



Social Security
Scotland

Tèarainteachd Shòisealta Alba

Social Security Scotland Performance Framework

Dignity,
fairness,
respect.

Purpose

This Framework outlines performance outcomes for Social Security Scotland and provides a comprehensive directory to our data and evidence on each of those outcomes.

The Performance Framework sits alongside the Quality Framework for Benefit Delivery, which outlines how we will work to achieve our aims. It ensures a consistent approach to monitoring quality that maintains the right standards and ensures effective collaboration to drive continuous improvement.

Together the two form the Quality and Performance Framework for Social Security Scotland. Delivering a Quality and Performance Framework was a priority in **Social Security Scotland's 2024/25 Business Plan**. The Quality and Performance Framework ensures that an evidence base on performance is available, demonstrating value for money and achieving added public value.

The outcomes in this Framework map onto the commitments in **Our Charter**, which was co-designed with our clients and sets out what people can expect from our service. It also contains additional outcomes covering day-to-day performance of Social Security Scotland that do not appear in Our Charter but are relevant to key corporate activities covered in our **Corporate Plan** and other **strategies and plans**. The data and evidence for the outcomes therefore include those in our **Charter Measurement Framework** as well as other research, statistics and corporate publications. More information on key Social Security Scotland corporate and data publications can be found in the Annex.

The aims of the Framework are to provide:

- clear signposting to our data and evidence, for ease of reference for our colleagues and partners;
- an overarching set of outcomes to focus Social Security Scotland's performance activity at a division and team level; and
- a structure for performance reporting alongside our Annual Report and Accounts from the 2025-26 report.

This Quality and Performance Framework, with its focus on Social Security Scotland's high level outcomes, complements a range of existing and upcoming related outputs. For example, the Scottish Government's Social Security Programme's Measurable Improvements Strategy and **Policy Evaluation** programme. These are examining the success of the aims of social security service design and policy respectively.

This document was developed collaboratively with colleagues from across the organisation. We then undertook a programme of engagement with internal and external stakeholders. We also ran a survey with the People Panel – a representative sample of Social Security Scotland's staff. In response to feedback we received, we made some small edits and additions to the outcomes below, and reordered them. We changed the format and filled or explicitly referenced gaps in the 'Evidencing Our Outcomes' section. And we noted preferences for reporting against the Framework, which will inform the design of that work.

Structure of this document

The Framework is presented on the next page. It follows the structure of the National Performance Framework, with Purpose and Values statements alongside a set of outcomes. The themes from Our Charter have been used to structure the outcomes. The outcomes represent what we aiming to deliver as an organisation.

The 'Evidencing our Outcomes' section provides information and links to relevant data and evidence for each outcome. These can be used to monitor the extent to which we are achieving each outcome. Rather than identify a limited number of Key Performance Indicators, it provides a comprehensive directory of the range of available data and evidence on each of our performance outcomes. This will be updated regularly to include the most recent publications.

The Next Steps section describes how we will embed and report on this Framework.

Social Security Scotland's Performance Framework

Purpose statement: we support our clients to get what they are entitled to and deliver the best possible service in an efficient and responsible way for the people of Scotland

Values statement: we treat our clients, our colleagues, our partners and the people of Scotland with dignity, fairness, respect

Our Charter themes

Key outcomes

A people's service Positive relationships



Our people demonstrate and promote the values of dignity, fairness and respect

We treat clients equally, fairly, respecting their human rights and without discrimination

Our people are knowledgeable and well trained

We meet the individual needs of clients throughout our service and by referring to independent advocacy or other services

Our people are supported, safe and we care for their health and wellbeing

We work well in partnership with other organisations

We support our care experienced and trauma experienced clients

Processes that work Smooth client journey



Our application process is clear and accessible for clients including through local services in communities

We undertake consultations only when required, and these are carried out by qualified staff in a way that puts clients' wellbeing first

