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Chief Executive’s foreword

As the first Chief Executive of Social Security Scotland, I am very conscious that we are doing a lot of things for the first time. This, for example, is the first iteration of Social Security Scotland’s Corporate Plan.

Doing things for the first time presents great opportunities – to do things differently and do them better. To deliver on the promise of a social security system based on the principle that social security is a human right.

This interim Corporate Plan explains what we are here to do – which is to administrate the Scottish social security system effectively, in accordance with the principles for social security set out in the Social Security Scotland Act 2018 – and how we will go about doing it.

We are still at an early stage of our development as an organisation. For example, you will find references, throughout this document, to the Social Security Charter. What you won’t find, is anything that tells you what the Charter says and what its requirements are.

The Charter is still under development, through a process of consultation, research and engagement – in particular, with a specially-convened group of people drawn from the volunteers on the Scottish Government’s Experience Panel, who have lived experience of the current UK social security system.

This is one example of the many different work-streams that are currently going on and that, put together, make up the whole of a wider Scottish Government Programme for social security.

We are taking on new benefits one at a time, starting with ‘Wave 1’, which means our new Carer’s Allowance Supplement, then the Best Start Grant, Funeral Expenses Assistance and Young Carer Grant.

The delivery of ‘Wave 2’ benefits, including the Scottish replacement for Personal Independent Payment and other forms of support for people with long-term illnesses, injuries or impairments, is still in development by a wider Scottish Government Programme.

For that reason, because this document only talks about the things that Social Security Scotland (as opposed to other parts of the Scottish Government) will be doing, it is being published on an interim basis and it covers a shorter period than Corporate Plans usually do – roughly a year, up until we have successfully delivered Wave 1.

This is because our plans will need to be updated, at shorter intervals than normal, to reflect the change that Social Security Scotland is going through. Next year, we will publish an updated version of this document, that will say more about the period beyond Wave 1.

This will take account of the feedback we receive. As with all we do, Social Security Scotland’s Corporate Plan will be shaped by the views and input of our stakeholders and the people we serve.

Next year, we will also publish Social Security Scotland’s first Business Plan, that will look in more detail at how we will deliver on the objectives set out in this document. We will also publish our first Annual Report in late 2019, which will provide information on our performance over this first, short period of Social Security Scotland’s life.

Much has happened in the run-up to the publication of this document. We have opened our headquarters in Dundee, concluded recruitment for our first cohort of client advisors, and begun to set up our local presence around the country, to provide face-to-face support in communities across Scotland.

But there is still much to do. By the time we publish our updated Corporate Plan, we will have made our first payments, we will have taken on more people and we will be further towards the delivery of Wave 2.

Time and time again, in our continuing engagement with people across Scotland, my colleagues and I have been told that what matters is not just that we make the right payments, to the right people at the right time but also that make sure that people feel that their experience of social security in Scotland is a positive one.

Social Security Scotland is committed to delivering that positive experience and to becoming an organisation that everyone in Scotland can be proud of. By starting off with this ambition, I think we’re already one step closer to ensuring that, whenever people come to us for the first time, we give them that positive experience, at the first time of asking.

David Wallace
Chief Executive
August 2018
Senior Leadership team

David Wallace
Chief Executive

David has extensive experience in leading the delivery of public services in Scotland. He has held service delivery leadership roles as Chief Executive of Disclosure Scotland, Chief Executive of Student Awards Agency Scotland and Deputy Chief Executive of Accountant in Bankruptcy. These roles follow a long career in the Scottish Government in various policy posts. David is responsible for the set-up of Scotland’s most significant new public service since devolution. He is accountable to the Scottish Government, Scottish Ministers and the Scottish Parliament. He leads the Senior Leadership Team who support him in his responsibilities.

James Wallace
Head of Finance

James is an experienced Scottish Government finance specialist. His previous roles include Director of Corporate Services for Disclosure Scotland and Head of Finance for Accountant in Bankruptcy. Prior to this, James worked for Audit Scotland as a Senior Auditor covering Central Government functions and NHS. James is responsible for the Finance Unit within the Scottish Government Social Security Directorate. The Unit provides finance advice and support to the Directorate, including Social Security Scotland. James also oversees Social Security Scotland’s counter fraud team.

Mo Rooney
Head of Governance and Strategy

Mo is an experienced Scottish Government policy and strategy specialist. She joined Scottish Government from the voluntary sector and has held a range of policy roles, alongside roles in the First Minister’s Private Office. Mo leads the Governance and Strategy Unit, which is responsible for ensuring Social Security Scotland is clear about what we are doing, why, how and for reporting on this. The Unit manages internal governance structures and processes. Mo also leads on change and improvement, the strategic approach to ensuring that we model our values of dignity, fairness and respect.

Tracy McIntyre
Head of Operations

Tracy is experienced in the delivery of large scale service operations. She joined the Scottish Government from Forth Estuary Transport Authority, taking on an operational post in Disclosure Scotland where she was ultimately Director of Disclosure Services. Tracy leads the Operations Unit. As each benefit goes live, the Unit is responsible for the delivery of services, from our headquarters in Dundee. This includes mail, print, scan, helpdesk, processing, decision making and face-to-face support. The Unit also works with the Social Security Programme to ensure that the services they are designing for the delivery of each benefit will work operationally.

Ally MacPhail
Head of Corporate Services

Ally is a corporate services specialist. He joined the Scottish Government from the retail and leisure sector, developing a depth of experience through a range of human resource roles. Ally is responsible for Corporate Services. This includes ensuring that we have the right people in place to deliver our service and providing them the induction and training required. Corporate Services will ensure that we have suitable accommodation in Dundee, Glasgow and local communities. In addition, they will have responsibility for managing travel.

Miriam Craven
Head of Local Delivery and Client Experience

Miriam is a customer service and engagement specialist. She joined the Scottish Government from the leisure sector, working for Student Awards Agency Scotland, where she ultimately held the role of Director of Policy and Engagement. Miriam is responsible for Local Delivery and Client Experience. This includes leading on face-to-face delivery which, once fully operational, will be a service available in local areas across the country. The Unit 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.
Governance structure

Scottish Government

Scottish Ministers
Scottish Ministers are accountable to Parliament for the functions and performance of the Agency.

Permanent Secretary
The Permanent Secretary of the Scottish Government is the Principal Accountable Officer for the Scottish Administration.

Social Security Scotland
Administrate the Scottish social security system effectively, in accordance with the principles and Charter.

