQ Fleming
Attendees	Redacted (Acting Chair), David Wallace, Redacted, Redacted, Audrey MacDougall, Redacted, Redacted, Ann McVie, Redacted, Redacted, Redacted (for Andy McClintock)
Apologies	Lisa Baron-Broadhurst, Andy McClintock Redacted, Redacted, Redacted
Guests	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	10.30 – 10.35	Redacted (Chair) (Programme Manager)	None	N/A
2. Minute and Actions from the previous Board	10:35 – 10:45	Redacted (Programme Management Office)	Minute from previous Board Paper 17.1 Actions from previous Board Paper 17.2 Roadmap Paper 17.3	For approval
3. Delivery Confidence Report	10:45 – 11:15	Redacted (Programme Manager) with input from Service Managers as requested	Delivery Confidence Report Paper 17.4	For input and discussion
4. Delivery Integration Overview for Post Wave 1	11.15 – 11:25	Redacted Redacted (Delivery Integration Team leader)	Cover sheet 17.5 Overview 17.6	For input and discussion
5. Data Strategy in support of standing up Social Security arrangements in Scotland	11:25 – 11:55	Redacted (Business Architecture Delivery Manager) / Redacted (Data Product Owner)	Cover Sheet Paper 17.7 Data Strategy Paper 17.8	For approval
6. Carers Allowance Supplement – Full Business Case	11:55 – 12:25	Redacted (Service Manager for Ill-health and Carers)	Cover sheet Paper 17.9 CAS FBC Paper 17.10	For approval
7. AOB	12:25 – 12:30	Redacted (Chair) (Programme Manager)	None	For input and discussion

Social Security Delivery Board

Meeting	Social Security Delivery Board 18
Date and Time	7 August 2018 : 13:00 to 15:00 hrs
Location	VQ 3E-91; AQ Fleming C ;
Attendees	Lisa Baron Broadhurst, David Wallace, Redacted Redacted , Audrey MacDougall, Redacted , Redacted , Ann McVie, Andy McClintock, Redacted , Redacted Redacted
Apologies	Redacted ,Redacted Redacted , Redacted Redacted Redacted , Redacted
Guests	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	13:00 – 13:05	Lisa Baron-Broadhurst (Chair) (Programme Director)	None	N/A
2. Minute and Actions from the previous board.	13:05 - 13:15	Redacted (Programme Management Office)	Previous Minute Paper 18.1 Actions from previous Board Paper 18.2 Roadmap Paper 18.3	For approval
3. Delivery Confidence Report	13:15 - 13:45	Redacted (PMO Team Leader) and Service Managers as required.	Delivery Confidence Report Paper 18.4	For input and discussion
4. Delivery Integration Overview for Post Wave 1	13:45 – 14:00	Redacted Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 18.5 Overview Paper 18.6	For input and discussion
5. Fraud Full Business Case	14:00 14:30	Redacted (Service Design)	Cover Sheet Paper 18.7 Fraud FBC Paper 18.8	For approval
6. CAS FBC	14:30 – 14:50	Redacted (Product Owner)	Cover Sheet Paper 18.9 CAS FBC Paper 18.10	For approval
AOB	14:50 – 14:55	Lisa Baron-Broadhurst (Chair) (Programme Director)	None	For input and discussion

BTL1: Agency Stand Up: L&D Health Check

Social Security Programme

Meeting	Social Security Delivery Board 19
Date and Time	23 August 2018 ; 09:30 – 11:30 am
Location	VQ : 1-B42/43 AQ : Rm 6.5 ;
Attendees	Lisa Baron-Broadhurst, Redacted, Redacted, Redacted (for David Wallace), Redacted, Redacted (for Audrey MacDougall), Redacted, Redacted (for Andy McClintock), Redacted, Redacted, Anne McVie
Apologies	Andy McClintock, Redacted, Audrey MacDougall, David Wallace
Guest speakers, attendees	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and meeting purpose	09:30– 09:35	Lisa Baron-Broadhurst (Chair) (Programme Director)	None	N/A
2. Minutes and Actions from previous Board	09:35– 09:40	Redacted (Programme Management Office)	Previous Minute Paper 19.1	For approval
			EDB4 Minute Paper 19.1.1	For approval
			Actions from previous Board Paper 19.2	For approval
			Roadmap Paper 19.3	
3. Delivery Confidence Report	09:40– 10:10	Redacted (Programme Manager) and Service Managers as required	Delivery Confidence Report Paper 19.4	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
4. Delivery Integration Overview for Post Wave 1	10:10– 10:20	Redacted / Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 19.5 Overview Paper 19.6	For input and discussion
5. Release Management	10:20– 10:30	Redacted (Deputy Programme Delivery Lead)	Cover Sheet Paper 19.7 Governance and ToR Paper 19.8 CAS Slides Release Paper 19.9	For approval
6. Agency/CAS Operational Readiness and CAS Testing update	10:30- 11:15	Redacted / Redacted (Service Managers)	Agency/CAS Operational Readiness Paper 19.10	For approval

Social Security Programme

			CAS Testing and Readiness Update Paper 19.11	
7. Alternative Financial Payment Methods (Post Office and I-MOVO)	11:15– 11:25	Redacted (Product Owner)	Cover Sheet Paper 19.12 Alternative Financial Payment Methods Paper 19.13	For approval
8. AOB	11:25– 11:30	Lisa Baron-Broadhurst (Chair) (Programme Director)	None	For input and discussion