We keep clients updated and give information about what will happen and why

We ensure clients receive clear, accurate and timely decisions

Our clients receive the right payment amount, on time

Clients feel able to challenge decisions and are supported to do so

A learning system Listening and improving



We use feedback and continuously improve quality and performance

Clients and organisations that work with us see us as a trustworthy, open and transparent organisation

We allocate resources fairly and efficiently and promote value for money in a way that puts people first

We assess, understand and mitigate fraud and error risk

Our digital infrastructure supports service delivery

We have strong leadership and governance that provides clear strategic direction and effectively manages performance and quality

A better future Outcomes focus



We deliver ministerial priorities for benefit reform and the wider achievement of Government's purpose and values

We work with other public services to support delivery of the National Outcomes and Public Sector Reform

We contribute to statutory climate change reporting duties and consider the environmental impact of what we do

We promote our benefits to encourage eligible people to apply

Our organisation communicates in an inclusive way

We responsibly share data to maximise value, minimise burden and enable public service reform

We build a workforce that reflects the diversity of the people of Scotland

Together, these outcomes tell the story of the performance Social Security Scotland aspires to achieve. This is the overarching picture that performance at every level will be aligned with. Every Social Security Scotland colleague contributes to one or more of these outcomes. Teams should be able to identify which ones they contribute to. Business Plan priorities and Corporate Plan strategic goals similarly contribute to the delivery of these outcomes.

This Framework in turn aligns with the National Performance Framework¹, as outlined in the 2024-27 Corporate Plan:

¹ Work on National Performance Framework reform has commenced. That means the National Outcomes may change soon. The Scottish Government expect to be ready to launch the next iteration of the National Performance Framework around the start of the new parliamentary session and new government. See **National Performance Framework - gov.scot** for more information.

Social Security Scotland supports the delivery of a range of National Outcomes within the National Performance Framework.

National Outcome	How we support this
We tackle poverty by sharing opportunities, wealth and power more equally.	We provide access to a number of low-income support payments designed by the Scottish Government to tackle poverty. We promote these benefits so people know what they are entitled to and can apply for them. We process applications in a timely manner and make payments to those eligible.
We live in communities that are inclusive, empowered, resilient and safe.	We provide access to disability payments designed by the Scottish Government to enable people to live as fully and independently as possible. We promote these benefits so people know what they are entitled to and can apply. We process applications in a timely manner and make payments to those eligible.
We have thriving and innovative business, with quality jobs and fair work for everyone.	We create job opportunities and provide community benefits through our spending on goods and services. We also provide access to Job Start Payment designed by the Scottish Government to help young people who have been unemployed pay for costs incurred when they start a new job.
We are healthy and active.	We provide access to disability payments designed by the Scottish Government to enable people to live as fully and independently as possible. We also provide access to Best Start Foods, a payment designed by the Scottish Government to help parents and carers of children under 3 to buy healthy food.
We respect, protect and fulfil human rights and live free from discrimination.	The Scottish Government considers social security to be a human right. We ensure that people are aware of this and that they know about the support they may be entitled to and can apply for benefits. Public Services that treat people with dignity and respect.

Evidencing our Outcomes

A range of data and evidence is available to understand our performance on our outcomes. This section provides a description of and links to this evidence for each outcome in turn. Most of this evidence can be found in one of three locations:

Statistics publications
Social research publications
Our plans and strategies

Where possible our statistics and social research report findings by diversity characteristics. The [Social Security Scotland statistics plan 2025-26](#) and the Social Security Scotland Social Research Plan 2025-26 both outline planned intersectionality analysis that will complement existing diversity analysis.

We will report on performance on our outcomes annually in our Annual Report and Accounts.

