



Social Security Scotland
Tèarainteachd Shòisealta Alba

Audit and Assurance Committee

Transition Project Update

Redacted

September 2021

Dignity, fairness, respect.



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Introduction

Transition Project Objective

“Develop a strategic vision and a clear transition plan for establishing an agency-led Live Running Service environment.”

Transition Definition

Transition is a process that ensures that the Social Security Programme handover full accountability and responsibility of benefits and their supporting services at the point where Social Security Scotland are ready to accept them.



Joint Governance Groups and Responsibilities

Social Security Programme Delivery Board

- Delivery Board's primary responsibility is the delivery of the Programme Business Case.
- However they also oversees the strategic direction of Transition and its roadmap.

Transition Steering Group

- Reports outputs to Delivery Board.
- Assures Transition Roadmap and its progress.
- Provides direction in the prioritisation of transitional activity.

Transition Senior Project Group

- Monitors and tracks project activity and reporting.
- Monitors and tracks work stream activities and dependencies.
- Prioritises Transition activity and milestones.
- Leads on Transition framework quality assurance and governance arrangements.

Strategic Workstreams

- Works in Partnership with the Senior Project Group.
- Creates and implements strategic goals and objectives.
- Supports the projects adoption of work stream objectives.
- Analyses trends across the entire project landscape.

Transition Project Delivery Groups

- Carries out day to day transition project management.
- Tracks and report progress, risks, milestones into Senior Project Group.
- Embeds the transition framework and processes.

Strategic Challenges and Areas of Focus

1. Challenge

Social Security delivery landscape is complex, fast paced and puts pressure on our ability to transition.

Cause

- Transition scope varies greatly, no two are the same.
- Multiple conflicting dependencies make prioritising a growing challenge.
- Programme teams working to agreed project end dates that cannot be extended in some cases.
- Demand on key stakeholders is challenging.
- List of retrospective transitions is growing.

Mitigations - Next Steps

- Deep dive into the overall transition approach.
- Explore options of how to prioritise and group transitions going forward.
- Focus on tools and parameters to agree prioritisation of transitions.

2. Challenge

Our ways of working need to evolve.

Cause

- Small team with expanding back log of projects.
- Late to begin transition work initially and set up of the team has taken time.
- Identified the pressing need for an overarching road map - setting the direction for the handover of Programme deliverables.
- Need to balance the focus of retrospective and planned transitions.

Mitigations - Next Steps

- Deep dive into the overall transition approach.
- Review Team roles and responsibilities.
- Work with Senior colleagues on defining strategic road map.
- Build communications strategy and plan.

Strategic Challenges and Areas of Focus

3. Challenge

Transition is highly dependent on a Social Security Scotland and Programme joined up approach to Capacity and Capability planning.

Cause

- Ambitious Programme delivery timelines.
- Social Security Scotland growth feels fast paced and relentless.
- New skills sets are required to accept more accountability by transitioning.
- Knowledge transfer is complex and requires planning.
- There is a need for a more joined up approach between Social Security Scotland and Programme around "People Planning" or capacity planning.

Mitigations – Next Steps

- Creation of a specialist Strategic Workstream to focus on transitioning people and skills.
- A joined up approach within People and Resourcing teams
- Design a Target Operating Model to inform long and short term goals
- Resourcing plans shared jointly to support the transition of people



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Questions

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