Social Security Delivery Board

Meeting	Social Security Delivery Board 20
Date and Time	4 September 2018; 13:00 – 15:00
Location	VQ: 3E-91, AQ Fleming A
Attendees	Redacted (Acting Chair), Redacted David Wallace, Redacted Redacted Redacted, Redacted, Ann McVie, Andy McClintock, Redacted
Apologies	Lisa Baron Broadhurst, Redacted, Redacted Audrey MacDougall, Redacted , Redacted
Guests	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	13:00-13:05	Redacted (Programme Manager) (Acting Chair)	None	N/A
2. Minute and Actions from the previous board.	13:05-13:10	Redacted (Programme Management Office)	Minutes Paper 20.1 Actions from previous Board Paper 20.2 Roadmap Paper 20.3	For approval For approval For input and discussion
3. Delivery Confidence Report	13:10-13:40	Redacted (PMO Manager and Service Managers as required)	Delivery Confidence Report Paper 20.4	For input and discussion
4. Delivery Integration	13:40-13:50	Redacted / Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 20.5 Delivery Integration Update Paper 20.6	For input and discussion
5. Release Management Update	13:50-14:00	Redacted (Deputy Programme Delivery Lead)	Cover Sheet Paper 20.7 Release Management Update Paper 20.8	For input and discussion
6. Draft Disability Benefits Digital Portal Full Business Case	14:00-14:30	Redacted (Disability Benefits Service Manager)	Cover Sheet Paper 20.9 Draft Full Business Case Paper 20.10 Comment Tracker Paper 20.11 Procurement Plan Paper 20.12 Full Business Case Appendices	For input and discussion

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			Paper 20.13	
7. Data Strategy	14:30-14:40	Redacted (Data Product Owner)	Cover Sheet Paper 20.14 Data Strategy Paper 20.15	For approval
8. BSG Communications and Engagement Plan	14:40-14:55	Redacted (Strategic Communications Manager).	Cover Sheet Paper 20.16 BSG Communications and Engagement Plan Paper 20.17	For approval
9. AOB	14:55-15:00	Redacted (Programme Manager)	None	For input and discussion
Below the line paper: Programme Quality Management Strategy (BTL 1)				

Social Security Delivery Board

Meeting	Social Security Delivery Board 21
Date and Time	18 September 2018; 13:00 – 15:00 hrs
Location	VQ 3E-91 ; AQ Fleming C ; Redacted
Attendees	Redacted (Acting Chair), Redacted , David Wallace, Redacted , Redacted , Audrey MacDougall, Redacted Redacted Redacted (for Andy McClintock) , Redacted
Apologies	Lisa Baron-Broadhurst , Andy McClintock, Redacted Redacted Redacted , Redacted Ann McVie
Guests	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	13: 00 – 13:05	Redacted (Programme Manager) (Acting Chair)	None	N/A
2. Minute and Actions from the previous board.	13:05 – 13:15	Redacted (Programme Management Office)	Minute Paper 21.1 Actions from previous Board Paper 21.2 Roadmap Paper 22.3	For approval
3. Delivery Confidence Report	13:15– 13:45	Redacted (Programme Manager and Service Managers as required)	Delivery Confidence Report Paper 21.4	For input and discussion
Close for “Official Sensitive” content. IBM observer will leave meeting.				
4. Release Management	13:45 – 13:55	Redacted (Head of PMO)	Cover Sheet Paper 21.5 Release Management Paper 21.6	For input and discussion
5. Delivery Integration	13:55 – 14:05	Redacted / Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 21.7 Delivery Integration Update Paper 21.8	For input and discussion
6 Model Office Plan	14:05 – 14:25	Redacted (Service Manager)	Cover Sheet Paper 21.9 Model Office Plan Paper 21.10	For approval
7. Common Components – Telephony Long-term (Phase 1) Solution Delivery Plan	14:25 – 14:45	Redacted (Delivery Manager) / Redacted (Service Design)	Cover Sheet Paper 21.11 Telephony Day 1 Solution Milestones – for re-baseline Paper 21.12	For approval

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			Telephony Long-term (Phase 1) solution milestones – for approval Paper 21.13	
8. BSG Communications and Engagement Plan	14:45 – 14:55	Redacted (Strategic Communications Manager)	Cover Sheet Paper 21.14 BSG Communications and Engagement Plan Paper 21.15	For approval
AOB	14:55 – 15:00	Redacted (Programme Manager)	None	For input and discussion
Below the Line :Fraud Management Full Business Case (BTL1)				

Social Security Delivery Board

Meeting	Social Security Delivery Board 22
Date and Time	2 October 2018 ; 11:30 – 13:00
Location	VQ 3E-91; AQ Fleming C ; Redacted
Attendees	Redacted , David Wallace, Redacted , Redacted Audrey MacDougall, Redacted , Redacted , Ann McVie, Redacted (for Andy McClintock), Redacted Redacted
Apologies	Lisa Baron-Broadhurst, Andy McClintock , Redacted Redacted Redacted
Guests	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:30 – 11:35	Redacted (Programme Manager) (Acting Chair)	None	N/A
2. Minute and Actions from the previous board.	11:35 – 11:40	Redacted (Programme Management Office)	Previous Minute Paper 22.1 Actions from previous Board Paper 22.2 Roadmap Paper 22.3	For approval
3. Delivery Confidence Report	11:40 – 12:00	Redacted (PMO Team Leader)	Delivery Confidence Report Paper 22.4	For input and discussion
4. Release Management	12:00 – 12:15	Redacted (Deputy Programme Delivery Lead)	Cover Sheet Paper 22.5 Release Management Update Paper 22.6	For input and discussion
5. Delivery Integration	12:15: 12:25	Redacted Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 22.7 Delivery Integration Update Paper 22.8	For input and discussion
6. Updated Debt Plan	12:25 – 12:40	Redacted (Product Owner)	Cover Sheet Paper 22.9 POAP Paper 22.10	For approval
7. Revised Error Plan	12:40 – 12:55	Redacted (Product Owner)	Cover Sheet Paper 22.11 POAP Paper 22.12	For approval

