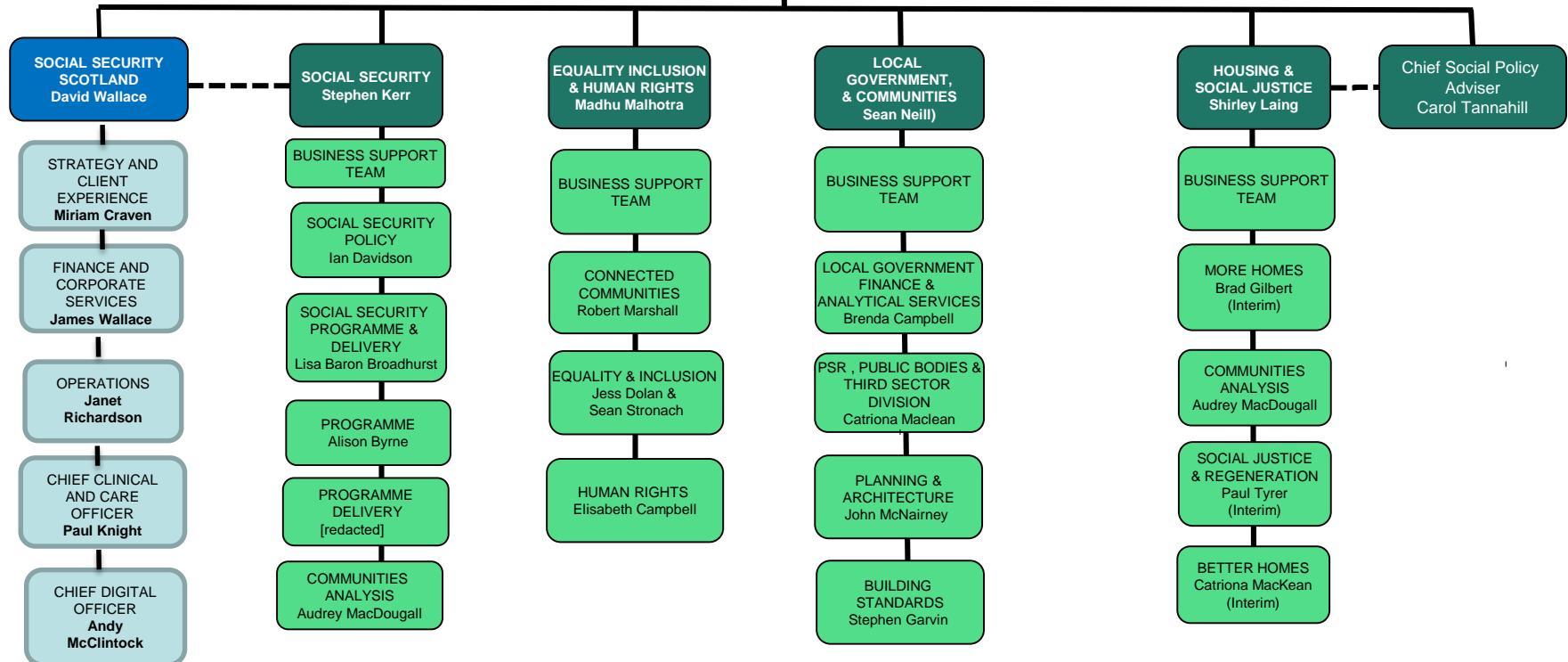


DG COMMUNITIES

Paul Johnston

DG Communities
Support Team
[redacted]



Staff FTE numbers (based on end Feb 2021 data)

1390

735

89

183

287

Number of locations

32 LAs

- Dundee (HQ)
- Glasgow (secondary site)
- local delivery staff
(all 32 LAs)

2

- Edinburgh (VQ)
- Glasgow (AQ)

1

- Edinburgh (VQ)

2

- Edinburgh (VQ)
- Livingston
(Denholm House)

7 locations

18 - Inverness (18), Aberdeen (5),
Dundee (22), Hamilton (8).
Ayr (10), Edinburgh (150),
Glasgow (115)

DIRECTORATE

DIVISION

AGENCY

DG Communities

Briefing packs for incoming Ministers

Index

1. DIRECTORATE FOR HOUSING AND SOCIAL JUSTICE	Page 3
1.1 MORE HOMES DIVISION	Page 4
1.2 BETTER HOMES DIVISION	Page 10
1.3 SOCIAL JUSTICE AND REGENERATION DIVISION	Page 13
1.4 COMMUNITIES ANALYSIS DIVISION	Page 20
1.5 BUDGETARY PRESSURES	Page 28
2. DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES	Page 30
2.1 PUBLIC SERVICE REFORM, PUBLIC BODIES AND THIRD SECTOR DIVISION	Page 33
2.2 PLANNING & ARCHITECTURE DIVISION	Page 42
2.3 BUILDING STANDARDS DIVISION	Page 47
2.4 COLLECTIVE LEADERSHIP FOR SCOTLAND	Page 49
2.5 OPEN GOVERNMENT	Page 52
3. DIRECTORATE FOR EQUALITY, INCLUSION AND HUMAN RIGHTS	Page 56
3.1 OVERVIEW	Page 56
3.2 EQUALITY & INCLUSION	Page 62
3.3 EQUALITY & HUMAN RIGHTS DIVISION - HUMAN RIGHTS UNIT	Page 70
3.4 CONNECTED COMMUNITIES DIVISION (CCD)	Page 77
3.5 BRIEFING FOR INCOMING ADMINISTRATION	Page 88
4. DIRECTORATE FOR SOCIAL SECURITY	Page 90
4.1 SOCIAL SECURITY POLICY DIVISION	Page 90
4.2 SOCIAL SECURITY PROGRAMME MANAGEMENT DIVISION	Page 95
4.3 COMMUNITIES ANALYSIS DIVISION – SSAFE UNIT	Page 99
4.4 SOCIAL SECURITY SCOTLAND	Page 103

1.1. DIRECTORATE FOR HOUSING AND SOCIAL JUSTICE

[Shirley Laing, Director Housing and Social Justice](#)

The Housing and Social Justice Directorate works to ensure everyone in Scotland has access to quality, sustainable homes they can afford. And we work with communities and other partners to make Scotland fairer by removing barriers and helping create jobs and opportunities in disadvantaged areas.

With four divisions in offices across Scotland, the directorate is responsible for:

- housing supply
- ensuring the energy efficiency of housing and providing safe, affordable homes
- tackling inequalities and build stronger, safer communities including working with partners to create a fairer Scotland
- providing evidence and analytical advice on housing, poverty, social justice, regeneration, social security and equalities

1.1. MORE HOMES DIVISION

More Homes Division is within the [Communities and Local Government \(CLG\) Portfolio](#). It has important links with portfolios across government, most notably [Finance; Economy and Fair Work](#); [Transport and Infrastructure](#); [Energy and Climate Change](#); and [Rural Economy](#). The recently published [Housing to 2040 \(H2040\)](#) strategy demonstrates these links.

Our work on creating good homes in strong communities contributes substantially to the national outcomes within the National Performance Framework (NPF), particularly the following:

- [We tackle poverty by sharing opportunities, wealth and power more equally](#)
- [We live in communities that are inclusive, empowered, resilient and safe](#)
- [We have a globally competitive, entrepreneurial, inclusive and sustainable economy](#)
- [We value, enjoy, protect and enhance our environment](#)
- [We respect, protect and fulfil human rights and live free from discrimination](#)

Housing's contribution to the NPF is more fully explained in the Housing to 2040 document:
<https://www.gov.scot/publications/housing-2040-2/pages/6/>

Brad Gilbert, Deputy Director – [redacted]

Who we are and what we do

- We are a strategic policy and delivery Division of around 90 people, comprised of a mix of central teams and a network of area-focused teams.
- We have bases across seven locations - AQ Glasgow, VQ Edinburgh, Inverness, Dundee, Hamilton, Aberdeen, Perth and Ayr.
- Our work is focused on policy, regulation, funding and financing interventions to improve the operation of the housing system in Scotland and to increase the supply of quality affordable housing across all tenures. It includes maximising the contribution of housing and related infrastructure to the achievement of net zero housing, inclusive growth, place-making, and to tackling child poverty and homelessness.
- We work closely with Planning, Better Homes and Social Justice & Regeneration Divisions within the CLG portfolio; and with SG agencies, CoSLA, local authorities, housing associations, developers and house builders, City/Regional partnerships; and community-based organisations.

In line with the Housing to 2040 publication [by the previous administration], the vision is for everyone to have access to a warm, safe, affordable and energy-efficient home that meets their needs, in a community they feel part of and proud of. Central commitments from Housing to 2040 and other sources relevant to More Homes Division are to:

- Continue strong delivery of affordable homes across all communities in Scotland
- Increase the use of modern methods of construction in housing development.
- Diversify and widen the opportunities for private investment (including through work with the Scottish National Investment Bank)
- Continue to put housing at the heart of creating and sustaining great places
- Support housing development in rural and island communities
- Take action so that the housing market operates efficiently and fairly
- Improve operation of the housing market for flats with cladding

Current high level priorities are:

- Translation of Housing to 2040 ambitions into implementation
- Delivery of the Affordable Housing Supply Programme (completion of the current 50,000 affordable homes target in 2021/22, after a necessary pause due to COVID-19);
- Setting up for the delivery of a **further 50,000 affordable homes (70% for social rent) over the period to 2026/27.**
- Resolving issues with mortgages and cladding through effective implementation of Ministerial Working Group recommendations
- Legislation to regulate short-term lets, and accompanying guidance
- New Homes Ombudsman (UKG Bill)
- Delivery of funding support (particularly Housing Infrastructure Fund) to City Deal priorities
- Development of strategy for off-site construction
- SME house builders - working with the sector to support viability and growth.
- Ongoing delivery of other programmes listed below

The Division currently manages the following investment programmes through capital grants, loans and guarantees:

- Affordable Housing Supply Programme (AHSP)
- Rural and Islands Fund

- Empty Homes Fund
- Housebuilding Infrastructure Fund
- Help to Buy
- Low-cost Initiative for First-Time Buyers
- National Housing Trust Initiative and other Mid-Market Rent (MMR) projects
- Self-Build Fund
- First Home Fund
- Building Scotland Fund (housing investments)
- SME House Builders Covid Emergency Liquidity Fund

Our Budget 2021-22

The More Homes budget is £745.640m, made up as follows:

• Core Capital Programme	£675.370m
• Financial Transactions	£162.000m
• Revenue Costs to support above	£ 3.336m
• Operating Costs	£ 6.300m
• Capital receipts	(£101.400m)

Note: This does not include £92.245m funding for the affordable housing programme in Glasgow and Edinburgh. This funding is provided as part of the local government settlement under the “Transfer of the Management of Development Funding” (TMDF) arrangements for these City Councils.

Likely hot topics in 2021

[redacted]

Key decisions needing to be made in the first month/six months

[redacted]

Analysis of key stakeholder relationships

[redacted]

[redacted]

OFFICIAL SENSITIVE

1.2. BETTER HOMES DIVISION

The work of Better Homes is within the [Communities & Local Government Portfolio](#), although with important working links to the [Energy and Climate Change Portfolio](#) (retrofit of social housing and other tenures to improve energy efficiency and roll out zero emissions heating); the [Health and Social Care Portfolio](#) (integrated support for disabled people, accessible housing needs and for those with multiple and complex needs) and the Social Security Portfolio (housing related social security including Discretionary Housing Payments and the bedroom tax). As with More Homes, many of these links are set out in Housing to 2040. These interconnections will be useful to explore with incoming Ministers in due course. We work with most of the National Outcomes as so much of our work is cross-cutting, but two of the main ones are as follows:

- [We live in communities that are inclusive, empowered, resilient and safe](#)
We work closely with people and communities to ensure they are actively involved in and lead on decisions that affect them and deliver interventions in domestic dwellings that contribute to a net zero climate change ambitions.
- [Human Rights – We respect, protect and fulfil human rights and live free from discrimination](#) We are developing proposals around enhancing right to an adequate home and considering issues of affordability as well as ensuring an effective rented sector that protects tenants and contribute to housing provision.

[Catriona MacKean, Deputy Director – \[redacted\]](#)

Who we are and what we do

- We are a division of 75 people whose work is focused on ensuring everyone has a warm, appropriate, efficient and affordable home.
- We are the sponsor branch for the Scottish Housing Regulator and, along with More Homes Division, we manage the overall relationship with a range of housing stakeholders such as the Scottish Federation of Housing Associations (SFHA); the Association of Local Authority Chief Housing Officers (ALACHO); Glasgow West of Scotland Forum (GWSF); Chartered Institute of Housing (CIH); Shelter; Crisis; Citizens Advice Scotland and the Fuel Poverty Advisory Panel.
- Since the beginning of the Pandemic we have supported regular meetings with three sector led groups – Local Authority Housing Resilience Group; Social Housing Resilience Group and the PRS Resilience Group. The Minister for Local Government, Housing and Planning met regularly with the Chairs of these groups.
- We have also convened three short life working groups – the reconvened Homelessness and Rough Sleeping Action Group; the Social Renewal Housing System Policy Circle (both of which responded to the impact of the pandemic) and the currently ongoing Zero Emissions Social Housing Taskforce (which seeks to explore the issues relating to the targets set out in the Climate Change Act relating to social housing).

- In the last year we have reprioritised work to enable swift response to arising pressures of the pandemic. This has included emergency legislation to protect renters from eviction; housing sector services guidance and rapid development of a £7m fuel costs fund as well as managing operational issues through the resilience groups mentioned above.
- Rapid work in partnership with the third sector, local authorities and housing providers have resulted in very low numbers of people rough sleeping; closure of night shelters in Glasgow and Edinburgh.
- Core business progressed alongside these Covid responses include recommendations from three working groups on the prevention of homelessness; agreeing distribution of £2m funding for Gypsy Traveller accommodation through agreement with COSLA; housing sector elements of the Domestic Abuse Prevention Order Bill and continued progress of the SG response to the Grenfell Inquiry.
- Strategic work was also progressed including reconvening the 2018 Homelessness and Rough Sleeping Action Group and reshaping our SG-COSLA Ending Homelessness Together action plan in response; identifying opportunities for Social Renewal in Housing and our part in publication of the Housing to 2040 20 year route map.

We currently have responsibility for:

- Supporting improvement and compliance for an increasingly strong framework of tenant rights and landlord responsibilities (in social and private rent as well as for those experiencing or at risk of homelessness and Gypsy Travellers) and ensuring strong tenant participation;
- Setting housing quality standards across all tenures (including owner occupied homes) covering improvement work on accessibility; fire safety and tackling fuel poverty while reducing carbon emissions from housing;
- Delivering the 98 commitments in Ending Homelessness Together updated action plan (2020) by working with COSLA, local authorities, public sector and third sector partners. This includes annual reports on progress to Parliament, next due in October 2021, and joint working with all 32 local authorities on their Rapid Rehousing Transition Plans;
- Aligning funding with strategic priorities through the Ending Homelessness Together fund; investment in the framework of tenant rights and responsibilities; funding direct support with housing costs through discretionary housing payments and supporting people struggling with housing debt through the Home Owners Support Fund

Our Budget 2021-22

We have a total Budget of £131.14m for 2021-22. Key funding streams include:

- £12.69m for Ending Homelessness Together

- £23.5m for Temporary Accommodation Management
- £81.9m for Discretionary Housing Payments
- £3.5m for the PRS Housing Tribunals
- £0.5m for supporting the Private Housing Services registration, compliance and awareness raising

[redacted]

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE

1.3. SOCIAL JUSTICE AND REGENERATION DIVISION

Paul Tyrer, Deputy Director – [redacted]

Who we are and what we do

We are a team of about 40 staff working to deliver Ministerial priorities around poverty and inequality, regeneration and place. We are passionate about what we do and committed to working with Ministers to make a real difference for the people of Scotland. We work with most of the National Outcomes as so much of our work is cross-cutting, but two of the main ones are as follows:

We tackle poverty by sharing opportunities, wealth and power more equally

We do this with specific focuses on increasing household incomes, maximising dignity and human rights, and ensuring place-based approaches.

We live in communities that are inclusive, empowered, resilient and safe

We work closely with people and communities to ensure they are actively involved in and lead on decisions that affect them.

Social Justice

We lead on delivering the **statutory child poverty targets**, working across government and with a wide range of partners to do so. In addition to meeting annual reporting requirements, we will lead on development of the next Tackling Child Poverty Delivery Plan. The Plan, to be published in March 2022 (ahead of the 2023 interim targets), will outline cross-government action to tackle child poverty.

We have policy responsibility for dignified solutions to **food insecurity** with a particular focus on school holiday period where free school meals were not previously an option. We will be working with other teams to develop commitments here going forward.

On **debt and welfare advice**, we manage a UK Government levy fund and invest this in partnership to strengthen our approach to debt advice, as well as separately funding welfare advice services which aim to increase incomes and reduce poverty.

Our team previously supported Scottish Ministers in steering the **Period Products (Free Provision) Scotland Act** through Parliament and has traditionally led on a range of work on period dignity.

Our Fairer Scotland team lead on the PfG commitment on **affordable credit**. They also lead on the support and sponsorship of the **Poverty and Inequality Commission** and deliver on the advice and support provision of the **Money Talk Team** programme.

Our teams formed the secretariat and broader support teams for the **Social Renewal Advisory Board** that published its recommendations (January 2021) for recovering from COVID in a socially just way – many of which have been picked up in manifestos. The Scottish Government's formal response (March 21) indicated that further engagement would happen in this parliamentary term.

We lead on SG's **Social Innovation Partnership** with the Hunter Foundation, which seeks to contribute to a fairer Scotland and tackle child poverty. It does this through investing in alternative approaches with the potential to improve lives for children and families and to inform wider system reform. The scaling of one such successful approach led to the multi-year **Supporting Young People through Mentoring and Leadership** programme announced by Ministers in March.

Regeneration

In Regeneration policy, we lead on and champion **Place-based approaches** via a number of key funding streams and engagement and partnership across Scotland. This work also aims, as does all our work, to reduce poverty and inequality. The Place-Based Investment Programme is worth £325 million over 5 years and aims to deliver a significant boost to recovery and renewal, and support SG ambitions for place, town centres, community led regeneration and 20 minute neighbourhoods. This funding includes £25m per year for the Regeneration Capital Grant Fund (RCGF), delivered in partnership with COSLA, which supports place-based regeneration projects that involve local communities, helping to tackle inequalities and deliver inclusive growth in disadvantaged and fragile remote communities across Scotland. It also includes £5m per year for Clyde Gateway URC to support their 20 year regeneration plans in the East end of Glasgow.

We have a range of related work ongoing on **Town Centre regeneration**. This follows the publication of the independent Town Centre Review and the government's interim response with COSLA in March 2021. We have committed to publish an action plan with COSLA later in 2021 to follow this up. We lead on and support **Business Improvement Districts** and this year delivered a Scotland Loves Local campaign and a series of funds to support BIDs, towns and smaller settlements and encourage people to support their local businesses.

The **Empowering Communities Programme** (£14m) is made up of a number of related funding streams that support community-led regeneration, including the Investing in Communities Fund, the Aspiring Communities Fund (ESF supported fund) and the Strengthening Communities Fund. The funding for the programme receives an annually agreed £4m contribution from health, following a commitment in 2016 by the FM to deliver a £20m package of funding for communities. [redacted]. Key principles here are that it is communities themselves who know best about what they need locally to live well and to thrive. The programme supports multiple National Outcomes and policy priorities.

Our Budget

We have a total Budget of £151.4m for 2021-22. This is made up of £40.4m for social justice and £111.0m for regeneration. Key funding streams include:

- £325m Place Based investment programme over 5 years (including £125m for Regeneration Capital Grant Fund and £25m for Clyde Gateway, £140m for local government for Towns, 20 minute neighbourhoods and Place via Local Authorities;)
- £50m Vacant and Derelict Land Investment Programme

- £23m Tackling Child Poverty Fund, as part of a £50 million investment over four years, with around £17m committed to key programmes including for parental employability support
- £18m Empowering Communities Programme investing in community capacity/resilience and supporting communities to deliver services and activities to tackle poverty and disadvantage
- The total budget for welfare and debt advice services in 2021-22 is £11.1m is total budget, of which £7.4m is ringfenced debt advice levy funding.

[redacted]

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE

1.4. COMMUNITIES ANALYSIS DIVISION

Communities Analysis Division (CAD) provides analytical services to five Directorates, Housing and Social Justice, Social Security, Equalities, Diversity and Human Rights and parts of Local Government and Communities and Energy and Climate Change. It covers a wide range of policy areas including social security policy, housing, poverty, equalities and diversity, regeneration and planning and housing's contribution to climate change. It is composed of four units headed by C2s. There are currently around 70 staff in CAD with a small number of vacancies. Staff are from all four professional groups (Social research, Statistics, Economists and Operational Researchers), housing specialists and policy officers.

[Audrey MacDougall, Deputy Director – \[Redacted\]](#)

National Performance Framework

Our work in support of policy divisions across the Housing & Social Justice Directorate means that we also contribute to the following NPF outcomes:

- [We tackle poverty by sharing opportunities, wealth and power more equally](#)
- [We live in communities that are inclusive, empowered, resilient and safe](#)
- [We have a globally competitive, entrepreneurial, inclusive and sustainable economy](#)
- [We value, enjoy, protect and enhance our environment](#)
- [We respect, protect and fulfil human rights and live free from discrimination](#)
- [Human Rights – We respect, protect and fulfil human rights and live free from discrimination](#)

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

[CAD - Housing, Homelessness and Regeneration Analysis](#)

Who we are and what we do

Multi-Disciplinary Analytical Unit providing support across all major Housing, Homelessness & Regeneration policies, including many aspects of Housing to 2040 and the Heat in Building Strategy (focussing on housing's contribution to meeting Climate Change Targets).

Carry out underlying statistical data collections/publications on:

- House building / Affordable Housing Supply / Local Authority Housing Management
- Record level data for every household supported through Housing Options or making a Homelessness Application

- Scottish House Condition Survey – providing national, sub-national and sub-group assessment of Fuel Poverty, Energy Efficiency, House Condition and other aspects of housing (includes a physical inspection of approx. 3,000 dwellings in Scotland each year – with a non face-to-face Covid-19 approach developed for 2021).

