

# Social Security Programme Board 14

Agenda Item 3: Programme Director  
Progress Report (Paper 14.3)

**For input and discussion**

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## 1. Programme Director Summary

- **Programme Health** – The overall health of the Programme remains consistent, whilst pressures remain around resourcing, staffing in key areas has improved [Redact under s30(b) and (c)] The Programme continues to learn lessons as it progresses and will embed these on an ongoing basis to set the programme up for successful delivery of Wave 2. [Redact under s30(b) and (c)]
- **Social Security Scotland** – Work is underway on a long-term interim estates expansion in Dundee and Glasgow. [Redact under s30(b) and (c)]
- **Low Income Benefits** – BSG (Phase 2) end to end testing completed and on-track to meet Digital First Assessment criteria and remain on course for launch on 29 April. [Redact under s30(b) and (c)]
- **Wave 2:** Good progress is being made across Wave 2. [Redact under s30(b) and (c)]
- **Assurance:** [Redact under s30(b) and (c)]
- **Legislation:** SCoSS has held its second meeting and met operational staff from the agency and are completing preparatory work prior to the scrutiny of Young Carer Grant regulations. [Redact under s30(b) and (c)]

## 2. Governance and Assurance

### Governance

- The Delivery Board met on the 26 February 2019: PEN Testing FBC was endorsed. They also met on 12 March 2019: ADS Bench Replacement OBC and Cloud Operations OBC were endorsed.
- The Business design Authority met on 13 March 2019: Local Delivery High Level Process was endorsed.
- The Risk Review Board (RRB) met on 26 March 2019. [Redact under s30(b) and (c)]

### Assurance

- The Programme underwent a Gateway Review 0 (Strategic Assessment) from 19 to 22 February 2019. [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- The Programme continues to engage weekly with OCIO/DAO to schedule assurance activity for 2019. [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)] -

## 3. Summary of Key Activity

### Social Security Scotland

#### Current position

- **Operations:** 11 additional Client Advisors joined and completed (Best Start Grant Pregnancy and Baby) training 25<sup>th</sup> March; a further 32 Client Advisors joined 8<sup>th</sup> April.
- **Estates:** Additional space secured in Dundee (Caledonian House) initially for 6 months, starting as a training space and then for use by several non-client-facing business areas who moved out of Dundee House w/c 15<sup>th</sup> April.
- **Local Delivery:** [Redact under s30(b) and (c)]
- **Local Delivery:** Recruitment campaigns for 32 Client Support Team Leaders closed on 18 March [Redact under s30(b) and (c)] campaign for 68 Client Support Advisors launched 15<sup>th</sup> April.
- **Estates:** [Redact under s30(b) and (c)]
- **Governance:** Gateway Review health check completed in conjunction with programme Gateway Review on 22<sup>nd</sup> February. [Redact under s30(b) and (c)]
- **Assessments:** Dedicated resource identified to work collaboratively with Service Design on Assessments and influence from an Agency perspective.

#### Next steps

- **Operations:** [Redact under s30(b) and (c)]
- **Operations:**[Redact under s30(b) and (c)]
- **Local Delivery:** Interviews for Client Support Team Leaders commencing 6<sup>th</sup> May; sift for Client Support Advisors (May).
- [Redact under s30(b) and (c)]

**RAG status:** [Redact under s30(b) and (c)]

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

#### Current position

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

#### Next steps

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

**RAG status** [Redact under s30(b) and (c)]

## 3. Summary of Key Activity (cont'd)

### Low Income Benefits (LIB)

#### Current position

- **BSG Early Learning Payment:** End to end testing is progressing and we are on track to receive the IT Health Check Report by 24 April. [Redact under s30(b) and (c)]
- **Best Start Food:** Team is resourced and development has commenced.
- **Funeral Expense Assistance:** [Redact under s30(b) and (c)]
- **Young Carers Grant:** Discovery phase of development completed on 2 April with Discovery Digital First assessment to take place on 23 April. [Redact under s30(b) and (c)]
- **Job Grant:** [Redact under s30(b) and (c)]

