



Executive Advisory Body

Date of Meeting	Tuesday 20 April 2021
Subject	Social Security Scotland Readiness for Child Disability Payment
Agenda No.	3
Paper No.	22.2
Prepared By	Paul Knight and Janet Richardson
Purpose	Discuss

1. Background

- 1.1. We will demonstrate our collective operational readiness for the successful delivery of the Child Disability Payment pilot.

2. Key points

- 2.1. We will achieve this by:
- 2.2. Highlighting the key job roles and responsibilities within the Child Disability Payment pilot team
- 2.3. Explaining the end-to-end client journey, highlighting key touchpoints
- 2.4. Focusing on the role of the new Health and Social Care Practitioner teams emphasising the importance of their relationship with our case managers as well as their ongoing work in readiness for pilot and beyond
- 2.5. Explaining the activities we have engaged in as a team to ensure our readiness for the challenges we will face during pilot and highlighting our next steps
- 2.6. Highlighting other key differences between our service and that which already exists for child Disability Living Allowance
- 2.7. Bringing this all to life by taking you through a case study

3. Conclusions

- 3.1. Improved awareness for Executive Advisory Body of Social Security Scotland's readiness to deliver Child Disability payment
- 3.2.



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
Dignity, fairness and respect Delivering a service with dignity, fairness and respect at its core.	Not Applicable
Equality and tackling poverty Promoting equality and tackling poverty.	Not Applicable
Efficiency and alignment Ensuring efficiency and aligning our activities with wider public sector for the benefit of the people we serve.	Not Applicable
Economy, society and environment Contributing to our economy, society and protection of our environment.	Not Applicable

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	Not Applicable
Governance	Not Applicable
Data	Not Applicable
Finance	Not Applicable
Staff	Not Applicable
Equalities	Not Applicable
Estates	Not Applicable
Communications and Presentation	Not Applicable



Impact Assessment

Not Applicable



4. Child Disability Payment

The Child Disability Payment will begin its Pilot on 26th July 2021, with an expected national launch of Autumn 2021. The Pilot will be run from our Glasgow office with 5 Disability Assistance Managers and 20 Case Managers. They will be supported by a Performance Manager, 2 Team Managers and 16 Client Advisors as well as 3 Health and Social Care Practitioners.

Job Roles and Responsibilities

Our staff will interact with our clients from a position of trust whilst ensuring that we deliver a transparent service, with our core values of dignity, fairness and respect at the heart of everything we do.

Client Advisor

Client Advisors will be equipped to handle a wide range of enquiries, through telephony and webchat. They will note client accessibility requirements and make referrals to Local Delivery, as required. They will assist clients throughout the application process. They will verify identity and check that basic eligibility conditions are met before referring cases to new application work queues. The Client Advisors will also provide administrative support to Case Managers, such as pursuing additional evidence from Local Authorities and NHS Trusts/GPs.

Client Support Advisor in Local Delivery

Client Support Advisors in our Local Delivery teams will provide support to clients, both face-to-face (subject to COVID restrictions) and over the telephone, in areas such as making an application, challenging a decision and informing a change of circumstances. They will accept referrals from our operational teams, building strong relationships to ensure that we provide a service which fits with our core values.

Case Manager

Case Managers will be the decision makers and will review applications as well as any supporting information provided. They will use the available decision making



tools to assist them in making decisions which are both fair and accurate. Where information gaps exist, they will work with the client to decide on the best way to collect the information needed in order to reach a decision.

Disability Assistance Manager

Disability Assistance Managers will manage a team of Case Managers. They will use the knowledge and experience they have developed during their time with the Agency to support their team on their learning journey. They will quality assure the work their teams produce, including the decisions they make, to ensure that we are delivering the excellent service level we aspire to provide.

Client Experience Officer

Should a client disagree with a decision and request Re-determination, our Client Experience Officers will take a fresh look at the application, using the same process as the Case Manager. The available decision tools will be the same as are the considerate steps they take in order to reach a decision.

Throughout the rest of the document we refer to the case manager, please read this as both Case Manager and Client Experience Officer.

Health and Social Care Practitioner

This Practitioner will work collaboratively with our case managers to help them to understand the impact of the disability described in a client's application on their activities of daily living. They will explain terminology not understood by the case manager and identify any information gaps in applications, guiding the case manager to the correct source to gather supporting information. In essence, this collaborative approach will ensure robust, accurate, timely decision making keeping the client at the centre of the process at all times.

The End-to-End client journey: key touchpoints

- **Making an application:** clients will have the ability to make their application using four distinct channels; paper, digital portal, by telephone and face-to-face which will include the option of video link (in person face-to-face is



subject to COVID restrictions). An application will consist of two parts. Part one allows us to establish basic eligibility. Part two then explores the functional impact of the client's condition(s).

