



Social Security
Scotland

Tèarainteachd Shòisealta Alba

Corporate Plan

2024 – 2027



Contents

Chief Executive’s introduction	04
Our achievements 2020-23	05
Future plans	06
Our strategic goals to 2027	07
Our goals	09
Strategic context	11
Measuring our impact	12



Chief Executive's introduction

This Corporate Plan explains our strategic goals over the next three years with our highest priority being an excellent service for our clients driven by our values of dignity, fairness and respect.

By 2026, we will also be responsible for launching and delivering three additional vital payments to people across Scotland: Carer's Additional Person Payment, Pension Age Disability Payment and Pension Age Winter Heating Payment. We will continue to work collaboratively with our colleagues in the Department for Work and Pensions and the Scottish Government to complete the safe and secure transfer of over 750,000 client awards to Social Security Scotland over the next three years.

We will also reach another significant milestone as the Scottish Government's Social Security Programme comes to a planned end in 2026. We have worked closely with our colleagues in the social security family to establish the Scottish social security system and we are ready to sustain and build on the strong foundations we have built together to deliver a system people can trust to support them now and for future generations.

The next few years offer us opportunities and challenges as we prepare to launch our new benefits while ensuring our people and systems are ready to meet future demands

on the benefits system. In setting our strategic goals for this Corporate Plan, we have carefully considered the risks we will need to manage and have strategies in place to manage these while we deliver on both our objectives and ministerial priorities.

I would also like to recognise the valued input and continued support from our stakeholders and partners from healthcare settings, the third sector and local authorities. These key relationships help us deliver an excellent service for people across Scotland and we are committed to strengthening these partnerships. We also receive thoughtful input and feedback from our external expert groups and our Experience Panels of people who receive benefits to continue shaping our social security system with people at its heart.

Like all public bodies, we are committed to being efficient and are focused on delivering value for money and contributing to the Scottish Government's National Outcomes. This can only be achieved through good governance, a culture of performance and strong risk management.

We look forward to building on our strong foundations for the next three years, delivering a service people can trust to support them now and for future generations.



David Wallace
Chief Executive,
Social Security Scotland

Our achievements 2020-23



We now deliver
14 benefits
supporting over
1.25 million
people across
Scotland.



Extended Scottish Child Payment to all eligible children up to 16 years of age, benefiting an estimated additional 300,000 children.



Recruited a workforce reflecting the diversity of Scotland with more than
4,000
colleagues employed across Scotland.



2021
We opened Agnes Husband House, our new Head Office in Dundee.

Between 2019 and 2022 we continued to deliver services against the challenging backdrop of the COVID-19 pandemic. We established a COVID-19 recovery group, and moved the vast majority of our colleagues to home working in order to ensure clients continued to receive payments, and protect the wellbeing of our people.



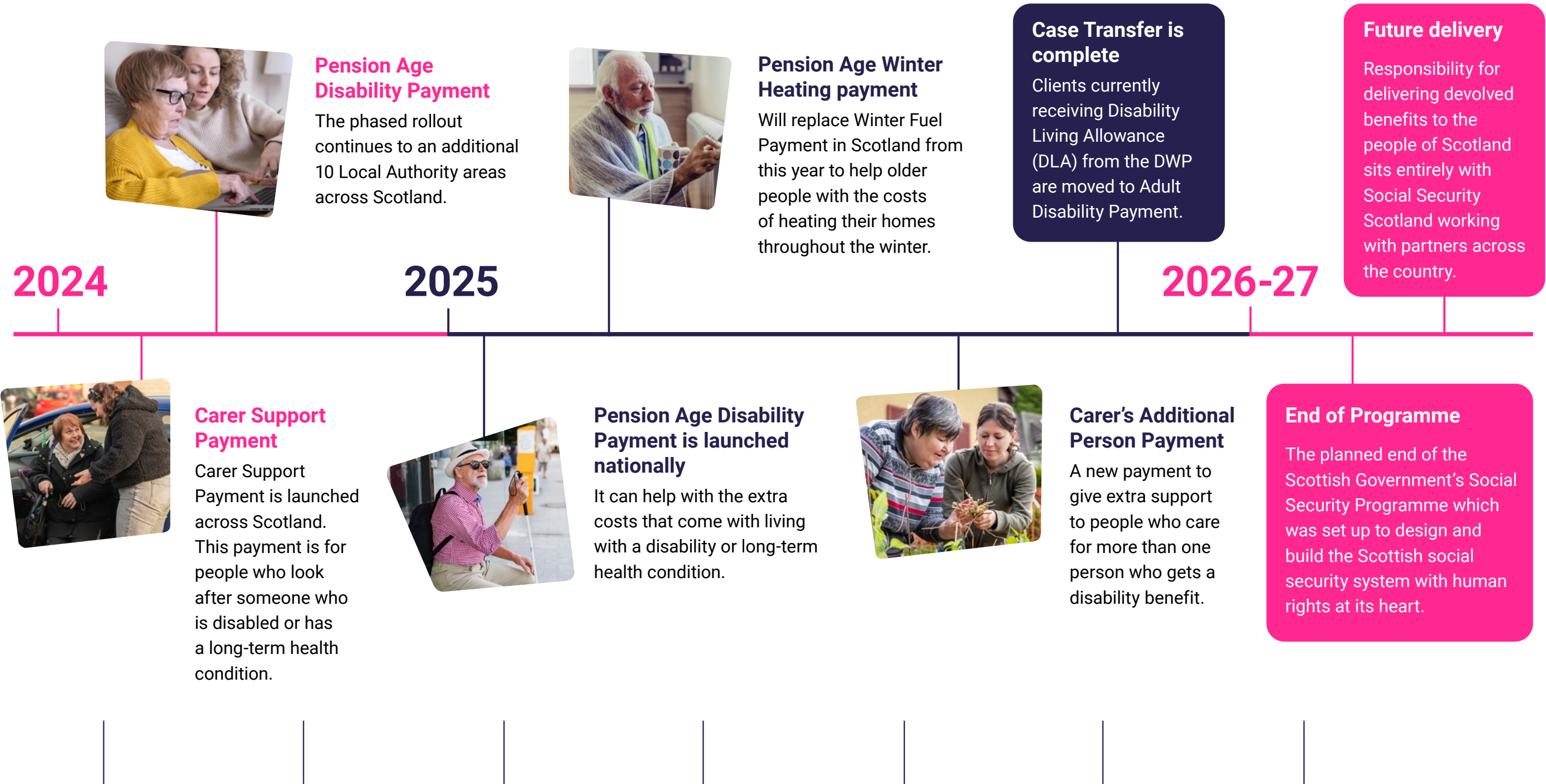
Established our in-house Health and Social Care team in line with our promise not to use private companies in the delivery of disability benefits.



