



Social Security
Scotland

Tèarainteachd Shòisealta Alba

People Plan

2024 to 2027

Supporting our values,
Corporate Plan and Our Charter

Dignity,
fairness,
respect.



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Foreword

Nicola Rudnicki,
Deputy Director of People and Place



I'm proud to announce our People Plan for 2024 to 2027. Our people are fundamental in ensuring that everyone has a good experience when they interact with Social Security Scotland and this Plan outlines how we will lead and develop you to deliver that experience over the next three years and beyond.

I want to thank colleagues who took part in our summer workshops which helped us create this People Plan.

Your inputs were insightful and invaluable, and carefully considered as we were developing the Plan's strategic themes and activities.

This People Plan is an essential element in our aspiration to deliver a fantastic employee experience that supports and underpins the culture and values that are important to us all, and ensure we have the skills and capabilities and inclusive working environment the organisation needs. Our people also have the right to expect this, and the opportunity to grow and develop.

Over the last few years, we have increased the number of social security benefits we offer, evolved our ways of working and grown our workforce considerably. Now, as our benefits implementation programme nears completion, our focus must turn to continuous improvement of our services and our performance, clearly aligning these with our values to strengthen our culture. Our people are essential to make this happen.

We understand that our diverse workforce is the driving force behind good client experiences, so a key element in the Plan will be the embedding of diversity and inclusion principles through all our strategic themes and activities. It is mentioned specifically as an activity but will underpin everything else we take forward.

I am especially looking forward to publishing our Net Zero Strategy in 2025. This document will set out our obligations and plans to reduce the impact of our work on the climate, and this important priority will reach across every part of our organisation.

Our working environment has changed considerably over the last few years, and I would like to thank everyone for your flexibility about how we work and where we work from, in blended office and home environments. A key focus over the next three years will be in maximising our ability to work flexibly, embedding our integrated approach and adapting how we work. This People Plan strengthens our ability to do that.

It is essential we continue to develop our workspaces and technology while supporting our people to perform at their best every day, through exemplar recruitment, learning, leadership and wellbeing practices. Actively listening to our workforce to ensure we understand what they need to make that happen is central.

We have amazing people working in Social Security Scotland. Through this strategic People Plan we will support you to ensure we are fit for the future and equipped to deal with the challenges we face, whilst continuing to make Social Security Scotland a great place to work.

A handwritten signature in black ink, consisting of a stylized 'N' and 'R'.

Nicola Rudnicki
Deputy Director of People
and Place



Purpose

This is our People Plan 2024 to 2027. We have created this to help our organisation grow and develop over the next three years. Our people have helped us develop the plan, which makes a clear statement about how we value them and their contribution to achieving our main role of providing devolved benefits to the people of Scotland.

Over the next three years, we will face a number of challenges as we complete the introduction of devolved and new benefits and the closure of the Scottish Government's Social Security Programme which has been integral to our success to date. Our ability to provide these benefits efficiently and accurately will depend very much on our people, their skills, flexibility and spirit.

The plan explains how we will provide the support, development, resources and environment our people need to deliver our objectives, Our Charter and the principles of the Social Security Act. It also aims to make sure we provide a culture of diversity, opportunity and trust as well as a service where clients and our own people are treated fairly, with both dignity and respect.



How we will deliver our People Plan


Feedback from colleagues helped us shape the people outcomes we will achieve over the next 3 years. This input was assessed against our values, Corporate Plan and the principles set out in our Charter.

With a large, diverse workforce, we understand the importance of delivering our People Plan while mainstreaming equalities into our practices. This means we will consider and assess the equality impacts of everything we do as we deliver our plan.

Our leaders have a big part to play in understanding and delivering this plan in a way that works for our people. It is important our leaders embody inclusive leadership, honouring diversity and equality in everything we do, for the good of our people and our clients.

In delivering this plan, we will take a human-centred approach, where the engagement and wellbeing of our workforce is central to success. We know the organisation must provide the right structure and support to colleagues, alongside the right tools and training to do a good job. It is also important that colleagues show their support for the plan and the delivery of the activities it contains.

We will track progress by regularly measuring and reporting outcomes, while establishing clear accountability and performance governance. We will also use colleague and management information, and data insights to guide us.



Our strategic themes and activities

Our People Plan is based around 5 high-level themes, each of which is supported by main activities.

The table below details how the People Plan aligns to our values, our Corporate Plan and Our Charter.



