Title of report	Assurance Report as of 30 June 2023
Public/Confidential	Public
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	Audit and Assurance Committee is asked to: 1. endorse the direction of travel for the strategic measures 2. approve the risk register position 3. approve the closure of risk 9
Author	Laura Shepherd, Director of Strategy and Performance
Responsible Officer	Maree Allison, Acting Chief Executive
Link to Strategic Plan	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.
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 2023/24 Strategic Risk Register.

ASSURANCE REPORT AS OF 30 JUNE 2023

AAC Meeting Version

01 August 2023

Agenda item:05, Report no:16/2023

Action: For Decision

EXECUTIVE SUMMARY

June 2023 SPI PERFORMANCE SUMMARY

SPI	SPI Description	Outcome	Risk	Ambition	Current	V (+/-)	Movement	Proj. YE	Actions & Comments
Finance	Reserves (%)	1-4		2 to 2.5	2.1	-0.4	⬆	Green	
2.1 Reg	Reduce the time taken to being registered (weeks)	1	1	<18	25.8	-	➡	Amber	There is a plan to support improving performance levels (to November); legislative change introduced by the Future Proofing Programme will reduce time to apply
2.2 Reg	SSSC will maintain the number of open fitness to practise cases at an acceptable level	1	1	2000	1807	+20	⬇	Green	
	95% of our open cases will be less than three-years-old	1	1	95.0	96.0	+0.3	⬆	Green	
2.3 WE&S	Increase the percentage of the registered workforce with the correct qualification (%)	2	2	52.5	51.3	+0.3	⬆	Amber	
2.4 WE&S	Increase the percentage of the workforce using learning resources to achieve CPL (%)	2	2	25	27.9	+0.5	⬆		More data points required before forecasting will be available.
2.5 WE&S	Percentage of those reporting positively that our development activity is delivering the support required by the workforce (%)	2	2	80.0	83.6	-2.9	⬇	Green	
	Cumulative performance (%)	2	2	80.0	84.5	-0.4	⬇	Green	

June 2023 KOI PERFORMANCE SUMMARY

KOI	KOI Description	Outcome	Risk	Ambition	Current	V (+/-)	Movement	Proj. YE	Actions & Comments
2.6	Delivery of key milestones across our joint initiatives and programme of work against national strategies	2, 3, 4		-				N/A	
3.1 KOI Reg	Registrant workforce numbers			N/A	168.7k	-	-	N/A	
3.2 KOI S&P	The percentage of the workforce feeling valued for the work they do	4		N/A	-		-	N/A	
4. Organisational Information	Programme Management Office	1-4	-	-	-	-	-	-	
5.1 HR	The overall percentage of staff who are absent from work (%)	1-4	6	<3.6	3.9	-0.9	⬆	-	
5.2 HR	The overall staff turnover percentage (%)	1-4	6	<16.2	15.1	-0.2	⬆	-	

June 2023 SSSC STRATEGIC RISK REGISTER

Risk No.	Strategic Risk Description	Outcome	Gross	Residual	V (+/-)	Owner	Rationale for change
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	➡	DoWES	
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	
6	The SSSC fail to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.	1	20	12	➡	DoFR	
7	The current Business Continuity Plan (BCP) in place is not up to date for the SSSC.	1, 2, 3, 4	20	2		CEO	Risk closed as of 31 March 2023
8	We fail to have the appropriate measures in place to protect against cyber security attacks	1, 2, 3, 4	20	12	➡	DoSP	
9	We do not have accommodation in place that meets our business requirements at an acceptable cost		16	2	➡	DoFR	

[Current Full Strategic Risk Register](#)

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

Recommendation that risk 9 is now closed at the end of July. Lease is signed, new footprint for SSSC agreed and other organisation are in the processes of moving into the vacant space.

By exception.

1. CORPORATE FINANCIAL POSITION

1.1 Overview

This report contains projections as at 30 June 2023 for the financial year end of 31 March 2024. A summary of the budget for the year and more detailed information is included at Appendix A, table 1.

We are projecting to end the year with available general reserves of £531k (2.1%) (unaudited), within the 2% (£500k) to 2.5% (£650k) target.

We have detailed the financial risks in the tables at 1.5. Our expectation is that if the risks materialise, we will manage them through use of our general reserves without affecting our performance.

We have detailed overspends and underspends of more than £50k in the charts at 1.5 along with any expected impact on performance.

Scottish Government confirmed funding of £1,092m for the Future Proofing Programme in May 2023. Scottish Government will provide £343k of one-off funding and asked we use carry forward from 2022/23 of £445k from postgraduate bursaries. This leaves £304k to be funded from our general reserve. This has been built into our end-of-year projections.

