Designing the Social Security Charter: report on the first stage of work with people with experience of social security and stakeholders

Equality, Poverty and Social Security

social research

Contents

1. Introduction and background

Eleven social security benefits are being devolved to Scotland[1]. The mechanism for these changes is the Social Security (Scotland) Act 2018[2] (the Act). The Act requires the development of a charter that reflects the eight social security principles set out in Section 1 of the Act. The principles are listed in Annex A.

During the Bill process Ministers committed to producing the charter working with people who have experience of social security. The process officials have used to achieve this is described below in Section 2 of this report.

This is a summary report covering the work that has taken place between 1 June 2018 when the Act received Royal Assent and early September 2018 with people with experience of social security and key stakeholders. The process is on-going and the report also sets out the planned next steps.

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[1] Social Security for Scotland: Benefits being devolved to the Scottish Parliament March 2015 Page 7 https://www.gov.scot/Resource/0047/00473452.pdf

[2] http://www.legislation.gov.uk/asp/2018/9/contents/enacted

2. Working with people with experience of social security: the process

This report covers work that has taken place with people with experience of social security and stakeholder organisations, over approximately 10 weeks since the introduction of the Act. The plan for the work is flexible and evolving to reflect the needs of, and learning from the people with experience of social security and stakeholders who are involved.

The first part of the process working with people with experience of social security and professional organisations is concerned with **designing the charter**. In particular, this means deciding on the form, structure and content of the charter.

In this work the role for the **professionals** includes both **stakeholders that represent or work on behalf of social security client groups** and **Scottish Government policy officals and analysts**. The second group are **people with experience of social security**, specifically of the 11 benefits being devolved.

The roles of stakeholder organisations and people with experience of social security are to:

- Listen and respond to input from professionals and each other

- Provide their thoughts on the priorities for the social security charter, including what it should look like and what it should include

- Explain where possible why these priorities are important

How these roles will be supported by Scottish Government is set out in section 2.

The Scottish Government policy officials' role is to:

- Ensure the process is conducted in line with the terms of the Act

- Advise people with lived experience on policy and technical matters

- Liaise with wider social security officials and Ministers

- Engage and work closely with key stakeholders to interpret the Act and foster buy-in

Scottish Government analysts' role is to:

- Facilitate and enable people with experience of social security to put forward informed opinions on what the form and content of the charter should be

- Collect information from stakeholders

- Analyse this input, and share this learning with the people with experience of social security, policy officials and stakeholders to reflect and develop on

This report is written by the analytical team within Scottish Government. It covers the methods used to ensure a clear approach to informing people with experience of social security and stakeholder about the process and equipping them to contribute, and collecting informed information from them. The report includes analysis of the information collected and the findings from that information.

3. Working with people with experience of social security: the people

3.1 People with experience of social security

The first group of people the Act states need to be consulted on preparing the charter are those with a physical or mental condition that have experience of the benefits that will be devolved[3].

Scottish Government officials considered that meaningful input from these people could only be achieved through both a **wide or broad approach** to cover as many **experiences** and **perspectives** as possible and an **in-depth approach** with a smaller group of people. This was important to allow time for people to learn about the process, to have a number of discussions, and to allow several drafts of the charter to be considered and developed.

Officials considered a number of options for how to cover the depth and breadth needed, consulted stakeholders and people with experience of social security and decided on the following model for engaging people with lived experience:

- Recruit and undertake capacity building[4] with a 'core group' of volunteers for in-depth work
- Facilitate individual sessions with people or groups who do not wish to, or are unable to join the core group
- Run a survey of all 2,400 people registered with the Social Security Experience Panels

3.1.1 Core group

Scottish Government officials agreed that the core group should be made up of approximately 30 people. This was large enough to make sure a range of experience and perspectives were represented and yet small enough to get together on several occasions for in-depth work.

The most appropriate starting point for finding volunteers for the core group was the Social Security Experience Panels, set up in 2017. These were established to ensure that the design of the new social security system in Scotland is shaped by the experiences, needs and priorities of those who will use it. Over 2,400 people have joined the panels.