Our People Plan

- Our health and wellbeing
- Resourcing our services
- Developing our people
- Defining how we work
- Improving our performance

Our Values

- Dignity
- Fairness
- Respect

Our Corporate Plan

- Operational delivery
- Critical digital maintenance
- Launch of new social security benefits
- Business Plan priorities
- Preparing for the future

Our Charter

- A People's Service
- Processes That Work
- A Learning System
- A Better Future

Our health and wellbeing



- We will update our [Health and Wellbeing plan](#) to make sure it is current and solutions-focused. This will support colleagues to improve their wellbeing and identify ways to optimise attendance across our organisation.
- We will continue to improve our health and safety management system, integrating wellbeing into our approach to practising health and safety to ensure a consistent approach to hazards and risk.
- We will mainstream diversity, equality and inclusion across everything we do, improving accountability whilst embedding our Equalities and Inclusive Communications Strategy via our updated framework of practice.
- We will work across Social Security Scotland to ensure the accessibility needs of our colleagues are a priority, and work to find solutions for accessibility functionality in our systems and processes. Our colleagues are our top priority. Their health, safety, and wellbeing are essential for Social Security Scotland to provide efficient and effective services to our clients.

Through this People Plan, we will evaluate and update our strategic wellbeing offer, and improve our Health and Safety Management System, integrating wellbeing into our overall approach towards health and safety. This will help ensure our offer is up to date, sponsored by leaders, and adds value to improve colleague wellbeing, while optimising attendance.

We are committed to ensuring our workplaces are safe and accessible and know how important it is to provide the right environment, tools, and support for effective work. We understand how important this is to our people, and will keep driving improvements wherever we can, especially in relation to accessibility.

Improving accountability through inclusive leadership, we will roll out a new Equalities strategy via our Equalities framework of practice. This will begin our journey to mainstreaming equalities into all of our policies and practices, boosting awareness, impact and capability.

To help achieve this we will work with the Council of Scottish Government Unions, the Internal Equalities Network, Operational Reference Group and other partners to develop and improve the service we offer to our colleagues, using their unique lived experiences to shape how we do this.

Supporting colleagues' health, safety and wellbeing lets our workforce deliver better services to clients. We will ensure colleagues are included in any changes and have the support they need to meet our priorities.

Resourcing our services



- We will enhance our talent management and succession planning processes, offering career pathways for those wanting to progress and broader and more focused skills and knowledge development options for those who are content in their role.
- Continuously improving our resourcing service, we will create and promote an efficient, inclusive resourcing experience for candidates, colleagues, and hiring managers.
- As the Scottish Government's Social Security Programme comes to an end in 2026, we will collaborate with colleagues across Social Security Scotland and the Programme to ensure a smooth service transfer of colleagues with the necessary skills, knowledge, and experience we need in the coming years.
- We will deliver a 5-year strategic workforce plan that ensures we have the people, skills and knowledge to meet our clients' needs and organisational objectives.

Since the organisation started, we have built a large, diverse workforce. Looking ahead, we know that supporting, retaining and developing members of our team with potential will be key to delivering high-quality client service.

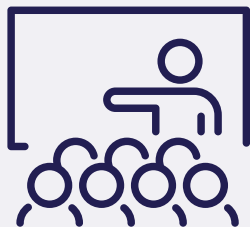
Over the next 3 years, we will focus on maintaining our services by working to retain and develop our people and improve our development programmes. We will progress our talent and succession planning approach, to provide access to job and career opportunities for those who want them, across all our sites. We will also value everyone who is content in their current role and not looking for progression at this time; by ensuring they have access to effective learning opportunities to help build their knowledge and expertise.

We will invest in the future workforce by offering targeted employability opportunities such as work experience, internships, and placements. When doing this, we will focus on positively impacting the diverse communities we serve, collaborating with external organisations, networks and groups, to inform how we do this.

In 2026, the Social Security Programme will close, and responsibility for the services that Programme currently provide, will transition to our organisation. We will be ready and able to welcome and support Scottish Government Programme colleagues who transition into new roles in Social Security Scotland as part of this.

By developing a 5-year strategic workforce plan, we will ensure that we continue to identify and prepare to meet our future staffing needs, including having an affordable workforce with the right skills, in the right roles, at the right time. This will include identifying future workplace and workforce trends to effectively model different resourcing options and meet skills, knowledge and capability demands.

Developing our people



- We will continue to evolve as a learning organisation over the next three years. Fostering continuous learning, and deepening professional knowledge at all levels, including for our leaders and managers.
- We will develop the necessary knowledge and skills in our workforce for both now and the future, supporting a continuous learning culture by providing targeted interventions in different formats, that our colleagues can access and utilise.
- Recognising the impact that technology has on what we do, we will build collaborative working partnerships to understand emerging technology requirements and develop appropriate learning packages which help our colleagues provide better service to our clients.

