

Meeting Minutes and Action Logs – Extracts of discussion around the future operating model, restructuring and reassignment.

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Meeting:		Digital Delivery and Change working group (06) - Meeting Notes	
Meeting Date:		Thursday, 10 April 2025, 11:00 – 12:00, by Hybrid / MS Teams	
Members / Attendees:		Social Security Programme Director (Chair) Chief Digital Information Officer Head of Organisational Capability and Transition Delivery Manager Deputy Programme Delivery Lead	Leanne Carson (LC) Andy McClintock (AMC) [REDACTED] [REDACTED] [REDACTED]
Item	Subject	Discussion	Decisions and Actions Agreed
2	FOI Team Location in Future Design	Update provided on where the ownership for the FOI team should sit within the model. A definite answer on ownership has still to be agreed but it is anticipated that the overarching aspect sits within Corporate, and the Data would sit with Alan.	Action(s) N/A Decision(s) N/A
4	Implementation Update	Wave 1 of implementation model to commence focusing on 1) discreet teams that can be lifted and shifted where headcount is available or happy to take headcount/budget risk for. 2) areas where a Programme team will be disbanded within a short period of time. 3) Specialists.	Action(s) LC to be provided with a list of key areas for the wave 1 of implementation. Decision(s) AMC agreed to using existing headcount budget within CDO to fill critical posts on a temporary basis.

Meeting:		Senior working group (03) - Meeting Notes	
Meeting Date:		Thursday, 24 April 2025, 11:00 – 12:00, by Hybrid / MS Teams	
Members / Attendees:		Deputy Director of Organisational Strategy & Performance (Chair) Social Security Programme Director Deputy Director Finance and Corporate Services Head of Organisational Capability and Transition Senior Delivery Manager Unit Head - Disability Benefits Futures Project Manager	Ally MacPhail (AMP) Leanne Carson (LC) Stephanie Devenny (SD) [REDACTED] [REDACTED] [REDACTED] [REDACTED] (MD)
Item	Subject	Discussion	Decisions and Actions Agreed
2	Implementation – Wave 1 (W1)	[REDACTED] provided an overview of what is included in W1 of implementation – it's purpose being to stand up the model and safeguarding the loss of knowledge and people. 44 CDO roles have been freed up for W1. W1 priority areas and people identified through design work in conjunction with various stakeholders. Design work is looking at various scenarios for resource; Static, Flexing up/down.	Action(s) N/A Decision(s) D,D&C model to be signed off at the D,D&C WG as long as the wave 1 implementation is within current headcount. Next stage to present at FOM SWG to proceed at risk with full agreement being needed on overall headcount at Exec with alignment with SG ET conversations.

Meeting:		Digital Delivery and Change working group (07) - Meeting Notes	
Meeting Date:		Thursday, 08 May 2025, 15:30 – 16:30, by Hybrid / MS Teams	
Members / Attendees:		Social Security Programme Director (Chair) Deputy Director of Organisational Strategy & Performance Head of Organisational Capability and Transition Senior Delivery Manager Delivery Train Manager Strategic Transition Lead Internal Communications Team Leader Senior Liaison Lead	Leanne Carson (LC) Ally MacPhail (AMP) ██████████ (████) ██████████ (████) ██████████ (████) ██████████ (██████) ██████████ (████) ██████████████████ (██████)
Item	Subject	Discussion	Decisions and Actions Agreed
2	Digital, Delivery & Change – FTE analysis	Update provided on the FTE count for each team with leaders providing a confidence score. Initial numbers are higher than anticipated but will be interrogated and refined further. Various risks discussed around how suppliers are used. There is a need to understand the sizing of what a team is delivering versus the cost of what it is to stand them up. Critical roles need to be transferred across to begin momentum.	Action(s) N/A Decision(s) N/A