Scottish Parliament
The Scottish Parliament has powers to create devolved benefits and the Social Security (Scotland) Act 2018 provides for types of assistance that will be created using those powers.

Audit Scotland
Scrutinise Social Security Scotland to give independent assurance to the people of Scotland that public money is spent properly, efficiently and effectively.

Executive Advisory Body will consider overarching strategy, direction, governance and act as a critical friend by providing constructive challenge to the Chief Executive and his leadership team.

Audit and Assurance Committee will provide independent scrutiny of strategic approach to risk, control and governance, accounting policies and accounts, and audit plans and results.

Social Security Scotland Senior Leadership Team is responsible for developing strategies, plans and managing the day-to-day management of the organisation.

Key

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<th>Scrutiny</th>
<th>Delegated Authority</th>
<th>Accountability</th>
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Social Security Programme

The Social Security Programme refers to the way that the Scottish Government is managing its work to design, build and implement the new Scottish social security system and to make arrangements for the delivery of new Scottish benefits.

The Social Security Programme is separate from Social Security Scotland.

The Programme has its own management and governance arrangements, headed by a Programme Board which is chaired by the Scottish Government's Director General for Organisational Development and Operations (Sarah Davidson).

These arrangements are separate from the Social Security Scotland's governance structure – which is made up of the Senior Leadership Team, Executive Advisory Body, and Audit and Assurance Committee.

The Social Security Programme has a separate budget from Social Security Scotland and spending by the Programme will not be covered in our annual accounts – or other audit and financial reporting arrangements.

The Social Security Programme is not an IT programme, it is a design and delivery programme supported by digital channels and solutions. It is also the largest, most complex, piece of devolution the Scottish Government has undertaken.

The Social Security Programme is delivering the components of our new Scottish social security system on an incremental, benefit-by-benefit basis. For example – the Programme, and not Social Security Scotland, is currently developing the process by which assessments for disability benefits will be carried out. This is because the evidence that we have gathered from other public-sector programmes (both in Scotland and more widely) shows that this will give the Programme its best chance of success. In terms of delivering the benefits, this means that: first, the necessary systems and processes are designed, then they are built, then tested before they go live.

For example, the Social Security Programme has designed, built and tested all of the systems, processes and other requirements to deliver the new Carer’s Allowance Supplement.

These have now been handed over to Social Security Scotland to operate, and Carer’s Allowance Supplement has been launched as a new service, that we are responsible for delivering. Both Social Security Scotland and the Programme will learn from their experience in delivering Carer’s Allowance Supplement and that learning will be fed into the next benefit (the new Best Start Grant) and so on.

The complexity of the overall system that we are building, along with the incremental approach we are taking, means that there will be ‘tails’ of work, which the Social Security Programme will continue to deliver for us, even after we have commenced the operation of particular benefits.

For example, Social Security Scotland will agree with the Programme that it will continue to work on aspects of our IT systems, even after these systems are up and running.

This is not unusual, particularly in large-scale IT development projects and it reflects what is known as an ‘Agile’ approach, where products, such as IT systems or software, are regularly revised and updated, to move them closer and closer towards their ideal state.

It is likely that, over time, some staff will move from the Social Security Programme, to become part of Social Security Scotland. This will be kept under review, to ensure that we are able to recruit the right people, with the right skills, at the right time.

Social Security Scotland and the Programme will work closely, over the life-time of the Programme, as well as with other Directorates across Scottish Government, in order to ensure that our services are delivered to a high standard, are in line with Scottish Government policies and that feedback of clients appropriately inform policy development and ongoing work to reduce inequalities, alleviate poverty, and deliver a Fairer Scotland.
The purpose of Social Security Scotland is to administrate the Scottish social security system effectively, in accordance with the principles in the Act and Charter.

Social Security Scotland is an Executive Agency of the Scottish Government. This means that we are separate from the rest of the Scottish Government. The responsibility for making sure that Social Security Scotland is run well lies with our Chief Executive (David Wallace) and his senior leadership team. The Chief Executive answers to Scottish Ministers (in this case, the Cabinet Secretary for Social Security and Older People, Shirley-Anne Somerville MSP) and to the Scottish Parliament.

Social Security Scotland has been created to administrate the Scottish social security system effectively, in accordance with the principles in the Act and Charter. We exist in order to provide assistance, usually in the form of money, to people who qualify for various different types of support.

The rules, which say who is entitled to receive different types of support and assistance, are set out in the Social Security (Scotland) Act 2018 and in various sets of regulations – which are more detailed rules that will be established ahead of each benefit transferring to the Scottish Government.

We will need to do a number of different things in order to achieve our purpose, for example, we must make sure that we have secured appropriate buildings and facilities to carry out our work, make sure that there are staff available, to answer questions in person or on the telephone and make sure that we have processes and guidance in place for things like securely managing personal information or answering complaints.
Social Security Scotland will contribute to the Scottish Government’s wider outcomes based approach, which is set out in the National Performance Framework.

This means that our strategic objectives must fit into, and be aligned with, this larger national framework and must help the Scottish Government, overall, to also make progress towards the National Performance Framework outcomes.

Social Security Scotland’s focus on taking a rights-based approach to the delivery of social security in Scotland will support progress towards the National Performance Framework’s human rights outcome, which says –

“We recognise and protect the intrinsic value of all people and are a society founded on fairness, dignity, equality and respect. We demonstrate our commitment to these principles through the way we behave with and treat each other, in the rights, freedoms and protections we provide, and in the democratic, institutional and legal frameworks through which we exercise power.”

We must deliver our services in accordance with the social security principles which are set out in the first section of the Act.

- Social security is an investment in the people of Scotland
- Social security is itself a human right and essential to the realisation of other human rights
- The delivery of social security is a public service
- Respect for the dignity of individuals is to be at the heart of the Scottish social security system
- The Scottish social security system is to contribute to reducing poverty in Scotland
- The Scottish social security system is to be designed with the people of Scotland on the basis of evidence
- Opportunities are to be sought to continuously improve the Scottish social security system in ways which: (i) put the needs of those who require assistance first, and (ii) advance equality and non-discrimination
- The Scottish social security system is to be efficient and deliver value for money.

The Act also ties Social Security Scotland to the requirements of the Social Security Charter. The Charter, which is still in development, will use plain language to explain what people can expect from us as we go about our business.