Additional statistical analysis/publications:

- Publish Social Tenants in Scotland, providing comparisons with households in other tenures and across UK
- Publish annual Private Rented Sector (PRS) Rental Statistics.
- Statistical teams use a wide range of data and evidence to provide analysis and support for policy, for example on Coronavirus Act monitoring; assessing the impact of Covid-19 on fuel poverty, housing delivery and homelessness; supporting development of the Fuel Poverty Strategy; advising on funding allocations for government schemes ...etc etc

Social Research Team provides/commissions more in-depth insight into key issues, including:

- Literature Reviews – eg Housing Needs of Minority Ethnic Groups (Feb'21)
- Evaluations – eg qualitative evaluation of the First Home Fund - Shared Equity Scheme (Feb'21)
- Primary Research – eg Lived Experience of Fuel Poverty in Scotland (Sep'20)
- Consultation Analyses – eg responses to Housing to 2040 Consultation (Mar'21)

Economics Team leads on economic appraisals, evaluations and impact assessments of housing policies and programmes, as well quantifying costs and benefits to inform key policy developments, for example:

- How the housing stock could be improved to meet climate change targets and implications for home occupiers, owners, landlords, industry and society.
- Quantitative evaluation of the First Home Fund (Feb'21)
- Impact of Covid-19 on the housing market - published in Quarterly Scottish Housing Market Reviews (latest Mar'21)
- Assessment of policies on revenues from Land and Buildings Transactions Tax (LBTT)

[redacted]

Who we are and what we do

- Social Security Analysis, Forecasting and Evaluation (SSAFE) is responsible for the research, modelling, analysis and evaluation of social security policy as well as the forecasting of social security benefits caseload and expenditure. It works across Social Security Policy, Programme and the Social Security Scotland agency. To do this, the

unit draws on the expertise of five teams across four analytical professions (economists, statisticians, operational researchers and social researchers).
[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

The key functions of each team are as follows:

- The Research & Evaluation Team supports the Social Security Policy Division with their policy-related research needs. This includes evidence reviews to support policy formulation, commissioning research to explore the role of social security in people's lives, commissioning analysis of consultation responses, and conducting evaluation to determine if a policy is delivering against outcomes.
- The Forecasting and Modelling Team is responsible for forecast model development and works closely with the Scottish Fiscal Commission.
- The Reserved Benefits and Mitigation Analysis and Statistics Team provides analysis and modelling of the impact of UK Government policy on people in Scotland and advises on policy responses. It also publishes statistics on Discretionary Housing Payments and the Scottish Welfare Fund. This includes the new Self Isolation Support Grant which is overseen by the Covid-19 Income Support team.
- The Experience Panels team manages a research programme with a panel of more than 2,000 volunteers who have recent experience of one or more of the benefits being devolved to Scotland. The research seeks to learn from their previous experiences and work with them to understand what they need from the new system. Research with the panel informs policy and service design, and panel members also work with the Social Security Programme to help with user testing of the new systems and processes. The team also delivers the "Seldom Heard Voices" research project, with 5 contracts commissioned to understand the specific experiences and needs of a range of communities not well represented within the main Experience Panels research programme.

What are your likely hot topics in 2021?

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

[Equality and Social Justice Analysis](#)

Who we are and what we do

The Equality and Social Justice Analysis Unit is a team of statisticians, economists and social researchers. We use our professional skills and knowledge to develop and report the evidence base on equality and social justice in order to:

- make it easy for the public to access analysis and hold us to account
- enable policy-makers to produce and implement evidence based policy that reduces inequality.

We provide direct support to the Social Justice and Regeneration division and to the Equality, Human Rights and Inclusion Directorate.

Our work is continually evolving to meet changing policy and delivery needs and short and long term challenges. Our work supports the National Performance Framework and specifically outcomes to tackle poverty and to respect and protect human rights. The Scottish Household Survey, Scottish Index of Multiple Deprivation, Equality Evidence Finder and the Gender Equality Index which are managed and developed from the Unit, are cross-government resources supporting a wide range of national outcomes.

In our day to day work we undertake one-off projects where we work closely with policy makers to develop or evaluate policies, projects and budgets related to child poverty, access to period products, food insecurity and equality action. We report regularly with key statistics on poverty, child poverty, wealth and food insecurity and produce bespoke topic reports to build the evidence base to support policy-making. We use a wide range of methods of analysis to suit the problem, from in-depth research, listening to the views of people with lived experience to systems analysis and micro-simulation modelling. We also use a wide range of communication approaches from standard reports to infographics, interactive charts, animations, comics and podcasts.

[redacted]

- Review the Equality Evidence Strategy aiming to publish a revised Strategy in Autumn 2022 with a pro-active Equality Data Improvement programme for 2022-2025
- Support policy around proposed legislation for the new Human Rights Bill, Gender Recognition legislation and the review of the Public Sector Equality Duty.
- Continue to provide Secretariat support for the equality budgeting process including the production of the Equality and Fairer Scotland Budget Statement and making recommendations for continuous improvement
- Work with Equality, Human Rights and Inclusion Directorate to ensure that data becomes a core element of the approach to Mainstreaming including publishing case studies on equality data collection to support Mainstreaming strategy.

General

- Continue to manage the Scottish Household Survey data collection for 2021 in its current non-contact form and publish the data that was collected during 2020.
- Continue to develop Equality Evidence Finder, Gender Equality Index and Scottish Index for Multiple Deprivation as key corporate resources
- Develop innovative dissemination to increase the reach of poverty and equality research and statistics as well as SIMD and SHS
- Ensure narrative of all reports and statistics are sensitive to people with lived experience and targeted to maximise policy impact.

[redacted]

Who we are and what we do

The Centre for Housing Market Analysis (CHMA) is a small team of 3 based in Edinburgh who provide support to local and planning authorities, housing policy and planning policy colleagues and others stakeholders to aid the strategic management of housing To provide advice and support for the producers of Housing Need and Demand Assessments (HNDAAs) and sign-off HNDAs as robust and credible, promoting HNDA methodology within Scottish Government, as well as to wider stakeholders and other interested parties, as well as monitoring of planning performance and vacant and derelict land in Scotland. The CHMA also produce annual statistical publications on Planning Performance, Scottish Vacant & Derelict Land and Local Authority Housing Revenue Account.

Rent Service Scotland (RSS) is part of the Scottish Government and consists of three teams based in Edinburgh, Glasgow and Dundee. Rent Officers gather market evidence to calculate the Local Housing Allowance (LHA) rates and provide rent valuations for private and housing association properties. They provide support to Local Authorities, DWP, tenants and landlords across Scotland on the rent levels in the private rented sector and to housing associations. This includes the provision of rent valuations, rent adjudications, setting LHA rates and gathering evidence on open market rents.

[redacted]

OFFICIAL SENSITIVE

HOUSING AND SOCIAL JUSTICE DIRECTORATE

1.5. BUDGETARY PRESSURES

[redacted]

OFFICIAL SENSITIVE

2. DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES

Sean Neill, Director Local Government and Communities

LOCAL GOVERNMENT & ANALYTICAL SERVICES DIVISION

Sean Neill, Director Local Government and Communities

LOCAL GOVERNMENT & ANALYTICAL SERVICES DIVISION

The LGASD work is split between [Communities & Local Government Portfolio](#) and [Finance Portfolio](#), this is detailed below. Finance portfolio generally cover taxes and finance while CLG portfolio covers Stakeholder engagement. However it would be beneficial for both Cab Secs to see how this work is split so the CLG Cab Sec understands the financial and tax implications.

Brenda Campbell, Deputy Director – [redacted]

Who we are and what we do

The National Outcome that we contribute to is as follows:-

- We live in communities that are inclusive, empowered, resilient and safe

Communities & Local Government Portfolio

- Facilitating and championing engagement between the SG and local government to ensure a positive working relationship is secured and maintained by leading on Scottish Government relations with COSLA and other local government stakeholders, including support for political engagement with Ministers and policy areas in their engagement in relation to policy development
- Lead on additional powers regulations 2019 (part of Islands Bill)
- Lead on Code of Conduct for Councillors
- Lead Councillor Remuneration Regulations and councillor expenses non –statutory guidance
- Lead on policy interests relating to EU Charter of Local Self – Government Bill
- Sponsorship of the Accounts Commission and the Local Government Political Restrictions Exemptions Adjudicator for Scotland
- Lead on policy for the legislative framework for local government Annual Accounts ensuring they remain relevant, promote good governance and to respond to concerns raised by stakeholders.
- Lead on policy for Scottish local government accounting, providing advice to Ministers on a legislative response when changes to financial reporting requirements create a financial impact. Ensuring these statutory arrangements remain relevant and necessary.

- Lead on scrutiny of local government best Value reporting and guidance), including engagement with Audit Scotland and Accounts Commission

Finance Portfolio

- Negotiate, calculate the distribution and physically pay Scottish Government funding for local authorities
- Lead on Council Tax and Council Tax Reduction Scheme policies
- Lead on Non-Domestic Rates (NDR) policy
- Lead on wider local taxation/local fiscal empowerment policy, including working with Taxation Directorate and other portfolio interests.
- Collect, analyse and publish data on Council Tax, NDR, local authority revenue and capital expenditure and financing, as well as debt, reserves and pensions
- Work with the Scottish Fiscal Commission (SFC) to support them in understanding underlying data and the impact of forthcoming policy changes, leading to agreed position on NDR income forecasts as part of the Scottish Budget
- Administer the Bellwin Scheme which can provide emergency financial assistance to local authorities.
- Lead on policy for the legislative framework for Scottish local government capital investment, including local authority borrowing and credit arrangements and the statutory accounting for capital. To ensure the framework remains aligned to UK Government requirements.
- Lead policy for the legislative framework for Scottish local government investments. Ensuring the statutory provision remains relevant and responds to any concerns raised by stakeholders.

Our Budget 2021-22

£11,676m, made up of:-

Finance Portfolio

- Local Government Revenue Funding £11,043m
- Local Government Capital Funding £0.629m

Communities & Local Government Portfolio

- Local Governance £0.470m
- LG Total Operating Cost (approx.) £2.800m

Generally the responsibility for LG grants are the responsibility of the Finance portfolio with a small budget on the CLG side for staffing. However good for both Cab Sec's to understand the financial position.

[redacted]

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE

2.1.DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES

Sean Neill, Director Local Government and Communities

PUBLIC SERVICE REFORM, PUBLIC BODIES AND THIRD SECTOR DIVISION

Responsibility for this area is [Communities & Local Government Portfolio](#) however the Deputy First Minister makes the final decisions on the following:- SLF events, Cabinet Sub-Committee on PSR Delivery meetings; PSR policy.

Catriona Maclean, Deputy Director – [redacted]

Who we are and what we do

The National Outcomes that we contribute to are as follows:-

- We are well educated, skilled and able to contribute to society
- We tackle poverty by sharing opportunities, wealth and power more equally
- We live in communities that are inclusive, empowered, resilient and safe
- We have a globally competitive, entrepreneurial, inclusive and sustainable economy
- We are healthy and active
- We are a division that has responsibility for a wide range of activities that support the wider drive towards reforming Scotland's public services and improving outcomes and life chances for Scotland's people. This includes leading on the work to strengthen local democracy through the Local Governance Review, Community Empowerment, Community Planning, supporting and funding the third and voluntary sector and leading on social enterprises. We provide wider support across government with advice, insight, guidance, learning and expertise.
- Our work cuts across a number of portfolios focused on creating the conditions that help improve the lives and wellbeing of people, communities and places. We concentrate predominantly on the 'how', the 'what' and the 'why' of reform, with emphasis on the needs, hopes and strengths of people, communities and places.
- We provide leadership, good practice, learning and challenge. We do not hold responsibility for individual programmes of reform, but rather, hold the organisational learning and challenge set out by the Christie Commission in 2011. We work across Government and with a wide range of external partners in the public, third and community sectors.
- We are closely aligned with the National Performance Framework, the 'how' of reform being critical to achieving our ambitions across all portfolios. We lead on supporting the programme of work for the Scottish Leaders Forum and proposals to develop work to support Scotland's senior leaders. We have particularly close links with policies on Local Government, Community Led Regeneration, Equalities, Poverty and policy areas leading key reform programmes.

[Communities & Local Government Portfolio](#)

- We take responsibility for identifying where the Scottish Government, as one organisation in a complex system, may need to reform *how* it works in order to

create the conditions to successfully achieve public service reform which benefits Scotland's people and places.

- This is complex, cross portfolio and cross organisational work which is both inward (in terms of looking at Scottish Government) and outward (in terms of looking at services) facing.
- We support the work to ensure there is Ministerial oversight of public service reform activities across Scottish Government.
- We provide programme support for the Scottish Leaders Forum (SLF). This includes the work on Collective Leadership practice which is set out elsewhere in this briefing. The SLF focusses on: development and delivery of a monthly programme of networking, learning and development opportunities, senior leaders action groups on critical issues such as: accountability, child poverty and climate change and a proposal to *develop a national leadership development offer*. We develop policy and support for community planning, as the primary driver of public service reform on local priorities.
- We work with SG colleagues to ensure that PSR principles are clearly and strategically reflected into key corporate activities such as Programme for Government/Spending Review/Budget/Medium Term Financial Strategy, etc.
- We liaise with scrutiny bodies and relevant SG colleagues to foster a clear role for scrutiny in supporting reform ambitions.
- We actively promote NPF values as key to achieving reform and, in particular as policy lead for kindness, promoting application of kindness in policy and practice.
- We lead on delivery of the Local Governance Review to deliver subsidiarity and transform local democracy
- We support and promote participatory budgeting
- We develop policy on community development;
- We develop policy, support and review of Community Councils
- We lead on the ten year Social Enterprise Strategy, Social Enterprise Action Plan and associated investment
- We lead on volunteering policy and the development of the Volunteering Action Plan which implements the Volunteering for All Framework and is currently in development
- We lead on the new Strengthening Collaboration programme with SCVO and COSLA designed to build on the learning from the pandemic and tackle the barriers to collaboration between SG, local government and third sector.

- We manage £21m investment in third sector infrastructure and direct sectoral investment in social enterprise and the Volunteering Support Fund.
- We have responsibility for ongoing management of the 2020/21 £30m FT investment in high growth social enterprise, the three year £10m FT Credit Union investment fund, and the continuing £15.5m Adapt and Thrive Programme.
- We provide support to other portfolios to understand and include the third sector more effectively in policy development, funding and economic opportunity.

Our Budget 2021-22

Communities & Local Government Portfolio

	Programme	ToC	Capital	FT
PSRPP	£0.5m	£1.4m	N/A	N/A
Third Sector	£21.3m	£1.0m	N/A	£3.5m
Covid: Third Sector	£20.5m	N/A	N/A	N/A

- Routine Third Sector Resource Budget £21.3m plus £3.5m FTs for Credit Union Investment Fund
- Third Sector (additional Covid consequential funding in 21-22) including:
 - remaining £15.5m for the Adapt and Thrive Programme one of the two strands of the Community and Third Sector Recovery Programme
 - £5m Third Sector Infrastructure Transition Fund to support the third sector infrastructure organisations to reduce their dependence on TSU grants and to bring about a secure and stable TS.
- Although we have policy responsibility for significant elements of the *Empowering Communities Fund*, the operational delivery of that sits within Regeneration (to improve overall policy fit and handling).
- Within the division, we have a relatively modest budget of £405k which we invest in work to: drive and grow participatory budgeting; support community councils; improve the governance of public bodies; develop collaborative leadership and assets-based approaches to service reform and delivery; support the programme of the Scottish Leaders Forum; and build capacity and capability for reform across public services

OFFICIAL SENSITIVE

[redacted]

-

OFFICIAL SENSITIVE

[redacted]

OFFICIAL SENSITIVE

2.2. DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES

Sean Neill, Director Local Government and Communities

PLANNING & ARCHITECTURE DIVISION

Responsibility for this area is [Communities & Local Government Portfolio](#) however there is significant wider interest which crosses over into other portfolios due to the importance of planning in relation to the net zero agenda and the economic and societal recovery from covid.

[John McNairney, Chief Planner – \[redacted\]](#)

Who we are and what we do

The National Outcomes that we contribute to are as follows:-

- We have a globally competitive, entrepreneurial, inclusive and sustainable economy
- We are open, connected and make a positive contribution internationally
- We tackle poverty by sharing opportunities, wealth and power more equally
- We live in communities that are inclusive, empowered, resilient and safe
- We grow up loved, safe and respected so that we realise our full potential
- We are well educated, skilled and able to contribute to society
- We have thriving and innovative businesses, with quality jobs and fair work for everyone
- We are healthy and active
- We value, enjoy, protect and enhance our environment
- We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
- We respect, protect and fulfil human rights and live free from discrimination

Planning and Architecture Division (PAD) currently support the portfolios of Communities and Local Government (reporting principally to the Minister for Local Government, Housing and Planning), as well as the Cabinet Secretaries for Communities and Local Government and for Economy, Fair Work and Culture. The division works across Government and with a wide range of partners and stakeholders in delivering outcomes on planning and place.

PAD lead the delivery of Ministers' statutory responsibilities and policies for the operation of the planning system and development and use of land, including a decision-making role in some planning applications, which can attract Ministerial intervention because they can impact on the national interest. PAD primarily supports delivery of development and place-making and leads a programme of digital support that includes a front-line service for local government covering planning and building standards submissions ([eDevelopment.scot](#)). The division currently has a cohort of 73 people including a number of fixed term appointments and contractors. The scale of work and range of disciplines employed (planners, architects, environmental and digital specialists together with a wider cohort of staff with general policy and operational responsibilities) reflect that it was created from four separate divisions which together with Building Standards Division had previously formed the then Directorate for the Built Environment.

PAD have been progressing a programme of reform of the planning system, including work to implement the Planning (Scotland) Act 2019 and deliver a wider range of improvements to ensure that planning does all it can as an active facilitator of sustainable and inclusive growth. The division has prioritised temporary changes enabling the planning system to continue to operate during the pandemic and support for economic recovery. Work continues with authorities on performance of the system, while acknowledging that timescales for decision-making have been impacted by the

pandemic. PAD also prepares Scotland's spatial plan, the National Planning Framework. This is a key cross-portfolio Government document and a draft of the next iteration is scheduled to be submitted to the Scottish Parliament in the Autumn and, at the same time, will be subject of wide public consultation. This version, NPF4, will be a key response to the Climate Change agenda, with the draft published in advance of COP26, and will also promote wellbeing economy, better places and resilient communities. It is one of a number of high-profile programmes including leading delivery of a new and ambitious 5 year, £35m digital transformation programme, committed in the Infrastructure Investment Plan, working in partnership across the planning sector to bring about long-term change.

The division also provides core funding to sustain the Non-Departmental Public Body, Architecture and Design Scotland (A&DS), and the charity PAS (formerly Planning Aid Scotland) who work with communities across Scotland to support engagement in the planning system and place making.

Our key priorities

- Supporting the national response to the COVID-19 emergency, including digital mapping and analysis of community funding and vaccine distribution, and a suite of emergency legislation and temporary guidance to maintain the operation of the planning system and contribute to economic recovery.
- Developing NPF4, Scotland's long-term national spatial plan to help deliver COP26 outcomes together with Resilient Communities (liveable places), Wellbeing Economy (investable places) and Better, Green Places (sustainable places).
- Implementing a £35m five-year programme (FY21/22 to FY25/26) for the digital transformation of planning services, which will deliver digital tools, technology and data to make planning more inclusive and efficient realising benefits for all users of the planning system.
- implementing a wider programme of planning reform to *Transform Planning in Practice* including implementing the Planning (Scotland) Act 2019 through regulations and guidance, and bringing forward priority regulatory change to ensure planning supports a green recovery.
- Delivering a place-based programme and the PfG 2020 commitment on 20 Minute Neighbourhoods to allow local areas to respond to issues and circumstances in the ways which work best for them, driving inclusive growth, improving wellbeing and achieving better outcomes for people and communities.
- Maintaining effective operations of the planning system to ensure that plans and proposals continue to progress through the system and providing technical support
- Supporting Scottish Ministers' consideration of development plans and supplementary guidance across Scotland and ensuring statutory requirements are met.
- Ensuring the efficient, effective delivery of Scottish Ministers' statutory responsibilities on planning, historic environment and development planning casework
- Maintaining the front-line eDevelopment.scot service on behalf of on behalf of all planning and building authorities provides a single national portal for the submission of planning and building standards applications online
- Undertaking Strategic Environmental Assessment (SEA) of a wide range of cross-portfolio plans and strategies on behalf of colleagues across the Scottish Government in accordance with Ministers' statutory obligations.

Key Documents

[PAD Business Priorities 2020-21*](#)

[PAD Operational Plan and Risk Register 2020-21 *](#)

[PAD - Business Priorities Update - February 2021](#)

[PAD Business Prioritisation Review - February 2021](#)

[National Planning Framework 4 - Position Statement - November 2020](#)

[Transforming Places Together: A Digital Strategy for Planning](#)

[Work Programme | Transforming Planning](#)

[Strategic Environmental Assessment Annual Report](#)

* Will be updated for 2021-22 post-election in agreement with new Minister

Key Briefings

[Digital Planning](#)

[eDevelopment Operations](#)

[National Planning Framework Brief](#)

[Planning and Place](#)

Key Links

[TransformingPlanning.scot](#)

[eDevelopment service](#)

Key statistics

- **Planning Performance Stats 2020-21 – April to September**

- 120 decisions (by planning authorities) on major developments in the first six months of 2020/21, 51 fewer than in the same period in the previous year. The average decision time for the 82 of these not subject to processing agreements was 39.0 weeks, over seven weeks slower than the 31.7 weeks for the same period in 2019/20. Two applications in quarter one took over two years, three applications in quarter two had decision times of over 2 years, two of these taking over four years.
- 10,902 decisions on local developments in the first six months of 2020/21, 2,969 fewer than the same period in the previous year. The average timescale to determine those applications was 10.0 weeks (1 week slower than the same period last year).
- Approval rate remains consistently above 93%.

- **eDevelopment service and Support Desk**

- The eDevelopment.scot service consists of 2 online portals –
 - ePlanning – which enables applicants and their agents to submit planning applications, appeals and other related submissions online to their planning authority. The ePlanning service was first launched in 2010 and refreshed in early-2010.
 - eBStds which enables applicants and their agents to submit building warrant, completion certificate, and other related submissions online to their local authority. The eBStds service was launched in mid-2016.
- As of 31st March 2021:
 - Over 900,000 planning and building standards applications and other related submissions have been submitted online via the eDevelopment service since the launch of eBStds in 2016.
 - The service regularly receives over 5,700 submissions each week and has around 48,000 registered users.
 - Current estimates are that up to 95% of all planning submissions and 86% of building warrant applications are submitted online through the service.
 - We estimate that the eDevelopment service (and its predecessor the original ePlanning portal) has contributed to savings of up to £120m for planning and building standards applicants, and of up to £40m for local and planning authorities since its launch in mid-2016.
 - The eDevelopment Support Desk assists between 50-100 users of the service each week, with around 99% of calls successfully closed out by the Support Desk team.
 - 11 upgrade packages have been released for the service since eDevelopment.scot was launched in 2016.

[redacted]

Key stakeholder relationships

- Forbes Barron, Chair of Heads of Planning Scotland
- Jim MacDonald, Ann Allen CEO and Chair of A&DS
- Craig McLaren Director of RTPI
- Petra Biberbach, CEO PAS (Planning Aid Scotland)
- Robert Nicol and Calum Lindsay, Chief Officer and Policy Manager, COSLA - Environment and Economy
- Tammy Swift – Adams, Principal Planning Advisor, Homes for Scotland
- David Melhuish, Director, Scottish Property Federation
- Grahame Barn, CEO, Civil Engineering Contractors Association Scotland
- Board, Royal Institute of Chartered Surveyors
- Tamsie Thomson, Chief Executive, Royal Incorporation of Architects in Scotland

Staffing and Resourcing

[redacted]

- The Planning Development budget for 2021-22 is £10.147m. This is comprised:
 - £3.467m (Total Operating Costs)
 - 1.68m (RDEL to build capacity in the system)
 - 5.00m (CDEL to support the programme of Digital transformation as part of a £35m five year capital investment)
 - The Architecture & Place budget for 2021-22 is £1.49m to meet the core operating costs of Architecture & Design Scotland

[redacted]

The Division has with a current FTE of 69.75 against a headcount of 73 (59 staff on payroll, 1 secondee and 13 contractors and is organised into five teams as set out in our [Workforce Plan](#):

Chief Planner team

- Communications strategy and support for stakeholder / political engagement
- Supporting stakeholder and political handling of reform programme, supporting FMQs
- Resourcing, Business Planning, Governance and Assurance
- Use of communications platforms; liaison with SG Comms colleagues;
- Corporate interface
- Business and administrative support

Spatial Planning, Policy and Environment

- Production of National Planning Framework
- Co-ordination of Scottish Planning Policy aligned with 40+ wider priorities including housing, transport, natural heritage, energy, economy, flooding, rural, aquaculture, minerals and climate change
- Statutory guidance and exploratory collaborative work on Regional Spatial Strategies
- Regulations and guidance for the new system of local development plans.
- Environment and natural resources including Strategic Environmental Assessment, (SEA) Gateway and SEA technical team, Environmental Impact Assessment, Habitats Regulations Appraisal
- Support for community engagement including regulations and guidance on local place plans, community engagement in planning and mediation,
- Sponsorship of PAS

Planning Performance

- Planning & historic environment casework
- Development planning casework
- Permitted development rights
- Development management
- Planning fees and performance
- Planning enforcement
- Compulsory purchase, land value capture, planning obligations and Infrastructure Levy

Architecture and Place

- Promoting quality and value of architecture
- Maintaining cultural links with international partners
- Sponsorship of NDPB, Architecture & Design Scotland
- Place Standard and wider place-based programme
- Place projects (such as Borders and Westerhailes)
- Housing diversification (such as Self & Custom Build and Build to Rent)

Digital Planning

- eDevelopment.scot service and Support Desk
- Digital Transformation Programme

2.3. DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES

[Sean Neill, Director Local Government and Communities](#)

BUILDING STANDARDS DIVISION

Responsibility for this area is **Communities & Local Government Portfolio**

[Stephen Garvin, Head of Building Standards – \[redacted\]](#)

Who we are and what we do

The National Outcomes that we contribute to are as follows:-

- Value and enhance our Environment
- We live in communities that are inclusive, empowered, resilient and safe
- We are healthy and active

Building Standards Division (BSD) is part of the Directorate for Local Government and Communities in Scottish Government. The division prepares and updates building standards legislation and guidance documents, conducting any necessary research and consults on changes as the Act requires. The Division, on behalf of Scottish Ministers, gives views to help verifiers make decisions in particular cases, and deals with applications to relax, or dispense with, standards for particular matters. It also approves local authorities as verifiers (on behalf of Scottish Ministers) to administer the building standards system, and certifiers of design and construction and it monitors how verifiers and certification scheme providers are operating the system.

