
Quality Assurance and Improvement Framework for Redress Scotland



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Introduction

The Quality Assurance and Improvement Framework is a significant development for Redress Scotland.

For the first time since we were established, and now fully staffed, this Framework aims to provide a set of expectations for ensuring that we make fair, independent and transparent decisions that are high quality, meet the needs of survivors and support the delivery of the Redress for Survivors (Historical Abuse in Care) (Scotland) Act, 2021, through effective self-evaluation to enable continuous self-improvement.

Redress Scotland's mission is to be an excellent public body that makes high-quality decisions and fulfils expectations of our role in Scotland's Redress Scheme. The opportunity exists for Redress Scotland in line with its values to ensure that every one of these interactions can be as supportive and positive as can be.



Survivors are at
the heart of the
Redress Scotland
process

Introduction

Our values statement is that dignity, respect and compassion are integral to why we are here, how we work and what we do:

To behave with dignity, we are thoughtful and considerate with ourselves and others

We take the time to be kind to people we have contact with. We strive to understand different perspectives and actively use these perspectives to develop our approach.

To behave with respect, we recognise that people have different needs and adjust and adapt how we work to be inclusive

We listen and learn from others and are prepared to make changes to ensure how we work is respectful of others.

To behave with compassion, we are aware of the impact of trauma on individuals and how this affects their thoughts, feelings and behaviour

We always take this into account in our interactions with other people.

Also of importance are our interactions with stakeholders including the Scottish Government, organisations that support survivors and key stakeholders.

With our role comes responsibility.

Whenever we make a decision on the design and delivery of our service, we will consider survivors (also next of kin, or nominated beneficiaries) and make them central to everything we do.

We are committed to responding to feedback we receive from anyone that interacts with Redress Scotland and to take action to improve and prevent systemic issues from re-occurring. It is not simply enough to be reactive when something does go wrong. It is essential to create monitoring systems and escalation processes to proactively

Introduction

highlight potential issues and act efficiently, professionally and quickly to prevent and resolve them.

In our organisation all of our panel members, board members and staff are responsible for quality. We have a responsibility to ensure that all who engage directly with survivors are engaged with the design and implementation of workable solutions. This is what this Framework addresses.

By working collaboratively, we will develop approaches that **support our mission**. We are committed to developing our practice, making sure that we continuously improve.

Redress Scotland has three overarching strategic aims:

1.

To ensure all decisions are thoughtful, robust and take full account of the unique experience of individual survivors

2.

To develop excellence in all aspects of the public body, from governance to operational delivery, with continuous quality improvement

3.

To deliver on our responsibilities within Scotland's Redress Scheme and contribute to the overall success and impact of the scheme

Our process of self-evaluation requires answers to three core questions:

Q1. How are we doing?

Answering the question ‘how are we doing?’ must be based on robust evidence from both experiential feedback and quantitative (data) feedback. The quality indicators in this document, along with the views of people experiencing Scotland’s Redress Scheme and those who work within Redress Scotland, can help us to evaluate this question.

Q2. How do we know we’re doing things right?

This is the key to knowing whether we are doing the right things and that, as a result, people experience high-quality decisions and are treated with dignity, respect and compassion.

Q3. What are we going to do now?

Understanding how well we are performing should help us see what is working well and what needs to be improved. From that, we will be able to develop plans for improvement based on effective practice, guidance, research, testing and available improvement support.

Quality Measurement at Redress Scotland: Key Questions

Redress Scotland's Quality Framework is framed around five key questions. These are:

Key Question 1:
How well do we
meet the needs of
our stakeholders?



Key Question 2:
What major
outcomes have
we achieved?



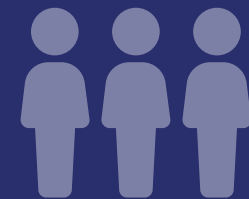
Key Question 3:
How good is
our governance
and how does
it add value?



Key Question 4:
How good is
our leadership?



Key Question 5:
How good is
our team?



