



Social Security Scotland
Tèarainteachd Shòisealta Alba

Corporate Plan

2020 – 2023



Dignity, fairness, respect.



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Department for Work and Pensions – the Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. As the UK’s biggest public service department, it manages the State Pension and a range of working-age, disability and ill-health benefits for around 20 million claimants and customers.

Devolved benefits – the Scotland Act (2016) transferred new social security powers to the Scottish Parliament, allowing the Scottish Ministers to develop new policies on benefits that will help tackle inequality and poverty in Scotland.

Discrimination – the unfair or harmful treatment of different categories of people, especially on the grounds of race, age or sex.

Diversity – understanding that each person is unique and recognising our differences. These can be to do with race, ethnic background, gender, sexual preference, socio-economic status, age, physical abilities, or religious, political or other beliefs.

Federation of Small Businesses, Scotland – this organisation offers its members a wide range of vital business services, including advice, financial expertise, support, and a powerful voice heard in government. Its mission is to help smaller businesses achieve their ambitions.

Inclusive communication – an approach to all communication that means the largest number of people can take part, and people receive information and can express themselves in ways that they find easiest.

Local authorities – local authorities are responsible for providing a wide range of public services. They also promote the interests of the local community, including the social, economic, environmental, recreational, cultural, community or general development of an area.

Marketing – activities an organisation carries out to promote its service.

National Health Service (NHS) Boards – NHS Scotland consists of 14 regional NHS Boards that are responsible for protecting and improving their population’s health and for delivering front-line healthcare services.

National Cyber Security Centre – an organisation of the UK Government that provides advice and support for the public and private sector in how to avoid computer security threats. Based in London, it was launched in October 2016.

National Performance Framework – the framework measures Scotland’s progress against the National Outcomes. To do this, it uses ‘national indicators’. These indicators give a measure of national wellbeing. They include a range of economic, social and environmental indicators.

Policy – a set of ideas or plans that is used as a basis for making decisions, especially in politics, economics or business. An official organisation’s policy on a particular issue or towards a country is their attitude and actions regarding that issue or country.

Redetermination – if you do not agree with a benefit decision we have made, you can ask us to look at it again. This is called a redetermination.



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Rights-based service – using accepted human-rights standards and principles when designing, putting in place, monitoring and evaluating health-related policies and programmes. The principle of equality and freedom from discrimination is central to a rights-based service, including discrimination based on sex and gender roles.

Scottish Information Commissioner – the independent public official responsible for promoting and enforcing Scotland’s freedom of information (FOI) law. They promote good FOI practice to public authorities and intervene when public-authority practice does not keep to FOI law.

Scottish Government – the devolved government of Scotland. The government is led by the First Minister, who selects the cabinet secretaries, who attend cabinet, and the Ministers with the approval of Parliament. Government Ministers all sit in Parliament and are accountable to it.

Scottish Government’s Social Security Directorate – work with the DWP to make sure social security powers from the UK Government are safely and securely transferred, under the Scotland Act 2016. They are responsible for developing the necessary policies and legislation and establishing a social security agency to deliver the devolved benefits. They also work with the DWP on the benefits that the UK Government keep responsibility for.

Scottish Government Social Security Experience Panels – were set up to make sure that the new social security system in Scotland is shaped by the experiences, needs and priorities of those who will use it. While the new system is developed and introduced, panel members will take part in research and testing services to help the Scottish Government develop a system that works and that can be continually improved.

Scottish Model Publication Scheme – sets out the types of information that Scottish public authorities routinely make available. The Scottish Government has adopted the Model Publication Scheme developed and approved by the Scottish Information Commissioner. The commissioner is responsible for enforcing the Freedom of Information (Scotland) Act.

Social Security (Scotland) Act 2018 – allows the Scottish Government to establish a new social security system better targeted at Scotland and which has dignity, fairness and respect at the heart of everything we do.

Stakeholder – a person with an interest or concern in something, especially a business.

Third-sector organisations (TSOs) – organisations that are neither public sector nor private sector (for example, charities or voluntary organisations). Third-sector organisations are usually independent of government.



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a service where:

You want us to do this by:

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Chief Executive's foreword



David Wallace, Chief Executive

Our updated corporate plan is here later than we had originally planned. It had taken us six months to produce, following extensive consultation with our stakeholders and our staff and building on what a core group of Scottish Government Experience Panel members told us they expected of us when they created Our Charter. We were just at the point of publishing when the world was turned upside down by coronavirus. When this happened, the Scottish Government took the difficult decision to delay the introduction of disability benefits.

The Scottish Government, Department for Work and Pensions (DWP), local authorities and – importantly – health and social care services were focused on responding to the pandemic and are still recovering from this. These organisations are essential partners in helping us to develop and deliver these benefits.

We weren't immune from the impact of coronavirus. We also needed more time to build our capacity and make sure we were ready to deliver new benefits. This included getting more staff, training them, making sure we had the space for people to work in and that everyone had the technology and equipment they

needed to do their job, whether from home or in an office. When restrictions were put in place for coronavirus, we responded rapidly. We moved most of our people to working from home within a week. The way that we have continued to deliver our service to the people of Scotland over the past six months shows that there are different ways of doing things and possibilities that we wouldn't have imagined before. I am proud of our response. All of this has caused a delay in publishing this corporate plan. We wanted to stop and take stock and make sure that what we were setting out was still the right way to go. The basics of this plan have not changed. It still sets out who we want to be and what we want to achieve. This is reassuring, as it gives me confidence that the plan will still be there when things around us change.

We may adapt some of the ways that we work to achieve our objectives, and we have updated some of the timelines around when benefits will be introduced. All of this still builds to us becoming an organisation that supports 1.8 million people, providing over £4 billion in payments every year, and which delivers a social security service designed for Scotland.



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Creating this social security service is about more than just getting money into people's pockets – it is about doing so in a way that means they have a positive experience of social security. As a service being built from the ground up, we have an opportunity to do things differently. This is a complex process and doesn't mean we will get everything right first time. We will go about our business, inviting input and feedback. We will then use this feedback to improve our service.

