Title of report	Assurance Report as of 30 June 2022
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 key performance indicator (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 increased risk position of Risk 5
	3. approve the removal of the following KPIs:
	
	  3.8 Development and Innovation: Deliver the SSSC's commitments under the National Health and Social Care Workforce Plan to schedule and evaluate satisfaction with the outputs.
	
	  4.6 HR: Percentage of people in post for less than six months and percentage of budgeted posts that are empty.

Author	Laura Shepherd, Director of Strategy and Performance
Responsible	Maree Allison, Acting Chief Executive
Links to Strategic Plan	The information in this report links to: • Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. • Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement. • Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce. • Outcome 4: The social work, social care and early years workforce is recognised as professional and regulated and valued for the difference it makes to people's lives.
Link to the Strategic Risk Register	Strategic Risk 4: We fail to provide value to our stakeholders and demonstrate our impact.
Documents attached	Link to Appendix 1 - Strategic Risk Register

ASSURANCE REPORT AS OF 30 JUNE 2022

AAC Meeting Version

02 August 2022

Agenda item: 05, Report no: 17/2022

Action: For Decision

EXECUTIVE SUMMARY

June 2022 SSSC PERFORMANCE SUMMARY

SPI	SPI Description	Outcome	Risk	Ambition	Current	V(+/-)	Movement	Proj. YE	Actions & Comments
Finance	Net expenditure (£000)	1-4		2,614					
Finance	Risk sensitivity (£000)	1-4		N/A					
Finance	Reserves (%)	1-4		2 to 2.5					
3.1 Reg	Reduce the time taken to being registered (weeks)	1	1	<18	20.5	-1.5	⬆	Green	
3.2 Reg	Time taken to process a fitness to practise case is less than organisations we benchmark against (months)	1	1	6.8	4.4	-1.0	⬆	Green	
3.3 Reg	Increase the percentage workforce who engage… in fitness to practise process (%)	1	1	80.0	75.8	+0.8	⬆	Amber	
3.4 D&I	Increase the percentage of the registered workforce with the correct qualification (%)	2	2	50.0	49.4	-0.1	⬇	Amber	
3.5 D&I	Increase the percentage of the workforce using learning resources to achieve CPL (%)	2	2	50.0	46.6	-0.3	⬇	Amber	The risk on this measure is dormant accounts. There will be an estimated 12k dormant accounts that get removed in the next few months. This will result in performance being reduced by 7%.
3.6 D&I	Percentage of those reporting positively that our development activity is delivering the support required by the workforce (%)	2	2	80.0	80.1	+2.1	⬆	Green	
	Cumulative performance (%)	2	2	80.0	79.4	+0.4	⬆	Amber	
3.7 D&I	Percentage of those reporting positive awareness of workforce planning resources and report that resources are effective (#resources)	3	5	N/A	301	-408	⬇		Need more data points before a target is created.
3.8 D&I	Deliver National Health and Social Care Workforce Plan commitments								Proposed to be removed by Director of D&I.
3.9 Reg	Deliver the Future Proofing Programme	1	1	N/A	TBC	TBC		N/A	Under development.
3.10 S&P	The work of the SSSC promotes the value of the social care workforce (% positivity)	4	5	N/A	-	-	-	N/A	
4.2 S&P	External stakeholder engagement (%)	1-4	5	41.0	51.4	-2.5	⬇	Green	
4.3 S&P	SSSC complaint information for Stage 1 (%)	1-4	5	90.0	100	+3.6	⬆	-	
	SSSC complaint information for Stage 2 (%)	1-4	5	90.0	100	+100	⬆	-	
4.4 HR	The overall percentage of staff who are absent from work (%)	1-4	6	<4.0	3.3	-0.9	⬆	Green	
4.5 HR	The overall staff turnover percentage (%)	1-4	6	<15.0	12.9	+0.6	⬇	Green	
4.6 HR	Percentage of budgeted posts that are empty (%)								Removed.
4.7 L&CG	SAR requests are dealt with within timescales (%)	1-4	3	100	100	0	➡	Green	
	FOI requests are dealt with within timescales (%)	1-4	3	100	100	0	➡	Green	
4.8 L&CG	Number of data security incidents reported (#Red)	1-4	3	N/A	0	0	➡		

June 2022 SSSC STRATEGIC RISK REGISTER

Risk No.	Strategic Risk Description	Outcome	Gross	Residual	V(+/-)	Owner	Actions & Comments
1	We fail to ensure that our system of regulation meets the needs of people who use services and workers.	1	20	12	→	DoR	
2	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	→	DoDI	
3	We fail to meet corporate governance, external scrutiny and legal obligations.	1	16	9	→	DoFR	
4	We fail to provide value to our stakeholders and demonstrate our impact.	1, 4	12	9	→	DoSP	
5	We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.	1, 2, 3	20	16	↑	DoFR	Increased from 12 to 16 due to impact of rewards review and the uncertainty around it.
6	The SSSC fail to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.	1	20	16	→	DoFR	Scottish Government has significant budget challenges that are likely to impact on our budget.
7	The current Business Continuity Plan (BCP) in place is not up to date for the SSSC.	1, 2, 3, 4	20	4	→	CEO	
8	We fail to have the appropriate measures in place to protect against cyber security attacks	1, 2, 3, 4	20	12	→	DoSP	

Current Full Strategic Risk Register

New, Emerging and Changed Strategic/Directorate Risks identified

External auditors advised that, due to a key member of staff leaving, they are unable to start the audit of the financial statements until September - planned to start at the end of June. We have let them know that we have serious concerns but they have told us they can't reschedule. This impacts on our internal ARA timetable and there is a significant risk that the audit will not be complete in time for Audit & Assurance and Council deadlines.

SSSC – CORPORATE FINANCIAL POSITION

Financial summary

2022/23 Budget	Revised budget for monitoring purposes £000
Operating budget	19,986
VSDF and disbursements	915
Postgraduate bursaries	2,655
Practice learning	2,352
	25,908
Workforce development grant	376
Total	**26,284**
Funded by:	
Grant in aid	16,035
VSDF	900
sub total	**16,935**
Registration fee income	5,961
Other income	398
sub total	**6,359**
Workforce development and cyber resilience grants	376
Net deficit - funded from reserves	2,614
Total	**26,284**

	Expenditure £000	Fees and other income £000	Grant in aid and disbursement income £000	Net expenditure £000
Budget for monitoring purposes	25,008	(6,359)	(16,035)	2,614
Actual	n/a	n/a	n/a	n/a
Committed	n/a	n/a	n/a	n/a
Year end projection	25,008	(6,359)	(16,035)	2,614
projected (under)/overspend	0	0	0	0

Overview

At 30 June 2022 the projected corporate outturn is at budget. In line with normal practice, we will not carry out detailed budget monitoring until July and budget holders have not adjusted any projections at this stage in the year.

- We project that our general reserve position was £2,787k at 31 March 2022 (subject to audit). Sponsor has agreed to future use of any reserves as working capital.

Budget changes

- Once our annual accounts are finalised we will adjust the budget to include balances carried forward from 2021/22. This will include practice learning fees and postgraduate bursaries.
- Scottish Government confirmed an increase in the Practice Learning Fee rate for Local Authorities from August 2022. We expect that the reserves carried forward from 2021/22 and the 2022/23 practice learning budget will be fully spent in 2022/23 as a result of the increase.
- Scottish Government Sponsor has confirmed Voluntary Sector Development Funding (VSDF) for 2022/23 of £900k.

Reserves

- Our general reserves target is 2% to 2.5% (£457k to £572k).
- We project that our general reserves were £2,787k at 31 March 2022 (subject to audit). Of this balance, £290k will contribute to our planned digital replacement and £252k relates to specific grants we expect to carry forward. A total of £1,472k remains available in our general reserve which is 6.4% of our target range of 2.0% to 2.5%. There are balances of £536k from practice learning and £237k from postgraduate bursaries. Sponsor has confirmed that we can carry this forward as working capital to the 2022/23 financial year. We will include these balances in the budget once we know the outturn position.