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[3] The Act refers to 'impairment' rather than 'physical or health condition'. In this report we have used this wording to reflect the preferred terminology of participants in this research. The Act can be read here: http://www.legislation.gov.uk/asp/2018/9/section/16/enacted

[4] By 'capacity building' this report means ensuring that people have the knowledge and understanding to input to the process in an informed way

All panel members were invited to note interest if they would like to be involved with helping to design the charter. Around 300 were interested and they were asked for some demographic information about themselves that would allow analysts to select a diverse group.

A number of factors were considered in selecting the group, including the requirements set out in the Act and aiming for a representation of:

- A range of the benefits which are being devolved
- People who are disabled with a physical condition
- People who have a mental health condition
- People who have a learning disability
- People who have a sensory condition
- Carers
- A range of other protected characteristics including race, LGBT people, age and gender
- People who live in rural and urban locations

The core group is made up of 30 people with a mixture of experiences and perspectives. Many are disabled, many have experience of several benefits and have a range of different health conditions. However, due to a range of factors, some protected characteristics are less well represented on the core group.

There is a balance of men and women, people from urban and rural areas are represented, as are LGBT people. However, people under 25 are not represented in the core group, and all the volunteers are white British. Officials are working with stakeholder organisations to ensure that these gaps are addressed – details of how this will be achieved are below.

Exact numbers relating to people's demographic information cannot be set out as due to the size of the core group publishing these details could disclose sensitive information. It is also important to note that some of the groups mentioned above may be represented in the core group but have chosen not to disclose this information.

3.1.2 Beyond the core group

Officials are currently undertaking work to engage with groups who are not well represented on the core group. This includes people from minority ethnic groups, young people, transgender people, refugees and asylum seekers, pregnant women/ new parents and Gypsy/ Traveller communities. Officials will meet with people from these groups in a series of workshops, and representatives will then be invited to join the core group to contribute to the charter design process.

The final element of the experienced people input to the drafting of the charter is a survey which will include all 2,400 members of the Experience Panels. This survey will be sent out in October 2018. The survey ensures that all Experience Panels members will have the opportunity to comment on what is most important to them so that this can be reflected in the charter.

3.2 Stakeholders

The Act states that, in producing the charter, Scottish Ministers have to consult with **those who work with or represent people** whose household income is lower because a member of the household has one or more of the protected characteristics as set out in the Equality Act 2010 (The Act: Part 1, Section 16).

Scottish Government officials understand the importance of including these stakeholders organisations, and a separate stakeholder group, chaired by Dr Sally Witcher, and composed of 27 organisations, has been convened (see Annex B for a full list).

The stakeholder group added value by providing feedback, advice and proposals to both officials and the core group for consideration. The stakeholder group has so far met once on 17 August and will be convened again as more findings emerge from the core group. Key stakeholders with a strong interest in particular principles will also have the opportunity to discuss the content of the charter in more detail.

4. Working with people with experience of social security: what's been done?

4.1 Introduction

The process is still at an early stage. Three day-long workshops have been held with the core group and one with stakeholder organisations[5]. Officials have systematically analysed the information collected in these events and presented it back to the core group to reflect and build on.

4.2 Core Group workshops

Three full day workshops have been held with the core group. Each has been a mixture of providing information and facilitating discussion. The second and third workshops both included an exercise where officials reflected back to the core group the findings from analysis of the information collected in the previous workshop. The core group were then asked to reflect on these findings, and confirm or develop on them as needed.

This process was designed to firstly, ensure the analysis reflected the core group's discussions and, secondly, to enable core group members to further deliberate on the issues and develop their thinking and opinions. This method has added value to the process and significantly enhanced the findings.

4.2.1 Information giving sessions

To date the core group have received the following seven information giving sessions designed to build capacity and facilitate informed discussion. Unless stated otherwise, these sessions were led by Scottish Government officials.

- An introductory session covering the background to social security in Scotland and information on the content of the Act in respect of the charter.

- Information about charters and their purpose including examples of other charters from the NHS, other Social Security systems across Europe and key organisations in Scotland.

- A presentation on the meaning of co-production in the context of the work they were being asked to undertake.

- Information on the findings from Experience Panels research to set the scene and give context to our knowledge to date of people's experience of social security.

- Two sessions covering seven principles from the Act. Both sessions focussed on the actual wording of the principles, the policy intention behind the principles and some plain English explanations.

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[5] A fourth core group workshop has since taken place – the analysis of this workshop is still underway and so is not included in this report.