Our purpose is to provide a robust legislative framework to ensure that the building standards system in Scotland protects the public interest. The building standards system in Scotland is established by the Building (Scotland) Act 2003. The system regulates building work on new and existing buildings to provide buildings that meet reasonable standards to secure the health, safety and welfare and convenience of persons in or about building, further the conservation of fuel and power, and further the achievement of sustainable development.

We work in partnership with Local Authority Building Standards Scotland, Certification Scheme Providers, the construction industry, key stakeholders in policy development, and other parts of Scottish Government. We recognise the value of the range of stakeholders across the building standards system and seek to work collaboratively to deliver changes to regulations, standards and guidance. As part of the Programme for Government, we are leading on actions to improve the safety of new buildings.

Scotland's National Performance Framework sets out a clear purpose focussing on creating a more successful country. We are working towards supporting the National Outcomes for the Economy, Communities, Health and Environment.

As a Division we contribute to wider policy objectives of government with regards to issues such as energy efficiency, climate change and building safety.

Currently the Division employs 25 FTE members of staff, the majority of whom were previously construction professionals. This includes architects, engineers and surveyors who are supported by a number of administrative of staff.

Our Budget in 21-22:

£15,773m, made up of:-

- Operating costs £ 2.393m
- Programme £ 0.380m
- Capital £13.000m

[redacted]

OFFICIAL SENSITIVE

2.4. DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES

Sean Neill, Director Local Government and Communities

COLLECTIVE LEADERSHIP FOR SCOTLAND



The work of Collective Leadership for Scotland is cross cutting, offering support to deliver our National Outcomes across portfolios. The budget is paid for by CLG.

Janet Whitley, Head of CLS – [redacted]

We work to support the capacity for collective delivery across all National Outcomes, although we would highlight our contribution as follows:

- We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
- We are well educated, skilled and able to contribute to society
- We have a globally competitive, entrepreneurial, inclusive and sustainable economy
- We live in communities that are inclusive, empowered, resilient and safe
- We are healthy and active

Who we are and what we do

- Collective Leadership for Scotland originated through the Scottish Leaders Forum, seeking explicitly to develop public service leadership capacity in collaboration with partners across public services.
- We are now a collaborative network which draws colleagues from across our public services to help collaborate on complex, systemic issues in service of wider public service transformation and the delivery of outcomes.
- We design and deliver learning and development activities with our partners to help equip colleagues to take up their collective, system leadership roles. This includes facilitation support for teams of people in their places of work and leadership, widespread interventions to stimulate new and creative ways of working, focussed development programmes to develop facilitation capacity, learning events around key themes and bespoke learning offers for sectors and partners. There are around 6,000 participants in our learning events each year.
- We have a strong focus on nurturing creativity and innovation and produce events such as the [Fire Starter Festival](#), which offers a wide range of opportunities for participants to try out new, different and creative approaches and to connect with colleagues from a diverse range of perspectives. Our intention is now to draw from our substantial learning from Fire Starter Festival, and from our wider work on Collective Leadership, to host a Festival of Collective Leadership in Spring 2022.

- During the Covid pandemic we have offered an extensive array of development programmes online, creating opportunities for reflection, connection and learning, contributing to wellbeing and resilience. This online presence has also increased our reach, with participants being drawn from over 60 different countries and new international research connections being formed.
- The team's [Progress Report](#) was published in November 2020, intended to provide an insight into the breadth and depth of our work and an indication of our reach and impact.
- For more information on the team and its offers, visit [the Collective Leadership website](#), and read its [informational brochure](#).

Our Budget

£0.570m

The team consists of 1 x C3, 2 x C2s, 1 x C1, 2 x B2s and an A4.

[redacted]

OFFICIAL SENSITIVE

2.5.DIRECTORATE FOR LOCAL GOVERNMENT AND COMMUNITIES

OPEN GOVERNMENT

Responsibility for this area is **Constitution, Europe & External Affairs**

[Doreen Grove, Head of OPG – \[redacted\]](#)

Who we are and what we do

- The Open Government Partnership (OGP) was launched in 2011 to provide an international platform for government and civil society to work together to promote more accessible, open, transparent and participatory Government. Scotland has been a member of the Open Government Partnership since 2015.
- The Open Government team support the creation and delivery of Scotland's National Action Plans, of which there have been 2 since 2015. A third will be co-created with Civil Society this year.
- The team also works to promote Open Government Principles throughout Government, providing advice and support and facilitating the Public Engagement and Participation Community on Yammer.
- During the Covid response period, a “virtual team” has been formed with Digital Engagement to provide advice on Public Engagement during the pandemic, and to develop a strategy for how participation can be mainstreamed going forward. This work is overseen by a steering group of Directors and has been supported by advice from an external Expert Group.
- OGP is in the portfolio of the Cabinet Secretary for Constitution and the direct responsibility of Minister for Parliamentary Business – the work is steered by a ministerial steering group which is jointly chaired by Mr Dey, COSLA and Civil society lead. The commitments range across the work of government – so leadership is key to ensure it is driven forward rather than seen as everyone’s business and no ones.

Our Budget

£0.235m

The team consists of 1 x C2, 1 x C1 social research support and 1 x B2

[\[redacted\]](#)

OFFICIAL SENSITIVE

3. DIRECTORATE FOR EQUALITY, INCLUSION AND HUMAN RIGHTS

3.1. OVERVIEW

We are a new Directorate of around 90 people committed to promoting Equality, Inclusion and Human Rights to improve the lives of the people of Scotland.

Equality, inclusion and human rights are essential to the full delivery of all of the National outcomes in the National Performance Framework, we work with internal and external colleagues to ensure that people are at the heart of all that Government does, though we have a particularly direct focus on ensuring:

- We respect, protect and fulfil human rights and live free from discrimination;
- We live in communities that are empowered, inclusive, resilient and safe.

The Directorate was formed in early 2021 following the appointment of the new Director for Equality, Inclusion and Human Rights, in response to a recommendation from the First Ministers National Advisory Council on Women and Girls (NACWG). It consists of two divisions (Connected Communities; Equality & Human Rights) and two cross cutting units (Mainstreaming and Strategy; Finance & Business Support).

The Directorate plays a key role in embedding equality, inclusion and human rights at the heart of public policy-making and public service delivery in Scotland. We provide direct advice and support to the First Minister and the lead Cabinet Secretary/Minister, and often support other Ministers in this space.

The Context

What the experts say:

- Expert Reference Group on COVID-19 and Ethnicity ([2020 report](#)): '*We acknowledge the existence of formal and informal structural, institutional and cultural processes that place minority ethnic and migrant groups at a disadvantage within Scotland in relation to the majority.*'
- Social Renewal Advisory Board ([2021 Report](#)): '*We may all be in the same storm, but we are all in different boats...and even then, too many of us are with no boat at all.*'
- National Advisory Council on Women & Girls (NACWG) has issued three reports ([2018](#); [2019](#); [2020](#)): '*Scotland must design for those furthest away from the sources of power and the furthest are always women and girls who experience multiple discriminations.*'
- National Taskforce for Human Rights Leadership (HR Taskforce) ([2021](#)) : '*There is no doubt that these recommendations present a big challenge to the government – to build on and accelerate the progress we have already made on human rights through this radical, new statutory framework.*'

Recommendations made by bodies at both the domestic and international levels, demonstrate that, whilst there are many instances of equality and human rights good practice, Scotland nonetheless has significant on-going work to do in order to ensure that equality, inclusion and human rights are fully and reliably at the heart of policy and delivery in Scotland.

Who we are

The Equality, Inclusion and Human Rights Directorate, is part of DG Communities which is headed by **Paul Johnston**.

The Directorate Senior Leadership Team (SLT) consists of:

- **Madhu Malhotra** - Director for Equality, Inclusion & Human Rights
- **Robert Marshall** – Deputy Director Connected Communities Division
- **Jess Dolan & Sean Stronach** – Interim Deputy Director for Equality & Inclusion (Job Share)
- **Elisabeth Campbell** – Interim Deputy Director Human Rights
- **Trevor Owen** – Head of Mainstreaming & Strategy Unit
- **Emma Harvey** – Directorate Strategic Support; Head of Finance & Business Support Unit

You will also have day to day support from officials and policy experts from a range of teams across the Directorate. See Annex for organisational chart.

Role of the Directorate

The successful delivery of the Scottish Government's purpose and national outcomes depends on our ability to promote greater equality and inclusion and respect for human rights, in particular by creating the conditions that allow individuals and communities to reach their potential and flourish. It is important for people to feel connected, have a sense of belonging, and feel valued for their contribution to society. We need to ensure that the skills and attributes of all of Scotland's people are valued and that Scotland can benefit from the diversity of her people.

No-one should be denied opportunities because of their background, their race or ethnicity, their disability, their sex, gender identity or sexual orientation, their age or religion. This principle underpins the work of the Scottish Government and should be integrated across all of the Scottish Government's policy and practice as well as the wider public sector and indeed across Scottish life. We take our legal obligations under the Equality and Human Rights acts seriously, and we are guided by and committed to protecting, respecting and realising the rights within international treaties. We act, however, not just because it is a legal requirement but because essentially a more equal, fair and just Scotland will be a more successful Scotland overall.

Ensuring that communities are inclusive and resilient is key to delivering an equal, fair and just Scotland, and so we work to support the conditions that bring communities together, whilst seeking to tackle those issues that risk pulling communities apart. We focus in particular on inclusion and the challenges faced by marginalised and disadvantaged communities, including those marginalised due to their status (e.g. equality groups, asylum seekers and refugees, etc) and those isolated and/or vulnerable (e.g. to radicalisation/divisive narratives, social isolation and hate crime). We work with, and fund, those who promote inclusion and help to bind communities together, such as

the intermediary and stakeholder organisations that represent equality communities, as well as counter radicalisation and hate crime organisations. This work supports our efforts to build more inclusive communities based on equality and human rights where people have a sense of belonging and connectedness, where diversity is valued, and people can contribute towards society to their full potential. It also means that communities have greater resilience and individuals are less likely to become isolated and/or vulnerable to influence by divisive narratives.

Impact of Covid-19

[redacted]

Budget

The Directorate budget is currently split across two portfolios and breaks down as follows:

2021/22	Total £,000	Resource	Operating Costs	Corporate Running Costs	Capital (additional)
Social Security & Older people	32.200	26.000	4.500	1.700	0
Communitie s & Local government	4.435	2.800	1.175	0.460	0.250
Total Directorate	36.635	28.800	5.675	2.160	0.250

Key points

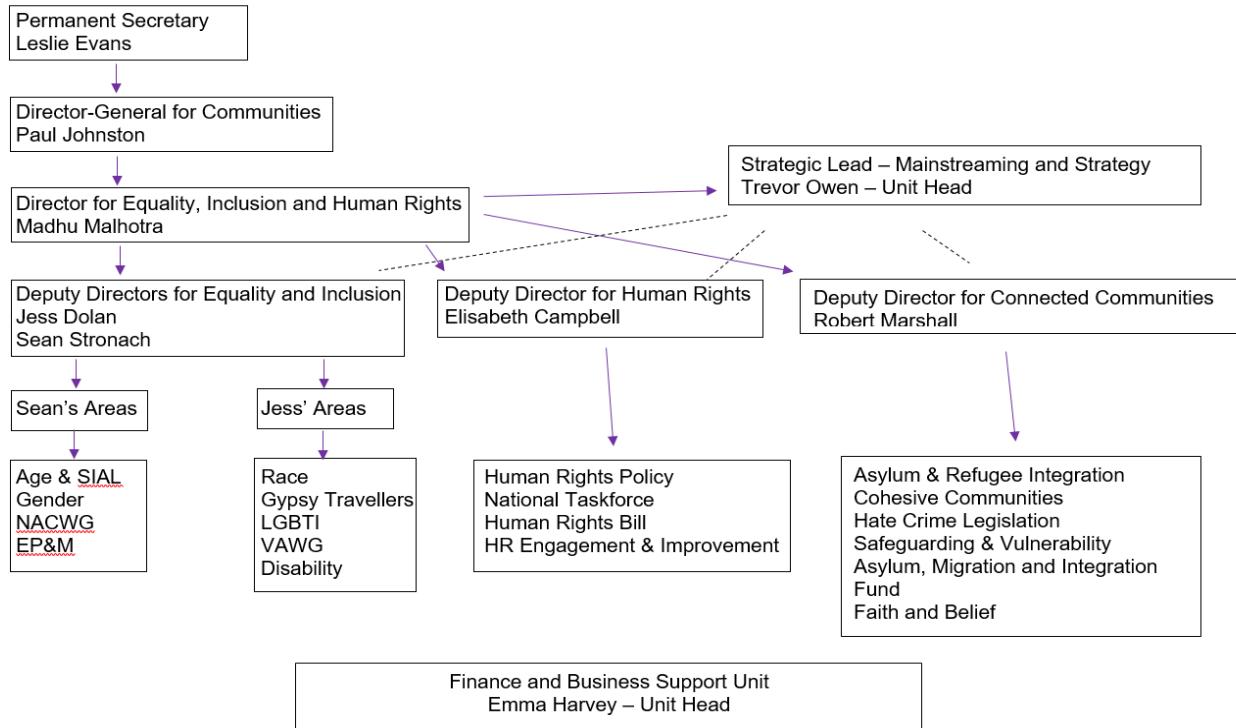
- [redacted]

Forward Look

Going forward we recognise that we are on a journey together and that there are tremendous positives in terms of attitudes, skill sets, and commitment throughout Government, and within our public and third sector partners to build on. The world does not change overnight but through day on day commitment, reflection and choosing courage over comfort to improve the quality of lived experience of everyone in Scotland.

Directorate for Equality, Inclusion & Human Rights
Senior Leadership Team
18 May 2021

Organisational chart



3.2. DIRECTORATE FOR EQUALITY, INCLUSION & HUMAN RIGHTS

[Madhu Malhotra, Director Equality, Inclusion & Human Rights](#)

EQUALITY & INCLUSION

Under the previous administration, work on equality and inclusion lay mainly within the [Social Security and Older People Portfolio](#) with strong links to: [Justice](#) (Domestic Abuse and wider violence against women and girls legislation); [Education](#) (Getting it Right for Every Child, British Sign Language [BSL] disabled children, LGBTI-inclusive education, trans-inclusive schools guidance); [Economy, Fair Work & Culture](#) (access to work – disabled people, women); [Health](#) (gender identity clinics, intersex/Variations in Sex Characteristics, health inequality in relation to a range of protected characteristics) and [Communities and Local Government](#) (accessible housing, good standard/affordable accommodation, Gypsy/Traveller sites). These interconnections will be useful to explore with incoming Ministers in due course.

[Jess Dolan and Sean Stronach, Deputy Directors \(job-share\)](#)

[redacted]

[redacted]

Who we are and what we do

We are a division of c. 40 people whose work focuses on promoting equality and tackling discrimination, so that everyone in Scotland can fully achieve all of the outcomes in the **National Performance Framework**. We do this by:

- Advancing the overall framework for equality in Scotland, through the Public Sector Equality Duty (PSED) and, as a key tool, Equality Impact Assessment. We optimise the environment for the Public Sector Equality Duty to operate in Scottish Government.
- Championing equality across most of the main equality groups:
 - Ensuring that older people's voices are heard across SG portfolios to tackle barriers people face as they age.
 - Working with disabled people to identify the barriers that society puts in their way, and to try to remove them.
 - Improving LGBTI equality, particularly in relation to trans people
 - Race equality, including for Gypsy/Traveller communities
 - Gender equality - protecting, promoting and improving women's equality
 - Coordinating the implementation of Scotland's Delivering Equally Safe strategy (and £18m Fund) to prevent and eradicate violence against women and girls
 - Providing the Secretariat to First Minister's National Advisory Council on Women and Girls (NACWG) and leading Scottish Government's response to the three reports published over the period 2018 to 2020.
- Promoting the use of British Sign Language (one of Scotland's languages with 13,000 speakers)
- Working across SG portfolios to tackle social isolation and loneliness (SIAL) by overcoming barriers preventing people from living connected lives.

Achievements in the last year include:

- Secured sustainability of equality and other organisations, allowing them to pivot to address urgent Covid-19 priorities, by:
- Extending life of existing funding streams for equality and Equally Safe to end September 2021 provide stability.
- Providing substantial additional funding to a range of organisations to address urgent equality and social isolation issues, particularly in relation to older people, minority ethnic communities (including Gypsy/Travellers) and disabled people,
- Providing over £5.75m in additional funding to support rapid re-design of services and to respond to any increase in demand for violence against women and girls services.
- Developed and launched Delivering Equally Safe (£18m) and Equality and Human Rights Fund (£7m) to support organisations over the next two years (DES Fund) and next three years (EHR Fund) from October 2021.
- Ensured that views of equality stakeholders have informed SG response to COVID by:
- Continuous engagement with core stakeholders for older people, disabled people, women, LGBTI communities and minority ethnic groups.
- Setting up an Expert Reference Group (ERG) on Covid-19 and Ethnicity - vital in challenging, informing risk and shaping work across Government. The ERG submitted initial advice and recommendations on data, evidence, risk and systemic issues to Scottish Government in August 2020 and we co-ordinated the initial response published on 4 November.
- Working with the existing National Implementation Group for the social isolation and loneliness strategy to identify priorities and channel additional funding.
- Worked with colleagues across government to support appropriate consideration of equality throughout the Covid-19 response, in particular through appropriate impact assessment. Equality and human rights sustained a significantly higher profile for example in the Covid-19 framework for decision making and the 2020 Programme for Government.
- While all work over the last year has been framed in the context of Covid-19, we also:
- Delivered stage 1 of a review of the operation of the Public Sector Equality Duty and a new approach to equality outcome setting for SG.
- Published final report on A Fairer Scotland for Disabled People 2016-2021.
- Set up a Working Group on Non-Binary Equality.
- Published a final report on Race Equality Action Plan (REAP) 2017-2021.
- Took forward implementation of the Female Genital Mutilation (Protection and Guidance) Scotland Act.
- Published an Equally Safe progress report.
- Supported the NACWG to produce its 2020 report on intersectional gender architecture and published the Scottish Government's response to the NACWG's 2019 report on the topic of policy coherence.

We currently have responsibility for:

Overall framework for equality in Scotland

- Providing expert input on equality to policy development across SG when required (and capacity allows), including impact assessment.
- Taking forward review of the operation of the Public Sector Equality Framework in Scotland (stage 1 completed – stage 2 will include potential changes to the Scottish Specific Duties).

- Coordinating discharge of Scottish Ministers' duties under existing framework (e.g. outcome setting and reporting; duty to improve performance).
- Engagement with, and funding of, the infrastructure of specialist equality organizations
Coordinating Scottish Government wide action planning and delivery on equality and related issues
- Parliamentary reporting on and monitoring of the BSL National Plan via a National Plan (2017 to 2023), ten long-term ambitions, 70 intersectional actions.
- Implementation and reporting on 'A Fairer Scotland for Older People'
- Implementation and reporting on 'A Connected Scotland – strategy to tackle social isolation'
- Developing the next iteration of strategic activity building on the 'A Fairer Scotland for Disabled People' plan (2016-2021) and National Performance Framework reporting on disability. This will include progressing work related to the incorporation of CRPD into Scots Law.
- Supporting and reporting on delivery of a fairer Scotland for minority ethnic people, in line with the Race Equality Framework (REF) for Scotland 2016 – 2030. Following conclusion of the existing Race Equality Action Plan, currently working on a 18-month plan which will bridge to a longer-term strategy to deliver systemic change from 2023.
- Co-ordinating implementation of the Scottish Government and COSLA Gypsy/Traveller Action Plan.
- Coordinating and implementing Equally Safe, Scotland's strategy to prevent and eradicate violence against women and girls.
- Leading a funding review on strategic frontline services to support action on VAWG.

Direct delivery of a range of key equality initiatives and programmes, including:

- Producing guidance for the SG and public sector on collectively realising trans inclusion and women's rights in policymaking and service design; and working group on non-binary equality.
- Liaising with the UK Government on their ongoing plans to ban or end conversion therapy
- Co-ordinating the Scottish Government's overarching response to the First Minister's National Advisory Council on Women and Girls (NACWG), which has published three reports over the period 2018 to 2020, and leading on the delivery of certain of its recommendations, including a Gender Beacon Collaborative and What Works Institute.
- The Secretariat Team which supports NACWG.

