



Social Security Scotland  
Tèarainteachd Shòisealta Alba

# People Report

Executive Advisory Board

November 2021

**Dignity, fairness, respect.**

*Data produced from published Scottish Government Statistics*

# Key Activity

July – September 2021



Social Security Scotland  
Tèarainteachd Shòisealta Alba

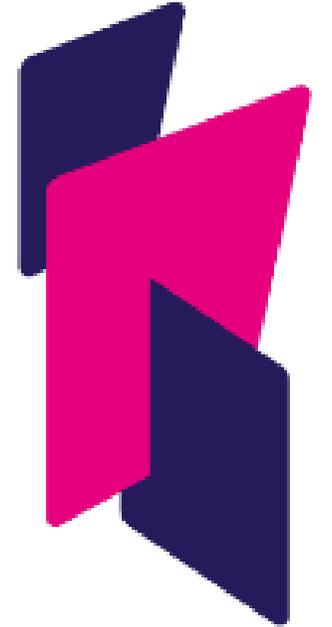
- ◆ These slides will highlight key people data metrics as at 30 September 2021 from data provided by Scottish Government Corporate Analytical Services.
- ◆ Information about ongoing work to recruit and support during continued homeworking has also been provided.



# Key Points

July – September 2021

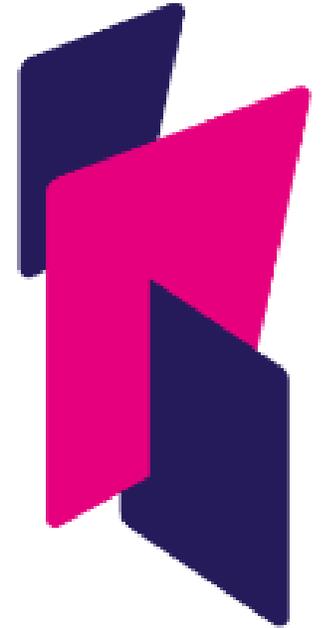
- ◆ Headcount continues to grow in line with our expectations for delivery of disability payments.
- ◆ Temporary headcount is increasing for roles we need to get us over periods of high activity but won't be needed longer term.
- ◆ We still have a high percentage of staff who have not provided their diversity data and we will continue to work towards improving this to reduce the number of 'unknowns' in our data.
- ◆ We have a higher proportion of female staff than the Scottish population estimates.
- ◆ We are getting closer to reflecting the Scottish population on ethnicity and LGBTQ, but still have some work to do on disability.
- ◆ Our average working days lost has increased by [redacted] this quarter, mainly due to a significant increase in Covid related absences.



# Key Activity - Contents

July – September 2021

- ◆ Staffing as at 30 September 2021
- ◆ Staff by Location
- ◆ Staff Turnover
- ◆ Age Profile
- ◆ Diversity
- ◆ Recruitment
- ◆ Learning & Development Activity



- ◆ Average Working Days Lost
- ◆ Sickness Absence
- ◆ Covid Sickness Absence
- ◆ Wellbeing Service Launch and Delivery
- ◆ People Advice & Support Team Sessions
- ◆ People Advice & Support Team Case Workloads

# Total Staffing by FTE and Headcount

As at 30 September 2021



Staffing as at 30 September 2021		
	FTE	Headcount
Permanent	[redacted]	[redacted]
Temporary (directly recruited)	[redacted]	[redacted]
Temporary (agency staff)	[redacted]	[redacted]
<b>Total</b>	[redacted]	[redacted]

[redacted]

# Directly Employed Staff by FTE

By Quarter, September 2018 – September 2021



[redacted]

[redacted]

# Staff Headcount by Location

Quarter 2 (June 2021) into Quarter 3 (September 2021)



[redacted]

- ◆ Overall headcount since June 2021 has increased by [redacted] in Quarter 3.
- ◆ As at 30 September 2021, almost two thirds (62%) of staff are based in Glasgow, an increase of [redacted] staff in Quarter 3.
- ◆ Just under 29% of staff are based in Dundee, an increase of [redacted] in Quarter 3.
- ◆ And 9% of staff are based at other locations, an increase of [redacted] in Quarter 3.