Meeting:		Digital Delivery and Change working group (08) - Meeting Notes	
Meeting Date:		Thursday, 05 June 2025, 15:30 – 16:30, by Hybrid / MS Teams	
Members / Attendees:		Deputy Director of Organisational Strategy & Performance Programme Deputy Director Chief Digital Information Officer Head of Organisational Capability and Transition Senior Delivery Manager Delivery Train Manager Strategic Transition Lead Internal Communications Team Leader Senior Liaison Lead	Ally MacPhail (AMP) Julie Mclean (JM) Andy McClintock [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Item	Subject	Discussion	Decisions and Actions Agreed
2	Digital, Delivery & Change model approval	Summary of the previous position provided ie high level model signed off, detailed model built using design camps with interim C3 leaders, technical ratification completed and any double counting of resources removed from the model. Now confident we have all the right elements included in the model. The scenarios walkthrough has provided additional assurance that the model has been tested.	Decisions: Digital, Delivery and Change Model signed off with the following caveats: 1. Karyn Dunning is provided a walkthrough of the scenarios 2. The operations gap (flagged by [REDACTED] is addressed 3. Fraud, Error and Debt (FED) is considered against the model (how will it work). FED needs embedded in all parts of the plan. As well as

		Work is ongoing to ratify the final headcount via Finance Teams. Walkthrough of the definition of done provided (for the design of the model) – which had previously been agreed – and has all now been met.	how the new payments platform will be embedded. Actions: 1. Ensure Karyn is provided a walkthrough of the scenarios 2. Complete work of As Is vs To Be in terms of Internal Change team 3. Consider how FED / payments platform is built into the model
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Meeting:		Future Operating Model – Senior working group (04) - Meeting Notes	
Meeting Date:		Thursday, 26 June 2025, 11:00 – 12:30, by Hybrid / MS Teams	
Members / Attendees:		Deputy Director of Organisational Strategy & Performance (Chair) Social Security Programme Director Deputy Director Finance and Corporate Services Head of Organisational Capability and Transition Senior Delivery Manager Internal Communications Lead Head of Social Security Policy	Ally MacPhail (AMP) Leanne Carson (LC) Stephanie Devenny (SD) [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Item	Subject	Discussion	Decisions and Actions Agreed
5	Project Update	Now appointed C3's within D,D and change. Ongoing with C2 appointments. All C2s have been spoken with. Some discussions are still ongoing around mapping into similar roles, EOIs have been open for service manager roles. Conversations ongoing around roles and their positions in the new model. Looking at wider roles for others, there will be no redundancies and keeping this comms clear. Starting on Monday to look at the approach on the mapping to C1's and below. Working through the approach with HR and managing this going forward. In terms of design – couple of resource changes, had to pause some of the work around governance and change framework. Hopeful that we have	Action(s) AP070 – Take a review of communications and how these can be improved going forward AP071 – [REDACTED] to invite delivery manager to future meetings to run through milestone plan going forward and this can take a 5 minute slot of the agenda Decision(s)



		identified 1 and a half resource to kickstart this again. [REDACTED] has been working with the wider team to prioritise the work left. This is portfolio space, prioritization, how the teams work together within the verticals and horizontals. Once we bring in the further resource then can bring in the governance, finance and change work. SD –Communications are coming second hand and communications are still not extremely clear. Something needs to be done and reviewed around the comms. Understanding what the plan and the milestones look like – are we on track, are we behind, what is to come? Don't feel that there is visibility for this just now.	
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Meeting:		Digital Delivery and Change working group (09) - Meeting Notes	
Meeting Date:		Thursday, 17 July 2025, 15:30 – 16:30, by Hybrid / MS Teams	
Members / Attendees:		Social Security Programme Director (Chair) Deputy Director - Social Security Programme Strategic Transition Lead Head of Strategic & Programme Finance	Leanne Carson (LC) Julie Mclean (JM) [REDACTED] Kevin Stevens (KS)
Item	Subject	Discussion	Decisions and Actions Agreed
1	Implementation Planning	[REDACTED] provided a high level walkthrough of the Implementation plan through to August (papers below). He additionally provided a run through of Implementation's dependencies, risks, and issues. C2's & C3's to be given financial management training. JM and AMC have agreed that the Test team will sit with [REDACTED]. JM is comfortable to progress at pace with moving teams that can be 'lifted and shifted'. If HR raise risks with moves, they should raise it with AMP as the SRO to accept the risk or escalate up. Wave 1 business case to be taken to the Future Operating Model senior working group for sign-off. [REDACTED] leading work on what the future of Release will look like.	[REDACTED] to agree cost centers with JM and AMC [REDACTED] to revisit the wording of risk FOM-R025. Programme delivery will not be compromised to prioritise Future Operating Model. JM to confirm she is happy with wording.



