

## EQUALITY, POVERTY AND SOCIAL SECURITY

# Developing a Measurement Framework for the Social Security Charter in Scotland: Analytical co-design in action - Visual Summary

## Background

The Scottish Government is getting new powers to deliver some social security benefits which are currently delivered by the Department for Work and Pensions (DWP). These benefits are gradually being rolled out and delivered by Social Security Scotland.

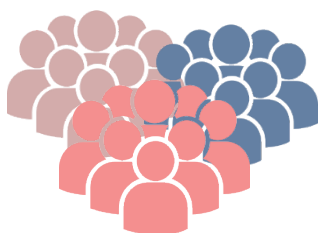
**Department  
for Work and  
Pensions**



**Scottish  
Government**



A Charter, called **Our Charter**, was made to let people know what to expect from the new system, and was written by people with experience of the UK social security system, and Scottish Government staff.



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The Charter is made of ‘commitments’ which set-out how the new system will work and how clients should be treated. The commitments in Our Charter are split between **4 sections**:

**A people’s service**



**Processes that work**



**A learning system**



**A better future**



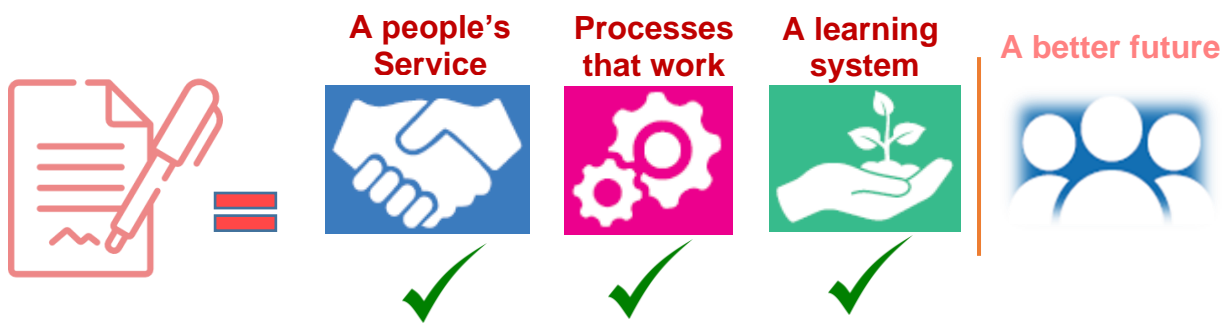
To make sure that the commitments in the Charter are being kept. The Scottish Government decided to make a **Measurement Framework** which will collect information to show how well the new social security system is working



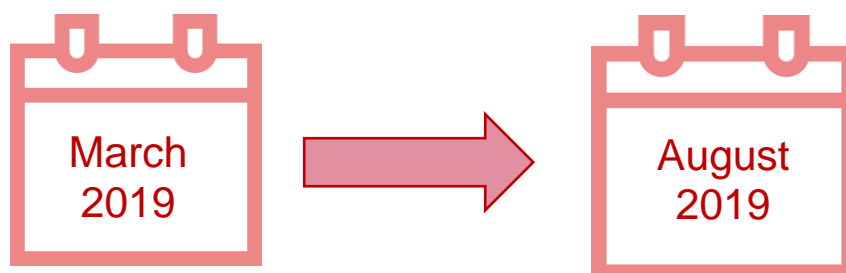
Like the Charter, people with direct experience of the social security system were involved in designing and writing the framework. This group was called **Core Group 2**.



Core group 2 worked on finding ways to measure the commitments in the **first 3 sections** of the Charter, which are to do with how well Social Security Scotland’s processes are working, and the treatment of clients. The 4<sup>th</sup> section is about long-term policy aims of the Scottish Government and will be measured in a slightly different way.



**Work took place over 6 months**



## Who was involved?

The Scottish Government worked with lots of different people to make the Measurement Framework:

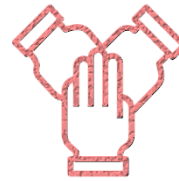
### 7 Workshops with 20 Core Group 2 Members



Core Group 2 was mainly made up of people from the Social Security Experience Panels. The panels are 2,400 volunteers who have experience of the benefits coming to Scotland. Core group 2 included disabled people with experience of:

- Mental illness
- Physical conditions
- Learning conditions
- Sensory conditions

Core Group 2 included people from lots of different backgrounds with different life experiences, including:



- LGBTI+ people



- Minority Ethnic people



- Young carers



- People from islands



- Parents & Single parents



- Veterans



- BSL users



- Different faith groups

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The Group was split fairly evenly by gender



**55%** **45%**

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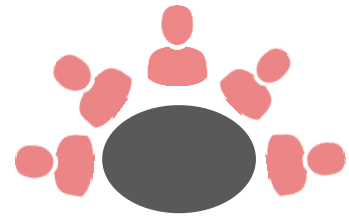
2 Meetings with Stakeholders – Professionals who work with, and on behalf of, social security clients

Stakeholder groups that were involved included disability organisations and charities.