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8. AOB	12:55 – 13:00	Redacted (PMO Manager)	None	For input and discussion
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Meeting	Social Security Delivery Board 23
Date and Time	16 October 2018; 13:00 – 16:00
Location	VQ 3E-91; AQ Fleming A ; Redacted
Attendees	Lisa Baron-Broadhurst, Redacted , Redacted (for David Wallace), Redacted , Audrey MacDougall, Redacted Redacted Ann McVie, Andy McClintock, Redacted
Apologies	David Wallace, Redacted Redacted , Redacted Redacted Redacted Redacted
Guests /Observers	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	13:00 – 13:05	Lisa Baron-Broadhurst (Programme Director) (Chair)	None	N/A
2. Minute and Actions from the previous board.	13:05 – 13:10	Redacted (Programme Management Office)	Minute Paper 23.1 Actions from previous Board Paper 23.2 Roadmap Paper 23.3	For approval
3. Delivery Confidence Report	13:10 – 13:50	Redacted (PMO manager)	Delivery Confidence Report Paper 23.4	For input and discussion
Close for “Official Sensitive” content. IBM observer will leave meeting.				
4. Release Management	13:50 - 14:05	Redacted (Deputy Delivery Lead)	Cover Sheet Paper 23.5 Release Management Update Paper 23.6	For input and discussion
5. Delivery Integration	14:05- 14:20	Redacted Redacted (Delivery Integration and Test Programme Team)	Cover Sheet Paper 23.7 Delivery Integration Update Paper 23.8 Testing Review for D1 Paper 23.8a	For input and discussion
6. Document Management Solution Plan	14:20 – 14:30	Redacted Redacted (Delivery Manager for Common Components)	Cover Sheet Paper 23.9 POAP Paper 23.10	For approval

Social Security Delivery Board

7. Internal Knowledge Management Plan	14:30 - 14:40	Redacted (Delivery Manager for Common Components)	Cover Sheet Paper 23.11 POAP Paper 23.12	For approval
8. Disability Benefit Digital Portal FBC	14:40 – 15:10	Redacted (Disability Benefits Service Manager)	Cover Sheet Paper 23.13 Full Business Case Paper 23.14	For approval
9. Procurement for SPM Configuration to Support Wave 2 OBC	15:10 - 15:30	Redacted (Disability Benefits Service Manager)	None	For input and discussion
AOB	15:30 – 15:35	Lisa Baron-Broadhurst (Programme Director)	None	For input and discussion
Below the Line Paper : SAR policy (BtL1)				

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Meeting	Social Security Delivery Board 24
Date and Time	30 October 2018; 13:00 – 15:00
Location	VQ 3E-91; AQ Fleming C
Attendees	Lisa Baron-Broadhurst, David Wallace, Redacted, Redacted (for Audrey MacDougall), Redacted, Redacted, Redacted, Redacted, Redacted, Redacted, Ann McVie, Redacted (for Andy McClintock), Redacted, Redacted
Apologies	Redacted, Redacted, Audrey MacDougall, Redacted
Guests /Observers	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	13:00-13:05	Lisa Baron-Broadhurst (Programme Director) (Chair)	None	N/A
2. Minute and Actions from the previous board.	13:05-13:10	Redacted (Programme Management Office)	Minute Paper 24.1 Actions from previous Board Paper 24.2 Roadmap Paper 24.3	For approval
3. Delivery Confidence Report	13:10-13:45	Redacted (PMO manager)	Delivery Confidence Report Paper 24.4	For input and discussion
4. Release Management	13:45-14:00	Redacted (Deputy Delivery Lead)	Cover Sheet Paper 24.5 Release Management Update Paper 24.6	For input and discussion
Close for "Official Sensitive" content. IBM observer will leave meeting.				
5. Delivery Integration	14:00-14:15	Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 24.7 Delivery Integration Update Paper 24.8	For input and discussion
6. Debt Management FBC	14:15-14:35	Redacted	Cover Sheet Paper 24.9 FBC Paper 24.10	For approval
7. LIB Replan	14:35-14:50	Redacted	Cover Sheet Paper 24.11 Project Plan 24.12	For approval

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8. SPM Development for Wave 2 Benefits OBC	14:50-14:55	Redacted	None	For discussion
AOB	14:55-15:00	Lisa Baron-Broadhurst (Programme Director)	None	For input and discussion