Please note that in the following text, and where appropriate, the use of the word 'survivors' may also denote next of kin and nominated beneficiaries. Also, throughout this document when reference is made to 'staff' it applies to all staff at Redress Scotland (permanent and temporary), board members, panel members, contractors, consultants and secondees.

Key Question 1: How well do we meet the needs of our stakeholders?



This key question has four parts to be considered. They are:

- 1.1:** Survivors, next of kin and nominated beneficiaries experience compassion, dignity and respect
- 1.2:** Survivors should have a positive experience in engaging with Redress Scotland
- 1.3:** Our commitment to making sure we are clear, direct and useful in what we say in all of our communications and engagement in supporting delivery
- 1.4:** Panel members should feel supported in their work, and understanding of our processes through clear communication

Quality indicator 1.1

Survivors, next of kin and nominated beneficiaries experience compassion, dignity and respect

This includes the extent to which survivors, next of kin and nominated beneficiaries are treated with compassion, dignity and respect through the following key areas:

- By adjusting and adapting how we work to be inclusive
- Listening and learning from others and making changes to ensure how we work is respectful of others

Key Question 1:
How well do we meet the needs of our stakeholders?



- Understanding different perspectives and actively using these to develop our approach
- Awareness of the impact of trauma on individuals and how this affects their thoughts, feelings and behaviour and adapting our approaches accordingly

Improvement questions

- How do we know that we are meeting the needs of our stakeholders?
- How do we know that when we interact with stakeholders, we always treat them with compassion, dignity and respect?
- How do we know we are causing no further harm when we have contact with stakeholders?
- How do we provide stakeholders with the right support at the right time?

Quality indicator 1.2

Survivors should have a positive experience in engaging with Redress Scotland

This includes the extent to which survivors are treated with dignity, compassion and respect through the following key areas:

- Staff, resources and finances are used effectively to support survivors
- Survivors' individual characteristics are considered including emotions, beliefs and attitudes
- Survivors' experiences of disclosure to professional services be considered alongside experience of other services

- Staff and panel members be aware that engagement with Redress Scotland may trigger, or re-trigger trauma associated with childhood abuse resulting in distressing emotions and memories

Improvement questions

- What does a positive experience look like in Redress Scotland?
- How can we measure current quality?
- What built-in quality assurances exist in the process of further developing quality in survivor experiences and how are these communicated to staff?
- How can we build in positive engagement quality checks within our current work and ensure that this informs future practice?

Key Question 1:
How well do we meet the needs of our stakeholders?



Quality indicator 1.3

Our commitment to making sure we are clear, direct and useful in what we say in all of our communications and engagement in supporting delivery

This includes the extent to which we communicate effectively with survivors through the following key areas:

- Redress Scotland staff should be familiar with the principles and values of Redress Scotland which are embedded in all of our work including communications
- Redress Scotland staff should take time to understand the impact of communications in terms of public facing contact, written media, telephone call handling, guidance on additional support, complaints handling protocols and the complaints procedure
- Communication processes and guidance should be open to feedback from all stakeholders, developed with their input and monitored for feedback
- Staff should be readily accessible to survivors and other stakeholders and if unable to provide answers should be able to triage with the appropriate colleagues to provide a timely response

Improvement questions

- How do we know that our communications to stakeholders are clear, direct and useful?
- How do we realise the aim of gathering useful feedback on our communications through the various media used?
- How do we know we are causing no further harm when we have contact with survivors?
- How do we use the above information gathering best to provide a full picture of our stakeholders' requirements?

Key Question 1:
How well do we meet the needs of our stakeholders?



Quality indicator 1.4

Panel members should feel supported in their work, understand Redress Scotland's processes through clear communication and have the means to provide feedback to improve our processes

This includes the extent to which we support and communicate effectively with panel members through the following key areas:

- Panel members receive a proper induction to the work of Redress Scotland, have access to ongoing learning, are supported where need be and have the ability to contact Redress Scotland staff to address additional needs if required
- Communication processes and guidance should be open to feedback from panel members, developed with their input and monitored for feedback

Improvement questions

- How do we know that our communications to panel members are clear, direct and useful?
- How do we realise the aim of gathering useful feedback on our communications through the various media used?
- How effectively have we supported panel members in their work?

