

Social Security Programme Board 13

Agenda Item 3: Programme Director
Progress Report (Paper 13.3)

For input and discussion

21 February 2019

Lisa Baron Broadhurst

Programme Director



Scottish Government
Riaghaltas na h-Alba
gov.scot

1. Programme Director Summary

- **Programme Structures:** Updated programme management structures are now embedded, this gives a platform from which to build on the achievements of last year and sets the Programme up to deliver Wave 2 successfully. [Redact under s30(b) & (c)]
- **Social Security Scotland:** [Redact under s30(b) & (c)] In addition to successfully paying 75,000 cares in the second payment of the supplement.
- **Low Income Benefits:** Reflections from BSG1 have fed in to revised timescales for BSG2, [Redact under s30(b) & (c)]
- **Wave 2:** [Redact under s30((b) and (c)] The Cabinet Secretary intends to make a Parliamentary statement on 28 February setting out these timescales.
- **Legislation:** Regulations for new Social Security Chamber of the First-Tier Tribunal for Scotland in force from 22 November. The Scottish Commission on Social Security was established on 21 January, with the Chair and Members taking up post from 23 January. The Charter has been laid before Parliament, was considered and agreed by Soc Sec Committee on 31 January.

Programme Assurance:

- [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]
- The Programme is working with OCIO, the Project and Programme Management Centre of Expertise (PPM-CoE) and SG Internal Audit to schedule assurance activity for 2019. This includes a Gateway Review 0 (Strategic Assessment) of the Programme integrated with a Gateway Review Health Check of Social Security Scotland taking place 19-22 February 2019.
- [Redact under s30(b) & (c)] Audit Scotland are expected to provide a draft report for clearance in early March with full publication in early May.

2. Summary of Key Activity

Social Security Scotland

Current position

- **Operations:** Best Start Grant (Phase 1) launched on 10 December 2018 with 40 Client Advisors and 6 Client Experience (i.e. feedback, redetermination and appeals) trained and in place. [Redact under s30(b) & (c)]
- **Operations:** Second Carer’s Allowance Supplement successfully paid to over 75,000 carers.
- **People:** Dundee recruitment continues for Best Start Grant (Phase 2); [Redact under s30(b) & (c)]
- **Estates:** Glasgow expansion (4th Floor of High Street) complete for operational use on 14 January 2019; [Redact under s30(b) & (c)]
- **Local Delivery:** [Redact under s30(b) & (c)] Dedicated Local Delivery Project Management Team now in place.
- **Finance /Governance:** The Executive Advisory Body, whose role it is to act as ‘guardians’ of the liver service, viewed the Agency’s first Performance Report on 12 December 2018 and has now met three times; Audit and Assurance Committee has been established and already met twice.

Next steps

- **Estates:** [Redact under s30(b) & (c)]
- **Governance:** [Redact under s30(b) & (c)]
- **Local Delivery:** [Redact under s30(b) & (c)]

RAG: [Redact under s30(b) & (c)]

Carers, Disability, Universal Credit (*Scottish Choices*)

Current position

[Redact under s30(b) & (c)]
[Redact under s30(b) & (c)]
[Redact under s30(b) & (c)]

Next steps

[Redact under s30(b) & (c)]
[Redact under s30(b) & (c)]
IIDB: Existing resources within the CDUC team will pick up actions with DWP for transfer for executive competence scheduled for April 2020.

RAG: [Redact under s30(b) & (c)]

2. Summary of Key Activity (cont'd)

Low Income Benefits (LIB)

Current position

LIB Launch Dates: [Redact under s30(b) & (c)]

Best Start Foods: Contract with AllPay for the provision of smart cards has been signed. [Redact under s30(b) & (c)]

Young Carer Grant: Scrum team is in place and currently finalising scope for Discovery [Redact under s30(b) & (c)]

Job Grant: Public Consultation opened 16/01 till 11/04, currently 24 responses. [Redact under s30(b) & (c)]

Next steps

LIB Launch Dates: [Redact under s30(b) & (c)]

Agile Activity: [Redact under s30(b) & (c)]

Interfaces: [Redact under s30(b) & (c)]

Assurance: [Redact under s30(b) & (c)]

RAG: [Redact under s30(b) & (c)]

Assessments, Redeterminations and Appeals

Current position

- Outline Business Case for assessment service was approved at delivery board on 29/1/19. [Redact under s30(b) & (c)]
- Workshop underway to understand deliverables to inform assessments plan. [Redact under s30(b) & (c)]
- SCTS Chamber established and ready to handle any appeals for BSG
- [Redact under s30(b) & (c)]

Next steps

- [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]

RAG: [Redact under s30(b) & (c)]

2. Summary of Key Activity (cont'd)

Disability Benefits

Current position

- The Digital Portal Contract was signed on 4th Feb 2019 [Redact under s30(b) & (c)]
- Joint working with Agency, Policy and Analysts to consider requirements [Redact under s30(b) & (c)]
- Worked closely with DWP to input to activity related to their Gate 0 to confirm formal project status, which was approved on 29th Jan 2019.