Our Budget 2021-22

The Equality and Human Rights allocation now stands at its highest ever level of £32.2m, an increase of 24% since 2019/20, though this is against a backdrop of exponentially increased expectations. The budget is substantially committed through the Delivering Equally Safe Fund (£18m – following £5m additional commitment in March 2021) and Equality and Human Rights Fund (£7m). [redacted]

Particular pressure points are likely to be:

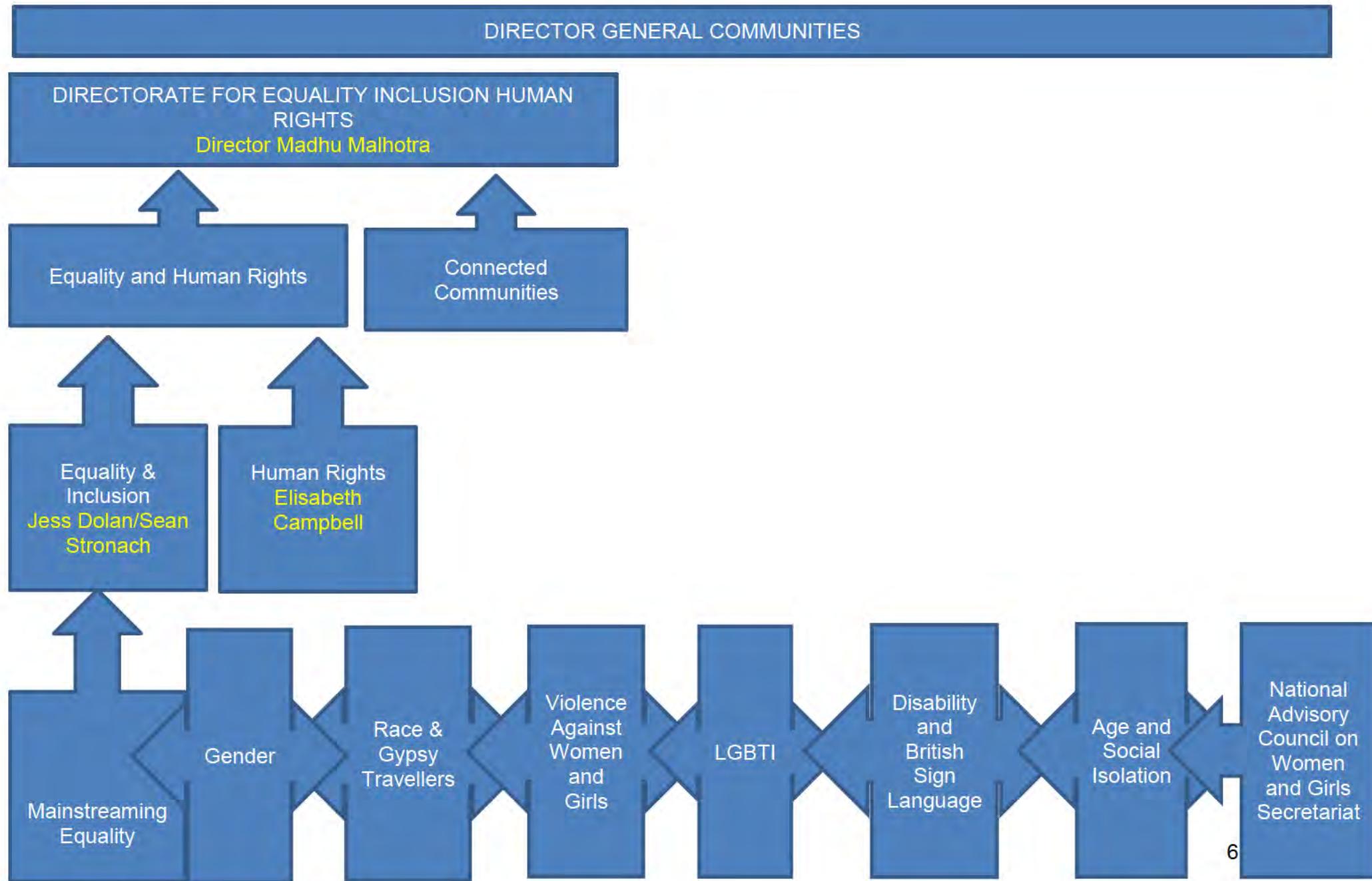
- [redacted]
- [redacted]

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE



3.3. DIRECTORATE FOR EQUALITY, INCLUSION & HUMAN RIGHTS

Madhu Malhotra, Director Equality, Inclusion & Human Rights

EQUALITY & HUMAN RIGHTS DIVISION - HUMAN RIGHTS UNIT

The work of the Equality and Human Rights unit is within the **Social Security and Older People portfolio**, although with important working links to the work of the **Minister for Older People and Equalities**. These interconnections will be useful to explore with incoming Ministers in due course.

Elisabeth Campbell - Deputy Director, Human Rights

Who we are and what we do

- We are a division of 24 people whose work is focused on embedding human rights in policy making, human rights legislation and delivery – our overall aim is to ensure Scotland is a world leader in human rights. The Human Rights Unit comprises of 4 teams - a Human Rights Bill Team, supported by a Programme Office, Policy (International and Domestic) & Mainstreaming Team and a Learning & Improvement Team.
- We do this by:
 - Raising awareness of the importance of human rights across the public sector and outwith the organisation, and engaging with colleagues internally to ensure human rights are involved throughout the Scottish Government processes of policy development and delivery. This has been particularly important during the pandemic.
 - Engagement and collaboration with key external stakeholders such as the Scottish Human Rights Commission (SHRC) and Equality and Human Rights Commission (EHRC) to help shape policy development and delivery
 - Development of world leading human rights legislation that involves a public participatory process, detailed consultation with stakeholders and the public, and learns lessons from other countries
 - Human rights training and support for officials and public authorities
 - Partaking in the extensive reporting duties for the wide range of UN treaty obligations that the UK is a party to
 - Funding the Human Rights Defender Fellowship
 - Funding and contributing to development of the Scottish National Action Plan on Human Rights
- Achievements in the last year include –
 - The development and delivery of in-depth support across the division to ensure the key elements of the SG Covid response have equality and human rights at their heart – this has required a significant and rapid change in focus for the division.

- Successful completion of the [National Taskforce for Human Rights Leadership](#) work which culminated in publication of a report on 12 March 2021 which contained 30 recommendations for a Human Rights Bill. To shape the recommendations over 50 Taskforce led stakeholder engagements were held, focusing on a wide range of areas, including environmental rights, older people's rights, and the role of public sector and other duty bearers. The report was very well received among stakeholders.
- In April 2020, the Scottish Government contributed to the UK Government response to a joint Committee on the Prevention of Torture (CPT)/ SPT request for information on Covid arrangements in UK places of detention¹.
- In June, the Scottish Government responded to an inspection report published by the CPT after their visit to Scotland in October 2019².
- In August, Prof. Michael Fakhri, the UNSR on the right to food, and Prof. Olivier De Schutter, the UNSR on extreme poverty and human rights wrote to the UKG highlighting the deepening level of food insecurity faced by low income households in the UK. The Scottish Government provided a contribution to the draft UK response to this letter in October and published its own standalone response in February 2021³. The formal UK Government response has not, thus far, been submitted.
- In November, the Scottish Government updated and submitted its contribution to a UK Government response to the UPR mid-term review.⁴
- In December, the Scottish Government contributed to a UK Government response to the List of Issues published by the UN Human Rights Committee in advance of its examination of the UK's record under the International Covenant on Civil and Political Rights (ICCPR) (not yet published).
- Input into the setting up of a mainstreaming unit to take work forward on embedding human rights across and outwith the organisation.
- Significant progress towards the human rights bill, including cross government work to identify the key challenges and opportunities relating to current policy and likely legislative commitments.

We currently have responsibility for:

- Progressing the Scottish Government's ambition of being a world leader in human rights.
- Embedding human rights across policy making, legislation and delivery – to ensure we meet our human rights legal obligations and moral obligations
- The delivery of a world leading human rights bill in the next parliamentary session
- Strategic co-ordination of SG policy on human rights including EU fundamental rights
- Human rights and the constitution including Brexit, the EU Charter and constitutional reform

¹ [COVID-19: Council of Europe anti-torture Committee issues "Statement of principles relating to the treatment of persons deprived of their liberty"](#)

² [Council of Europe anti-torture Committee publishes report on the United Kingdom focusing on Scottish prisons](#)

³ [Food insecurity and poverty - United Nations: Scottish Government response](#)

⁴ [UK Mid-Term Report To The United Nations Recommendations Under The 3rd Universal Periodic Review Of The UK](#)

- Co-ordination of SG engagement across all UN human rights treaties and the UN Human Rights Council
- Co-ordination of SG engagement with UN High Commissioner and UN Special Rapporteurs
- SG policy lead for international treaty reporting under ICCPR, ICESCR, UNCAT and OPCAT
- SG policy lead for the Universal Periodic Review (UPR)
- SG engagement with Council of Europe including Convention (ECHR), Court and Commissioner
- SG policy lead for the Council of Europe Convention for the Prevention of Torture CPT)
- Co-ordination of SG engagement with other human rights mechanisms (ILO, OSCE, ECD)
- Liaison with UK Government and the other devolved administrations on human rights
- Liaison with the Scottish Human Rights Commission (SHRC) including contributing to the finalisation and delivery of the Scottish National Plan on Human Rights
- Liaison with the Equality and Human Rights Commission (EHRC), in relation to human rights
- Stakeholder relations, including Amnesty International, and the Human Rights Consortium Scotland
- Scotland's National Action Plan for Human Rights (SNAP)
- Business and Human Rights including UN Guiding Principles and National Action Plan
- Delivery of the Scottish Human Rights Defender Fellowship
- Committee Liaison – Scottish Parliament Equality and Human Rights Committee (EHRiC)
- Human rights training and support for SG and public authorities

Our Budget 2021-22

[High level – BSU can input here & will develop a separate detail brief.]

National Performance Framework

The NPF has an explicit human rights National Outcome – “We respect, protect and fulfill human rights and live free from discrimination”

Eight of the other ten NPF National Outcomes align directly with the international human rights framework, and reflect the specific human rights obligations set out in the United Nations, Council of Europe and other treaties to which the UK is a party. The remaining two National Outcomes (Economy; International) are important as facilitators for the realization of human rights through inclusive and sustainable economic activity, and reflect the expectation that Scotland will continue to demonstrate international leadership in relation to human rights.

Of the 82 National Indicators developed to support the National Outcomes, around 30 are directly relevant to the evaluation of Scotland’s human rights performance.

The NPF explicitly recognises the importance of the UN's Sustainable Development Goals, which are in turn linked to actions and programmes which respect, protect and fulfil human rights.

[redacted]

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE

OFFICIAL SENSITIVE

3.4. DIRECTORATE FOR EQUALITY, INCLUSION & HUMAN RIGHTS

[Madhu Malhotra, Director Equality, Inclusion & Human Rights](#)

CONNECTED COMMUNITIES DIVISION (CCD)

1. The Division is based within the Communities portfolio, with close links to the Justice and Safer Communities portfolios (in relation to hate crime and safeguarding of those vulnerable to radicalisation), and a number of other portfolios, including Health and Children & Families. .

Robert Marshall, Deputy Director [redacted]

Who we are and what we do

2. We are a division of 22 people across five small teams with a core focus on the National Performance Framework commitment ‘to build inclusive, empowered, safe and resilient communities’. The CCD vision is “A Scotland where communities are inclusive, resilient and safe; where people feel connected, have a sense of belonging, and feel valued for their contribution to society”.

3. The Division’s programme of work contributes directly to this agenda by working to support the conditions that bring communities together, whilst also seeking to tackle those issues that pull communities apart. We focus in particular on inclusion and the challenges faced by marginalised and disadvantaged communities, including those marginalised due to their status (e.g. asylum seekers and refugees) and those isolated and/or vulnerable (e.g. to radicalisation/divisive narratives, and hate crime). We work with those who promote inclusion and help to bind communities together, such as faith and belief, asylum and refugee support, as well as counter radicalisation and hate crime organisations.

4. Achievements in the last year include:

- Introduction and passage of the Hate Crime and Public Order (Scotland) Bill, which gained Royal Assent in April 2021
- Development and launch of the Hate Crime Security Funding Scheme for Places of Worship
- Establishment of strong engagement with faith and belief representatives and leaders to inform the Scottish Government response to Covid, with a particular focus on places of worship
- Development and launch of ‘Ending Destitution Together’, a strategy to improve support for people subject to No Recourse to Public Funds restrictions
- Successfully securing £4.5M EU funding to enhance delivery of the New Scots refugee integration strategy (from the Asylum, Migration and Integration Fund (AMIF))
- The development, publication/launch of the statutory Prevent Multi Agency Panel (PMAP) guidance to safeguard those vulnerable to radicalisation in Scotland.

5. In addition to the individual strands of work set out above, cross cutting activity that contributes more broadly towards inclusive, resilient communities includes, for example:

- Enhanced engagement with faith and belief and asylum seeker and refugee stakeholders to inform the move towards renewal from the Covid pandemic.

- Work with faith and belief organisations to support those most vulnerable, e.g. supporting culturally appropriate foodbanks during the pandemic; digital engagement with congregations unable to attend places of worship; and work with faith leaders to address Covid vaccine hesitancy amongst ethnic minority communities.
- Delivery of the Tackling Prejudice and Building Connected Communities Action Plan in partnership with stakeholders to tackle hate crime in Scotland and including, for example, work to promote 'One Scotland' through public awareness campaigns, which have been tailored this year in response to the Covid impact on communities.
- Partnership working with COSLA, local authorities and the third sector, including through the New Scots strategy, to enable refugees and asylum seekers to realise their rights and access the services and support they need to rebuild their lives.
- Participation in Scottish asylum partnership structures to ensure the delivery of asylum accommodation and support in Scotland meets the needs of people seeking asylum and the communities they live in, including with the UKG as far as is possible (the matter being essentially reserved to the UK Parliament).
- Safeguarding those that are or could become vulnerable to radicalisation by encouraging a sense of belonging, connectedness and resilience to divisive narratives.
- Grant funding of third sector organisations to help foster cohesive communities, such as Interfaith Scotland, which seeks to improve understanding and dialogue across faiths; the Dundee International Women's Centre which supports resilience online; the Scottish Refugee Council and other integration projects for refugees; and the Holocaust Memorial Day Trust and YouthLink Scotland in tackling hate crime.
- In partnership with Police Scotland, leading the strategic approach to community reassurance in the aftermath of a terrorist incident; a serious hate crime and/or another significant event leading to communities tensions (e.g. such as EU Exit). This also includes engagement with UKG and Police Scotland in relation to the safeguarding of any individuals involved.

6. Impacts are two-fold:

- To build more inclusive communities where people have a sense of belonging and connectedness, where diversity is valued, and people can contribute towards society to their full potential; and
- Communities have resilience towards divisive narrative and individuals are less likely to become isolated and vulnerable to radicalisation.

We currently have responsibility for:

- Faith and belief policy & engagement, and the hate crime security fund for places of worship
- Asylum seeker and refugee integration, including the New Scots refugee integration strategy and project
- Improving support for people at risk of destitution due to having No Recourse to Public Funds
- Hate crime policy, including implementation of the Hate Crime and Public Order (Scotland) Act
- Safeguarding those vulnerable to divisive narratives and radicalisation
- Stakeholder engagement to inform response to Covid across Divisional responsibilities, including reopening of places of worship
- Promoting inclusive and resilient communities across CCD areas of responsibility
- Community reassurance post terrorist incident; serious hate crime; and/or significant event (e.g. divisive narratives and extremism post EU Exit)

Our Budget 2021-22

7. Connected Communities Division allocated budget is £4.409m. This is distributed as follows:-
 - £2.8m resourcing
 - £1.15m on staff costs
 - £0.250m on Capital (deferred from 2020/21 budget)
8. A fuller Level 4 breakdown of the divisional budget can be found in **Annex B**.
9. [redacted]
10. [redacted]

OFFICIAL SENSITIVE

Connected Communities Division
May 2021

INCLUSION AND CONNECTED COMMUNITIES PRIORITIES

Annex A

Asylum and Refugee Integration

[redacted]

- [redacted]
- [redacted]

[redacted]

Work integration within SG & Partners



**Third
Sector**

Programme for Government commitment(s)

- We will work with COSLA and the Scottish Refugee Council to support refugees and people seeking asylum to integrate in communities in Scotland, in line with the key principle of our New Scots strategy that integration begins from day one of arrival. Together with COSLA we will publish an anti-destitution strategy to support those in our communities most at risk from reserved immigration policies on NRPF. As part of this we are re-examining options to support those who are destitute through NRPF, including expanding the scope for more effective and dignified support.
- People who have come to Scotland to work, study, be with family, or who need a place of safety, must not be abandoned at this time of crisis. Nearly £275,000 funding was allocated to third sector organisations supporting people seeking asylum and others who are subject to No Recourse to Public Funds (NRPF) to respond to people's essential needs during the pandemic.
- Refugee resettlement post 2020 - We are working with our local government partners to develop our approach to the future of refugee resettlement.

[redacted]

•[redacted]

[redacted]

•[redacted]

SVT work integration within
SG & Partners

Safeguarding around you (SVT)



POLICE
SCOTLAND
Maintaining people safe
POILEAS ALBA



Programme for Government commitment(s)

We will work with Police Scotland, Local Authorities and wider partners to safeguard those individuals who become vulnerable to divisive and radicalising narratives, including as a result of having been disconnected from positive influences during lockdown.

Hate Crime

Immediate Priorities

- [redacted]

Work Paused

- [redacted]

Work Integration within SG & Partners

Scottish Courts
and Tribunals



The Scottish Parliament
Pàrlamaid na h-Alba



CROWN OFFICE
& PROCURATOR
FISCAL SERVICE
SCOTLAND'S PROSECUTION SERVICE



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

Programme for Government commitment(s)

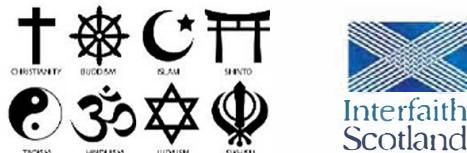
- *Hate Crime and Public Order* The Bill consolidates, modernises and extends hate crime legislation in Scotland. It adds age as an additional characteristic and includes a power to enable the characteristic of 'sex' to be added at a later date. The Bill provides for new stirring up of hatred offences for age, disability, race, religion, sexual orientation, transgender identity and variations in sex characteristics. Currently there are only offences of stirring up racial hatred.
- As well as delivering consolidated, modernised and updated hate crime legislation, we will continue to work with stakeholders, including Police Scotland, to tackle and encourage reporting of hate crime.
- *Hate crime campaign* -as well as introducing legislation, we will encourage reporting by launching a hate crime campaign to challenge the prejudice and attitudes that fuel intolerance. Having already adopted a definition for anti-Semitism, we will consult on adopting a definition of Islamophobia.

Faith and Belief**Immediate Priorities**

- [redacted]

Work Paused

- [redacted]

Work Integration within SG & Partners**Programme for Government commitment(s)**

We will also explore what more can be done to ensure the safety and security of places of worship. £550k has been secured for a Hate Crime Security Fund for places of worship. Development of the fund is ongoing with Police Scotland and IMPACT funding partners and is nearing finalisation. A stakeholder consultation was carried out and completed in January 2021. Expressions of interest to the fund were invited and closed on 6 January 2021, with 53 registered interests. The scheme is due to open for applications on 26 May 2021.

The Asylum, Migration and Integration Fund (AMIF)**Immediate priorities**

[redacted]

Work paused

•N/A

AMIF work integration within SG & Partners**University
of Glasgow**

* to note that funding for AMIF is from E.U & UK Governments. No funding is received from Scottish Ministers

The Asylum, Migration and Integration Fund (AMIF) was set up for the period 2014-20, with a total of EUR 3.137 billion for the seven years. It will promote the efficient management of migration flows and the implementation, strengthening and development of a common Union approach to asylum and immigration. This Fund will contribute to the achievement of four specific objectives.

Connected Communities Level 4 Budget 2021/22

Communities and Local Government	2020-21 Fiscal Resource £million	2020-21 Scottish Budget £million	2021-22 Fiscal Resource £million	2021-22 Capital £million	2021-22 Scottish Budget £million	% Change 2021-22 on 2020-21	What it buys	Explanation of significant changes from previous year
Connected Communities	4.409	4.409	4.435	0.250	4.685	6.3%	Work with partners to support asylum seeker and refugee integration, strengthen interfaith relations and dialogue, and work to tackle prejudice and build connected communities. Includes development of a Hate Crime Bill and work with partners to safeguard vulnerable individuals who may be drawn towards divisive ideologies.	New scheme to improve security in places of worship.

RESOURCE	staff operating costs	non-staff operating costs	RESOURCE controlled by portfolio	CRC's	Total RESOURCE	CAPITAL	TME
2.800	1.150	0.025	3.975	0.460	4.435	0.250	4.685

3.1. DIRECTORATE FOR EQUALITY, INCLUSION & HUMAN RIGHTS

[Madhu Malhotra, Director Equality, Inclusion & Human Rights](#)

BRIEFING FOR INCOMING ADMINISTRATION – MAINSTREAMING EQUALITY, INCLUSION AND HUMAN RIGHTS UNIT

Who we are & what we do

The Unit is a new entity which is in the process of being established, with additional team members to be recruited and structures to be established in the medium to long term. A central tenet of the Unit is collaborative working across the Directorate to build a whole-Directorate approach to mainstreaming equality, inclusion and human rights across the Scottish Government and wider public sector.

Our overall objective is centred around developing the previous Scottish Government's 2020/21 Programme for Government commitment to better embed equality and human rights through the development of a mainstreaming strategy. Focus to date has been on scoping this work and engaging with stakeholders. The Unit has also supported general mainstreaming priorities such as engagement with Covid-19 vaccinations policy. Going forward, the work of the Unit will be particularly focused on:

- Supporting engagement with Ministers' strategic mainstreaming priorities;
- Improving collation and use of evidence and the harnessing of lived experience to improve practice;
- Alignment of the different levers at our disposal and the functions we deliver – policy setting and implementation, funding, procurement and communications – to better embed equality, inclusion and human rights;
- Building the Scottish Government's capability to embed equality, inclusion and human rights through culture change, awareness and skills development; and
- Improving accountability for meeting our equality and human rights obligations, particularly through corporate structures but also seeking to influence the wider external environment.

Budget

500K has been set aside for 2021/22, and consideration will be given to targeted investment to support the development of the strategy and establish some of the building blocks.

[redacted]

OFFICIAL SENSITIVE

4. DIRECTORATE FOR SOCIAL SECURITY

Stephen Kerr, Director Social Security

4.1. SOCIAL SECURITY POLICY DIVISION

Ian Davidson, Deputy Director, Social Security Policy [Redacted]

Who we are and what we do

- The Scotland Act 2016 brought new powers relating to social security, including responsibility over certain benefits. This Division is responsible for developing the policy for the Scottish Government's approach to these benefits and, with Legal Directorate, the legislation to support this; and for working alongside Social Security Programme and Social Security Scotland (our Agency established in 2018) in their delivery (see further below). We work with the wider Scottish Government policy community to ensure social security contributes effectively to delivery of wider social and economic priorities.
- The Scotland Act devolved powers over 11 existing UK Government benefits, as well as the power to create new benefits in areas of devolved responsibility. We have already used those powers to create six brand new benefits which exist only in Scotland. Ten benefits are currently being delivered by Social Security Scotland, and include Scottish Child Payment (SCP) alongside five other completely new forms of support. We are working on the development of a further seven benefits for launch in coming years (not counting manifesto commitments).
- So far the benefits we've delivered have been mainly in the form of lump-sum payments and grants to help young carers and people on low incomes with additional expenses at key points in their lives (the exception is SCP which is paid monthly).
- This year will see the launch of the first of our far more complex disability and carer benefits, which will open for new applications in July 2021, initially as part of a pilot. It is also the year when we will begin the complex process of transferring around 700,000 Scottish clients from the Department of Work and Pensions (DWP) to Social Security Scotland and onto the new Scottish forms of assistance.
- The Division **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]** focussed around the different types of benefits:
 - Funeral, Resolutions and Early Years Benefits
 - Welfare Fund and Winter Benefits
 - Disability Benefits
 - Carer Benefits and Case Transfer
 - Scottish Child Payment and Reserved Benefits Policy

National Performance Framework indicators

The Scottish Government's National Performance Framework sets out a vision for national wellbeing in Scotland and outlines the strategic outcomes which collectively describe the kind of Scotland in which people would like to live.

The work of Social Security Policy Division (and indeed of the whole Social Security Directorate and Social Security Scotland) directly contributes to two of these outcomes. The first is Poverty, which states that we will tackle poverty by sharing opportunities, wealth and power more equally. The second is Human Rights, which says that we will respect, protect and fulfil human rights and live free from discrimination. Other indicators which our work supports include Children and Young People, Health, and Fair Work and Business.