We have had a lot of early success. We've introduced eight benefits, five of which are brand new in Scotland. This early success has allowed us to focus our efforts on the bigger and more complex benefits that we'll start to manage. Later in 2020, the Scottish Child Payment will be launched, and disability assistance will be introduced in 2021. These will be much more demanding to manage, and will come with a range of new requirements and challenges. We are far from being a fully up and running organisation – we are growing and changing every day.

I take comfort from the fact that we are not doing this on our own. As always, we'll be working hand in hand with our colleagues in the Scottish Government's Social Security Programme Directorate, who will continue to design the services that we will deliver. This joint approach will also help us to make sure that where a benefit is being transferred from the Department for Work and Pensions it is done so safely and securely, and that no-one misses a payment.

As I outlined above, we will continue to rely on the input and support of our stakeholders. We are rolling out claims advice and support across Scotland, putting staff in every local authority area and basing them in places that people from the area already visit. We couldn't do this without help from a huge range of groups and organisations – from local authorities to third-sector organisations, NHS Boards and more besides.

The pace, scale and scope of our growth and change over the next three years will be huge. This covers everything, from the number of buildings we work in to the number of people we employ,

the job roles that we will need and the nature of the support that we provide. The only constant for us over the next three years is change. This corporate plan sets out our vision for how we will manage this change, while making sure we deliver the service that people want.

If we do the things we have set out in this document, I am confident that we will deliver the Scottish social security system that we all want to see – a rights-based service that delivers in line with our key principles of dignity, fairness and respect, and something that we can all be proud of.



David Wallace
Chief Executive
Social Security Scotland



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Our vision

Provide support
to each of us
when we need it.



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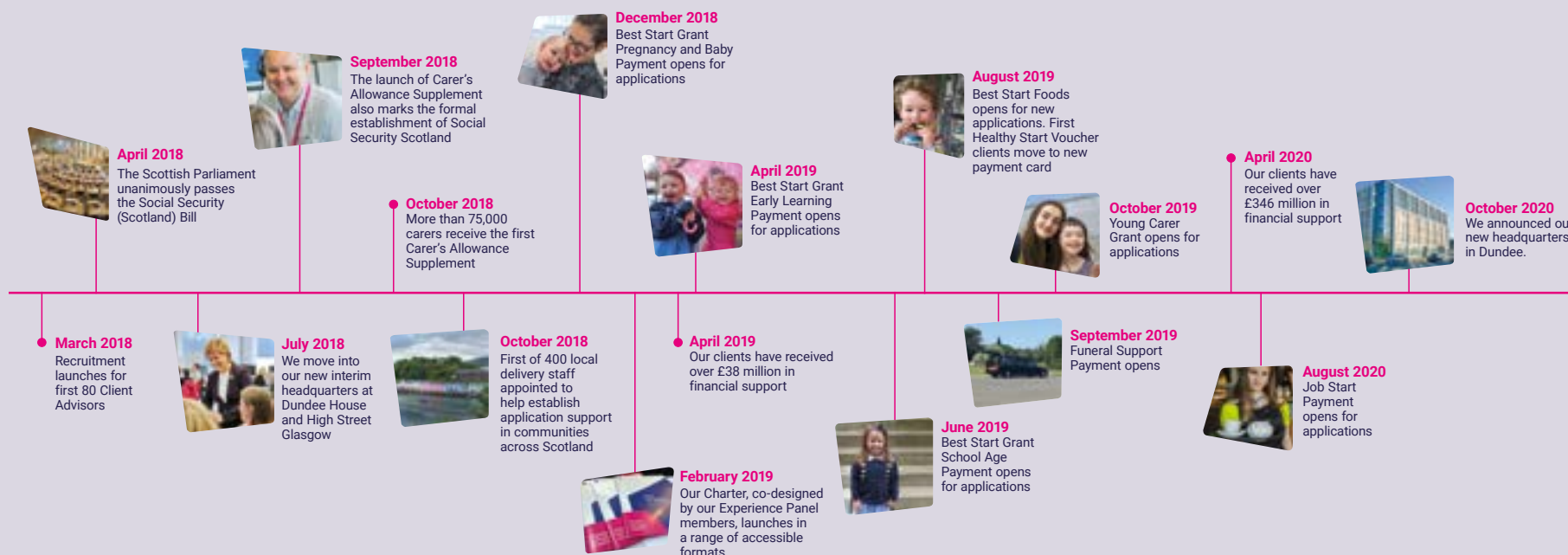
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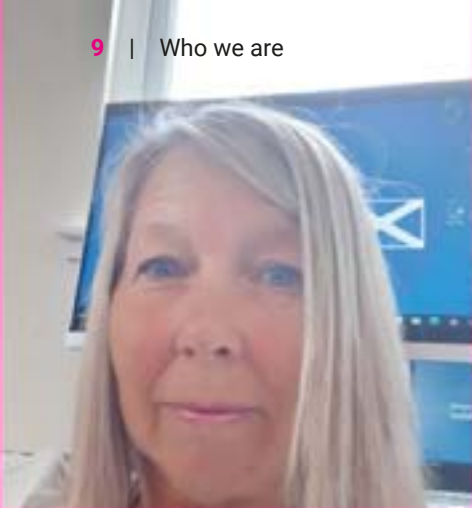
Who we are

We are an executive agency of the Scottish Government. We were established in September 2018.

Our headquarters are in Dundee, we have a second main site in Glasgow, and we will have people providing face-to-face support based in communities across every local authority area in Scotland.

Our journey so far


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Our people

We are a new and growing public service. We will employ at least 1900 people once we are fully up and running.

We are led by our Chief Executive and the Deputy Directors who form our Executive Team.

Our Chief Executive is supported by an Executive Advisory Body and our Audit and Assurance Committee.

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Our Executive Team



David Wallace
Chief Executive

As our Chief Executive, David is leading one of Scotland's most significant new public services since devolution. He is accountable to the Scottish Ministers who are responsible to the Scottish Parliament for our work. He leads the Executive Team and Executive Advisory Body, who support him in his responsibilities.



James Wallace
Deputy Director of Finance and Corporate Services

James Wallace is the Deputy Director of Finance and Corporate Services.