# Staff Turnover

By Quarter, September 2020 – September 2021



- ◆ Traditional turnover shows those whose employment has ended but who have not moved to other roles in Scottish Government.

# Age Profile

As at September 2021



[redacted]

# Diversity

As at September 2021 - Gender | Disability | Sexual Orientation



[redacted]

[redacted]

[redacted]

# Diversity

As at September 2021 - Ethnicity | Religion | Marital Status



[redacted]

[redacted]

[redacted]

# Diversity Comparison

Social Security Scotland vs SG core vs Scottish Population Sept 2021



[redacted]

[redacted]

- Gender:
- Scottish population data source: [Mid-2016 Population Estimates](#)

- Ethnicity:
- For comparison purposes, 'prefer not to say' and 'unknown' have been excluded from the SG and Social Security Scotland figures.

# Diversity Comparison

Social Security Scotland vs SG core vs Scottish Population Sept 2021



[redacted]

[redacted]

- Disability:
- Scottish population data source:  
[Scottish Surveys Core Questions 2017](#)

- Sexual Orientation:
- For comparison purposes, 'prefer not to say' and 'unknown' have been excluded from the Scottish Government and Social Security Scotland figures.

# Recruitment

## Volume Recruitment

- ◆ The Volume Recruitment Project successfully launched on the 29 September with 10 substantial campaigns now live which have attracted over 9,500 applications. These will capture more than 500 posts for Adult Disability Payment and provide backfill positions for existing vacancies.



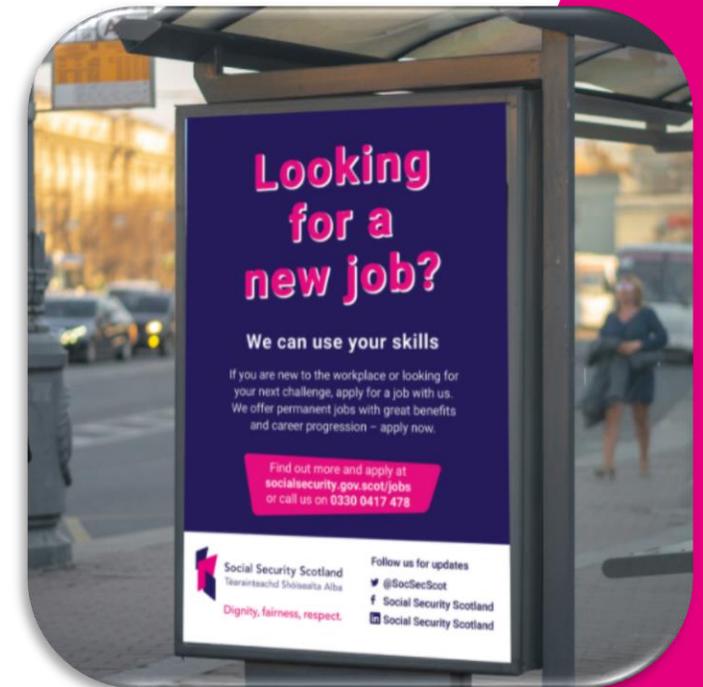
- ◆ Campaigns are live for A3, B1 and B2 jobs in Glasgow, Dundee, and various other locations across Scotland.

# Recruitment

## Volume Recruitment



- ◆ Application numbers are very positive. We believe the [First Minister's jobs announcement on 29 September](#) and related social media activity has helped significantly increase the number of applications.
- ◆ Large scale marketing is now live which is also supporting a sustained increased in application numbers. Advertising includes marketing on buses, bus stops, social media platforms, and online job boards.
- ◆ The first candidates from this process are expected to join Social Security Scotland in February 2022.



# Recruitment

## Young Person's Guarantee

- ◆ Social Security Scotland has committed to participate in the Young Person's Guarantee in 2021/22.
- ◆ The Young Person's Guarantee aims to provide every young person (aged 16-24) the opportunity of a job, apprenticeship, education, training or volunteering.