Significant variances from budget & key risk

In line with normal practice, we will not carry out detailed budget monitoring until July and we have not identified any significant variances from budget at this stage in the year.

Members of EMT met with our Scottish Government Sponsor Team recently and highlighted the following key risks:

- Future funding – Scottish Government (SG) has an extremely challenging financial position they are trying to manage which is likely to impact on future funding and potentially current year.
- Pay remit – there is pressure to increase pay costs at least to the current level of inflation of approx. 10%.
- Reserves – it is highly unlikely that SG will allow us to carry forward any reserves to next financial year. Areas we are particularly concerned about are:
  - digital development required for future proofing the register estimated at £300k to £600k over 2022/23 and 2023/24
  - estimated costs of £300k to improve our office accommodation due to delays agreeing the lease. SG Property Team has advised that, although we have identified a significant reduction in our office space, we will need to continue paying the same costs until they find a replacement tenant. Our Sponsor has asked for an urgent meeting with their Property Team and the Care Inspectorate Sponsor to discuss how to resolve.
- We are also concerned that we will not get sufficient funding in future for:
- Vacancy management adjustment of £192k for Fitness to Practise staff, which would allow us to recruit additional solicitor posts early in the financial year to enable training and development of staff before posts become vacant due to natural turnover.
  - Temporary posts required to deliver outcomes in the Strategic Plan.
  - Potential spend relating to the National Care Service and panel member renumeration decision.
- Rewards review – there is a separate paper to the Audit and Assurance Committee on the rewards review that includes financial risks.
- Fees – August Council will include a paper on fee consultation.

3. STRATEGIC PERFORMANCE INDICATORS

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

Time taken from employment to registration was 20.5 weeks in June 2022. Employment to application decreased from 18.0 to 16.4 weeks and application to registration increased slightly to 4.1 weeks.

RAG		
<18	18 to 22	>22

Target: 18 weeks

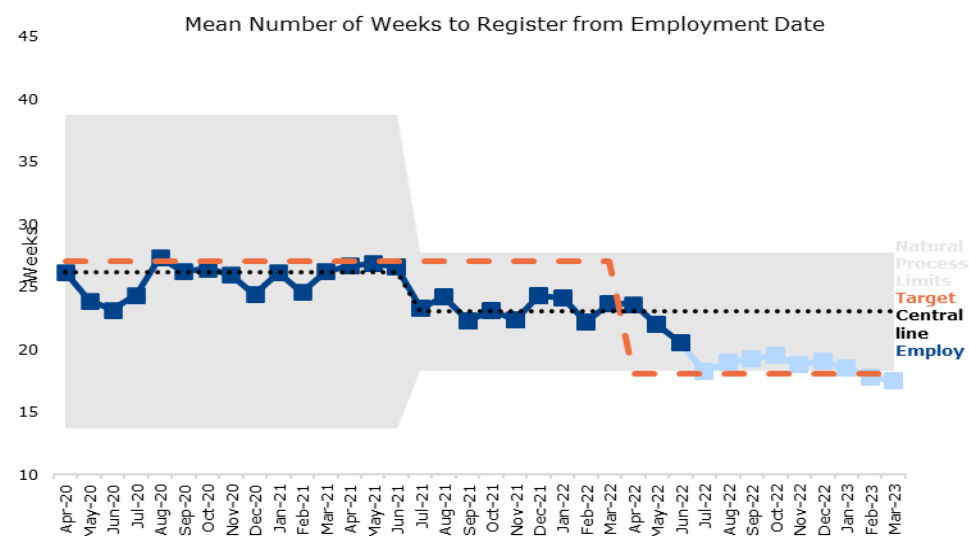| Actual and Reforecast		
Apr-22	23.6	31.1%
May-22	22.0	22.0%
Jun-22	20.5	14.0%
Jul-22	18.2	1.4%
Aug-22	19.0	5.5%
Sep-22	19.3	7.0%
Oct-22	19.5	8.4%
Nov-22	18.8	4.4%
Dec-22	19.0	5.6%
Jan-23	18.5	2.6%
Feb-23	17.8	-1.3%
Mar-23	17.5	-3.0%

We have revised our aim to register workers within 12 weeks of employment, eight weeks to submit an application and four weeks processing time. Recruitment and retention in the sector continues to be a significant challenge. With this in mind, we have set our target for 2022/23 at 18.0 weeks overall.

Although this measure is currently showing amber performance for June 2022 this is against our new goal of 18 weeks. Current performance is better than last year's performance and target of 23 weeks. This strategic performance indicator will now support

us in showing how our improvement activity impacts on performance.

The pilot of Scottish Government paying application fees ended on 25 June 2022. This will affect future performance. The number of applications could increase internal processing time. This could be offset by a large amount of individuals applying earlier to ensure they have their fee paid.

Future months will be affected, although we expect processing time to decrease again there will be an increase between employment to application as the incentive to apply early has been removed.

Mean Number of Weeks to Register from Employment Date

Management Action and Risk

- Forecasts indicate that timescales will increase again in August 2022 because Scottish Government pilot of paying application fees ended on 25 June 2022. We received

almost double the applications projected the week starting 20 June 2022. We are looking at how we can reduce this timescale further and will update in due course.

3.2 Regulation: The average time taken to process a fitness to practise case is maintained at less time than organisations we benchmark against.
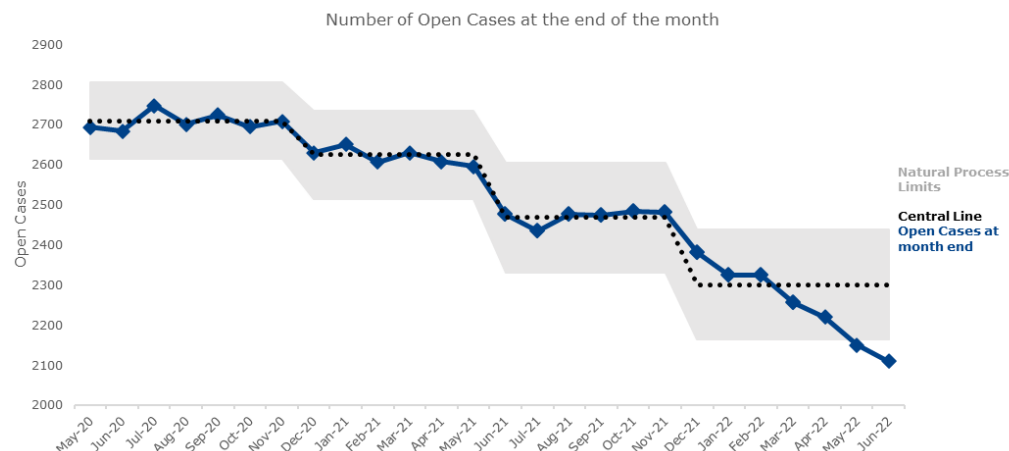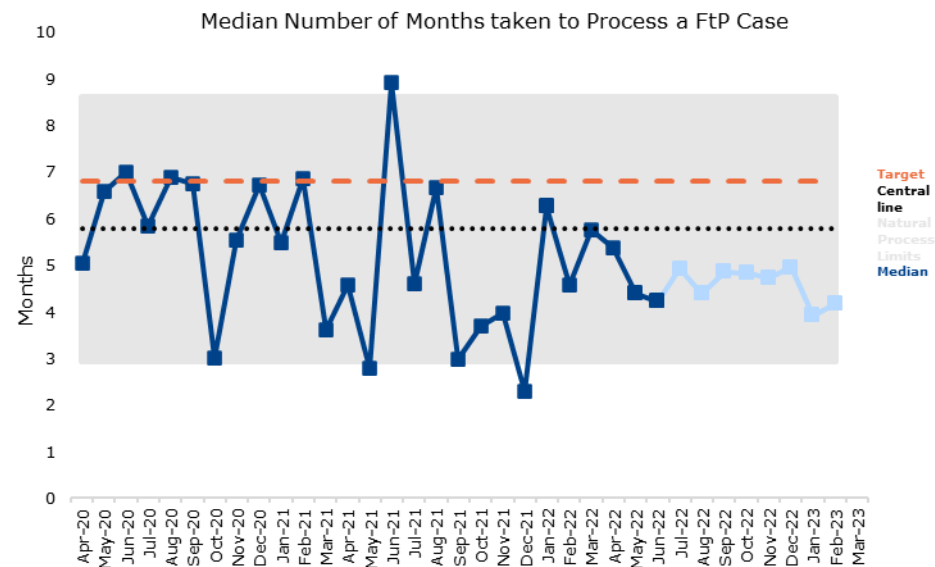
Prompt processing of Fitness to Practise (FtP) cases ensures concerns are addressed and the right people registered. We continue to outperform similar bodies (external target 17.4 months) so set our own internal target of 6.8 months.