A people's service

Outcome	Description of data and evidence available	Sources	Links to most recent publication
We treat clients equally, fairly, respecting their human rights and without discrimination	<p>Evidence is available on this outcome in three places.</p> <ul style="list-style-type: none"> We publish statistics on approval and denial rates by diversity characteristics. The Client Survey asks a set of questions about discrimination, some of which are reported as measures in Measuring Our Charter. 	Client and Applicant Diversity Statistics	Social Security Scotland - Social Security Scotland Client and Applicant Diversity and Equalities Analysis for April 2023 to March 2024

Outcome	Description of data and evidence available	Sources	Links to most recent publication
	<ul style="list-style-type: none"> In our annual Charter Research we ask staff about their experience of delivering a service in line with the human rights-based themes of the Charter and how confident they felt to deliver a service without discriminating. 	<p>Client Survey section 14.</p> <p>Measuring Our Charter measures 6-9 and 24</p> <p>Charter Research section 1.2</p>	<p>Social Security Scotland Client Survey: 2023-24</p> <p>Social Security Scotland - Measuring Our Charter 2023-2024</p> <p>Social Security Scotland - Charter Research 2023-2024</p>
Our people are knowledgeable and well trained	<p>Measuring our Charter includes a range of measures on this outcome, from both the Civil Service People Survey and our Charter Research staff survey. For example, questions on whether staff understand clients needs and have the information they need to do their job.</p> <p>The Client Survey also asks if staff were knowledgeable about Social Security Scotland benefits.</p>	<p>Measuring Our Charter measures 14 and 17 to 28</p> <p>Charter Research section 4.1 and 4.2</p> <p>Client Survey section 7.2</p>	<p>Social Security Scotland - Measuring Our Charter 2023-2024</p> <p>Social Security Scotland - Charter Research 2023-2024</p> <p>Social Security Scotland Client Survey: 2023-24</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
We meet the individual needs of clients throughout our service and by referring to independent advocacy or other services	<p>Evidence on meeting individual needs can be found in Client Survey sections about communication and barriers.</p> <p>Evidence on referring clients is also in the Client survey, which asks “Did staff tell you about other sources of additional help? (For example, Citizens Advice Scotland)”.</p> <p>Client Survey findings are also available broken down by demographic characteristics.</p> <p>The Charter Research staff survey also asks staff if they knew how to refer clients to the independent advocacy service and how to provide clients with information about support services and organisations. This is reported in Measuring Our Charter.</p> <p>We will publish a new Mainstreaming Equality Report in Spring 2025.</p> <p>VoiceAbility provide independent advocacy for disabled people to help them to understand and access Social Security Scotland benefits. They are due to publish a report about the usage of the service during its first 3 years in summer 2025.</p>	<p>Client Survey sections 6, 7.2 and 13</p> <p>Client Survey Supplementary Tables</p> <p>Charter Research section 4</p> <p>Measuring Our Charter measures 19 and 20</p>	<p>Social Security Scotland Client Survey: 2023-24</p> <p>2023-24-Client-Survey-Supplementary-Tables-Report.pdf</p> <p>Social Security Scotland - Charter Research 2023-2024</p> <p>Social Security Scotland - Measuring Our Charter 2023-2024</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
<p>Our people are supported, safe and we care for their health and wellbeing</p>	<p>Measuring our Charter includes a range of measures on this outcome, from both the Civil Service People Survey and our Charter Research staff survey. For example, whether they have good support from their line manager and whether people's needs or accessibility requirements are being met.</p> <p>The People Survey also includes a suite of questions related to support, health and wellbeing, including questions on support from your manager, from your team, how you are treated, experiences of discrimination, bullying and harassment and health and wellbeing.</p> <p>We will publish a new Mainstreaming Equality Report in Spring 2025.</p>	<p>Measuring Our Charter measure 26</p> <p>Charter Research section 4.3</p> <p>Civil Service People Survey 2024 Benchmark Results document - Tab for Table 3, row 98 for Social Security Scotland Columns Y to AG (manager support) AI to AK (team support) AP to AS (treated well) BU and BV (trusted and supported) CS to DM (discrimination, bullying and harassment) DN to DU (health and wellbeing)</p>	<p>Social Security Scotland - Measuring Our Charter 2023-2024</p> <p>Social Security Scotland - Charter Research 2023-2024</p> <p>Civil Service People Survey: 2024 results - GOV.UK</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
We work well in partnership with other organisations	Our Charter Research partner survey asks people who work with us and our clients about their experiences of working with us. This is reported in Measuring Our Charter.	Charter Research sections 1, 2, 5 and 6 Measuring Our Charter measures 63 and 66	Social Security Scotland - Charter Research 2023-2024 Social Security Scotland - Measuring Our Charter 2023-2024
We support our care experienced and trauma experienced clients	The Client Survey Supplementary tables report includes a breakdown of the main questions by whether respondents were care experienced or not. Our Corporate Parenting Plan sets out our commitment to young people with care experience. We have recently signed up to the National Trauma Transformation Programme and are in the process of implementing it.	Client Survey Supplementary tables section 3.13 Corporate Parenting Plan National Trauma Transformation Programme	2023-24-Client-Survey-Supplementary-Tables-Report.pdf Social Security Scotland - Our Corporate Parenting Plan Homepage - National Trauma Transformation Programme