# Recruitment

## Specialist recruitment - Modern Apprentices and Internships

- ◆ We will deliver on our Young Person's Guarantee commitment by offering 40 Modern Apprenticeship placements, 20 paid work experience opportunities and 40 internships for young people. We are also keen to attract applications from those who face additional barriers to the workplace, such as disabled and minority ethnic candidates.
- ◆ So far we have recruited [redacted] Modern Apprentices and [redacted] Internships.
- We have launched our Modern Apprenticeship campaign, with over 260 applications with start dates planned for early 2022.



# Recruitment

## Health and Social Care Recruitment

We have been actively recruiting for Health and Social Care professionals and have successfully secured the following permanent appointments:

- ◆ One Head of Operations
- ◆ Two Education and Development Leads
- ◆ Three Service Managers
- ◆ Two Senior Practitioners for Child Disability Payment
- ◆ Eight Senior Practitioners for Adult Disability Payment
- ◆ Eight Practitioners for Child Disability Payment,



# Recruitment

## Health and Social Care Recruitment



- ◆ We will continue to grow this workforce over the financial year. We are now progressing with the recruitment of Practitioners for Adult Disability Payment and have had a positive response from the first campaign, with 78 applicants.
- ◆ We are utilising online job boards and social media to raise awareness and attract candidates. We are also utilising our new LinkedIn licence to engage with potential candidates.
- ◆ We have adapted the recruitment process so there is a stronger focus on professional skills and experience.

# Recruitment

## Applicant Tracking System



- ◆ We are working collaboratively with our Scottish Government colleagues to implement a system to replace Vacancies Online.
- ◆ We have entered the user acceptance testing Phase.  
Team members are currently testing every element of the new system ahead of the proposed launch date of the 13 December 2021.
- ◆ The implementation of the new system comes at a period of exponential growth for the organisation and will facilitate higher levels of efficiency for the resourcing team and will allow for a far superior candidate experience than was previously offered.

# Learning and Development Activity

July – September 2021



- ◆ Lessons learned from CDP pilot have been incorporated into training materials for CDP National and ADP Pilot.
- ◆ This and continuous development of our existing training materials to improve our new staff member experience continue to be the main focus over the coming quarter as we support the national rollout of Child Disability Payment and the pilot of Adult Disability Payment.
- ◆ Over recent months, activity has been focussed on the launch of Child Disability Payment with the facilitation of 31 training groups, providing colleagues with the skills and knowledge to support the National launch. This is across a variety of job roles and teams primarily in Client Services Delivery (Operations and Local Delivery teams) and Clinical Operations (Practitioners).

# Learning and Development Activity

July – September 2021

- ◆ Planning activity continues to ensure we can meet the requirements for further benefit launches and volume recruitment.
- ◆ Lived experience continues to be key feature of learning routeways with additional time also given to training in SPM.
- ◆ In collaboration with Public Health Scotland we launched a suite of eLearning content that supports our knowledge of health inequalities and enhances lived experience.
- ◆ Recruitment activity underway to ensure the team are fully resourced to meet upcoming commitments.