Social Security Scotland’s purpose is directly linked, not just to a legal requirement to provide assistance, but also to a set of requirements in the principles and Charter, which say that we must make sure that the people we serve enjoy a positive experience. In other words, ‘how’ we do our work is as important as ‘what’ we do.

Although we are a separate, Executive Agency, we will also have a role to play in some of the work done by other parts of the Scottish Government. For example, one of the social security principles is that –

“The Scottish social security system is to contribute to reducing poverty in Scotland”.

This principle reflects the fact that Social Security Scotland will not be able to reduce or tackle poverty all on its own. We will work with other parts of the Scottish Government to ensure that its work contributes to areas, such as the Scottish Government’s overall work to tackle poverty and address other inequalities in Scotland.
Strategic objectives

Dignity, fairness and respect
Delivering a service with dignity, fairness and respect at its core.

Equality and tackling poverty
Promoting equality and tackling poverty.

Efficiency and alignment
Ensuring efficiency and aligning our activities with wider public sector for the benefit of the people we serve.

Economy, society and environment
Contributing to our economy, society and protection of our environment.

We will spend time, between now and the publication of our updated Corporate Plan next year, consulting on these objectives, to ensure that they meet peoples’ expectations and requirements.

Next year, Social Security Scotland will also publish its Business Plan, which will set out how we will measure our strategic performance against our strategic objectives in more detail. In the meantime, underneath each strategic objective – there is a list of practical examples that explain how we will deliver it and outline potential measures of success.

How we measure success is published here on an interim basis and may be updated in the next version of the plan following consultation.
Dignity, fairness and respect

If we succeed, people applying for, or in receipt of, Scottish benefits will be:

- treated with dignity, fairness and respect
- able to access help and advice to claim the benefits they are entitled to
- supported throughout the application assessment process
- given a reasonable choice about how their benefits are administered
- able to enjoy a positive experience of the Scottish social security system.

If we succeed, people resident in Scotland will:

- have an awareness of benefits and who and what they are for
- view the benefit and those who receive them positively.
We will ensure that our services deliver on the expectations of the Social Security Charter. This means:

- honouring the commitments in the Charter that translate principles in the Act into specific actions and outcomes, establishing a strong link between the principles and the services that Social Security Scotland delivers
- publicly communicating that social security is a human right and is an investment in ourselves and each other
- developing Social Security Scotland’s services in close partnership with stakeholders and those with direct lived experience of the system
- fulfilling the statutory requirement in the Act, on Social Security Scotland and our Ministers, to report to Parliament on progress made against the commitments contained in the Charter.

We will ensure that our culture and practices reflects our aspirations for the people we serve and ourselves. This means:

- developing a positive and inclusive culture within Social Security Scotland, which supports our people to flourish, by embedding a working environment where we treat each other with dignity and respect, and recognise each other’s contributions
- involving our people in shaping our culture, drawing on their wealth of knowledge and experience, helping us to learn from each other and provide everyone with opportunities to influence how we work together
- investing in our people and ensuring that they feel valued and motivated, by equipping them with the knowledge and skills required to perform at their best
- focussing on continuous improvement, by encouraging our people to take responsibility for identifying learning that will inform our culture and business practices
- giving colleagues a voice and listening to their views, by promoting a sense of shared purpose and joint ownership where everyone has a role to play in making Social Security Scotland the best it can be, for our people and clients.

We will work with others, to support the work of information, advice and advocacy services. This means:

- raising awareness amongst Scotland’s information, advice and advocacy communities, to explain how Social Security Scotland will deliver the Social Security (Scotland) Act 2018 so people can properly prepare for the changes
- tapping into existing expertise from both internal and external stakeholders so this can be utilised to support the design and delivery of a high quality public service
- developing client referral arrangements with a range of other advice and support organisations in order to increase the level of support that Social Security Scotland can offer its clients.

We will communicate inclusively, in ways that meet the needs of the people we serve. This means:

- ensuring that our communication services are accessible to the people we need to reach, providing clear, plain English guidance that explains what people are entitled to expect from Social Security Scotland, and what they need to do in order to claim the support they are entitled to
- being flexible in the ways that we provide our services, matching the ways in which we communicate to peoples’ needs, implementing a number of communications channels in a range of formats
- considering physical accessibility as well as communication accessibility, treating both as equally important, in order that people are able to access the advice and support they are entitled to
- developing our services in close partnership with people with different communication support needs; involving people who use our communication services to help us improve the services we provide

What will dignity, fairness and respect mean in practice?
• raising awareness, that communication is a two-way process in which we seek to understand others and express ourselves and that different communities and groups have different communication support needs

• actively encouraging two way communication and welcoming feedback, as this will be key to achieving continuous improvement across our organisation

• reporting on the work we are doing, to communicate in an accessible and inclusive way, while always allowing that there will be room for further improvement.

We will ensure that, if people disagree with us, that they are able to challenge our decisions in an open, fair and transparent way. This means:

• taking any new evidence provided into consideration, during the re-determination stage, and ensuring that independent officers undertake the full process of making a new determination, which will replace the first decision

• ensuring that decisions will be reconsidered quickly, are more accessible for the individual than a tribunal and that we take every opportunity to review our decisions and put right errors

• clearly explaining the rationale for our decisions to the individual when we notify them of the outcome of their re-determination

• supporting the individual's right to appeal to the Social Security Chamber, First-tier Tribunal for Scotland if they remain dissatisfied with their re-determination outcome, or if the process has not been completed within the prescribed timescales

• working closely with the Scottish Courts and Tribunals Service, to help design an appeals process with the individual at its centre.

We will help our people to learn and develop. This means:

• developing and delivering a comprehensive programme of learning and support for new people joining Social Security Scotland, blending options including – coaching, seminars, e-learning, self-directed study and opportunities for professional qualifications

• supporting this activity with a series of learning ‘route-ways’ that reflect common learning needs and the requirements of different roles

• tailoring learning and support to each individual through discussion with line managers, providing packages of learning and activities specific to their job role

• evaluating all of our learning and development activities and materials, to assess their effectiveness and to learn lessons to improve

• implementing an appropriate learning management system, providing critical information in support of this cycle that will also be accessible across the wider learning and development online environment to ensure finger-tip information for line managers to promote responsibility for self-managed learning

• working with partners and stakeholders to build collaborative approaches to both the design and delivery of learning solutions

• developing these relationships to allow the sharing of resources and collaboration in the design and delivery of learning materials and activities for the benefit of all participants and across organisational boundaries.
We will make sure that our buildings work for our people and the people we serve. This means:

- ensuring that our buildings support the culture of Social Security Scotland, where treating everyone with dignity, fairness and respect is paramount
- that buildings are effective and functional for both our people and the public, while meeting the requirements that demonstrate effective use of public money
- having a long term property strategy that builds on the substantial work carried out to identify accessibility requirements
- following a process to select buildings to deliver our services, which evaluates a number of shortlisted options in Glasgow and Dundee that assesses against a number of key criteria such as: proximity to clients, public transport links, and ease of entry and exit
- working from buildings that are flexible and equipped to accommodate multiple functions including telephony, corporate services and face-to-face support
- providing client facing facilities that are easily accessible to the public, that will ensure clients receive the support and advice they need to access everything they are entitled to.