#### Next steps

- **BSG Early Learning and School Payments:** [Redact under s30(b) and (c)]
- **BSG School Payment:** [Redact under s30(b) and (c)]
- **Funeral Expense Assistance:** [Redact under s30(b) and (c)]
- **Young Carers Grant:** [Redact under s30(b) and (c)]
- **Job Grant:** [Redact under s30(b) and (c)]

**RAG status:** [Redact under s30(b) and (c)]

### Assessments, Redeterminations and Appeals

#### Current position

- Supplier chosen to work in partnership with the SG Team for the Service Design for Assessments. Approval of the approach and costs to be agreed at PB14. [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- Progressing work with all key stakeholders to identify risks/dependencies and identify key milestones to inform the plans for both assessments and re-determinations and appeals.

#### Next steps

- Preparations for supplier onboarding in May 2019
- Agree and publish final job descriptions for Professional Advisors to support Case Managers for DACYP.
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]

**RAG status:** [Redact under s30(b) and (c)]

## 3. Summary of Key Activity (cont'd)

### Disability Benefits

Current position

- [Redact under s30(b) and (c)]
- Joint working with DWP to further refine the requirements to support launch of DACYP is continuing. [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]

Next steps

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

**RAG status:** [Redact under s30(b) and (c)]

### Local Delivery and Operational Support

Current position

- **Model Office:** Undertook comprehensive quality assurance and gap analysis on all published BSG Guidance on Saltire – findings collated and influencing Content Team workflow/ backlog
- **Model Office:** played integral part in testing for LIB minor releases 1.1.0 and 1.2.0, picking up critical resource gaps from Formal Test Team – received exceptional feedback from test leads
- **Resource Management:** Digital 1<sup>st</sup> checkpoint assessment complete. [Redact under s30(b) and (c)]
- **Local Delivery:** High level plans submitted to BDA. Engaging with colleagues in programme to identify any cross cutting areas.

Next steps

**Model Office:** undertaking final scheduling preparations for BSG Early Learning launch, with business assurance window from 15/04 to 29/04/19. [Redact under s30(b) and (c)]

**Resource Management:** [Redact under s30(b) and (c)]

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

**Local Delivery:** [Redact under s30(b) and (c)]

**RAG status:**[Redact under s30(b) and (c)]

## 3. Summary of Key Activity (cont'd)

### Common Components/CDO

Current position

- **Telephony:** [Redact under s30(b) and (c)] –
- **Appointment Booking:** [Redact under s30(b) and (c)]
- [Redact under s30(b) and (c)]
- **Document Management:**
- [Redact under s30(b) and (c)]

Next steps

- **Telephony:** Plan for Alpha underway. [Redact under s30(b) and (c)]
- **Appointment Booking:** Plan for Alpha underway. [Redact under s30(b) and (c)]
- **Document Management:**  
[Redact under s30(b) and (c)]

RAG status:[Redact under s30(b) and (c)]

### Design Standards & Information Services - Data

Current Position

- **Audit:** new leadership team in place and are Road mapping Strategic Solution.
- **Data Management & Platforms:** The three proof of concepts for the MVP data warehouse completed [Redact under s30(b) and (c)]
- **MI & Reporting:** Finance 1 extract for BSG Pregnancy and Baby Grant, launched 18<sup>th</sup> February to allow Agency Finance team to reconcile payments; Core 1a Extract for BSG Pregnancy and Baby Grant, launched 4<sup>th</sup> April.
- [Redact under s30(b) and (c)]
- **Data Sharing and Integration:** [Redact under s30(b) and (c)]

Next Steps

- **Audit:** [Redact under s30(b) and (c)]
- **Data Management & Platforms:** [Redact under s30(b) and (c)]
- **MI & Reporting:** [Redact under s30(b) and (c)]
- **Data Sharing and Integration:** [Redact under s30(b) and (c)]