# Learning and Development Activity

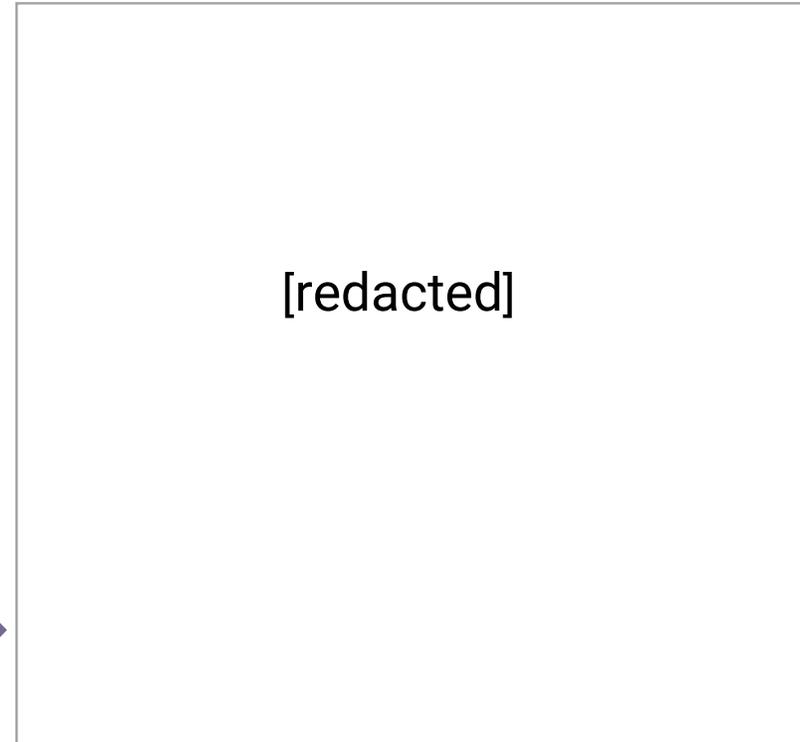
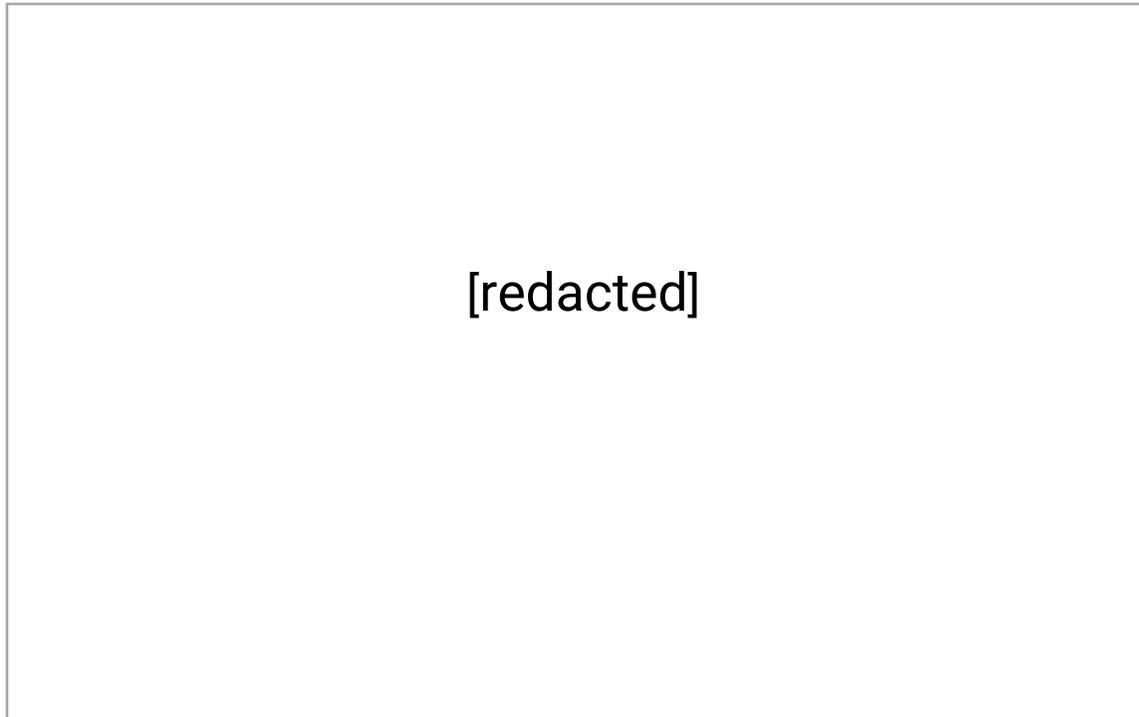
July – September 2021



- ◆ Design underway for the launch of management and leadership development programmes for people and project managers in B1 to B3 grades.
- ◆ We are piloting a series of workshops and content between November 2021 and March 2022.
- ◆ We have developed and are embedding mentoring and coaching networks into our learning culture.
- ◆ In October 2021, we launched our resources (with a dedicated tile) on the Pathways learning platform to promote our learning offer to staff.