We established our service in every local council area in Scotland. Our people work in communities, homes, prisons and healthcare settings. They offer people face-to-face support, giving advice and information about Scottish benefits and assisting people to make applications.

.....
2023
We opened a new client space at Agnes Husband House, offering people access to in-person services and a place to get advice on benefits.

Future plans



Our strategic goals to 2027

Our Corporate Plan 2024-2027 marks a new stage in our journey. This section sets out our strategic goals during the next three years. Our work is underpinned by our Charter, which sets out what people can expect from our service. It was designed with people who have experience of social security and our colleagues.

[View Our Charter](#)



Dignity, fairness and respect

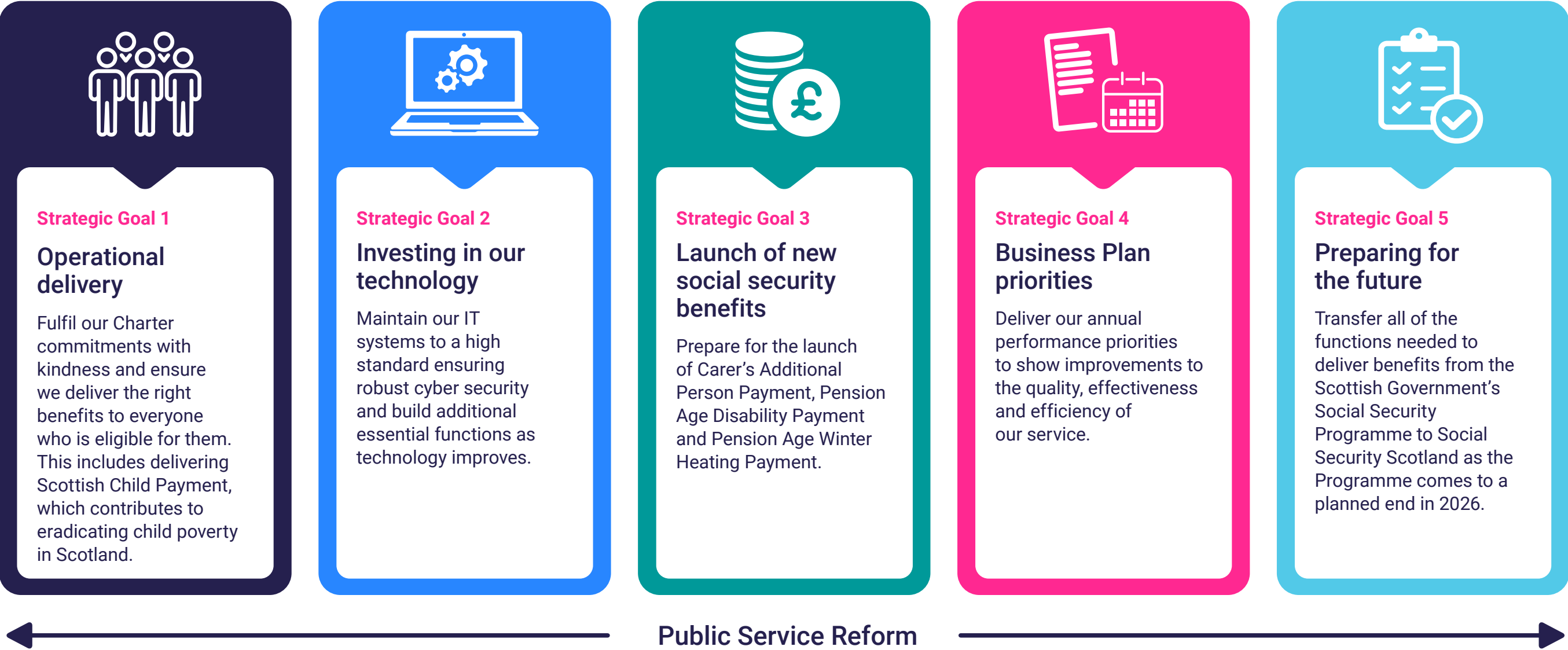
Our values of dignity, fairness and respect underpin all of our work. To foster a positive workplace culture, we will provide professional development so our people can continue to do their jobs effectively. We will also care for their wellbeing at work and build a workforce that represents the Scotland we serve.