We are committed to maintaining a skilled and knowledgeable workforce ready for the future, focused on delivering high-quality public services. We will strive to be a true learning organisation by offering learning packages which build the future skills we need, linked to Civil Service professions and professional career pathways and frameworks, including the Operational Delivery Profession.

As an organisation which understands that our success is only achieved through our people, we want to help colleagues thrive both personally and professionally throughout their career within Social Security Scotland, and the wider Scottish Government family.

Social learning will be a key facet of our learning culture; with mentoring, job shadowing and peer-to-peer learning helping teams collaborate, and continuously improve. We will stay curious about our client base and the evolving work landscape, delivering cost-effective, impactful learning opportunities over the course of this People Plan.

We've refreshed our leadership and management development offer in 2024 and will use data and feedback to expand it over the next three years. This offer nurtures continuous improvement by cultivating high-potential, diverse leaders, promoting clear, accountable and inclusive leadership expectations.

Technology, in the form of our systems, automation and artificial intelligence, will shape how we work in the future and is likely to bring both opportunities and challenges. We know that colleagues need to have the right tools, information and training to use this properly, and we will work with other areas of the organisation to define what this looks like for us.

Defining how we work



- We will continue to review the Line Manager role across the organisation to more fully understand the responsibilities and asks of them, while they manage people in a hybrid working environment.
- We will play our part in tackling the climate emergency by considering the environmental impact of what we do in our roles and publishing our own Net Zero strategy by Spring 2025.
- We will work with Scottish Government colleagues to make Oracle Cloud work for us, listening to our colleagues' experiences and feedback. We will ensure the availability of learning and support functionality development whilst making best use of its new and improved features.

Our front line and enabling services have evolved significantly over the past six years. Following changes to our processes, systems and working environments, and with a large diverse workforce, working both at home and in offices across Scotland, it's time to review and refine our ways of working to make sure they remain inclusive, effective, and appropriate.

We will continue to review the role of the line manager to better understand the activities our line managers undertake, the responsibilities they have, the challenges they face and the barriers that stop them being as effective as they can be. From this we will keep refining what it means to be a line manager in Social Security Scotland, updating job roles where appropriate, so we can better support them to deliver for our people, and our organisation.

We will assess the impact Social Security Scotland has on our climate, and work to adapt and create long-lasting changes which reduce that impact. Over the next 3 years, we will integrate environmental considerations into every one of our roles and detail our commitments to this by publishing a Net Zero Strategy by Spring 2025.

Providing the right learning, tools and support; we will work to embed this strategy, with an environmental network for colleagues, making sure we work together to facilitate the necessary organisational and behavioural changes required over the coming years.

We will also continue to work with the Scottish Government over the coming months to further optimise Oracle Cloud so that it delivers the benefits and efficiencies everyone across the Scottish Government family is looking for, making sure it works for us.

Improving our performance



- We will implement and grow our Approach to Performance across the whole organisation. Supporting teams who have completed it and developing the next phase to drive further performance improvements using data and insight to shape how we do this.
- We will bring our Approach to Performance, our Values and the three Cs - Caring, Curiosity and Contribution – together, showing how they complement and support each other, so colleagues see how they can deliver performance activities with dignity, fairness and respect.
- We will explore the use of systems, processes, automation and other technology driven solutions to drive continuous improvement and required efficiencies.
- We will use our work to bring a people focus to the design and implementation of the Future Service Delivery Model. Providing customer-focused organisation design, and inclusive people-centred outcomes.

Our workforce has a lot to be proud of, delivering benefits to eligible clients across Scotland every day. We are now ready to build on this effort; and improve our performance to provide a better service to the people of Scotland.

Our Approach to Performance has already sped up processing times while connecting colleagues, ensuring eligible clients receive the correct benefits, faster. In the coming years, we will roll this approach out to all teams and introduce additional phases to build on this initial success. This will help us learn more about clients, design better services, and assess performance regularly, while keeping clients central to all processes and services.

Alongside this we will clearly integrate our approach to performance with our values and the ‘three Cs’ so our people can be clear on what is expected of them and confident that they are delivering a performance focused service that keeps dignity, fairness and respect at its heart.

Continuous Improvement will be essential to maintain the efficiencies and benefits arising from a stronger emphasis on performance. We will adopt an evidence-based approach, fostering a culture of care, curiosity, and contribution - keeping our guidance current, and providing training to enable that improvement focus.