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Meeting	Social Security Delivery Board 25
Date and Time	13 November 2018 ; 11:00 – 13:00
Location	VQ 3E-91 ; AQ Fleming C ; Redacted
Attendees	Redacted (Acting Chair), Redacted , Redacted Redacted (for Ann McVie), Redacted Audrey MacDougall, Redacted Redacted (for Andy McClintock), Redacted
Apologies	Lisa Baron-Broadhurst , Andy McClintock, David Wallace, Redacted , Redacted , Redacted , Ann McVie, Redacted Redacted Redacted , Redacted Redacted
Guest Attendees / Speakers	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Redacted (Service Design Manager) (Acting Chair)	None	N/A
2. Minute and Actions from the previous Board	11:05 – 11:10	Redacted (Programme Management Office)	Minute Paper 25.1 Actions from previous Board Paper 25.2 Roadmap Paper 25.3	For approval
3. Delivery Confidence Report	11:10 – 11:45	Redacted (PMO Team Leader)	Delivery Confidence Report Paper 25.4	For input and discussion
4. Release Management - BSG Operational Readiness Review	11:45 – 12:15	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 25.5 Release Management – BSG Operational Readiness Update Paper 25.6	For input and discussion
5. Delivery Integration	12:15- 12:20	Redacted /Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 25.7 Delivery Integration Update Paper 25.8	For input and discussion
Close for “Official Sensitive” content. IBM observer will leave meeting.				
6. Test Management Tool OBC	12:30– 12:45	Redacted (CDO: Digital Operations Manager)	Cover Sheet Paper 25.9 OBC Paper 25.10 OBC Review Record Paper 25.11	For approval

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7. SPM Development for Wave 2 Benefits OBC	12:45-12:55	Redacted (Service Design Manager)	OBC Paper 25.12 OBC Case Review Paper 25.12A	For approval
AOB	12:55 – 13:00	Redacted (Service Design Manager)	None	For discussion and input
Below the Line paper : Delivery Board ToR (BtL1)				

Social Security Delivery Board

Meeting	Social Security Delivery Board 26
Date and Time	27 November 2017 ; 11:00 – 13:00
Location	AQ Fleming C; VQ 3E-91 ; Redacted
Attendees	Lisa Baron-Broadhurst (Chair) Redacted , Redacted Redacted (for Audrey MacDougall), Andy McClintock, Redacted , Ann McVie, Redacted , Redacted David Wallace, Redacted Redacted
Apologies	Redacted , Redacted Audrey MacDougall, Redacted Redacted
Guest Attendees /Speakers	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Lisa Baron-Broadhurst (Programme Director)	None	N/A
2. Minute and Actions from the previous board.	11:05 - 11:10	Redacted (Programme Management Office)	Minute Paper 26.1 Actions from previous Board Paper 26.2 Roadmap Paper 26.3	For approval
3. Delivery Confidence Report	11:10 – 11:50	Redacted (PMO Team Leader)	Delivery Confidence Report Paper 26.4	For input and discussion
4. Release Management	11:50 – 12:05	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 26.5 Release Management Paper 26.6	For input and discussion
5. Delivery Integration	12:05 – 12:15	Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 26.7 Delivery Integration Update Paper 26.8	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
6. Best Start Foods Full Business Case	12:15 – 12:30	Redacted (Business Analyst)	Cover Sheet Paper 26.9 FBC Paper 26.10 FBC QR Paper 26.10a	For approval

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7. Fraud Plan	12:30 – 12:40	Redacted (Product Owner – Fraud)	Cover Sheet Paper 26.11 Plan Paper 26.12	For approval
8. FEA – Discovery to Alpha	12:40 – 12:50	Redacted (Service Manager – Low Income Benefits)	Cover Sheet Paper 26.13 FEA - Digital First Discovery Assessment Paper 26.14 Covering Letter Paper 26.14a	For approval
9. AOB	12:50 – 13:00	Lisa Baron-Broadhurst (Programme Director)	Dates of next DBs	For input and discussion
Below the Line papers : Payment and Accounting Services - Provision of Service Agreements (BtL1)				

Social Security Delivery Board

Meeting	Social Security Delivery Board 27
Date and Time	18 December 2018 ; 13:00 – 15:00 hrs
Location	VQ – Conference Room 3E-91; AQ Conference Room Fleming C Redacted
Attendees	Redacted (Acting Chair), Redacted (for Andy McClintock), Audrey MacDougall, Redacted Ann McVie, Redacted Redacted Redacted , Redacted
Apologies	Lisa Baron-Broadhurst Redacted , Andy McClintock, David Wallace, Redacted , Redacted , Redacted
Guest Attendees/Speakers	Redacted
Contact Details	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	13:00 – 13:05	Redacted (Head of Live Running and Wave 1 Implementation)	None	N/A
2. Minute and Actions from the previous board.	13:05 – 13:10	Redacted (Programme Management Office)	Minute from previous Board Paper 27.1 Actions from previous Board Paper 27.2 Roadmap Paper 27.3	For approval
3. Release Management	13:10 – 13:20	Redacted (Head of Technologies and Platforms)	Cover Sheet Paper 27.4 Release Management Paper 27.5	For input and discussion
4. Delivery Confidence Report	13:20 – 13:50	Redacted (PMO Head of Unit)	Delivery Confidence Report Paper 27.6	For input and discussion
5. Delivery Integration	13:50 – 14:00	Redacted (Delivery Integration Team Leader)	Cover Sheet Paper 27.7 Delivery Integration Update Paper 27.8	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
6. FEA Communications Plan	14:00 - 14:15	Redacted (Strategic Communications Manager)	Cover Sheet Paper 27.9 Comms Plan Paper 27.10	For Approval
7. Design Standards – Identity, Person Details and Residency (IDPR) Plan	14:15 – 14:25	Redacted (Product Owner – Identify and Residency)	Cover Sheet Paper 27.11 Plan Paper 27.12	For Approval