The Finance and Corporate Services division is responsible for people services, accommodation, finance, shared services, travel and transport, and fraud and error management. It provides financial advice and support, making sure that we have the right people in place to deliver our service and that they get the training they need. The division also makes sure that we are in the right buildings in Glasgow and Dundee and across local communities.



Miriam Craven
Deputy Director of Strategy and Client Experience

Miriam Craven is the Deputy Director of Strategy and Client Experience.

The Strategy and Client Experience division is responsible for client experience, governance, strategy, management information, continuous improvement, communications and managing the relationship with our stakeholders. It also supports the Executive Advisory Body and Audit and Assurance Committee. The division will support our clients to claim what they are entitled to and work to improve our service based on feedback and reviewing our redeterminations and appeals process.



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Janet Richardson
Deputy Director of Operations

Janet Richardson is the Deputy Director of Operations

The Operations division is responsible for delivering our services to clients and applicants. It delivers our live service, providing online, telephone and face-to-face enquiry services and handling applications for the people of Scotland, through its teams in Dundee and Glasgow and in our local communities.



Andy McClintock
Chief Digital Officer

The Chief Digital Office division is responsible for making sure fit-for-purpose systems are available to support us across all locations in Scotland. The division is responsible for all digital systems, technology and infrastructure that support the service we provide.



Professor Paul Knight
Head of Clinical Operations

The Head of Clinical Operations leads our work with colleagues in the Scottish Government on the most effective and efficient ways of using expertise and information. This will be important in deciding whether people are eligible for disability benefits, while at the same time aiming to improve their experience of claiming benefits.

Our governance

The Social Security Scotland Framework document sets out in detail how we are governed.

It explains that our Chief Executive is personally accountable to the Scottish Ministers who are responsible to the Scottish Parliament.

Our Executive Team are supported in their role by the following.

- The Executive Advisory Body, who consider our strategy, direction and how we are governed, and whose six non-executive members act as a 'critical friend' to the Executive Team.
- The Audit and Assurance Committee. Members, including an independent chair and three non-executive members, independently monitor our approach to risk, control and governance, accounting policies and accounts, and audit plans and results.

Our governance is there to make sure that we deliver our benefits and that the budget allocated for administration costs and benefit payments is properly managed. It also makes sure we are ready to deliver services developed by the Scottish Government's Social Security Directorate Programme. The programme designs and introduces the benefits and has its own governance arrangements.



Our values

Dignity, fairness, respect.

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Our purpose

To manage the Scottish social security system effectively and in line with the principles in the Social Security (Scotland) Act 2018 and Our Charter



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Our role in creating a new social security system

We have a key role in creating a new social security system for Scotland alongside our colleagues in the Scottish Government who are setting up the policy, process and systems that we will use to deliver it.

We are not responsible for making the rules about who can be paid benefits in Scotland, or how much money people should get. This is decided by the Scottish Ministers and set out in law, including the Social Security (Scotland) Act 2018.

In April 2020, responsibility for funding Scottish social security benefits transferred to the Scottish Government from the UK Government. The Department for Work and Pensions (DWP) will continue to have a role in delivering these benefits for a time, under the current terms, until we are ready to manage them. This helps to make sure that benefits are transferred from the UK Government to the Scottish Government safely and securely, so that no-one will miss their payment.

As we take on more benefits, either from the UK Government or any newly created Scottish benefits, the Scottish Ministers will introduce new rules to support each of these. We do not have the power to create or amend the rules.

The Scottish Government's Social Security Directorate Programme helps get the benefits ready for us to deliver. The programme is a separate part of the Scottish Government and has its own management and structure. It is responsible for managing when benefits will be introduced and for deciding how we will transfer clients from the DWP to our new system.

We work closely with the programme to make sure we are ready to start managing the benefits, and we will continue to manage the benefits once they have been launched.

“ I am blown away by the fact this was the most straightforward benefits application I have ever done. If this is the future of devolved benefits in Scotland then I feel a great sense of hope. ”


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The bigger picture

We work to the principles in the Social Security (Scotland) Act 2018 and Our Charter, which sets out what people in Scotland can expect from their new social security system.

We are part of the wider Scottish Government and work to support it to meet the targets of the National Performance Framework. The work that we will do over the next three years will contribute to the wider outcomes of:

- **human rights** – we will treat people with dignity, fairness and respect and provide a high-quality service to our clients, and
- **poverty** – we will contribute to tackling poverty in Scotland.



What our service will look like

Once fully operational, we will manage 17 benefits supporting 1.8 million children and adults – around one in three Scots. These benefits will be introduced by the Scottish Government in stages. At the end of this process, we will be delivering benefits for people on low incomes, disabled people, carers and young people entering the workplace, and benefits to help people heat their homes.

We will promote our benefits and provide information to make sure that everyone who is entitled to help knows about it and can apply to receive it.

We will help people apply in the way that is best for them, whether by post, phone, online or face-to-face in communities across Scotland.

We will process people's applications efficiently and accurately, and let them know the outcome as quickly and clearly as possible.

We will also help people to challenge these decisions if they think we've got them wrong.

Once all benefits are in place, we will manage around £4 billion in payments each year.



What our service will look like

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Number of benefits delivered by Social Security Scotland once fully operational



We'll make sure people who are entitled to our benefits know about them and apply



Clients can fill in an application form and post it to us



Clients can apply on our Freephone number 0800 182 2222



Clients can apply for any of our benefits online at mygov.scot



Clients can fill in an application face-to-face in communities across Scotland



We will process applications accurately and let people know the outcome quickly and clearly