Public Service Reform

Public Service Reform is key to everything we do. We are dedicated to delivering efficient services that offer value for money whilst working with the wider Scottish Government to build capability and contribute to the delivery of the National Outcomes. We continue to collaborate across public services, including in local communities. We share information and resources with other public bodies to make applying for our benefits as simple as possible. Now we have established a Scottish social security system with people at the heart, we will share what we have learned with other public sector organisations. This will help us all continually improve and become more efficient and cost-effective while offering improved experiences for people in Scotland.



Our goals





Strategic Goal 1
Operational delivery

We are focused on maintaining a high-quality service to our clients as we deliver new benefits, including removing barriers where we can so people can access benefits they are entitled to. We are supporting our people to continue delivering a service to our clients based on our values of dignity, fairness and respect.



Strategic Goal 4
Business Plan priorities

Our commitment to continuous improvement gives our clients a better experience while also delivering value for money. We will consider valuable insight and feedback from our clients, stakeholders and colleagues to help drive efficiencies throughout our organisation. Our annual Business Plan will set out our performance priorities that deliver effectiveness and quality for each year of this Corporate Plan.



Strategic Goal 2
Investing in our technology

We will ensure we continue to have the right digital systems in place to support efficient delivery of our benefits to our clients. We will also make sure our systems continue to be fit for purpose now and in the future. We are maintaining our focus on cyber security for the ongoing safety and security of our clients’ data and our systems.



Strategic Goal 5
Preparing for the future

Since 2018, we have worked alongside our Scottish Government Social Security Programme colleagues who created our initial systems and processes. As the Programme reaches its planned end in 2026, we will take full responsibility for the delivery of devolved benefits from Scottish Government Social Security Programme in a safe and secure way.



Strategic Goal 3
Launch of new social security benefits

To deliver the 17 planned benefits under the Programme Business Case, we will launch the three remaining benefits; Carer’s Additional Person Payment, Pension Age Disability Payment and Pension Age Winter Heating Payment. Carer’s Additional Person Payment will be a new payment only delivered in Scotland to support carers who are caring for more than one person. While Pension Age Disability and Pension Age Winter Heating payment will allow us to replace and improve upon Attendance Allowance and Winter Fuel Payments.

Strategic context

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

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



Measuring our impact

We measure the impact of our work in several different ways – including listening to feedback from our clients and stakeholders – to allow us to continuously improve our service. We use our Internal Audit to provide valuable feedback and recommendations on our work. We will review our progress in relation to our strategic goals throughout the three years of this Corporate Plan.



Activity	What it tells us	Frequency
Internal performance information	Helps us understand how effective we are and informs how best to utilise our resources	Throughout the year
Stakeholder engagement	Informs our priorities, ensures accountability	Throughout the year
Client Survey	Provides insight on how we are delivering our services to the people who require them.	Annual
People Survey	Provides insight into how we are running as a service and how we can improve	Annual
People Plan	Ensures we are utilising our people in the right way to deliver an effective and efficient service underpinned by our values of Dignity, Fairness and Respect	Every three years
Business Plan	Our annual Business Plan helps us ensure we meet the strategic goals within our Corporate Plan by breaking down those goals into yearly objectives	Annual
Statistical publications	Provide us with important numerical data we need to show the impact we are making to people across Scotland and continuously improve our services	Quarterly
Annual Report and Accounts	Provides an annual snapshot to help us understand how we are progressing against the goals we have set within our Corporate and Business Plans	Annual

All publications are available on our website www.socialsecurity.gov.scot/publications

Social Security Scotland

Agnes Husband House
17 South Union Street
Dundee
DD1 4BF

Please ask us if you would like copies of this document in audio or visual format, large print, or in a community language. If you have any questions or feedback, please email **communications@socialsecurity.gov.scot**

This document is available on our website: **socialsecurity.gov.scot**

Published by Social Security Scotland September 2024

Follow Social Security Scotland