Key Question 2: What major outcomes have we achieved?



This key question has two parts associated with it. They are:

- 2.1: Fulfilment of statutory duties
- 2.2: Improvements in performance

Quality indicator 2.1

Fulfilment of statutory duties

- Making determinations in connection with applications by individuals under Scotland's Redress Scheme, including determining applications for redress payments, requests for a review of a determination and referrals for reconsideration of a determination where it may have been materially affected by an error



Key Question 2: What major outcomes have we achieved?

- Redress Scotland must co-operate with the Scottish Ministers in exercising the functions in relation to Scotland's Redress Scheme
 - Redress Scotland may disclose information to the Scottish Ministers where it is necessary to enable the Ministers, or Redress Scotland to perform a function conferred on it under or by virtue of the Act, or as otherwise necessary in connection with operation of Scotland's Redress Scheme
 - Redress Scotland must have regard to the principle that all applicants (or their nominated beneficiaries) to Scotland's Redress Scheme be treated with dignity, respect and compassion
 - Training and awareness of staff and panel members about their role and responsibilities to support Redress Scotland in meeting its statutory duties
- ### Improvement questions
- How well do staff and panel members who work for Redress Scotland know and understand the Act, relevant national documents and Redress Scotland's internal documents and guidance?
 - How well do staff understand their role and responsibilities in supporting the Act by making decisions about applications to Scotland's Redress Scheme, based on Redress Scotland's values of respect, dignity and compassion?
 - How well do we ensure that staff undertake regular professional learning around legislation, statutory requirements and related guidance?



Key Question 2:
What major outcomes have we achieved?

Quality indicator 2.2

Improvements in performance

- Identifying, gathering, analysing and using relevant national documents and information to improve and inform work
- Assessing the quality of work activities measured against the Quality Assurance and Improvement Framework
- Assessing performance against Redress Scotland's aims, objectives and targets

Improvement questions

- How do we ensure we gather useful information that is appropriate to Redress Scotland's aims, objectives, targets and our subsequent workflows?
- How well and how consistently do we measure this data and information across Redress Scotland to inform our future planning through identifying trends and acting upon them?
- What positive impact and wider benefit does the information we gather demonstrate in outputs to survivors of abuse and collaboration with stakeholders?

Key Question 3: How good is our governance and how does it add value?



This key question has three parts associated with it. They are:

- 3.1:** We have governance structures that focus on strategic development and implementation
- 3.2:** We have effective and efficient support for our governance structures
- 3.3:** Our governance committees ensure appropriate scrutiny and assurance

Quality indicator 3.1

We have governance structures that focus on strategic development and implementation

This includes the extent to which survivors are treated with compassion, dignity and respect through the following key areas:

- Knowledge, skills, experience and role of the board, committee(s) and staff in contributing to impactful governance
- Leadership, governance and planning for change
- Monitoring performance to improve impact
- Assessing the management of risks and meeting standards

Key Question 3:
How good is our governance and how does it add value?



Improvement questions

- As board members how well do we represent the stakeholders the organisation serves and ensure their voices are heard? Do we have the right mix of skills, knowledge and expertise?
- How well do we provide appropriate governance, or where relevant leadership, to support the vision, values (see Introduction) and aims of Redress Scotland? How do we know this is being met?
- How well do we monitor the organisation's performance and management of risks and understand and respond to financial, legal and other information presented by staff?
- Are we clear how well the organisation meets legislation, regulation and codes of practice and how well it works to policies and guidance? How do we know?

Quality indicator 3.2

We have effective and efficient support for our governance structures

This includes the extent to which we ensure efficient and cost-effective support for our governance through the following key areas:

- Knowledge, skills, experience and role of the board, committee(s) and staff in contributing to impactful governance
- Leadership, governance and planning for change
- Monitoring performance to improve impact
- Assessing the management of risks and meeting standards

Key Question 3:
How good is our governance and how does it add value?