We want our clients to be able to access our services as close to their homes as possible and in a way that suits them.

How we will measure success

<table>
<thead>
<tr>
<th>Experience of service (positive/negative)</th>
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<tr>
<td>Number of complaints</td>
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<tr>
<td>Referrals to Scottish Public Service Ombudsman, re. performance against Charter expectations</td>
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<tr>
<td>Inclusive communication indicators</td>
</tr>
<tr>
<td>Redeterminations carried out/upheld</td>
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<tr>
<td>Appeals applied for/upheld</td>
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If we succeed, as part of the Scottish Government’s overall work to tackle poverty, Social Security Scotland will:

- target Scottish social security payments at the right people and seek to contribute to the reduction in poverty and inequality
- make a positive difference to clients’ lives
- ensure that payments are made to as many of those who are entitled to them as possible, while minimising fraud and errors
- ensure that people in receipt of Scottish benefits, and their families, are able to have an increased sense of control and empowerment over their lives and an increased sense of confidence and security.
What will equality and tackling poverty mean in practice

We will work with others, to support the delivery of a joined-up, cross-government strategy to improve the take-up of Scottish benefits. This means:

- building trust with clients, service providers and other stakeholders in order to increase the take-up of Social Security Scotland services and demonstrate that we are ready to deliver
- supporting the Scottish Government’s analysts to design and implement methodologies to measure take-up, contributing to a cross-government strategy to promote take-up of all benefits (reserved and devolved) and working specifically to ensure that the take-up of devolved, Scottish benefits reflects the ambitions of the Social Security Scotland Act
- helping people to understand what devolved benefits they are entitled to, and how to apply through our locally based advisors
- promoting Scottish benefits, through our communication strategy, raising peoples’ awareness of their entitlement, deploying messages that will support our aim of reducing stigma and negative perceptions of social security.

We will deliver consistent, high-quality services in keeping with the principle that social security is a human right. This means:

- proactively engaging with the people we serve, especially those with complex needs, to get the best outcomes possible
- ensuring that we aid client understanding of the process by communicating clearly and in plain English
- making sure that eligible clients and their influencers and support networks are aware of the help clients can access to maximise their income
- seeking continuous feedback on the services provided, to improve interactions and the service we provide.

We will implement an Equalities Strategy to continuously improve our service in ways that advance equality and non-discrimination. This means:

- ensuring that equality is at the centre of all that we do, bringing practical improvement in the life chances of those who experience discrimination and disadvantage
- meeting and – wherever possible – exceeding the public’s expectations of us as a public body, that we will deliver on our responsibilities under all relevant legislation, including the Equality Act 2010 and Social Security Act (Scotland) 2018
- developing and putting in place plans to meet the specific equality obligations set out in legislation, producing an Equality Strategy with far reaching outcomes that will set out how we will meet and strive to exceed these obligations
- making links to the Scottish Government equality outcomes and to relevant work and initiatives elsewhere in the public sector.

We will implement an Agency-wide Corporate Parenting Plan in support of the Scottish Ministers role as Corporate Parents. This means:

- setting out in our Corporate Parenting Plan how we will deliver our statutory obligations as a Corporate Parent outlined in the Children and Young People (Scotland) Act 2014 and embed its values in our functions
- engaging and listening to the needs of Scotland’s looked after children, and care leavers
- developing initiatives and activities that promote their interests and wellbeing
- collaborating with other Corporate Parents to promote wellbeing of looked after children, young people and care leavers.

We will create genuine, new career opportunities for those who want them while ensuring that we have the right people, in the right places, at the right time, to meet our clients’ needs. This means:

- ensuring that we have the right people in the right place at the right time through the work of our resourcing, learning and advice and support teams
- focussing our resourcing activity on creating a workforce that reflects the spectrum of Scottish society and providing employment opportunities that are accessible to all, including those who find it difficult to get into work due to personal or social issues, needs and circumstances
- working closely with partners and stakeholders across Scotland to design jobs and offer genuine career opportunities for those who want them through a process that will identify candidates who share our values of dignity, fairness and respect
We will gain powers over 15% of current social security spending ultimately worth around £3.3 billion annually.

- making sure that we reach a wide range of potential candidates including those who have perhaps not previously considered applying for a job in the civil service
- creating opportunities for disadvantaged groups through the use of paid internships and placements, working with partners and stakeholders to put these in place. These will be designed to provide opportunities for people to gain real-work experience and develop their skills and knowledge to be better placed to access permanent employment either with Social Security Scotland or another employer.

We will ensure that our benefits are paid to the right people at the right time. This means:

- putting the client at the centre of what we do, tailoring our services to match their needs, creating a culture that empathises with the client and treats them as an individual to be valued and respected
- providing pre-claim assistance via a personalised local-delivery service, ensuring access to financial support for clients when required and as quickly as possible
- investing in our people, so that they have the right skills and capabilities to better support clients
- ensuring client information is accurate at all times
- minimising the need for rework, double handling or unnecessary delays
- demonstrating integrity by delivering benefits on time and staying client focused throughout
- ensuring our people engage with clients early and quickly so that promises made are promises delivered
- enabling flexible engagement with clients, using the communication tools and channels that suit them best.

How we will measure success

<table>
<thead>
<tr>
<th>Number of awards made/totals paid</th>
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<tr>
<td>Take-up of Scottish benefits</td>
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<tr>
<td>Applications received/processed</td>
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</table>

We will ensure that our benefits are paid to the right people at the right time. This means:

- putting the client at the centre of what we do, tailoring our services to match their needs, creating a culture that empathises with the client and treats them as an individual to be valued and respected
- providing pre-claim assistance via a personalised local-delivery service, ensuring access to financial support for clients when required and as quickly as possible
- giving clients a choice in how they access our local delivery service by offering support in outreach locations, prisons and home visits
- providing one to one support and helping people to understand what devolved benefits they are entitled to and help them to complete applications.