Processes that work

Outcome	Description of data and evidence available	Sources	Links to most recent publication
Our application process is clear and accessible for clients including through local services in communities	<p>We publish management information on call waiting times, and this is also reported in Measuring Our Charter.</p> <p>Processing times are reported in each relevant benefit-specific statistics publication, and reported for all benefits annually in Measuring our Charter.</p> <p>Application outcomes by characteristics are reported in our Client and Applicant Diversity and Equalities Analysis</p> <p>The Client Survey has a section on application experiences.</p> <p>The Charter Research partner survey asks partners who work with clients about their experience of accessing the service and completing applications on behalf of clients</p>	<p>Telephony and Webchat management information</p> <p>Benefit specific statistics publications</p> <p>Client and Applicant Diversity and Equalities Analysis</p> <p>Client Survey Section 8</p> <p>Charter Research Section 2</p>	<p>Social Security Scotland - Telephony and Webchat management information to September 2024</p> <p>Social Security Scotland - Statistics</p> <p>Social Security Scotland - Social Security Scotland Client and Applicant Diversity and Equalities Analysis for April 2023 to March 2024</p> <p>Social Security Scotland Client Survey: 2023-24</p> <p>Social Security Scotland - Charter Research 2023-2024</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
	<p>We have published a survey on Client Panel member's experiences of local services. A rolling survey asking feedback from clients using our local services is in development.</p> <p>We will publish a new Mainstreaming Equality Report in Spring 2025.</p>	<p>Measuring Our Charter Measures 1-10, 34, 38 to 48 and 50</p> <p>Local Delivery Service Survey 2023</p>	<p>Social Security Scotland - Measuring Our Charter 2023-2024</p> <p>Social Security Scotland - Local Delivery Service Survey 2023</p>
We undertake consultations² only when required, and these are carried out by qualified staff in a way that puts clients' wellbeing first	<p>Our Client survey has a section on experiences of consultations.</p> <p>Our Charter Research partner survey asks for views from partners who support clients on the consultation process.</p> <p>Both of these are reported in Measuring Our Charter.</p>	<p>Client Survey section 9</p> <p>Charter Research section 2.5</p> <p>Measuring Our Charter measures 53 to 55.</p>	<p>Social Security Scotland Client Survey: 2023-24</p> <p>Social Security Scotland - Charter Research 2023-2024</p> <p>Measuring Our Charter 2023-24</p>

² A consultation is an assessment of physical condition or mental health involving a discussion between a client and a Social Security Scotland practitioner to provide supporting information for a decision on an application for Adult Disability Payment.

