



## Executive Advisory Body

<b>Date of Meeting</b>	Tuesday 01 October 2019
<b>Subject</b>	Balanced Scorecard
<b>Agenda No.</b>	6
<b>Paper No.</b>	9.2
<b>Prepared By</b>	[Redacted – section 38(1)(b) personal information]
<b>Purpose</b>	Monitor

### 1. Background

- 1.1. The purpose of this paper is to provide operational high level information to the Executive Advisory Body to review.

### 2. Key points

- 2.1. This Balance Scorecard covers the first full year of Social Security Scotland, from September 2018 to August 2019. The Client & Insights team has been collecting MI on four categories in order to show the health of Social Security Scotland.
  - Client Experience
  - Internal Processes
  - Finance
  - Organisational Capacity

### 3. Conclusions

- 3.1. It is recommended that members consider the management information included within the latest Balance Scorecard.



**4. GOVERNANCE CHECKLIST**

Strategic Objective		Contribution
<b>Dignity, fairness and respect</b>  Delivering a service with dignity, fairness and respect at its core.		
<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.		The paper provides high-level management information on the performance of the Agency to enable the Advisory Body to assess whether it is performing efficiently.
<b>Economy, society and environment</b>  Contributing to our economy, society and protection of our environment.		
Strategic consideration	Impact	
Environment		
Governance		
Data	The paper provides a high level summary of management information data from Social Security Scotland from 6 <sup>th</sup> September onwards. Insights team consulted with data providers in each area to check the accuracy of the data included.	
Finance	This paper includes a summary of the value of Budget vs Spend and Budget vs Spend Forecast for benefits and Operational costing – These are taken from the monthly financial reports provided by the operational financial lead.	
Staff	The paper provides high level summary of staff resourcing for the agency taken from eHR on the last day of each month.	
Equalities		
Estates		
Communications and Presentation		



Social Security Scotland Balanced Scorecard to end August 2019



OFFICIAL SENSITIVE

Client Experience	Status	2019								2018				
		Aug	Jul	Jun	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sep	
NUMBER OF COMPLIMENTS		2	5	19	8	1	6	4	11	6	3	12	18	
NUMBER OF COMPLAINTS - STAGE 1		3	13	31	25	10	11	7	8	13	6	13	17	
NUMBER OF COMPLAINTS - STAGE 2		2	5	0	1	3	3	1	1	1	1	3	5	
% OF COMPLAINTS RESPONDED TO ON TIME		100%	96%	100%	96%	100%	100%	100%	100%	100%	.	.	.	
RE-DETERMINATIONS (AS % OF DECISIONS)		0%	1%	1%	1%	2%	4%	4%	1%	0%	.	.	.	
% OF CHANGED DECISIONS - RE-DETERMINATIONS		25%	24%	23%	33%	41%	45%	34%	29%	.	.	.	.	
% OF RE-DETERMINATIONS RESPONDED TO ON TIME		96%	96%	100%	96%	98%	97%	96%	100%	.	.	.	.	
NUMBER OF APPEALS		13	14	9	2	6	5	1	0	0	.	.	.	
CLIENTS % POSITIVE EXPERIENCE (IVR SURVEY)		Redacted s. 27(1) intended for future publication		81%	70%	82%	69%	55%	65%	94%	.	.	.	
CLIENTS % POSITIVE EXPERIENCE (POST-APPLICATION SURVEY)		Redacted s. 27(1) intended for future publication		97%	98%	98%	98%	94%	95%	99%	.	.	.	
AVERAGE WAITING TIME		00:05	00:05	00:04	00:07	00:05	00:04	00:06	00:07	00:11	00:02	.	.	
<b>Internal processes</b>														
NUMBER OF APPLICATIONS		10,050	7,721	24,930	18,605	8,620	####	2,585	4,025	9,895	.	.	.	
FORECASTED NUMBER OF APPLICATIONS		8,930	8,950	17,430	22,070	1,460	####	1,250	1,470	9,800	.	.	.	
NUMBER OF DECISIONS		11,492	13,340	20,747	21,290	3,890	####	3,215	8,335	3,365	.	.	.	
NUMBER OF PAYMENTS		3,333	9,958	96,230	13,212	2,120	####	1,638	4,939	78,752	34	19,603	57,371	
% OF FOIs RESPONDED TO ON TIME		100%	100%	75%	22%	63%	100%	80%	.	100%	100%	100%	.	
NUMBER OF SECURITY BREACHES		0	2	3	3	2	1	2	1	3	3	3	0	
<b>Finance</b>														
BUDGET vrs SPEND - Operational - Over/(Under) spend - £'000		Redacted s. 30(c) Prejudice to the effective conduct of public affairs												
BUDGET vrs SPEND - Benefits - Over/(Under) spend - £'000		Redacted s. 30(c) Prejudice to the effective conduct of public affairs												
BUDGET vrs SPEND FORECAST - Operational - Over/(Under) spend - £'000		Redacted s. 30(c) Prejudice to the effective conduct of public affairs					.	Redacted s. 30(c) Prejudice to the effective conduct of public affairs						
BUDGET vrs SPEND FORECAST - Benefits - Over/(Under) spend - £'000		.	.	.	.	.	Redacted s. 30(c) Prejudice to the effective conduct of public affairs							
DEBT RECOVERY		.	.	.	.	.	.	.	.	.	.	.	.	
<b>Organisational capacity, learning and growth</b>														
NUMBER OF STAFF		Redacted s. 27(1) intended for future publication		466	458	444	404	359	320	271	258	238	191	
STAFF TURNOVER		Redacted s. 27(1) intended for future publication		0.0%			0.0%			0.0%			0.0%	
AVERAGE WORKING DAYS LOST		Redacted s. 27(1) intended for future publication		7.1			7.0			6.8			7.2	
STAFF ENGAGEMENT INDEX		Redacted s. 27(1) intended for future publication										85%		
* = Data not available														
. = No data collected														



