Title of report	Assurance Report as of 30 September 2024
Summary/purpose of report	To provide performance, financial and risk information which: • assesses delivery of our strategy through the analysis of strategic performance indicators • highlights areas of concern • identifies corrective action required. The report identifies variance to expected performance and any impact or risk this may have on the strategic objective to which the KPI relates. Actuals are measured against an initial forecast with the KPI owner providing an explanation for variance. If there are negative variances the KPI owner details corrective actions.
Recommendations	The Audit and Assurance Committee is asked to: 1. endorse the direction of travel for the strategic measures 2. approve the risk register position.
Author	Laura Shepherd, Director of Strategy and Performance
Responsible Officer	Maree Allison, Chief Executive
Link to Risk Register Risks as of 1 April 2024	The information in this report links to: Outcome 1: **Trusted -** People who use services are protected by a regulated workforce that is fit to practise. Outcome 2: **Skilled -** Our work supports the workforce to deliver high standards of professional practice. Outcome 3: **Confident -** Our work enhances the confidence, competence and wellbeing of the workforce. Outcome 4: **Valued -** The social work, social care and children and young people workforce is valued for the difference it makes to people's lives.
Impact Assessment	An Impact Assessment (IA) was not required.
Link to the Strategic Risk Register	Strategic Risk 4: We fail to provide value to our stakeholders and demonstrate our impact.
Documents attached	Appendix 1 Full 2024/25 Strategic Risk Register. Appendix 2 Assurance Map as at 30 September 2024.

ASSURANCE REPORT AS OF 30 SEPTEMBER 2024

Audit and Assurance Committee

29 October 2024

Agenda item: 07

Action: For Decision

EXECUTIVE SUMMARY

SEPTEMBER 2024 SPI PERFORMANCE SUMMARY

SPI	SPI Description	Outcome	Risk	Ambition	Current	V (+/-)	Movement	Proj. YE	Actions & Comments
Finance	Available reserves (%)	1-4		2 to 2.5	5.2	+0.6	⬇	Red	Review and manage through year with any reserves above target applied to reduce the Spending Pressure. There is a plan identified below to reduce reserves.
2.1 Reg	Reduce the time taken to being registered (weeks)	1	1	<18	27.9	-1.9	⬆	Red	Legislative change introduced by the Future Proofing Programme will reduce time to apply and improve performance over the year.
2.2 Reg	SSSC will maintain the number of open fitness to practise cases at an acceptable level	1	1	1850	1948	+49	⬇	Amber	Year-end position based on current performance trends. Medium potential to be green.
	95% of our open cases will be less than three-years-old	1	1	95.0	96.4	+0.2	⬆	Green	
2.3 WE&S	Increase the percentage of the workforce using learning resources to achieve CPL (%)	2	2	33.0	35.4	+0.0	⬆	Green	
2.4 WE&S	Percentage of those reporting positively that our development activity is delivering the support required by the workforce (%)	2	2	80.0	82.8	+0.6	⬆	Green	Annual declaration data now coming in to these measures
	Cumulative performance (%)	2	2	80.0	82.1	+1.2	⬆	Green	

KOI	KOI Description	Outcome	Risk	Ambition	Current		Movement	Proj. YE	Actions & Comments
2.5	Delivery of key milestones across our joint initiatives and programme of work against national strategies	2, 3, 4		-	-			N/A	
3. Organisational Information	Programme Management Office	1-4	-	-	-		-	-	
4.1 HR	The overall percentage of staff who are absent from work (%)	1-4	6	<3.6	4.3	-0.7	⬆	-	
4.2 HR	The overall staff turnover percentage (%)	1-4	6	<16.2	15.0	+1.7	⬇	-	
5.1 KOI Reg	Registrant workforce numbers			N/A	176.6k	-500	-	N/A	As the annual declaration process improves the accuracy of those entitled to be on the register, we expect this figure to change and likely reduce.
5.2 KOI S&P	The percentage of the workforce feeling valued for the work they do	4		N/A	14.9	+2.0	-	N/A	
5.3 KOI S&P	The percentage of the workforce with the correct qualification (%)	1,2,3,4		N/A	52.2	-	-	N/A	Could be influenced by current FPP prep work, expect changes over the next quarter to this figure.

RAG Status Key

Green	On track, on budget, minor issues within green parameters set within a measure
Amber	Low level risks/issues, short term delays, potential for budget under or overspend that has not yet manifested. Within amber parameters set within a measure
Red	Not on track, reported red risks, over budget, significant delays. Within red parameters set within a measure

1. CORPORATE FINANCIAL POSITION

1.1 Results

Scottish Social Services Council	Projection						
Income Statement	**Actual**	**Committed**	**Total Actual + Committed**	**Forecast remaining**	**Projection**	**Budget**	**Prior Year**
Grant in Aid							
Staff Costs	7,786	86	7,872	8,503	16,375	16,714	15,851
Non Staff Costs	1,604	798	2,403	1,189	3,592	3,741	3,627
Grant in Aid & Other Income	(11,231)	0	(11,231)	(8,441)	(19,675)	(19,675)	(18,313)
Net Grant in Aid Expenditure/(Income)	(1,841)	885	(956)	1,251	292	781	1,164
GIA income Disbursements							
Post graduate bursaries	0	0	0	(2,655)	(2,655)	(2,655)	(2,655)
Practice learning fees	0	0	0	(3,852)	(3,852)	(3,852)	(3,852)
Payments							
Post graduate bursaries	738	58	796	903	1,699	2,655	2,545
Practice learning fees	148		148	3,819	3,967	3,852	3,505
Net Grant in Aid Disbursements	885	58	944	(1,785)	(841)	0	(457)
Income							
Voluntary Sector Development Fund	(8)	0	(8)	(592)	(600)	0	(747)
Other grants	(6)	0	(6)	(918)	(924)	0	(999)
Payments							
Voluntary Sector Development Fund	0	0	0	735	735	0	943
Other grants	(65)	0	(65)	1,681	1,616	15	843
Net Other Grants/Disbursements	(79)	0	(79)	906	827	15	40

*Budget includes £2.4m additional GIA awarded in Autumn budget revision

The Results & Summary above show the projection for the year to 31 March 2025 based on reviews to the end September 2024.

The projection is the addition of actual income and expenditure to 30 September 2024, purchase orders committed but not

spent and forecast of remaining income and expenditure to 31 March 2025.

- Our projected results show an expected underspend due to staffing costs as described below, mostly due to vacancies/turnover.
- Our projected reserves are currently higher than the 2.5% internal target, however there are risks that might require mitigating with the use reserves.
- There is an underspend expected in post graduate bursary due to lower number of students than expected. Scottish Government will decide regarding this underspend.
- Our spending pressure is now projected to be £0 due to decisions made with use of reserves and an additional £2.4m GIA.

Staff Costs represent over 80% of expenditure excluding disbursement payments.

In the first 6 months to 30 September, payroll costs show a £592k saving on budget (7.4%) and the projection reflects the savings so far this year. There has been the use of agency staff to fill vacant posts increasing other staff costs by £88k and therefore reducing the salary savings. Vacancies across Registration and FtP have been due to secondments into FPP and higher levels of maternity leave than usual, both have affected performance in 2.1 and 2.2. The delays in recruiting in other posts across have affected our ability to deliver work across support services however those posts are now filled.

Staff costs now include costs for the settlement of legal issues of £165k resulting in an overall net saving of £339k. Panel Member allowances (£617k) are also included in staff costs and are projected to be in line with budget.

Non Staff Costs represent the remaining 20% of expenditure.

This covers accommodation (£192k), administration and travel (£1.2m), digital costs (£1.5m), supplies and services (£452k) and projects (£356k). In comparison to the previous year, accommodation costs are lower due to reduced space (£270k) and transfer of lease costs to administration due to IFRS 16 (£175k). The main element within projects is explained in FFP below.

Within supplies and services £100k budgeted for digital equipment has been ring fenced within general reserves (1.5). The same amount was set aside last year and so £200k is now held for future spending on digital equipment.

Within admin costs there is a projected saving of £50k on write offs due to a reduction in the level of registration fee debt written off following the FPP changes.

Income combines the GIA Income and other sources of income generated internally. Funding and income illustrate the different elements of income.

Expenditure on staff and non-staff Costs is covered by £19.7m of basic GIA funding (including £2.4m additional GIA awarded as part of the Autumn budget revision) and other internally generated income plus Spending Pressure of £796k. During May to September 2024 we have drawn down £9.2m from the Scottish Government.

GIA Disbursements cover Post Graduate Bursaries (PGB) and Practice Learning Fees (PLF). In 2024/25 there is funding of £2,655k for PGB and £3,852k for PLF of which £1,500k is an additional funding element. These disbursements follow the timing of the academic year. PLF projections reflect the budget, however there is a projected underspend of £1,173k on PGB of which £300k is to be allocated to the Student Practice Learning Support Grant. The underspend is due to a reduction in student numbers and more students applying for funding through SAAS.

Other Disbursements cover the Voluntary Sector Development Fund (VSDF) and other grants. The main component of other grants is the Workforce Development Grant (WDG). These areas were not budgeted, and confirmation of the WDG is being pursued.

Additional funding of £700k has also been awarded for the Student Practice Learning Support Grant. Costs are expected to be around £900k, with a further £100k for travel costs. The shortfall is to be met from the expected underspend in the Post Graduate Bursaries budget.