Next steps

- [Redact under s30b and c]
- Joint working and design activity will continue with DWP on delivery planning, with a joint workshop on 12th Feb and regular checkpointing to progress work.

RAG: [Redact under s30(b) & (c)]

Common Components/CDO

Current position

Document Management –

- Successful launch of Inbound and Outbound mail for BSG.
- [Redact under s30(b) & (c)]

Telephony –

- Successful support of BSG launch on the telephony platform.
- Successfully setting up an automated Fraud line to allow reporting of a fraud 24 x 7.
- Expressions of Interest Document for the strategic telephony solution forwarded to procurement for release to potential vendors by 8th Feb

Appointment Booking –

- User Researcher: [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]

Next steps

Document Management –

[Redact under s30(b) & (c)]

Telephony

Further development of the user stories. These will then be prioritised and identified as key needs to be input into the ITT. This will be completed in line with the Options Appraisal on March 13th and the ITT will be released in April 2019.

Appointment Booking –

- [Redact under s30(b) & (c)]

RAG: [Redact under s30(b) & (c)]

2. Summary of Key Activity (cont'd)

Core Services

Current position

- **Financial Processes & Payments:** c.4,000 payments now made to date for BSG 1, Initial month end, contingency, incident mgt & accounting processes working to plan with Trial Balance & payment breakdown reports
- **Debt & Error:** - Case management solution awarded and currently being configured. [Redact under s30(b) & (c)]
- **Fraud** – Case Management system successfully configured and implemented allowing BSG 1 to Go-Live without any need to invoke any contingencies.
- **MI/Reporting:** [Redact under s30(b) and (c)] Various dashboards in place including; Agency's Dashboard for Senior Management Team; Feedback; BSG (both contingency and non-contingency in place)
- **Audit** – Out of the box Day One solution in place for BSG1 including security user stories.

Next steps

- **Financial Processes & Payments:** Progress gap analysis from existing service to requirements for BSG2, FEA, YCG and JG. Develop/deliver new requirements & on-boarding for BSG food supplier in relation to payments.
- **Debt & Error:** [Redact under s30(b) & (c)]
- **Fraud** – Commence web form work. This will further allow customers to report fraud online. Tel referral line already in place and working.
- **MI/Reporting:** Further development of Wave 1 user stories [Redact under s30(b) & (c)]
- **Audit** – Further development of user stories working with digital and Information Governance in developing and implementing more automated solutions.

RAG: [Redact under s30(b) & (c)]

Local Delivery and Operational Support

Current position

- **Model Office** – completed a comprehensive schedule of 21 separate business assurance in the lead up to BSD Baby & Pregnancy Go live. [Redact under s30(b) & (c)]
- **Model Office** – [Redact under s30(b) & (c)]
- **Resource Management:** [Redact under s30(b) & (c)]
- **Local Delivery** – High Level Process now designed and low level workshops commencing.

Next steps

- **Model Office** [Redact under s30(b) & (c)]
- **Resource Management** – [Redact under s30(b) & (c)]
- [Redact under s30(b) & (c)]
- **Local Delivery** - [Redact under s30(b) & (c)]

RAG: [Redact under s30(b) & (c)]

2. Summary of Key Activity (cont'd)

Design Standards

Current position

- **Identity, Residency and Person Details:** Working in hand with Digital Identity Scotland programme (formerly Online ID Assurance) in their Alpha phase of delivery including with the Digital Portal. Requirements submitted for upcoming LIB deliveries.
- **Accessibility & Inclusive design:** Language Translation/Interpretation, BSL Interpretation service contracts are in place. Services providers in place to provide a range of accessible formats: Braille, Large Print, Easy Read, and Audio formats. Working with Agency to develop Accessibility Service Catalogue.
- **Public Protection:** Stakeholder engagement continues to be invested in. [Redact under s30(b) & (c)]
- **Information governance (IG):** [Redact under s30(b) & (c)] -The team continues to ensure a 'Privacy by Design' approach is being taken across the Programme, [Redact under s30(b) & (c)]. Outstanding vacancy for an Information Governance Policy Manager filled.
- **Data:** Service Manager now in post. MI & Reporting review held and incorporating into Data scope.