- Two sessions covering the meaning and importance of the remaining principle; the human right to social security. The session covered the five aspects of the human right to social security as defined in key human rights instruments and associated guidance, most especially the International Covenant on Social, Economic, Social and Cultural Rights and UN General Comment 19 on social security[6]. In short these are adequacy, availability, accessibility, progression and non-regression. The first session was interactive given by a representative of the Scottish Human Rights Commission (SHRC) the other was recap of the points made by the SHRC to introduce a discussion session.

- A session on the imperative as set out in the Act for the Agency to follow Inclusive Communication standards. This included the meaning of Inclusive Communication.

4.2.2 Information collection sessions

These information giving or capacity building sessions were interspersed with facilitated discussion sessions to collect information on participants' opinions.

To date core group members have taken part in round table discussions each with between three and seven participants, on the following six subjects:

- Existing charters and what people liked or didn't like about them

- What members think the charter should be called

- The size and shape of the new charter, covering length, formats, tone, text and images

- The meaning and importance to participants of **principle (b) social security is itself a human right and essential to the realisation of other human rights**. These discussions were broken down into the five elements presented to the core group by SHRC; those being, adequacy, availability, accessibility, progression and non-regression. The group discussed what each meant to them, what was the most important thing about the principle from their point of view and how they would like to see it represented in the charter

- The meaning and importance to participants of **principle (d) respect for the dignity of individuals is to be at the heart of the Scottish social security system**. The group discussed what respect for dignity meant to them, what was the most important thing about this principle from their point of view and how they would like to see it represented in the charter

- The meaning and importance to participants of the remaining six principles **(see Annex A)**. Six round table discussions were carried out, one for each principle. For each, officials asked what the principle meant to core group members, what was the most important thing about the principle from their point of view and how they would like to see it represented in the charter. These discussions lasted two sessions.

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[6] ISESCR general comment No:19 http://www.refworld.org/docid/47b17b5b39c.html

4.3 Stakeholder workshop

To date there has been one workshop where officials collected information from a wide range of key stakeholders (see Annex B). The workshop was planned with Dr Sally Witcher (Inclusion Scotland and Vice Chair of the Disability and Carer's Benefit Expert Advisory Group) CEO who also chaired the event.

The workshop was a mixture of presentations, plenary discussions and round table discussions.

Firstly, stakeholders were asked in a plenary session to state:

- A question they had about the charter
- A suggestion they had about the charter

The questions and suggestions were noted.

Secondly, officials presented information on the model of working with people with experience of social security being used including the rationale, the make-up of the core group, the gaps identified in the core group, the core group's findings to date and the next steps.

Stakeholders were then asked to consider (in table discussions followed by a plenary) the charter as a whole and to develop a list of design qualities that the charter should have. The idea was to make a framework against which the charter can be tested. Officials gave an example based on the core group's insistence that the charter should be written in plain straightforward language.

Finally, stakeholders were allotted two of the principles (see Annex A) from the Act per table and asked to consider and state 'who needs to do what' for the new system to achieve this principle in practice.

The stakeholder groups provided valuable contributions to the lists of statements which outline what the principles should mean in practice. To avoid confusion or duplication, these findings have been incorporated into the section below. It is important to note that there was much consensus between the contributions of stakeholder organisations and the priorities of the core group. Stakeholder organisations highlighted a number of areas that had not been identified by the core group by this stage – including equality and non-discrimination. These topics will be picked up in more detail at future sessions with the core group and at the sessions with people with experience of social security who are not yet represented on the core group.

5. Working with people with experience of social security: the findings

5.1 Introduction – the findings

This section covers the findings to date as a whole and in summary under the following headings.

> 5.2 Naming the charter – the findings
>
> 5.3 The charter length and format – the findings
>
> 5.4 The principles – the findings
>
> 5.5 Charter 'design checklist' – the findings

5.2 Naming the charter – the findings

During core group discussions on what the charter should be called seven names emerged and core group members voted for their preferred name. The clear preference of the core group was 'The Scottish Social Security Charter'. Table 1 outlines the names put forward by the group in order of preference.

Table 1. Naming the charter

Name	Order of preference by core group
Scottish Social Security Charter	1
Social Security Rights in Scotland	2
Scottish Social Security Guarantee	3
Scottish Social Security Promise	4
Scottish Social Security Agreement	5
Scottish Social Security Standards	5
Social Security Scotland – Delivery guarantee	5

Scottish Government will use this name as a working title of the charter. Later in the process analysts will ask all Experience Panels members to vote on the name.