The **Future Proofing Project (FPP)** was funded last year by both an allocation from the general reserve (£749k - see 1.5) and Scottish Government funding (£343k). This budget of £1,092k for 2023/24 resulted in an actual spend of £902k for the year and an underspend to be carried forward to 2024/25 of £190k. The project went live on 03 June and the budget to conclude in November 2024 is £303k. Our budget for 2024/25 budget, and specifically within Projects, includes £190k to bridge between the underspend last year and the £303k required until November. There is a £77k contingency to support any post implementation spend until March 2025.

1.2 Areas of exceptions and risk

Category	Exception/risk	Value	Comments
NOD issue	Other challenges may require potential payments regarding the NOD issue, external legal advice has been instructed.	Currently unknown	A paper is being presented to the Audit and Assurance Committee. Any payments that are required will need to be managed through use of reserves.
Legal issues	The Sommerville judgment affecting panel members requires us to pay pension contributions and additional backdated holiday pay.	£135k	This amount has been ring fenced with the reserve figure - see 1.5. This was previously £300k due to other legal issues but £165k has now been paid out as identified above.
Write Offs	We are now seeing a reduction in fee write-offs and there is a projected saving of £50k by the end of the year on this budget. The fee write-offs budget was set at £238k for 2024/25.	£50k savings on £238k budget	Fee income in the budget is based on estimated fees invoiced. Pre-FPP a proportion of invoices were written off as the individual had left the sector and was not entitled to remain on the register. FPP has changed the approach to managing fees and invoices are no longer sent. Fees are paid as part of the annual update process by those still working in the sector. We expect that write-offs will therefore substantially reduce. This should be offset by an equivalent reduction in fee income. This will not affect our total end of year position.

1.3 Registration fee income

Fee Income £'000
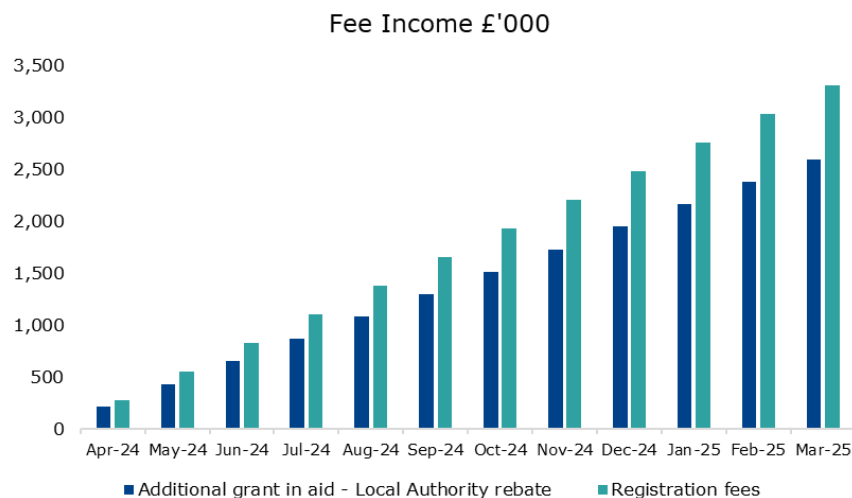
Our projection for 2024/25 continues to align to the budget - registration fees is projected to be £3,310k for the full year and Local Authority rebate is expected to be £2,593k. This figure will be updated later in the year to reflect the changes to fee income due to the FPP programme detailed at 1.2.

1.4 Funding and income

Funding and income	Budget £000	Scottish Government £000	Other £000	Drawdown /received £000	Projection 31 Mar 25 £000
Grant in aid *	13,428	13,428		9,200	13,428
Local Authority fees	2,593	2,593			2,593
Registration fees	3,310		3,310		3,310
Other income	344		344		344
	19,675	16,021	3,654	9,200	19,675
GIA - disbursements					
Practice Learning Fess	2,352	2,352			2,352
Additional Practice Learning funding	1,500	1,500			1,500
Post Graduate Bursaries	2,655	2,655			2,655
	6,507	6,507	0	0	6,507
Other disbursements					
Voluntary Sector Development Fund			600		600
Workforce Development Grant and others			924		924
	0	0	1,524	0	1,524
Spending pressure	796	0			0
Total funding and income	**26,978**	**22,528**	**5,178**	**9,200**	**27,706**

Total funding is budgeted at £27m with £9.2m being drawn down to 30 September 2024. The Grant in Aid figure from the Scottish Government of £13.4m (including £2.4m additional GIA awarded as part of the Autumn Budget Revision) is supplemented by Fee income noted at 1.3 and other income to support the main activities of SSSC. GIA Disbursements will be claimed as paid. At this stage Other Disbursements are being finalised. We are currently projecting no draw down of the spending pressure, but as detailed at 1.5 we expect to use savings and reserves instead to fund the net expenditure for 2024/25.

1.5 General reserve and available reserve

Scottish Social Services Council		Reserve	
Change in Taxpayers Equity	Grant in Aid	GIA Disbursements	Other Disbursements
Balance at 31st March 2024	2,018	467	392
Carried Forward to 2024/25			
Post graduate bursaries		217	
Practice learning fees		250	
Voluntary Sector Development Fund			135
Other grants			257
Ring fenced			
IT Equipment	100		
Carried forward & Ring fenced	100	467	392
Available General Reserve	**1,918**	**0**	**0**
Balance at 1st April 2024	2,018	467	392
Expenditure	(19,967)	(5,666)	(2,351)
Funding from Government & other income	19,675	6,507	
Funding from Other Disbursements			1,5224
Transfer to Practice Learning Support Grant		(435)	435
Spending Pressure	796		
Balance at 31st March 2025	2,522	873	0
Carried Forward to 2025/26			
Post graduate bursaries		873	
Practice learning fees			
Voluntary Sector Development Fund			
Other grants			
Ring fenced			
Potential external issues (refer to 1.2)	135		
Removal of Spending Pressure	796		
Digital Equipment (refer to Non Staff Costs in 1.1)	200		
Carried forward & Ring fenced	1,131	873	0
Available General Reserve	**1,391**	**0**	**0**

The reserve is split into three categories:

Grant In Aid – shows the main activities of SSSC. Funding from Government and other income to cover staff and non-staff costs and supported where necessary by Spending Pressure.

GIA Disbursements – payments made for Post Graduate Bursaries and Practice Fee Learning which are recompensed by Government.

Other Disbursements – other payments including Workforce Development Grant and Voluntary Sector Development Fund which are recompensed by other bodies.

The projected net expenditure for 2024/25 of £292k is to be supported by reserves, with no draw down of the spending pressure of £796k.

From the available general reserve, there are ring-fenced amounts totaling £200k for digital equipment and £135k for legal issues as explained in 1.2.

As a result of the salary savings to date and a higher level of reserves at the start of 2024/25 the spending pressure of £796k has been removed. This means that the SPI Finance Available reserves % at 31 March 2025 is 5.2%. Our aim will be to manage spending pressure reduction considering how available reserve is positioned within Ambition.

It is assumed the disbursements carried forward into 2024/25 will be disbursed in the year and that the underspend on PGB will be carried forward into 2025/26.
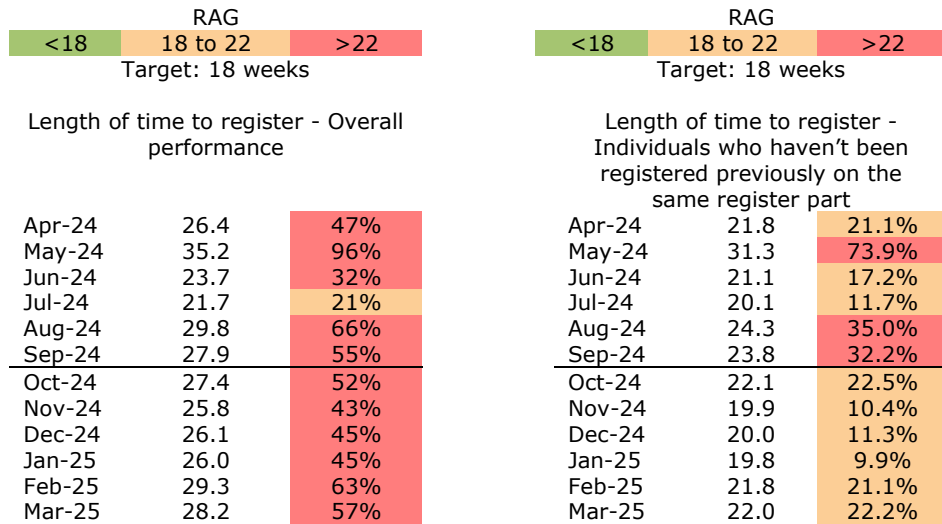
Approved Budgeted Expenditure			26,977
(Staff Costs, Non-Staff Costs & disbursemnt payments)			
Available Reserve (%)		**5.2%**	**1,391**
Range	lower	2.0%	540
	upper	2.5%	674

2. STRATEGIC PERFORMANCE INDICATORS

2.1 Regulation: Reduce the average time taken from a person starting their employment to being registered with the SSSC.

Assessment & Analysis

Time taken from employment to registration was 27.9 weeks in September 2024. Overall application to registration was 4.1 weeks, an increase of 0.2 weeks from the previous month.