We'll help people challenge decisions where they think we've got them wrong


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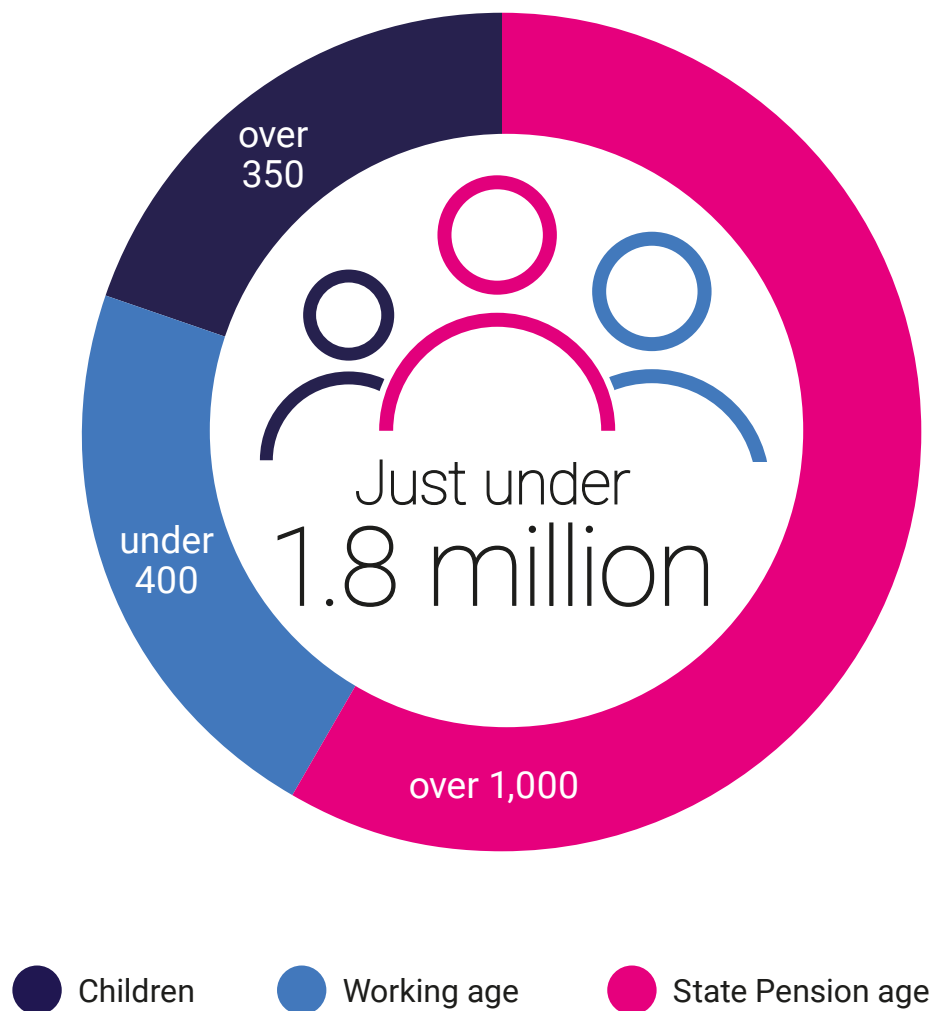
We will also be responsible for funding Severe Disability Allowance. This benefit is no longer open for new applications. There are around 2,000 people who still get this. The DWP will continue to deliver this for us to those 2,000 people.

Note: We currently provide Carer's Allowance through the DWP. We also provide an additional payment of Carer's Allowance Supplement that will be in place until the replacement for Carer's Allowance is introduced.


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Who we will support

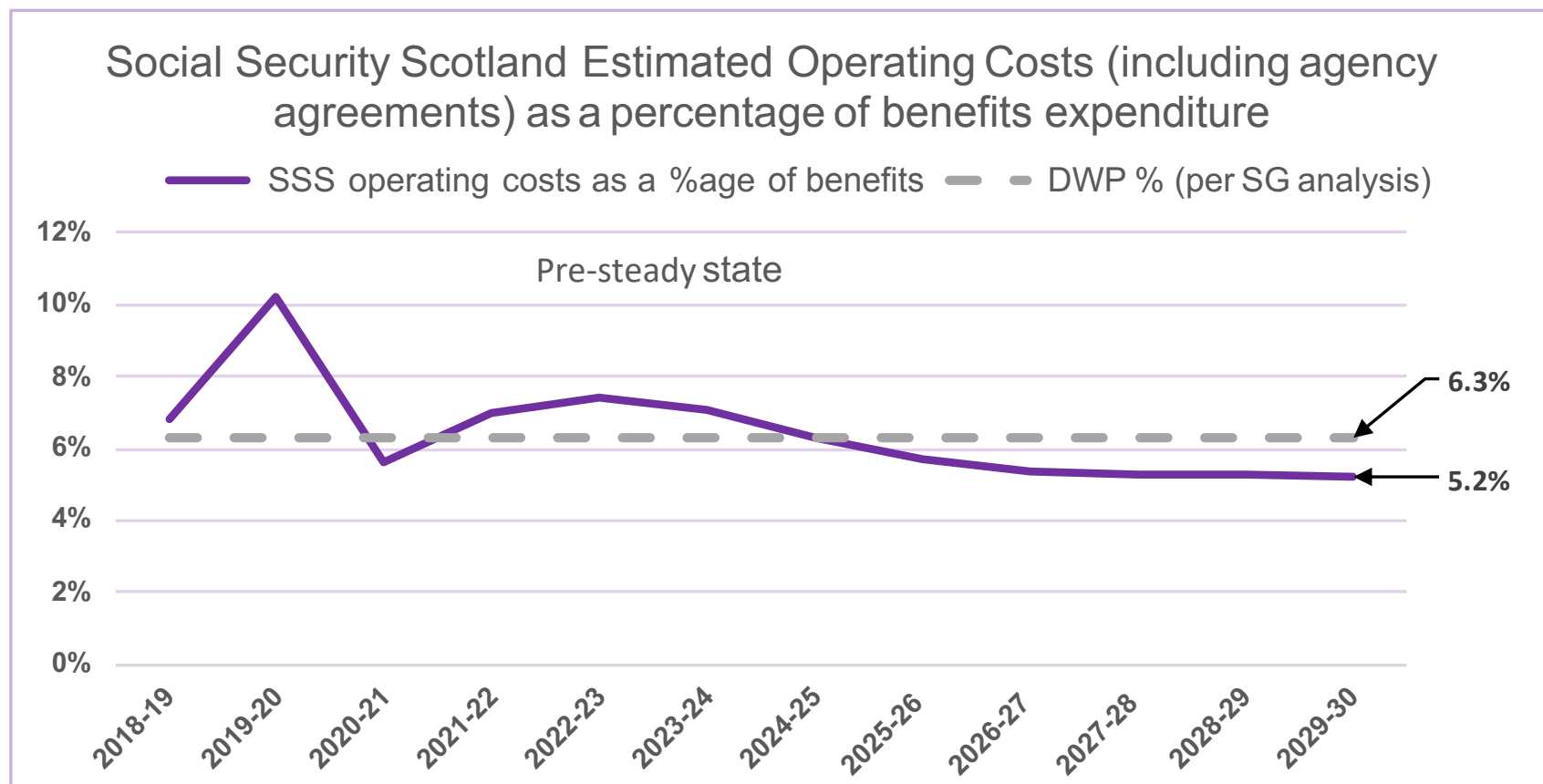
People supported, by group (thousands) 2024-2025



