



Social Security Scotland
Tèarainteachd Shòisealta Alba

Equality Mainstreaming Report

Dignity,
fairness,
respect.

Introduction from the Chief Executive of Social Security Scotland, David Wallace

Inclusion is at the heart of our Charter and informs how we design every element of the social security system in Scotland based on our principles of dignity, fairness and respect. It strikes me that equality and diversity are values which fit well with our core principles. I am conscious of the role we play in upholding social security as a basic human right and in supporting people across the country – any one of us could need to access social security support at any time. We were set up to be a client-centred organisation by design: our clients continue to be involved in the development of new benefits and services as well as helping us to improve and enhance what we already have.

Here are some highlights from the report of which colleagues can be rightly proud:

I was delighted to formally open our Dundee Head Office, Agnes Husband House, in March 2023 where we have worked with individuals and specialist organisations to design welcoming and accessible spaces for our colleagues and visitors. This spring we will open up our ground floor space for visiting clients where people will be able to access face-to-face support from our local delivery colleagues – fulfilling our commitment to helping people apply for benefits in the way that suits them best.

We have been through a period of expansion over the last year to prepare us for the introduction of new benefits. Between December 2021 and October 2022, we made over 2,400 offers of employment: 13% to candidates with a disability and 8.5% to people from minority ethnic backgrounds. People could apply for our jobs online, via hard copy application form or in Braille. Colleagues involved in this recruitment project also underwent diversity and inclusion training to assess candidates at application and video interview stage. To encourage applications from the widest pool of talent, all marketing materials were user-tested for accessibility with targeted communications on local bus routes and radio stations.

Building on our recognition at the [Happy to Translate Awards](#) and our client-centred approach we now proactively translate our information on benefits into 12 languages to support communities in Scotland. Important communications have also been translated into Ukrainian and Russian to help refugees and displaced people access benefits.

We remain committed to further embedding diversity and inclusion into our organisation and I am pleased we can continue to build on solid foundations.

About us

We were established in September 2018 and are part of the Scottish Government Director General Communities portfolio. The [Framework document](#) explains the detailed accountability and governance for our organisation, and the context for our relationship with Scottish Ministers and Scottish Government Directorates. We do not make the rules about who can be paid benefits or how much money they should receive as these are Ministerial matters. We are here to manage the Scottish social security system in line with the principles laid down in [the Social Security \(Scotland\) Act 2018](#): dignity, fairness and respect.

Background

Information on how Social Security Scotland is meeting the Public Sector Equality Duty and the Specific Duties has previously been reported on as part of the Scottish Government Mainstreaming Report. This is the first report which we have completed independently.

As part of the Scottish Government Main pay bargaining unit which sets our overall terms and conditions of employment, our staffing data has been included in the publication '[Diversity and inclusion of the Scottish Government workforce 2022](#)' dated 14 March 2023. Separate headcount data by protected characteristic for Social Security Scotland as at 31 December 2022 is published in our [workforce information](#).

Our Charter

The Social Security (Scotland) Act 2018 principles are reflected in [Our Charter](#), which was created in partnership with people who have lived experience of the social security system. The purpose of Our Charter is to clearly set out what people should expect from the Scottish social security system. It explains how we uphold the Principles in the Act, making sure that we take a human rights-based approach to what we do and how we demonstrate dignity, fairness and respect in all of our actions.

Our Corporate Plan and Business Plan

We publish our three-year [Corporate Plan](#) to share our strategic direction with colleagues and the people of Scotland. This plan incorporates our obligations under the [National Outcomes Framework](#) and Our Charter. Every year, we publish our [Business Plan](#), which shows our activity for the year ahead and how it will help us meet the objectives in our Corporate Plan.

Objectives from Corporate Plan

This Mainstreaming Equality Report falls into the period covered by our 2020-2023 Corporate Plan. We deliver our business objectives under three main themes.