## 2 meetings with The Scottish Commission on Social Security (SCoSS)

The Commission has been set up to look at how well the new Scottish social security system is working; part of the commission's brief is to report on the extent to which the commitments in Our Charter are being met.



**Stakeholders and SCoSS provided feedback, advice and ideas for Core Group 2 to consider**



## How was the framework designed?

To help decide how the framework would measure the commitments in the Charter, Core Group 2 worked with Scottish Government staff to:

- Learn about different ways of measuring things and the kinds of questions they can help to answer
- Look for ways to keep the framework easy to use; for example, by finding ways to put some commitments together so that the framework is not too long.
- Think about the best words to use to make sure we are measuring what is most important to people
- Think about how to make the framework look good and easy to understand



# Stakeholders and SCoSS told researchers where they thought things might be missing, or where we could use different words



## What is in the framework?

The framework is arranged by the 4 different sections of Our Charter. Each page contains measures that will be able to tell us whether the commitments in that section are being fulfilled.

A people's service			Processes that work		
<p>Are clients experiencing a service that reflects the human rights values set out in Our Charter when interacting with Social Security Scotland?</p>			<p>How well are Social Security Scotland staff delivering the charter commitments?</p>		
<p>Staff attitudes reflect an understanding of and respect for human rights values set out in Our Charter</p>	<p>Clients do NOT experience discrimination</p>	<p>Clients experiencing good service</p>	<p>Clients feel safe in their dignity and autonomy</p>	<p>Staff are well trained</p>	<p>Staff are well supported</p>
<p>1 percentage of clients said they were treated with kindness</p>	<p>1 percentage of clients said they were not treated with discrimination</p>	<p>1 percentage of clients said they were well treated</p>	<p>1 percentage of clients said they felt safe in their dignity and autonomy</p>	<p>1 percentage of staff said they had the skills they needed to do their job well</p>	<p>1 percentage of staff said they had the support they needed to do their job well</p>
<p>1 percentage of clients said they felt safe in their dignity and autonomy</p>	<p>1 percentage of clients said they were not treated with discrimination</p>	<p>1 percentage of clients said they were well treated</p>	<p>1 percentage of clients said they felt safe in their dignity and autonomy</p>	<p>1 percentage of staff said they had the skills they needed to do their job well</p>	<p>1 percentage of staff said they had the support they needed to do their job well</p>
<p>Examples of feedback that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>

A learning system			A better future		
<p>To what extent Social Security Scotland is a learning organisation?</p>			<p>How is Social Security Scotland breaking down?</p>		
<p>Social Security Scotland uses feedback to improve performance</p>	<p>Staff and organisations that work with Social Security Scotland as a delivery partner</p>	<p>Social Security Scotland works well with other organisations</p>	<p>Staff are breaking down barriers to their work</p>	<p>Policy making is effective</p>	<p>Did we have effective processes of policy making?</p>
<p>1 percentage of clients said Social Security Scotland takes on board feedback</p>	<p>1 percentage of clients said Social Security Scotland works well with other organisations</p>	<p>1 percentage of clients said Social Security Scotland works well with other organisations</p>	<p>1 percentage of staff said they had received training from clients</p>	<p>1 percentage of staff said they had received training from clients</p>	<p>1 percentage of staff said they had received training from clients</p>
<p>Examples of feedback that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>

A better future		
<p>Did the Government promote social security positively?</p>	<p>Did the Government promote social security positively?</p>	<p>Did the Government promote social security positively?</p>
<p>1 percentage of clients said they had received training from clients</p>	<p>1 percentage of clients said they had received training from clients</p>	<p>1 percentage of clients said they had received training from clients</p>
<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>	<p>Examples of good practice that make clients feel better about the service they receive are:</p>

The page for each section is **set out over 4 levels** that show how the measures are related to each section of the Charter.