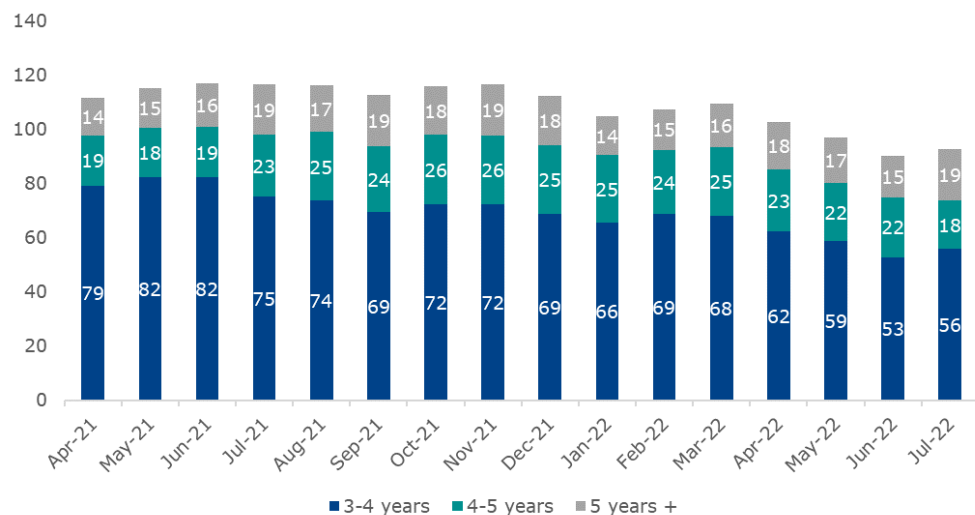| RAG		
<0%	0% to 10%	>10%

Internal Target: 6.8 months

Actual and Reforecast		
Apr-22	5.8	-15.3%
May-22	5.4	-20.9%
Jun-22	4.4	-35.5%
Jul-22	4.2	-37.9%
Aug-22	4.9	-27.5%
Sep-22	4.4	-35.5%
Oct-22	4.9	-28.6%
Nov-22	4.8	-28.9%
Dec-22	4.7	-30.7%
Jan-23	4.9	-27.2%
Feb-23	3.9	-42.4%
Mar-23	4.2	-38.7%

June 2022's performance was 4.4 months to process a Fitness to Practise case. Cases closed at screening stage were 52% (144 of 278 cases) compared to 52% in May 2022 (169 of 327 cases).

At the end of June 2022, the number of open cases was 2,109. A decrease of 40 from the previous month and an overall reduction of 365 from June 2021. The median age of open cases at the end of June 2022 was 301 days, an increase of five days from the previous month.

Median Number of Months taken to Process a FtP Case

Number of Open Cases at the end of the month

Age of open cases by grouping

Month	3-4 years	4-5 years	5 years +
Apr-21	79	19	14
May-21	82	18	15
Jun-21	82	19	16
Jul-21	75	23	19
Aug-21	74	25	17
Sep-21	69	24	19
Oct-21	72	26	18
Nov-21	72	26	19
Dec-21	69	25	18
Jan-22	66	25	14
Feb-22	69	24	15
Mar-22	68	25	16
Apr-22	62	23	18
May-22	59	22	17
Jun-22	53	22	15
Jul-22	56	18	19

■3-4 years ■4-5 years ■5 years +

Management Action and Risk

- The current position is stable.
- Existing staff capacity remains a concern if we continue to lose experienced staff. We have the pressure of solicitor turnover. We have over recruited solicitors to reduce the impact but we will not see the full benefit until early 2023. We are continuing to ensure that we have the right people doing the right work for their role. Salary is the main reason for experienced solicitors leaving and this issue will be exacerbated by the current financial climate.
- We will continue with the intensive induction process for new staff for 2022.
- The investigation teams have increased throughput which remains complimented by steady performance in

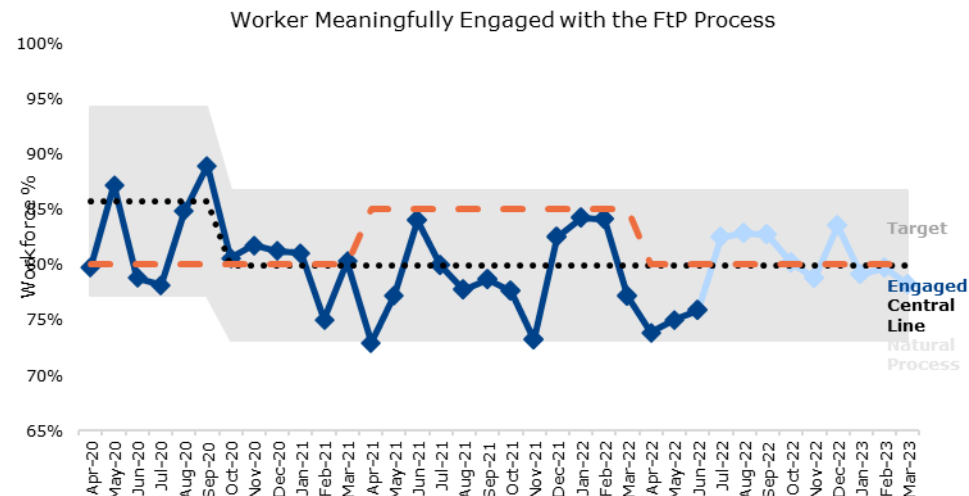Screening. We are testing Power BI for better performance reporting and visibility among the department.

- The age profile of cases is stable and the focus is on older and higher risk cases. We still experience the effects of delay caused by COVID-19 in some cases particularly those where there is a criminal case.
- We have increased senior capacity through trialling a system and structural change. Data shows a positive impact. Feedback from staff is also positive. We are keeping the current structure in place.
- We continue to have regular senior reviews of all cases in the department that are more than three years old to prevent delay.
- We continue to have better engagement with Police Scotland and are getting more information in relevant cases without having to raise court actions to mitigate against delay from unreasonable refusal of requests for information.
- Regulatory Improvement and Hearings continue to improve relationships with employers and other stakeholders key to our investigation functions as well as ensuring a high level of continuous training for FtP staff.

3.3 Regulation: Increase the percentage of the workforce who are engaged when they are involved with the fitness to practise process.

If a worker has provided a response to allegations, this is likely to amount to meaningful engagement. June 2022's performance was 75.8% engagement (103 of 134 cases).