The implementation of our Future Service Delivery Model will reshape Social Security Scotland, as we integrate key elements of the Scottish Government’s Social Security Programme. We will work with colleagues so that people remain central in this process, and to ensure we invest the right energy and resource in developing our culture further to create the future organisation we can all be proud of.

Aligning our People Plan to Our Charter, Corporate Plan and values

People Plan Strategic Theme		Our Charter				Values			Corporate Plan				
		A People Service	Processes That Work	A Learning System	A Better Future	Dignity	Fairness	Respect	Operational Delivery	Critical Digital Maintenance	New Social Security Benefits	Business Plan Priorities	Preparing For the Future
Looking after our health and wellbeing	We will update our Health and Wellbeing plan to make sure it is current, and solutions focused. This will support colleagues to improve their wellbeing and identify ways to optimise attendance across our organisation.	✓		✓		✓	✓	✓	✓			✓	✓
	We will continue to improve our health and safety management system, integrating wellbeing into our approach to practising health and safety to ensure a consistent approach to hazards and risk.	✓	✓	✓		✓		✓				✓	✓
	We will mainstream diversity, equality and inclusion across everything we do, improving accountability whilst embedding our equalities and inclusive communications strategy via our updated framework of practice.	✓		✓		✓		✓				✓	✓
	We will work across Social Security Scotland to ensure the accessibility needs of our colleagues are a priority, and work to find solutions for accessibility functionality in our systems and processes.	✓		✓	✓	✓	✓	✓		✓		✓	✓
Resourcing our services	We will enhance our talent management and succession planning processes, offering career pathways for those wanting to progress and broader and more focused skills and knowledge development options for those who are content in their role.	✓		✓			✓	✓				✓	✓
	Continuously improving our resourcing service, we will create and promote an efficient, inclusive resourcing experience for candidates, colleagues, and hiring managers.	✓	✓	✓		✓	✓	✓			✓	✓	✓
	As the Scottish Government's Social Security Programme comes to an end in 2026, we will collaborate with colleagues across Social Security Scotland and the Programme to ensure a smooth service transfer of colleagues with the necessary skills, knowledge, and experience we need in the coming years.	✓		✓		✓	✓	✓	✓	✓		✓	✓
	We will deliver a 5-year strategic workforce plan that ensures we have the people, skills and knowledge to meet our clients' needs and organisational objectives.	✓		✓			✓	✓	✓		✓	✓	✓

Developing our people	We will continue to evolve as a learning organisation over the next three years. Fostering continuous learning, and deepening professional knowledge at all levels, including for our leaders and managers.	✓		✓	✓		✓		✓	✓		✓	✓
	We will develop the necessary knowledge and skills in our workforce for both now and the future, supporting a continuous learning culture by providing targeted interventions in different formats, that our colleagues can access and utilise.	✓		✓	✓		✓		✓			✓	✓
	Recognising the impact that technology has on what we do, we will build collaborative working partnerships to understand emerging technology requirements, and develop appropriate learning packages which help our colleagues provide better service to our clients	✓	✓	✓	✓		✓		✓	✓		✓	✓
Defining how we work	We will continue to review the Line Manager role across the organisation to more fully understand the responsibilities and asks of them, while they manage people in a hybrid working environment.	✓		✓	✓		✓		✓		✓	✓	✓
	We will play our part in tackling the climate emergency by considering the environmental impact of what we do in our roles and publishing our own Net Zero strategy by Spring 2025.	✓		✓		✓						✓	✓
	We will work with Scottish Government colleagues to make Oracle Cloud work for us, listening to our colleagues' experiences and feedback. We will ensure the availability of learning and support functionality development whilst making best use of it's new and improved features.	✓		✓			✓	✓		✓		✓	✓
Improving our performance	We will implement and grow our Approach to Performance across the whole organisation. Supporting teams who have completed it and developing the next phase to drive further performance improvements using data and insight to shape how we do this.	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
	We will bring our Approach to Performance, our Values and the three Cs – Caring, Curiosity and Contribution – together, showing how they complement and support each other, so colleagues see how they can deliver performance activities with dignity, fairness and respect	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓
	We will explore the use of systems, processes, automation and other technology driven solutions to drive continuous improvement and required efficiencies.	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
	We will use our work to bring a people focus to the design and implementation of the Future Service Delivery Model. Providing customer-focused organisation design, and inclusive people-centred outcomes.	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓

Measuring our success - indicative delivery plan

We need to measure our progress and success to make sure the activities we are providing are contributing to the improvements we want to see. We will therefore measure our success against the activities listed under each Strategic Theme and report on the progress of these activities to the People and Place Forum and People and Place Divisional Senior Leadership Team.