Outcome	Description of data and evidence available	Sources	Links to most recent publication
We keep clients updated and give information about what will happen and why	The Client Survey applications section and decisions section contain questions about whether the application and information about supporting information were clear, and whether there were enough updates on the progress of their application.	Client Survey sections 8 and 10.	Social Security Scotland Client Survey: 2023-24
We ensure clients receive clear, accurate and timely decisions	<p>The Client Survey has a section on experiences of decisions.</p> <p>Application processing times are reported in each benefit-specific statistics publication, and reported for all benefits annually in Measuring our Charter.</p> <p>Re-determination statistics include information on the percentage of re-determinations closed within the legislated deadline. These are reported in each benefit-specific statistics publication, and reported for all benefits annually in Measuring our Charter.</p>	<p>Client Survey section 10</p> <p>Benefit-specific statistics</p> <p>Measuring Our Charter measures 31a and 33</p>	<p>Social Security Scotland Client Survey: 2023-24</p> <p>Social Security Scotland - Statistics</p> <p>Measuring Our Charter 2023-24</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
	We aim to develop measures on processing times for disability payment reviews. These would be reported in the Child Disability Payment and Adult Disability Payment statistics publications.		
Clients feel able to challenge decisions and are supported to do so	<p>We publish statistics on the volume of re-determinations and appeals. These are reported in each benefit-specific statistics publication, and reported for all benefits annually in Measuring our Charter.</p> <p>The Client Survey asks about whether clients agreed with decisions, and if not whether they asked Social Security Scotland to look at the decision again.</p> <p>A survey of clients who have experience of re-determinations and appeals is in development, and will be published for the first time in Spring 2025.</p>	<p>Benefit-specific statistics publications</p> <p>Measuring Our Charter measures 16, 30a and 30b</p> <p>Client Survey section 10.4</p>	<p>Social Security Scotland - Statistics</p> <p>Measuring Our Charter 2023-24</p> <p>Social Security Scotland Client Survey: 2023-24</p>

A learning system

Outcome	Description of data and evidence available	Sources	Links to most recent publication
We use feedback and continuously improve quality and performance	<p>Annual feedback statistics report on volumes of complaints, compliments and suggestions.</p> <p>Our annual Charter Research asks staff and partners about their experience of feedback. This is reported in Measuring Our Charter.</p> <p>Our Business Plan outlines our annual priorities for improvement, and our Annual Report and Accounts reflects on the success of those priorities.</p> <p>Our Quality Framework outlines our approach to quality.</p>	<p>Social Security Scotland Feedback Statistics</p> <p>Charter Research sections 5 and 6</p> <p>Measuring Our Charter measures 56, 57, 59 and 60.</p> <p>Business Plan</p> <p>Annual Report and Accounts</p>	<p>Social Security Scotland - Social Security Scotland Feedback statistics to 31 March 2024</p> <p>Social Security Scotland - Charter Research 2023-2024</p> <p>Measuring Our Charter 2023-24</p> <p>Social Security Scotland - Business Plan 2024 - 2025</p> <p>Social Security Scotland - Social Security Scotland - Annual Report and Account 2023-2024</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
Clients and organisations that work with us see us as a trustworthy, open and transparent organisation	The Client Survey asks if clients think that Social Security Scotland is an open and honest organisation. Our Charter Research asks partner organisations the same. Both are reported in Measuring Our Charter.	Client Survey section 3 Charter Research section 1. Measuring Our Charter measures 61 to 63.	Social Security Scotland Client Survey: 2023-24 Social Security Scotland - Charter Research 2023-2024 Measuring Our Charter 2023-24
We allocate resources fairly and efficiently and promote value for money in a way that puts people first	Our Charter defines value for money as “making sure that taxpayers’ money is used efficiently and generates the greatest benefit for society” The Annual Report and Accounts detail how resources were allocated to meet Social Security Scotland’s priorities and business as usual activities for the previous financial year. Social Security Scotland’s Annual Procurement Report describes a focus on making best use of public money, addressing climate change issues, adhering to equality duties, and promoting fair work.	Annual Report and Accounts Social Security Scotland Annual Procurement Report Scottish Government social security evaluations Child poverty modelling	Social Security Scotland - Social Security Scotland - Annual Report and Account 2023-2024 Social-Security-Scotland-Annual-Procurement-Report-2024.pdf Social security policy research and evaluation: publications - gov.scot Child poverty modelling: update - gov.scot

