Measuring Our Charter

Are Social Security Scotland and Scottish Government delivering what Our Charter promised?

Social Security Scotland
Tèarainteachd Shòisealta Alba

Scottish Government
Riaghaltas na h-Alba

Social Security Scotland 'Our Charter' Measurement Framework User Guide

What is the Charter Measurement Framework

This framework is a co-designed list of measures relating to the commitments set out in Our Charter. Over the next few years we will collect information or data for the measures, put it into the framework and then publish the results; this will do two things. Firstly, it will show how Social Security Scotland and the Scottish Government are getting on with delivering the commitments. Secondly, it will help Social Security Scotland and the Scottish Government to constantly improve what they are doing.

Please note, the Charter Measurement Framework is not the only measurement being done for the social security system in Scotland; please see for example the statistical publications page of the website.

This user guide sets out;
- Who developed the framework
- What the framework will measure and when
- How the measures line up to the commitments
- Where we will get the information (or data) from to fill in the framework
- How to read the framework.

Who developed the Framework?

The Charter Measurement Framework (the framework) was co-designed by the Scottish Government, Social Security Scotland and a diverse group of people with lived experience of the social security system (known as 'Core Group 2'). Groups who represent people with lived experience (stakeholders), and SCoSS; the Scottish Commission on Social Security have given valuable advice and input to the framework.

Government officials collected information from seven workshops with Core Group 2, two stakeholder meetings, two meetings with SCoSS and from Social Security Scotland staff over a period of five months. Social researchers then analysed the information and used it to produce the framework.

What does the Framework measure?

The Framework has four sections that match up with Our Charter. The first three sections are about how Social Security Scotland operates and delivers benefits, so the measures are designed to tell us how the agency treats clients, if staff are well supported, how the systems are working and how clients are experiencing the systems. The final section is mostly about Scottish Government commitments which relate to policy making about benefits and what the system should do as a whole, so the measures in that section are designed to tell us what is being achieved over the longer term.

When will the framework be filled in and published?

Some of the measures will not be relevant until all the benefits being devolved to Scotland are rolled out.

We will publish the framework with all those that are relevant every year starting in 2020.

We will collect the information needed to fill in the framework (data) using a variety of different research methods and we will use some of the data that Social Security Scotland is already collecting.

- A yearly 'all clients' survey, the first one is planned for winter 2019/20. This data will be used to fill in, for example, the percentage of people who said they were treated with kindness
- Management information, this is data that is collected all the time to see how well systems are working for example, call response times
- Staff survey and additional staff research, this will be used to fill in, for example, the percentage of staff saying they have the tools they need to do their job well
- Research organised specially to show whether or not a benefit is meeting its aims - evaluation
- Other data collections methods like interviews with Social Security Scotland Managers and Stakeholders, and reports put together by the Scottish Government to show its activity to support the Charter commitments.

For a full list of all the measures and how we will collect the data needed to fill them in please see http://www.gov.scot/ISBN/9781839602450

Please note, wherever possible we will analyse the data we collect for the framework by protected characteristics (and other demographic characteristics). This is essential in order that we can assess whether Our Charter is being delivered comprehensively to all groups.

How do the measures match up to the commitments?

Our research found that it was important to people that the framework covered most of the commitments in the Charter but that it is also easy to read, clear and simple. Obviously it is difficult to achieve both these things and we have written a report that sets out in detail how this was done http://www.gov.scot/ISBN/9781839602450.

In brief: at first, we started putting in measures for each commitment in the Charter. We found that many of the commitments need more than just one measure and as there are around 50 commitments in total we would have needed well over 100 measures. The results would have made a framework that was too long and complicated so not simple or easy to read.

We then asked people with lived experience which commitments were the most important to them to try to cut down on the number of measures to make it easier to read. This was also unsatisfactory as the framework, although simple and easy to read would not have covered most of the commitments.

Finally it was decided to look for similar or overlapping commitments in the first three charter sections. This helped us to reduce the number of measures needed, whilst making sure most of the elements of the Charter are covered.

People with lived experience also decided that the framework should have a one-page overview, or summary, of the key information from the framework. This will show people, at a glance, how Our Charter is being delivered.

Reading the Framework

The front page gives an 'at a glance' overview of how Social Security Scotland is performing in each section, presented with a few important pieces of data and information.

Each page of the framework represents a section of Our Charter. Each page is divided into four rows which are read from the top downwards.

- Row 1 is the title row which sets out the name of the section of Our Charter, for example, A people's service

- Row 2 is made up of questions that will be answered about that section, for example, 'Are clients experiencing a service that reflects the human rights values as set out in Our Charter when interacting with Social Security Scotland?'

- Row 3 sets out what is the ideal situation we want to achieve, for example, 'Clients receive good service'

- Row 4 will contain data that can be used to answer the question in row 2 and demonstrate whether, or not, the ideals are being achieved.

There is more information about how the framework was developed and how it will be used in the report http://www.gov.scot/ISBN/9781839602450

A People's Service
Social Security Scotland's Service is Person-Centred

- XX% Clients said they were treated with kindness
- XX% staff were confident in delivering a service that reflects human rights values

XX%

Average rate of positive response to XX People's Service indicators

Average rate of positive response to XX Processes That Work indicators

XX%

Processes That Work
Social Security Scotland involves clients in designing services that are supportive, accessible, simple, quick and flexible

Is Social Security Scotland delivering what the Charter promised?