How much it will cost to run our service

We want to be transparent about what it costs to run our service. We also think that it is important to be clear that the money we spend on our ongoing administration costs helps to make sure that people receive a better experience because we are doing things differently and delivering benefits in a more positive and supportive way. Our Charter describes the ways in which we have to do all of this.

Plain English Campaign's Crystal Mark does not apply to this chart.



This chart shows our estimate that our costs will be broadly similar to those of the Department for Work and Pensions.

How we'll do it

- Our promise
- We'll do it with you
- What you told us you wanted
- Taking this and turning it into action
- Delivering a social security system with dignity, fairness and respect
- Supporting people in Scotland to access devolved benefits that they are entitled to
- Running our service in a responsible way



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Our promise

We will deliver support – built around you – when and where you need it



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We'll do it with you

The Scottish Government has consulted on its policy and has worked with people who may use our service to design the way that we will deliver it.

This includes working with a core group of Scottish Government Experience Panel members to create Our Charter, which covers people's expectations on how our policy is formed, how our service is designed, and how we plan to deliver this service.

We will use this approach of consulting everyone in everything we do.

We consulted you when putting together this corporate plan.

We held seven sessions for stakeholders in October and November 2019. These took place in Dundee, Edinburgh, Kilmarnock, Kirkwall, Stornoway, Lerwick and Inverness.

We held four sessions with our staff in Dundee and Glasgow. We had a cross section of staff from all areas of our organisation, including people who are based in communities across Scotland.



What you told us you wanted

You want us to:

- make people aware of what they are entitled to and help them to access it
- deliver our service fairly and compassionately
- have a workforce that is representative of the people we serve
- set an example for other organisations on how to run a rights-based service
- contribute to tackling poverty, and
- promote social security as an investment in ourselves and each other.

You want us to provide a service where:

- we get it right first time
- you are supported by people who are well trained and confident
- we treat everyone fairly and put clients first
- the service is straightforward for people to use
- people can communicate with us where, when and in the way that's best for them
- we work with others to help people get all the support they need, and
- public money is used responsibly.

You want us to do this by:

- training and supporting our staff to do their jobs well and with kindness and understanding
- making every penny, every action and every interaction count
- writing in clear and straightforward language
- designing processes, buildings and communications with clients;
- giving access to our service in a number of ways – including in communities across Scotland
- building relationships with others to provide the best service possible
- asking for feedback, and monitoring, evaluating and continually improving
- promoting what we offer, and
- making our recruitment processes and workplaces accessible to everyone.

Putting this into action

Having listened to what you want, we have set out in this corporate plan what we will do and how we will do it.

The plan also builds on our experience and work so far. Some of the commitments in the plan refer to work which has been going on since we started in September 2018.


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Our objectives

The table below sets out our objectives, which are organised into three themes.

Themes	Helping to deliver a social security system with dignity, fairness and respect	Supporting people in Scotland to access devolved benefits that they are entitled to	Running our service in a responsible way
Objectives	<p>Reflect the diversity of Scotland</p> <p>Train our staff to make sure they have the knowledge, confidence and understanding they need to do their jobs</p> <p>Create a culture where we take responsibility and treat others with kindness</p> <p>Gather feedback on what people think of our service so we can make it better</p>	<p>Promote our benefits in a range of ways to make sure people know what is available and how to apply</p> <p>Provide a range of ways for people to access our service – including face-to-face in communities</p> <p>Build relationships with others to help more people access our service</p> <p>Provide people with a range of ways to communicate with us</p>	<p>Make every penny count</p> <p>Gain people's trust by being open and honest</p> <p>Meet our legal obligations and protect our people and information</p> <p>Reduce the effect our work has on the environment</p>


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Helping to deliver a social security system with dignity, fairness and respect

- Reflect the diversity of Scotland

Train our staff to make sure they have the knowledge, confidence and understanding they need to do their jobs

- Create a culture where we take responsibility and treat others with kindness
- Gather feedback on what people think of our service so we can make it better



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Helping to deliver a social security system with dignity, fairness and respect

Reflect the diversity of Scotland

We want to make sure our organisation reflects the diversity of Scotland in all that we do and we are always looking for ways to improve our diversity. For example, we are making sure that our jobs and other opportunities are available to people from a wide range of backgrounds and with different personal circumstances.

The size of our workforce will increase significantly over the next three years as more benefits are introduced. We will continue to work closely with people from outside our organisation and listen to their feedback to make sure we bring the right people on board successfully. We are already working hard to keep improving our recruitment processes to make them more accessible.

To attract people to join us, we will promote our vacancies in a wider range of ways and we will work with partners to encourage people to apply.

We will offer flexible working and other support that will let people take up our roles while also balancing their personal life. This includes being a 'carer positive' employer and offering internships for different groups who may need extra help when taking up a job. We will make sure that people know about this.

There will be support available for people throughout the recruitment process, including candidate packs and workshops. This will make clear what we are looking for in applications and interviews and help people prepare for this so that they can give the most appropriate and strongest examples to demonstrate why they are right for our roles.

As well as reflecting diversity through our workforce, we will do this in the way we present ourselves. Our communication and marketing materials show the wide range of people we will serve.