Corporate Plan Theme	Helping to deliver a social security system with dignity, fairness and respect	Supporting people in Scotland to access devolved benefits that they are entitled to	Running our service in a responsible way
2021/22 Business Plan Objectives	<ul style="list-style-type: none"> Support our people and their wellbeing Adapt, progress and learn from the effect COVID-19 has had on our organisation Develop a Health and Social Care Division Develop our plan for the future Build our diverse workforce Continue to request and act on feedback we receive Work to deliver new and future benefits. 	<ul style="list-style-type: none"> Make sure that colleagues benefit from clients' feedback and insights Roll out a face-to-face service Build on our work to lead and encourage our approach to inclusive communications Maintain and develop relationships with a wide range of national and local stakeholders. 	<ul style="list-style-type: none"> Further develop strong internal financial controls, rules, procedures and methods Publish key reports and strategies Provide accessible buildings that can be used flexibly Improve our digital systems. Introducing new digital methods.

How Social Security Supports National Outcomes

Social Security Scotland supports the delivery of the National Outcomes within the [National Performance Framework](#).

National Outcome	How we support this
We tackle poverty by sharing opportunities, wealth and power more equally	We provide access to a number of low-income support payments designed by the Scottish Government to tackle poverty. We promote these benefits so people know what they are entitled to and can apply for them. We process applications in a timely manner and make payments to those eligible.
We live in communities that are inclusive, empowered, resilient and safe	We provide access to disability payments designed by the Scottish Government to enable people to live as fully and independently as possible. We promote these benefits so people know what they are entitled to and can apply. We process applications in a timely manner and make payments to those eligible.

	We have Client Support Advisors based in every local council area across Scotland. They also work with the independent advocacy service managed by Voiceability
We have thriving and innovative business, with quality jobs and fair work for everyone	We create job opportunities and provide community benefits through our spending on goods and services. We also provide access to Job Start Payment designed by the Scottish Government to help young people who have been unemployed pay for costs incurred when they start a new job.
We are healthy and active	We provide access to disability payments designed by the Scottish Government to enable people to live as fully and independently as possible. We also provide access to Best Start Foods, a payment designed by the Scottish Government to help parents and carers of children under 3 to buy healthy food.
We respect, protect and fulfil human rights and live free from discrimination	The Scottish Government considers social security to be a human right. We ensure that people are aware of this and that they know about the support they may be entitled to and can apply for benefits.

UK Public Sector Equality Duty and Specific Duties as a Scottish Public Body

Equality Act 2010

The [Equality Act 2010](#) provides a legal framework to protect the rights of individuals and advance equality of opportunity for all groups. It covers nine protected characteristics: Age, Disability, Sex, Race, Religion or Belief, Sexual orientation, Gender reassignment, Pregnancy and maternity, and Marriage and civil partnership (in employment only). Social Security Scotland recognises a tenth protected characteristic, which is care experienced. This is part of our [Corporate Parenting Plan](#) which sets out our commitment to people with care experience.

Public Sector Equality Duty (PSED)	<p>This general duty under Section 149 of the Equality Act has applied to all public bodies since April 2011. This means that when we are carrying out our activities, delivering services and employing colleagues, we must have due regard of the need to:</p> <ul style="list-style-type: none"> • eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act • advance equality of opportunity among all people • foster good relations between different people when carrying out their activities
<p>Specific Duties as a listed Scottish public authority</p>	<p>As a listed authority we have a duty to carry out the following:</p> <ul style="list-style-type: none"> • reporting on mainstreaming the equality duty • publishing equality outcomes and report progress.

Equality Outcomes

In order to develop meaningful equality outcomes, [research](#) was conducted on our behalf by Rocket Science UK between November 2019 and February 2020 seeking views on our draft equality outcomes. The output from that research led to the development of three core outcomes covering the key themes of workforce; culture; delivering and improving our service.

In September 2022, we published the [Social Security Scotland Equalities Strategy and Outcomes Review](#) which gave an update on how we had progressed with the actions set out in our original strategy. Many of these actions have been completed, however some remain in progress. We will continue to work towards completion of the outstanding actions and use this review to inform our next Equalities strategic document.

Equality Impact Assessments

We are increasing our capacity to carry out Equality Impact Assessments. They help us to identify areas where policy or procedure may impact negatively on people with various protected characteristics and developing measures to remove or reduce this impact. We revised our training materials and between November 2022 and February 2023 and have trained over 100 staff in how to conduct an appropriate assessment. We will continue to run these sessions to improve awareness across the organisation.

We have improved our links with procurement colleagues to ensure that impacts on people with various protected characteristics are considered prior to running a procurement exercise. In 2023, an Accessibility team will be formed to help progress in ensuring that appropriate testing of tender submissions is made to ensure that suppliers meet the necessary standards set out in the UK Government's [Technology Code of Practice](#) and that we are compliant under the Accessibility Regulations [2018](#).