RAG

>80%	70% to 80%	<70%

Target: 80%

Actual and Reforecast

Apr-22	74.2%	-7.4%
May-22	75.0%	-6.3%
Jun-22	75.8%	-5.2%
Jul-22	82.4%	3.0%
Aug-22	82.8%	3.5%
Sep-22	82.7%	3.4%
Oct-22	80.1%	-0.1%
Nov-22	78.7%	-1.6%
Dec-22	83.5%	4.4%
Jan-23	79.1%	-1.1%
Feb-23	79.6%	-0.5%
Mar-23	78.1%	-2.3%

Worker Meaningfully Engaged with the FtP Process
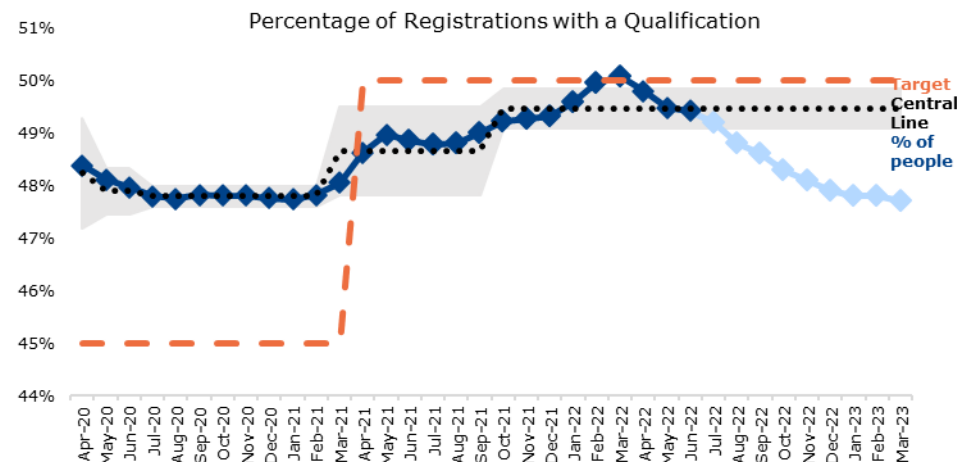
Management Action and Risk

- We continue to work to improve access to representation and support services for workers, which helps them to meaningfully engage.
- We continue to work with employers to teach the workforce about how important it is for them to engage with us. We have produced a fact sheet for employers. This fact sheet includes the employer's role in our investigations and how to support workers. The telephone wellbeing support line for workers going through the fitness to practise process was established on 23 May 2022.
- We aim to promote and encourage early contact with workers under investigation at the start of the case and ensure that workers are confident using the FtP portal to keep up to date with their case.

3.4 Development and Innovation: increase the percentage of the registered workforce with the correct qualification.

June 2022's performance was 49.4%. The data has started to reflect many trend models we have run using historic data.

RAG		
>50%	47.5% to 50%	<47.5%

Target: 50%

Actual and Reforecast		
Apr-22	49.8%	-0.4%
May-22	49.5%	-1.0%
Jun-22	49.4%	-1.4%
Jul-22	49.2%	-1.6%
Aug-22	48.8%	-2.4%
Sep-22	48.6%	-2.8%
Oct-22	48.3%	-3.4%
Nov-22	48.1%	-3.8%
Dec-22	47.9%	-4.2%
Jan-23	47.8%	-4.4%
Feb-23	47.8%	-4.4%
Mar-23	47.7%	-4.6%

The decrease at the start of this financial year has coincided with an increase in the register; 2,681 new individuals on the register from the end of March 2022 to the end of May 2022. There was a slight decrease between the end of May 2022 and end of June 2022. The Business Intelligence team will investigate this over the next few months to fully understand the trends affecting this measure.

Percentage of Registrations with a Qualification

Management Action and Risk

The register for the future consultation proposals and intelligence from the responses will support development of an action plan to address the training supply and demand findings of the workforce skills report (WSR) including more flexibility in the qualifications we accept for registration and the timescales given to obtain the relevant qualification for registration. These proposed changes, if implemented, will help increase the qualified status of the workforce. We are holding focus groups in August to inform and refine our proposals.

We are working in partnership with Scottish Qualifications Authority to survey all training and learning providers who currently deliver the benchmark qualifications to gather further intelligence on capacity within the system to adapt to address the supply and demand challenges highlighted within the WSR.

The Voluntary Sector Development Fund (VSDF) will prioritise applications from Care at Home and Housing Support as these

remain the least qualified groups on the register. Funding is available for Scottish Vocational Qualification Social Services and Healthcare at Scottish Credit and Qualifications Framework level 6 and 7. Given the increasing complexity of roles and changing models of care delivery, the SSSC/Scottish Government is encouraging level 7 applications. Applications for funding open in July.

3.5 Development and Innovation: Increase the percentage of the workforce using our learning resources to achieve Continuous Professional Learning.

The indicator reflects the number of learners registered to use our learning resources and the number of SSSC open badges awarded. June 2022's performance was 46.6%. We track how many people have been actively using the MyLearning app in the last 30 days, which was 3,454 compared to last month's 4,593. We also monitor the number of learning logs created in the last 30 days which was 9,050 compared to last month's 11,341.
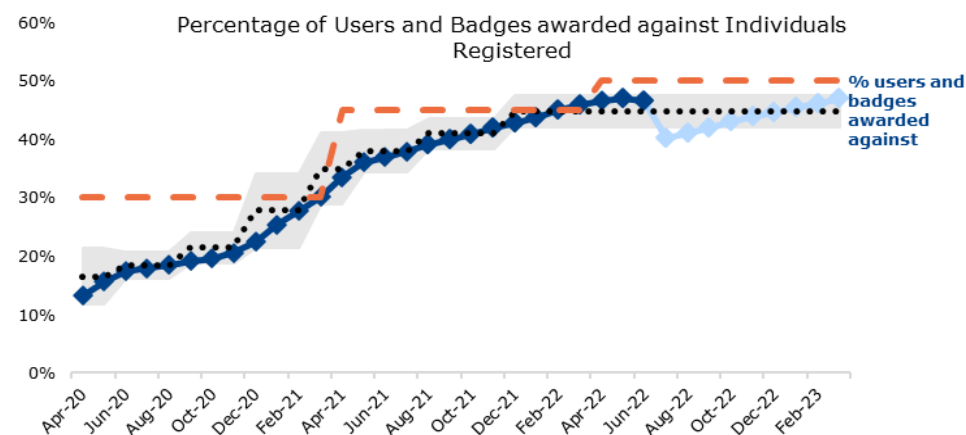
RAG		
>50%	45% to 50%	<45%
	Target: 50%	

Apr-22	46.5%	-6.9%
May-22	46.9%	-6.2%
Jun-22	46.6%	-6.8%
Jul-22	40.2%	-19.5%
Aug-22	41.1%	-17.8%
Sep-22	41.9%	-16.2%
Oct-22	43.1%	-13.8%
Nov-22	43.8%	-10.8%
Dec-22	44.6%	-10.8%
Jan-23	45.4%	-9.1%
Feb-23	46.1%	-7.7%
Mar-23	46.9%	-6.3%

The number of new learner accounts was 951 compared to last month's 1,117. The number of badges awarded was 285 compared to last month's 433.

We are now able to identify dormant accounts. A dormant account is either of the following:

- A user who has no badges, no applications, no MyLearning journal logs, made no endorsements, not verified their email account and has not logged in for 3 months.
- A user who has no badges, no applications, no MyLearning journal logs, made no endorsements, verified their email account and has not logged in for 12 months.
- A user who has at least one badge, or application, or MyLearning journal log, or made an endorsement, has verified their email account but has not logged in for 24 months.

Percentage of Users and Badges awarded against Individuals Registered

2,250 dormant accounts were closed in June 2022 and it is estimated that there are 12,000 dormant accounts still to be closed. We have reforecast the prediction and are now set to end the financial year in amber.

Management Action and Risk

The data shows a continued uptake of individuals using our learning resources to achieve their continuous professional learning (CPL) requirements.

- The MyLearning app is helping us identify trends, target resource promotion and gauge promotion success.

- Targeted promotion of MyLearning and our learning resources in registrant newsletters and on social media.
- Responses to the recent registrant stakeholder survey about use of our learning resources along with intelligence from the registrant survey and digital insights research is informing the development of an improvement plan with targeted actions to improve the uptake and use of our resources to achieve their CPL requirements.
- The planned launch of 23 things leadership for Early Learning and Childcare in July 2022 is anticipated to increase the uptake of open badges when launched.
- Our open badge resources will also be a feature within the Scottish Government Programme for Government commitment to develop a national induction framework for adult social care by July 2022.
- Regular and ongoing removal of dormant accounts will ensure more accurate user information.

3.6 Development and Innovation: Percentage of those reporting positively that our development activity is delivering the support required by the workforce.