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

OFFICIAL SENSITIVE

4.2. DIRECTORATE FOR SOCIAL SECURITY

Stephen Kerr, Director Social Security

SOCIAL SECURITY PROGRAMME MANAGEMENT DIVISION

Lisa Baron-Broadhurst, Programme Director – [Redacted]

Alison Byrne, Programme Deputy Director – [Redacted]

[Redacted] Programme Deputy Director – [Redacted]

Who we are and what we do

- Develop the operational capability and systems required by Social Security Scotland to administer all the devolved benefits.
- Design the systems and processes required to transfer around 700,000 existing client cases from the UK Government's systems to Social Security Scotland's.
- Handover and transition the new services into Social Security Scotland as benefits go live.
- We've already designed and launched 10 benefits which are currently being delivered by Social Security Scotland, and include Scottish Child Payment as well as five other completely new forms of support. We are working on the development of a further 7 benefits for launch in coming years (not counting manifesto commitments). These are a mix of devolved (DWP) benefits and new (Scottish Government) benefits.
- As above, we are moving this year into the delivery of more complex benefits, including the high-profile replacement for DWP's PIP from 2022.
- The Programme also has the lead on transferring client cases from the UK Government's IT systems onto those of Social Security Scotland. As above, this will be the first time that we have done this, and there are various commitments on how we will manage the process to make it safe and easy for clients.

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

4.3. DIRECTORATE FOR SOCIAL SECURITY

Stephen Kerr, Director Social Security

COMMUNITIES ANALYSIS DIVISION – SSAFE UNIT

The Social Security Analysis, Forecasting and Evaluation (SSAFE) unit sits in Communities Analysis Division alongside Housing, Homelessness & Regeneration Analysis, Equality and Social Justice Analysis and Housing Market Analysis and Rent Service Scotland. Broadly it supports Scottish Government's Social Security policy division. It is the only Social Security analytical unit in Scottish Government following the embedding of the Analysis and Insights Unit (formally Social Security Operations and Delivery Analysis) into Social Security Scotland in April 2021.

[Audrey MacDougall, Deputy Director – \[Redacted\]](#)

Who we are and what we do

Social Security Analysis, Forecasting and Evaluation

- Social Security Analysis, Forecasting and Evaluation (SSAFE) is responsible for the research, modelling, analysis and evaluation of social security policy as well as the forecasting of social security benefits caseload and expenditure. It works across Social Security Policy, Programme and the Social Security Scotland agency. To do this, the unit draws on the expertise of five teams across four analytical professions (economists, statisticians, operational researchers and social researchers).

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

- The key functions of each team are as follows:
 - **The Research & Evaluation Team** supports the Social Security Policy Division with their policy-related research needs. This includes evidence reviews to support policy formulation, commissioning research to explore the role of social security in people's lives, commissioning analysis of consultation responses, and conducting evaluation to determine if a policy is delivering against outcomes.
 - **The Forecasting and Modelling Team** is responsible for forecast model development and works closely with the Scottish Fiscal Commission (SFC), Scotland's official, independent economic and fiscal forecasters, to support them in delivering their forecasting remit, which is to produce forecasts of benefit expenditure for the Scottish Government budget. The team provides forecasts of the number of people flowing through the social security system for Social Security Scotland to inform their resource modelling (i.e. the number of staff required to administer different components of benefits). It delivers policy modelling and microsimulation modelling, sharing responsibility for this with the Policy Analysis and Modelling team (see below). It also provides support for the Budget process and analysis related to the Fiscal Framework, which is the agreement with the UK Government which sets out the funding arrangements for devolved social security. The team has also been working with the UK Government's Department for Work and Pensions (DWP) to gain access to data on recipients of devolved benefits in Scotland, with the aim of using the data to inform forecasting and policy development.
 - **The Policy Analysis and Modelling Team** is responsible for undertaking analysis and developing models to estimate impacts of policy variations, analysing behavioural responses and undertaking options appraisals to support development of social security policies. It also includes analysis and research to support the delivery of

legislative commitments in the Social Security (Scotland) Act, such as producing a best estimate of take-up for the devolved benefits and developing uprating policy. The team also works with DWP for the calculation of spillover costs arising from the automatic passporting between devolved and reserved benefits. The team shares responsibility for microsimulation modelling with the Forecasting and Modelling and Reserved Benefits teams. Microsimulation modelling is a useful tool for policy design of low-income benefits. It applies current and future tax and benefit rules to a set of individual- and household-level data derived from the Families Resources Survey and can estimate eligibility and cost for a benefit as well as impacts on households' incomes and poverty.

- The **Reserved Benefits and Mitigation Analysis and Statistics Team** provides analysis and modelling of the impact of UK Government policy on people in Scotland and advises on policy responses. It also publishes statistics on Discretionary Housing Payments and the Scottish Welfare Fund. This includes the new Self Isolation Support Grant which is overseen by the Covid-19 Income Support team.
- The **Experience Panels team** manages a research programme with a panel of more than 2,000 volunteers who have recent experience of one or more of the benefits being devolved to Scotland. The research seeks to learn from their previous experiences and work with them to understand what they need from the new system. Research with the panel informs policy and service design, and panel members also work with the Social Security Programme to help with user testing of the new systems and processes. The team also delivers the "Seldom Heard Voices" research project, with 5 contracts commissioned to understand the specific experiences and needs of a range of communities not well represented within the main Experience Panels research programme.

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

OFFICIAL SENSITIVE

4.4. DIRECTORATE FOR SOCIAL SECURITY

Stephen Kerr, Director Social Security

SOCIAL SECURITY SCOTLAND

We are an executive agency of the Scottish Government. We have been established by ministers as part of Scottish Government to administer a number of devolved benefits. We are staffed by civil servants and headed by a Chief Executive, who is a civil servant, and are directly accountable to the government. It is our role to deliver the benefits that we are responsible for in line with the principles in the Social Security (Scotland) Act 2018 and Our Charter. We were established in September 2018. Our headquarters are in Dundee, we have a second main site in Glasgow, and we will have people providing face-to-face support based in communities across every local authority area in Scotland.

David Wallace, Chief Executive – [Redacted]

Who we are and what we do

- Once fully operational, we will deliver 17 benefits providing support to families on low incomes, people who need help paying for a funeral, disabled people, carers, young people entering the workplace and to help people heat their homes. At this point, we expect to deliver benefits to 1.8 million people, providing over £4 billion in payments every year. This does not include any additional benefits or amends to benefit values or entitlement contained in manifesto commitments.
- The benefits that we will deliver are being introduced incrementally. The policy development and service design for these benefits is carried out by the Scottish Government Social Security Directorate.
- We currently deliver 10 benefits: Carer's Allowance Supplement, Pregnancy and Baby Payment, Early Learning Payment, School Age Payment, Best Start Foods, Funeral Support Payment, Young Carer Grant, Job Start Grant, Child Winter Heating Assistance and Scottish Child Payment.
- The public can access our service online (www.mygov.scot), by freephone (0800 182 2222), by post and from later this year in person by appointment in communities across Scotland.
- Legislative competence for the benefits still to be delivered through Social Security Scotland was transferred to the Scottish Government in April 2020. These benefits continue to be administered by the Department for Work & Pensions under the terms of Agency Agreements. This arrangement has led to our first two sets of account being accompanied by a section 22 report. Audit Scotland's qualification to date has only related to the regularity of Carer's Allowance expenditure, being the only devolved benefit at the time administered by DWP - this does not apply to the other benefits that we are directly administering. To enable the safe and secure transition of benefits, the DWP continues to deliver Carer's Allowance on our behalf, following their existing processes and delivered through Agency Agreements. DWP have had their accounts qualified by the National Audit Office for the past 31 years. Under these agreements, the benefit is regulated by UK legislation, which means we rely on the DWP's error and fraud estimates. Once we take on full responsibility for a benefit, we will be responsible directly for management of error and fraud in Scotland.
- Social Security Scotland is an Executive Agency, which means that the Agency is accountable to Ministers, and Ministers are accountable to Parliament for the effective and efficient operation of the agency and for effective financial management.

The Chief Executive is supported in this role by the Executive team: Janet Richardson - Deputy Director Operations, Miriam Craven – Deputy Director Governance and Change, James Wallace – Deputy Director Finance and Corporate Services, Andy McClintock – Chief Digital Officer, Paul Knight – Chief Officer for Health and Social Care Operations and [Redacted under FOISA Section 38 Personal Information]

- The Chief Executive is supported in his role by an Executive Advisory Body. This is advisory to the Chief Executive in status. It is composed of the Executive Team alongside six non-executive members. The term for three of our non-executives is due to come to an end later this year. A recruitment exercise for new non executives is underway these are Agency **not** Ministerial appointments.
- [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
- We have three buildings in Dundee – Agnes Husband House, part of Dundee House, which we share with Dundee City Council, and Enterprise House. We have one building in Glasgow, 220 High Street.
- Further information on how Social Security Scotland operates and its performance can be found at www.socialsecurity.gov.scot

Finance Portfolio

- [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
- **Benefit expenditure** - Funding for benefit payments matches the independent forecasts prepared by the Scottish Fiscal Commission published in January 2021. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]. The current budget allocation of £3.5 billion does not include £12 million for Best Start Foods as this is within the Health Portfolio. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

What are your likely hot topics in 2021?

- [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
- [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

OFFICIAL SENSITIVE

From: David Wallace
Social Security Scotland
20 May 2021

Cabinet Secretary Social Justice, Housing and Local Government
Minister for Social Security and Local Government

Introduction to Social Security Scotland

1. Welcome

- 1.1. Welcome and congratulations on your appointments as Cabinet Secretary for Social Justice, Housing and Local Government and Minister for Social Security and Local Government. My team and I are looking forward to working with you over the next parliamentary term. We have a challenging but exciting year ahead.
- 1.2. The Cabinet Secretary will recall joining the First Minister to announce that Dundee would host our head office back in September 2017. This year we will open our new head office at the Waterfront in Dundee. A significant development for Social Security Scotland and, in partnership with Dundee City Council, the Dundee Waterfront project.
- 1.3. Over the course of this year we will continue to experience significant growth, with the introduction of the first disability assistance that requires people to apply and the launch of our local delivery service - all opportunities we hope you can get involved in.
- 1.4. We look forward to telling you more about our activity and taking your views on the ongoing delivery of the live Scottish benefits. We also stand ready to support, as required, with the implementation of manifesto commitments and the priorities outlined in the 'First 100 days' document.
- 1.5. We have prepared this briefing as an introduction to Social Security Scotland. We hope that this gives you a sense of what led to our creation and how we've got to where we are now. We have provided information on key aspects including our service offer, governance, resourcing and finance. In addition, we highlight immediate priorities or submissions that you should expect from us. As Scottish Government civil servants, we are working closely with our colleagues in Stephen's Social Security Directorate to make sure that we coordinate further briefing, submissions and decisions required. This joint approach between the Social Security Directorate and the Social Security Scotland has served us well in the delivery of the current benefits, ensuring that policy and delivery are well integrated and understood. I would very much welcome your views on what you would like to find out more about as a priority. I think you got a flavour of the culture we are trying to build when you visited the us at Dundee House in 2018. When restrictions permit, we look forward to seeing you and Mr Macpherson to show you our progress.

2. Background

- 2.1. Establishing a social security agency was initially referenced in Creating a Fairer Scotland: A New Future for Social Security in Scotland, published in March 2016¹.
- 2.2. An Outline Business Case² for the creation of Social Security Scotland was published in April 2017. It concludes that the preferred option be a central agency which incorporates face-to-face pre-claims and support services locally in existing public sector locations.
- 2.3. In September 2017, the First Minister confirmed that the head office for the new agency would be in Dundee, with a second major base in Glasgow. The agency would also have a local presence with additional staff working across the country, ensuring that economic benefit and jobs were spread across all parts of Scotland.
- 2.4. On 1 September 2018, Social Security Scotland was established as an Executive Agency of the Scottish Government through the laying of the Framework Document³. Executive agencies are part of the Scottish Government and generally have a strong focus on the management and direct delivery of public services.
- 2.5. Social Security Scotland started making its first benefit payments – Carer's Allowance Supplement – from 3 September 2018. The first 80 operational posts recruited to support this were based in Dundee following a successful co-location with Dundee City Council.
- 2.6. Benefits have continued to be introduced incrementally, along with additional services. We currently administer a total of 10 devolved benefits and clients can access our service online through mygov.scot, by phone (0800 182 2222) and through the post. Based on the months of June to November 2020, approximately 93% of applications were submitted online, 5% by phone and 2% by paper.
- 2.7. **Annex A** provides a timeline of key milestones from September 2018 to April 2021 and **Annex B** gives a list of all current live benefits.
- 2.8. Once fully operational, we will deliver 17 benefits providing support to families on low incomes, people who need help paying for a funeral, disabled people, carers, young people entering the workplace and to help people heat their homes. At this point, we expect to deliver benefits to 1.8 million people, providing over £4 billion in payments every year. This does not include any

¹ Creating a fairer Scotland (March 2016) [Creating+a+fairer+Scotland.pdf \(www.gov.scot\)](https://www.gov.scot/creating-a-fairer-scotland.pdf)

² Outline Business Case for the Agency for Social Security in Scotland (April 2017) – <https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2017/04/outline-business-case-agency-social-security-scotland/documents/00517239-pdf/00517239-pdf/govscot%3Adocument/00517239.pdf>

³ Social Security Scotland: framework document (September 2018) <https://www.gov.scot/publications/framework-document/>

additional benefits or amends to benefit values or entitlement contained in manifesto commitments.

- 2.9. Eligibility for our low income benefits is linked to a number of UK benefits or tax credits. We utilise data provided by the DWP and HMRC to check eligibility and process applications.
- 2.10. Department for Work & Pensions continue to administer those benefits that have not yet been implemented in Scotland. They do this under the terms of Agency Agreements. These are agreements between public bodies under which we will pay the Department for Work and Pensions to continue delivering benefits on our behalf. The Department for Work and Pensions deliver these in line with their existing guidance and processes. This will continue up until the Scottish Government introduces replacement benefits for new applications and completes the transfer of clients from the legacy DWP benefits to the new benefits delivered through Social Security Scotland.

3. Governance

- 3.1. Social Security Scotland is an Executive Agency within the Scottish Government. The Framework Document sets out the detailed accountability and governance framework for the Agency, and the context for the Agency's relationship with Scottish Ministers and core Scottish Government directorates.

3.2. Chief Executive and Executive Team

3.2.1. Social Security Scotland is led by a Chief Executive. The Chief Executive is a member of the Senior Civil Service and is the agency's Accountable Officer. The Chief Executive is accountable personally to Scottish Ministers for the effective and efficient operation of the agency and for effective financial management.

3.2.2. The Chief Executive is supported in this role by the Social Security Scotland Executive Team (a high level structure chart can be found in Annex C). As of April 2021, this team is made up of:

- **David Wallace** – Chief Executive Officer
- **James Wallace** – Deputy Director for Finance and Corporate Services. James oversees a division that includes people services, estates, travel and transport, fraud and error, finance and procurement functions.
- **Miriam Craven** – Deputy Director for Governance and Change. Miriam oversees a division that includes governance, information management, service development, compliance, communications and marketing and national stakeholder engagement functions.
- **Janet Richardson** – Deputy Director for Operations. Janet oversees a division that includes live operations (telephony, web chat and application processing), local delivery, client experience,

redeterminations and appeals and business resilience functions. Janet is also our Senior Information Risk Owner.

- **Andy McClintock** – Deputy Director for Chief Digital Office. Andy oversees the division responsible for supporting both the Scottish Government Directorate Programme and also Social Security Scotland's digital requirements. This includes infrastructure, systems and security.
- **Paul Knight** - Chief Officer for Health and Social Care Operations and Caldicott Guardian for clinical information. Paul is responsible for the establishment of a health and social care function for Social Security Scotland. Paul and his team are working with colleagues in Scottish Government on the most effective and efficient ways of using health and social care expertise and information when deliberating on client eligibility for disability benefits.

3.2.3. The Chief Executive currently meets with Ministers on a monthly basis. In addition, previous Ministers have met with the Chief Executive and the Executive Team on a six weekly basis to discuss operational matters including readiness for the introduction of future benefits and progress updates on live benefit delivery and continuous improvement.

3.3. Executive Advisory Body

3.3.1. The Chief Executive is supported in their role by an Executive Advisory Body. This is chaired by the Chief Executive and is advisory in status. It is composed of the Executive Team alongside six non-executive members. The non-executive members perform an important role in offering constructive challenge and advice to the Chief Executive on Agency strategy and effective governance.

3.3.2. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

3.3.3. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

3.4. **Audit and Assurance Committee** gives an independent and objective view of our activity. It provides our Chief Executive (in their role as Accountable Officer) with support in their responsibilities for issues of risk, control and governance and associated assurance through a process of constructive challenge. The Committee is a statutory function and is independent of Social Security Scotland's management.

3.5. **Key documents** - In addition to the Outline Business Case noted in section 1.1 and the Framework Document referenced in section 2.1, there are three further documents that set expectations of Social Security Scotland.

3.5.1. **Our Charter**⁴ - the Social Security (Scotland) Act 2018 required the Scottish Government to create Our Charter. The purpose of Our Charter is to set out what people should expect from the new social security system. It explains in clearer terms how we will uphold the Principles in the Act, how we will make sure that we are taking a human rights based approach to what we do and how we will demonstrate dignity, fairness and respect in all our actions. Our Charter was created by a core group of Scottish Government experience panel members.

3.5.2. **Social Security Scotland Corporate Plan 2020 to 2023**⁵ sets out what we will do to deliver on our responsibilities and our strategic aims and objectives. This Corporate Plan was approved by Cabinet Secretary for Social Security and Older People in November 2020.

3.5.3. **KEY EARLY SUBMISSION – Business Plan April 2021 to March 2022** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

3.5.4. **KEY EARLY SUBMISSION – Equality Strategy / Outcomes/ Mainstreaming Report** - for publication June. These documents outline our commitment to mainstream equality and set out three specific outcomes. This will be submitted for information in May.

3.6. Performance

3.6.1. **The Charter Measurement Framework** – this assesses our progress in delivering the commitments set out in Our Charter. Information is gathered from staff, stakeholders and clients to show how well we operate and deliver benefits, including how we treat our clients, if staff are well supported and how systems are working.

3.6.2. **Client survey** - As part of the work to gather feedback from clients, we ran our first annual client survey in September 2020. It was open to people who had received Carers Allowance Supplement or a decision on a benefit payment from September 2018 up until 31 July 2020. Over 3,000 clients took part in the Client Survey with 90% of people rating their overall experience as 'very good' or 'good'.

3.6.3. **Annual report and accounts** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

3.6.4. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

3.6.5. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

⁴ Social Security Charter (January 2019) <https://www.socialsecurity.gov.scot/about/out-charter>

⁵ Social Security Scotland Corporate Plan 2020 to 2023 (November 2020)
<https://www.socialsecurity.gov.scot/reporting/publications/corporate-plan>

- 3.6.6. **Statistics publications** – Social Security Scotland Statisticians publish a number of regular statistical publications that are produced in line with the code of practice for official statistics. The publication scheme covers all the main benefits and additional information on Social Security Scotland workforce and clients including diversity and equalities analysis. Statistics are released on a pre-announced schedule and pre-release access and briefing is provided in advance within the code of practice constraints.
4. **Finance - Table 2 shows the overall budget** that has been allocated to the Social Security Scotland for 2021-22. Our budgetary requirements are based on estimates that will continue to be revised as service design matures. Due to the programme re-plan 2021-22 will see Social Security Scotland begin to deliver disability assistance with the introduction of Child Disability Payment and preparation for Adult Disability Payment.

Table 2 – 2021-22 budget

(Redacted under FOISA Section 30b(i) Free and Frank provision of advice or exchange of views)

- 4.1.1. **Operating Expenditure** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)
- 4.1.2. **Benefit expenditure** - Funding for benefit payments matches the independent forecasts prepared by the Scottish Fiscal Commission published in January 2021. The Scottish Fiscal Commission was established by the Scottish Parliament to provide independent forecasts of taxes and social security expenditure, and GDP forecasts, to help inform the government's budget and its scrutiny by parliament. These forecasts do not include Young Carer Grant, as this is below the Commission's threshold of materiality and Job Start Payment is not part of their legislative scope. The Commission has access to the most recent information on benefit expenditure which should help to improve forecasting accuracy. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views). The current budget allocation of £3.5 billion does not include £12 million for Best Start Foods as this is within the Health Portfolio. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

4.1.3. **Savings Options** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

5. People

5.1.1. **Headcount** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

5.2. Estimates of the required staffing

5.2.1. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

5.2.2. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

5.2.3. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

5.2.4. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

5.3. Recruitment

5.3.1. In January 2020, Social Security Scotland committed to support HMRC Civil Service colleagues in Dundee who were at risk of redundancy in a bid to safeguard jobs and retain experience. We are offering these staff the opportunity to apply for Client Advisor positions through a streamlined application and interview process, which takes account of specific skills and experience to allow applicants seeking a level transfer opportunity to fast track through the initial stages of recruitment.

5.3.2. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

5.4. Staff engagement

5.4.1. All Government agencies and departments in the UK take part in an annual Civil Service People Survey. The survey in October 2020 was run centrally by the Cabinet Office and asked additional questions to reflect COVID-19 specific themes.

5.4.2. 77% of our people participated and we achieved an engagement index of 79% (reduction of 3 percentage points from 2019). Social Security Scotland reported the third highest score across the 106 civil service bodies who took part.

6. Accommodation

6.1. Work was undertaken in 2017 to identify the most suitable locations for the Social Security Scotland's main central offices⁶. A decision to locate the headquarters in Dundee and have a second office of a similar size in Glasgow.

6.2. Working primarily in partnership with Dundee and Glasgow City Councils both interim and now longer term properties have been successfully delivered, meeting the strict time pressures, business needs and social value criteria in both locations. The acquisition process followed was designed to ensure that a wide range of options were considered and provide confidence that the recommended solution would best satisfy requirements and deliver good value for money.

6.3. **Dundee** – In Dundee we have created a campus of accommodation to provide the required square footage and meet varied operational requirements.

- **Agnes Husband House** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)
- **Enterprise House** - In February 2021, we signed a 10-year lease to become the tenants of Enterprise House a building previously occupied by Scottish Enterprise. At 18,000 square feet this building will become a training centre within Dundee with facilities to train up to 140 employees as well as providing office space for 70. Fit out is expected to be completed before the end of 2021.
- **Dundee House latest** - Since May 2018 we have occupied the second floor within Dundee House a building we share with the Dundee City Council. (Redacted under FOISA Section 33 Commercial interests and the economy)

6.4. **Glasgow** – 220 High Street, part of the Glasgow City Council Tomorrow Office Programme, is our Glasgow office, situated in the city centre providing

⁶ Social security agency: central functions location analysis (September 2017)
<https://www.gov.scot/publications/central-functions-social-security-agency-location-analysis-phase-1-phase/>

workspace for all business functions. At circa 90,000 sq. feet, High Street is our largest building across our central estate with a future capacity of 935 workstations, plus classroom space for over 100 colleagues within our new training suite and car parking facilities. A 10 year lease agreement commenced in November 2019 with refurbishment of the existing office and carpark due to begin early summer 2021.

- 6.5. **Local Delivery** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views).
- 6.6. **Return to offices update** (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views).
- 7. **Communications and Engagement** – support for Ministers on social security delivery related communications is provided by the Strategic Communications and Marketing team and National Stakeholder Engagement team that report into Social Security Scotland. These teams provided advice and support to Social Security Scotland and the Scottish Government Directorate Programme. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

8. Immediate milestones and readiness

- 8.1. **School Age Payment 2021/22 application window** – School Age Payment opens for application on Tuesday 1 June and will close on Monday 28 February 2022. This is open for children who would normally take up a place in primary one in August 2021. There are communication and marketing activities planned to promote this. Operations colleagues have planning in place to manage the anticipated spike in applications on opening (the 2019/20 and 2020/21 application windows saw approximately 20,000 applications in the first week).