We have developed an equality impact assessment tracker which has over 40 assessments at various stages of completion. Assessments must be signed off by the appropriate Deputy Director who will ensure that action is being taken to address any issues highlighted. Our governance groups and senior leaders also have a role to play in ensuring that a robust assessment has been undertaken.

Inclusive Communication

We aim to be leaders of inclusive communication which means making our information as clear as possible. We made commitments in our Charter to treat everyone equally, fairly and without discrimination. We want to make communications, processes and systems easy to understand for all. We will do this by testing them with the people who will use them and adapt processes as much as we reasonably can to meet someone's needs and preferences, for example by providing interpreters.

Communicating inclusively relates to all the ways that we communicate including meetings, emails, written correspondence, phone calls, online content, web chat, and face to face meetings. Communicating in an inclusive way is essential to ensure none of our clients, colleagues or stakeholders are excluded – allowing the largest number of people to take part. Being inclusive in the way we interact and considering the communication needs of others also reflects our principles of developing a service based on dignity, fairness and respect.

We've developed an [Inclusive Communication Action Plan](#) which includes:

- Leadership and ownership – through creating a shared, clear vision.
- Ways of delivering inclusive communication by setting out what good inclusive communications looks like for us.
- Involving people who communicate in different ways - to produce and put in place a plan for people living with communication disadvantages.
- Skilled staff – by creating and delivering a plan for colleagues to learn inclusive communication skills.
- Inclusive communication resources – checking what resources we already have and creating new ones that will help deliver inclusive communication standards,

Procurement

We have published our [Procurement Strategy](#). This outlines our responsibilities in relation to the Public Sector Equality Duty. We have worked closely with the procurement team to improve consideration of equality impacts when areas of the organisation are purchasing goods and services. We have also awarded several contracts to supported businesses and social enterprises, helping to deliver work opportunities for people with disabilities. We have also established expectations with those bidding for Scottish Government procurement contracts regarding our base standards for accessibility and the thresholds that must be met prior to a contract being awarded.

Client Services

Our services have been designed with people with lived experience of the benefits system to ensure they are accessible to all those who need them. For example, during the

development of the Adult Disability Payment form, people told us they found the form difficult to fill in because they didn't know what to include and what not to include, particularly individuals who have lived with their condition for years and may have normalised the impact it has on their life. To address this, photographs were introduced with each functional question to make it easier for people to understand them. The photographs also helped people understand that adjustments they had normalised should also be mentioned on the form.

To ensure we continue to evolve our services, we regularly survey our clients to assess how well we are meeting our Charter commitments and how they feel about our services. We also work with clients and people with lived experience whenever we are considering a change or development to our service. This ensures we continue to bring the client into the development of our services.

The last published [Client Survey report](#) is from 2021 – 2022. All clients are issued with a survey and for this report, a total of 7,534 responses were received.

Of these respondents, 79% described their ethnicity as 'white' compared to 18% who described themselves as minority ethnic. Most described their gender identity as 'woman' (81%, compared to 18% 'man'). 60% said their age was 25-44 and 59% did not have a physical or mental health condition lasting or expected to last 12 months or more, although more than one-in-three did (34%). Most lived in an urban area (86%, compared to 14% rural). 10% of respondents said that they had some form of communication needs.

A full breakdown of the results by protected characteristic and demographics is available in the [supplementary tables](#) to the report.

We are moving our Client Survey to three benefit-specific surveys, each covering a specific cluster of benefits that we deliver. We will issue a survey on a rolling basis to all applicants following a decision on an application. Invites will also be issued annually to people receiving recurring payments. These updates will not only improve the reliability of the data but will help us to make continuous improvements to our services.

We also use Client Panels to conduct various pieces of research to help to inform and improve our services.

[Research](#) has also been undertaken to analyse whether there are differences in benefit approval rates for some equalities groups. This allows us to identify where we may need to conduct further investigation into the reasons for refusal to ensure our processes are free from bias.

We support our clients to contact us in a way that best meets their needs. Clients can contact us by phone, webchat, in writing in a variety of different formats and languages including Braille, or they can ask us for help to complete applications which will be done by colleagues in our local delivery service.