5.3 The length and format of the charter – the findings

Discussions about the length and format of the charter have run throughout the work to date. Ideas have been discussed and collected rather than decisions made. This is largely because, as the core group pointed out, it is difficult to decide how long a document should be without first deciding on its content.

That said, early conclusions on the length of the charter can be summed up by this quote; the charter should be 'not too long but not too short'. Discussions have focused on a short visual version and a longer version containing more detail.

Accessibility has been a key theme in the discussions on the length and format with both the core group and stakeholders. All participants agree that the charter should be in plain straightforward language, that the text should be concise with no long sentences, blocks of text or jargon.

Core group members thought the use of colour coding on the documents would be helpful, along with clear headings and a balance of text and pictures. They also discussed other formats they would like to see including a poster sized version, a cartoon version and an animated version.

It was very important to the majority of core group members that the charter used icons or drawings rather than photographs. There was a strong feeling that photographs came across as being actors and not 'real' people.

Core group members also talked about the tone of the charter, which they wanted to be 'positive' and 'friendly'. Further, they were keen to talk about dissemination being one of the most important aspects of having a charter. They named a long list of all public and third sector places where it should be made available. One particular quote was that the charter should be conspicuously placed 'right in the eye line' of social security staff that were dealing with people on a day to day basis. This quote reflects the group's view that the charter should be integral to the way that staff are trained and behave in practice.

5.4 The principles – the findings

The Social Security (Scotland) Act 2018 requires that the charter reflects the eight principles set out in the Act (see Annex A for a list of the principles). As such it is key that the charter reflects the core group's understanding of the principles and what, in practice, the most important elements or aspects of the principles are to people with lived experience of social security.

The overall finding was that all the principles separately had important aspects and meanings to the core group, but that there is also significant overlap.

One particularly pertinent example to illustrate this point concerns the issues people with lived experience in general [7]have encountered with DWP disability

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[7] See for example Social security experience panels - personal independence payment discovery: visual summary of research findings. https://beta.gov.scot/publications/social-security-experience-panels-personal-independence-payment-discovery-visual-summary/

assessments. Difficulties with this process and ideas about how to make it different in Scotland were raised and discussed under half of all the principles - (b), (c), (d) and (h): human rights, public service, respect for dignity and value for money and efficiency.

When asked how to put the principles in the charter core group members discussed a number of models. One which explicitly used the principles as headings or sections for the charter; a second which used themes as headings or sections; a third which suggested doing both with the themes used as sections for the short visual version and the principles used as heading or sections for the accompanying longer document. A fourth was a mixture of both with some principles being set out explicitly in the charter and others not.

In Part 1, Section 15(3) The Act states

The charter is to _reflect_ the Scottish social security principles

This means that there is no necessary requirement that the charter should refer to the principles or list the principles. As such officials undertook some early analysis which pulled out all the meanings listed under all the principles by the core group and consolidated them to eliminate repetition. This formed a full list of what the principles meant to the core group with no explicit reference to the principles themselves.

Officials put this early analysis to the core group to reflect on, develop and confirm, and found that they were comfortable with moving forward in this way for the present. The process will, however, continue to use the principles as a touchstone for the charter's content as it remains a statutory requirement that all the principles are reflected.

In the analysis of the stakeholder organisations' reflections on the principles, officials found repetition and endorsement, both of what the core group had discussed and in terms of what the principles should mean in practice. The stakeholder organisations also added some meanings to the list described above that the core group hadn't mentioned, for example around the importance of equality and non-discrimination.

At the end of the core group and stakeholder workshops, officials and participants (both core group and stakeholder organisations) had created list of statements that reflect the meaning and importance of the eight principles in the Act and what they should mean in practice. These are listed below and development of these will form the basis of future work.

Although the language for the final charter is not yet agreed, it could be considered as a provisional list of content of the charter. When considering this list, it is also

clear that they describe outcomes, or positive future states, of what a system built on the principles should be like in practice.

In addition, during the Bill process, Ministers also committed to ensuring that the charter would go beyond stating outcomes to also describe some of the specific actions that the system would take to deliver the commitments set out in the charter.