8.2. Scottish Child Payment

- 8.2.1. The latest official statistics for Scottish Child Payment, covering to the end of March 2021, were published on 11 May⁷.
- 8.2.2. The latest management information for Scottish Child Payment indicates that as of Wednesday 19 May, the total number of applications received was 111,000. Overall, 107,000 applications had been processed. Of these around 90% were authorised, 8% were denied, and 2% were withdrawn.
- 8.2.3. (Redacted under FOISA Section 30b(i) Free and frank provision of advice or exchange of views)

⁷ [Scottish Child Payment: high level statistics on applications to 31 March 2021 - gov.scot \(www.gov.scot\)](https://www.gov.scot/statistics/scottish-child-payment-high-level-statistics-on-applications-to-31-march-2021/)

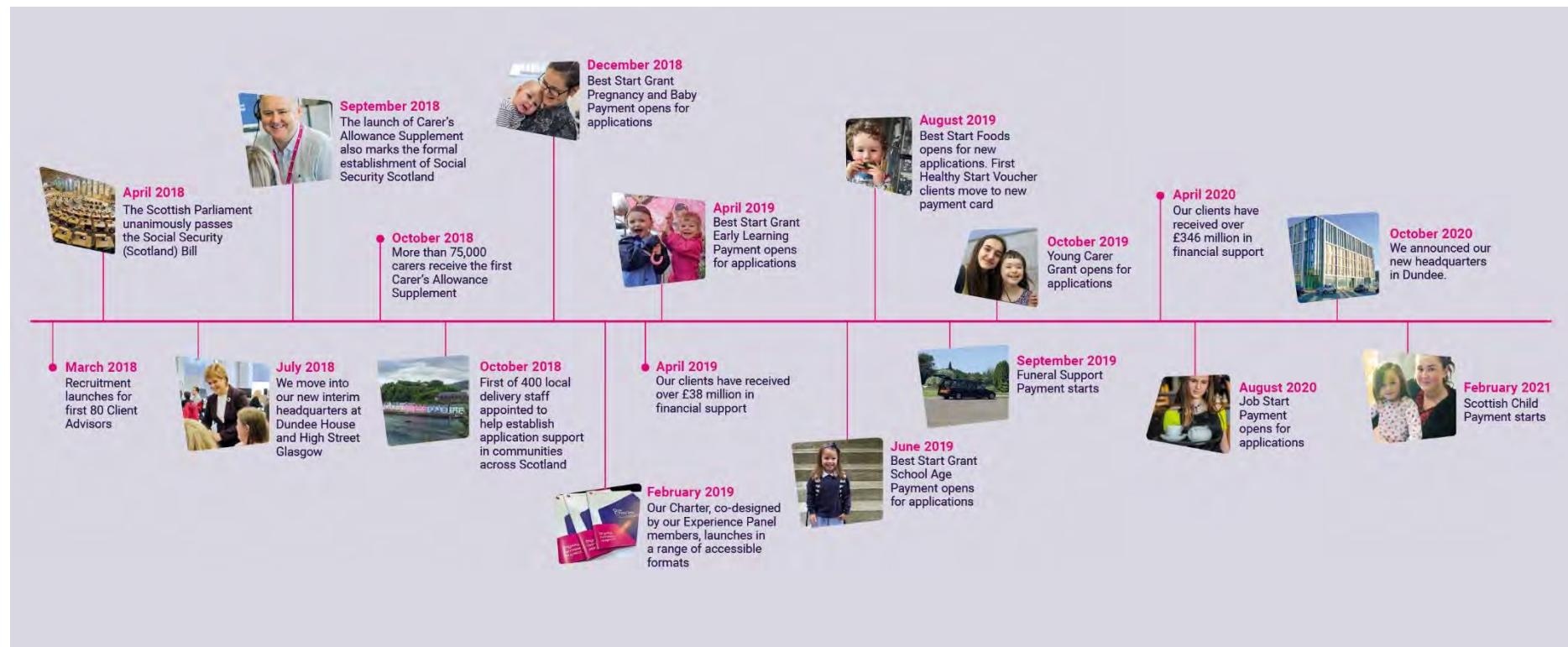
OFFICIAL: SENSITIVE

- 8.3. **Child Disability Payment Pilot** – Recruitment for both Operations and Client Experience is on track.
- 8.4. **Local delivery go live** - Local Delivery is on track to deliver a service for both Child Disability Payment Pilot and national launch.
- 8.5. **Health and Social Care Set Up** (Redacted under FOISA Section 33 Commercial Interests and the economy)

Once more, welcome to the portfolio, and I look forward to our first meeting.

David Wallace
Chief Executive, Social Security Scotland
20 May 2021

Social Security Scotland timeline

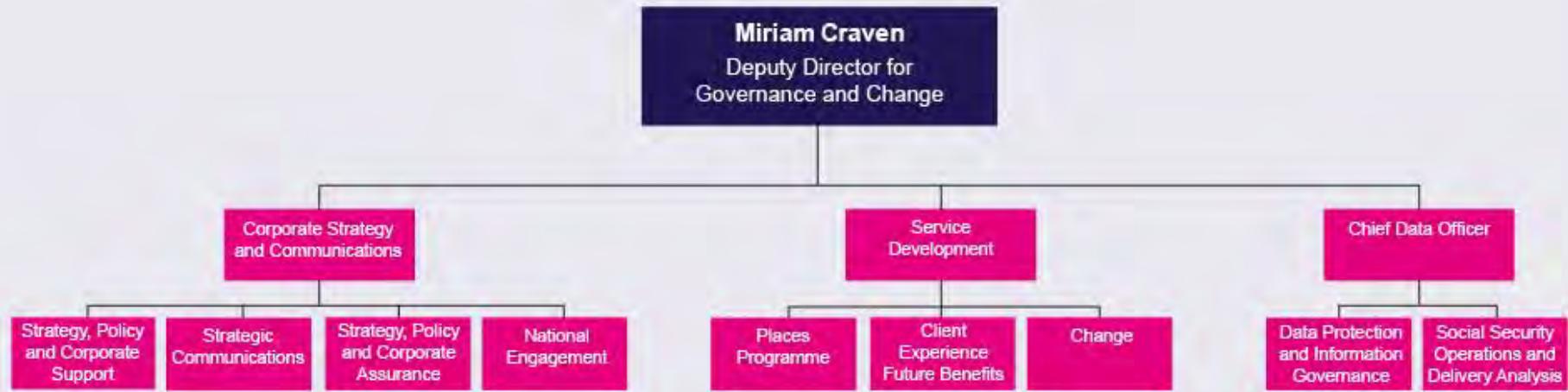


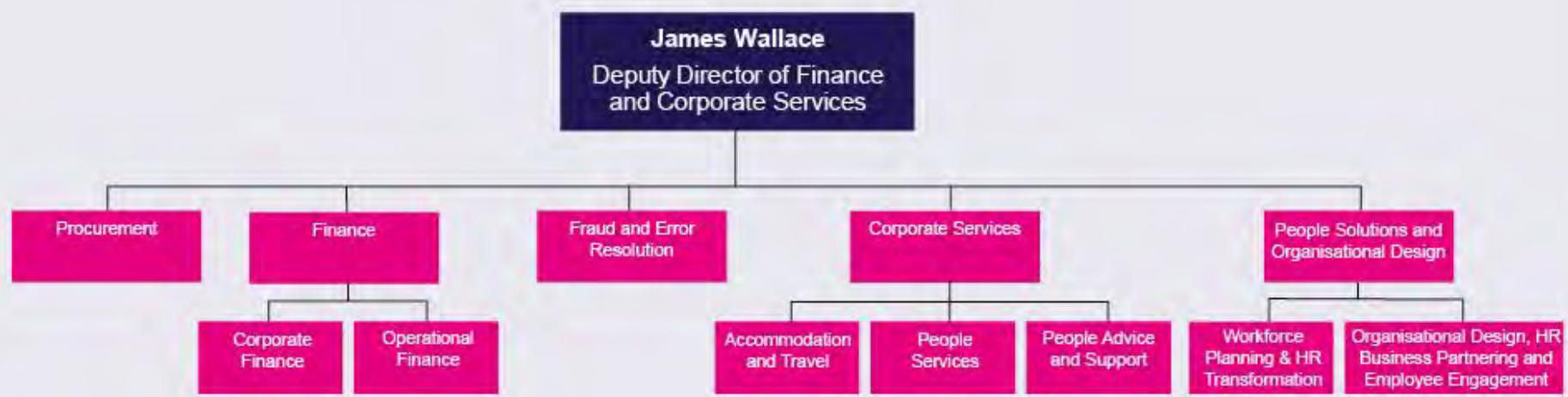
Benefits currently delivered directly by Social Security Scotland

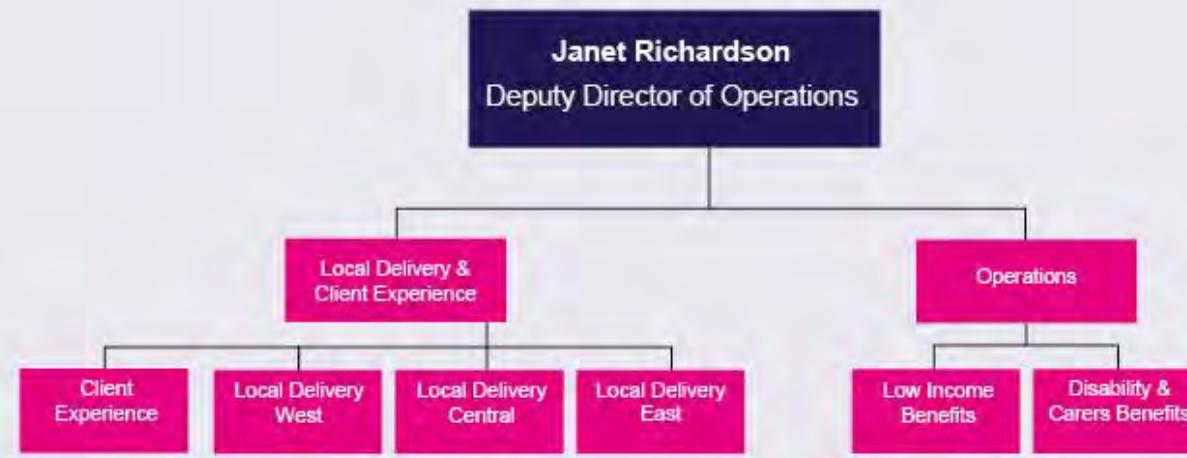
Benefit	High level eligibility criteria	Payment value
Best Start Grant Pregnancy and Baby Payment	For families from 24 weeks pregnant up to the day a baby is 6 months old. It is for people on tax credits or certain benefits to help with expenses in pregnancy or having a new child.	£606 – first child £303 - subsequent children Additional £303 payment for multiple birth
Best Start Grant Early Learning Payment	A payment for people on tax credits or certain benefits made when a child is between the ages of two, and three years and six months.	£252.50
Best Start Grant School Age Payment	A payment for people on tax credits or certain benefits made around the time a child normally starts Primary 1.	£252.50
Best Start Foods	For pregnant woman and children up to 3 years old. Money every four weeks on a pre-paid card to help families on tax credits or certain benefits to buy healthy foods.	£17 during pregnancy £34 from your child being born up until they're one-year-old £17 between the ages of 1 and 3
Carer's Allowance Supplement	An extra payment to people who get full or partial Carer's Allowance from the Department for Work and Pensions on certain qualifying dates. This is paid automatically to eligible carers every six months.	£231.40
Child Winter Heating Assistance	A yearly payment for families of children getting the highest rate care component of Disability Living Allowance for children. This money is to help them heat their home.	£202
Funeral Support Payment	Money for people on tax credits or certain benefits who are responsible for paying for a funeral. It is a one-off payment to cover some of the costs.	On average £1,010
Job Start Payment	Payment to help people aged 16-24 who are returning to work after a period of six months unemployment. People with children will get the higher rate.	£252.50 - standard rate £404 - higher rate
Scottish Child Payment	A payment every four weeks for eligible families with children under six.	£40 per child
Young Carer Grant	A yearly payment for young carers aged 16, 17 and 18 who care for someone who is getting a disability benefit.	£308.15

High level structure













OFFICIAL: SENSITIVE

From: Stephen Kerr, Social Security Director
& SS Programme SRO
20th May 2021

Cabinet Secretary for Social Justice, Housing and Local Government
Minister for Social Security and Local Government

Social Security: Introductory Briefing

1. Firstly, [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
2. This note sets out a brief introduction to the social security portfolio, including:

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

3. I'm sure you will both have some familiarity with the material given your previous membership of the Social Security Committee, [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Brief introduction

4. In my role as Director of Social Security, a position I have held since March 2016, [Redacted under FOISA Section 30(b)(i) free and frank provision of advice] I am also the Senior Responsible Owner (SRO) for the work to devolve social security powers from the UK Government, and ultimately responsible for delivering Ministerial commitments on social security.
5. We work closely with Social Security Scotland – the agency we established in 2018 and which is headquartered in Dundee – the body to which people claiming benefits (who we call 'clients') apply either online, by phone or in writing. Social Security Scotland is led by its Chief Executive, David Wallace, who like me is a Scottish Government Director. It is Social Security Scotland who then assess these claims, make decisions and ensure payments are made. I act as Portfolio Sponsor for the agency, representing their interests within the Scottish Government and to our Ministers.

The Story So Far

6. At **Annex A** you will find background on social security devolution and powers. Since social security powers were devolved under the Scotland Act 2016, and established by the Scottish Parliament under the Social Security (Scotland) Act 2018, the Directorate and Social Security Scotland have delivered and launched ten benefits as well as implemented certain flexibilities to Universal Credit in Scotland (known as Scottish Choices). These ten benefits are set out below:

- **Carer's Allowance Supplement** (launched September 2018) – an extra payment, made twice a year, for people in Scotland who receive Carer's Allowance. When it was introduced, it brought the total value of Carer's Allowance in Scotland in line with the value of Jobseeker's Allowance, which it now exceeds.
- **Best Start Grant Pregnancy and Baby Payment** (launched December 2018) – replaced Sure Start Maternity Grant in Scotland, to provide lower-income families with financial support during the key early years of a child's life.
- **Best Start Grant Early Learning Payment** (launched April 2019) – a new one-off payment to help with the costs of early learning when a child is between 2 and 3½ years old.
- **Best Start Grant School Age Payment** (launched June 2019) – a new one-off payment to help with the costs of preparing for school when a child is first old enough to start Primary school.
- **Best Start Foods** (launched August 2019) – a prepaid card that can be used to buy healthy foods for children under 3.
- **Funeral Support Payment** (launched September 2019) – assistance for individuals on low incomes who need help to pay for a funeral they are arranging, which replaced Funeral Expense Payment in Scotland.
- **Young Carer Grant** (launched October 2019) – a new benefit introduced in October 2019, which provides support to those with caring responsibilities aged 16 to 18.
- **Job Start Payment** (launched August 2020) – a new benefit aimed at supporting young people moving back into employment.
- **Scottish Child Payment for under 6s** (launched November 2020 and delivered in a record 18 months from announcement to introduction) – a new benefit to tackle child poverty. This is a regular payment to eligible lower-income families in receipt of qualifying benefits. The payment is intended to be rolled out to children aged under 16 by the end of 2022, assuming DWP cooperation.
- **Child Winter Heating Assistance** (launched November 2020) – a new benefit to support the families of children who receive the highest care component of Disability Assistance with the cost of heating their homes.

7. Each of these benefits is delivered by Social Security Scotland. Not all benefits require an application – payments of Carer's Allowance Supplement are made without the need to make an application, for example.

8. With the exception of Scottish Child Payment, which is paid monthly, these benefits are mainly in the form of lump-sum payments and grants intended to help young carers and people on lower incomes with additional expenses at key points in their lives. According to the forecasts produced by the Scottish Fiscal Commission (the independent body established to provide independent forecasts of taxes and social security expenditure, and GDP forecasts, which inform the Scottish Government's budget and its scrutiny by the Scottish Parliament), Social Security Scotland is expected to have paid out £115 million in 2020/21 across these benefits. For Scottish Child Payment, the biggest benefit we have yet launched, the latest official statistics, published on 11 May 2021, indicate that Social Security Scotland had made payments of around £3.6 million as at 31 March, with 104,345 applications as at the same date.

9. So far, the public reaction to Social Security Scotland and the new benefits has been extremely positive. The agency's latest Client Survey, published in February 2021 and covering the period from September 2018 (when the Agency opened) to 31 July 2020, found that 90% of respondents rated their experience with Social Security Scotland as "very good" or "good", and that 90% of people who had been in touch with a Client Adviser said they were treated with kindness.

10. The Social Security Programme of which I am the SRO – the Programme being where the policy is developed and the new services designed – has also been recognised nationally and internationally for its work, winning the Management Consultancy Association Award for Change and Transformation in the Public Sector in 2020 and the European Software Testing Award for Best Agile Project in 2020. We were also shortlisted at the European Social Services Awards and Scottish Public Service Awards and for the Project Delivery Achievement Award at the Government Project Delivery Conference 2021.

11. Scottish Child Payment, Job Start Payment and Child Winter Heating Assistance were all included in the 2020/21 Programme for Government, and indeed all our Programme for Government commitments have now either been delivered or (for more open-ended commitments like promoting benefit take-up) are underway. **Annex B** summarises our 2020 Programme for Government commitments and progress against them.

The Next Phase of the Journey

12. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice] The benefits that remain to be delivered are:

- Rollout of the **Scottish Child Payment** to eligible children under 16. [Redacted under s29(1)(a) formulation or development of government policy]. Your manifesto also committed to doubling the value of the payment from its present value of £10 per week per child, over the course of the Parliamentary term.

- Disability Living Allowance (Children) – support for families with a disabled child with the additional costs of looking after them. To be delivered in Scotland as **Child Disability Payment**.
- Personal Independence Payment (PIP) – support for disabled adults with the additional costs of a long-term physical or mental health condition or disability. To be delivered in Scotland as **Adult Disability Payment**.
- Attendance Allowance – support for disabled people over state pension age who have a disability severe enough to need someone to help look after them. To be delivered in Scotland as **Pension Age Disability Payment**.
- Winter Fuel Payment – a lump sum payment for pensioners to help with heating bills in the winter. To be delivered in Scotland **[Redacted under s29(1)(a) formulation or development of government policy]**
- Cold Weather Payment – traditionally these were payments made over the winter to people on particular low-income benefits if the average temperature in their area dropped below 0°C for seven consecutive days. **[Redacted under s29(1)(a) formulation or development of government policy]** the SNP manifesto committed to replace Cold Weather Payments with a new standard £50 annual payment to households eligible for Cold Weather Payments, breaking the link with the local temperature. **[Redacted under s29(1)(a) formulation or development of government policy]**
- Carer's Allowance – support for unpaid carers who care for at least 35 hours a week for a person who is in receipt of certain disability benefits. To be delivered in Scotland as **Carer's Assistance**. We will also use the launch of the benefit as an opportunity to make sure carers are given information on the support available to them, in line with the SNP manifesto commitment.
[Redacted under s29(1)(a) formulation or development of government policy]
- Industrial Injuries Disablement Benefit – support for people who become ill or disabled because of an accident or disease at work or employment training. To be delivered in Scotland as **Employment Injury Assistance**.

13. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]**

14. These benefits represent a step-change in complexity compared to the more straightforward one-off grants which form the bulk of our delivery to date. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]** What we have achieved so far is commonly referred to as Wave 1. The benefits due to be devolved in the future are known as 'Wave 2'.

15. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]** Our disability benefits require Social Security Scotland to make a much more sophisticated assessment of clients' eligibility than they've previously had to do, gathering medical and other supporting documentation on behalf of the client to evidence the impact that their condition or disability has on them, and on occasion to carry out in-person consultations with clients over a variety of channels to talk to them and gather further evidence where it's needed.

16. In addition, both disability and carer benefits can entitle recipients to a range of “passported” entitlements and premiums – other things which they can claim or become otherwise automatically entitled to – the links to which we will need to safeguard in our design and delivery of their Scottish equivalents.

17. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

18. [Redacted under FOISA Section 28(1) relations within the UK]

19. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

The Delivery Timetable and Public Commitments

20. In February 2019 the then Cabinet Secretary set out a timetable for benefits delivery whereby all the remaining devolved benefits would be delivered, and case transfer completed, by 2024. The timetable was extended to 2025 in June 2019 to make room for the substantial work involved in delivering the new Scottish Child Payment in 2020.

21. Covid-19, however, had a major impact on our delivery timetable, because of its impact on the Scottish Government, Social Security Scotland and, importantly, our key delivery partners in DWP, Local Authorities and health and social care services. All of them rightly redeployed staff to meet the imperative of tackling the pandemic, meaning that work on design and delivery of our upcoming benefits had to either be re-planned or paused.

22. Following partial completion of the re-planning work, Ms Somerville announced in November 2020 that:

- **Child Disability Payment** would be introduced with a pilot in summer 2021 and fully rolled out in autumn 2021 [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
- **Adult Disability Payment** would be introduced with a pilot in spring 2022 and fully rolled out in summer 2022 [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
- **Scottish Child Payment** would be extended to children under 16 by the end of 2022, assuming cooperation from DWP.

23. She also indicated that she still expected that the full work of benefits delivery and case transfer would be completed in 2025.

24. We are on track to launch **Child Disability Payment** in July, in line with this public commitment. It will launch initially in three pilot Local Authority areas: Perth and Kinross, Dundee City, and Na h-Eileanan Siar. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

25. [Redacted under s29(1)(a) formulation or development of government policy]. Adult Disability Payment will build on the systems and infrastructure of Child Disability Payment, but will introduce additional functions, like the ability to conduct

in-person consultations with clients about their disability where needed. The other crucial difference between the two benefits is that the volume of clients for Adult Disability Payment is much higher: the latest Scottish Fiscal Commission forecasts indicate that 51,000 clients will be eligible for Disability Living Allowance (Children)/Child Disability Payment in 2021/22, whereas around six times that number, 305,000, are expected to be eligible for PIP/Adult Disability Payment.

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

26. With regard to the extension of the **Scottish Child Payment to children under 16**, we have for some time been engaged in discussions with DWP about the data sharing we need from them to underpin wider rollout of the benefit. [Redacted under s29(1)(a) formulation or development of government policy]

27. This year we will also start the process of **case transfer**, beginning with the cases of children who are receiving Disability Living Allowance (Children) and who will be moved onto Child Disability Payment once it launches. This will be the first time we have transferred cases between DWP and Social Security Scotland systems, [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

28. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

29. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Manifesto and 100 Day Commitments

30. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

[Redacted under s29(1)(a) formulation or development of government policy]

31. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

- Increase Best Start Food funding to £4.50 per week, helping families with children under three to buy healthy foods.

[Redacted under s29(1)(a) formulation or development of government policy]

- Legislate to give carers an extra Coronavirus payment of £460 - a double payment of their Carer's Allowance Supplement in December 2021.

[Redacted under s29(1)(a) formulation or development of government policy]

- Invite all groups and organisations supportive of a Minimum Income Guarantee to start planning how this can be delivered, and establish a Steering Group, inviting cross party representation, to progress the delivery of a Scottish Minimum Income Guarantee.

[Redacted under s29(1)(a) formulation or development of government policy]

Other key decisions over the next few months

32. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]**

About the Social Security Directorate

33. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]**

34. As set out in the structure chart at **Annex D**, the Directorate is presently made up of two Divisions, with a third Division providing analytical support:

- **Social Security Policy**, led by Ian Davidson. The Policy Division **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]** manage various aspects of policy development, and coordinate liaison with the Scottish Commission on Social Security (see further below).