1.2 General reserve (unaudited)
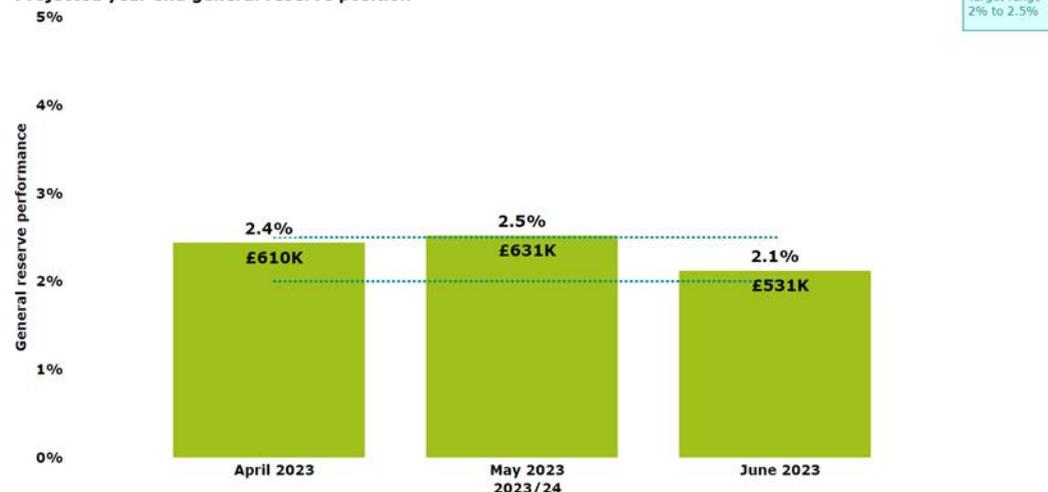
More detail on our general reserve is provided in appendix A, table 2.

1.3 Operational expenditure

We expect an underspend of £206k on our operating expenditure. Movements in the projection are detailed in appendix A, table 3.

Projected year end operating expenditure
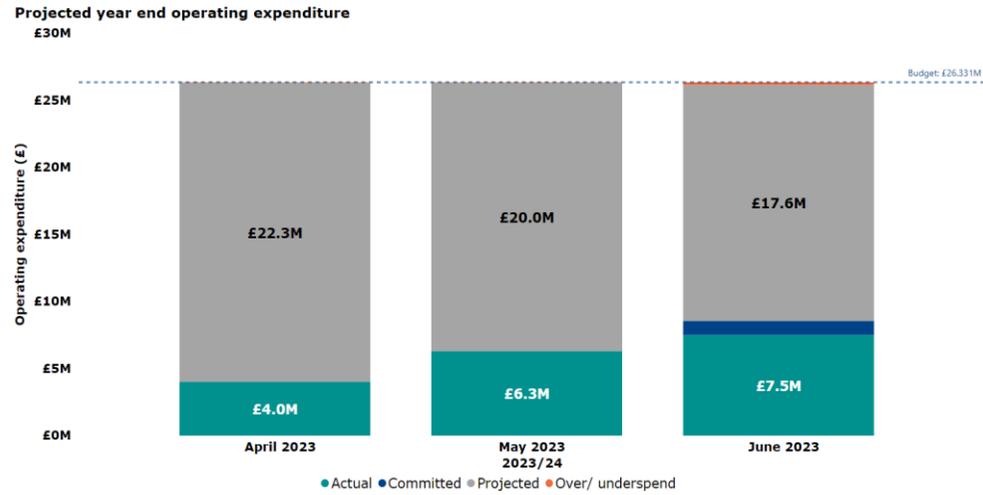

1.4 Registration fee income

We expect to receive £3.31m of registration fees during the year. We are currently expecting this to be at budget.

Projected year end registration income
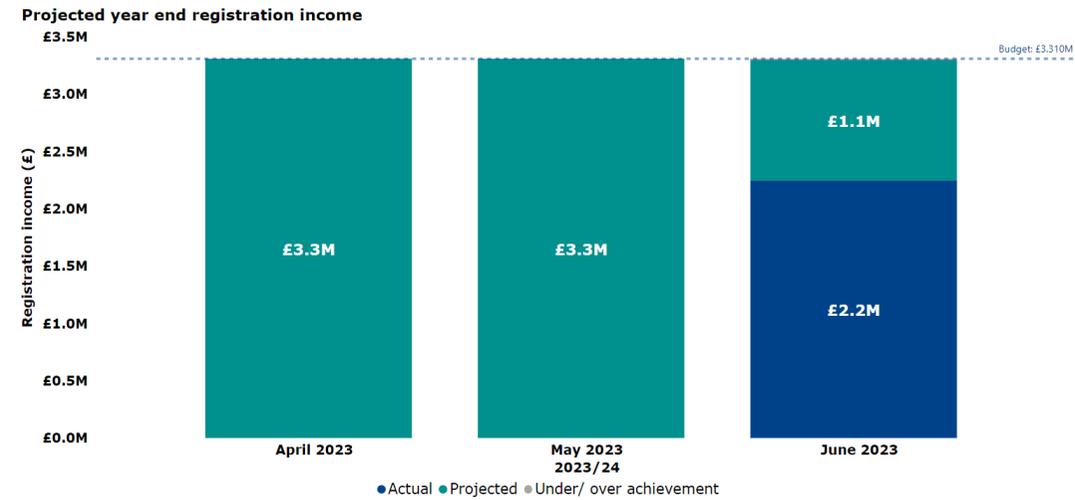
1.5 Financial Risks

| Risk area	Expected impact
2022/23 end of year outturn	• This work will complete at the end of July. If the end of year balance differs from our projection it will affect our reserves level.
Panel Member fees	• If the employment tribunal judgment requires us to pay increased holiday backpay it is estimated at up to £280k, likely payable over 23/24 and 24/25. The judgment is unlikely to be issued until 2024. If panel members take up backdated pension contributions we estimate the maximum payment as £40k. We will have confirmation of the amounts paid by October 2023.
Staff costs	• If the improved offer for the 22/23 pay award is accepted by staff the additional cost for 22/23 is £81k. We are not able to start negotiations on the 2023/24 pay remit until 2022/23 is concluded and there are potential impacts relating to rewards review.
Registration fee income	• The high turnover rates within the sector are likely to affect fee income although it is not clear whether it will increase or decrease fee income. The impact will be clearer later in the financial year.