For clients who are unable to come to one of our locations, we will go to them. We have outreach facilities in every local council area across Scotland and have made use of venues that clients will already be familiar with, such as libraries, community hubs and food

pantries. We also work closely with third sector stakeholders and Local Authorities to collaborate through various community groups.

Inclusion and Accessibility – our buildings

Accessibility and inclusivity are at the heart of our planning for our buildings and we work hard to deliver spaces that go beyond legislative requirements.

In selecting our buildings we have chosen city centre locations with easy access to public transport and other amenities. The internal designs take into account experience shared in our Client Panels, including people with lived experience of disabilities, as well as taking into account the British Standards Institutes Regulation BS8300 – ‘Design of an accessible and inclusive built environment’.

All our buildings include accessible showers, toilets and kitchens which have height adjustable sinks and lowered counters. The layouts offer clear walkways with contrasting colours, both to improve accessibility but also assist with visual impairment. Electrical switches also have contrasting colours while meeting rooms are fitted with induction loops for those with hearing impairment. Our buildings are now fitted with LED lighting, helping neurodiverse colleagues, as well as being better for the environment.

All our buildings have multi-faith contemplation rooms. In our Dundee head office, we have constructed gender neutral toilets and have also included a Changing Place Facility in our public area, this is designed to meet the requirements of people with complex needs and their carers.

We aim to be a diverse and inclusive organisation, and want to make sure our buildings are welcoming and accessible spaces. We are committed to a programme of continuous improvement and we will continue to build on the work already undertaken.

Social Security Scotland as an Employer

Social Security Scotland is part of the Scottish Government Main pay bargaining unit. As such, our colleagues are subject to pay rates, HR policies and processes set out by Scottish Government. We contribute to the delivery of Scottish Government equality action plans, including on race, disability, and socio-economic diversity.

The Fair Work Agreement Scottish Ministers signed with recognised civil service trade unions in 2018 set out a range of principles regarding the conduct of employee and industrial relations in line with the principles of the Fair Work Convention's framework. These principles set the framework for our partnership engagement with our trade unions.

As an employer, we want to reflect the diversity of Scotland to make sure we can deliver a service which meets the needs of those we support. Our values of dignity, fairness and respect apply not only to how we treat our clients, but also to how we treat our colleagues and are the cornerstone of our culture as an organisation.

We use colleague feedback from our People Survey, People Panel, our internal equalities network and analysis of data from casework and recruitment to inform areas where we can improve our colleague experience.

Recruitment

We actively engage with equalities groups, stakeholders, local communities and partners to recruit and support a diverse workforce. Our ambition is to have a workforce which is representative of the working population of Scotland. To support this we carry out a range of activities including:

- Providing more accessible ways for people to work with us and removing or reducing barriers to employment.
- Raising awareness of job opportunities in the local community – for example we run jobs fairs and workshops to encourage, advise and support applications from diverse groups.
- Undertaking regular engagement with minority ethnic community organisations and employability providers to explore ways in which we can refine our recruitment process to engage more minority ethnic candidates.

Training our lead panel members in recruitment practices and unconscious bias and aiming for diversity in our selection panels.

Recent Activity

Disability Confident Level 2 Award

Disability Confident 2 is an award focused around how we attract, assess and then support candidates at all stages of recruitment and onboarding. This award is recognised in the market as putting candidate experience first and removing barriers to recruitment.

Culture and Inclusivity training

Over 20 colleagues participated in Culture and Inclusivity training, delivered by the Radiant and Brighter organisation. The 4-day course provided a valuable overview and training on how we could improve our recruitment practices for candidates from diverse backgrounds, through considering practical changes to our processes.

Race Equality Network and Coalition for Racial Equality and Rights

We continue to work with Scottish Government's Race Equality Network to improve the diversity of our sift and interview panels. We are working with the Coalition for Racial Equality and Rights (CRER) to review and improve our recruitment practices.

Scottish Black Talent Summit

Representatives from Social Security Scotland attended the inaugural Scottish Black Talent Summit in October 2022.

This summit allowed us to highlight our fair and open application process and opportunities. The team were able to meet candidates and stakeholders to discuss our diversity and inclusion actions and objectives as well as gaining valuable insights around the diversity skills gap in Scotland and the opportunities to create a more inclusive and diverse workforce.