Next steps

- **Identity, Residency and Person Details:** [Redact under s30(b) & (c)]
- **Accessibility & Inclusive Design:** Agency testing of existing Accessibility service provision underway. Joint Stakeholder engagement with Agency to inform a pre-discovery of future Accessibility needs. Develop Accessibility Service Catalogue and Agency Toolkit. Development of Accessibility catalogue
- **Public Protection:** [Redact under s30(b) & (c)]
- **Information governance (IG):** [Redact under s30(b) & (c)]
- **Data:** [Redact under s30(b) & (c)]

RAG: [Redact under s30(b) & (c)]

Planning

Current position

[Redact under s30(b) & (c)]
A new planning manager, [Redact under s38(1)(b)], was appointed on 07 January. [Redact under s30(b) & (c)]
Wave 2 planning is underway [Redact under s30(b) & (c)]

Next steps

[Redact under s30(b) & (c)]

2. Summary of Key Activity (cont'd)

Communications and Engagement

Current position

First workshops around FEA key messages and materials complete [Redact under s30(b) & (c)]

- Service level agreements for commissioning of communications and marketing support created
- Tribunal Service Communications plan drafted
- Successful media visit announcing School Age Payment launch date
- Corporate Communications contractor recruitment carried out to fill vacancy created as a result of member of staff securing internal promotion and to fill gap until fixed term recruitment complete

Next steps

[Redact under s30(b) & (c)]

RAG: [Redact under s30(b) & (c)]

Legislation

Current position

- **Fraud:** Analysts report on Code of Practice for Investigations and Investigation of Offences Regulations will be published in February 2019 along with Scottish Government response.
- The **Carer's Allowance** Up-rating (Scotland) Regulations 2019 will be laid in the Scottish Parliament in February 2019.
- **Best Start Grant** - Two sets of Early Years Assistance Amendment Regulations were laid in Parliament on 18 January 2019, to allow delivery of the next stage of the Best Start Grant. The regulations make improvements to the existing Best Start Grant Pregnancy and Baby Payment regulations and make new provision for the Early Learning and School Age Payments, including the start date for the School Age Payment on 3 June 2019.
- **Funeral Expenses Assistance** – draft regulations were laid in Parliament on 18 January
- The **Scottish Commission on Social Security** was established on 21 January, with the Chair and Members taking up post from 23 January. [Redact under s30(b) & (c)]
- **Advocacy** – work on-going with stakeholders to develop draft service standards that will be subject to public consultation over summer. [Redact under s30(b) & (c)]
- **Charter** – Charter has been laid before Parliament, was considered and agreed by Soc Sec Committee on 31 January
- **Regulations for new Social Security Chamber** of the First-Tier Tribunal for Scotland in force from 22 November;
- **Chamber President and two legal members appointed** to Social Security Chamber from 22 November;
- [Redact under s30(b) & (c)]

Next steps

- Work is ongoing to support first board meeting of the **Scottish Commission on Social Security**, as is the drafting all of the corporate documents required for a new public body.
- **Advocacy** – finalise draft service standards and draft consultation document
- [Redact under s30(b) & (c)] -

RAG: [Redact under s30(b) & (c)]

Guidance on Programme’s overall RAG status *(not specific to the ‘Risk’ ratings)*

| RAG | Criteria / Assessment |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GREEN | Successful delivery of expected outcomes to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly. |
| 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 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 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 whether resolution is feasible. |
| RED | Successful delivery appears to be unachievable. There are major issues on business area scope definition, schedule, budget required, quality or delivery of improvements, which at this stage do not appear to be manageable or resolvable. The business area may need re-baselining and/or overall viability re-assessed. |

* Please note that the contents of the Programme Board Dashboard are for the attention of Permanent Board Members and Non Executive Directors, as well as guest attendees and observers as appropriate. Those who receive the papers should not circulate any further. The Chair, SRO and Programme Director can redact any aspects of the content which are for internal SG/Programme Board use only and in line with Programme needs and SG security classification protocols.