A Learning System
Social Security Scotland's service evolves in response to the needs and preferences of its clients

XX

A measure that indicates how clients and stakeholders think we are doing

A measure that indicates how clients and stakeholders think we are doing

XX

A Better Future
The Scottish Government will develop and maintain social security policy so that it is as fair as possible

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 staff 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/ x 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 when Social Security Scotland told them they would be 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	Examples of good practice AND examples of discrimination (if any) AND Social Security Scotland action taken	X percentage of clients said they were paid the amount Social Security Scotland told them they would get from the first time	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	X percentage of staff said they knew enough about the appeals process to explain it clearly to clients	X percentage of staff say they feel confident to deliver a service that reflects the values of a human rights based system as set out in our Charter
Examples of treatment that made clients feel comfortable, kindness, trust, listening AND examples of treatment that was less so AND Social Security action taken				X percentage of staff said they were confident that they could deliver a service without discrimination	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
				X percentage of staff said they understand client needs	
				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	

Processes that work

Do processes work?	How accessible are services and places?		How is the face to face assessment process for benefits for disabled people (and people with health conditions) working for clients?
Processes work well	**Services are accessible**	**Places are accessible and convenient**	**The face to face assessment process for benefits for disabled people (and people with health conditions) minimises stress for clients**
X percentage of decisions deemed accurate from the first time/ x percentage of redeterminations upheld	X percentage of clients said that application process was clear	X percentage of social security offices pass the accessibility checklist (Checklist to be agreed by disabled people with lived experience)	X percentage of people who needed a face to face assessment for benefits for disabled people (and people with long term health conditions) said they felt the assessment was necessary because the information needed to find out if they were eligible was not otherwise accessible to Social Security Scotland
X percentage of clients paid on time from the first time/ x percentage of applications processed within x days	X percentage of Social Security Scotland documents are available on request in accessible formats	X percentage of clients said it was convenient to get access to social security places and services	X percentage of people who had a face to face assessment for disabled people's benefits said the assessment was carried out by appropriately qualified staff
X percentage of clients paid correct amount from the first time	X percentage of clients said that the application form asked only relevant questions		Case studies on all aspects of the assessment process and results of the process; Including in-depth assessment of how client wellbeing was protected and prioritised
X of redeterminations were completed on time	X percentage of clients say staff adapted to enable them where they faced barriers to accessing services		
Call waiting times	X percentage of clients said their application or enquiry was handled within a reasonable time frame		
Examples of reasons for redetermination and why or why not decision was changed, examples of redetermination process from client and staff points of view	X percentage of clients said their time was not wasted		
X percentage of appeals upheld or rejected	X percentage of clients that required extra support said they were referred to relevant support		
Examples of reasons for appeals and why or why not upheld, examples of appeals process for positive and negative (if any) outcomes AND Social Security Scotland action taken	X percentage of clients said that staff addressed the communication barriers they faced		
Positive AND negative (if any) feedback from organisations who work with client groups on how they think the service is working AND Social Security Scotland action taken	X percentage of clients said they had an appropriate choice in how they communicated with the agency		
	X percentage of clients said they had an appropriate choice of how the agency communicated with them		
	X percentage of clients that challenge a decision who already have payments continue to receive their payments		
	Examples of positive AND negative (if any) experiences of accessibility (how clients were enabled) AND Social Security Scotland action taken		

A learning system

To what extent Social Security Scotland a learning organisation?

How is Social Security Scotland involving clients?

Social Security Scotland uses feedback to improve performance

- Qualitative evidence on any additional support Social Security Scotland can put in place for clients
- Examples of You said: We did
- Staff diversity statistics
- Examples of acknowledgment of mistakes
- Qualitative evidence on client experience of the feedback process
- Qualitative evidence on client experience of the complaints process

Clients and organisations that work with them see Social Security Scotland as a trustworthy organisation

- X percentage of clients said Social Security Scotland was an open organisation
- X percentage of clients said Social Security Scotland was an honest organisation
- Organisations that support clients evidence on openness and honesty of Social Security Scotland
- Examples of openness and honesty or otherwise (if applicable)

Social Security Scotland works well with other organisations

- X number of service level agreements in place with external partners
- Qualitative evidence from organisations that work with clients on partnership working

Clients are involved in all areas of Social Security Scotland

- X percentage of learning packages delivered to staff are informed by clients
- Qualitative evidence on client involvement in testing processes
- Qualitative evidence on client involvement in measuring effectiveness

A better future

Did we have effective processes of policy making?					Did the Government promote social security positively?			Did benefits make a difference?			
Policy making shows the Social security principles at work	Social Security fits well with other policies	Policy making takes account of user experience	Policy making promotes all groups in society	Government money is spent fairly	Social Security is promoted as a human right	Myth and stigma about social security is challenged	Scottish Government talks positively about social security and those who use it	Our benefits counteract poverty and improve participation in society	Benefit levels reviewed and uprated in line with inflation	Fairer rules are designed and new benefits created	Take up improved
Report of policy activities and intentions, drawn up and reviewed with feedback from stakeholders - formal advisory groups and independent organisations	Reports of experience panels, client surveys and co-production of the charter	Equality, Children's Rights & Wellbeing, and Fairer Scotland Impact Assessments for the Social Security Act and individual benefits	Equality Budget statement and Fairer Scotland Assessment		Report of policy activities and intentions, drawn up and reviewed with feedback from stakeholders - formal advisory groups and independent organisations			Evaluation programme drawing on the experience of those receiving benefits	Report on government activity drawn up and reviewed with feedback from stakeholders – formal advisory groups and independent organisations		Estimated take up reported under the Social Security Act. Evaluation of take-up activities implemented in the Benefit Take-up Strategy

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