Large-scale Recruitment Project

We needed to recruit 2,000 colleagues to help us in a rapid growth phase and deliver our most complex benefits to date including Child Disability Payment, Adult Disability Payment and Scottish Child Payment Phase 2.

The project aimed to deliver an outsourced set of selection processes and procedures to enable us to advertise, sift and interview candidates more efficiently and cost-effectively whilst still complying with the Civil Service Recruitment Commissioner Principles. We also needed to ensure the people we employed were aligned with our culture and values as well as being representative of the people of Scotland.

Modular People Solutions (formerly Capita) were selected as the project's key supplier and a wider project team was formed. This included communications specialists to plan marketing activity, business analysts to create process maps and various subject matter experts to inform Equality Impact Assessments and Data Protection Impact Assessments.

To reach as many candidates as possible, we designed a marketing campaign in local areas, offered online workshops, attended job fairs and job centres and shared our roles with stakeholders. When accessibility testing identified issues with our processes, we developed a plan to address any barriers to applying for jobs.

Analysis following completion of the project showed 13% of offers were made to disabled candidates, increasing the presence of disabled people in the public sector. 8.5% of people offered jobs were from minority ethnic backgrounds compared with 4% of Scotland's population. The project has successfully moved us closer to meeting our commitment of recruiting a diverse workforce reflective of the Scottish population, increasing diversity in the Scottish public sector, with overwhelmingly positive feedback from both applicants and

staff as well as industry recognition winning the award for innovative diversity initiative with S1 jobs.

Assessment Review

We employed Occupational Psychologists from Veredus to carry out analysis of our online assessment process, with advice provided on improving our diversity representation. This advice included looking at how we could improve pass rates for Black and Asian candidates; encouraging more Black and Asian candidates to attend candidate workshops; and developing a pre-recorded version of workshops to improve accessibility.

Candidate Tracking System

When candidates engage with our applicant tracking system, they are asked to answer a range of diversity questions when creating their candidate account. Candidate response is not mandatory but questions cover: age, sex, sexual orientation, ethnicity, disability, religion and belief and gender history, to support our understanding and diversity measurement of active candidates. Analysis of this information is carried out to ensure there is no evidence of unlawful discrimination in our processes, decisions or behaviours.

Training Tools

We have access to the Scottish Government suite of online training materials which provides a wealth of material covering all protected characteristics as well as general awareness raising materials. These are available to all colleagues in our organisation alongside our own tailored content. All colleagues have a specific diversity and inclusion objective as part of their annual appraisal process.

Specific learning has been rolled out for colleagues across the organisation on intelligent kindness and diversity and inclusion is part of our management development learning for colleagues with line management responsibilities.

Our Aspire management development programme begins with a specific module covering ethics and culture; values and corporate objectives; developing intercultural competence; and moving from diversity to inclusivity.

Hybrid Working

In common with many employers, Social Security Scotland moved to homeworking during Covid-19. This included providing any necessary equipment for people to be able to work from home effectively such as chairs, desks, monitors etc. Colleagues with reasonable adjustments in the office had these replicated at home wherever possible.

To date we have issued around 150 pieces of equipment to allow colleagues with disabilities to return to the office. We have also issued over 1,800 pieces of equipment as a result of display screen equipment assessments. We have developed personal emergency evacuation plans for 75 colleagues with varying disabilities and have trained over 140 colleagues in evac chair operation.

In March 2022, we began to allow staff to return to offices and started a project to look at new ways of working. The aim of the project was to provide flexibility for colleagues whilst ensuring that we met the needs of clients and stakeholders, minimised our environmental impact and delivered best value.

The project team undertook lots of research and engagement to prepare for the hybrid working trials. This included reaching out to other organisations in the wider civil service, private sector and local authorities to share ideas, best practice and hybrid working experiences.

As we knew our approach to hybrid working would not result in a 'one size fits all', a decision was made that the project team would carry out hybrid working trials to help our leaders and colleagues get a better understanding of their requirements and how they might work best going forward and how hybrid working arrangements fitted with our existing flexible working policies.

The trials tested different hybrid working models, finding out what worked in practice for each area as well as understanding what the impacts were to influence longer term decisions around ways of working. It was important that there was some consistency in how we approached the decisions, so that we adopted hybrid working in a fair and equitable way.

Through the hybrid working trials, we encouraged innovation and collaboration from all colleagues. We asked colleagues to play an active part in the trials by testing various activities, sharing suggestions and providing feedback.