In line with this, the list below contains statements that could fit under either category. For example, some might be considered positive outcomes while others might be considered as a means of achieving those outcomes. Future sessions will further develop this distinction.

Analysts found that the statements naturally fell under five different themes. The core group will later determine whether the charter should be structured in line with these themes or whether they can be rationalised or improved.

5.4.1 Theme 1 - Clients

The first theme focusses on social security clients: about what their role and status is in the social security process. In short, clients want to be seen as partners in the process.

Clients:

- Are claiming a human right not looking for a hand out
- The starting position with regard to clients is trust not suspicion
- Are entitled to as much information as they want on their claim
- Are the best placed to monitor services and development and improvement of services should not/can't be done without them
- Involvement in the system is open and transparent
- Should respect and trust Social Security staff
- Should be involved in staff training
- Should be involved in measuring the system
- Have a responsibility to be trustworthy, honest, polite and understanding
- Know how much they will receive, when they will receive it and if any changes are made to what they will receive they will be told well in advance
- Are entitled to receive information in a way that enables them to access the help they need
- There will be no cost to clients to access the support they are entitled to

5.4.2. Theme 2 – Staff behaviour

The second theme is about the behaviour of staff that clients come across during their engagement with the system. This concerns the need for patience, understanding, compassion as well as recognising the need for staff to be well resourced and supported.

Staff:

- Are knowledgeable about entitlements and wider services
- Are knowledgeable about the issues clients face
- Use knowledge to support clients and help maximise entitlement and wellbeing.
- See people as individuals
- Are open/honest
- Support clients to access their entitlements
- Listen to clients
- Are empathic and understanding
- Are kind to clients
- Understand and value difference
- Are flexible
- Acknowledge mistakes
- Learn from mistakes
- Don't make unfounded judgements and assumptions about a client's abilities and circumstances
- Are well resourced and well supported

5.4.3 Theme 3 - Processes

The third theme covers social security processes. This includes the assessment process that has been such a bone of contention for people but also all other processes, like claims, complaints, appeals and referrals.

- Social Security has straightforward/simple processes and language
- Processes should be co-designed with people who have lived experience of social security.
- Processes should be accessible
- Assessments are done by public sector specialists
- Assessments can sometimes include a professional that knows the client well
- Assessments are conducted in a manner that minimises stress for clients
- Assessments are seen as proportionate in degree and number

- Advice and advocacy for clients is adequately resourced
- Social security is a public (not private) service

5.4.4 Theme 4 – the social security system

The fourth theme concerns the whole social security system, how it is run and managed.

- The Social Security system does not waste resources through inefficient processes
- The Social Security system is flexible and adaptive - a learning system
- The system is consistent
- Social Security agency will continuously improve its service standards
- The Social Security agency acknowledges mistakes
- The Social Security agency learns from its mistakes
- The Social Security agency works with partners in a joined-up way
- The Social Security agency pro-Actively promotes take-up of entitlements
- The Social Security agency strives to get decisions and claims 'right first time'
- Social Security payments should enable clients to be a member of their community
- Social Security entitlements will increase over time
- People should have a reasonable choice about how they communicate with the Agency.

5.4.5 Theme 5 – The wider culture of social security in Scotland

The final theme is about bringing about a culture where people in Scotland are proud of the social security system and the stigma that surrounds it is eliminated, through understanding of its role in the wellbeing of the whole nation.

- All partners should work to challenge and reduce stigma
- Social security is widely seen as a human right
- The social security agency fosters a sense of ownership of the social security system in people in Scotland
- The system should be flexible and adapt to meet new challenges in society
- The Scottish Government should regularly review the adequacy of benefits
- The system should always consider and periodically report on how new powers can be used to tackle poverty

5.5 Charter design needs – developing a framework

Stakeholders were asked to consider what they would like to see on a 'checklist' for the charter in terms of design principles. This could include structure, content and dissemination.

The following list captures the results of the discussions

- Accessible - multiple formats, plain English plus translatable (other languages and BSL). NOTE - The core group have discussed accessibility as an aspect of the human right to social security. Annex C has a full list of the elements of accessibility they produced.

- Visible – on walls, in other public buildings.

- Available – sent out with all transactions

- Human – friendly and warm

- Length – not too short, possibly more than one document with different levels of detail. For example a visual summary that sets out what people can expect and a more detailed version that will set out how that will be delivered.