		██████████ also working on analysing Agency contracts and identifying areas with gaps with a view to build in flex. A review has been commissioned on the appropriate use for Slack. The use of it will sit in the Delivery manager space. ██████████ is working on the licenses. JM expressed the need to ensure there is a defined owner for tools/platforms as a direct point of contact for ownership and responsibility. JM will confirm with the C3's that for those products/services that have been 'car parked', where they sit in the model, they will have responsibility for it. A confluence upgrade resulted in Programme service design documentation/artefacts being lost. Delivery teams are working on the severity and determine what is missing. The practice of saving documents into ERDM must be captured in lessons learned for future design camps. High level Implementation plan will be brought to D,D&C for updates as either verbal or a paper once the plan has been refined.	
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Meeting:		Future Operating Model – Senior working group (05) - Meeting Notes	
Meeting Date:		Wednesday, 20 August 2025, 14:30 – 16:00, by Hybrid / MS Teams	
Members / Attendees:		Deputy Director of Organisational Strategy & Performance (Chair) Social Security Programme Director Deputy Director Finance and Corporate Services Head of Organisational Capability and Transition Senior Delivery Manager Internal Communications Lead Head of Social Security Policy Senior Finance Manager Transitions	Ally MacPhail (AMP) Leanne Carson (LC) Stephanie Devenny (SD) [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Item	Subject	Discussion	Decisions and Actions Agreed
2	Review of Implementation Approach	Options paper presented by [REDACTED] to group as a way to mitigate the risk of not being able to provide organisational stability and clarity around accountabilities/responsibilities within the new division, as there is a significant risk to a successful delivery of business plan priorities and remaining Programme deliverables by closure of Programme 2025/2026. Recommended approach to be agreed with the group, and taken to Executive Team for approval. Option 1 – [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	Decision(s) Option 1 is the agreed direction to take to Executive Team for approval [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] Action(s) [REDACTED] [REDACTED] [REDACTED]

		[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] Key elements of this option is to protect core deliverables and allows momentum to continue on design work in the FOM. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] SD wants to be clear on the financial implications of Option 1 and that the risk is understood, tracked in the correct places and managed. [REDACTED] [REDACTED] LC will ensure that the information GS needs for costing will be more forthcoming from [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	LC to ensure that Programme Finance information GS needs for costing will be more forthcoming from [REDACTED]. GS to liaise with Programme finance to understand the head count funding from now until next year. Understand the headcount profile Agency would be carrying forward and the costing associated. [REDACTED] [REDACTED] [REDACTED] [REDACTED] Review and change the FAQ's to align with the new approach. Ensure the risks are documented and captured accurately so that they are actively managed. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
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[illegible]

Document:		Decision Log			
Decision ID	Category	Decision	Responsible Party	Decision Date	Comments
D007	Future Operating Model	D,D&C model to be signed off at the D,D&C WG as long as the wave 1 implementation is within current headcount. Next stage to present at FOM SWG to proceed at risk with full agreement being needed on overall headcount at Exec with alignment with SG ET conversations.	FOM SWG	24.04.2025	Agreed by members at the FOM SWG (03) 24.04.2025
D009	Future Operating Model	[REDACTED]	FOM SWG	20/08/2025	Agreed by members at the FOM SWG (04) 20/08/2025