We will deliver our services in local communities across Scotland. This means

- delivering an accessible and person-centred service by providing a local presence across Scotland to meet people’s need
- enabling our Local Delivery staff to be mobile and work flexibly, travelling to and operating from locations across their local area

We will gain powers over 15% of current social security spending ultimately worth around £3.3 billion annually.
If we succeed, Social Security Scotland will ensure that the Scottish social security system is:

- administered in an efficient and streamlined manner according to the needs of the people we serve
- accessible, user friendly and simple to access
- aligned effectively as possible with other services to help ensure everyone get the support they need.

We will also ensure that Scottish benefits are:

- targeted at the right people and seek to impact on poverty and inequality
- paid to as many of those who are entitled to them as possible while minimising fraud and errors.
What will efficiency and alignment mean in practice?

We will work with people with lived experience of the current UK Social Security, to ensure that our services are accessible, efficient and meet the needs of clients. This means:

• working with people with lived experience of the benefits that are being devolved through the Scottish Government Social Security Experience Panels, which have been at the heart of the design of the new Scottish social security system

• ensuring that design decisions are informed by user views and needs, continuing this client centered approach beyond the life of the Experience Panels

• beginning a programme of insight research, as each benefit is devolved, to learn about peoples’ experience of Social Security Scotland, continuously improving the services we provide and peoples’ access to them. This will ensure we are making progress on our Charter commitments.

We will publish information about peoples’ experience of our services. This means:

• undertaking a range of research with those who contact us, alongside monitoring of client journeys and the complaints and feedback process, ensuring that our services are accessible to all, meet client needs and deliver benefits as efficiently as possible

• building accessible client surveys into individual interactions with Social Security Scotland

• carrying out broader research into clients’ overall experiences

• setting up focus groups and one to one interviews on people’s experiences, and, where appropriate, carrying out targeted research to inform changes to improve client experience

• publishing accessible information about peoples’ experience of our services.

We will listen to the people we serve and take account of their feedback. This means:

• encouraging our clients to provide feedback to Social Security Scotland regardless if they have had a positive or negative experience by providing an accessible and well publicised feedback process

• learning from all of the feedback provided, using feedback as the basis of our work to continually improve our services, feeding information back to the relevant departments, boards and strategies

• designing our processes to ensure that an individual’s feedback will be valued and acted upon, whether a complaint, compliment or suggestion

• publishing our performance in handling complaints, compliments and suggestions annually, including performance statistics showing the volumes and types of feedback

• ensuring that all complaints are independently and thoroughly investigated without detriment to any on-going claim for support

• following the Scottish Public Services Ombudsman’s ‘A Model Complaints Handling Procedure’ and ensuring that, wherever possible, a complaint will be resolved quickly and at the point of contact

• adhering to the three stages and timelines for dealing with a complaint as set out in this guidance.

Scottish Public Services Ombudsman – Model Complaints Handling Procedure – Three stages

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<thead>
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<th>Stage 1</th>
<th>Frontline Resolution (5 days)</th>
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<tr>
<td>Stage 2</td>
<td>Investigation and resolution (20 days)</td>
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<tr>
<td>Stage 3</td>
<td>Complaint raised with SPSO</td>
</tr>
</tbody>
</table>

We will continuously improve our services. This means:

• placing our ambition to deliver exemplary client experience at the heart of everything we do and actively involving our people to drive improvement activities

• developing and embedding a continuous improvement culture and making this normal behaviour for all our people so that it becomes the way we work

• developing and using an enduring set of continuous improvement principles and tools, deploying these to build capability within all our people and strengthen team working

• upskilling our people to recognise and tackle risks, threats and challenges to our service delivery and instilling a passion for resolving these and for all improvement activity

• taking a strong client perspective, listening to and using all available sources of insight to improve the quality of our services

• monitoring our internal performance measures to ensure that we meet our service aspirations and taking appropriate early intervention when needed
• being forward-looking, ensuring that our services remain modern and relevant to the emerging needs of our clients

• improving efficiency, removing waste and keeping the cost of our processes to a minimum without adversely impacting on client experience or quality

• maintaining a holistic view of our processes, ensuring that we engage and consult all stakeholders and partners in improvement activity

• ensuring that the positive impact of our activities are clearly visible through a robust measurable improvement based approach.

**We will communicate with the people of Scotland, and keep them informed of what we're doing, why and how. This means:**

• taking a human rights based approach to the way that we communicate with people about the services that we deliver, working proactively to raise awareness of what we do, how we do it, what we offer and how our services can be accessed

• making it our responsibility to make sure that our communications are received and understood – not the responsibility of the intended recipient. We will work proactively with a range of partners to develop communication plans that will enable us to meet our responsibilities

• communicating proactively using a wide range of channels. This will include – but is not limited to – providing information digitally, in print, through broadcast and face-to-face. We will do this through our own channels and through intermediaries – taking our messages to already established forums where we know our audience is already engaging. We will also work to ensure that our communications activity is disseminated at a local and community level – as well as nationally

• tailoring and targeting our communications to meet the needs of different audiences, using the most appropriate channels for different types of information

• sharing information on benefits for clients and prospective clients through the mygov.scot website. This is a Scottish Government website that provides public services to citizens in the most accessible way possible, which carries out extensive user research when creating content

• setting up a corporate website – socialsecurityscotland.gov.scot – so that people can access detailed information on who we are, what we do and how we do it, cross-referencing content so that people can easily find the information that they need and get more detail, should they wish to access it

• doing all we can to reach groups who may often not engage in public service communications, working closely with partners to understand seldom heard groups’ needs and expectations

• taking steps to make sure that those who have specific needs can access our communications in a straight forward and speedy way, offering to provide communications in alternative formats on all of our materials and providing a Freephone telephone number to request this

• proactively providing core communications products in a range of formats and ensuring that stakeholders who engage with seldom heard groups have these to hand to help us disseminate this and help them with their day-to-day interactions.