RAG		
<18	18 to 22	>22
Target: 18 weeks		

Length of time to register - Overall performance

Apr-24	26.4	47%
May-24	35.2	96%
Jun-24	23.7	32%
Jul-24	21.7	21%
Aug-24	29.8	66%
Sep-24	27.9	55%
Oct-24	27.4	52%
Nov-24	25.8	43%
Dec-24	26.1	45%
Jan-25	26.0	45%
Feb-25	29.3	63%
Mar-25	28.2	57%

RAG		
<18	18 to 22	>22
Target: 18 weeks		

Length of time to register - Individuals who haven't been registered previously on the same register part

|		
Apr-24	21.8	21.1%
May-24	31.3	73.9%
Jun-24	21.1	17.2%
Jul-24	20.1	11.7%
Aug-24	24.3	35.0%
Sep-24	23.8	32.2%
Oct-24	22.1	22.5%
Nov-24	19.9	10.4%
Dec-24	20.0	11.3%
Jan-25	19.8	9.9%
Feb-25	21.8	21.1%
Mar-25	22.0	22.2%

We have analysed the data and can see that the overall figure is influenced heavily by individuals who have been registered but needed to reapply for registration after being removed for failing to either pay a fee or renew.

The secondary measure looks at individuals who have registered for the first time or the first time on a new register level. This second measure will be further developed and improved to exclude certain scenarios in which the data should not be used in the calculation. For these individuals the time taken from employment to registration was 23.8 weeks in September 2024.

From 3 June, new workers need to apply for registration within three months and gain registration within six months (Future proofing legislation). People in roles before 3 June still have six months to apply for and gain registration.

Data from April to September has been significantly impacted by FPP.

Number of weeks to Register
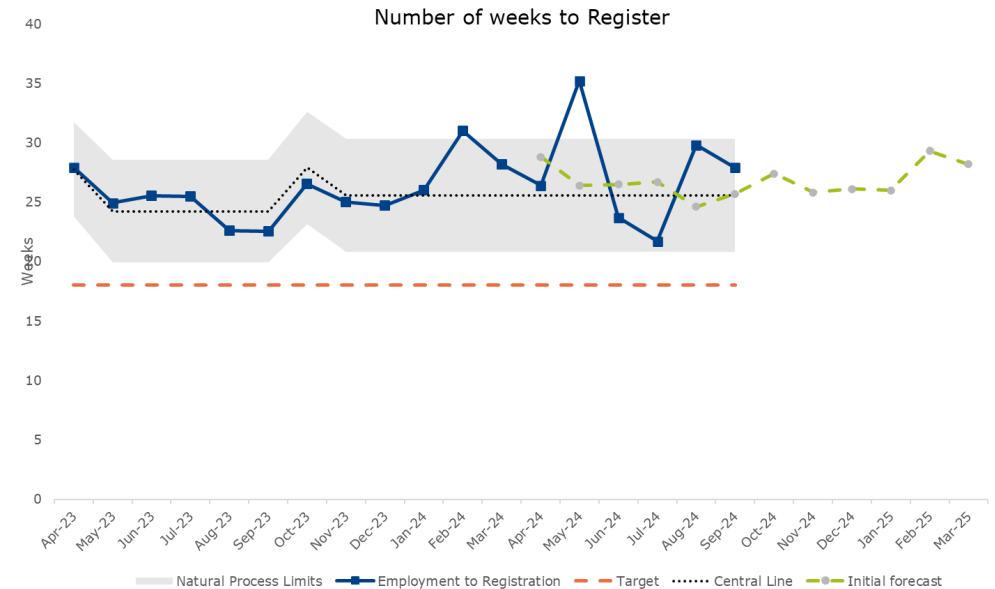
Our 'SSSC Registered' campaign launched in September. This includes on-going communications and resources to support employers in understanding the new requirements and encouraging their staff to apply for registration within the new three-month timescale.

We will need four to five months of data after the launch of the 'SSSC Registered' to understand the trends associated with the impact of the Future Proofing Programme, FPP. We will have a clearer understanding of this picture by February.

Below is a line graph that details the differences between individuals registering for the first time against those who have been registered previously.

Number of weeks to Register

Previously Registered (different reg part) ● No ● Yes
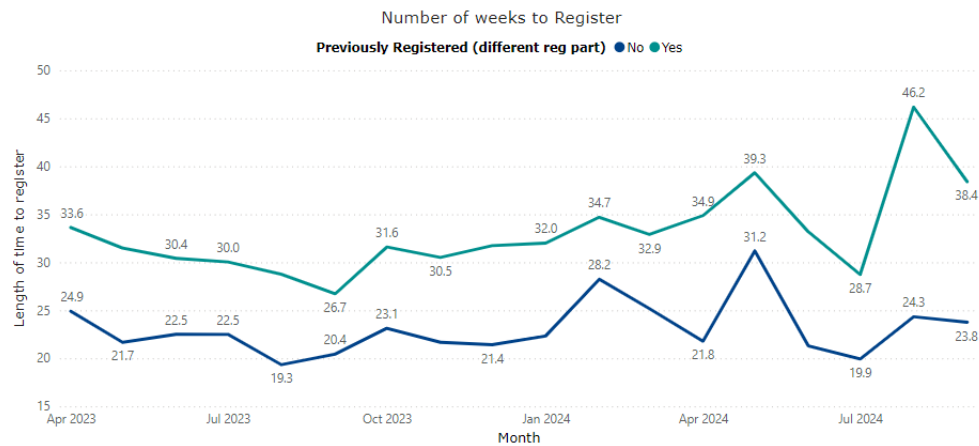
Management Action

We are prioritising resources to process applications. We expect internal processing times to reduce slightly in the coming weeks based on this. However, the most improved timescale we could reach for internal processing time will be two weeks which will not significantly improve the overall measure.

Once we have a clear understanding of the impact of the 'SSSC Registered' campaign, in February, we will develop a plan to target the time taken for applications to be submitted after new workers start in their role.

2.2 Regulation: SSSC will maintain the number of open fitness to practise cases at an acceptable level; 95% of our open cases will be less than three years old.

Assessment & Analysis

Prompt processing of Fitness to Practise (FtP) cases ensures concerns are addressed and the right people are registered. This analysis focuses on both number of cases open and how many of those are less than three years old.

RAG		
<0%	0% to 10%	>10%

Target: 1850

RAG		
>95%	90% to 95%	<90%

Target: 95%

Number of open fitness to practise cases at an acceptable level actual and reforecast			% of open cases less than 3 years old actual and reforecast		
Apr-24	1841	-0.5%	Apr-24	96.0%	1.1%
May-24	1843	-0.4%	May-24	95.8%	0.9%
Jun-24	1870	1.1%	Jun-24	95.6%	0.6%
Jul-24	1906	3.0%	Jul-24	95.8%	0.8%
Aug-24	1899	2.6%	Aug-24	96.2%	1.2%
Sep-24	1948	5.3%	Sep-24	96.4%	1.4%
Oct-24	1795	-3.0%	Oct-24	95.4%	0.4%
Nov-24	1775	-4.1%	Nov-24	95.6%	0.6%
Dec-24	1783	-3.6%	Dec-24	95.9%	1.0%
Jan-25	1804	-2.5%	Jan-25	95.8%	0.8%
Feb-25	1844	-0.3%	Feb-25	95.8%	0.9%
Mar-25	1861	0.6%	Mar-25	95.9%	1.0%

Several factors affect the number of cases open and their age profile. Some are external, such as complexity of cases, proportion of cases affected by third party proceedings, the quality of information relating to a case and the proportion of member of the public complaints. Others are internal such as case to staff ratios, staff turnover, experience and capacity.

At the end of September 2024, the number of open cases was 1,948. An increase of 49 from the previous month and an increase of 127 from September 2023. Of these open cases, 96.4% (1,877 of 1,948) are less than three years old.

The number of open FtP cases is outside the natural processing limits for September 2024. We have seen an upward trend in the number of open FtP cases since January 2024.

Number of Open Cases at the end of the month

Percentage of open cases less than 3 years old
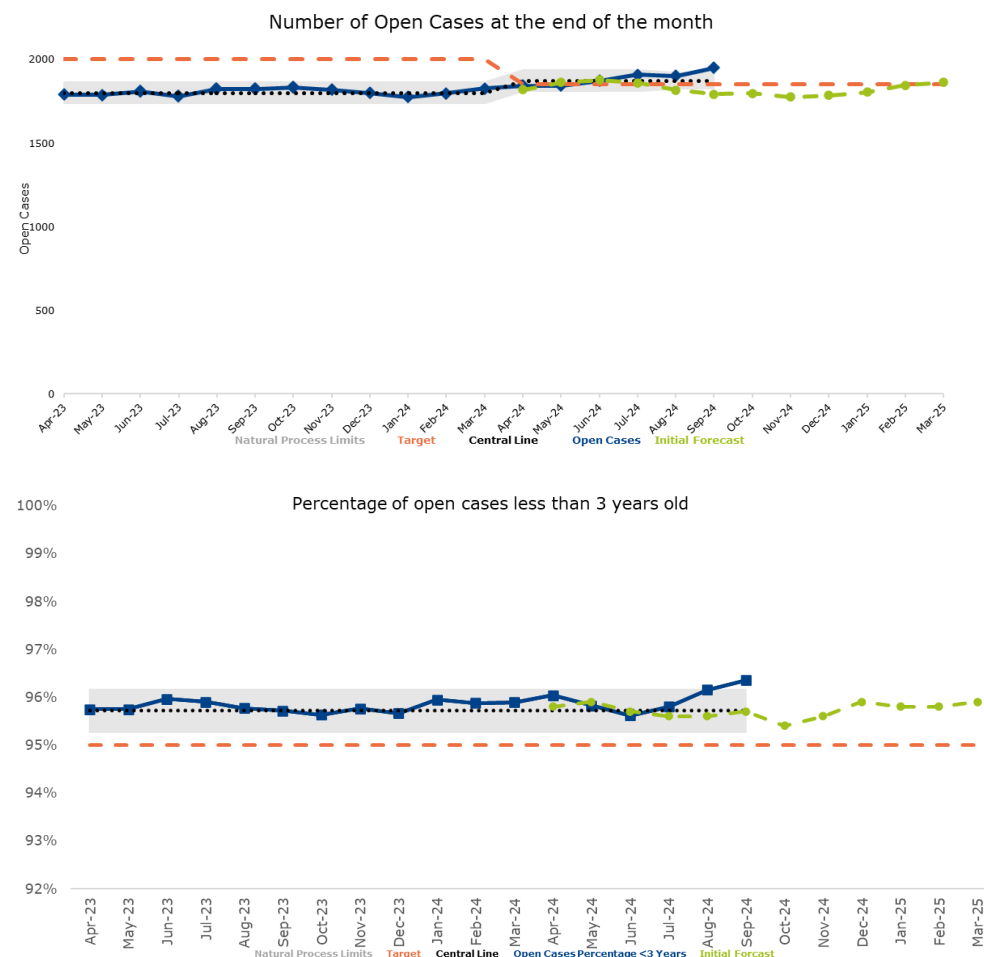
Management Action