Improvement questions

- Is the Oversight Board sufficiently aware of potential risks to Redress Scotland including its quality of governance and engaged in mitigating these risks?
- Does the Oversight Board and the Audit Risk and Assurance Committee have the necessary leadership, skills and knowledge to ensure delivery of quality governance?
- Are there clear roles for staff, panel members and non-executives in relation to quality of governance and clear processes for identifying, sharing and ensuring the delivery of best practices to meet our standards through work planning and consideration of impacts on costs and resources?
- How do we robustly measure and analyse governance information to further enhance our performance in identifying, escalating, resolving issues and communicating our governance publicly?

Quality indicator 3.3

Our governance committees ensure appropriate scrutiny and assurance

This includes the extent to which we ensure appropriate and proportionate scrutiny and assurance through the following key areas:

- Knowledge, skills, experience and role of the Oversight Board, Audit Risk and Assurance Committee and staff in contributing to impactful governance
- Leadership, governance, monitoring of performance and planning for change
- Assessing the management of risks and meeting standards

Key Question 3:
How good is our governance and how does it add value?



Improvement questions

- Are our governance committees sufficiently aware of potential risks to their quality of scrutiny and assurance and have they considered how to mitigate these risks?
- Do the governance committees have the necessary leadership, skills and knowledge to ensure delivery of scrutiny and assurance?
- Are there clear roles for committee members in relation to quality of scrutiny and assurance and clear processes for identifying, sharing and ensuring the delivery of best practices to meet our standards?
- How do we robustly measure and capture scrutiny and assurance information to further enhance our performance in identifying, escalating and resolving issues?

Key Question 4: How good is our leadership?



This key question has four parts associated with it. They are:

- 4.1: Leadership of people
- 4.2: Leadership of finance and resources
- 4.3: Leadership of operations
- 4.4: Leadership of policy and improvement

Quality indicator 4.1

Leadership of people

This includes the extent to which we ensure successful leadership of people through the following key areas:

- Prioritisation given to the wellbeing of staff, the support of staff and panel members and opportunities for feedback
- Effective learning and development to enhance skills in the leadership of staff and to develop board, panel and team member skills
- Leadership, governance, monitoring of performance and planning for change
- Assessing the management of risks and meeting standards

Key Question 4: How good is our leadership?



Improvement questions

- What does successful leadership of people look like in Redress Scotland?
- What built-in quality assurances exist in the process of recruiting, developing and retaining Redress Scotland's team members?
- How do we plan to continue to attract motivated, knowledgeable and skilled staff in a competitive marketplace?
- How effective is our practice in health, work and providing opportunity?

Quality indicator 4.2

Leadership of finance and resources

This includes the extent to which effective leadership of finance and resources is considered through the following key areas:

- Financial oversight, knowledge, timeliness and the role of staff and panel members
- Leadership, governance of commissioning, procurement, financial control, planning for change and value for money
- Monitoring performance to improve impact
- Assessing the management of risks and meeting standards

Improvement questions

- What does effective leadership of finance and resources look like in Redress Scotland?
- What compliance, financial planning, resources, value for money, scrutiny and knowledge management occurs already?
- What built-in quality assurances exist in the process of developing leadership of finance and resources and how are these communicated to staff and where appropriate, the wider public?
- How can we build in leadership quality checks within our current operations and ensure that this informs future practice?

Key Question 4:
How good is our leadership?



Quality indicator 4.3

Leadership of operations

This includes the extent to which effective leadership of operations is considered through the following key areas:

- Operational planning, effective and efficient resource deployment, managing staff, panel members and stakeholder engagement through a trauma-informed approach
- Leadership, governance and planning for change
- Monitoring survivor and stakeholder feedback and Redress Scotland's performance to improve impact, inform work and ensure applicants have a positive experience
- Assessing the management of risks and meeting standards

Improvement questions

- What does effective leadership of operations look like in Redress Scotland?
- How can we measure current quality through quantitative and qualitative input from both survivors and through the monitoring process?
- What built-in quality assurances exist in the process of developing leadership of operations and how are these communicated to staff and panel members?
- How can we embed operations quality checks into our current work and ensure that this informs future practice and public-facing elements of our work?