Digital running costs
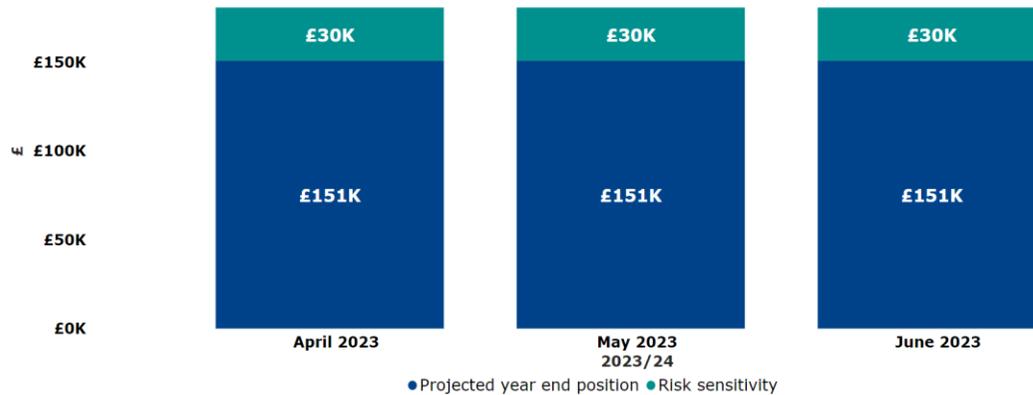
Digital running costs are projected to be £151k overspent at 30 June 2023. This is due to unbudgeted expenditure £77k, inflationary increases £53k and increased demand for licences £27k.

Risk sensitivity – This overspend may increase by a further £30k.

Risk likelihood – There is a medium risk that digital running costs could increase due to potential rising inflationary costs.

Impact on performance – No impact on performance is expected.

Staff costs
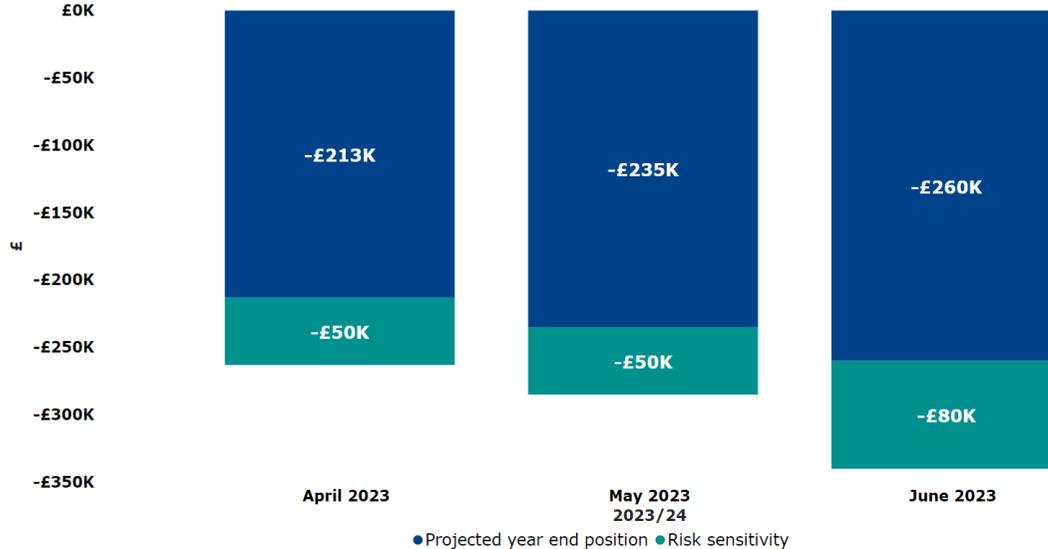
Staff costs are projected to be £260k underspent at 30 June 2023. This is due to vacant posts in the early part of the financial year.

Risk sensitivity – This underspend may increase by a further £80k.

Risk likelihood – There is a medium to high risk of this underspend increasing during the year as further vacancies arise.

Impact on performance – Our staff turnover was 15.1% in June 2023. This is in line with current market trends. Section 5.2 details planned management action for Fitness to Practise where staff turnover and vacancies are a potential risk to maintaining performance. This is being closely monitored by EMT.

Futureproofing Project costs

April 2023	**May 2023**	**June 2023**
−£239K	−£239K	−£124K
−£50K	−£50K	−£50K

2023/24

● Projected year end position ● Risk sensitivity
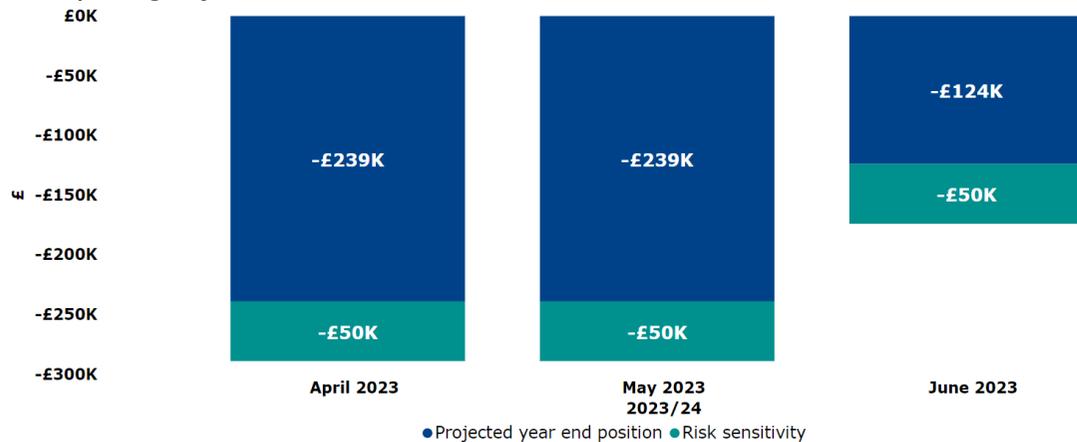
Future proofing project costs are projected to be £124k underspent at 30 June 2023. This is due to delays in filling posts and beginning digital work.