Performance has been amber for the previous three months and we have developed the following management action plan:

1. increase capacity by recruiting temporary FtP investigators to backfill maternity leaves (in progress)
2. submit business cases for next year's budget to address the habitual loss of capacity due to volume of maternity and/or turnover due to the makeup of the FtP workforce (complete, but subject to discussion).

2.3 Workforce Education and Standards: Increase the percentage of the workforce using our learning resources to achieve Continuous Professional Learning.

Assessment & Analysis

This measure looks at active users who access our CPL products as well as number of badges completed each month. The calculation for monthly performance comes from:

- the number of applications for badges in a month, minus the number which were returned and not resubmitted or revoked
- number of leadership capability 360 feedback tool accounts
- number of learner accounts minus the number identified as dormant accounts
- number of MyLearning App users in the prior 30 days
- number of registrants who have answered yes on their annual declaration on if they used our learning resources, when available.

RAG		
>33%	28% to 33%	<28%
	Target: 33%	

Apr-24	29.6%	-10.2%
May-24	30.5%	-7.4%
Jun-24	32.7%	-0.8%
Jul-24	32.6%	-1.1%
Aug-24	34.5%	4.6%
Sep-24	35.4%	7.3%
Oct-24	31.9%	-3.5%
Nov-24	32.3%	-2.2%
Dec-24	31.8%	-3.5%
Jan-25	32.4%	-1.7%
Feb-25	33.3%	0.8%
Mar-25	33.6%	1.8%

These are all combined and divided by the number of unique individuals on the register for that month.
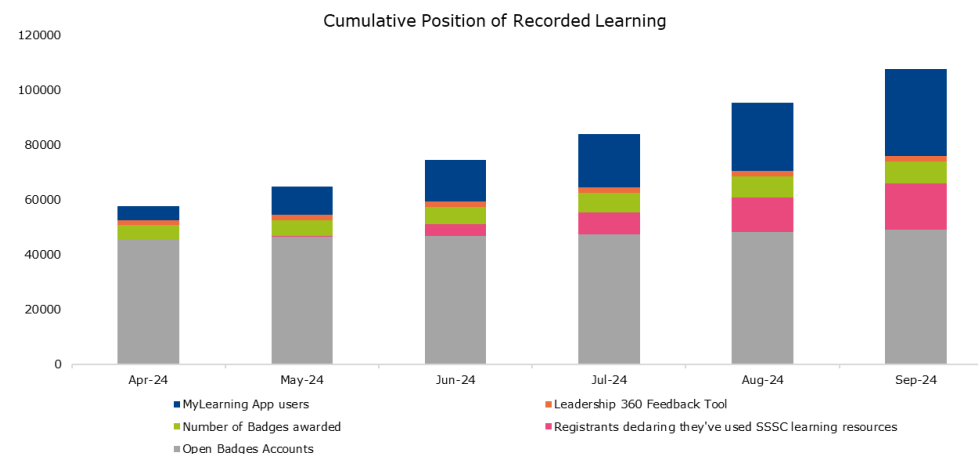
A new target of 33% has been agreed. The previous financial years performance led to a target of 28% being suggested however, due to improvement work planned and the introduction of annual declarations as a data source the target has been increased.
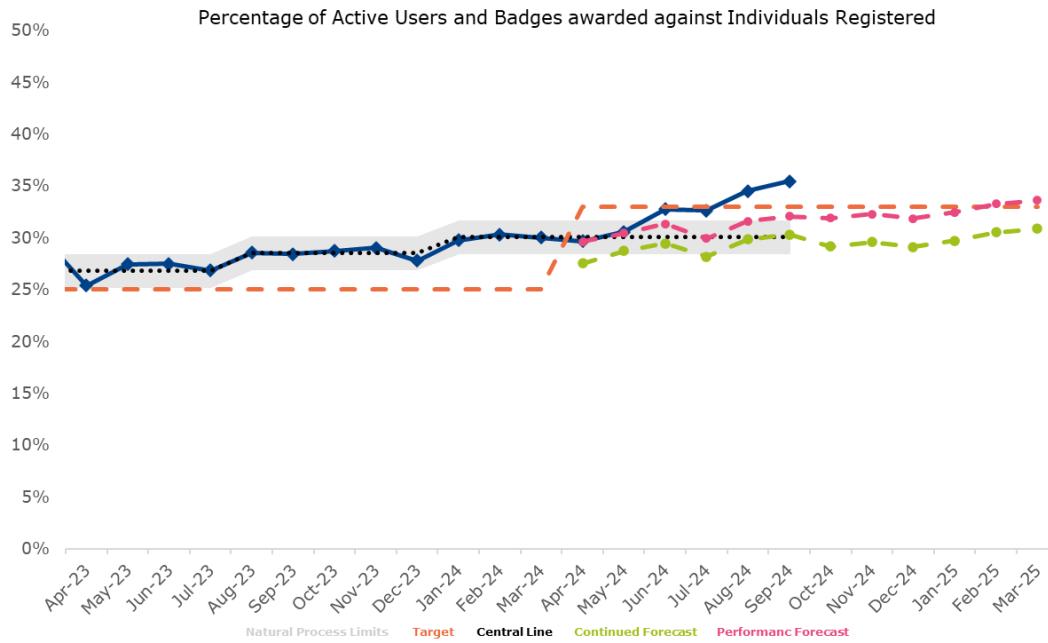
Performance has increased from 34.5% to 35.4%.

There were 493 badges awarded in September 2024, a decrease of 109 compared to last month but an increase of 122 from September 2023.

We currently have 48,977 active SSSC Open Badges user accounts and saw 6,755 users of the MyLearning app in the prior 30 days.

We also have now included a new part to the measure, the number of registrants who have answered yes on their annual declaration on if they used our learning resources. We have changed the calculation for this measure from declaration date to use submission date, for September this was 4,349 individuals.

Cumulative Position of Recorded Learning

Percentage of Active Users and Badges awarded against Individuals Registered

Natural Process Limits   Target   Central Line   Continued Forecast   Performanc Forecast

The graph of percentage of active users and badges awarded against individuals registered now includes two forecast lines, the green line shows the forecast if no improvement activity happened and we maintained performance from previous years. The pink line shows potential uplift in performance due to improvement activity.

Management Action

2.4 Workforce Education and Standards: Percentage of those reporting positively that our development activity is delivering the support required by the workforce.

Assessment & Analysis

This indicator reflects the feedback from people who have been using SSSC learning to support their continuous professional development. This calculation uses survey information from:

- the annual declaration from users, how many used CPL and how they rated the resources used when available.
- surveys across our corporate website and our learning zone
- post-event feedback

RAG		
>80%	70% to 80%	<70%
Target: 80%		

RAG		
>80%	70% to 80%	<70%
Target: 80%		

Monthly Performance Actual and Reforecast		
Apr-24	54.5%	-31.8%
May-24	66.7%	-16.7%
Jun-24	77.6%	-3.0%
Jul-24	76.3%	-4.6%
Aug-24	82.2%	2.8%
Sep-24	82.8%	3.5%
Oct-24	84.3%	5.3%
Nov-24	80.8%	1.0%
Dec-24	77.5%	-3.1%
Jan-25	80.8%	1.0%
Feb-25	82.8%	3.5%
Mar-25	82.7%	3.4%

Cumulative Performance actual and Reforecast		
Apr-24	54.5%	-31.8%
May-24	60.0%	-25.0%
Jun-24	76.3%	-4.7%
Jul-24	76.3%	-4.6%
Aug-24	80.9%	1.1%
Sep-24	82.1%	2.7%
Oct-24	81.3%	1.6%
Nov-24	81.2%	1.5%
Dec-24	80.7%	0.8%
Jan-25	80.7%	0.9%
Feb-25	80.9%	1.2%
Mar-25	81.1%	1.4%

From the above resources we received 4,525 responses, 4,282 are from the annual declaration. The responses to questions in the annual declaration have been changed and the responses in the correct format have been included in this measure.

Cumulative performance reflects the cumulative performance for the current financial year.