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

- the users of learning resources including step into leadership and open badges
- registrants who have recently renewed or completed a qualification
- surveys across our corporate website and our learning zone
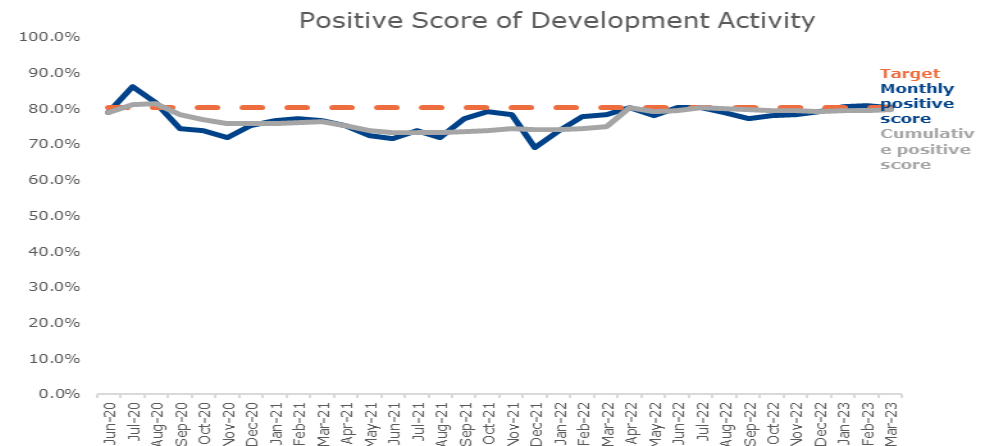- post-event feedback.

Positive Score of Development Activity

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

Monthly Performance Actual and Reforecast		
Apr-22	80.1%	0.1%
May-22	78.0%	-2.5%
Jun-22	80.1%	0.1%
Jul-22	80.1%	0.1%
Aug-22	78.7%	-1.5%
Sep-22	77.1%	-3.6%
Oct-22	77.9%	-2.7%
Nov-22	78.0%	-2.5%
Dec-22	78.9%	-1.4%
Jan-23	80.3%	0.4%
Feb-23	80.6%	0.8%
Mar-23	80.1%	0.1%

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

Cumulative Performance actual and Reforecast		
Apr-22	80.1%	0.1%
May-22	79.0%	-1.3%
Jun-22	79.4%	-0.8%
Jul-22	80.1%	0.1%
Aug-22	79.8%	-0.2%
Sep-22	79.4%	-0.7%
Oct-22	79.2%	-0.9%
Nov-22	79.1%	-1.1%
Dec-22	79.1%	-1.1%
Jan-23	79.3%	-0.9%
Feb-23	79.4%	-0.8%
Mar-23	79.5%	-0.7%

From the above sources, the number of responses we received was 357 compared to last month's 336. In June 2022 we received a positive score of 80.1% which has brought overall cumulative performance up to 79.4%.

Management Action and Risk

Although the cumulative performance is currently amber, our performance against this measure remains strong and is close to reaching our ambitious target. Performance and Improvement and Development and Innovation are undertaking further work to measure stakeholder satisfaction with resources. This includes:

- using the data from the MyLearning app to understand what resources registrants are consuming and how they are applying these to their CPD and registration conditions
- analysis of registrant usage of our digital learning resources, digital insights and the results of the learning resources registrant survey will inform development of an improvement action plan
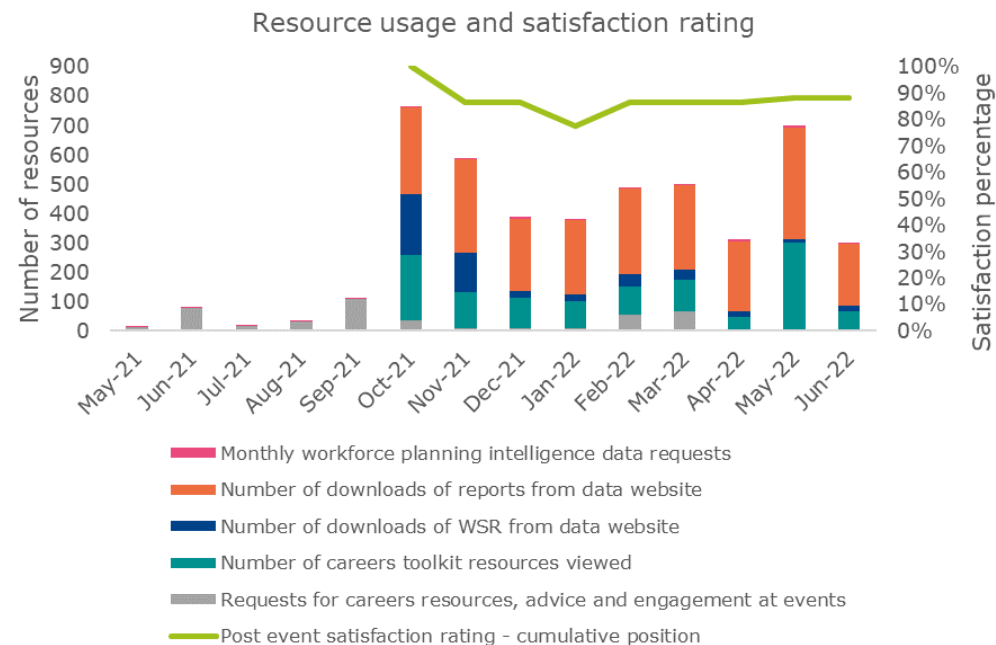- targeted communication plan for promotion of resources.

3.7 Development and Innovation: Percentage of those reporting positive awareness of workforce planning resources and report that resources are effective.

The indicator reflects the number of people using our workforce planning resources and their rating of the content.

The annual workforce planning stakeholder survey asked, 'To what extent do you agree or disagree with the following statements for the publications and datasets you used' and 'To what extent do you agree or disagree with the following statements for the resources you used.' These questions rated to what extent the resources were relevant, easy to find, useful and easy to use. Although responses were low those who did use our content found them useful and relevant and a positive score of above 60% existed for all rated questions.

We collect post-event feedback which currently indicates an 88% satisfaction rating for events conducted by SSSC from 77 responses.

301 resources were used in June 2022, compared to 701 in May 2022. The number of careers toolkit unique views decreased from 299 to 63. Another large decrease was the number of downloads of reports from the data website which decreased from 380 to 213.

Resource usage and satisfaction rating

Legend:
- Monthly workforce planning intelligence data requests
- Number of downloads of reports from data website
- Number of downloads of WSR from data website
- Number of careers toolkit resources viewed
- Requests for careers resources, advice and engagement at events
- Post event satisfaction rating - cumulative position

Management Action and Risk

Resource usage trends will be developed once sufficient data is available. This is anticipated to be available from October 2022.

The workforce planning stakeholder survey has provided a benchmark measure of satisfaction. This will help us to understand the impact of workforce planning activity and to monitor performance going forward.

Satisfaction will be monitored against the benchmark through:

- a workforce planning and intelligence blog will be published quarterly which will have an embedded survey link to provide additional data to inform satisfaction score

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- the employability group (monthly) and career reference group (quarterly) flash report is distributed to all members after each meeting. The report includes a survey link to capture feedback and satisfaction. We will encourage members to complete at each meeting to increase response rates
- a network of workforce planners has been established (launched February 2022) and currently has over 200 members. Workforce Planning Webinars are held quarterly. The most recent one was held in June 2022 (64 signed up for event, 47 attended). Event feedback after each webinar will provide additional satisfaction data.

Actions to increase use of our resources were:

- we published the Residential Childcare Workforce in June 2022. It examines the trends within residential childcare from 2010 to 2020 looking at changes not just in the workforce but also in services, providers and children in care. We sent this to our key stakeholders anticipate an increase in downloads as a result
- we are developing pre-employment resources which will be added to our suite of careers toolkit resources
- we are working with higher education institutes to promote the social work pages of the careers website to support a national gender balance campaign to attract more men into social work
- discussion is planned with the drug and alcohol policy team in Scottish Government to promote careers pathways for workers in that part of the sector. We are working in partnership with the network and Scottish Government policy teams to develop a programme of activity based on priority needs including the production of planning tools and resources and assumptions to support national and local workforce planning for demand for social workers and mental health officers
- promotion of resources at workforce planner network webinars.