Risk sensitivity – This underspend may increase by a further £50k.

Risk likelihood – There is a medium risk that our futureproofing underspend will increase due to the timing of the digital development and the resources available to complete the scale of this work. Timescales for legislative change are also out with our control.

Impact on performance – If development times are delayed there could be a risk that the project is not completed within planned timescales and this could have budget implications in 2024/25.

1.6 Funding and income

Scottish Government has approved funding totalling £21.910m in 2023/24. We expect to receive £3.695m in registration fees and other income.

Funding and income	Budget £000	Drawdown to date £000	Projection 31 Mar 24 £000
Grant in aid	11,028	1,800	11,028
GIA - disbursements	5,007	0	5,007
GIA – pay uplift 22/23	300	0	300
Specific grants	873	0	873
Local Authority fees	2,593	0	2,593
Futureproofing project	343	0	343
Spending pressure	1,766	0	1,766
Total Government funding	**21,910**	**1,800**	**21,910**
Income			
Registration fees	3,310	tbc	3,310
Other income	385	0	385
Total funding and income	**25,606**	**1,800**	**25,606**

Grant in aid of £1.766m is a spending pressure which is to be managed in year as part of the Autumn and Spring budget revisions. Scottish Government have asked that we continue to seek efficiencies wherever possible in order to minimise the spending pressure during the year.

We expect to drawdown our total funding of £21.190m for the year. EMT will review regular budget monitoring information to closely monitor the financial position, with a view to reducing the spending pressure requirement.

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 25.8 weeks in June 2023. Employment to application decreased by 0.1 to 20.6 weeks and application to registration increased by 0.1 to 5.2 weeks.

RAG		
<18	18 to 22	>22

Target: 18 weeks

Actual and reforecast

Apr-23	27.1	50.4%
May-23	25.8	43.2%
Jun-23	25.8	43.5%
Jul-23	23.3	29.7%
Aug-23	22.5	24.9%
Sep-23	21.6	20.0%
Oct-23	20.7	15.1%
Nov-23	19.8	10.2%
Dec-23	19.4	7.9%
Jan-24	20.3	12.9%
Feb-24	20.2	12.4%
Mar-24	18.7	3.9%

Our overall target is currently 18 weeks (14 weeks to apply and 4 weeks processing time). The average time taken to register in 2022/23 was 24 weeks.

The data around the measure of employment to application is vast and complex and there is an action plan (detailed below) to better understand these complexities and how to capture the data we need to ensure we are targeting the right employers.

Mean Number of Weeks to Register from Employment Date

Natural Process Limits   Target   Central line   Employment to Registration
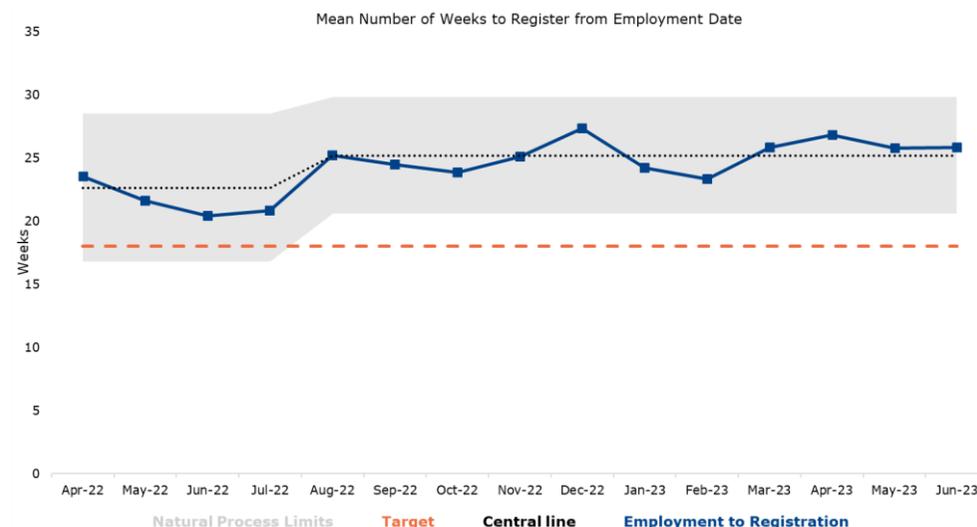
In quarter 1 we received 2785 more applications than expected as well as experiencing high levels of sickness absence impacting our ability to achieve targets, however, we expect applications to stabilise in the coming months. These factors impact application to registration and we can expect between 1 to 1.5 weeks of improvement when this balanced is addressed.

Business Intelligence is working with Regulation on the calculation for this measure to factor in data provided by the endorser. This will also support the action plan set out in the management actions.

Management Action

- Complete recruitment process for four temporary Registration Assistants (RAs) under the Future Proofing Programme to backfill processing RAs.
- Continue to progress cross team training for applications.