**How we will measure ourselves against this objective**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>Average application processing time</td>
<td>The average time it takes to process an application</td>
</tr>
<tr>
<td>Complaints/compliments received</td>
<td>The number of complaints and compliments received</td>
</tr>
<tr>
<td>Complaints progressed to Scottish Public Service Ombudsman</td>
<td>The number of complaints that are progressed to the Scottish Public Service Ombudsman</td>
</tr>
</tbody>
</table>
If we succeed, Social Security Scotland will help to ensure that:

- people resident in Scotland come to see Scottish benefits as an investment in the people of Scotland
- our other public and third sector services function better and experience less pressure due to the changes to social security in Scotland.
What will economy, society and environment mean in practice?

We will make the most of our administration budget. This means:

Social Security Scotland will ensure that the principles of economy, efficiency and effectiveness as set out in the Scottish Public Finance Manual are at the core of all financial decisions made in the agency. This will include:

- ensuring that robust finance policies and procedures are in place to protect the public purse
- providing support to all business areas to ensure effective use of budgets and robust budget setting processes
- convening regular budget holder meetings, to identify business cases for future decisions about investment
- all Social Security Scotland investment decisions will require business cases in line with the Scottish Public Finance Manual and other Scottish Government guidance
- establishing metrics that capture the accuracy of our forecasts against outturn and spend against budget and taking early action to resolve any emerging issues
- ensuring that qualified and experienced Finance Business partners are in place to support all areas of the business
- making sure that financial reporting processes are transparent and robust and meet the needs of Social Security Scotland stakeholders.

We will apply the benefit levels, reviewed annually by Scottish Ministers, to ensure that they continue to reflect peoples' needs. This means ensuring that:

- any changes to eligibility rules and benefit rates, as set by Scottish Ministers, are implemented within agreed timescales
- decisions are made quickly and correctly, based on information obtained and verified by the quickest available method
- the right amount of money is paid to the right people at the right time
- appropriate amendments to the demand led benefits budgets, forecast by the Scottish Fiscal Commission, are included in budget revisions from the Scottish Government.

Social Security Scotland expects to contribute around £125m in GDP and support around 800 other jobs outside the agency in the wider economy.
We will implement a Buildings and Environmental Strategy, continuously seeking ways in which we can reduce Social Security Scotland’s environmental impact. This means:

• ensuring that Social Security Scotland minimises its impact on the environment, by developing an effective Buildings and Environment strategy, to align with the Scottish Government’s overall commitment to reducing Scotland’s local and global environmental impact

• managing our operations and estate in a sustainable way, engaging with our people to embed the principles of sustainable development of our day to day working practices

• measuring our current levels of carbon emissions and waste, introducing targets in line with Scottish Government’s ambitions to ensure a greener, cleaner workplace.

How we will measure success

- Admin budget outturn against forecast
- Fraud cases identified
- Recycle levels and reduction of waste to landfill
- Carbon emissions as a result of staff travel

We will protect the limited budget we have. This means:

• seeking opportunities wherever we can to design out fraud and error, focussing on the introduction of preventative measures to reduce the risk of fraud and error occurring

• proactively identifying instances of fraud and error

• reporting cases of alleged fraudulent activity, where appropriate, to the Crown Office Procurator Fiscal Service

• developing close working relationships and joining intelligence sharing networks across government

• continually learning from experience, informing our evolving, responsive control measures

• undertaking appropriate action to recover overpayments due to client error or, in exceptional cases, large or obvious official error

• taking into consideration the financial circumstances of the individual when making decisions on how much should be repaid and across what timeframe.

500,000 individuals or families in Scotland are not claiming benefits they are entitled to.
People and recruitment

To ensure that Social Security Scotland is able to recruit the right people, at the right time and that our people are supported to learn and develop, there will be separate strategies and plans, making up our overall approach to People and Recruitment.

People Services
Social Security Scotland has a people services function that is responsible for:

- resourcing
- managing Terms and Conditions
- determination of TUPE/COSoP application
- development of a Shared Service delivery model with Scottish Government
- partnership arrangements with Trade Unions.

Resourcing
We are taking a range of actions to recruit a staff team that reflects the spectrum of Scottish society. Part of the Shared Service agreement with Scottish Government’s People Directorate, Social Security Scotland will be responsible for its own resourcing provision in line with Civil Service Commissioners’ Recruitment Principles and Scottish Government Resourcing Policy.

We will have dedicated resourcing teams in both Dundee and Glasgow, supporting and working closely with colleagues to identify and on-board new staff and manage the recruitment process.

The resourcing function is responsible for:

- resourcing definition and procedure
- other recruitment/ work experience routes
- timeline for delivery
- stakeholder engagement
- staffing.

Once fully operational we will have at least 1900 people – approximately 1500 split across Glasgow and our Dundee headquarters and 400 across Scotland, delivering services in local communities.
Learning and Development will work to effectively train our people to equip them with the skills and knowledge required to deliver our services.

Social Security Scotland will be responsible for the provision of our own learning service and will have dedicated teams in both Dundee and Glasgow, supporting and working closely with colleagues.

These teams are also developing strong working partnerships with our partners and stakeholders to develop a comprehensive learning content that recognises and informs on the issues that our clients encounter to help our people to provide a service that reflects our values of dignity, fairness and respect. As well as this, these relationships will also provide for the sharing of learning content and the opportunity for collaborative learning between Social Security Scotland and partners and stakeholders.

The Learning and development team is responsible for:

- Learning and development definition and procedure
- Evaluation, review and service development
- Stakeholder and partnership working
- Learning teams
- Timeline for delivery.

As with everything we do, as Social Security Scotland grows, takes on the delivery of more benefits and evolves, we will look to continually improve and review our actions in relation to learning and development to make sure that they combine to meet our needs.
Our equality outcomes will make links to the Scottish Government equality outcomes – for example, social security is itself an outcome for Scottish Government for 2017-21 – but will also be specific to the functions and activities of Social Security Scotland. Underpinning our equality outcomes will be a wide set of activities that will help us towards delivery of these, about bringing practical improvement in the life chances of those who experience discrimination and disadvantage.

The broad purpose of the Equality Act 2010 public sector duty is to integrate consideration of equality and good relations into day to day business. Equality and diversity will be central to the way that:

- we act as an employer
- we develop, evaluate and review policy
- we design, deliver and evaluate services
- we commission and procure from others.

Our approach to equality and diversity will also cover those areas set out in the Social Security Act (Scotland) 2018, including the recognition of the importance of inclusive and accessible information and how we will collate data on protected characteristics.

Data collection will be a key theme as we must report on an assessment of how the Scottish social security system has affected the circumstances of persons living in households whose income is adversely affected, or whose expenditure is increased, because a member of the household has one or more protected characteristics.