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8. Design Standards – Information Governance Plan	14:25 – 14:40	Redacted (Information Governance Manager)	Cover Sheet Paper 27.13 Plan Paper 27.14	For Approval
9. BSG : HMRC Solution – Options Paper	14:40 – 14:55	Redacted (Product Owner)	Cover Sheet Paper 27.15 Report Paper 27.16	Decision
AOB	14:55 – 15:00	Redacted ((Head of Live Running and Wave 1 Implementation)	None	For input and discussion

Social Security Delivery Board

Meeting	Social Security Delivery Board 28
Date and Time	15 January 2019: 11:00 - 13:00
Location	VQ – Conference Room 3E-91; AQ Conference Room Fleming C <i>Redacted</i>
Attendees	<i>Redacted</i> (Acting Chair), Andy McClintock (AMcC), <i>Redacted</i> Audrey MacDougall (AMacD) <i>Redacted</i> Ann McVie (AMcV), <i>Redacted</i> <i>Redacted</i> David Wallace (DW), <i>Redacted</i> <i>Redacted</i>
Apologies	Lisa Baron-Broadhurst (LBB), <i>Redacted</i> <i>Redacted</i>)
Guest Attendees	<i>Redacted</i>
Guest Speakers	<i>Redacted</i>
PMO Secretariat Contact Details	<i>Redacted</i>

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	<i>Redacted</i> (Programme Service Manager (Acting Chair))	None	N/A
2. Minute and Actions from the previous board.	11:05 – 11:10	<i>Redacted</i> (Programme Management Office)	Minute from previous Board Paper 28.1 Actions from previous Board Paper 28.2 Roadmap Paper 28.3	For approval
3. Release Management	11:10 – 11:15	<i>Redacted</i> (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 28.4 Release Management Paper 28.5	For input and discussion
4. Delivery Confidence Report	11:15 – 11:35	<i>Redacted</i> (PMO Manager)	Delivery Confidence Report Paper 28.6	For input and discussion
5. Delivery Integration	11:35 – 11:40	<i>Redacted</i> (Delivery Integration Team Leader)	Cover Sheet Paper 28.7 Delivery Integration Update Paper 28.8	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
6. PEN Testing OBC	11:40 – 11:55	<i>Redacted</i> (CDO: Security and Information Risk Advisor)	Cover Sheet Paper 28.9 OBC Paper 28.10	For approval

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7. Move to Beta Phase for FEA	11:55 – 12:00	Redacted (LIB Service Manager)	Cover Sheet Paper 28.11	For Approval
8. Social Security Scotland Property Update	12:00 – 12:10	Redacted (Agency, Head of Corporate Services)	Cover Sheet Paper 28.12	For Information
9. Child Poverty : Income Supplement	12:10 – 12:20	Redacted (Head of Reserved Benefits Operations)	Cover Sheet Paper 28.13 Report Paper 28.14	For Information
10. AOB	12:20 – 12:25	Redacted (Programme Service Manager)	None	
Below the Line Paper – BtL1 – Searchlight Implementation and Cover Sheet – for information				
Session for Delivery Board members and Business Area leads.				
Delivery Board Reflection Session	12:25 – 13:00	Redacted	Reflection Session Presentation and ToR	For Input and discussion

Social Security Delivery Board

Meeting	Social Security Delivery Board 29
Date and Time	29 January 2019: 11:00 - 12:45
Location	VQ – Conference Room 3E-91; AQ Conference Room Fleming C Redacted
Attendees	Alison Byrne (AB) (Acting Chair), Andy McClintock (AMcC), Redacted Audrey MacDougall (AMacD) Redacted Ann McVie (AMcV), Redacted Redac , David Wallace (DW), Redacted Redacted ,Redacted
Apologies	Lisa Baron-Broadhurst (LBB), Redacted
Attendees	Redacted
Guest Speakers	Redacted Redacted
Secretariat	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	A Byrne ((Programme Deputy Director) (Acting Chair)	None	N/A
2. Minute and Actions from the previous board.	11:05 – 11:10	Redacted (Programme Management Office)	Minute from previous Board Paper 29.1 Actions from previous Board Paper 29.2 Roadmap Paper 29.3	For approval
3. Release Management	11:10 – 11:20	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 29.4 Release Management Paper 29.5	For input and discussion
4. Delivery Confidence Report	11:20 – 11:50	Redacted (PMO Manager)	Delivery Confidence Report Paper 29.6	For input and discussion
5. Delivery Integration	11:50 - 12:00	Redacted (Programme Delivery Manager)	Cover Sheet Paper 29.7 Delivery Integration Update Paper 29.8	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
6. Disability Assessment Tool and Service Design OBC	12:00 – 12:20	Redacted (Service Manager, Assessments and Disputes)	Cover Sheet Paper 29.9 OBC Paper 29.10 Presentation Paper 29.11	For approval

Social Security Delivery Board

7. Common Components Appointment Booking Project Plan	12:20 – 12:35	Redacted (Product Owner – Common Components)	Cover Sheet Paper 29.12 Plan Paper 29.13 Timeline View Paper 29.14	For approval
AOB	12:35 – 12:45	Alison Byrne (Programme Deputy Director)	None	
Next Meeting : 12 February 2019, 11:00 – 13:00; VQ 3E-91 AQ – Fleming C				