Outcome	Description of data and evidence available	Sources	Links to most recent publication
	<p>The series of policy evaluations aim to demonstrate the impact of the benefits and the way they are delivered on clients, and look to ascertain the potential contribution to the impacts on society as whole.</p> <p>Some of our benefits have been included in the published cumulative impact assessment of the Scottish Government's investment to alleviate poverty</p>		
We assess, understand and mitigate fraud and error risk	Official Error Statistics for Scottish Child Payment and Best Start Foods have been published. Adult Disability Payment Official Error Statistics are planned for publication in May 2026.	Official Error Statistics for individual benefits.	<p>Social Security Scotland - Official Error Statistics: Official Error in Best Start Foods Payments from September 2023 to January 2024</p> <p>Social Security Scotland - Official Error in Scottish Child Payment: Pilot Review, March – May 2023</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
Our digital infrastructure supports service delivery	<p>The Digital and Technology Strategy sets out our plan to continue to develop digital services that support benefit delivery.</p> <p>The Civil Service People Survey asks if staff feel they have the skills and tools to do their job effectively.</p> <p>We run a programme of user research to ensure clients are involved in changes made to our service. When those projects are with Client Panel members, they are reported on in the Client Panels newsletters.</p>	<p>Digital and Technology Strategy 2022 – 2025</p> <p>Civil Service People Survey 2024 Benchmark Results document - Tab for Table 3, row 98 for Social Security Scotland, Columns AV and AW</p> <p>Client Panels newsletters</p>	<p>Digital and Technology Strategy 2022 – 2025</p> <p>Civil Service People Survey: 2024 results - GOV.UK</p> <p>Social Security Scotland - Social Research</p>
We have strong leadership and governance that provides clear strategic direction and effectively manages performance and quality	<p>The Civil Service People Survey contains a range of questions for staff on their experience of senior leaders and change management.</p> <p>The Corporate and Business Plans give information on the strategic direction of the organisation.</p>	<p>Civil Service People Survey 2024 Benchmark Results document - Tab for Table 3, row 98 for Social Security Scotland, Columns BE to BM</p> <p>Business Plan</p> <p>Annual Report and Accounts</p>	<p>Civil Service People Survey: 2024 results - GOV.UK</p> <p>Social Security Scotland - Corporate Plan 2024-2027</p> <p>Social Security Scotland - Business Plan 2024 - 2025</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
	<p>The Performance Report section of the Annual Report and Accounts outlines organisational performance.</p> <p>The Accountability Report section of the Annual Report and Accounts provides detailed information about our governance, including details of our Executive Team, non-Executives, our governance forums, Portfolio Sponsor and links to wider directorate, Scottish Government Communities and Scottish Ministers</p> <p>The internal audit Annual Assurance Opinion report provides an overall assurance opinion on Social Security Scotland's risk management, control and governance arrangements.</p>	Internal Audit Annual Assurance Opinion	<p>Social Security Scotland - Social Security Scotland - Annual Report and Account 2023-2024</p> <p>Social-Security-Scotland-AAC-Meeting-28-28.2h-Annex-H-Internal-Audit-Annual-Assurance-Opinion-2023-24-FinalPDF.pdf</p>