Positive Score of Development Activity

Target — Monthly positive score — Cumulative positive score
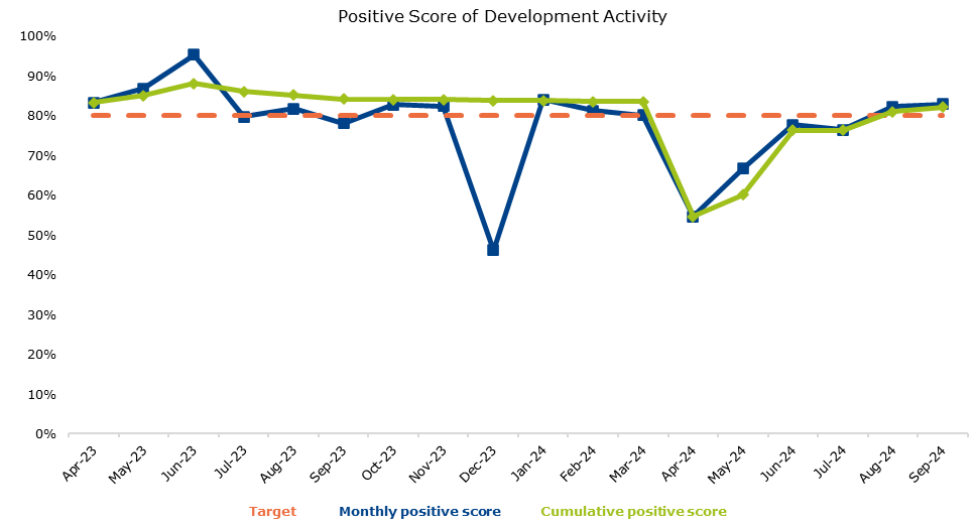
Management Action

2.5 Delivery of key milestones across our joint initiatives and programme of work against national strategies. Agreed with key stakeholders.

Joint initiative or Programme	Named actions and timescales for delivery	KOI Performance	Our achievements	Management action	Link to strategy
FPP	Launch of revised register, changes to qualifications, revised Codes of Practice: Quarter 1	100% of actions on track to deliver on time.	Launched Codes of Practice 01/05/24, ministerial launch 07/05/24. Revised register, changes to qualifications, revised CPL and new RTP requirements launched 03/06/2024.	Communications activity is ongoing. Monitor CPL feedback from registrants and update CPL website as required.	Trusted Skilled Valued
NOS Review	NOS review. To be completed by December 2025 This is detailed in the strategic framework for Scotland's Early Learning and Childcare, School Aged Childcare and Childminding Services Profession	90% of actions on track to deliver on time. Project on track to deliver on time.	NOS review project plan and programme governance structure in place. Stakeholder Advisory Group and NOS Development Group made up of key stakeholders have been established to support the review. L&D Advisor has been appointed specifically to lead on the technical detail of the review. SDS have allocated a grant of £69,000 for this work	SfC&D have agreed to host a dedicated section on their website for the NOS review which will present this work as a UK wide effort. All countries are identifying projected budget spend so we can provide this to SDS in December.	Skilled
The Promise: Change Programme 1	Lead the refresh of the Common Core of skills, knowledge, understanding and values for the children's workforce in Scotland. Quarter 2	100% of actions on track to deliver on time.	Final revised common core with SG for sign off.	The Directorate for Children and Families in SG have confirmed this work has been delay and we await their response to the revised Common Core.	Skilled
Adult Social Care Skills Response Plan	Carried forward from 2023/4 Actions and timescales to be agreed by partners.	Delay in plan being established		Meeting held with partners and lead agencies SDS/NES on 7 October.	Skilled Confident Valued

National Health and Social Care Workforce Strategy	Work with SSSC and key partners to promote career opportunities in Social Care and deliver policies on upskilling and developing the workforce to attract new people to Social Care and address retention issues. Quarter 4.	100% of actions on track to deliver on time.	Commissioned by Joint Social Services Taskforce (JSST), to work with NES to develop: • a career opportunities tool for adult and C&YP social care workforce • a national induction framework for adult social care workforce Focused engagement with stakeholders for both areas of work. Collation of job families and job roles data being finalised for the career opportunities tool workstream. Started to identify what to include in the national induction framework. Digital options and budget for both workstreams being proposed.	Finalise job families document for the career opportunities tool workstream. Finalise the programmes of learning that will map to the themes identified in the national induction framework. Meeting planned with project sponsors and leads on 28 October to review progress and sign-off product development to date. Will also agree an evaluation plan for the project. Review digital options and resource requirements and agree for both workstreams so that digital development can be started.	Confident Valued
	Carried forward from 2023/4 OSCWA leading work and timeline still to be agreed with SDS Scottish Government will work closely with SSSC and sector partners to develop a pilot Graduate Apprenticeship scheme, to improve career pathways for Social Care staff into Social Work. Quarter 4 TBC	Delay in plan and timeline being agreed	Project plan being developed by OSCWA. SSSC to lead technical expert group to support development of GA and approval of award for registration	Timeline for GA development being agreed with SDS and OCSWA.	Confident
National Dementia	SSSC and partners to establish a short life working group to:	Workforce Delivery Group considering	Further collaboration with SG and NES colleagues to agree how both NES and the SSSC	Work with NES to finalise paper and plan by 15 October.	Confident

| Strategy delivery plan | • further develop our understanding of the dementia workforce and scope the learning needs of the current and future dementia workforce, recognising its diversity in health and social care and beyond, from those working in varied settings such as care homes, hospitals, community hubs and people's own homes to registered professional groups such as Allied Health Professionals, social workers and mental health professionals.

• create a 'roadmap' of the existing rich sources of learning and skills programmes and resources that map against the Promoting Excellence Framework to establish the need | joint SSSC/NES workforce development proposal at their second meeting on 22 October. | will contribute to this work. Joint paper/plan being drafted to be presented to next workforce delivery group meeting on 22October for approval. | Agree any additional resource/budget requirements that will need to be requested to SG for agreed activity in 2025/26. | |

3. ORGANISATION INFORMATION

3.1 Programme Management Office
Overall Summary: Programmes

Programme	Budget RAG	Risk/ Issues RAG	Stakeholder Buy In RAG	Timescale RAG	Overall RAG	Approval and Monitoring	Key Deliverables	Comment
Digital Programme	Green	Amber	Green	Green	Amber	All digital projects approved and monitored at by Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO	My Learning Development Project: Total deliverables: 5 Due: 2 Completed: 2 Delayed: 0 SSSC Learning Zone Redevelopment Phase 2 Project: Total deliverables: 7 Due: 1 Completed:1 Delayed: 0 SSSC Corporate Website Development Project: Total deliverables: 6 Due: 2 Completed: 2 Delayed: 0 D365 Contract project: Total deliverables: 3 Due: 1 Completed:1 Delayed: 0 AI pilot project: Total deliverables: 8 Due: 3 Completed: 3 Delayed: 0	Risks and issues: SSSC corporate website project: The timescales and resource allocation for the project are tight which were highlighted to DPB however work is progressing as planned

	Green	Orange	Green	Green	Orange		Practice learning support grant project: Total deliverables: 5 Due: 3 Completed: 3 Delayed: 0 CYP platform project: Total deliverables: 10 Due: 2 Completed: 2 Delayed: 0	
Future proofing digital changes 2024/25	Green	Red	Green	Green	Red	Project approved and monitored at Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO.	Total deliverables: 1 Due: 1 Completed: 1 Delayed: 0	Risks and issues: Systems changes created issues with NODs as advised to AAC and Council.
Future-Proofing Programme	Green	Red	Green	Green	Red	Programme approved and monitored by the Future-Proofing Programme Board. Updates with PMO.	Total deliverables: 13 Due: 12 Completed: 12 Delayed: 0	Risks and issues: Systems changes created issues with NODs as advised to AAC and Council.
JSST programme	Green	Green	Green	Green	Green	Both project workstreams are being monitored and approved by JSST Workstreams Project Board and Sponsor Group.	Total deliverables: 13 Due: 4 Completed: 4 Delayed: 0	Risks and issues:
NOS review programme	Green	Green	Green	Green	Green	Programme approved and monitored by the NOS Review programme board. Updates with PMO.	Total deliverables: 4 Due: 1 Completed: 0 Delayed: 1	Risks and issues: No significant strategic risks or issues.

4 HUMAN RESOURCES PERFORMANCE

4.1 HR: The overall percentage of staff who are absent from work.

Assessment & Analysis

This metric combines all types of absence across the SSSC to give an overall metric. The assessment focuses on areas of concern or risk by looking at sickness absence by directorate/team and identifying any emerging reasons that could cause additional staff absence in the future.

RAG		
<3.6%	3.6% to 4.6%	>4.6%
	Target: 3.6%	

Apr-24	3.9%	8.3%
May-24	3.7%	2.8%
Jun-24	6.1%	69.4%
Jul-24	6.1%	69.4%
Aug-24	5.0%	38.9%
Sep-24	4.3%	19.4%
Oct-24		
Nov-24		
Dec-24		
Jan-25		
Feb-25		
Mar-25		

Definitions: Short-term absence is up to a week. Medium-term absence is between 8 and 27 calendar days. Long-term absence is a period of four weeks or more.

12 employees were off on long term sick in September 2024. These were in five different absence categories and make up 3.1% of the sickness absence rate.

We have seen a spike in absences over the summer period, but they are reducing back towards our target. This has increased to 6.1% due to an increase in short- and medium-term absence. In particular, minor illness and musculoskeletal and back problems.

We also started seeing COVID-19 related absences from June onward however it isn't a significant proportion of the percentage increase.