Key Question 4:
How good is our leadership?



Quality indicator 4.4

Leadership of policy and improvement

This includes the extent to which effective leadership of policy and improvement is considered through the following key areas:

- Quality assurance, statutory obligations, self-evaluation and capacity for improvement
- Leadership, governance and planning for change
- Monitoring performance to improve impact
- Assessing the management of risks and meeting standards

Improvement questions

- What does effective leadership of policy and improvement look like in Redress Scotland?
- How can we measure current quality and how is pro-active communication and feedback from survivors and stakeholders built in?
- What built-in quality assurances exist in the process of developing leadership of policy and improvement and how are these communicated to staff and stakeholders?
- How can we continue to build policy and improvement quality checks within our current work, ensure that this informs future practice and is publicly communicated?

Key Question 5: How good is our team?



This key question has two parts associated with it. They are:

5.1: Skills, knowledge and values

5.2: Staff recruitment and support

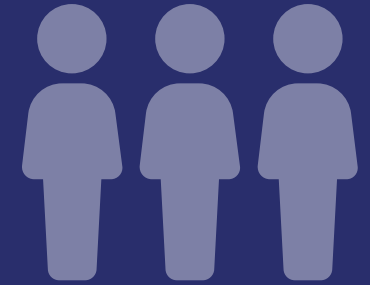
Quality indicator 5.1

Skills, knowledge and values

This includes the extent to which recruitment and support can harness skills, knowledge and values in order to build strong relationships at Redress Scotland:

- Effective feedback and support enable everyone in Redress Scotland to develop and improve through reflective practice

Key Question 5:
How good is our team?

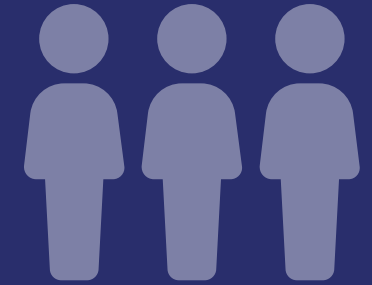


- In sharing knowledge and insight through teamwork we develop operational excellence and by challenging ourselves we constantly improve
- We all share the values of dignity, respect and compassion (see Introduction)
- Decisions made should be made and implemented in an environment where long-term effects are considered
- Survivors benefit from staff that are well trained, competent and skilled

Improvement questions

- Do staff and panel members have access to appropriate on the job training within Redress Scotland and the wider environment and are they encouraged to discover these and/or signposted to them?
- Are staff and panel members from Redress Scotland's various areas provided with the opportunity to comment on areas of work outwith their own?
- Are staff and panel members fully aware of the values of Redress Scotland and embed these in their day-to-day work?
- What is the indicator of success in this area and how is it measured?
- Is feedback on our processes gathered from staff, panel members and stakeholders and how is this feedback used?

Key Question 5:
How good is our team?



Quality indicator 5.2

Staff recruitment and support

This includes the extent to which recruitment strategy fits the needs and requirements to build an effective team within Redress Scotland:

- Recruitment strategy is effective and the subsequent procedures allow managers to adhere to best practice
- Induction is tailored to the learning and development needs of the individual staff member