- **Social Security Programme**, led by the Programme Director Lisa Baron-Broadhurst and two Deputy Directors, Alison Byrne and [Redacted under FOISA Section 38 personal information]. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

The Programme develops the operational capability and systems required for the administration of all of the devolved benefits as well as transitioning existing cases onto the new systems. It currently employs [Redacted under FOISA Section 30(b)(i) free and frank provision of advice], including programme and project delivery experts, and experts with hard-to-find skillsets such as digital, technical and architectural experience. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

- **Communities Analysis Division**, led by Audrey MacDougall. The Division is [Redacted under FOISA Section 30(b)(i) free and frank provision of advice] made up of statisticians, economists, researchers, operational researchers and specialist housing staff, who provide analytical advice and evidence on topics including social security, social justice, housing, regeneration and inequality to the Social Security and other Directorates. Within the Division, the Social Security Analysis, Forecasting and Evaluation (SSAFE) unit supports the Scottish Government's Social Security Directorate.

35. **Legal support** to the Directorate and Social Security Scotland is provided by two dedicated teams in Scottish Government Legal Directorate – the Social Security Policy and Legislation Branch, and Social Security Casework and Operations Branch, [Redacted under FOISA Section 30(b)(i) free and frank provision of advice] The branches [Redacted under FOISA Section 30(b)(i) free and frank provision of advice] sit within Scottish Government Legal Directorate Local Government and Economy Division, led by Janet Bartlett and Ruth Inglis.

36. Social Security Scotland currently employs almost [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]. It shares a number of functions with the Directorate, notably the Chief Digital Office (or CDO), which until April this year was a Division in the Directorate and now sits within the Agency. David Wallace's associated briefing covers the role and operations of the Agency in more detail.

37. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

38. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

How We Work: With Ministers

39. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

40. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

41. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

42. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

43. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

How We Work: With DWP

44. This is a joint programme of work with the UK Government, and we work very closely with DWP in particular, as well as with other departments like HMRC and the Office of the Secretary of State for Scotland. People at all levels of the Directorate are in daily contact with their UK Government counterparts, [Redacted under FOISA Section 28(1) relations within the UK]

45. The main forum for discussion and decision-making between Scottish Government and DWP Ministers is the Joint Ministerial Working Group on Welfare, which we established in 2015 to facilitate the transfer of devolved social security powers to Scotland. The group meets roughly three to four times a year and before the election was co-chaired by the Cabinet Secretary for Social Security and Older People and the Secretary of State for Scotland Alister Jack MP. The Secretary of State for Work and Pensions Thérèse Coffey MP is the other ministerial member, [Redacted under FOISA Section 28(1) relations within the UK]. The group is supported by a Joint Senior Officials Group which sets the agenda for the Joint Ministerial Working Group on Welfare. It will probably be most appropriate for Ms Robison to take on the co-Chair role.

46. There are a series of other delivery partners with whom we work, both within the Scottish Government and elsewhere. Annex E contains more information.

How We Work: PPM

47. The Directorate uses programme and project management (PPM) techniques to manage delivery. We design and develop new benefits using Agile methodology (this is covered in slightly more detail below, under “Delivering a benefit”), [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

48. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

49. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

50. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

51. Externally we are subject to regular review by Audit Scotland, which conducts annual performance audits on the Scottish Government's progress in implementing and delivering its devolved social security powers. Their latest report was published in May 2019, and found that the Scottish Government had done a good job delivering benefits to date [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

52. A further report had been planned for May 2020 but was cancelled owing to the pandemic. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Delivering a Benefit: Policy, Scrutiny & Advice

53. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

54. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

55. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

56. Annex H contains a table of key social security stakeholders [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

57. We are also unusual in having an advisory non-departmental public body, the Scottish Commission on Social Security (SCoSS), to provide scrutiny of our social security system and hold Ministers to account: the Cabinet Secretary will have worked with SCoSS through your role on the Social Security Committee. SCoSS is independent of both the Scottish Government and the Scottish Parliament.

58. SCoSS has three main functions, set out in the Social Security (Scotland) Act 2018:

- To scrutinise and report on draft devolved social security regulations.
- To report to Scottish Government Ministers and the Scottish Parliament on whether the expectations in the Social Security Charter (see Annex A) are being met. SCoSS must consider reporting if it receives evidence that expectations are frequently not being met.
- To report on anything to do with social security that either Scottish Government Ministers or the Scottish Parliament ask it to.

59. Board Members are appointed by Ministers and Scottish Government officials provide secretariat support.

60. We also have our own independent advisory body, the Disability and Carers Benefits Expert Advisory Group (DACBEAG), which was set up in 2017 to provide recommendations and advice to Scottish Ministers, by request and proactively, on the policy and practical options being developed on disability and carer benefits.

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
DACBEAG members are appointed by Scottish Ministers, taking into account the views of the Chair and existing members. Scottish Government officials provide secretariat support.

Delivering a Benefit: Programme

61. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].**

62. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

63. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

64. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

65. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

66. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

Next Steps

67. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

68. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

69. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

70. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

71. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Stephen Kerr
Social Security Directorate
20th May 2021

OFFICIAL: SENSITIVE

Copy List:	For Action	For Comments	For Information		
			Portfolio Interest	Constit Interest	General Awareness
Director General Communities David Wallace Ian Davidson Lisa Baron-Broadhurst Alison Byrne [Redacted under FOISA s38 personal information] Audrey MacDougall Social Security Scotland Chief Executive Miriam Craven Janet Richardson James Wallace Andy McClintock Paul Knight [Redacted under FOISA s38 personal information] [Redacted under FOISA s38 personal information] Jeanette Campbell Social Security BMU Social Security Briefing and Events Social Security Scotland Communications					

Annex A: Social Security in Scotland

The Smith Commission and the Scotland Act 2016

1. Following the 2014 independence referendum, the Smith Commission was established to oversee cross-party talks intended to establish a package of powers to be devolved to the Scottish Parliament. Central among the responsibilities recommended for devolution were powers over a range of social security benefits previously administered by the Department for Work and Pensions (DWP), and powers to top up benefits which remained reserved.
2. The Scotland Act 2016, based on the Smith Commission's recommendations, put the new devolved powers into law. The table at **Annex I** sets out a summary of benefits which were devolved and those which remain reserved. The Social Security Directorate ("the Directorate") was established in the same year.

The Social Security (Scotland) Act 2018 and "Our Charter"

3. The Social Security (Scotland) Act 2018 was passed unanimously on 25 April 2018, putting into law the following key Scottish principles of social security:
 - social security is an investment in the people of Scotland,
 - social security is itself a human right and essential to the realisation of other human rights,
 - the delivery of social security is a public service,
 - respect for the dignity of individuals is to be at the heart of the Scottish social security system,
 - the Scottish social security system is to contribute to reducing poverty in Scotland,
 - the Scottish social security system is to be designed with the people of Scotland on the basis of evidence,
 - opportunities are to be sought to continuously improve the Scottish social security system in ways which:-
 - (i) put the needs of those who require assistance first, and
 - (ii) advance equality and non-discrimination,
 - the Scottish social security system is to be efficient and deliver value for money.
4. These key principles are the foundation of all our work on social security. The Act also required the Scottish Government to reflect them in "Our Charter"¹, a document created collaboratively with people who have lived experience of the current benefits system, which sets out clearly and accessibly what people can expect from the new Scottish social security system, and how the principles in the Act will be upheld.

¹ [Social Security Scotland - Our Charter](#)

National Performance Framework Indicators

5. The Scottish Government's National Performance Framework sets out a vision for national wellbeing in Scotland and outlines the strategic outcomes which collectively describe the kind of Scotland in which people would like to live.
6. Social security directly contributes to two of these outcomes. The first is Poverty, which states that we will tackle poverty by sharing opportunities, wealth and power more equally. The second is Human Rights, which says that we will respect, protect and fulfil human rights and live free from discrimination.
7. Other indicators which our work supports include Children and Young People, Health, and Fair Work and Business.

Reserved areas

8. Working age benefits such as Universal Credit (UC) and 'legacy' benefits such as Jobseeker's Allowance and tax credits, as well as the State Pension, are reserved to the UK Government. These are administered by DWP and Her Majesty's Revenue and Customs (HMRC). **[Redacted under FOISA Section 28(1) relations within the UK]**
9. Although the delivery of UC is reserved to the UK Government, Scottish Ministers have certain powers under the Scotland Act 2016 to determine when and to whom UC is paid in Scotland. During the previous Parliamentary term the Scottish Government used these powers to allow UC claimants in Scotland to choose either monthly or twice monthly payments and to have housing costs paid directly to landlords. These options, launched in October 2017, are known as the "UC Scottish choices". Nearly a quarter of a million people have taken up either one or both options since their introduction. DWP delivers the UC Scottish choices on behalf of the Scottish Government and charges us for doing so under established agreements. **[Redacted under s29(1)(a) formulation or development of government policy]**

Scottish Welfare Fund

10. The Scottish Welfare Fund (SWF) was established in 2013 when provision of emergency hardship funding through the UK Social Fund was abolished. SWF is a national scheme, delivered on behalf of the Scottish Government by all 32 local authorities. Two types of grant can be provided to people on low incomes: Crisis Grants to help people facing a disaster or emergency, and Community Care Grants to help people to establish or maintain a home and avoid institutional care. The SWF budget is distributed to local authorities using a methodology agreed with COSLA based on numbers of individuals receiving low income benefits in each area.
11. Some stakeholders, in local government and the third sector, have called for a review of the Scottish Welfare Fund including funding levels, take up, accessibility and administration. In her response to recommendations set out by the Social Renewal Advisory Board in March 2021, the then Cabinet Secretary for Social Security and Older People committed to a review of the SWF being started within the first parliamentary term of the new administration, and, of course, a similar commitment was made in the 2021 SNP manifesto.

OFFICIAL: SENSITIVE

Annex B: Social Security commitments in the 2020 Programme for Government and progress in achieving them

Commitment	Status
<p>Introducing the Scottish Child Payment for under 6s, aiming to start taking applications for under 6s in November 2020 and for first payments to be made to eligible families from the end of February 2021.</p>	<p>Delivered – Ahead of the payment opening on 15 February 2021 85,000 applications were received and by the end of February, the number had risen to 98,000 applications. As of 31 March we had made 93,060 payments with a value of £3.6 million.</p>
<p>Recognising the additional hardships that winter can bring, particularly with rising fuel costs, we will also start making payments of our new Child Winter Heating Assistance in winter 2020, subject to DWP providing the necessary data on time. This will provide families of the most severely disabled children with £200 per child to help with the cost of heating in the winter months, with approximately 16,000 children likely to qualify this year.</p>	<p>Delivered - As of April 2021 we had made 14,047 payments with a value of £2,809,400.</p>
<p>In the coming year we expect to spend £3.3 billion in total on benefits, providing vital support to low income people and helping to mitigate the impact of UK Government welfare cuts.</p>	<p>In progress/continuing</p>
<p>The Scottish Government made a one-off Coronavirus Carer's Allowance Supplement payment of £230.10, in addition to the regular six monthly Carer's Allowance Supplement, benefitting around 83,000 of Scotland's lowest income carers with some of the most intense caring roles.</p>	<p>Previously delivered – This additional payment, together with the existing six-monthly Carers Allowance Supplement, will mean that eligible carers in Scotland in receipt of Carer's Allowance will receive an additional £690.30 this year on top of their Carer's Allowance.</p>
<p>We have introduced our new Job Start Payment, providing a £250 payment, or £400 for people with children, to support young people starting a new job after a period of unemployment</p>	<p>Previously delivered – From 17 August 2020 to 31 December 2020, 2,445 applications were received for Job Start Payment, and by 31 December, a total of £190,250 had been issued in payments to clients for Job Start Payment</p>

Commitment	Status
<p>With the introduction of all three elements of the Best Start Grant, by 31 March 2020, more than 75,000 payments had been made to families on low incomes, funded by an investment of £21 million in 2019-20.</p> <p>Best Start Foods also provides a payment for healthy food of £17 every four weeks for any children between one and three years old and during pregnancy, and £34 for babies up to the age of one.</p>	<p>Previously delivered – From 10 December 2018 to 30 November 2020, 230,560 applications for Best Start Grant and Best Start Foods were received.</p> <p>In total, £46.9 million had been paid to clients by 30 November 2020 for Best Start Grant and Best Start Foods.</p>
<p>We continue to support people on low incomes through the Scottish Welfare Fund delivered by local authorities. We also increased our funding for Discretionary Housing Payments.</p>	<p>Ongoing - Since its establishment in 2013 this vital lifeline has paid out £256.6 million supporting over 732,000 people.</p>
<p>Recognising the importance of maximising people's incomes in tackling poverty and disadvantage, we will do more to promote benefit take up, including making a benefits eligibility checker available online. We will consider which benefits need specific attention and how partners and online content can help us strengthen our approach. We will also explore with COSLA how to embed Scotland's Social Security principles and human rights-based approach within the local authority level benefits and payments system.</p> <p>We will work with COSLA to build on good practice in relation to automation of local level benefits and payments and to consider a national approach where possible. This ensures that people who are eligible for benefits receive the support they are entitled to.</p>	<p>In progress [Redacted under s29(1)(a) formulation or development of government policy]</p>

OFFICIAL: SENSITIVE

Annex C: Social Security Legislation required over the Parliamentary Term

A large amount of legislation is required to deliver devolved Social Security powers. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

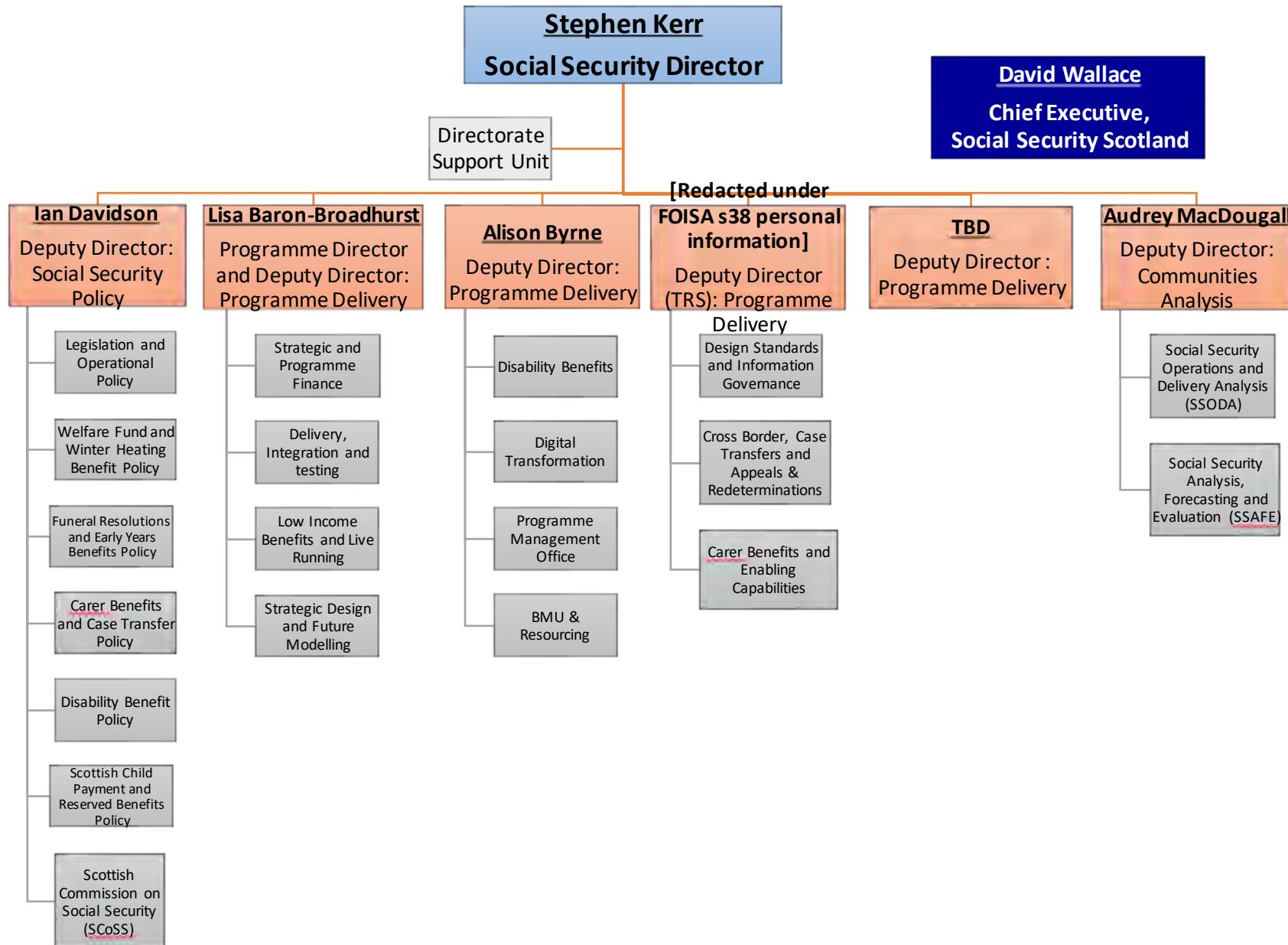
Legislation	Estimated dates	
	Laying/introduction	Coming into force/commencement
Bills		
[Redacted under s29(1)(a) formulation or development of government policy]		[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		[Redacted under s29(1)(a) formulation or

OFFICIAL: SENSITIVE

		development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		
[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]	[Redacted under s29(1)(a) formulation or development of government policy]
[Redacted under s29(1)(a) formulation or development of government policy]		[Redacted under s29(1)(a) formulation or development of government policy]

OFFICIAL: SENSITIVE

Annex D: Senior Leadership Team



Annex E: Main Delivery Partners

Scottish Government

1. Given the size, scope and complexity of our programme of work within social security, we work very closely with other key partners within the Scottish Government and rely on their support for our delivery:
 - **Procurement Services Division.** This is the procurement delivery function for the Scottish Government. It includes the More Powers Implementation Procurement Team, which provides commercial and procurement support to the Social Security Directorate (as well as to other policy programmes responsible for the transfer of powers from Westminster to the Scottish Parliament). This support covers the procurement of major IT platforms as well as Social Security Scotland implementation.
 - **People Directorate.** This Directorate provides strategic HR advice, professional support and people related services to colleagues across the Scottish Government. There is a dedicated HR Business Partner for the Social Security Directorate who is embedded within the Directorate and provides professional HR support to the Senior Management Team. The HR Business Partner acts as a conduit between the Social Security Directorate and People Directorate. The Social Security Directorate's resourcing teams work closely with Scottish Government Resourcing on a day to day basis to manage the volume and variety of recruitment campaigns, particularly within the Social Security Programme.
 - **Digital Directorate.** The Social Security Programme in particular needs a large amount of digital resource, and the Social Security Directorate works closely with the Scottish Government's Digital Directorate to secure the technical skillsets we need.
 - **Chief Financial Officer:** The Directorate for Financial Management supports Ministers and senior officials across the public sector to make sound decisions about the allocation of resources across areas of Scottish Government responsibility. Our main day-to-day link is via our Finance Business Partners with whom we work closely. The Chief Financial Officer is also a member of the Social Security Programme Board.
 - **Directorate for Budget and Public Spending:** The Scottish Exchequer is responsible for the overall Scottish Budget including tax, spending and measuring performance. The Directorate for Budget and Public Spending leads work across DG Scottish Exchequer and the wider Scottish Government to develop the annual Scottish Budget/Spending Review, which covers our requirements within social security for both resource and capital budgets. The Scottish Budget normally takes place towards the end of the calendar year **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]**
 - **Directorate of Tax and Fiscal Sustainability:** this also sits within the Scottish Exchequer, is responsible for the operation of the Fiscal Framework. A review of the Fiscal Framework is due to conclude by the end of this year, but has yet to be

formally commenced due to difficulties in agreeing the terms with UK Government.

- **Scottish Courts and Tribunals Service (SCTS).** SCTS is an independent body which provides support to Scottish courts and tribunals, including the Social Security Chamber of the First-tier Tribunal for Scotland where Social Security Scotland clients can request an appeal. The Directorate works with SCTS and provides funding and support to ensure that the necessary infrastructure and resources are put in place to allow people who apply for the devolved benefits to exercise their right of appeal.

2. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

UK Government: the Department for Work and Pensions (DWP)

3. Our most important delivery partner, on whom we rely in all our work of devolution, is the UK Government's Department for Work and Pensions. Delivering the devolved benefits is a joint programme of work with DWP. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]:**

- **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].**

Interim arrangements: DWP Agency Agreements

4. In April 2020 the Scottish Government took over "executive competence" from the UK Government for the disability benefits (we already had competence over Carer's Allowance), meaning that since that date we have had financial and policy responsibility for them.
5. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].**
6. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]** DWP administers the benefits on our behalf under "Formal Agreements", sometimes also called "Agency Agreements". **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]. Annex I discusses [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]**
7. **[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].**

Other UK Government departments

8. The Directorate also works closely with other UK Government departments including HMRC, who provide us with data on tax credits to verify that clients are eligible to receive certain of the Scottish low-income benefits (including Scottish Child Payment).
9. The Office of the Secretary of State for Scotland also plays a part in our work, most visibly through their participation in the Joint Ministerial Working Group on Welfare.

Other delivery partners: Local Authorities and Health & Social Care

10. Local Authorities, Health Boards and health and social care practitioners have had an important role in supporting benefits delivery to date, and their role will become increasingly central as we begin to launch the new Scottish disability and carer benefits, starting this year.
11. In particular, we have committed that Social Security Scotland will help clients to gather evidence to support their applications for disability benefits by seeking information (with the client's consent) from professionals with an insight into the client's disability or health condition, such as a community nurse, physiotherapist or support worker. To make good on this commitment, we have existing strong relationships with Local Authorities, General Practitioners and Health Boards, and will continue to work closely with them to ensure that they have what they need to share information promptly and securely with Social Security Scotland.
12. There are wider interactions between Local Authorities, the health and social care system and the new Scottish social security system. For example, Local Authorities administer existing Scottish benefits like the Scottish Welfare Fund, as well as the Self-Isolation Support Grant to support people on low incomes required to self-isolate as a result of the Covid-19 pandemic. They also administer entitlements like Free School Meals and the School Clothing Grant, which have the potential to be more closely linked in future to Social Security Scotland-administered benefits like Scottish Child Payment, as set out in the SNP manifesto, and will provide the Scottish Child Payment "bridging payments" also trailed in the manifesto until the benefit is rolled out in full to children under 16.
13. The Agency's new Local Delivery Service, which launches this year, will see Social Security Scotland staff set up in co-located sites across Scotland, including in some Local Authority premises and other community venues to provide face-to-face support to clients in their local area. Local Authority and Health & Social Care services are also important partners in the Scottish Government's work on benefit take-up, which aims to inform people about the benefits and assistance they are entitled to and encourage them to claim them

Scottish Government Ministerial Portfolios with an interest in social security

14. The Directorate also has close relationships with a number of other ministerial portfolios which share a common interest in aspects of our work:
 - **Deputy First Minister.** The Cabinet Secretary for Covid Recovery will have an interest in the work of the portfolio, and especially in the new grant for care-experienced young people, in relation to his portfolio interests in delivery and outcomes, public service reform, and "The Promise" to care-experienced young people and their relationship with the benefits system.
 - **Justice.** The Minister for Community Safety is a key stakeholder in the operation of SCTS, which as above we rely on within the Directorate to put in place the appeals infrastructure that our clients need.
 - **Health and Social Care.** Funding for Best Start Foods, a prepaid card administered by Social Security Scotland to be used by parents to buy healthy food for children under three, sits within the Health and Social Care portfolio, with which the Cabinet

Secretary will be familiar from your previous role. We also work closely with this portfolio on delivering for unpaid carers in a joined up way.