In September 2024 SSSC lost 255 days to sickness (4.3% of capacity). We break this down in the table below:

Directorate	Department	Days	Sick %
EMT & Support	EMT & Support	0	0.0%
Regulation	FtP	83	4.3%
Regulation	RIH	21	6.2%
Regulation	Registration	35	2.6%
Regulation	LCG	4	2.6%
WE&S	E&S	0	0.0%
WE&S	WP&P	7	1.9%
WE&S	HR	0	0.0%
WE&S	OD	0	0.0%
S&P	Comms & Policy	41	15.0%
S&P	P&I	22	6.6%
S&P	Digital Services	42	15.4%
S&P	Finance	1	1.0%

Although not displayed in the above table, SSSC shared service staff are included in the calculation of overall capacity and SSSC sickness figures.

Sickness Absence by Type
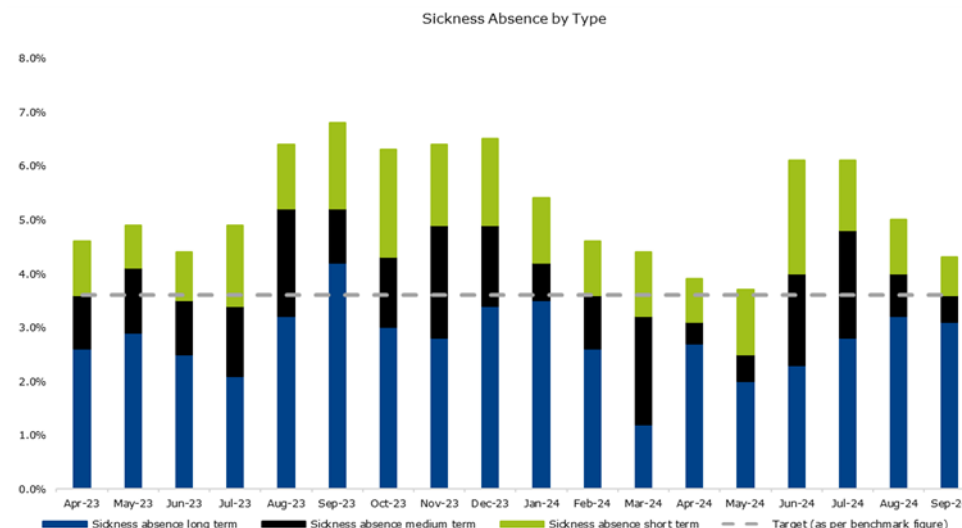
Management Action

We continue to assist managers with staff absence, holding absence review meetings, reviewing the workflow regarding DSR risk assessments, supporting Occupational Health referrals and return to work discussions. There are some ongoing complex cases that we are working with that will take time to resolve.

## 4.2 HR: The overall staff turnover percentage.

Assessment & Analysis

This metric looks at the average staff turnover for the SSSC. The assessment focuses on any areas of concern or risk by looking at staff turnover in certain directorates/team. We will identify any emerging reasons that could cause more staff turnover within an area.

RAG		
<16.2%	16.2% to 17.2%	>17.2%

Target: 16.2%

Apr-24	12.5%	-22.8%
May-24	14.2%	-12.3%
Jun-24	12.9%	-20.4%
Jul-24	13.9%	-14.2%
Aug-24	13.3%	-17.9%
Sep-24	15.0%	-7.4%
Oct-24		
Nov-24		
Dec-24		
Jan-25		
Feb-25		
Mar-25		

In September we had three leavers, one in Registration, one in FtP and one in Legal and Corporate Governance. The overall rolling turnover was approximately 15.0%.

Directorate	Department	Leavers	Current Headcount	12-month turnover %
EMT & Support	EMT & Support	0	7	13.6%
Regulation	**FtP**	**1**	**97**	**15.9%**
Regulation	RIH	0	18	11.0%
Regulation	**Registration**	**1**	**71**	**10.5%**
Regulation	**LCG**	**1**	**8**	**38.7%**
WE&S	E&S	0	28	20.8%
WE&S	WP&P	0	17	5.9%
S&P	Comms & Policy	0	14	0.0%
S&P	P&I	0	16	20.1%
S&P	Digital Services	0	13	7.3%
WE&S	HR	0	4	0.0%
S&P	Finance	0	5	21.1%
WE&S	OD	0	2	0.0%

Although not displayed in the above table, all SSSC shared service staff are included in the overall calculation of the SSSC turnover figure.

Overall Staff Turnover
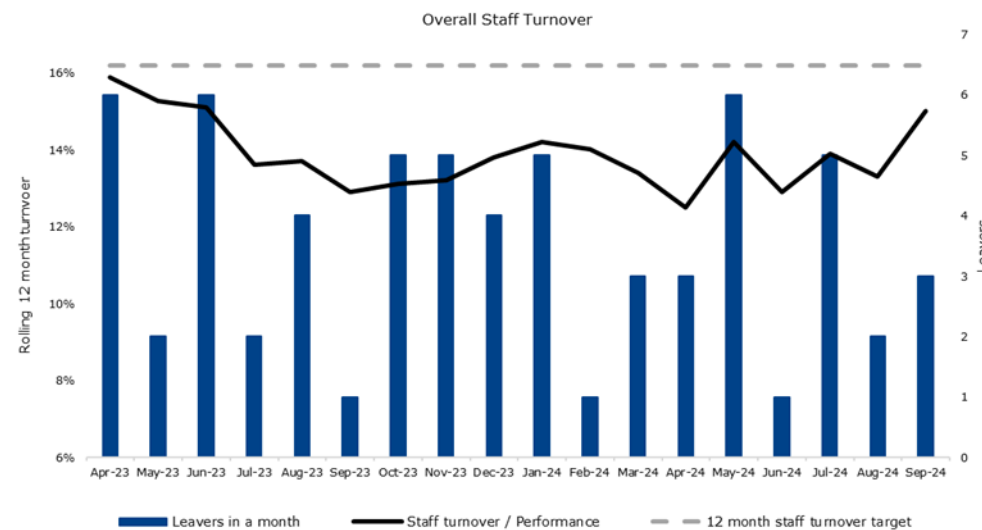
Management Action

We continue to encourage the take up of exit interviews and monitor any trends arising from these so we can build in interventions as required.

For the table dictating the threat level is determined by OMT assessment based on current empty post and seconded position.

Table. HR information - turnover, empty post and seconded out threat level assessment.

Directorate	Department	Turnover	Empty Posts	Seconded out (headcount)	Current Headcount	Current FTE	Threat
EMT and Support	EMT and Support	13.6%	0	1	7	6.7	Green
Regulation	Total	13.8%	18	22	192	177.5	Amber
	Fitness to Practise	15.9%	8	9	96	90.4	Amber
	Registration	10.5%	7	8	71	64.1	Amber
	Regulatory Improvement and Hearings	11.0%	2	5	18	16.2	Amber
	Legal and Corporate Governance	38.7%	1	0	7	6.7	Green
Strategy and Performance	Total	10.4%	5	2	48	46.8	Green
	Communications and Policy	0.0%	1	0	14	13.0	Amber
	Digital Services	7.3%	1	1	5	13.0	Amber
	Finance	21.1%	1	0	13	5.0	Green
	Performance and Improvement	20.1%	3	1	16	15.8	Green
Workforce, Education and Standards	Total	13.5%	0	1	53	49.2	Green
	Education and Standards	20.8%	1	1	25	25.3	Green
	Workforce Policy and Planning	5.9%	0	0	14	16.6	Green
	Human Resources	0.0%	0	0	5	4.7	Green
	Organisational Development	0.0%	0	0	3	2.7	Green
Total		15.0%	23	26	300	280.2	Green

Table. HR information for Shared Services- turnover, empty post and seconded out threat level assessment

Directorate	Department	Turnover	Empty Posts	Seconded out (headcount)	Current Headcount	*Current FTE	Threat
Shared Services	**Total**		**1**	**1**	**14**	**14.0**	**Green**
	Estates, Health and Safety		1	0	2	2.0	Amber
	Finance transactions		0	1	6	6.0	Green
	Payroll		0	0	4	4.0	Green
	Procurement		0	0	2	2.0	Green

*Total Current FTE include CI employed staff

5. KEY OPERATIONAL INDICATORS

5.1 Regulation: Registrant workforce numbers

Key Operational Indicators (KOIs) are measures the SSSC aims to influence by its work but may have limited control over.

We will analyse the overall number of individuals registered with the SSSC and the trends associated with this. Although not fully reflective of the overall workforce this will give us some indication of trends that might be happening in the wider workforce.

We will focus on data from April 2021 which accurately reflects our register after SSSC change certain policies linked to the start of the COVID-19 pandemic.

Overall, the number of individuals on our register continues to increase and is trending upwards. In May 2021 there were approximately 162,394 people on the register, that figure currently stands at over 176,000. The recent steep increase and reduction is a result of the Future Proofing Programme. Due to a technical difficulty with the Future Proofing Programme, we anticipate further fluctuations in the registrant figures, but this should be resolved and stable going forward.