## What is a balanced scorecard?

A balanced scorecard is a way of looking at an organisation in a balanced way, taking account of a range of strategic goals across different areas. It is a performance metric used to measure and provide feedback to organisations about how it is performing in each of these areas, and as a whole. It can then be used by senior leaders to make better decisions for the organisation in order to meet the strategic goals.

Balanced scorecard development is an iterative process. The present version of the balanced scorecard for Social Security Scotland covers the areas currently identified as key performance indicators. However, these should be reviewed regularly in the first few years, to establish if there are areas which are not covered, or duplicate measures which might not be unnecessary.

The balanced scorecard should also be adapted to take account of updates to the Corporate Plan and the ongoing work on the Charter, which will help to ensure the measurements included provide the most meaningful and representative view of organisation and its key goals. As more data becomes available as the organisation develops, it will also be possible to identify targets for the measures, which will allow users to keep track of progress towards these.

The figures below cover the first full year of Social Security Scotland, from September 2018 to August 2019.

## Client Experience

- Number of complaints remain small. Number at stage one have decreased from 13 in July to 3 in August, and number at stage two have decreased from 5 to 2 in the same time period.
- Of the redeterminations decided in August, around a quarter have led to an original decision being changed. It has remained at around a quarter for the last three months, after dropping from 45% in March. The main reasons for this drop is that there has been an increase in both applications and denials in the past 3 months as we have taken on responsibility for more benefits. Also, as part of continuous improvement, Client Experience team are working closely with Operations teams to discuss reasons for decisions that are being changed, which is resulting in lessons being learned throughout the organisation.
- Percentage of redeterminations responded to on time has remained at a consistently high level – 96% for both July and August.
- Number of appeals is slightly higher in the last two months but the numbers are still small at 14 for July and 13 for August. This increase is due to the launch of Best Start Grant School Age Payment in June. This led to a rise in



the number of re-determination denials, which subsequently resulted in an increase in appeals.

- Feedback from the telephony survey<sup>1</sup> and Post-application surveys<sup>2</sup> has **[Redacted – section. 27(1) Intended for future publication]**

### Internal Processes

- The number of applications has increased to 10,050 in August from 7,721 in July. This may be due to the introduction of Best Start Foods on 12 August.
- The number of decisions has decreased to 11,492 in August from 13,340 in July. This may be because most Best Start Grant School Age Payment applications were processed in June and July. We would expect the number of decisions to show an increase next month due to the launch of Best Start Foods.
- There were 3 freedom of information requests in August of which 100% have been responded to on time.

### Finance

- **[Redacted – section 30(c) Prejudice to effective conduct of public affairs]**
- **[Redacted – section 30(c) Prejudice to effective conduct of public affairs]**

### Organisational Capacity

- Social Security Scotland staff headcount has grown from 191 in September 2018 to **[Redacted – section. 27(1) Intended for future publication]** in August 2019. This figure includes permanent and temporary staff.

---

<sup>1</sup> An optional telephony survey offered after any phone call with Social Security Scotland.

<sup>2</sup> An optional form on equalities monitoring and feedback, offered to a client after making an application.