We will carry out 6 monthly checks to confirm that our strategic themes and activities continue to be in line with our Organisational priorities, and yearly reviews to make sure they continue to align with the Our Charter and the principles of the Social Security Act.

We will use data and insights to inform our progress and incorporate Benchmarking with other similar organisations where we can set this up.

People Plan Strategic Theme		Deliverable	Indicative delivery
Looking after our health and wellbeing	We will update our Health and Wellbeing plan to make sure it is current, and solutions focused. This will support colleagues to improve their wellbeing and identify ways to optimise attendance across our organisation.	Updated health and wellbeing plan Absence rates Benchmarking	2025 (ongoing)
	We will continue to improve our health and safety management system, integrating wellbeing into our approach to practising health and safety to ensure a consistent approach to hazards and risk.	Health and Safety strategy Improved Health and Safety Management System, Reduced incidents/accidents	By 2027 (started, ongoing)
	We will mainstream Diversity, Equality and Inclusion across everything we do, improving accountability whilst embedding our Equalities and Inclusive Communications strategy via our updated framework of practice.	Equalities and Inclusive Communications strategy Revised framework of practice	2025 (ongoing)
	We will work across Social Security Scotland to ensure the accessibility needs of our colleagues are a priority, and work to find solutions for accessibility functionality in our systems and processes.	Community of practice	2025 (started, ongoing)
Resourcing our services	We will enhance our talent management and succession planning processes, offering career pathways for those wanting to progress and broader and more focused skills and knowledge development options for those who are content in their role.	Revised talent approach	2025 (started, ongoing)
	Continuously improving our resourcing service, we will create and promote an efficient, inclusive resourcing experience for candidates, colleagues, and hiring managers.	Improved feedback Benchmarking	2026 (started, ongoing)
	As the Scottish Government's Social Security Programme comes to an end in 2026, we will collaborate with colleagues across Social Security Scotland and the Programme to ensure a smooth service transfer of colleagues with the necessary skills, knowledge, and experience we need in the coming years.	Successful transition of service and colleagues.	2026
	We will deliver a 5-year strategic workforce plan that ensures we have the people, skills and knowledge to meet our clients' needs and organisational objectives.	5-year strategic workforce plan	By 2027 (date to be confirmed)

Developing our people	We will continue to evolve as a learning organisation over the next three years. Fostering continuous learning, and deepening professional knowledge at all levels, including for our leaders and managers	Improved learning offer Improved colleague feedback	By 2027 (started, ongoing)
	We will develop the necessary knowledge and skills in our workforce for both now and the future, supporting a continuous learning culture by providing targeted interventions in different formats, that our colleagues can access and utilise.	Improved learning offer Improved colleague feedback	By 2027 (started, ongoing)
	Recognising the impact that technology has on what we do, we will build collaborative working partnerships to understand emerging technology requirements, and develop appropriate learning packages which help our colleagues provide better service to our clients	Emerging technology learning offer	By 2027 (started, ongoing)
Defining how we work	We will continue to review the Line Manager role across the organisation to more fully understand the responsibilities and asks of them, while they manage people in a hybrid working environment.	Reviewed line manager role	2025 (date to be confirmed)
	We will play our part in tackling the climate emergency by considering the environmental impact of what we do in our roles and publishing our own Net Zero strategy by Spring 2025.	Net zero strategy	2025 (ongoing)
	We will work with Scottish Government colleagues to make Oracle Cloud work for us, listening to our colleagues' experiences and feedback. We will ensure the availability of learning and support functionality development whilst making best use of it's new and improved features.	Reduction in errors/issues	2026
Improving our performance	We will implement and grow our Approach to Performance across the whole organisation. Supporting teams who have completed it and developing the next phase to drive further performance improvements using data and insight to shape how we do this.	Approach to performance – all teams complete Phase 1	By 2025 (started, ongoing)
	We will bring our Approach to Performance, our Values and the three Cs – Caring, Curiosity and Contribution – together, showing how they complement and support each other, so colleagues see how they can deliver performance activities with dignity, fairness and respect	Approach to Performance – all teams complete Phase 1	By 2025 (started, ongoing)
	We will explore the use of systems, processes, automation and other technology driven solutions to drive continuous improvement and required efficiencies.	Organisational design	By 2027 (started, ongoing)
	We will use our work to bring a people focus to the design and implementation of the Future Service Delivery Model. Providing customer-focused organisation design, and inclusive people-centred outcomes.	Organisational design	By 2027 (date to be confirmed)



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