Number of individuals on register
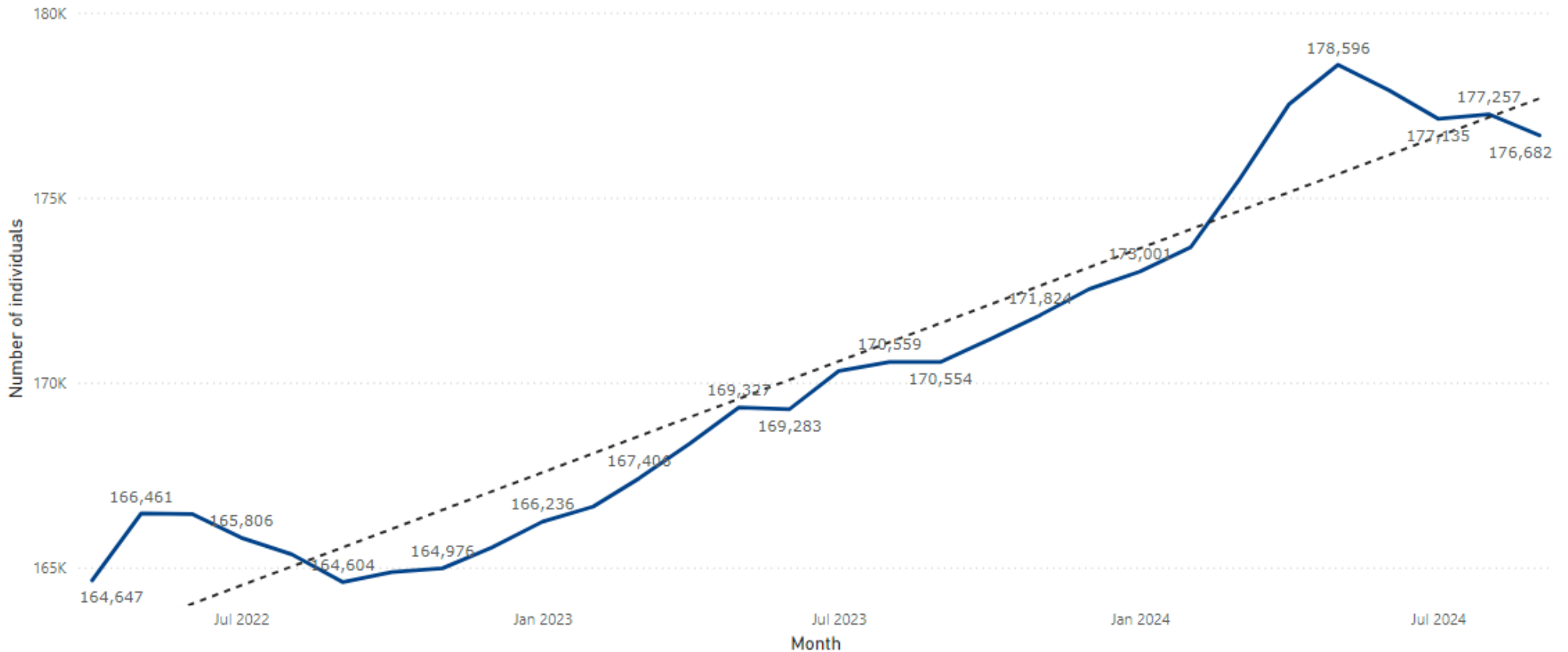
We also looked at the number of individuals by register part groupings to show the movement for each grouping.
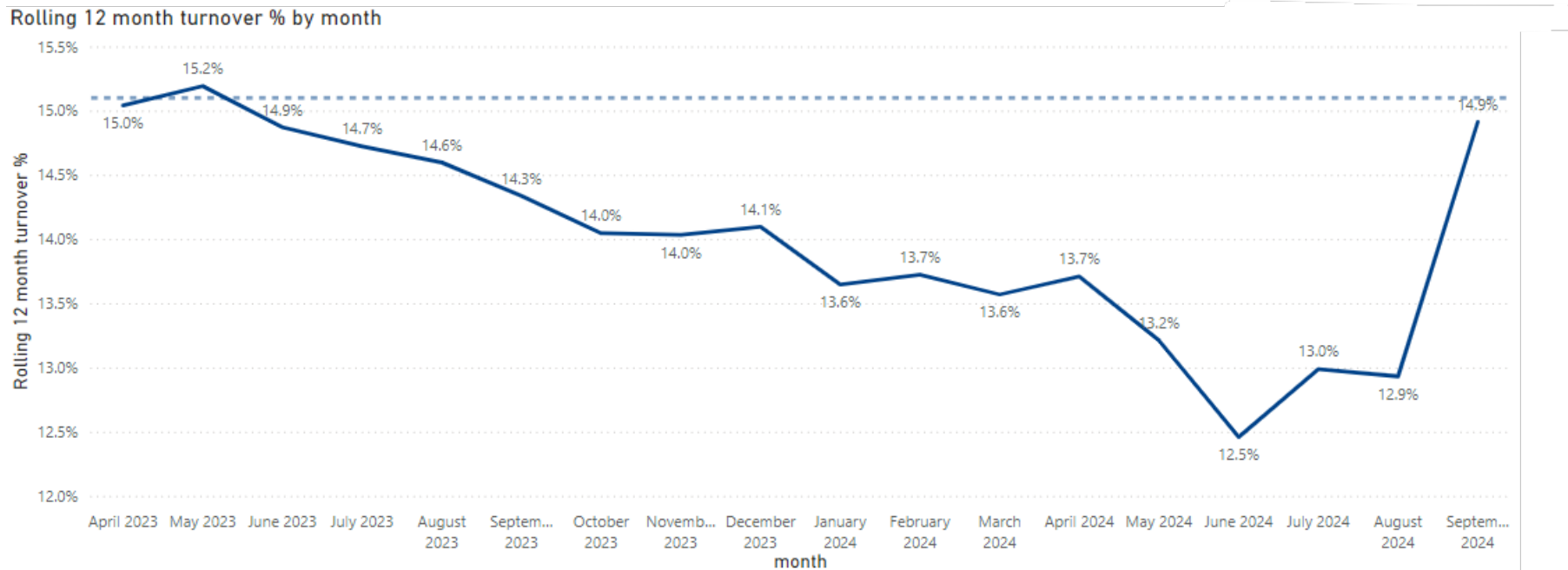

Number of individuals on register
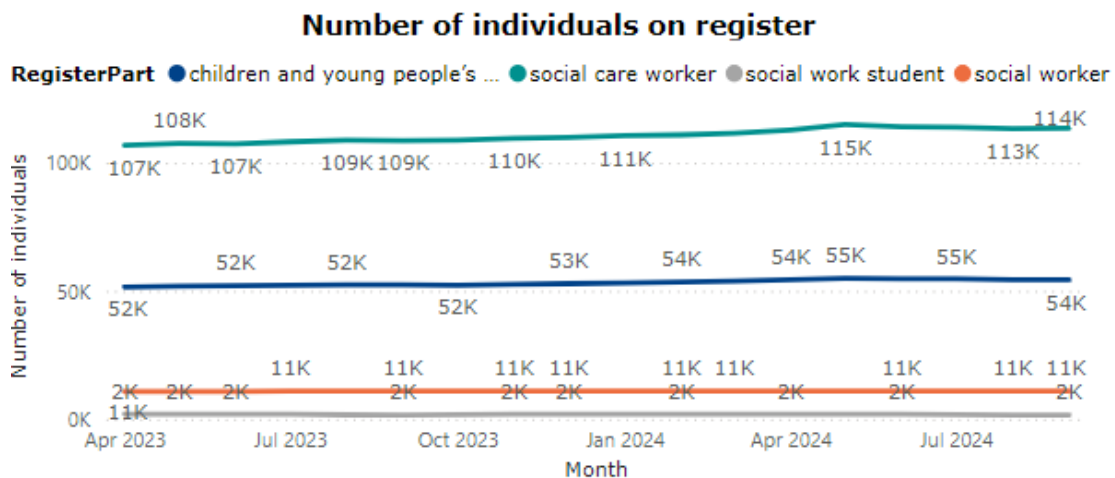
Register Part Grouping	Number of individuals on register	Vs 2023
Children and Young People's Worker	**54,386**	**+2,047**
Day Care of Children Services	45,393	+1,584
Residential Child Care Services	8,594	+424
Residential School Care Accommodation Service	437	+2
Care Inspector	297	+83
Social Care Worker	**113,554**	**+4,806**
Adult Day Care Services	336	-22
Care at Home Services	68,936	+3,562
Care Home Service for Adults	44,871	+2,172
Housing Support Services	57,412	+10
Care Inspector	298	+1,975
Social Worker	**1,601**	**-5**
Social Work Student	**11,016**	**+10**

5.2 Strategy and Performance: The percentage of the workforce feeling valued for the work they do.
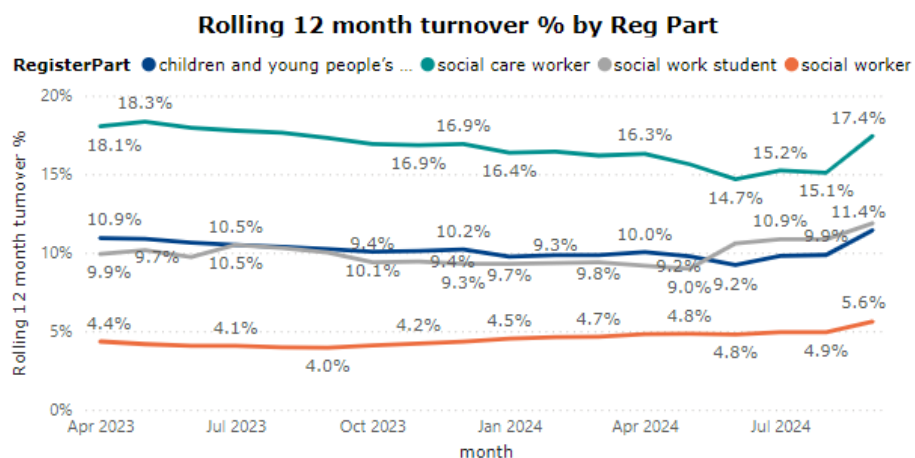
We will collate this information from several internal and external data sources. We also propose to have turnover of registrant workers as part of the analysis on this KOI. This will be done under the assumption that a workforce feeling valued for the work they do will remain within the sector.