# Average Working Days Lost (AWDL)

Scottish Government vs Social Security Scotland



# Average Working Days Lost

Comparison data with other Agencies within Scottish Government



[redacted]

[redacted]

- ◆ Social Security Scotland has a significantly higher headcount when compared to the next largest agencies within Scottish Government however it has the lowest Average Working Days Lost.

# Average Working Days Lost (AWDL)

Short term AWDL vs Long term sick AWDL, July – Sept 2021



[redacted]

[redacted]

- ◆ In Q3 in Social Security Scotland, AWDL was evenly split between short term sickness and long term sickness.

# Sickness Absence Reasons

October 2020 – September 2021

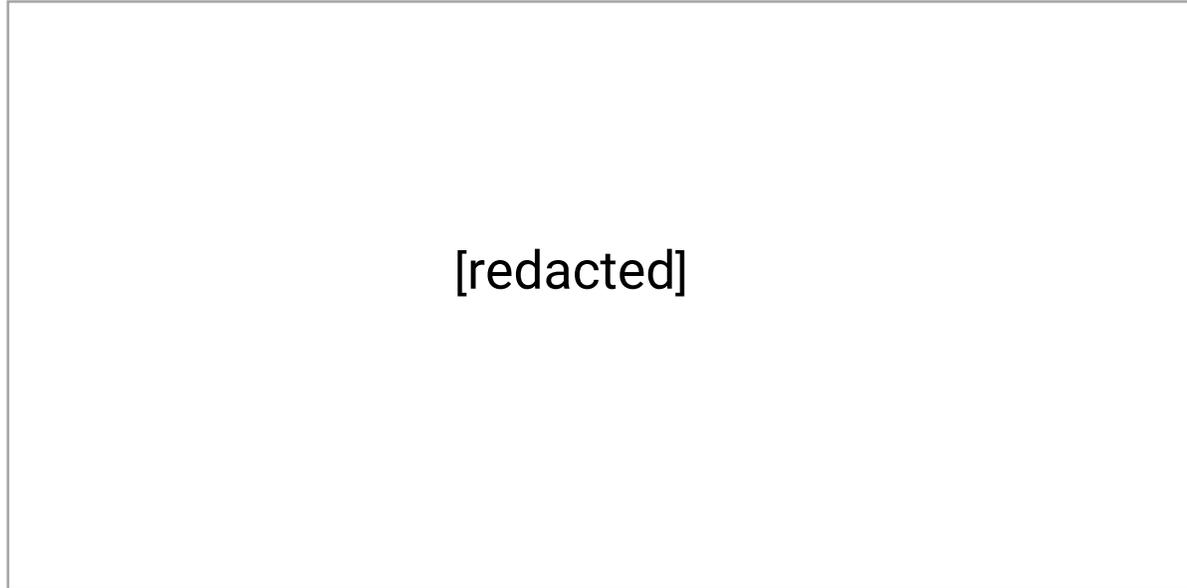


[redacted]

- ◆ The top 3 sickness absence reasons were:
  - ◆ Stress / Anxiety
  - ◆ Respiratory (including Covid)
  - ◆ Mental
- ◆ The People Advice and Support Team have an **Early Support Initiative** in place and make contact with managers at the earliest stage of any absence to ensure all support in place for individual.