RAG status: [Redact under s30(b) and (c)]

### 3. Summary of Key Activity (cont'd)

#### Design Standards & Information Services – Financial Services

##### Current position

- **Error & Debt: New Debt Case Management System** successfully launched on 27<sup>th</sup> March.
- **Financial Processes & Debt:** [Redact under s30(b) and (c)]
- **Financial Processes & Payments:** [Redact under s30(b) and (c)]

##### Next steps

- **Error & Debt:** [Redact under s30(b) and (c)]
- **Fraud:** [Redact under s30(b) and (c)]
- **Financial Processes & Payments:** [Redact under s30(b) and (c)]

RAG status: [Redact under s30(b) and (c)]

#### Design Standards & Information Services – Identity & People Service

##### Current position

- **Accessibility and Inclusive design:** Accessibility contract provision in place for language translation, British Sign Language and alternative formats. Continued engagement with stakeholders (including Action on Hearing Loss) resulted in validation of programme approach to delivering the service defined in the Charter. [Redact under s30(b) and (c)]

##### Next steps

- **Accessibility and Inclusive design:** [Redact under s30(b) and (c)]
- **Identity, Residency and Person details:** [Redact under s30(b) and (c)]
- **Public protection:** [Redact under s30(b) and (c)]

RAG status: [Redact under s30(b) and (c)]

### 3. Summary of Key Activity (cont'd)

Design Standards & Information Services – Information Governance and General	
<p><u>Current position</u></p> <p><b>Information Governance:</b></p> <ul style="list-style-type: none"> <li>The team continues to ensure a ‘Privacy by Design’ approach is being taken across the Programme primarily via the Data Protection Impact Assessment process.</li> <li>[Redact under s30(b) and (c)]</li> </ul> <p><b>General</b></p> <ul style="list-style-type: none"> <li>Head of Design Standards &amp; Information Services showcased overall approach to designing end-to-end services for Social Security in seminar delivered as part of Ulster University’s MSc Leadership &amp; Innovation in the Public Sector course.</li> </ul>	<p><u>Next Steps</u></p> <p><b>Information Governance:</b></p> <ul style="list-style-type: none"> <li>Continue focused work with remainder of Wave 1 benefits and early Wave 2 benefits to ensure their design follows a privacy by design approach.</li> <li>Output of evidence gathering workshops to be consumed.</li> <li>[Redact under s30(b) and (c)]</li> </ul>
<p>RAG status: [Redact under s30(b) and (c)]</p>	

Planning	
<p><u>Current position</u></p> <p>[Redact under s30(b) and (c)]</p>	<p><u>Next steps</u></p> <p>[Redact under s30(b) and (c)]</p>
<p>RAG status: [Redact under s30(b) and (c)]</p>	



## 3. Summary of Key Activity (cont'd)

### Communications and Engagement

Current position

- Early Learning communications plan signed off by delivery board and work underway to deliver. [Redact under s30(b) and (c)]

Next steps

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

RAG status: [Redact under s30(b) and (c)]

### Legislation

Current position

- **SCoSS** – Chair/Members have held their second meeting on 2 April and had a tour around agency headquarters (inc. meeting operational staff and SLT). Body are now conducting prep work in advance of scrutinising the Young Carer Grant draft regulations.
- **Advocacy**–work on-going with stakeholders to develop draft service standards that will be subject to public consultation over summer. [Redact under s30(b) and (c)]
- **Charter** – the charter was unanimously approved by Parliament on 06 02 19. [Redact under s30(b) and (c)]
- **Social Security Chamber** -[Redact under s30(b) and (c)]

Next steps

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

- RAG: [Redact under s30(b) and (c)]

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

RAG	Criteria / Assessment
<b>GREEN</b>	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.
<b>AMBER/ GREEN</b>	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery
<b>AMBER</b>	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.
<b>AMBER/ RED</b>	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.
<b>RED</b>	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.

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