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Helping to deliver a social security system with dignity, fairness and respect

Train our staff to make sure they have the knowledge, confidence and understanding they need to do their jobs

Our training will be focused on our clients. We will do this by working through situations that our clients could experience. The Scottish Government's Experience Panel will help to identify these situations and design the training.

When designing and delivering training, we will work with organisations who represent those with first-hand experience of disability and health conditions.

In line with the Scottish Government's aims, our training will make sure that our people are trauma-aware. This is to make sure that our staff have the skills and knowledge that they need to support clients and colleagues who have been affected by traumatic experiences.

We know our clients value the privacy of their personal information and that they want it protected. We will train our people to protect the personal information we collect and process, and we will design and test our processes with privacy in mind.

As well as giving people the training they need, we will make sure that we have the expertise available within our organisation to offer advice and support. This will include expert help on deciding who receives disability benefits.

We will provide the right learning opportunities to help those who want to progress in their careers develop their skills and experience. We know that our service will improve if we develop our people to their full potential.

To do this we will assess people's learning and development needs. We will continue to expand our in-house learning team and also provide external learning opportunities for specialised skills.

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Helping to deliver a social security system with dignity, fairness and respect

Create a culture where we take responsibility and treat others with kindness

Our leaders will be the key to creating the right culture across Social Security Scotland by acting as role models for the values of dignity, fairness and respect. They will be visible and accessible across the country and they will give people the support, direction and tools that they need to succeed in their jobs.

Our culture is built on the passion of our people. Everyone cares about what we do and wants to do it well. We will recognise colleagues for their contributions and we will create an environment where people can put forward ideas and help us improve.

When welcoming partners and new recruits, we've been praised for the culture that we have created. We recognise that, as we grow, we need to protect this.

“ I count myself as lucky to work alongside a great bunch of people who are all doing their bit to improve people's lives and support each other along the way. ”

Social Security Scotland staff member
Strategy and Client Experience Division

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Helping to deliver a social security system with dignity, fairness and respect

Gather feedback on what people think of our service so we can make it better

We are committed to giving people in Scotland a positive experience of social security. However, we know that we won't get everything right straight away.

Even when someone does have a positive experience, it doesn't mean that it couldn't be even better.

We will welcome comments, complaints and suggestions and we will also monitor decisions made through our redetermination and appeals process to identify where and how we can improve.

As well as having a way for people to provide feedback to us, every year we will invite anyone who has used our service that year to tell us about their experience.

We will do this by sending a survey to all of our clients (the all-client survey), asking for their views on different areas of our service, including contacting our staff, applying for benefits, decisions on applications, receiving payments, discrimination, and overall experience.

We will also learn lessons from the way our earlier benefits were introduced.

Working closely with our colleagues from the Scottish Government's Social Security Directorate Programme, we will make sure we use the lessons we have learned when we launch new benefits in the future.

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Supporting people in Scotland to access devolved benefits that they are entitled to

- Promote our benefits in a range of ways to make sure people know what is available and how to apply
- Provide a range of ways for people to access our service – including face-to-face in communities across Scotland
- Provide people with a range of ways to communicate with us and meet their needs
- Build relationships with others to help more people access our service

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Supporting people in Scotland to access devolved benefits that they are entitled to

Promote our benefits in a range of different ways to make sure people know what is available and how to apply

We will make information available for people to find out about our benefits, but we will also find the people who need our help and tell them about it.

Each benefit will have its own communications and marketing campaign. We will work with our target audience to design these, choosing the best ways to reach people.

Making information accessible will be central to our planning, and we will produce information in a range of formats. Our communications and marketing campaigns will be constant, as people could become eligible for a benefit at any time.

Since we were first established, we have learned that organisations who are already working with the people who may be entitled to our benefits are very effective in getting our message across. This includes organisations such as the health service, local authorities, and organisations in the third sector.

It also includes those that you may not tend to associate with social security, such as the Federation of Small Businesses and faith groups. We will identify the people who connect with our possible clients, build working relationships with them and give them the information they need, helping people to access support.

Our staff will be working in local communities across Scotland to provide support and give a friendly local face to our service. They will be based in familiar shared spaces, getting to know partners and people in the area and raising our profile.

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Supporting people in Scotland to access devolved benefits that they are entitled to

Provide a range of different ways for people to access our service – including face-to-face in communities across Scotland

The services we will deliver will be designed by the Scottish Government's Social Security Directorate Programme, which plans to design each new service around the people who will use it. The programme will carry out research to find out how people want their services to work, create each one, and then test them with people before handing them over to us to manage.

Our staff will work with teams in the Social Security Directorate Programme to make sure that what they are designing will not only work for our clients but will also help us to deliver on our commitments too. We will do this by using our operations experience and expertise and the things we have learned so far.

During the period of this corporate plan, we will continue to introduce more benefits. We will do this in stages. We have a role in making sure that this is done in a safe and steady way, which makes it clear to people how and when they can access new services without causing interruption to services that are already available.

People will be able to apply for our benefits by post, by phone or online. In the future, they will also be able to use our face-to-face service. This will be available in familiar locations in local communities across Scotland.

As each new benefit is introduced, we will consider the needs of our clients and whether we need to make any changes to our service to suit those needs.

We will work with other organisations to make sure our clients can access the help and support they are entitled to. People can also choose to be supported by a friend or family member at any stage during the application process.



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Supporting people in Scotland to access devolved benefits that they are entitled to

Provide people with a range of ways to communicate with us

We are committed to inclusive communication. We recognise that people understand information and express themselves in many different ways.

We want to make it as easy as possible for clients to access what they are entitled to. We will aim to communicate with people in the ways they tell us they prefer. Our staff will be trained to help them to do this.

We will give clients a choice in how we provide them with information. This will include:

- Braille
- another language, including Gaelic
- easy read
- large print
- audio recording
- foreign-language interpreter, and
- British Sign Language interpreter.

If someone would like to use our face-to-face service, we will make sure that the spaces we use are welcoming, accessible, safe and secure. This allows us to protect people's privacy. We will give out information beforehand so people know what to expect when they arrive at any of our locations.

We will ask people about their experience of dealing with us and we will make changes when needed.