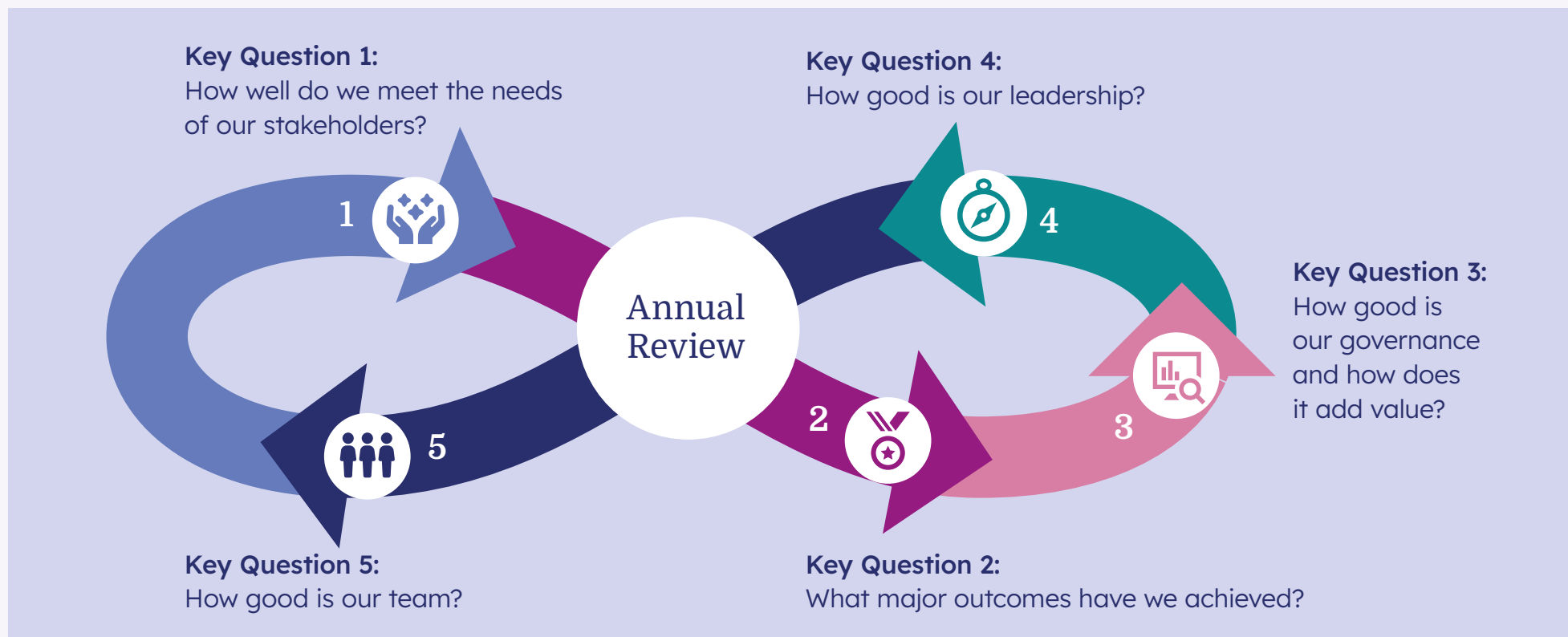
Improvement questions

- As the recruiting process should add value to Redress Scotland, is there an appropriate measure of the return on investment?
- Is Redress Scotland seen as an attractive employer for quality applicants to work for and what is our staff retention figure?
- Is Redress Scotland recruiting staff in an efficient manner and quickly?
- Is feedback on our recruitment process gathered from both successful and unsuccessful applicants?

What happens next?

The Quality Assurance and Improvement Framework is an ongoing improvement process. We shall continue to monitor, assess and evaluate our organisation, giving updates on our progress in our annual review.

The Cycle of Quality Assurance and Improvement



Organisational Self-Evaluation Tools



Examples of tools used to inform our Continuous Quality Assurance and Improvement

- ✓ Survivor feedback and evaluation – through the Survivor Forum, survivor organisations or individually
- ✓ Complaints and compliments
- ✓ Three-year Corporate Plan and Business Plans
- ✓ Annual Report and Accounts
- ✓ Key Performance Indicators, reviews of errors and decision making
- ✓ Dashboard report
- ✓ Self-evaluation annually using this Framework, with each area completing their own self evaluation
- ✓ Thematic reviews
- ✓ Improvement plans for each area internal and external audits
- ✓ Panel member feedback
- ✓ Review of errors
- ✓ Employee feedback form
- ✓ Observation of sitting panels and panel members
- ✓ Annual evaluation of panel members and staff and probationary periods (where applicable)



PO Box 27177, Glasgow G2 9NL | t: 0300 244 9090 | e: enquiries@redress.scot | www.redress.scot