Each outcome will set out the measurement tools that will show progress towards that outcome. Progress will be reported in our Annual Report and also either through the Scottish Government Mainstreaming Report, or our own specific Mainstreaming Report.

The development of such a far reaching approach to equality and diversity will take time and for it to be truly relevant will have to be developed in collaboration with both internal and external stakeholders. People from across Social Security Scotland will inform our approach and we will work with partners both in the public and third sector. Further wider engagement activities will also be organised to make sure our approach reflects the needs of our clients and the wider Scottish public. Engagement will be a key theme as we strive to be inclusive in our approaches to how we design and deliver services.

As we develop policies and procedures the impact of equality will be recorded within a Governance Checklist for all Executive Advisory Body meetings. Furthermore, the Scottish Government is committed to promoting equality of access and opportunity as it further develops its social security policies, ensuring that people with protected characteristics are considered when policy is designed and implemented. This is demonstrated by the undertaking of robust Equality Impact Assessments for all the benefits that will be developed, and for any new benefits. We will build on this and Equality Impact Assessments will be a tool that Social Security Scotland continues to use.

Furthermore, work has begun on the Social Security Charter that will set out the specific commitments that the Scottish Government will undertake to ensure that the equality and non-discrimination principle in the Social Security (Scotland) Act 2018 is carried through to operational practice. The process for developing this Charter also has equality and diversity at its heart. The work is being led by a core group of people with lived experience of the UK benefits system that has been carefully balanced to include the broadest possible range of characteristics, needs and experiences.
Information and data protection

To ensure that Social Security Scotland manages the information it holds in a way that respects individual rights whilst supporting business accountabilities, we will ensure that:

- we are transparent about what information we need from individuals, why we need it, how it will be used and if we need to share information with other organisations why this is required
- we only ask for, and use personal information when it’s required to provide our services, and we only keep it for as long as is necessary to do this
- we have a clear record as to how and what type of information we hold, how we process it and who has access to it
- we provide appropriate safeguards to keep all of the personal information we hold secure, including where we share information with third parties
- we manage all of the personal information we hold in a way that supports our legal and regulatory obligations.

We will ensure that we implement policies and procedures that protect information including individuals’ personal information in line with data protection laws and regulation.

This will include:

- providing privacy notices that clearly set out our lawful basis for processing personal information, including what type of information we need, how long we will keep it and if we need to share it, who we will share it with and why
- ensuring individuals are clear about what rights they have in relation to the information we hold about them, and how they can go about invoking those rights
- training our people to recognise what these rights mean and have processes in place to respond to individual right requests
- ensuring we have appropriate contracts, agreements and service level agreements in place where we share information with third parties and that allows us to maintain its security and understand how the information is being used
- managing a privacy by design approach that means we can identify the data protection risks associated with delivering our services and have sufficient time to put measures in place to manage these prior to, and during, the provision of the service
- providing evidence to demonstrate that the policies and procedures we have in place deliver compliance as expected. Where issues are identified action will be taken to rectify them and measures put in place to prevent it happening in future.

To ensure that Social Security Scotland meets its accountability obligations in full, we have appointed a Data Protection Officer (DPO) who will:

- be independent and an expert in data protection
- be given adequate resources to deliver their responsibilities and will be part of a structure that allows them to report to the highest level of management
- be bound by strict confidentiality concerning the performance of their tasks as set out in the General Data Protection Regulation (EU) 2016/679 (GDPR)
- cooperate with the Information Commissioner Office (ICO)
- provide a point of contact for clients, employees and the ICO
- inform and advise the Agency and its employees of their data protection obligations
- provide ongoing monitoring and assurance of the policies and procedures we have in place to ensure compliance with data protection regulation. Where issues are identified we will provide recommendations on how these can be remediated.

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Engagement and relationships

To ensure that Social Security Scotland is seen as a competent, trusted and accessible organisation amongst its client and stakeholder base, engagement and relationships will support effective stakeholder engagement, which will be a critical aspect of our work.

The establishment of Social Security Scotland will affect the work of stakeholders and the support they provide to people who will become our clients. Stakeholders provide a source of expertise on issues that the programme and Social Security Scotland will need to consider as it designs its services.

This will require focused, long-term engagement across a wide range of stakeholders and for stakeholder engagement to become an integral part of our operating procedures.

Our approach to engagement and relationships will ensure that:

• we work collaboratively with staff across the Social Security Directorate, Communities Analysis Division and interested Scottish Government policy areas to ensure our engagement activity is fully co-ordinated and builds on existing relationships where possible

• we provide a local presence across Scotland so it is directly responsive to peoples’ needs, supported by centralised functions located in Dundee and Glasgow

• we work effectively with others to support the information and advice, and advocacy services, tapping into existing expertise from both internal and external stakeholders so this can be utilised to support the design and delivery of a high quality public service

• we evaluate the delivery of stakeholder engagement by using detailed methodology; conducting monthly reviews of progress in activities including surveys, feedback from events and identifying gaps in our engagements. Local delivery will also promote, monitor and review service excellence standards to ensure the delivery of a quality people centred service.

Local Delivery
The Local Delivery Relationship Leads will be part of a national team at the forefront of preparing and shaping our local presence. We will develop and build relationships with Local Authorities, Health and Social Care and third sector agencies to identify where to co-locate and deliver our services in local communities across Scotland.

Locally based delivery staff will provide people with one-to-one support and help them understand what devolved benefits they are entitled to, help complete applications, support people through the process and any follow up actions relating to their case.

It is essential to raise awareness of which benefits will be delivered by Social Security Scotland amongst stakeholders so people can properly prepare for the changes. This will be a proactive approach, with key messages at national and local levels utilising information stands, presentations, roadshows and digital communications.

A key benefit of our stakeholder engagement approach will be allowing us to use the existing knowledge of our stakeholders to inform our delivery.

There are a range of existing stakeholder networks, some of which we already know, and many who have relationships with other areas which we will need to understand and take account of through our engagement, rather than trying to create new channels.

Applying relationship management to develop closer working arrangements will help inform working practices and improve client outcomes. This will include a package of regular agreed meetings, presentations, workshops, job shadowing, learning exchanges, stakeholder events and Partnership Agreements.
Buildings and environment

To ensure that Social Security Scotland will align with the Scottish Government’s overall commitment to reducing Scotland’s local and global environmental impact and creating a cleaner, greener and healthier country.