3.8 Development and Innovation: Deliver the SSSC's commitments under the National Health and Social Care Workforce Plan to schedule and evaluate satisfaction with the outputs.
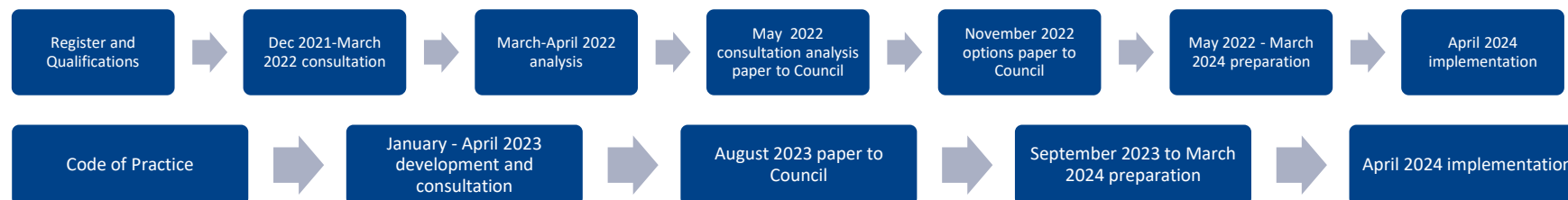
This strategic performance measures our work to deliver the SSSC's commitments under the National Health and Social Care Workforce Plan to schedule and evaluate satisfaction with the outputs. Commitments from Part 2 of the National Integrated Health & Social Care Workforce Plan are regularly reported and monitored by the Scottish Government.

It has been proposed that this measure be removed from the assurance report. There are concerns about reporting of this work when linked to other strategies and plans out of the control of the SSSC.

The information that would be relevant to this measure and our work to support the new National Workforce Strategy for Health and Social Care is reported in other report formats. The information is reported in the Chief Executive's report, the annual report and will still be reported as part of the business objectives quarterly update in assurance. Based on this we recommend that this measure be removed with agreement from Audit and Assurance Committee.

3.9 Regulation: Deliver the Future Proofing Programme.

The indicator reflects the development of improvements to be made through the SSSC Future Proofing Programme. Progress against project milestones are in the quarterly update provided to the Audit and Assurance Committee. Project updates will also be included in assurance reports. Delivery is projected to take up to three years. The high-level timeline has been amended as follows:

| Register and Qualifications | → | Dec 2021-March 2022 consultation | → | March-April 2022 analysis | → | May 2022 consultation analysis paper to Council | → | November 2022 options paper to Council | → | May 2022 - March 2024 preparation | → | April 2024 implementation |

| Code of Practice | → | January - April 2023 development and consultation | → | August 2023 paper to Council | → | September 2023 to March 2024 preparation | → | April 2024 implementation |

Management Action and Risk

- The biggest risk to progress remains the potential lack of Scottish Government time to implement legislative change required to change the structure of the register. Sponsor team is working on this with the Scottish Government Legal Department but it is now unlikely we will have legislative change in time for an implementation date of April 2023. We are now working towards implementation in 2024.
- The next phase of the analysis of the consultation on the Register and qualifications is now complete and was presented to Council in May 2022. Focus groups will be held with Stakeholder Advisory Group members over the summer to shape our final proposals.
- Whilst the Future Proofing Sponsor Group has approved the Programme expanding to include consideration of fees, any progress on fees remains dependant on the approval of Ministers. We are working on models of fee increases for discussion with Scottish Government.
- We are working with Scottish Government's Centre of Excellence to carry out external scrutiny of the Programme. This will take place by the end of July 2022.

3.10 Strategy and Performance: The work of the SSSC promotes the value of the social care workforce.

The measures for this metric will involve surveying registrants across the year as well as some of our key stakeholders.

The measures:

- we receive feedback that our work promotes the value of the social care workforce through engagement activity
- we can demonstrate the impact of this workforce being qualified and registered, professional and regulated.

Our Registrant survey went live in June 2022 and asks several questions to help us understand how Registrants view our promotion of the sector. A learning resources survey will also go live however exact date is still to be confirmed.

Our stakeholder survey will go live in January 2023 and consider how the work of the SSSC promotes the value of the sector. A workforce planning survey will also be published later in the year.

Management Action and Risk

- We received a low response rate to our stakeholder survey, but this was expected. We will review the target audience and questions set for this survey and refine as necessary.
- We are reviewing other qualitative information that can be used to inform this key performance indicator, including the impact of our Career Ambassador work and our involvement in the Fair Work agenda which is reported under 3.8 above.
- The results of the May career campaign will be presented at the next employability and careers in care meeting in July.
- Next steps include reshaping the campaign for a younger school age audience, parents and carers who may be on our register and more generally to reach more people around the time of exam results in August. This also allows us to test messaging and activities.

4. ORGANISATION INFORMATION

4.1 Programme Management Office

Overall Summary: Programmes

Programme	Project Sponsor	Phase	Budget RAG	Risk/ Issues RAG	Stakeholder Buy In RAG	Overall RAG	Approval and Monitoring	Key Milestone	Comment
Digital Programme	Director of Strategy and Performance	Implement	Green	Green	Green	Green	All digital projects approved and monitored at by Digital Development Sponsor Group and Digital Development Programme Board. Updates with Programme Management Office (PMO).	Digital asset project: • migration completed and project closed. Learning Management System: • provided initial staff and structure data to supplier • work is underway to transfer training records • the learning and development catalogue has been imported.	
Insight and Intelligence Project (part of Digital Programme)	Director of Strategy and Performance	Implement	Amber	Amber	Green	Amber	Project approved and monitored by Digital Development Sponsor Group and Digital Development Programme Board. Cross functional groups meet on a fortnightly	• User acceptance testing for FtP and Hearings have taken place. • Must have/should have priorities for registration being looked at for phased user acceptance testing to take place. • An agreement has been reached with shared services to provide HR data.	Risks and issues tracking: Amber Timescales have continued to slip with expected completion now being Oct 2022. Additional budget has been allocated to pay for the new ADF Developer.

								basis to monitor and provide support. Updates with PMO.	• The Data Governance Group are discussing access to data and creation of dashboards.	
Future-Proofing Programme	Director of Registration	Define	Green	Amber	Green	Amber	Programme approved and monitored by the Future-Proofing Programme Board. Updates with PMO.	• Independent review 25-27 June 2022. Resulting action plan will be reviewed by internal audit to provide an additional level of assurance. • Stakeholder focus groups are finalised and communications will go out by 01 July2022.	Risks and issues tracking: Amber Both planned and emerging resource needs will to be carefully managed to provide enough time for recruitment exercise.
Rewards Review Programme	Interim Director of Finance and Resources	Define	Amber	Amber	Amber	Amber	Programme approved and monitored by the Rewards Review Programme Governance Group monthly. Updates with PMO	• Finalised Beaman's report received 12th June. From a total of 85 roles, approximately 27% have been evaluated as lower than current grade and 19% higher than current grade, with 40% of SSSC staff affected.	Risks and issues tracking: Amber We are presenting a confidential paper to the Audit and Assurance Committee on key risks and issues in the rewards review. The highest relate to: Issues • reprocuring consultants to support the rewards review • project over budget • impact on staff morale as not implementing outcomes from job evaluation • spending significant time on the project – particularly senior management.