- Continue to work with P&I to refine current reporting measures, identifying complexities and finding solutions to ensure our data is more accurate.
- Make a decision about system changes to enable better reporting with less manual intervention.

Current legislation allows people 6 months to gain registration so our ability to influence how quickly people apply is limited currently. Future proofing legislation will include a reduction in the time to gain registration, being the driving force to achieving this measure in 2024-2025.

The action plan below aims to ensure our data and reporting mechanisms can effectively target the right employers to improve timescales to apply:

April – May
- Identify common issues with data input - complete.
- Explore reasonable excuse, and if applicable, remove from future reports (subject to system development) – in progress.

June – July
- Explore changes in the system to improve the data input to recognise reasonable excuse and exclude from reporting.
- Refine reporting criteria – in progress.

August – Sept
- Progress system changes (if resources allow)

Oct – Nov
- Re-analyse the data.
- Approach employers where employees have been in breach and reinforce the requirements to be registered in 6 months.

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 3 years old.

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

Target: 2000

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-23	1788	-11%	Apr-23	95.7	0.8%
May-23	1787	-11%	May-23	95.7	0.8%
Jun-23	1807	-10%	Jun-23	96.0	1.0%
Jul-23	1799	-10%	Jul-23	95.4	0.4%
Aug-23	1746	-13%	Aug-23	95.3	0.3%
Sep-23	1690	-16%	Sep-23	95.2	0.2%
Oct-23	1693	-15%	Oct-23	95.1	0.1%
Nov-23	1689	-16%	Nov-23	94.9	-0.1%
Dec-23	1659	-17%	Dec-23	94.9	-0.1%
Jan-24	1570	-22%	Jan-24	95.1	0.1%
Feb-24	1537	-23%	Feb-24	95.4	0.4%
Mar-24	1542	-23%	Mar-24	95.9	0.9%

Regulation and Business Intelligence agreed the current forecast before commencement of this financial year. The forecast is based on historic data. Monthly performance is currently ahead of the forecast. Despite this there are concerns that FtP will not reach 1542 cases by the end of the financial year.

Over the past year FtP has experienced high turnover resulting in the recruitment of new staff. This has caused a reduction in tenure and experienced staff within the department.

Business Intelligence will work with Regulation to understand further why the current forecast isn't achievable, this will consider the factors detailed below.

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, capacity and performance.

Staff capacity is impacted by changes in process or systems, providing training and support to newer staff etc.

At the end of June 2023, the number of open cases was 1,807. An increase of 20 from the previous month and an overall reduction of 301 from June 2022. 96.0% (1,734 of 1,807) of open cases are less than 3 years old.

Number of Open Cases at the end of the month

Percentage of open cases less than 3 years old
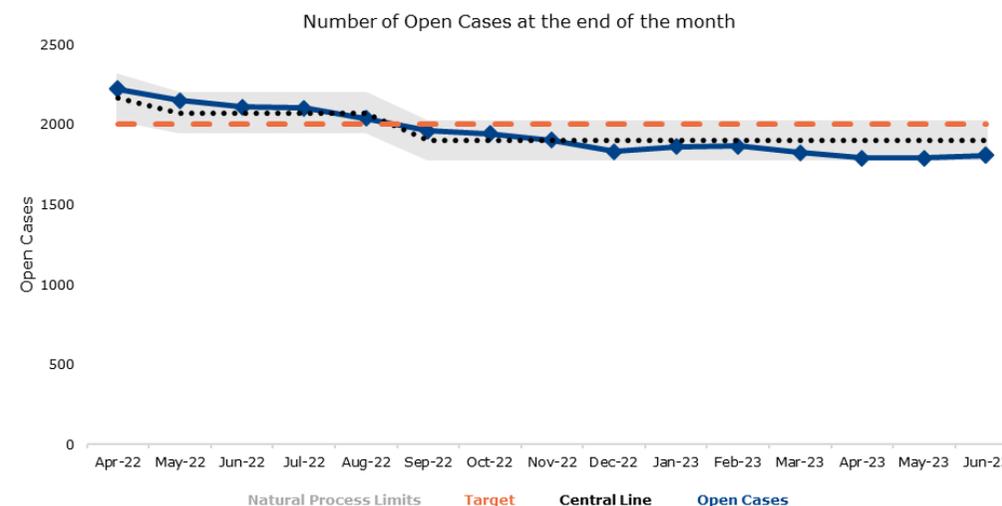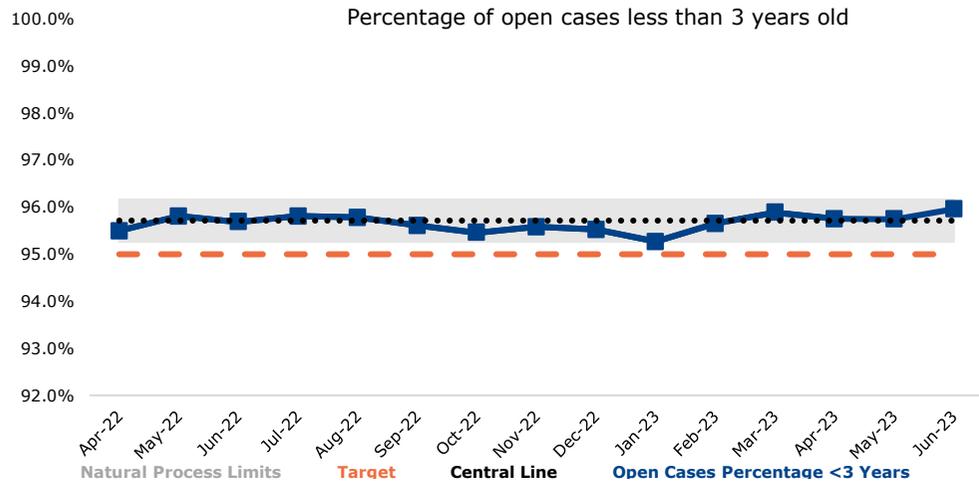
Management Action

2.3 Workforce Education and Standards: increase the percentage of the registered workforce with the correct qualification.