- **Initial consideration:** once we have received a completed application, the case manager will consider all the information provided along with the available decision tools and decide whether a decision can be made.
- **Identifying information gaps:** where further information is required we will engage with the client from the outset, advising them of the information gaps identified whilst offering to gather information on their behalf.
- **Gathering supporting information:** with the client's consent we will gather information under our data sharing agreements with the body or person who is best placed to provide the information we need.
- **Health and Social Care Practitioner support:** we will cover this area in more detail in the following section but our case managers will reach out to our Practitioners at various touchpoints stages during the case journey.
- **Making a decision:** once we are satisfied that we have the information which will allow us to make a fair and accurate decision we will communicate this to the client, clearly explaining what our decision means to them and the available next steps.

Health and Social Care Practitioner support

In this section we will describe:-

- The work completed to date to prepare for the Child Disability Payment pilot by the Health and Social Care Division.
- The changes this will bring to the current Department for Work and Pensions process that Social Security Scotland seek to deliver in our redesigned service provision for this benefit.

Recruitment

In preparation for the pilot and establishment of a full service, the Health and Social Care Division was established, an organisational structure agreed, Head of Division appointed and a number of senior advisory and support posts put in place. Job



descriptions were prepared describing the anticipated role of Practitioners, detailing the broad knowledge base requirements across both Social Care and Health Care.

To date we have recruited a Senior Practitioner (secondment) and two Practitioners. These individuals have received holistic training in Health and also have Social Care and Child Mental Health experience. In early April we anticipate further recruitment (secondment) of a Social Worker and Social Care worker to augment the pilot in the Practitioner space.

To support any appeal or re-determination scenario an 'Expert Panel' is being established to provide a full range of expert opinion to help with this process.

Training

We have now agreed a comprehensive training/orientation schedule for new Practitioner recruits with Learning and Development. The final part of this programme will be undertaken collaboratively with case managers in a Model Office scenario to begin building teams ahead of 'go live'.

Governance

The Health and Social Care Division also has established a governance structure for the execution of its duties, ensuring that quality assurance is pivotal to all its actions and that support and advice offered is scrutinised with learning consolidated on a continuum.

Pilot Evaluation

Currently we are identifying the elements of Management Information (MI) and Quality Assurance (QA) we wish to capture as part of the pilot so that there can be consolidation of learning for full roll out of the service. This is being built jointly between Agency and Programme.



Key elements of the revised approach to the introduction of Child Disability Payment

- There will be Practitioners skilled in Health and Social Care with specific experience in child care available to support case managers in the decision making process
- Medical Guidance available for case managers is current, credible and regularly updated (British National Formulary BNF, NHS Choices, NHS Inform)
- Case managers will be the decision makers with collaborative support from Practitioners
- Both case managers and Practitioners will be employees of Social Security Scotland and work in supportive teams. This relationship will be at the heart of the process, providing opportunity to learn through regular feedback and knowledge sharing, geared toward continuous service improvement.

Child Disability Payment Team

- We have finalised our team structure for our Child Disability Payment Pilot team. Our team have been recruited and will begin their training routeway in early June.
- We work closely with our Learning & Development colleagues, providing feedback on the training modules they are developing as well as the case studies they will use during the learning routeway.
- Our Case Managers are currently seconded to various roles in the low income benefit space, where they are gaining valuable insight and experience of the systems and processes already in place.
- Our Disability Assistance Managers continue to work with our Programme colleagues, primarily in the Decision Making space, where they impart their operational experience to develop the processes and systems we will use.
- All of our team participate in Model Office and User Research testing, again providing a platform to influence service design and to help us collectively understand what 'Minimum Viable Product' will feel like from day 1 of pilot.



The service we provide: other key changes

- Our clients will have the ability to complete applications for Child Disability Payment using four different channels
- Where requested, we will gather supporting information on the client's behalf
- Data sharing agreements will allow us access the information we need whilst building relationships with stakeholders to continuously improve the service we provide
- Supporting Information templates can be adapted to fit with the information gap(s) we have identified and will be sent and received electronically
- Case managers will record succinct rationale for their decisions within our case management system. Their rationale will pull through onto the decision report, ensuring a person-centred, transparent approach.
- We will process Re-determinations in a 56-day period.
- If a client is seeking a Re-determination where their previous award level has been reduced or removed, short term assistance will be paid.

Introducing our case study

At the Executive Advisory Body meeting on 20th April 2021, you will be taken through a case study for Michael, and his Mum, Lisa, who has made a Child Disability Payment application on his behalf.