



Executive Advisory Body

Date of Meeting	Tuesday 23 October 2018
Subject	People Survey Note
Agenda No.	7
Paper No.	1.5
Prepared By	[REDACTED]
Purpose	Note

1. Background

- 1.1. The purpose of this paper is to provide information about last year's People Survey results for Social Security Agency Implementation Division, now Social Security Scotland, and highlight factors which may impact this year's feedback.
- 1.2. The Scottish Government's People Survey runs annually during the month of October, and is part of the UK wide Civil Service survey.

2. Key Points

- 2.1. Previously, Social Security Agency Implementation Division participated in the core SG's People Survey. Now that the Social Security Agency Implementation Division has formally transitioned from being a Division within Social Security Directorate to becoming a stand-alone executive agency, it will be running its own People Survey which will replicate the Civil Service survey.
- 2.2. This online exercise – which will run from 1st – 31st October – will provide colleagues with the opportunity to have their say about what it's like to work in Social Security Scotland.
- 2.3. People Survey responses are completely confidential. Reports will never identify individuals, and results for a particular unit or group are only ever reported where 10 or more people have responded.
- 2.4. Feedback from the People Survey will help to identify what is working well and what needs to improve.
- 2.5. Since last year's survey, Social Security Agency Implementation Division (now Social Security Scotland) has experienced significant change as it has transitioned to become an executive agency.
- 2.6. A like for like wholesale comparison between this year's stand-alone survey and last year's results will not be possible, however, there will be common threads against which comparisons can be . This paper sets out factors which might adversely impact relevant results.
- 2.7. Once the People Survey results are available (in November/December), a further update will be provided.



3. Conclusions

3.1. Members are invited to note the points above and those in the subsequent pages.

GOVERNANCE CHECKLIST

These strategic considerations should be use to assist you with the content of your paper. State here how the paper considers these areas and any consultation undertaken.

Strategic consideration	Impact
Environment	
Governance	
Data	
Finance	
Staff	
Equalities	
Estates	
Communications and Presentation	.

4. Background

- 4.1. The Scottish Government's People Survey runs annually during the month of October, and is part of the UK wide Civil Service survey.
- 4.2. This online exercise provides colleagues from across the organisation with opportunities to have their say about what it's like to work in the Scottish Government. People Survey responses are completely confidential.
- 4.3. Reports will never identify individuals, and results for a particular unit or group are only ever reported where 10 or more people have responded.

5. This Year's People Survey

- 5.1. Previously, Social Security Agency Implementation Division participated in the core SG's People Survey. Now that it has formally transitioned from being a Division within



Social Security Directorate to becoming a stand-alone executive agency, it will be running its own People Survey which will replicate the Civil Service survey.

- 5.2. Social Security Scotland's survey will run from Monday 1 October to Wednesday 31 October. Co-ordinated communications have been issued to encourage staff to participate, by explaining its purpose and highlighting the importance of everyone taking the opportunity to have their say.
- 5.3. Feedback from the People Survey - expected to be shared during November/December - will be used alongside a range of other evidence and staff views to identify what is working well and what needs to improve – both in Social Security Scotland and at an SG-wide level. It will provide a helpful focus for the next year's improvement activity, as well as identifying areas of good practice which Social Security Scotland, and SG as a whole, can learn from.

6. Social Security Scotland - Context

- 6.1. Social Security Scotland started life as the Social Security Agency Implementation Division within Social Security Directorate, which was established in July 2016. People Survey results from 2017 reflected feedback from the first full year of operation.
- 6.2. The headline scores for the Social Security Agency Implementation Division were as follows:
 - Engagement index 82%, +19 above SG
 - Response rate 94% (30 returns), +16 above SG
 - Learning and development 85%, +28 above SG
 - Leadership and managing change 73%, +28 above SG
- 6.3. These extremely positive Divisional responses set the ground for the Social Security Agency Implementation Division entering its second year on a confident footing, as it moved forward to become Social Security Scotland.

7. Observations and Considerations

- 7.1. Since last year's survey, the Social Security Agency Implementation Division (now Social Security Scotland) has experienced significant change as it has transitioned to become an executive agency. Consequently, a like for like wholesale comparison between this year's stand-alone survey and last year's results will not be possible. There will, however, be common threads against which comparisons can be drawn. In this respect, it is anticipated that the following factors may negatively impact this year's People Survey results:
 - As the Social Security Agency Implementation Division has grown, it has been necessary for the structure to evolve and expand, inevitably resulting in periods of uncertainty for colleagues.



- Social Security Scotland is currently in the 'start-up' phase resulting in a necessary degree of fluidity as business processes/practices are developed and refined.
- Staffing numbers have grown from 32 to approximately 180, with the resultant pressure on existing colleagues to ensure that appropriate induction arrangements are in place and bring new starts up to speed with their roles.
- A large proportion of staff (72%, as at 31 July 2018) have joined Social Security Scotland from out-with the core SG, meaning that they have been required to familiarise themselves with a new working environment, as well as their specific area(s) of responsibility.
- The vast majority of those recruited to Social Security Scotland have been appointed to newly established roles (with no previous incumbent) meaning an added layer of uncertainty as they have worked to shape their posts.
- Moves to new locations have been exciting for some staff but unsettling for others.

8. Next Steps

- 8.1. Once the People Survey results are available (in November/December), a further update will be provided.

9. Conclusion

- 9.1. Members are invited to note the points above.