Social Security Delivery Board

Meeting	Social Security Delivery Board 30
Date and Time	12 February 2019; 11:00 – 13:00
Location	VQ – Conference Room 3E-91; AQ5 Conference Room Fleming C Redacted
Attendees	Redacted (Acting Chair), Redacted Andy McClintock, Redacted, Redacted for Audrey MacDougall Redacted Ann McVie, Redacted , Redacted, Redacted
Apologies	Lisa Baron-Broadhurst, Redacted Audrey MacDougall, Alison Byrne, David Wallace, Redacted
Attendees	Redacted
Observer	Redacted
Quorum	Lisa Baron Broadhurst, Redacted, Andy McClintock, Redacted (or their authorised delegates) plus 2 other Board members
Guest Speakers	Redacted
Secretariat	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Redacted (Programme Manager) (Acting Chair)	None	N/A
2. Minute and Actions from the previous board	11:05 – 11:10	Redacted (Programme Management Office)	Minute from previous Board Paper 30.1 Actions from previous Board Paper 30.2 Roadmap Paper 30.3	For approval
3. Release Management	11:10 – 11:20	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 30.4 Release Management Paper 30.5	For input and discussion
4. Delivery Confidence Report	11:20 – 11:40	Redacted (PMO Manager)	Delivery Confidence Report Paper 30.6	For input and discussion
5. Delivery Integration	11:40 – 11:50	Redacted (Programme Delivery Manager)	Cover Sheet Paper 30.7 Delivery Integration Update Paper 30.8	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
6. Accessible Vehicles and Equipment OBC	11:50– 12:10	Redacted (Disability Benefits – Product Owner) / Redacted (Disability Benefits Team Leader)	Cover Sheet Paper 30.9 OBC Paper 30.10 Presentation	For Approval

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			Paper 30.10a	
7. LIB – Revised FBC	12:10– 12:25	Redacted (Low Income Benefits – Service Manager)	Cover Sheet Paper 30.11 Revised FBC Paper 30.12	For Approval
8. Telephony (Tactical Day 1 Solution) – Revised FBC	12:25 – 12:35	Redacted (Common Components – Service Manager) Redacted (Product Owner)	Cover Sheet Paper 30.13 Revised FBC Paper 30.14 QR1 Form Paper 30.14a	For Approval
9. Digital Hosting and Implementation – Revised FBC	12:35 – 12:45	Redacted (Digital Operations Manager)	Cover Sheet Paper 30.15 Revised FBC Paper 30.16	For Approval
10. Measurable Improvements Management Plan	12:45 – 12:55	Redacted (PMO Measurable Improvements Programme Co- ordinator)	Cover Sheet Paper 30.17 Report Paper 30.18 QR1 Form Paper 30.18a	For Approval
AOB	12: – 13:00	Redacted (Programme Manager)	None	
Next Meeting : 26 February 2019; 11:00 – 13:00 VQ – 3E-91; AQ– tbc				

Social Security Delivery Board

Meeting	Social Security Delivery Board 31
Date and Time	26 February 2019; 11:00 – 12:50
Location	VQ – Conference Room 3E-91; AQ4 Rooms 2.4 and 2.5 Redacted
Attendees	Lisa Baron-Broadhurst (Chair), Andy McClintock, Redacted, Redacted (for Audrey MacDougall), Redacted, Ann McVie, Redacted, David Wallace, Redacted, Redacted
Apologies	Redacted, Redacted, Audrey MacDougall
Attendees	Redacted, Alison Byrne, Redacted, Redacted, Redacted, Redacted, Redacted
Quorum	Lisa Baron Broadhurst, Redacted, Andy McClintock, Redacted (or their authorised delegates) plus 2 other Board members
Guest Speakers	Redacted
Secretariat	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Lisa Baron-Broadhurst (Programme Director) (Chair)	None	N/A
2. Minute and Actions from the previous board	11:05 – 11:10	Redacted (Programme Management Office)	Minute from previous Board Paper 31.1 Actions from previous Board Paper 31.2 Roadmap Paper 31.3	For approval
3. Release Management	11:10 – 11:20	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 31.4 Release Management Paper 31.5	For input and discussion
4. Delivery Confidence Report	11:20 – 11:40	Redacted (PMO Manager)	Delivery Confidence Report Paper 31.6	For input and discussion
5. Delivery Integration	11:40 – 11:50	Redacted (Programme Delivery Manager)	Cover Sheet Paper 31.7 Delivery Integration Update Paper 31.8	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
6. PEN Testing FBC	11:50 – 12:00	Redacted (CDO Security and Information Risk Adviser)	Cover Sheet Paper 31.9 FBC Paper 31.10	For Approval
7. LIB – BSG Early Learning Payment, Revised Launch Date	12:00 – 12:15	Redacted (Head of Live Running and	Cover Sheet Paper 31.11	For Approval