- **Net Zero, Energy and Transport.** People who are in receipt of some of the devolved disability benefits may also be eligible for help in leasing accessible vehicles and equipment, and may be entitled to a Blue Badge that allows them to park in certain restricted areas. The portfolio has an interest in this kind of transport-related entitlement. The previous administration also had a joint commitment between this portfolio, Health and Social Care, and Transport to deliver free bus travel for those in receipt of young carer grant which may be overtaken by the recent Transport consultation on free bus travel for all under 18s in Scotland.

Social Security Committee

15. The Social Security Committee of the Scottish Parliament considers and reports on matters relating to social security (including the delivery and payment of benefits that help address poverty): the Cabinet Secretary in particular will have a thorough understanding of the Committee's work from your recent role. Prior to the election, the Committee Chair was Bob Doris MSP. We are awaiting confirmation of the scope and membership of the Committee in the new Parliament.

OFFICIAL: SENSITIVE

Annex F: [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

Annex G: Finance

1. Delivery and running of the Scottish devolved benefits are funded partly through the Block Grant Adjustment from the Treasury, and partly through the Scottish Budget. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

Fiscal Framework

2. The Fiscal Framework sets out the funding arrangements for the devolved benefits. For most benefits this is through a Block Grant Adjustment (BGA) which is calculated for each benefit and then applied to the overall Scottish block grant. The BGA is calculated on the basis of the UK Government's expenditure on the equivalent benefits in England and Wales during the previous year, and the Scottish Government then receives a population share of this. Where the Scottish Government introduces a new benefit, or makes policy changes to existing benefits that increase expenditure, these must be funded from the Scottish Budget envelope.
3. The Fiscal Framework also sets out the UK Government's contribution to the implementation costs of the Scotland Act 2016 and the associating annual running costs: the UK Government provided £200 million as a share of the implementation costs and £66 million per annum for running costs for all of the newly-devolved functions. These amounts represent a share of the costs rather than their totality. As part of the Fiscal Framework, the UK and Scottish Governments also agreed a limited set of fiscal tools to enable the Scottish Government to manage the additional risks and volatility associated with the devolution of social security and fiscal powers: limited resource and capital borrowing, and the Scotland Reserve, which enables the Scottish Government to 'smooth' an element of expenditure between financial years.
4. The Fiscal Framework is due to be reviewed following the recent Scottish Parliament elections, informed by an independent report that is due to be completed before the end of 2021. Scottish Ministers have previously stated that the review of the Fiscal Framework must give Scotland the powers and fiscal flexibilities necessary to maintain and expand the tax base, raise devolved tax revenues, manage our demand-led social security expenditure and support the delivery of a prosperous and green recovery.

Benefits Expenditure

5. The Scottish Fiscal Commission (SFC) is responsible for producing independent forecasts of tax revenues, economic performance and expenditure on social security. Their latest publication in January 2021, published alongside the 2021-22 Scottish Budget, forecast overall social security expenditure at £3.6 billion in 2021-22. The Scottish Government uses SFC's forecasts in setting the Scottish Budget.
6. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
7. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

DWP Recharges

OFFICIAL: SENSITIVE

8. Under the Fiscal Framework the Scottish Government is required to pay the DWP for the changes to their systems required as a result of devolution of welfare benefits (we refer to these as “DWP recharges”).
9. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
[Redacted under FOISA Section 28(1) relations within the UK]

Formal Agreements

10. DWP is continuing to administer devolved benefits on our behalf, where executive competence has transferred [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
11. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]..
12. Formal Agreements represent value for money and fairness to the taxpayer. Under the Treasury’s Managing Public Money guidance, DWP is prohibited from charging another government department for services delivered with a view to making a profit.

Programme Business Case

13. The Social Security Programme Business Case was published in February 2020, and provides a view on the whole life costs of the Social Security Programme, over a 30 year timeframe to 2050. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

Annex H: Social Security key stakeholders and their positions

Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Disability and Carer Benefits Expert Advisory Group	Set up in 2017 to provide independent recommendations and advice direct to Scottish Ministers, by request and proactively, on the policy and practice options being developed on disability and carer benefits.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Scottish Commission on Social Security (SCoSS)	An independent advisory NDPB which scrutinises legislative proposals for Social Security benefits. Chair: Dr Sally Witcher.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Stakeholder Take-up Reference Group	A partnership of officials, individuals and organisations representing third-sector and local authority interests.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

OFFICIAL: SENSITIVE

Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
The Social Security Advocacy Service Short-Life Working Group.	Group established to support and inform the development of the procurement exercise to appoint a provider for the independent advocacy service.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Joseph Rowntree Foundation (JRF)	JRF is an independent social change organisation working to solve poverty and homelessness in the UK.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Citizens Advice Scotland (CAS)	CAS supports Scottish Citizens Advice Bureaux and also undertake work to influence the development of social policy in Scotland.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Citizens Advice Scotland (CAS) <i>contd.</i>		[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

OFFICIAL: SENSITIVE

Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
The Poverty Alliance	The Poverty Alliance represents a coalition of organisations who are concerned with reducing poverty in Scotland.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Child Poverty Action Group (CPAG)	CPAG are dedicated collecting evidence on poverty and campaigning for policy outcomes which reduce child poverty in Scotland.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Carers Scotland	Part of the broader Carers UK umbrella, provide Scotland specific policy and campaigning work on behalf of carers, and provide support direct to carers.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Carers Trust Scotland	Umbrella body for Scotland's network of independent carers centres and young carers services throughout Scotland.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

OFFICIAL: SENSITIVE

Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Minority Ethnic Carers of People Project (MECOPP)	Established in 2001 seeking to challenge and dismantle barriers that deny Black and Minority Ethnic carers access to health, social work and social care services, primarily in Edinburgh and the Lothians.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Inclusion Scotland	Inclusion Scotland aim to achieve positive changes to policy and practice, so that disabled people are fully included throughout society as equal citizens.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

OFFICIAL: SENSITIVE

Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
SAMH	<p>SAMH is Scotland's national mental health charity.</p> <p>SAMH are also members of DACBEAG and have been involved in the development of the Scottish Disability Assistance.</p>	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
National Association of Funeral Directors	NAFD represents around 4,100 UK funeral homes nationwide, UK and overseas suppliers to the profession and overseas funeral firms. They are members of the Funeral Support Payment/Funeral Poverty Reference Group	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

OFFICIAL: SENSITIVE

Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
MS Society Scotland	MS Society Scotland play a leading role in MS research and fight for better treatment and care for the community.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Glasgow Disability Alliance (GDA)	GDA's vision is a world where disabled people can participate and have their voices heard, on a full and equal basis, in all aspects of their lives, communities and wider society, with our human rights upheld and with choices equal to others.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
CPAG	Campaigning charity with strong strategic litigation	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Public Guardian (Fiona Brown)	Supervises individuals legally appointed to manage the property and affairs of adults who lack the capacity do so for themselves. Social security clients with an attorney, guardian or	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

OFFICIAL: SENSITIVE

	appointee fall within their broader protection remit.		
Mental Welfare Commission for Scotland : Julie Paterson - Chief Executive	The MWCS investigate where something has gone wrong in mental health and learning disability services, and work to improve policy to help safeguard people.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

OFFICIAL: SENSITIVE

Stakeholder	Description	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].
Law Society of Scotland : Adrian Ward	The Law Society of Scotland is the professional governing body for Scottish solicitors. Interested in all legislation but specific interest in appointees . Adrian Ward is convenor of the society's Mental Health and Disability Sub-Committee.	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].	[Redacted under FOISA Section 30(b)(i) free and frank provision of advice].

Annex I: Table of reserved/devolved benefits in Scotland (from [Social Security for Scotland presentation](#) on [www.gov.scot](#))

Social security in Scotland by recipient group

The benefit system currently in place in Scotland is distributed across a number of recipient groups. Benefits that are devolved, localised, new Scottish benefits, and top-ups to reserved benefits are highlighted in **bold**.

Benefits for people out of work	Benefits for elderly people	Benefits for people who are ill or disabled	Benefits for families with children	Benefits for people on low incomes	Other
Income Support	Winter Fuel Payments	Attendance Allowance	Child Benefit	Discretionary Housing Payments	Universal Credit, inc. Universal Credit Scottish Choices
In Work Credit & Return to Work Credit	Financial Assistance Scheme	Carer's Allowance	Child Tax Credit	Scottish Welfare Fund	
Jobseekers Allowance	Pension Credit	Carer's Allowance Supplement	Guardians Allowance	Cold Weather Payments	Bereavement Benefits
	State Pension	Young Carer Grant	Maternity Allowance	Best Start Grant and Best Start Foods	Christmas Bonus
	State Pension Transfers	Disability Living Allowance	Statutory Maternity Pay	Funeral Support Payment	Other small benefits
	TV Licences	Personal Independence Payment		Scottish Child Payment	
		Severe Disablement Allowance		Job Start Payment	
		Industrial Injuries benefits Inc. Industrial Injury Disablement Benefit		New Deal & Employment Programme Allowances	
		Child Winter Heating Assistance		New Enterprise Allowance	
		Employment & Support Allowance		Working Tax Credit	
		Incapacity Benefit		Housing Benefit	
		Specialised Vehicles fund			
		Statutory Sick Pay			
		Vaccine Damage Payments			

Minister for Social Security and Local Government

FIRST 100 DAYS COMMITMENT - BEST START FOOD INCREASE IN VALUE OF PAYMENT AND INCOME THRESHOLDS

Purpose

1. This minute provides advice on taking forward the manifesto commitments on Best Start Foods, including the action required to deliver the 'First Steps' 100 day commitment to increase the value of the Best Start Foods payment to £4.50 per week. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
2. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

3. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Background

4. Best Start Foods (BSF) is a benefit delivered by Social Security Scotland. The purpose of the benefit is to support low income families with a pregnant woman and/or a child or children under the age of 3 to buy healthy foods. The payments are made via a prepaid card and the current values are:
 - £4.25 for a pregnant mother, every week during pregnancy
 - £8.50 every week from the child being born up until they are 1 year old (this is a double payment to continue to support both breastfeeding mother and the child)
 - £4.25 every week for each qualifying child between the ages of 1 and 3
5. BSF was launched in August 2019 and replaced the UK Government's Healthy Start Vouchers (HSV) Scheme. To access BSF the client must be on one of the qualifying benefits delivered by the Department for Work and Pensions. For some of the qualifying benefits there is an income threshold. More details on BSF including the qualifying benefits and income thresholds are at **Annex A**.

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

6. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
BSF Manifesto commitments

7. The SNP manifesto committed to:

'....increase the amount of BSF payment to £4.50 per week and increase eligibility by around 50% to all in receipt of Universal Credit, backed by £20m.'

8. 'First Steps', commits the Government in the first 100 days to:

'Increase Best Start Food funding to £4.50 per week, helping families with children under three to buy healthy foods'

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

9. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

10. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

11. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

12. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Increasing eligibility

13. The manifesto also commits the Government to increase BSF eligibility by around 50% to all in receipt of Universal Credit. [Redacted under FOISA Section 29(1)(a) formulation or development of government policy]

14. [Redacted under FOISA Section 29(1)(a) formulation or development of government policy]

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

15. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

16. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

17. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

18. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

19. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]
20. [Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Conclusion and recommendation

21. You are asked to:

[Redacted under FOISA Section 29(1)(a) formulation or development of government policy]

[Redacted under FOISA Section 38 Personal Information]
Social Security – Social Security Policy [Redacted under FOISA Section 38 Personal Information]

Copy List:	For Action	For Comments	For Information		
			Portfolio Interest	Constit Interest	General Awareness
Cabinet Secretary for Social justice, Housing and Local Government Cabinet Secretary for Health and Social Care Minister for Public Health, Women's Health and Sport			X X X		

DG Communities

Stephen Kerr
 David Wallace
 Ian Davidson
 Miriam Craven
 James Wallace
 Audrey MacDougall
[Redacted under FOISA Section 38 Personal Information]
 Jeanette Campbell

ANNEX A

BEST START FOOD INCREASE IN VALUE OF PAYMENT AND INCOME THRESHOLDS

Best Start Foods background

Best Start Foods (BSF) was launched in August 2019. The aim of BSF is to provide financial support for pregnant women and young children to encourage the purchase of healthy foods. BSF provides pregnant women and families with children under the age of three, who receive certain benefits under a certain amount, with a minimum of £4.25 a week via a pre-paid card.

Those who are eligible are entitled to receive the following payments for BSF:

- £17 (4 x £4.25) every 4 weeks throughout pregnancy
- £34 (4 x £8.50) every 4 weeks from birth until a child turns one. The £8.50 is double payment providing support for both the baby and mother in the first year.
- £17 every 4 weeks from one until a child turns three.

A payment is made for each eligible child and/or pregnancy in a family.

All pregnant women 17 and under are eligible throughout the duration of their pregnancy without having to be on a qualifying benefit. Universal eligibility for those under 18 continues into the first year of the child's life, so that these parents can benefit from the double-payments of £8.50 per week in the first year of their child's life.

Clients who are 18 and over need to be in receipt of a qualifying benefit and these are:

- child tax credit – with an income not to exceed £16,190 per annum
- child tax credit and working tax credit – with an income not to exceed £7,320
- housing benefit, where the weekly income does not exceed £311
- universal credit with an earned income not to exceed £610
- income support
- income support related employment and support allowance
- state pension credit

Eligible foods

Best Start Foods aims mirror those in the UK Government's Healthy Start Voucher (HSV) Scheme that it replaced. BSF aims to improve the nutrition, health and eating habits of low income families. To do this is sets out a list of eligible foods that the card can be used to buy. This list is developed and agreed in conjunction with health policy colleagues. The

current list largely mirrors those included in the HSV Scheme as well as some additions. The full list of foods are:

- cow's milk (plain liquid)
- First Infant formula Milk – a food based on cow's milk or goats milk intended for use from birth (goat's milk was an addition)
- Fruit and vegetables – fresh, frozen or tinned fruit and vegetables (tinned fruit and vegetables are an addition)
- Pulses (addition) - dried, tinned or frozen (i.e. lentils, beans, peas, barley)
- eggs – any fresh eggs (addition)

Ahead of launching BSF we carried out a range of consultation activities including user research with HSV recipients as well as a public consultation. As a result of the feedback we did the following:

- provided increased payments of £4.25 to clients compared to the HSV scheme – at that time £3.10. The UK Government has now increased their payments from £3.10 to £4.25 a week from April 2021
- removed the stigma associated with the paper voucher system by using a preloaded payment card that works like a regular bank card
- improved choice by including a wider range of healthy foods for families to purchase and increased access to a wider range of retailers □ expanded the range of qualifying benefits

Best Start Foods payment card

The payment card can be used at any food retailer (large supermarket or local independent grocer) within the United Kingdom so long as they have card payment facilities. Unlike with the HSV Scheme there is no need for the retailer to register. The payment card is restricted, by MasterCard Merchant codes, to food shops or supermarkets that accept card payments and supply the eligible foods. The payment card is blocked for use in certain establishments, such as fast food chains, off licenses and clothes shops.

[Redacted under FOISA Section 30(b)(i) free and frank provision of advice]

Income maximisation

To support income maximisation, applications for BSF and Best Start Grant (BSG) are made on the same form. Following the launch of Scottish Child Payment (SCP), a single application form can be used to apply for BSG, BSF and SCP, making it easy for eligible families to access the money they are entitled to

Statistics

Between launching on 12 August 2019 and 28 February 2021, more than 72,000 applications had been authorised for Best Start Foods. In total, over £13.5 million has been provided to those families who need it most.

The Scottish Fiscal Commission's report published on 28 January 2021, forecasts that total spend on BSF will be £12 million in 2021-22. The take-up rate assumption in the report is 80%.

ANNEX B

[Redacted under FOISA Section 29(1)(a) formulation or development of government policy]

[Redacted under FOISA section 38 personal information]

Social Security Directorate
25 May 2021

A FURTHER PAYMENT OF CORONAVIRUS CARER'S ALLOWANCE SUPPLEMENT IN DECEMBER 2021

**Cabinet Secretary for Social Justice, Housing and Local Government Minister for
Social Security and Local Government**

Purpose

1. [Redacted under FOISA section 30(b)(i) free and frank provision of advice] this minute provides advice and seeks agreement on next steps to deliver the manifesto and first 100 days commitment to legislate for a further payment of Coronavirus Carer's Allowance Supplement in December 2021, including:

[Redacted under FOISA section 29(1)(a) formulation or development of
government policy]

[Redacted under FOISA section 29(1)(a) formulation or development of
government policy] 2. [Redacted under FOISA section 29(1)(a)
formulation or development of government policy]

Background

3. Carer's Allowance Supplement was introduced in 2018 as a temporary payment in recognition of the vital role of unpaid carers and to address the fact Carer's Allowance was the lowest working age benefit. Further context is provided at **Annex A**.

4. In the early stages of the pandemic, the Scottish Government took a number of steps to support unpaid carers through the social security system. This included making provision in the Coronavirus (Scotland) (No.2) Act 2020 to pay eligible unpaid carers in Scotland an extra one-off Coronavirus Carer's Allowance Supplement (Coronavirus CAS) payment of £230.10 alongside the regular Carer's Allowance Supplement. This payment was made in June 2020.

5. [Redacted under FOISA section 29(1)(a) formulation or development of
government policy] This commitment was confirmed in the SNP manifesto, with a further commitment in the 100 day document to legislate to enable the payment to be made by December.

[Redacted under FOISA section 30(b)(i) free and frank provision of advice] 6.

[Redacted under FOISA section 30(b)(i) free and frank provision of advice] 7.

[Redacted under FOISA section 30(b)(i) free and frank provision of advice]

8. [Redacted under FOISA section 30(b)(i) free and frank provision of advice]

9. [Redacted under FOISA section 29(1)(a) formulation or development of government policy] Legal considerations

10. As noted above, any increase to the Carer's Allowance Supplement requires primary legislation to amend section 81 of the Social Security (Scotland) Act 2018. [Redacted under FOISA section 30(b)(i) free and frank provision of advice]

11. Officials have prepared a draft Carer's Allowance Supplement (Scotland) Bill and accompanying materials, the latest version of the draft Bill is included at **Annex C**.

This draft includes provisions for an enabling power to make future increases to Carer's Allowance Supplement by regulations. [Redacted under FOISA section 30(b)(i) free and frank provision of advice] 12. [Redacted under FOISA section 30(b)(i) free and frank provision of advice] Finance 13. [Redacted under FOISA section 30(b)(i) free and frank provision of advice] 14. [Redacted under FOISA section 30(b)(i) free and frank provision of advice] 15. [Redacted under FOISA section 30(b)(i) free and frank provision of advice]

[Redacted under FOISA section 29(1)(a) formulation or development of government policy] 16. [Redacted under FOISA section 29(1)(a)

formulation or development of government policy] 17. [Redacted under

FOISA section 29(1)(a) formulation or development of government policy]

Stakeholders

18. Stakeholders, including Oxfam Scotland, Carers Scotland and Citizens Advice Scotland have continued to call for a further Coronavirus CAS payment. Whilst opposition parties have not directly called for a further Coronavirus CAS payment, during the previous Parliamentary term Scottish Labour MSP, Sarah Boyack, submitted a written Parliamentary Question on the potential for a future Carer's Allowance top up. The Scottish Greens 2021 manifesto also proposed an increase of Carer's Allowance Supplement to £105 per week [Redacted under FOISA section 30(b)(i) free and frank provision of advice]

Next Steps

[Redacted under FOISA section 29(1)(a) formulation or development of government policy] 19. [Redacted under FOISA section 29(1)(a) formulation or

development of government policy] 20. [Redacted under FOISA section 29(1)(a) formulation or development of government policy]

Recommendations

21. You are invited to:

[Redacted under FOISA section 29(1)(a) formulation or development of government policy]

[Redacted under FOISA section 38 personal information]

Carer Benefits and Case Transfer Policy Unit

25 May 2021

Copy List:	For Action	For Comments	Portfolio Interest	General Awareness
Minister for Parliamentary Business			X	
Lord Advocate			X	

DG Communities

Stephen Kerr

David Wallace

Audrey MacDougall

[Redacted under FOISA section 38 personal information]

Andy McClintock

Ian Davidson

Lisa Baron-Broadhurst

Miriam Craven

Janet Richardson

James Wallace

Paul Knight

Alison Byrne

[Redacted under FOISA section 38 personal information]

[Redacted under FOISA section 38 personal information]

Comms CSSE

[Redacted under FOISA section 38 personal information]

Chief Parliamentary Counsel

[Redacted under FOISA section 38 personal information]

ANNEX A

Carer's Allowance and Carer's Allowance Supplement

Carer's Allowance Supplement (CAS) was introduced in 2018 as a temporary payment in recognition of the vital role of carers and to address the fact that Carer's Allowance (CA) was the lowest of all working age benefits. **[Redacted under FOISA section 29(1)(a) formulation or development of government policy]**

Paid twice annually by Social Security Scotland, CAS was initially set at level which would raise Carer's Allowance to the equivalent of Jobseeker's Allowance, but following uprating of the Supplement, the combined CA and CAS support (£76.50 per week in 2021/22) is now more than Jobseeker's Allowance (£74.70). Carer's Allowance Supplement is currently £231.40. Carer's Allowance Supplement has two main policy objectives:

- to improve outcomes for carers by providing some additional financial support (specifically, to impact positively on carers' finances and quality of life (including physical health, mental health and wellbeing, and feelings of control and empowerment)); and
- to recognise the contribution that carers make to society.

Provision for CAS was included in the Social Security (Scotland) Act 2018 ("the 2018 Act"). Section 81 makes provision for each payment to the equivalent of 26 times the difference between Carer's Allowance and Jobseeker's Allowance on the qualifying date. Section 81 does not make provision for this amount to be modified by secondary legislation. As a result, we are required to introduce new primary legislation if we wish to alter the amount of a CAS payment, as we did in June 2020 and we propose to do in December 2021.

The Act also highlights that to qualify a carer must meet the definition of "qualifying individual" set out in section 81 of the 2018 Act which includes a requirement that the carer is in receipt of Carer's Allowance. **[Redacted under FOISA section 28(1) relations within the UK]**

Since eligibility for CAS is reliant on receipt of Carer's Allowance, and the payment is automatic (for residents in Scotland, individuals claiming from the EEA have to complete an application form), the take-up of CAS is by definition 100 per cent though the take-up of Carer's Allowance in Scotland is unknown. Around 83,800 carers in

Scotland were eligible for Carer's Allowance Supplement at the last eligibility date in October 2020.

In December 2020, the Scottish Government published an evaluation of Carer's Allowance Supplement¹, providing learning about the overall implementation of the benefit and the extent to which the objectives of CAS have been met. It indicates that in general Carer's Allowance Supplement has impacted positively on carer finances and quality of life and that it has provided greater recognition of the essential societal contribution that carers make and, in exceptional cases, the research suggested that CAS had a transformative impact on carer mental health and wellbeing.

¹ [Carer's Allowance Supplement: evaluation - gov.scot \(www.gov.scot\)](https://www.gov.scot/carer-s-supplement-evaluation/)

OFFICIAL – SENSITIVE

ANNEX B

[Redacted under FOISA section 30(b)(i) free and frank provision of advice]

OFFICIAL – SENSITIVE

ANNEX C

[Redacted under FOISA section 29(1)(a) formulation or development of government policy]

**A FURTHER PAYMENT OF CORONAVIRUS CARER'S ALLOWANCE
SUPPLEMENT IN DECEMBER 2021**

Note to the Cabinet Secretary for Finance and the Economy

**[Redacted under FOISA section 29(1)(a) formulation or development of
government policy]**