A better future

Outcome	Description of data and evidence available	Sources	Links to most recent publication
We deliver ministerial priorities for benefit reform	<p>The Annual Report and Accounts provides details of the number of clients paid per benefit (Performance Analysis section) and provides a breakdown of expenditure per benefit (Note 4 to the Financial Statements)</p> <p>These figures are sourced from statistics for individual benefits</p>	<p>Annual Report and Accounts</p> <p>Benefit specific statistics publications</p>	<p>Annual Report and Accounts 2024</p> <p>Social Security Scotland - Statistics</p>
We work with other public services to support delivery of the National Outcomes	<p>Our Corporate Plan outlines how our activities feed into National Outcomes</p> <p>The Annual Report and Accounts details our interactions with other public services - both financial transactions and shared facilities and services</p>	<p>Corporate Plan page 11</p> <p>Annual Report and Accounts pages 18, 19, 23 and 83.</p>	<p>Corporate Plan 2024-27</p> <p>Social Security Scotland - Social Security Scotland - Annual Report and Account 2023-2024</p>
We contribute to climate change reporting duties and consider the environmental impact of what we do	<p>We contribute to annual Public Bodies Climate Change Duties and section 76 reports.</p> <p>We are developing our approach to Environmental Impact Assessments, which will form part of our Environmental Plan due to be published in Autumn 2025.</p>	<p>Sustainable Scotland Network – Public Bodies Climate Change Duties Reports</p>	<p>Sustainable Scotland Network - Reports</p> <p>Social Security Scotland - Social Security Scotland - Annual Report and Account 2023-2024</p>

Outcome	Description of data and evidence available	Sources	Links to most recent publication
	We make use of Sustainable Procurement Tools as part of our procurement processes.	Annual Report and Accounts 2023 – 2024 page 19 Corporate Procurement Strategy 2024 – 2027 page 18	Social-Security-Scotland-Annual-Procurement-Report-2024.pdf
We promote our benefits to encourage eligible people to apply	The Client Survey asks clients who had contact with staff if they were told about other benefits they might be entitled to The Scottish Government publish take up rates for Scottish benefits. Information on the communications approach we take to promote our benefits can be found on our website	Client Survey section 7.3 Take up rates of Scottish benefits Social Security Scotland's website	Social Security Scotland Client Survey: 2023-24 Take-Up Strategy Update - Take-up rates of Scottish benefits: November 2024 - gov.scot Social Security Scotland - Inclusive Communications

Outcome	Description of data and evidence available	Sources	Links to most recent publication
Our organisation communicates in an inclusive way	<p>The Client Survey asks about communication in sections about experiences of contact with Social Security Scotland and about applying. The 2024-25 Client Survey has a new question about whether clients were able to get information in a format that was accessible to them.</p> <p>Our annual Charter Research also asks partners and staff questions on inclusive communication.</p>	<p>Client Survey sections 6 and 8</p> <p>Charter Research sections 2.7 and 4.4</p>	<p>Social Security Scotland Client Survey: 2023-24</p> <p>Social Security Scotland - Charter Research 2023-2024</p>
We responsibly share data to maximise value, minimise burden and enable public service reform³	<p>We share our data at local level geographies on statistics.gov.scot. This allows other organisations to use it to understand local populations, for example data on Scottish Child Payment helping assessment of child poverty levels.</p> <p>There are three strands of work underway on data sharing – one focused on establishing a Data Sharing Roundtable for advancing the use of public sector data</p>		<p>statistics.gov.scot : Social Security Scotland</p>

³ **Public Service Reform** challenges public services to work differently so that they can improve people's lives and experiences by: listening to the people who use public services; partnership working and collaboration; focusing on preventing problems before they start; doing things more efficiently.

Outcome	Description of data and evidence available	Sources	Links to most recent publication
	including child poverty, one developing a Data Sharing Framework and one working towards sharing Scottish Child Payment data with the 32 Scottish Local Authorities for the purposes of increasing uptake of the Scottish Government's Free School Meal initiative for Primary 6 and Primary 7 year groups.		
We build a workforce that reflects the diversity of the people of Scotland	We publish quarterly Workforce Information official statistics. This includes diversity information about our people such as ethnicity, disability, age, sex, religion or belief, sexual orientation and marital/civil partnership status. This is also reported in Measuring Our Charter by financial year.	Workforce information statistics Measuring Our Charter measure 58	Social Security Scotland - Social Security Scotland – workforce information: September 2024 Social Security Scotland - Measuring Our Charter 2023-2024

Next Steps

The outcomes and evidence in this Framework will be used to report on performance alongside the 2025-26 Annual Report and Accounts, which will be published in Autumn 2026. We will develop the exact format for this closer to the time, using the feedback we received in the engagement for this Framework. It will therefore include a concise assessment of performance, providing an evidence based account of the year. It will not replicate the Charter Measurement Framework, which already collates and reports evidence on many of the outcomes covered in this Framework.