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Supporting people in Scotland to access devolved benefits that they are entitled to

Build relationships with others to help more people access our service

In the future, we will start to welcome clients whose benefits have transferred from the DWP. We will also have a high number of clients who will continue to have contact with the DWP for other benefits.

To make sure that their experience is as smooth as possible and that they get all the support that they are entitled to, regardless of which organisation is providing it, we will work closely with the DWP.

This is to make sure that we give clear and consistent information, to help people get in touch with the right organisation as quickly as possible. It is also vital in making sure that everyone gets the money they need, when and where they need it.

There are many other organisations that will be important in helping people to access our service. These include local authorities, local and national NHS Boards and third-sector organisations.

We are continuing to develop relationships at a national and local level. Our national approach will help us identify best practice and find ways to introduce this around the country. Our local approach will let us give a properly tailored service that works well with the organisations and ways of working already established in different places across Scotland.

We want our clients to experience a joined-up service, which means providing them with the best advice that we can and referring them to organisations who can help them further if they need it. We have worked closely with partners across Scotland since we were established in September 2018, and we will continue to join forces with them and form new partnerships.

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Running our service in a responsible way

- Make every penny count
- Gain people's trust by being open and honest
- Meet our legal obligations and protect our people and information
- Reduce the effect our work has on the environment



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Running our service in a responsible way

Make every penny count

We must contribute to the Social Security (Scotland) Act 2018 principle of being efficient and delivering best value for money.

Our planning and governance arrangements allow us to make decisions based on best evidence. This helps us to prioritise and makes sure that we are investing in the activities that will help us to achieve our goals.

To do this, we are committed to developing systems and processes that keep errors in our decision-making to a minimum, establishing a cycle for analysing errors and trends and making sure that we are continually improving what we do in order to manage and control risks. We will develop arrangements that will show that we are using resources effectively and efficiently. Our annual report and accounts will explain how we are managing the social security system and providing value for money.

We use a range of methods to detect and prevent fraud to avoid money being diverted from the people who really need it. Where we identify fraud, we will investigate, make sure that each case is treated on its own merits, and be sensitive to people's rights.

The Scottish Government Internal Audit Directorate provide us with independent assurance on governance, risk management and control. Each year they carry out reviews and advise us on work we can carry out across all areas of our organisation. Recommendations from these reviews allow us to improve and help make sure we are as efficient and effective as possible.

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Running our service in a responsible way

Gain people's trust by being open and honest

We are committed to being an open and honest organisation. We will show this by making sure that our privacy notice, which tells people how we will collect, use, share and protect their personal information, is accurate and easily available. We will also regularly review the information we publish about us and our services, decisions and performance.

We will publish the information that we create. We have adopted the Scottish Information Commissioner's Model Publication Scheme, which will make it easier for our clients and stakeholders to access information. We will work with our stakeholders to make sure that they have the right information they need to help them understand what we do and how we can help.

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Running our service in a responsible way

Meet our legal obligations and protect our people and information

As a public body, there are responsibilities – including legal duties – which we must meet while understanding the value these add to the services we deliver.

Our compliance framework makes sure we keep to all of our legal duties and those within the Social Security (Scotland) Act 2018.

This framework assures people that we are meeting these duties and makes sure we continue to learn and share best practice.

We are committed to protecting all of our clients' and staff's information and respecting the rights they have relating to their information. We will make sure we have skilled and knowledgeable people and the right processes and guidance in place to achieve this.

We have designed and built digital solutions that keep the security of our clients' information at the centre of what we do. Working with our partners, including the National Cyber Security Centre, we will make sure that we protect clients' information in line with government information security requirements and industry best practice.

Our security policies and procedures are in place to keep all of our staff and visitors safe.

We will develop and continue to improve our health and safety management system to help prevent, remove or reduce workplace factors that cause ill health and injury.

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Running our service in a responsible way

Reduce the effect our work has on the environment

We will contribute to the Scottish Government's overall commitment to reducing Scotland's environmental impact (the effect our actions have on the environment) and creating a cleaner, greener and healthier country.

Being involved with stakeholders and meeting up with partners and colleagues will be a vital part of the way we carry out our business, and we will need to travel around Scotland, and elsewhere, to achieve this.

We will also use alternative technologies, such as video, telephone and desktop conferencing, to improve communications across the different sites where our people are based in order to reduce the need for travel.

We will always encourage our people to travel using the greenest and most cost-effective method possible. We will encourage them to use public transport in the first instance, followed by pool cars, then hire or personal cars. When using motor vehicles, we will aim for these to be as green as possible.

We will encourage our people to work in an environmentally friendly way, including providing recycling facilities within our offices.

Our people will play a key role in helping to reduce our effect on the environment. We will share ways in which they can help us do this through our internal communications.

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Telling you about our progress

We want to make sure that the people of Scotland can clearly see if we are delivering what they want, in the way they want.

The Scottish Government worked with people and organisations from diverse backgrounds to develop the Charter Measurement Framework.

The framework allows the Scottish Government to gather key information on what people think of the new social security system and present it in a straightforward and accessible way.

We will contribute to this by collecting information through our yearly all-client survey. We will send this survey to everyone who has received a payment from us or applied for one of our benefits, whether their application was successful or not.