# Periods of Absence

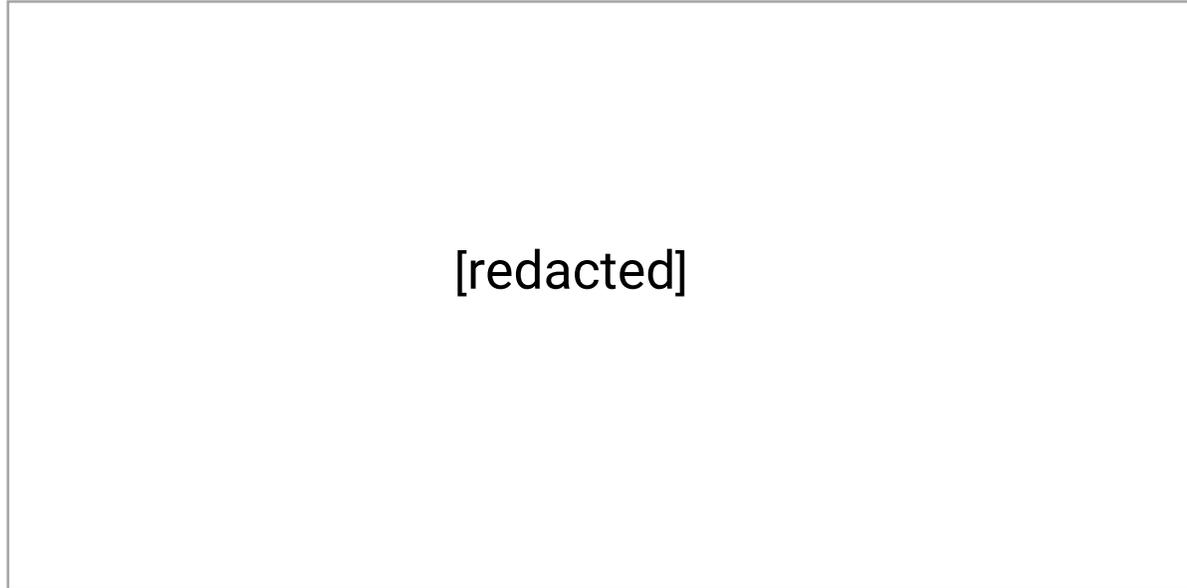
October 2020 – September 2021



- ◆ In the last year, [redacted] of Social Security Scotland staff have no recorded sickness absence, [redacted] had one period of sickness absence and [redacted] had two or more periods of sickness absence recorded. These figures are slightly lower than for Scottish Government staff.

# Absence Duration

October 2020 – September 2021



- ◆ Just [redacted] of staff were absent due to sickness for up to 8 days, whilst [redacted] of staff were recorded as having sickness absence for 11+ days.

# Covid Sickness Absence

March 2020 – September 2021



Quarter ending	Covid related absences
	Days
March 2020	172
June 2020	149
Sept 2020	20
Dec 2020	72 *
March 2021	80
June 2021	92
Sept 2021	364

- ◆ Covid related absences have significantly increased in the last quarter and are now at their highest level since the beginning of the pandemic
- ◆ Covid related absences across 2020-2021 have peaked and dipped during specific times that correlate with Scottish Government Guidance.
- ◆ We can see that during times of national lockdown/stay-at-home orders there have been fewer absences than during times of lockdown-easing.
- ◆ We can also see a large decrease in Special Leave being used in 2021 versus 2020.

# Covid Sickness Absence

Quarter 3 detail - July – September 2021



Quarter 3 June – Sept 2021	Covid related absences
Total days lost	364
Number of absences	65
Number of people with absence	61
Average length of absence	5.2
Longest absence (days)	15

- ◆ Total days lost due to Covid related absence peaked in this quarter, and can be attributed to general national lockdown easing (the average days lost each quarter was 98 for the last 6 quarters).
- ◆ During this quarter, 61 people across Social Security Scotland were absent with Covid related absence on a total of 65 separate occasions.
- ◆ The longest duration Covid related absence was 15 days, and the average length of absence was 5.2 days (just under the average of 5.4 for all absence reasons).