Assessment & Analysis

RAG		
>52.5%	50% to 52.5%	<50%
	Target: 52.5%	

Actual and Reforecast		
Apr-23	50.9	-3.1%
May-23	51.0	-2.9%
Jun-23	51.3	-2.3%
Jul-23	51.2	-2.5%
Aug-23	51.2	-2.5%
Sep-23	51.3	-2.3%
Oct-23	51.6	-1.7%
Nov-23	51.7	-1.5%
Dec-23	51.7	-1.5%
Jan-24	51.5	-1.9%
Feb-24	51.8	-1.3%
Mar-24	51.9	-1.1%

June 2023's performance was 51.3%. Overall numbers of individuals achieving a qualification condition is increasing. However, the length of time an individual takes to satisfy a qualification condition is also increasing.

Percentage of Registrations with a Qualification

Natural Process Limits   Target   Central Line   % of people with a Qualification
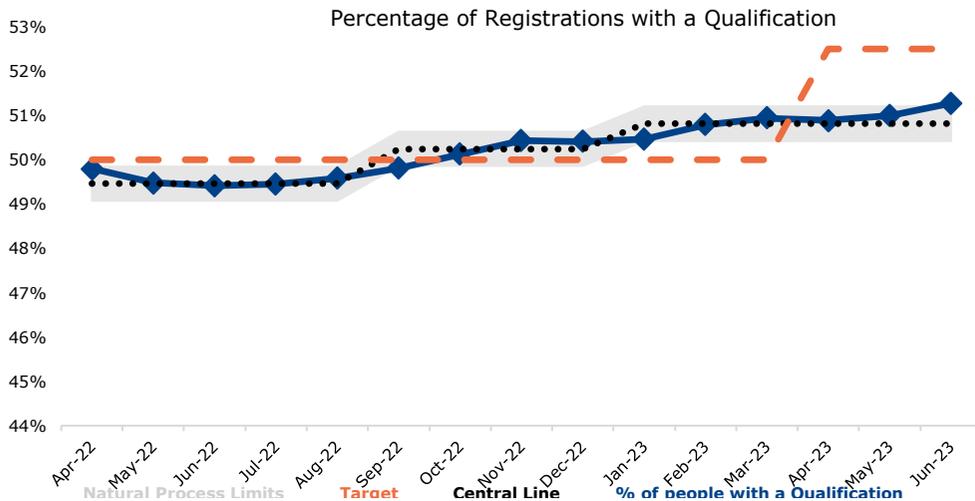
77,525 registrants have a qualification due in the next five years, we estimate that 43,996 will still be due after attrition. 6,967 of the 77,525 are in 2023/24.

Number of registrants with a qualification condition due

● Number of individuals with qualification condition due ● Estimated, due to attrition, the number of individuals with q.
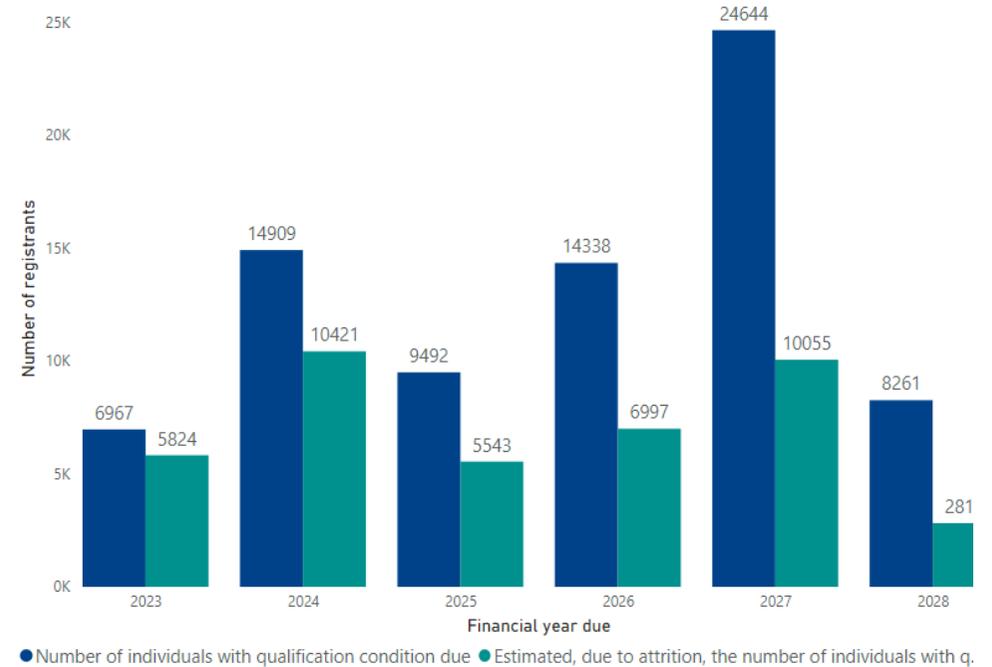
We detail the breakdown of register parts with a qualification in the next graph.