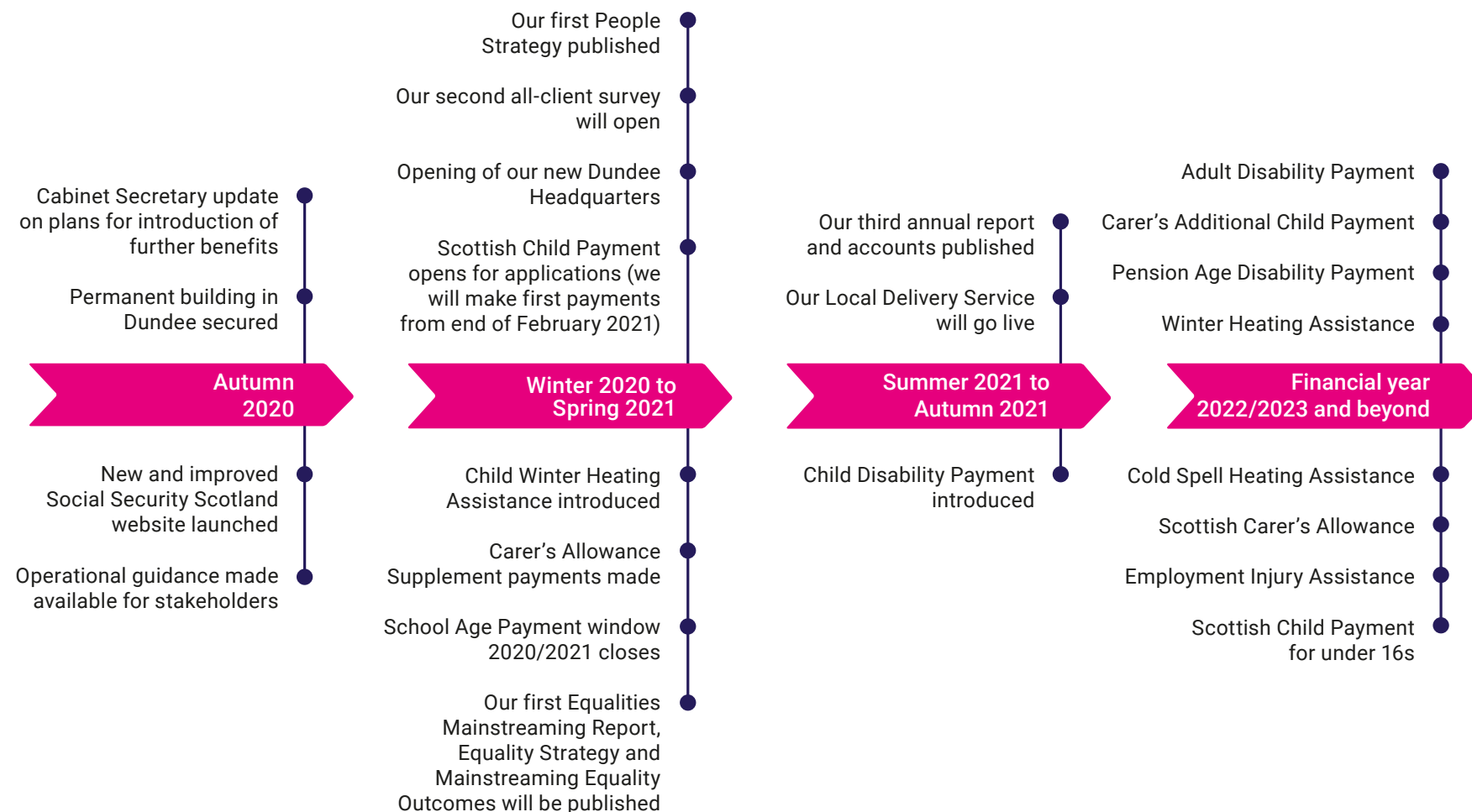
We will also publish information, research and statistics on the benefits we are responsible for. You can find these at www.socialsecurity.gov.scot.

We will collect our key performance information in a 'balanced scorecard', which we will publish on our website and update regularly.

Our annual report will tell you about our progress compared with the previous year's business plan.

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Key milestones over the course of this plan



Measuring ourselves against each theme

Helping to deliver a social security system with dignity, fairness and respect

We will:

- monitor and report on the diversity of our workforce
- collect equality information from our clients to make sure we are reaching all groups and giving a consistent service
- evaluate our staff learning activities to find out how they affect our service and our clients' experience
- run a people survey each year to make sure that we are meeting our obligations to our staff
- look at staff turnover and sickness rates to make sure there are no underlying issues that need action
- carry out an all-client survey each year to find out how people feel about their experience of claiming benefit
- report on the number of compliments, complaints and suggestions we have had, how long it has taken us to respond to these and what we have done as a result of people's feedback, and

- record the number of redeterminations, reviews and appeals and how many of our decisions change, to see why they have changed and if we need to adjust and improve.

Supporting people in Scotland to access devolved benefits that they are entitled to

We will:

- promote our benefits in a range of ways to make sure people know what is available and how to apply
- provide a range of ways for people to access our service – including face-to-face in communities across Scotland
- help people to tell us where, when and how they want to communicate with us and make sure we meet their needs, and
- build relationships with others to help more people access our service.

Running our service in a responsible way

We will:

- provide annual audited accounts to show how we have spent our budget
- record the number and value of overpayments, how they came about and the amount we have recovered
- report on our performance in relation to freedom of information responses
- report on the number of breaks in security
- say how many audits we have carried out, the number of actions identified to address issues raised during audits and our progress against these, and
- report on travel carried out each year and the carbon we have produced as a result of this.

Our all-client survey, which we will run every year, will give our clients the chance to tell us how well they think we are performing.

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Documents referred to throughout this plan and where you can find them

Social Security Scotland: Framework document

Published on our website at: gov.scot/publications/framework-document/

You can ask for more copies by writing to:

Social Security Scotland
Second Floor
Dundee House
50 North Lindsay Street
Dundee
DD1 1QE

Executive Advisory Body and Audit and Assurance Committee

Published on our website at: www.socialsecurity.gov.scot/about/governance/our-executive-advisory-body (only page on website – not in document format)

The Social Security (Scotland) Act 2018 Principles

<https://www.socialsecurity.gov.scot/about/our-charter> (only page on website – not in document format)

Our Charter

Published on the Social Security Scotland website at: dgmvmz0tqkndr.cloudfront.net/production/images/general/Our-Charter_1.pdf

National Performance Framework

Published on the Scottish Government website: nationalperformance.gov.scot/

For more information on the National Performance Framework, please email the National Performance Unit at the Scottish Government: NationalPerformance@gov.scot

Core group of Experience Panel members

Published on the Scottish Government website at: gov.scot/collections/social-security-experience-panels-publications/

For more information, contact: SocialSecurityExperience@gov.scot

Our annual report and accounts

Published on our website at: socialsecurity.gov.scot/what-we-do/corporate-publications/annual-report-and-accounts



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