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		Wave 1 Implementation)	Revised Project Plan Paper 31.12 QR1 Form Paper 31.12a Change Request Form Paper 31.12b	
8. BSG Communications Plan	12:15 – 12:30	Redacted (Strategic Communications Manager)	Cover Sheet Paper 31.13 Report Paper 31.14	For Approval
9. Measurable Improvements Management Plan	12:30 – 12:45	Redacted (PMO Measurable Improvement Programme Co- ordinator)	Cover Sheet Paper 31.15 Report Paper 31.16 QR1 Form Paper 31.16a	For Approval
AOB	12:45 – 12:50	Lisa Baron-Broadhurst (Programme Director)	None	
Next Meeting : 12 March 2019; 11:00 – 13:00 VQ – 3E-91; AQ4 – Rooms 2.4 and 2.5				

Social Security Delivery Board

Meeting	Social Security Delivery Board 32
Date and Time	12 March 2019; 11:00 – 13:00
Location	VQ – Conference Room 3E-91; AQ4 Rooms 2.4 and 2.5 Redacted
Members	Lisa Baron-Broadhurst (Chair), Alison Byrne, Andy McClintock Redacted , Redacted , Redacted for Audrey MacDougall, Ann McVie, Redacted Redacted , David Wallace, Redacted
Apologies	Audrey MacDougall, , Redacted Redacted
Attendees	Redacted Redacted , Redacted Redacted , Redacted dhurst, Redacted , Redacted , Redacted
Quorum	Lisa Baron Broadhurst, Redacted , Andy McClintock, Redacted (or their authorised delegates) plus 2 other Board members
Guest Speakers	Redacted
Secretariat	Redacted Redacted

AGENDA

Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Lisa Baron-Broadhurst (Programme Director) (Chair)	None	N/A
2. Minute and Actions from the previous board	11:05 – 11:10	Redacted (Programme Management Office)	Minute from previous Board Paper 32.1 Actions from previous Board Paper 32.2 Roadmap Paper 32.3	For approval
3. Release Management	11:10 – 11:20	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 32.4 Release Management Update Paper 32.5	For input and discussion
4. Delivery Confidence Report	11:20 - 11:40	Redacted (PMO Manager)	Delivery Confidence Report Paper 32.6	For input and discussion
5. Delivery Integration	11:40– 11:50	Redacted (Programme Delivery Manager)	Cover Sheet Paper 32.7 Delivery Integration Update Paper 32.8 Post Wave 1 Roadmap Paper 32.8a Disability Benefits Roadmap Paper 32.8b	For input and discussion
Close for 'Official Sensitive' content. IBM observer will leave meeting.				
6. CDO: ADS-Bench Replacement OBC	11:50 – 12:05	Andy McClintock (Chief Digital Officer)	Cover Sheet Paper 32.9	For approval

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			Paper 32.10	
7. CDO: Cloud Operations OBC	12:05 – 12:20	Redacted (Digital Operations Manager)	Cover Sheet Paper 32.11 OBC Paper 32.12	For approval
8. Design Standards: Digital ID&V Solution for Wave 2	12:20 – 12:35	Redacted (Head of Design Standards) and Redacted (Strategic Lead – Digital Identity)	Cover Sheet Paper 32.13 Position Paper Paper 32.14 Illustrative Joint Plan Paper 32.15	For approval
9. Design Standards: Identity, Person Details and Residency Project Plan	12:35 – 12:45	Redacted (Product Owner – Identity and Residency)	Cover Sheet Paper 32.16 Plan Paper 32.17	For approval
10. Social Security Scotland: Local Delivery Project Update	12:45 – 12:55	Redacted (Head of Local Delivery and Client Experience)	Cover Sheet Paper 32.18	For information only
AOB	12:55 – 13:00	Lisa Baron-Broadhurst (Programme Director)	None	
Next Meeting : 26 March 2019; 11:00 – 13:00 VQ – 3E-91; AQ4 – Rooms 2.4 and 2.5				

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Meeting	Social Security Delivery Board 33
Date and Time	9 April 2019, 11:00 – 12:50
Location	VQ – Conference Room 3E-91; AQ4 : Rooms 2.4 and 3.5 Redacted
Attendees	Redacted (Acting Chair) Redacted, Andy McClintock (AMcC), Redacted Audrey MacDougall (AMacD), Redacted, Ann McVie (AMcV) Redacted Redacted Redacted for David Wallace, Redacted
Apologies	Lisa Baron-Broadhurst, Alison Byrne, Redacted, David Wallace, Redacted, Redacted
Attendees	Redacted
Guest Speakers	Redacted
Observers	Redacted
Secretariat	Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Redacted (Programme Manager) (Acting Chair)	None	N/A
2. Minute and Actions from the previous board.	11:05 – 11:10	Redacted (Programme Management Office)	Minute from previous Board Paper 33.1 Actions from previous Board Paper 33.2 Roadmap Paper 33.3	For approval
3. Release Management	11:10 – 11:20	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 33.4 Release Management Paper 33.5 Release and Benefit Launch High Level Plan Paper 33.5a BSG Early Learning Critical Plan Paper 33.5b.	For endorsement
4. Delivery Confidence Report	11:20 – 11:40	Redacted (PMO Manager)	Delivery Confidence Report Paper 33.6	For input and discussion
5. Delivery Integration	11:40 – 11:50	Redacted (Programme Delivery Manager)	Cover Sheet Paper 33.7	For input and discussion