Support workers in a care at home service, care home service for adults and housing support service represent the three largest groups of individuals needing to satisfy a qualification condition on their registration. They are also the register parts with the lowest proportion of individuals with qualifications.

15

Register parts qualification %

Practitioners in Day Care of Children Services	83.3%
Supervisors of a Residential School Care Accommodation Service	77.8%
Managers of an Adult Day Care Service	65.3%
Managers of a Residential Child Care Service	61.5%
Practitioners in a Care Home Service for Adults	59.0%
Residential Child Care Workers with Supervisory Responsibilities	57.6%
Managers in Housing Support Services	55.4%
Managers of a Care Home Service for Adults	53.5%
Managers of a Day Care of Children Service	52.7%
Managers of a Residential School Care Accommodation Service	50.0%
Managers of Care at Home Services	48.8%
Supervisors in Housing Support Services	48.7%
Residential Child Care Workers	47.8%
SCSWIS Authorised Officer	47.3%
Supervisors in a Care at Home Service	45.1%
Workers in a Residential School Care Accommodation S	43.9%
Support Workers in a Day Care of Children Service	43.4%
Supervisors in a Care Home Service for Adults	41.8%
Support Workers in a Housing Support Service	41.7%
Support Workers in Care at Home Service	38.5%
Support Workers in a Care Home Service for Adu	38.0%

Management Action

Council approved the "Register for the Future" consultation proposals including more flexibility in the qualifications we accept for registration, and reducing the timescales given to obtain the relevant qualification for registration in November 2022 and will start to be implemented from April 2024. These changes will help increase the qualified status of the workforce.

We are working in partnership with Skills Development Scotland, Scottish Government, and NES to develop a skills response plan for Adult Social Care. The findings of the initial research and scoping will be available in July 2023.

We ran two events on 26 June jointly with SQA (and supported by NES) with employers and workers from adult social care to help shape our implementation plan for revising qualification timescales. We updated attendees on the work we are doing to prepare for these changes and this included a focus on what our data is telling us about qualifications in adult social care. We sought views from attendees on the proposed changes and opened up discussion into emerging themes, not just in relation to timescales for gaining a qualification but also around demand for training, quality of training provision and availability of funding. We are currently analysing the responses received from the events in order to assist us with next steps; this analysis will be complete by August 2023.

Scottish Government have confirmed that £900K will be available for this year's VSDF. We have agreed priority groups with Scottish Government, which will remain similar to last year's priority groups where we will accept applications from care at home and housing support services who have staff requiring to complete qualifications at either SCQF level 6 or 7; this year, based on what our data and intelligence is telling us, we will prioritise applications from those needing to complete SCQF level

6 qualifications. Applications will be opened for this year's funding in July 2023.

2.4 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.

RAG		
>25%	20% to 25%	<20%
	Target: 25%	

Apr-23	25.4%	1.5%
May-23	27.4%	9.5%
Jun-23	27.9%	11.6%
Jul-23		
Aug-23		
Sep-23		
Oct-23		
Nov-23		
Dec-23		
Jan-24		
Feb-24		
Mar-24		

There were 411 badges logged in June 2023 compared to 564 last month. 980 individuals out of 2431 (40%) who applied for renewal in June 2023 indicated they had used SSSC learning resources.

We currently have 39,953 active SSSC Open Badges user accounts and saw 4,469 users of the MyLearning app in the prior 30 days.

Percentage of Active Users and Badges awarded against Individuals Registered

Natural Process Limits — Target — Central Line — % Active Users & Badges awarded against

Cumulative Position of Recorded Learning

- MyLearning App users
- Leadership 360 Feedback Tool
- Number of Badges awarded
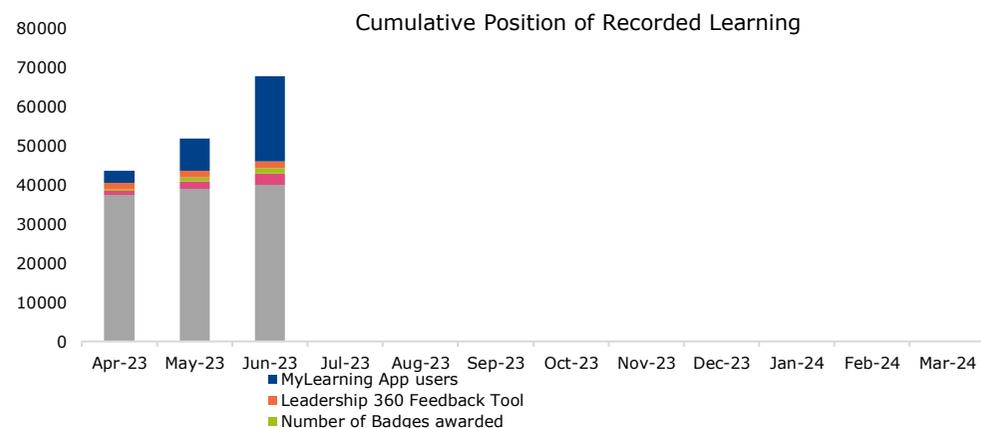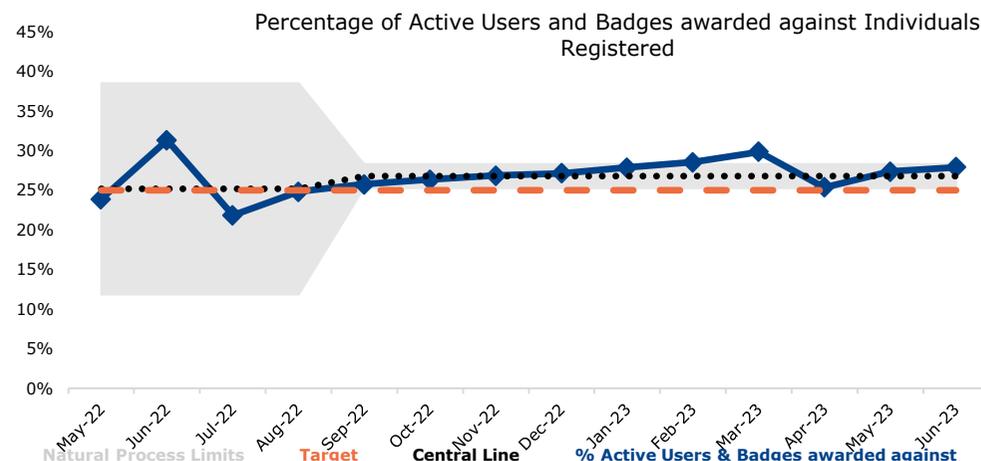
Management Action