# People Advice and Support Sessions

Sessions delivered between July to September 2021

18

Total sessions delivered

341

Total attendees

91

Total feedback responses gathered

- **People Advice Overview** – providing an overview of our team
- **FIKA Café: Intelligent Kindness** – Discussing using intelligent kindness to eliminate bullying and harassment in the workplace
- **Fairness at Work: Workshop** - what is bullying and harassment and the support our team gives to those raising fairness at work concerns
- **Lets Talk about Dementia** - Information about dementia - hosted by The Charity for Civil Servants, in partnership with our team
- **2021 Ways of Working:** How managers can support staff who are returning to offices, including the process of how to do this safely

## Forward Look - Quarter 4

- People Advice Overview
- Fairness at Work: Workshop
- Managers and Trade Union Partnership working
- Charity for Civil Servants Overview
- Manager Masterclass Pilot

# Wellbeing Support

## Wellbeing Partners



- ◆ **Two Wellbeing Partners** joined the People Advice and Support team in July, and the service they offer launched in September.
- ◆ The Wellbeing Partners will provide confidential and non-judgmental services to staff and managers on a broad range of subjects to support wellbeing.
- ◆ This will include **wellbeing advice, information and support, counselling** and **signposting** to other support services as well as taking a **strategic approach to shaping and managing our wellbeing offer** to ensure it meets the needs of individuals and the organisation.

# Wellbeing Cases

Since our Wellbeing Service launch in September 2021



- ◆ With the support of the wider People Advice and Support team, our Wellbeing Partners have created and shaped our Wellbeing Service, including the creation of a counselling contract and a successful procurement exercise to secure an external clinical supervisor to ensure ethical practice.



Total requests for 1-1 counselling



Staff engaged in wellbeing sessions



General wellbeing advice given



Other offering / advice provided



Case ongoing



Withdrew their request

- ◆ Our Wellbeing Service has had 12 requests for 1-1 counselling (described as wellbeing sessions).
- ◆ 6 staff have engaged in confidential wellbeing sessions with one of the Wellbeing Partners
- ◆ We have met our target to ensure that enquiries are responded to within 24 hours

# Wellbeing Sessions

Awareness sessions delivered by Wellbeing Partners since Sept 2021

6

Total sessions delivered

90%

Positive feedback

52

Future wellbeing sessions planned

- **Wellbeing Overview** – an overview of our Wellbeing Service
- **Menopause Awareness** – raising awareness of the various menopause stages and offering support and guidance in relation to those affected by the menopause

## Some positive feedback received

*"Thanks so much for such a useful session."*

*"I really enjoyed it and learned so much."*

*"Thank you for an extremely insightful session."*



# Wellbeing Service

Future Look: October 2021 onwards



- ◆ **Continue to communicate Wellbeing Service launch** by sharing our message with the business through group and team sessions
- ◆ **Create and deliver a Festival of Wellbeing** for staff across the organisation
- ◆ Use our feedback survey after each session to **understand our people's needs** and ensure that our Wellbeing Service is shaped to fit current and prospective service users
- ◆ Carry out and complete an **Equality Impact Assessment** to support the Health and Wellbeing Plan
- ◆ Manage and support the organisation's team of **Mental Health First Aiders**

# People Advice and Support Team

Case workloads: July – September 2021

68 cases

## PERFORMANCE

- ◆ 2 open performance cases, both being managed informally

## SICKNESS ABSENCE

- ◆ 17 open cases including 10 open long term cases (>4 weeks)
- ◆ 13 absence cases closed
- ◆ 8 occupational health referrals submitted

## FAIRNESS AT WORK

- ◆ 0 fairness at work cases received

## PROBATION

- ◆ 3 cases: 2 closed - 1 probation warning/extension, and 1 no further action. 1 open case, informal / supporting

## DISCIPLINARY

- ◆ 3 disciplinary cases, 2 cases have concluded, 1 case ongoing and being dealt with formally

## TRIBUNAL

- ◆ 1 tribunal case in progress

# Inbox Queries

People Advice and Wellbeing Inboxes: July – September 2021



To support the launch of the Wellbeing Service, our Wellbeing Partners set up a new inbox for queries from staff: **wellbeing@socialsecurity.gov.scot**

Between July to September our team received the following number of queries into our team email inboxes:

## People Advice Inbox



Up 34% / +78 queries since last quarter

## Wellbeing Inbox\*



*\*newly set up this quarter*



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Thank you

# People Report

Executive Advisory Body

November 2021