Sustainable Performance
We will achieve this through effective sustainable management of our operations and estate and by engaging with our people to embed the principles of sustainable development of our day to day working practices.

Buildings
We will make effective use of space in order to deliver our objectives. Our central buildings will be located in areas that are well serviced by public transport and within easy access of the communities we serve. We will ensure that:

- our buildings are of high quality, continually improving, efficient and responsive to people’s needs
- we use energy efficient products and procedures within our buildings to minimise greenhouse gas emissions
- we reduce electricity consumption by using appropriate controls for heating, lighting and IT equipment. We will reduce the demand for heating by keeping room temperatures in line with Scottish Government’s thermal comfort guidance
- we reduce the amount of water we use in our buildings by using conservation practices in toilets, showers and kitchens.

Waste
Waste management is vital in achieving our commitment to reduce the environmental impact of our buildings and operations. This means that:

- we will work with our people and partners to increase recycling levels across our estate and provide appropriate equipment and resources to achieve this
- more waste will be sent for recycling rather than landfill and we will separate this better before disposing of it
- we will minimise waste by reusing, reducing, recycling and recovering resources where possible instead of treating them as waste.

Travel
Stakeholder engagement, meeting partners and colleagues are a critical part of how Social Security Scotland conducts its business and travel is necessary to achieve this. We will encourage all our people to travel using the greenest and most cost effective method possible.

Our pool car fleet will link with the Scottish Government’s stated aim to have no diesel or new petrol cars as part of our estate by 2032. We will introduce more efficient fleet vehicles that use lower carbon fuels, such as electric hybrids and fully electric vehicles.

We will also use alternative technologies, such as video, telephone and desktop conferencing to improve communications across various sites and reduce requirements for travel.

Engagement
We will work with Local Authorities across Scotland, our people, contractors and wider Scottish Government staff to inform and implement positive practices.

We will educate our people by ensuring they participate in environmental management training and initiatives. Greener working practices will be embedded within our induction procedures.

Success Criteria
We will measure our current levels of carbon emissions and waste and introduce targets in line with Scottish Government’s ambitions to ensure a greener, cleaner workplace.

Environmental data and information will be openly accessible to our people, stakeholders and the public.

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Environmental data and information will be openly accessible to our people, stakeholders and the public.
To ensure that Social Security Scotland applies the principles and guidance set out in the Scottish Public Finance Manual. The principles of economy, efficiency and effectiveness will drive the development of robust finance policies to ensure that the investment in Social Security Scotland secures value for money for the public purse.

The Finance function in Social Security Scotland will develop and implement policies, processes and services under the following headings:

**Operational Finance**
who manage the payments systems and ensure that payments are made promptly and accurately

**Corporate Finance**
who manage the administration budget and produce high quality, robust corporate reports

**Strategic Financial Policy**
who have responsibility for effective management of the on-going relationship with UK Government and DWP Finance and support robust briefing on relevant financial issues to the Scottish Parliament

**Fraud and Error**
who ensure that systems are designed to minimise the risk of fraud and error and manage effective debt recovery where overpayments are identified

**Debt Management**
this means managing effective debt recovery, in keeping with the requirements in our legislation, where overpayments are identified

Put together, work under these five headings will help us to ensure that robust financial controls and systems are in place and are working holistically, to deliver against Social Security Scotland’s core values of dignity, fairness and respect, while also giving due consideration to value for money.

Social Security Scotland will account for both administration costs and benefit spend, which is unique in Scottish Public Bodies. The first set of accounts will cover the part-year from 1 September 2018 to 31 March 2019 and thereafter for the year ended 31st March. The accounts will be audited by Audit Scotland who will agree the timetable and remit in sufficient time to ensure that resource is in place to deliver the required outputs.

**Benefit spend**
Funding for existing benefits will be transferred through adjustments to the Scottish Block Grant under the Fiscal Framework Agreement. Eligibility and benefit levels, including annual uprating, will be set by Scottish Ministers and delivered by Social Security Scotland. The Scottish Fiscal Commission will produce independent forecasts of demand led expenditure and these will form the basis of our demand-led benefit budget allocation.

**Administration spend**
In 2018-19 funding for Social Security Scotland will be drawn from the £75 million allocated for non-tax implementation in the Scottish Government Finance and Constitution portfolio. Social Security Scotland running costs from the 1 September to 31 March will be identified and transferred through the Spring Budget Revision.

For 2019-20 onwards, Social Security Scotland funding will be identified as a separate element of the Social Security and Older People’s Directorate funding requirement in the Scottish Budget which will be presented to and voted by Parliament in line with the Scottish Government budget process.
Social Security Scotland makes the first payments of Carer’s Allowance Supplement in September 2018. The set-up of Social Security Scotland and the preparation for these payments has been an incremental process, one which will continue as we progress the delivery of ‘Wave 1’ benefits and look ahead to ‘Wave 2’.

In this timeline we show the current financial year in quarters – illustrating what we have achieved in the first two quarters and details of what to expect in the next two quarters.

We have broken the next financial year into six months. As we near this financial year, and we progress with our business planning, we will break this down into quarters.

Beyond the next financial year, we provide high level detail on what we will do over the course of that year – we will break this into six month segments when we enter the financial year 2019–20, and then quarters just ahead of entering financial year 2020–2021. This will continue year on year as we update this corporate plan.

A number of other benefits will be transferring from the UK Government to the Scottish Government. Social Security Scotland is working with the Scottish Government to get ready to deliver these.

Once the powers have transferred to the Scottish Government, Social Security Scotland will also have responsibility for the following benefits below:

- Industrial injuries disablement benefit
- Severe disablement allowance
- Winter fuel payments
- Cold weather payments

Beyond the next financial year, we provide high level detail on what we will do over the course of that year – we will break this into six month segments when we enter the financial year 2019–20, and then quarters just ahead of entering financial year 2020–2021. This will continue year on year as we update this corporate plan.

A number of other benefits will be transferring from the UK Government to the Scottish Government. Social Security Scotland is working with the Scottish Government to get ready to deliver these.

Once the powers have transferred to the Scottish Government, Social Security Scotland will also have responsibility for the following benefits below:

- Replacement for Disability Living Allowance
- Replacement for Personal Independence Payment
- Replacement for Attendance Allowance
- Industrial injuries disablement benefit
- Severe disablement allowance
- Winter fuel payments
- Cold weather payments