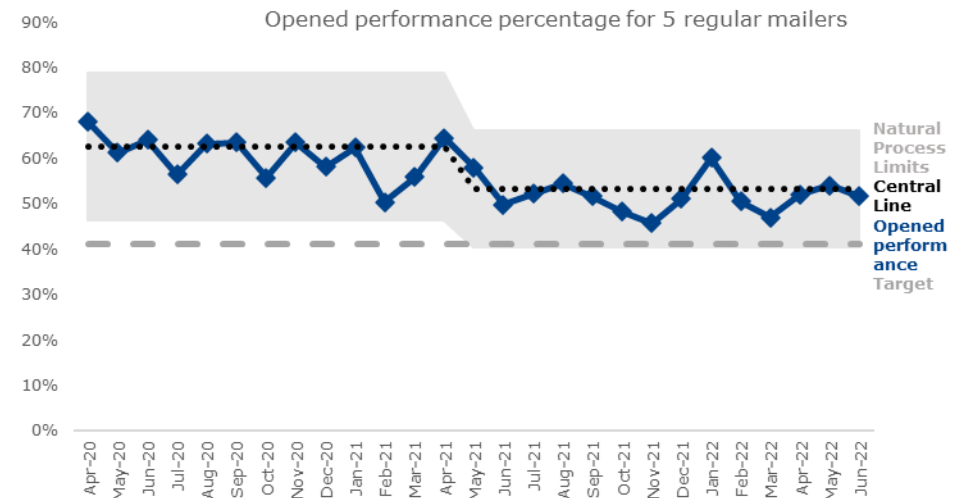|							Risks
							• low staff morale/attrition due to release of the job evaluation report • lack of trust from staff in future job evaluation exercises • may continue with the work but funding isn't available to implement outcomes • delay to project milestones • equal pay claims or other legal action • reputational risk – time taken and money spent.

Overall Summary: External Projects

Programme	Project Sponsor	Phase	Cost vs Budget RAG	Risks/ Issues RAG	Stakeholder Buy In RAG	Overall RAG	Approval and Monitoring	Key Milestone	Comment
Newly Qualified Social Worker (NQSW)	Office of the Chief Social Work Adviser (OCSWA)	Implement	Green	Amber	Green	Amber	Approved by Executive Management Team (EMT). Implementation group meet on monthly basis.	• Report submitted to OCSWA with recommendations and costings. • CPL/NQSW engagement events held in conjunction with digital learning. • Monthly early implementation meetings with all early implementation areas.	Risks and issues tracking: Amber • The risks and issues level will remain at amber until there is clarity from OCSWA on infrastructure and funding going forward.

4.2 External Stakeholder Engagement

Our 'opened performance' is based on users opened against delivered. Each month there are five regular mailers that are issued. These mailers are under the categories "All News," "Adults," "Children," "Employers" and "Social workers and students." Most months additional mailers are issued however to measure progress this measure will concentrate on the five regular mailers.

June 2022's performance was 51.4% a decrease of 2.5% from last month.

	RAG	
>5%	-5% to 5%	<-5%

Target: 41%

	% Opened	
Apr-22	51.9%	26.7%
May-22	53.9%	31.6%
Jun-22	51.4%	25.4%
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		
Jan-23		
Feb-23		
Mar-23		

Opened performance percentage for 5 regular mailers

Management Action and Risk

There are no significant highlights or issues of concern for the June results. The content for the June newsletters was largely marketing specific products/actions with appeal for smaller niche audiences.

One point to note is that we published the 'Register for the future' consultation response. The article went to circa 181k registrants, employers and subscribers. 1.09% read the article and we had 2.3k visits to the website page.

4.3 Strategy and Performance: SSSC complaint information.

This metric will compare performance of complaints at stage one and complaints at stage two using the date when a complaint has been recorded as resolved. The graphic shows the trend in number of complaints received. We have twenty days to resolve a stage two complaint and five days to resolve a stage one complaint.

RAG		
>90%	80% to 90%	<80%
Target: 90%		

RAG		
>90%	80% to 90%	<80%
Target: 90%		

Percentage of stage one complaints resolved on time		
Apr-22	96.2%	6.8%
May-22	96.4%	7.1%
Jun-22	100%	11.1%
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		
Jan-23		
Feb-23		
Mar-23		

Percentage of stage two complaints resolved on time		
Apr-22	-	-
May-22	-	-
Jun-22	100%	11.1%
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		
Jan-23		
Feb-23		
Mar-23		

Complaints Received

We resolved 37 stage one complaints in June 2022, all were resolved within timescales.

We resolved two stage two complaints in June 2022, all were resolved within timescales.

Management Action and Risk

No actions currently required.

HUMAN RESOURCES PERFORMANCE

4.4 HR: The overall percentage of staff who are absent from work.
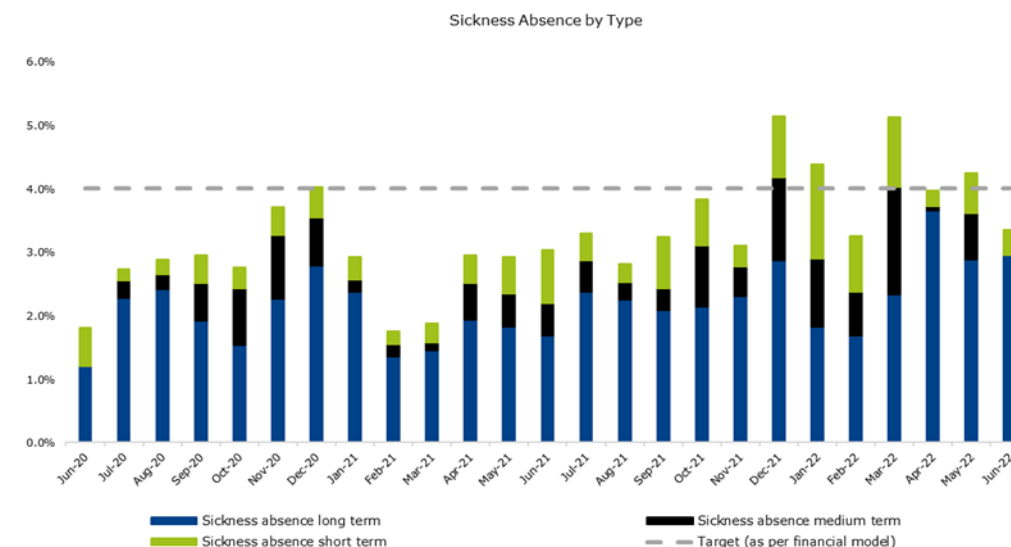
This metric combines all types of absence across the SSSC to give an overall metric. The assessment will focus on any areas of concern or risk by looking at sickness absence by directorate or team. We will identify any emerging reasons that could cause more staff absence in the future.

RAG		
<4%	4% to 5%	>5%
	Target: 4%	

Apr-22	4.0%	-0.7%
May-22	4.2%	6.2%
Jun-22	3.3%	-16.3%
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		
Jan-23		
Feb-23		
Mar-23		

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.

June's 2022 performance was 3.3% however due to data lags issues the information is likely to be updated and result in an increase. We have seen May's performance increase from 3.7% to 4.2%. A total of ten employees were off on long term sick in June. Seven of these were in Registration causing some pressure in that department, although there were no common underlying issues. Six of the total related to stress/mental health issues. One of the long term cases has now returned and another resigned.

The organisation had seven covid absences in June, two of these are included in the long term absences above.

Sickness Absence by Type

Management Action and Risk

HR hold regular meetings with departments to discuss sickness absence among other things and work with managers to address any underlying issues. The HR team have monthly case management meetings where we review cases to make sure we have a consistent and proactive approach when supporting managers and staff with absence.

We have also undertaken benchmarking on turnover levels in public sector organisations and will prepare a proposal regarding what target we should have for this at SSSC by the end of August.

We have a new module in MyView that will improve management of attendance and remove some of the current data sharing issues. This module is being trialled in Registration and likely to be rolled out across the rest of SSSC by the end of August 2022.

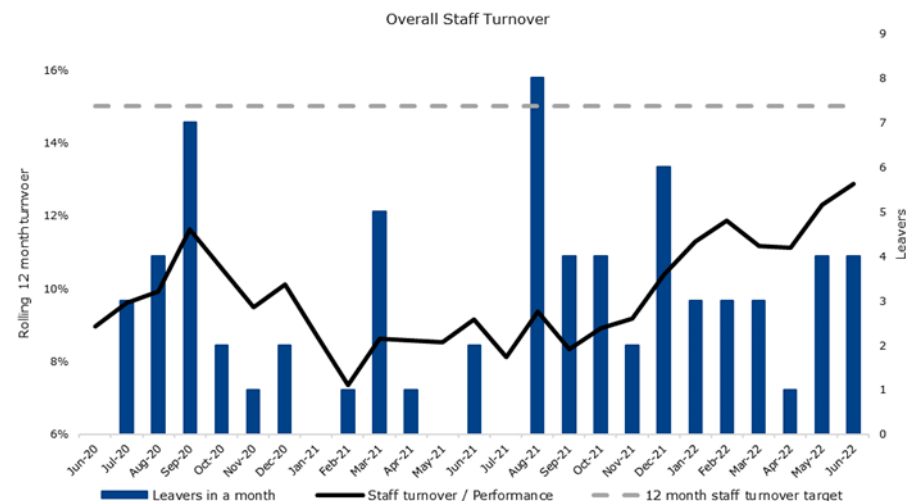## 4.5 HR: The overall staff turnover percentage.