The outcomes and evidence will provide focus for individual and team level performance management, as all teams will contribute to one or more of the outcomes. We will provide support to colleagues across the organisation to embed the Performance Framework in their work.

The evidence section of this framework will be updated regularly to reflect more recent publications and developments.

Social Security Scotland's Corporate Publications

As an agency of the Scottish Government, we contribute to the National Outcomes in the **National Performance Framework**

Quality and Performance Framework (this document)

Outlines outcomes Social Security Scotland wants to achieve, both for clients and as a responsible public organisation. Contains a directory to evidence on each outcome. Outcomes reviewed every three years. Evidence links updated regularly.

Our Charter

Sets out what people can expect from our service. It was designed with people who have experience of social security and our colleagues. It explains how we will demonstrate dignity, fairness and respect in all our actions. It was co-designed with clients. Is sent to all clients alongside decision letters. It is reviewed every 5 years, most recently in 2024.

Corporate Plan

Sets out what we will do to deliver on our responsibilities in the future. It shows how our service will look over the next three years and outlines the strategic goals we have set ourselves to get us there, underpinned by the commitments in Our Charter. It also outlines how we contribute to the Scottish Government's National Outcomes. It is updated every three years and the current one covers 2024 to 2027.



Business Plan

Sets out the main activities and priorities for the financial year ahead, to contribute to Corporate Plan strategic goals



Annual Report and Accounts

Details our activities from the previous financial year. Usually published in November.



Subject Specific Plans and Strategies contributing to the Corporate Plan strategic goals

- **Equality Strategy and Outcomes:** We will publish a new Mainstreaming Inclusive Communication and Equalities Strategy in Spring 2025.
- **Digital and Technology Strategy:** sets out our plan to continue to develop digital services that supports the benefits being transferred and launched.
- **Corporate Parenting Plan:** sets out our commitment to young people with care experience.
- **Counter Fraud Strategy, Error Control Strategy and Debt Management Strategy**
- **Corporate Procurement Strategy** covering three years and the **Annual Procurement Report** covering progress against the commitments the Strategy during the previous financial year.
- **Community Benefits Strategy** outlines Social Security Scotland's approach to Community Benefits in procurement.

Social Security Scotland's Data Publications

Statistics



Benefit Specific Statistics

Each benefit specific statistics publication covers volumes, processing times, number of recipients, spend, re-determinations and appeals. Range in frequency from quarterly to annual.

Cross-Cutting Statistics

The statistics publications that are not specific to a particular benefit cover: client and applicant diversity; workforce information; feedback; error; and telephony and webchat information. Range in frequency from quarterly to annual.

Social Research



Research with Clients

All clients who receive a decision or payment are invited to take part in our in depth Client Survey. This survey includes an invite to our Client Panels. We run a programme of research with Client Panels members to support service improvements.

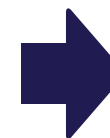
We also conduct feedback surveys on topics not covered by the Client Survey (e.g. complaints)

Research with Colleagues

There are two annual surveys conducted with all our colleagues: the Civil Service People Survey and our Charter Research staff survey.

Research with Partners and Stakeholders

We conduct a survey of partner organisations as part of our annual Charter Research.



Charter Measurement Framework

Collates data from statistics and research to report on progress against Our Charter's commitments. Published alongside Annual Report and Accounts in November every year.

Performance Framework Analysis

Starting in November 2026, we will use a range of data and information to develop an evidence-based account of trends across Performance Framework outcomes. Exact format to be developed closer to the time.

Scottish Government data outputs:

Scottish Government's Policy Evaluations
evaluating the success of the policy intentions for Social Security in Scotland.

Scottish Government's Social Security Programme Measurable Improvements Strategy
examining the benefits of service design work.