



Executive Advisory Body

Date of Meeting	Tuesday 20 August 2019
Subject	Balanced Scorecard
Agenda No.	5
Paper No.	8.2
Prepared By	[Redacted - s.38(1)(b) Personal Information]
Purpose	Monitor

1. Background

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

2. Key points

- 2.1. The agency went live on 1st September 2018. 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
Dignity, fairness and respect Delivering a service with dignity, fairness and respect at its core.		
Equality and tackling poverty Promoting equality and tackling poverty.		
Efficiency and alignment 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.
Economy, society and environment 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 th 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		



Client Experience

- There has been [REDACTED - s.27(1) Information intended for future publication] in Compliments and Complaints over the last three months. This is likely to be due to [REDACTED - s.27(1) Information intended for future publication].
- Redeterminations as a percentage of decisions has been [REDACTED - s.27(1) (Information intended for future publication)], with the proportion of redeterminations leading to a changed decisions [REDACTED - s.27(1) Information intended for future publication].
- The percentage of clients' responding to the post-application surveys¹ who have had a positive experience has been [REDACTED - s.27(1) Information intended for future publication]. The responses from the telephony IVR survey have also been mostly positive, but [REDACTED - s.27(1) Information intended for future publication] These figures are based on small numbers of clients completing the survey, and therefore percentages of positive responses can fluctuate a lot over the months, since each response equates to a larger proportion of the total.

Internal Processes

- Between December 2018 and July 2019 we have received [REDACTED - s.27(1) Information intended for future publication] applications, this is [REDACTED - s.27(1) Information intended for future publication] against the estimated applications of [REDACTED - s.27(1) Information intended for future publication].
- Between December 2018 and July 2019 we have made [REDACTED - s.27(1) Information intended for future publication] decisions.
- Between September 2018 and June 2019 we have made [REDACTED - s.27(1) Information intended for future publication] payments. Payments are significantly higher in months where CAS payments have been made, i.e. September, October and December 2018, and June 2019.
- 97 Freedom of Information requests have been received since the agency went live in September 2018, with 93 due a response before end July 2019.

Finance

- [REDACTED - s.30(c) Prejudice to Effective Conduct of Public Affairs]
- [REDACTED - s.30(c) Prejudice to Effective Conduct of Public Affairs]

¹ After clients have made an application they are offered the choice to complete an optional form on Equalities Monitoring and Feedback.



- For March 18/19 **these figures are subject to audit** which is still on-going at the moment.

Organisational Capacity

- Social Security Scotland staff headcount has grown from 191 in September 2018 to [REDACTED - s.27(1) (Information intended for future publication)] in July 2019. This figure includes permanent and temporary staff.
- Average Working Days Lost (AWDL) is a quarterly figure showing the average number of days lost to sickness. Between September 2018 and June 2019 the AWDL for Social Security Scotland is 7.0.
- Staff engagement is an annual figure taken each October from the staff survey. In October 2018 the staff engagement was 85%.

20 August (19-20) Balanced Scorecard



Social Security Scotland Balanced Scorecard to end July 2019



OFFICIAL SENSITIVE

Client Experience	Status	2019						2018				
		Jul	Jun	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sep
NUMBER OF COMPLIMENTS	[REDACTED]	[REDACTED]	19	8	1	6	4	48	2	0	0	0
NUMBER OF COMPLAINTS - STAGE 1	[REDACTED]	[REDACTED]	34	25	10	11	7	52	5	0	0	0
NUMBER OF COMPLAINTS - STAGE 2	[REDACTED]	[REDACTED]	2	1	0	3	2	11	0	0	0	0
% OF COMPLAINTS RESPONDED TO ON TIME	[REDACTED]	[REDACTED]	100%	96%	100%	100%	100%	100%	100%	.	.	.
RE-DETERMINATIONS (AS % OF DECISIONS)			1%	1%	1%	2%	4%	4%	1%	0%	.	.
% OF CHANGED DECISIONS - RE-DETERMINATIONS			24%	23%	33%	41%	45%	34%	29%	.	.	.
% OF RE-DETERMINATIONS RESPONDED TO ON TIME			96%	100%	97%	98%	97%	96%	100%	.	.	.
NUMBER OF APPEALS			14	9	2	6	5	1	0	0	.	.
CLIENTS % POSITIVE EXPERIENCE (PHONE SURVEY)	[REDACTED]	[REDACTED]	81%	70%	82%	69%	55%	65%	94%	.	.	.
CLIENTS % POSITIVE EXPERIENCE (POST-APPLICATION SURVEY)	[REDACTED]	[REDACTED]	97%	98%	98%	98%	94%	95%	99%	.	.	.
AVERAGE WAITING TIME	[REDACTED]	[REDACTED]	00:04	00:07	00:05	00:04	00:06	00:07	00:11	00:02	.	.
Internal processes												
NUMBER OF APPLICATIONS			7,721	24,932	18,605	8,620	2,960	2,585	4,025	9,895	.	.
FORECASTED NUMBER OF APPLICATIONS			8,950	17,430	22,070	1,460	1,320	1,250	1,470	9,800	.	.
NUMBER OF DECISIONS			13,340	20,747	21,300	3,890	3,030	3,215	8,335	3,365	.	.
NUMBER OF PAYMENTS			9,958	96,230	13,212	2,120	1,802	1,638	4,939	78,752	34	19,603
% OF FOIs RESPONDED TO ON TIME			100%	73%	0%	88%	92%	67%	.	100%	100%	100%
NUMBER OF SECURITY BREACHES			2	3	3	2	1	2	1	3	3	3
Finance												
BUDGET vrs SPEND - Operational - Over/(Under) spend - £'000			[REDACTED]									
BUDGET vrs SPEND - Benefits - Over/(Under) spend - £'000			[REDACTED]									
BUDGET vrs SPEND FORECAST - Operational - Over/(Under) spend - £'000			[REDACTED]	[REDACTED]	[REDACTED]	*	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
BUDGET vrs SPEND FORECAST - Benefits - Over/(Under) spend - £'000			[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
DEBT RECOVERY		
Organisational capacity, learning and growth												
NUMBER OF STAFF	[REDACTED]	[REDACTED]	466	458	444	404	359	320	271	258	238	191
STAFF TURNOVER			0.0%			0.0%			0.0%			0.0%
AVERAGE WORKING DAYS LOST			7.1			7.0			6.8			7.2
STAFF ENGAGEMENT INDEX											85%	

* = Data not available

. = No data collected