- Embeddable – dissemination and used in practice

This design framework is at an early stage. Further work will be undertaken with people with experience of social security and with stakeholders to develop it. An example of this, is that as well as outlining the need for accessibility within the social security system, the charter document (or documents) themselves should also be accessible. Officials will work with stakeholder organisations and the core group to understand what this should look like in practice and reflect this within the framework of requirements for the charter.

As mentioned above, stakeholder organisations also contributed to the list of statements above, which set out what the principles in the Act would mean in practice. This work will be revisted by the core group and the organisations at future sessions.

6. Conclusion and next steps

This report sets out the detail of the work with people with experience of social security and stakeholder organisations from 1 June to early September and summarises the findings from that work.

The main achievement of the work to date is the creation of a list of elements that reflect the meanings and importance of the principles (see section 5 above) to people with experience of social security who have a wide range of different experiences, needs or perspectives (the core group) and a range of stakeholders who work on behalf of or represent groups of people with further needs or perspectives.

There is work on-going to widen out the process to involve and work with groups of people whose voice has not been directly heard to date (see section 3 above).

Further there is work on-going to collect the opinions of all members of the Experience Panels through a survey, collection of the perspectives of people who are not able to do group work and additional work with stakeholders.

In summary the next stages of the process to design the Scottish Social Security Charter include:

- Recruitment and capacity building with the groups to supplement the core group
- Work with people with lived experience beyond the core group
- Further extensive work with the core group and stakeholders
- A survey of all 2,400 members of the Social Security Experience Panels
- Drafting of the charter
- Submission to Ministers
- Parliamentary approval

A further report will be published with a narrative of the process and analysis of the information collected for the remaining stages of the work with people with experience of social security and stakeholder organisations to design the Scottish Social Security Charter.

Annex A

The Scottish social security principles are—

(a)social security is an investment in the people of Scotland,

(b)social security is itself a human right and essential to the realisation of other human rights,

(c)the delivery of social security is a public service,

(d)respect for the dignity of individuals is to be at the heart of the Scottish social security system,

(e)the Scottish social security system is to contribute to reducing poverty in Scotland,

(f)the Scottish social security system is to be designed with the people of Scotland on the basis of evidence,

(g)opportunities are to be sought to continuously improve the Scottish social security system in ways which—

(i)put the needs of those who require assistance first, and

(ii)advance equality and non-discrimination,

(h)the Scottish social security system is to be efficient and deliver value for money.

Annex B

Organisations invited to first stakeholder workshop

Attendees

Citizens' Advice Scotland

Child Poverty Action Group

Scottish Public Services Ombudsman

Inclusion Scotland

Scottish Human Rights Commission

Equality and Human Rights Commission

Public and Commercial Services Union

Scottish Commission for Learning Disability

Scottish Association Mental Health

Poverty Alliance

Coalition of Carers Scotland

Clydeside Action on Asbestos

Coalition for Racial Equality

Scottish Refugee Council

One Parent Families Scotland

Scottish Independent Advocacy Alliance

Engender

Age Scotland

COSLA Convention of Scottish Local Authorities

Scottish Council for Voluntary Organisations

Unable to attend

Families Outside

Who Cares? Scotland

MECOPP: supporting minority ethnic carers

Glasgow Disability Alliance

Disability Action Scotland

Annex C

This annex sets out what accessibility means to the core group. The relevant features from the list will be amalgamated with the design 'checklist' that stakeholders developed in their first workshop. Those relevant to the content of the charter will be considered again by the core group.

- For all
- No barriers
- No brown envelopes
- No threatening communications
- Flexible (choice of) communication methods
- Flexible ways to complete forms
- Short forms
- No assumptions
- Not just an accessible office but accessible transport to offices
- Consider the cost of transport to offices
- Ability to get/collect cash
- Flexible (choice of) appointment times (because of difficulties with timing of medications, time to get ready)
- Flexible (choice of) deadlines for getting back to the agency (because of varying health, frequent hospitalisation, need for information to be collected from someone else, If need for advice (waiting list)
- Easy, simple, helpful, plain English.
- No uncertainty.
- No judgement on their physical/mental/education
- Listen to clients
- System communicates with itself, (specifically mentioned was the communication between the agency and DWP)
- Accessible 'how to' guides (a couple of paragraphs for each benefit, plain English, short, concise)

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