This measure considers turnover of staff in the sector. The below is the turnover for the last two financial years plus year to date for 2024, the business intelligence team have improved this calculation, it now only includes individuals who have left the register and currently haven't returned:

- 2022/2023 – 15.3% - turnover in all sectors was 16.4% in 2022
- 2023/2024 – 13.9% - turnover in all sectors was 15.1% in 2023
- 2024/2025 – 8.3% - current rolling 12-month position is 14.9%


Rolling 12 month turnover % by month

We also looked at turnover by register part groupings to show the movement for each grouping. We can see that the highest turnover of staff leaving the sector and not returning is within the social care workforce. This movement does not consider when an individual moves from one register part to another but leaving the register.

Rolling 12 month turnover % by Reg Part

RegisterPart ● children and young people's ... ● social care worker ● social work student ● social worker

| Register Part Grouping	Rolling 12-month turnover %	Vs 2023
Children and Young People's Worker	**11.4%**	**+1.2%**
Day Care of Children Services	11.0%	+1.3%
Residential Child Care Services	13.9%	+0.8%
Residential School Care Accommodation Service	18.7%	+1.9%
Care Inspector	1.3%	+1.3%
Social Care Worker	**17.4%**	**+0.1%**
Adult Day Care Services	13.8%	+6.1%
Care at Home Services	16.6%	+0.5%
Care Home Service for Adults	19.2%	+0.0%
Housing Support Services	15.8%	+0.8%
Care Inspector	3.8%	-3.7%
Social Worker	**5.6%**	**+1.7%**
Social Work Student	**11.9%**	**+1.9%**

We can see that the highest turnover of staff leaving the sector and not returning is within private service types. This movement does not consider when an individual moves from one employer to another but leaving the register.

Rolling 12 month turnover % by service type
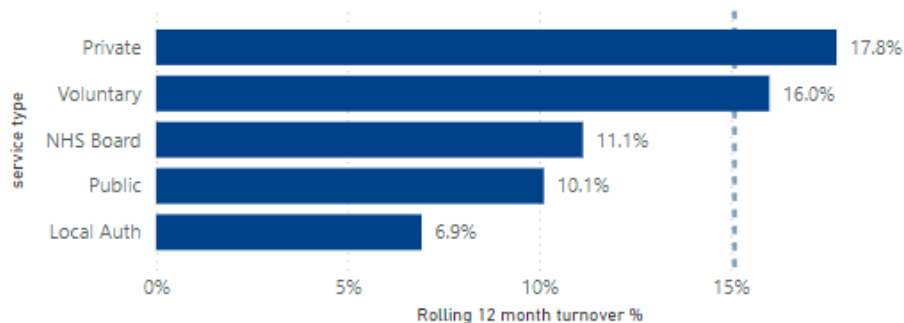
5.3 Workforce Education and Standards: The percentage of the registered workforce with the correct qualification.

Overall, the numbers of individuals with the correct qualification in September 2024 was 52.2%. We also looked at register part groupings to see which groupings had the largest numbers of individuals qualified. Below is a graph showing overall qualification percentage for individuals as well as two tables showing this for job groupings and registration part groups.

Percentage individuals with a qualification
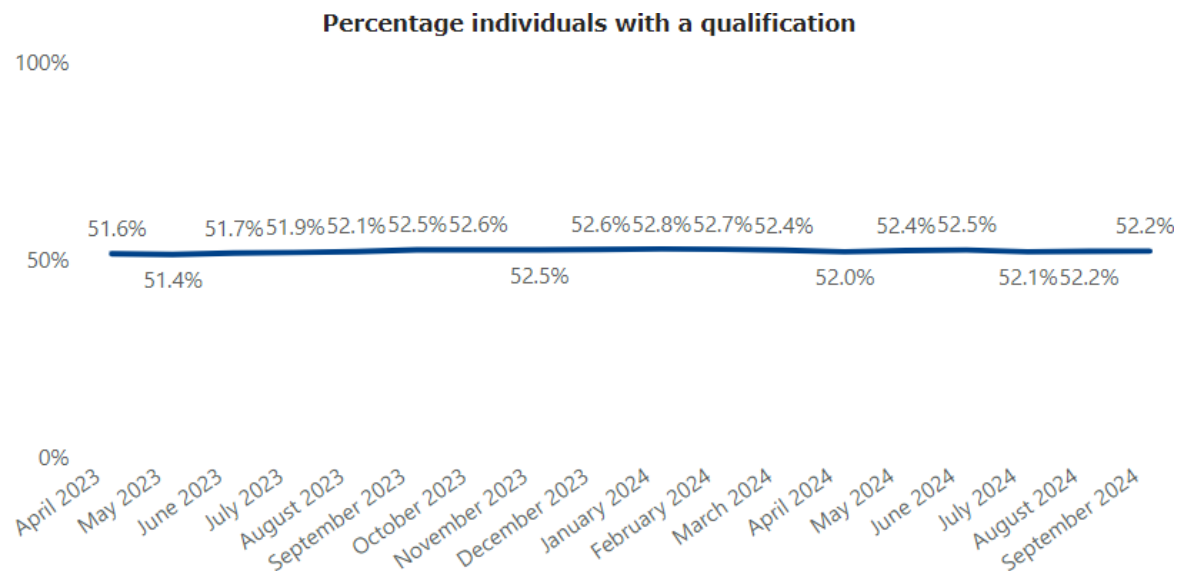
Job Grouping	Percentage Qualified	Vs 2023
Managers	54.9%	+1.7%
Practitioners	74.1%	-0.4%
Supervisors	46.1%	+1.1%
Support Workers	39.4%	-0.1%
Primary Authorised Officer	59.9%	+8.7%
Secondary Authorised Officer	66.1%	+1.4%

Register Part Grouping	Percentage Qualified	Vs 2023
Children and Young People's Worker	**68.3%**	**-0.2%**
Day Care of Children Services	72.6%	+0.1%
Residential Child Care Services	46.7%	-1.5%
Residential School Care Accommodation Service	44.4%	-1.6%
Care Inspector	56.5%	+8.3%
Social Care Worker	**39.8%**	**-0.2%**
Adult Day Care Services	63.9%	-0.4%
Care at Home Services	39.8%	+0.6%
Care Home Service for Adults	38.4%	-1.2%
Housing Support Services	44.9%	+2.0%
Care Inspector	55.1%	+7.7%

Analysis of the "maximum" amount of people you would expect to be registered with/without a condition will continue. We estimate this to be between 60-70% however we will look at the numbers of individuals currently on our register and consider the average length of time it takes for an individual to achieve a condition, turnover and any other relevant values.

6. Strategic Risk

September 2024 SSSC STRATEGIC RISK REGISTER						
Strategic Risk Description	Outcome	Gross	Residual	V(+/-)	Owner	Actions & Comments
We fail to ensure that our system of regulation meets the needs of people who use services and workers.	1	20	12	→	DoR	
We fail to ensure that our workforce development function supports the workforce and employers to achieve the right standards and qualifications to gain and maintain registration.	2, 3	16	12	→	DoWES	
We fail to meet corporate governance, external scrutiny and legal obligations.	1	16	9	→	DoFR	
We fail to provide value to our stakeholders and demonstrate our impact.	1, 4	12	9	→	DoSP	
We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce.	1, 2, 3	20	12	→	DoFR	
The SSSC fail to secure sufficient budget required to deliver the strategic plan.	1	20	16	→	DoFR	
We fail to have the appropriate measures in place to protect against cyber security attacks.	1, 2, 3, 4	20	12	→	DoSP	

New, Emerging, and Changed Strategic/Directorate Risks identified.

Decision required by Council about the NOD (notice of decision) error that occurred due to changes with the public facing register. EMT to consider the impact on reputation and legal risks. This issue is reflected in the October strategic risk register with recommended changes to Risk 3 and Risk 4 scores.

We are currently consulting on registration fees; this has a potential to increase our risk 4 and cause upset in the sector due to increase in fee costs. However, at the time of this report only one stage 1 complaint had been received and the consultation has been live for three weeks.

All public bodies that use the new Oracle/Fusion centralised finance system ran by Scottish Government (SG) were advised last week that they will be charged for use of the system. This is the first time any costs have been discussed with public bodies and nobody was aware that there would be a requirement to pay for the system. The cost is expected to be £5m divided by external users and we have no indication how many users this might be. We, along with all other bodies have raised an urgent concern with SG Sponsor teams to deal with this issue.

By exception.

CONTROL CHARTS

This section gives a brief description of some of the terms used within the control charts.

Central line – this is the average performance and indicates the trend in performance. The line is also used to calculate the lower and upper natural processes. If the line is flat then performance is steady, if the central line moves up or down this indicates that the trend in performance has changed over several months and the central line has had to be recalculated.

Natural process limit – This is the region between the lower natural process limit and the upper natural process limit. How performance sits within this limit will determine if we need to calculate the central line. If a performance point sits outside of this natural process limit, then it would be considered an outlier. The upper and lower natural limits are calculated based on the average of the moving range, the moving range being the difference between two performance points.