This metric looks at average staff turnover each month for the SSSC and we will compare this with the yearly rolling average. The assessment will focus on any areas of concern or risk by looking at staff turnover in certain directorates or team. We will identify any emerging reasons that could cause more staff turnover within an area.

RAG		
<15%	15% to 16%	>16%
	Target: 15%	

Apr-22	11.1%	-25.9%
May-22	12.3%	-18.0%
Jun-22	12.9%	-14.2%
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		
Jan-23		
Feb-23		
Mar-23		

We had four leavers in June 2022. These were spread across different departments, although in two directorates.

We have seven leavers confirmed in July 2022 across different departments. This could be a risk given pressures in the recruitment market currently. However, we have 12 new starts confirmed for July 2022 (all in Fitness to Practice and Registration) and three for August 2022.

July 2022 new start figures include four trainee solicitors. We recruit four new trainee solicitors each year to replace those whose contracts have come to an end.

Overall Staff Turnover

Legend: Leavers in a month — Staff turnover / Performance — 12 month staff turnover target

Management Action and Risk

We are currently undertaking steps to gain more information about leavers. This change of process should allow us to get more insight into why people are leaving the organisation.

We have also undertaken benchmarking on turnover levels in public sector organisations and will prepare a proposal regarding what target we should have for this at SSSC by the end of August 2022.

4.6 HR: Percentage of people in post for less than six months and percentage of budgeted posts that are empty.

Part of this measure "percentage of people in post for less than six months" is unnecessary. EMT is recommending we remove this measure and look at a different way of reporting leavers/movers and vacant posts to provide a clearer strategic overview.

LEGAL AND CORPORATE GOVERNANCE

4.7 L&CG: SAR and FOI requests are dealt with within timescales.

We must respond to 100% of Subject Access Requests (SAR) requests within one calendar month. In June 2022 we responded to two requests and met the statutory timescales.

We must respond to Freedom of information (FOI) requests within 20 working days. In June 2022 we responded to two requests and met the statutory timescales.
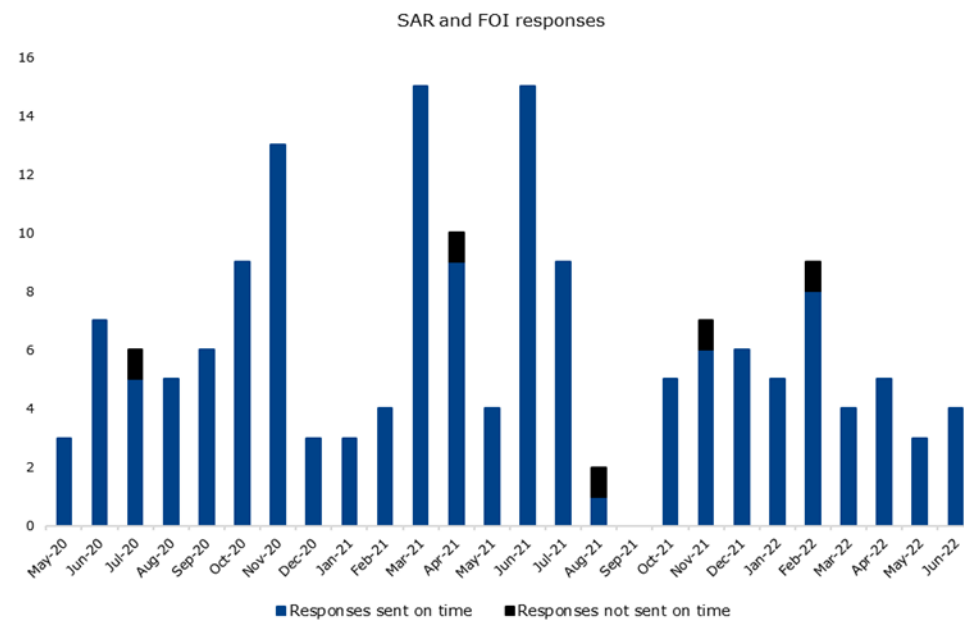
	RAG	
>90%	80% to 90%	<80%
	Target: 100%	

Percentage of SAR completed on time		
Apr-22	100%	0%
May-22	100%	0%
Jun-22	100%	0%
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		
Jan-23		
Feb-23		
Mar-23		

	RAG	
>90%	80% to 90%	<80%
	Target: 100%	

Percentage of FOI requests completed on time		
Apr-22	100%	0%
May-22	100%	0%
Jun-22	100%	0%
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		
Jan-23		
Feb-23		
Mar-23		

SAR and FOI responses

■ Responses sent on time ■ Responses not sent on time
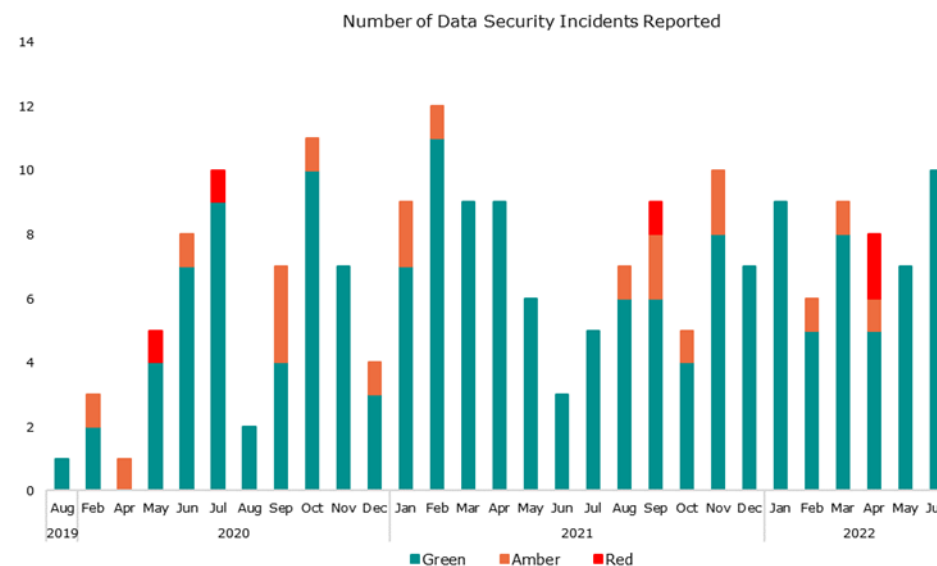
Management Action and Risk

No actions currently required.

4.8 L&CG: Number of security incidents/data breaches reported.

We complete a risk assessment and investigation in relation to each data security incident reported to the Information Governance team. We decide if the incident is a data breach. A data breach is a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data. We also note when we must refer a data breach to the Information Commissioner's Office (ICO).

As part of the risk assessment process, we categorise data security incidents as low/green, medium/amber, or high risk/red, dependent on factors such as the volume of data released, the sensitivity of information released and the risk to affected individuals.

The Information Governance team assessed ten data security incidents in June 2022 and categorised all as low/green.

Number of Data Security Incidents Reported

Management Action and Risk

The Information Governance team assesses each breach and makes recommendations to ensure that a repeat of the incident does not happen.

We send the breach investigation report with the recommendations to the Head of Department. The data protection officer (DPO) follows up recommendations for an amber or red categorised incident.

CONTROL CHARTS

This section gives a brief description of some of the terms used within the control charts, this will be expanded on within time.

Central line – this is the average performance and indicates the trend in performance. It 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.