# 1. Charter Section

A people's service					
Are clients experiencing a service that reflects the human rights values as set out in Our Charter when interacting with Social Security Scotland?			How well are Social Security Scotland staff delivering the charter commitments?		
Staff attitudes reflect an understanding of and values dignity and respect as set out in Our Charter	Clients do NOT experience discrimination	Clients experience good service	Clients find staff knowledgeable and approachable	Staff are well trained	Staff are well supported
X percentage of clients said they were treated with kindness	X percentage of clients said they did NOT discriminate against them	X percentage of clients said they were kept updated	X percentage of clients said staff were knowledgeable about the social security system	X percentage of staff said their knowledge of social security in Scotland was good/ a percentage of staff said they get the information they need to do their job well	X percentage of staff said they had the tools they needed to do their job well
X percentage of clients said they felt trusted by staff	X percentage of clients who experienced discrimination said they felt able to challenge it	X percentage of clients said they thought the decision was accurate from the first time	X percentage of clients said the decision was explained so that they understood it	X percentage of staff said they knew about a range of advice and advocacy services that were convenient for clients	X percentage of staff said they had good support from their line manager
X percentage of clients said staff listened to them	X percentage of clients who felt discriminated against that did challenge that discrimination	X percentage of clients said they were paid from the first time	X percentage of clients (who disagreed with a decision) said they felt able to challenge it	X percentage of staff said they knew how to refer people to advice and advocacy services	X percentage of staff said they would speak up if they saw issues in the Agency
X percentage of clients said they felt staff did all they could to make them feel comfortable	X percentage of clients who felt discriminated against that did challenge that discrimination	X percentage of clients said they were paid the amount Social Security Scotland told them they would get from the first time	X percentage of clients (who disagreed with a decision) said they felt able to challenge it	X percentage of staff said they were confident that they could deliver a service without discrimination	X percentage of staff said they would speak up if they saw issues in the Agency
Examples of treatment that made clients feel comfortable, kindness, trust, listening AND examples of treatment that was less so AND Social Security action taken	Examples of good practice AND examples of discrimination (if any) AND Social Security Scotland action taken	Examples of when staff were knowledgeable, of how they explained decisions well, of clients feeling able to challenge AND examples of not understanding decisions, examples of why clients felt unable to challenge AND Social Security Scotland action taken	Examples of when staff were knowledgeable, of how they explained decisions well, of clients feeling able to challenge AND examples of not understanding decisions, examples of why clients felt unable to challenge AND Social Security Scotland action taken	Examples of knowledge (including knowledge of how not to discriminate) and training AND examples of more support needed by staff AND Social Security Scotland action taken	Examples of good support for staff and staff confidence AND examples of any additional staff needs, and why those who do, lack confidence AND Social Security Scotland action taken

2. Questions that we want to answer about that section

3. Statements that would mean these questions are being answered in a positive way

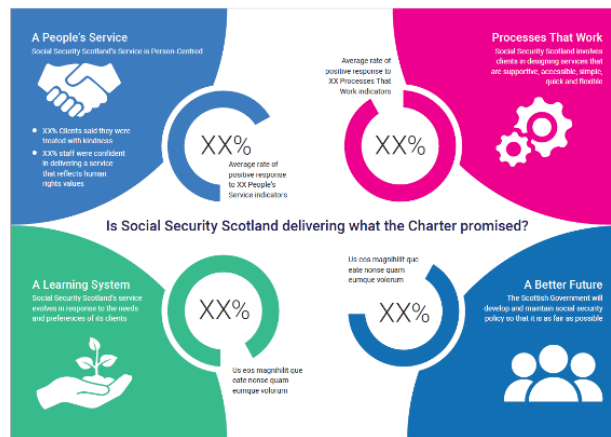
4. Data that will show how far these statements are being realised

Some of the sections in the framework have more measures than others:

- A people's service: 29
  - Processes that work: 26
  - A learning system: 15
  - A better future: 7
- 77 Measures overall**



There will be a **summary page** at the beginning of the Measurement Framework which will give an overview of how well Social Security Scotland is doing in each section.



## Where will we get the data?

The information needed to fill the Measurement Framework will be collected in a number of different ways:

- Surveys, interviews and focus groups with Social Security Scotland clients and staff



- Case studies on certain processes (for example, assessments)



- Statistics and information collected by Social Security Scotland



## What are the next steps?

Ways of getting the data needed for the framework will be developed over the next 12 months.

The Charter Measurement Framework will be published every year and will include more data as more benefits are rolled-out.

All of the benefits to be delivered by Social Security Scotland will be rolled-out by 2022/23. By this time, the Charter Measurement Framework will be in full use.

Just like 'Our Charter', the Charter Measurement Framework will be reviewed and might be changed over time.





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