



## Audit and Assurance Committee

<b>Date of Meeting</b>	Tuesday 15 <sup>th</sup> February 2022
<b>Subject</b>	Social Security Programme Update
<b>Agenda No.</b>	7
<b>Paper No.</b>	16.6
<b>Prepared By</b>	
<b>Purpose</b>	Note

### 1. Background

- 1.1. This paper provides an overview of the Social Security Programme, our way of working and an update on our work on Adult Disability Payment and Scottish Child Payment.

### 2. Key points

- 2.1. Update on programme activity including work towards Adult Disability Payment.

### 3. Conclusions

- 3.1. The Audit and Assurance Committee are asked to note the content of this report.



#### 4. GOVERNANCE CHECKLIST

Please ensure that you detail which Corporate Plan Strategic Objective the paper contributes to. These strategic considerations should be used to assist you with the content of your paper.

Strategic Objective	Contribution
<b>Dignity, fairness and respect</b>  Delivering a service with dignity, fairness and respect at its core.	We are co-designing a service with our clients to meet the needs of the people of Scotland now and in future.
<b>Equality and tackling poverty</b>  Promoting equality and tackling poverty.	
<b>Efficiency and alignment</b>  Ensuring efficiency and aligning our activities with wider public sector for the benefit of the people we serve.	
<b>Economy, society and environment</b>  Contributing to our economy, society and protection of our environment.	

State here how the paper considers these areas and any consultation undertaken in the agency. Only complete the section(s) relevant to your paper.

Strategic consideration	Impact
Environment	
Governance	
Data	
Finance	
Staff	



Strategic consideration	Impact
Equalities	
Estates	
Communications and Presentation	

#### Impact Assessment

An impact assessment must be carried out during the development of all new Agency policies and services and when making significant changes to policies and services.

If relevant, please lay out the key findings here.

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## Social Security Programme Update

### Who we are and what we do

The Scottish Social Security Programme is the biggest piece of public sector delivery since devolution.

We've already designed and launched 11 benefits which are currently being delivered by Social Security Scotland, and include Scottish Child Payment as well as six other completely new forms of support. We are working on the development of several more benefits for launch in coming years. These are a mix of devolved (DWP) benefits and new (Scottish Government) benefits.

This year we are moving in to the delivery of one of our more complex benefits, the replacement for DWP's Personal Independence Payment, Adult Disability Payment, from March 2022.

We are responsible for the following:

- Development of the operational capability and systems required by Social Security Scotland to administer all the devolved benefits.
- Design of 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 of the new services into Social Security Scotland as benefits go live.

The Programme also has the lead on transferring client cases from the UK Government's IT systems onto those of Social Security Scotland. This is the first time that we have done this, and there are various commitments on how we manage the process to make it safe and easy for clients.

Our Service Design teams work very closely with Policy and Social Security Scotland colleagues on the design of benefits.

### Our Approach

Our systems have been co-designed from scratch by people with lived experience of the current system. They have told us what its fundamental challenges are and this input is directly reflected in the changes we are making.

The design and delivery of the new social security benefits is being influenced by the advice and guidance of the Social Security Experience Panels, consisting of 2,400 people with lived experience of the social security system.



## **Agile Delivery and Minimal Viable Product**

The Social Security Programme is being delivered using Agile methodology, which while relatively new to Scottish Government, is a well-understood set of approaches and methodologies across the wider public and private sectors.

Agile has at its heart a set of key principles that include putting clients at the centre of service design as well as the aim to continuously improve services, rather than deliver and then move onto the next delivery.

Using a Minimal Viable Product approach releases a version of a product with enough features to be usable by early customers. These can then provide feedback for future product development through continuous improvement and iteration.

Following benefit launches, we continue to build on the Minimal Viable Product with Continuous Improvement activity. This is driven by factors including:

- system/process needs
- external User Research / Client Feedback
- internal process reviews/research with colleagues in Social Security Scotland

Improvements are prioritised collaboratively to deliver value, drive out inconsistency and add functionality to standardise the service wherever possible, including reducing requirement for manual interventions.

[Redacted]

## **Programme's work with Agency to deliver Adult Disability Payment**

We have multiple engagement sessions planned between programme design and agency Adult Disability Payment colleagues to walk through the service design to ensure the service design detail is well understood.

We are also developing plans to ensure programme designers are ready to offer support throughout the pilot, as new agency staff navigate the guidance and processes.

This was a key success from the Child Disability Payment launch which is why we are building this in now, looking at the key contacts and processes to provide this support.

[Redacted]

## **Updates to systems for Adult Disability Payment pilot**

A significant number of system changes have been made to create a new end-to-end client and agency journey for Adult Disability Payment. Existing systems have been enhanced and new features have been implemented.

### **Digital Portal**

All features developed on the Digital Portal for Child Disability Payment will be available for Adult Disability Payment. The application form has been enhanced to include photographs and images to help bring the questions to life. These have been received extremely well in user testing.

### **Case Management System**

The Case Management System has also been configured in a similar way as it is for Child Disability Payment, with the functionality required to accept, process, determine and pay Adult Disability Payment applications from the benefit launch. Most functionalities from Child Disability Payment were either reused (no development, with some testing) or refactored (minimum development to align with Adult Disability Payment requirements).

### **Links to other systems**

Adult Disability Payment specific automated notifications: There are 25 new system-generated notifications that have developed for ADP. These are triggered by business rules within the case management system, with the notification being automatically generated in the document productions system. The notification will be posted to the client, without an agent's interaction.

Interfaces with internal and external systems: Existing interfaces have been reused (with testing) or refactored where Adult Disability Payment specific changes were required. Some new interfaces have been implemented to support the functionality required for Adult Disability Payment, including the consultations system.

### **Testing**

All new features and enhancements have been fully tested - both in isolation by the relevant development teams, and also as part of end-to-end journey testing. This makes sure that the service works as expected at each step of the process, including integration between internal and external systems.

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