This led to recommendations being presented which mean the majority of our colleagues are now in our offices two days per week with the remainder of their time working from home. We continue to monitor the impacts on the effective and efficient operation of our services to ensure our original objectives are still being met.

Wellbeing

We offer a wide range of wellbeing support and advice to colleagues. We employed two Wellbeing Advisers in July 2021 who offer dedicated support to colleagues including counselling, mental and physical wellbeing advice and can signpost to other services where necessary. We have a Wellbeing Plan for the organisation and a calendar of events which runs throughout the year to promote wellbeing on a regular basis.

We have developed a wellbeing toolkit which is hosted on our intranet and has pulled together guidance on mental health, stress and anxiety; physical wellbeing; financial wellbeing; neurodiversity; support for carers; employee passport; workplace adjustments and hidden disabilities; our wellbeing service; the Employee Assistance Programme; the Charity for Civil Servants and bereavement support.

We support the Sunflower Lanyard scheme for those with hidden disabilities who may wish to discreetly let colleagues know that they need additional support. We supply a range of equipment and support to those may require reasonable adjustments in the workplace.

In February 2023, we were awarded Exemplar Status by Carer Positive for our work to support those with caring responsibilities in our organisation. This has included running a monthly carer's café event; introducing a carer's passport so that colleagues can have a record of what support they need and can present this when moving posts to ensure this remains in place; carer's leave and flexible working options; a Carer Support network and a Yammer community. This work has been shortlisted for an inclusivity award in the Civil Service Operational Delivery Profession awards 2023.

We have our own internal staff network but our colleagues can also participate in wider Scottish Government networks such as the Race Equality Network, Neurodiversity Network, LGBTI+ Network and Disabled Staff Network. These provide sources of mutual support for participants as well as being able to influence the development of HR policies.

Case Studies

Reasonable Adjustments

Case Study 1

*Laura applied for the role of Client Support Adviser and advised us during the onboarding process that she is severely visually impaired. To ensure the appropriate adjustments were made, we held job activity review sessions to identify any barriers to using our systems and to inform the approach to adjustments for Laura, her team and the organisation as a whole.

We ordered a specialist occupational health report through RNIB and implemented multiple recommended adjustments. This led us to adding new organisational training which supported Laura to independently travel from home to work and the local area.

We recognised a gap in assistive technology training so ensured all existing assistive technology users had appropriate training, including individual training for Laura. To ensure induction training was effective, we arranged for assistive technology training for our facilitators to guarantee appropriate support was available.

While the wider organisation was operating in a hybrid manner it was agreed that Laura could work full-time from the office to ensure appropriate support was provided.

**name has been changed for privacy reasons*

Case Study 2

Alan joined the organisation as a Client Adviser under the Modern Apprenticeship scheme. He is visually impaired and it was identified that the role was not accessible at that time.

To ensure Alan could continue his Modern Apprenticeship, a collaborative effort was made to identify a suitable alternative role that still offered equivalent opportunities. A role supporting a member of the Executive Team was identified and confirmed as suitable.

This role also allowed more direct one-to-one support for Alan while giving him insight into the management of the organisation. He was able to self-identify areas of development, one being his knowledge of assistive technology and formal training was provided for him along with bespoke training with Scottish Government experts on our document management system.

Alan has also been provided with equipment such as a foldable desk to allow him to work effectively from home, tools to allow him to navigate his keyboard more easily and is being supported with note-taking assistance.

The support we provided has allowed Alan to continue to work towards his Modern Apprenticeship.

**name has been changed for privacy reasons*

Outcomes for next four years

We will continue to work towards completion of our initial equality outcomes where these have not yet been fully delivered. Our key outcomes for the next four years will include:

- Building our Diversity and Inclusion function, including a dedicated Accessibility team to provide expert advice to ensure our workplace remains safe and inclusive.
- Reviewing our Diversity and Inclusion Strategy to ensure it reflects the changes we have undergone since 2018 and sets a clear direction for future activity.
- Improving our data gathering and analysis to provide higher quality evidence to allow us to target where improvements can be made to our client experience or internal colleague experience working at Social Security Scotland.
- Surveying our clients to understand their experience of our services, highlighting any areas where analysis shows difference based on protected characteristics and developing action plans to address these differences.



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