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			Delivery Integration Update Paper 33.8	
6. BSG Early Learning – Delegated Authority Acceptance Criteria Checklist	11:50 – 12:10	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 33.9 Checklist Paper 33.10	For endorsement
7. Communications Plan – BSG School Payment	12:10 – 12:25	Redacted (Strategic Communications Manager)	Cover Sheet Paper 33.11 BSG School Payment Paper 33.12 BSG Engagement Plan Paper 33.12a	For endorsement
8. Common Components – Appointment Booking Project Plan – Re-baseline	12:25 – 12:35	Redacted (Product Owner, Common Components)	Cover Sheet Paper 33.13 Plan Paper 33.14 QR1 Worksheet Paper 33.14a Milestone Levels Paper 33.14b	For endorsement
9. Review of Delivery Board – Timings and Membership	12:35 – 12:45	Redacted (Programme Manager)	None	For discussion and input
AOB	12:45 – 12:50		None	
Next Meeting : 23 April 2019; AQ and VQ				

Social Security Delivery Board

Meeting	Social Security Delivery Board 34
Date and Time	23 April 2019, 11:00 – 12:30
Location	VQ – Conference Room 3E-91; AQ4 : Rooms 2.4 and 3.5 Redacted
Attendees	Redacted (Acting Chair), Lisa Baron-Broadhurst (LBB), Redacted for Andy McClintock Redacted Redacted for Audrey MacDougall, Redacted Ann McVie (AMcV), Redacted , Redacted for David Wallace, Redacted
Apologies	Alison Byrne, David Wallace, Andy McClintock, Audrey MacDougall Redacted Redacted , Redacted
Attendees	Redacted
Guest Speakers	Redacted
	Redacted
Secretariat	Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Redacted (Service Design Manager (Acting Chair))	None	N/A
2. Minute and Actions from the previous board.	11:05 – 11:10	Redacted (Programme Management Office)	Minute from previous Board Paper 34.1 Actions from previous Board Paper 34.2 Roadmap Paper 34.3	For endorsement
3. Release Management Update	11:10 – 11:25	Redacted (Head of Live Running and Wave 1 Implementation)	Cover Sheet Paper 34.4 Release Management Update Paper 34.5	For input and discussion
4. Delivery Confidence Report	11:25 – 11:45	Redacted (PMO Head of Unit)	Delivery Confidence Report Paper 34.6	For input and discussion
5. Delivery Integration Overview	11:45 – 11:55	Redacted (Programme Delivery Manager)	Cover Sheet Paper 34.7 Delivery Integration Update Paper 34.8	For input and discussion

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6. Communications Plan – FEA	11:55– 12:10	Redacted (Senior Communications and Media Manager)	Cover Sheet Paper 34.9 Comms Plan Paper 34.10 Engagement Plan Paper 34.10a	For endorsement
7. Data Platforms and Processing Project Plan	12:10 – 12:25	Redacted (Service Design, Data Product Owner)	Cover Sheet Paper 34.11 POAP Paper 34.12 Product Delivery Overview Paper 34.12a	For endorsement
AOB	12:25 – 12:30	Redacted (Service Design Manager)	None	For input and discussion
Next Meeting : 7 May 2019; 11:00 – 13:00; AQ4 Rooms 2.4 and 2.5 and VQ 3E.91				

Social Security Delivery Board

Meeting	Social Security Delivery Board 35
Date and Time	7 May 2019; 11:00 – 12:30
Location	VQ – Conference Room 3E-91; AQ4: Rooms 2.4 and 2.5 Redacted
Attendees	Redacted (Chair), Redacted Redacted for Andy McClintock , Redacted Redacted Audrey MacDougall (AMacD), Redacted , Ann McVie (AMcV), Redacted for David Wallace, Redacted
Apologies	Lisa Baron-Broadhurst, Alison Byrne, Redacted Andy McClintock, Redacted
Attendees	Redacted
Guest Speakers	Redacted
Observers	Redacted
Governance	Redacted Redacted

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Agenda item	Time	Responsibility	Documentation	Requirement
1. Welcome, introductions and apologies.	11:00 – 11:05	Redacted (Head of Assurance, Procurement and Supplier Management) (Acting Chair)	None	N/A
2. Minute and Actions from the previous board.	11:05 – 11:10	Redacted (Programme Management Office)	Minute from previous Board Paper 35.1 Actions from previous Board Paper 35.2 Roadmap Paper 35.3	For approval
3. Young Carer's Grant Move to Alpha	11:10 – 11:25	Redacted (LIB – Assurance Lead)	Cover Sheet Paper 35.4 D1 Assessment Letter Paper 35.5 D1 Assessment Paper 35.5a	For endorsement
4 MI and Reporting Project Plan	11: 25 – 11:40	Redacted (Product Owner, Service Design)	Cover Sheet Paper 35.6 Plan Paper 35.7 Presentation Paper 35.7a	For endorsement
5. Release Management	11:40 – 11:50	Redacted (Head of Live Running and	Cover Sheet Paper 35.8	For input and discussion

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		Wave 1 Implementation)	Release Management Update Paper 35.9	
6. Delivery Confidence Report	11:50 – 12:10	Redacted (PMO Manager)	Delivery Confidence Report Paper 35.10	For input and discussion
7. Programme Delivery	12:10 – 11:20	Redacted (Programme Delivery Manager)	Cover Sheet Paper 35.11 Programme Delivery Overview Paper 35.12	For input and discussion
8. AOB	12:20 – 12:30	Redacted	None	
Next Meeting : Tuesday 21 May 2019 11:00 – 13:00 AQ4 – Rooms 2.4 and 2.5; VQ – TBC				