- Work to refresh the Learning Zone has started and will incorporate functionality to support better curation, signposting to, and accessibility of resources for relevant user groups.
- We have developed and work has started on a plan for ensuring that WES learning resources are accessible.
- Targeted learning resource promotional activity has started.

- We are working with colleagues at NES to develop new Open Badges for workers across health and social services.

2.5 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 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

RAG		
>80%	70% to 80%	<70%

Target: 80%

Monthly Performance Actual and Reforecast		
Apr-23	83.3	4.1%
May-23	86.5	8.2%
Jun-23	83.6	4.5%
Jul-23	76.0	-5.0%
Aug-23	81.8	2.3%
Sep-23	80.4	0.6%
Oct-23	81.0	1.2%
Nov-23	81.3	1.7%
Dec-23	81.7	2.1%
Jan-24	80.3	0.3%
Feb-24	81.2	1.5%
Mar-24	83.9	4.9%

RAG		
>80%	70% to 80%	<70%

Target: 80%

Cumulative Performance actual and Reforecast		
Apr-23	83.3%	4.1%
May-23	84.9%	6.2%
Jun-23	84.5%	5.6%
Jul-23	82.2%	2.8%
Aug-23	82.2%	2.7%
Sep-23	81.9%	2.4%
Oct-23	81.9%	2.3%
Nov-23	81.8%	2.3%
Dec-23	81.8%	2.2%
Jan-24	81.6%	2.0%
Feb-24	81.6%	2.0%
Mar-24	81.8%	2.3%

From the above resources we received 274 responses, compared to last month's 312.

Positive Score of Development Activity

Target — Monthly positive score — Cumulative positive score
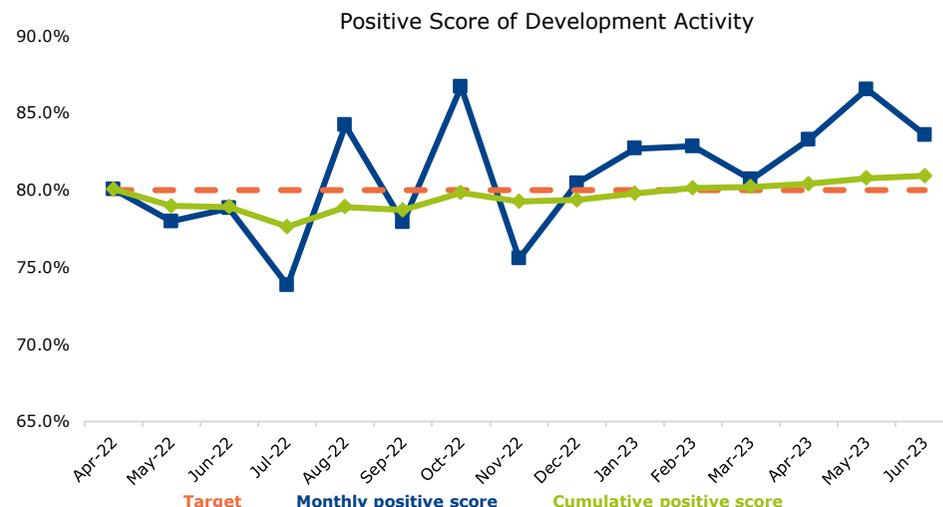
Management Action

WES is undertaking further work to measure stakeholder satisfaction with resources. This includes the following:

- Continue to use the data from the MyLearning app to understand what resources registrants are consuming and how they are applying these to their CPL and registration conditions. Analysis of registrant usage of our digital learning resources and digital insights has informed the WES improvement action plan which includes targeted promotion of resources.
- The registrant learning resources survey results have been analysed and incorporated into the WES improvement action plan.
- We are making improvements to ensure that feedback is obtained more consistently from events and other engagement activity in respect of the policy implementation aspects of our work. We are planning to use the new Customer Voice software to support us to obtain more meaningful feedback from learning events and the new text mining software to better-analyse qualitative feedback from our engagement activity.

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

Joint initiative or Programme	Strategic Actions	Milestones achieved against target and RAG	Assessment & Analysis	Management action	Link to strategy
Future Proofing Programme	Delivery of key milestones of the Future Proofing Programme implementation plan.		On track, Codes consultation launched in April and closed on 7 July, supported by in-person and online events. Outcomes will inform development of second draft. On track, Continuous Professional Learning (CPL)/Return to Practice (RtP) events informed development of draft models which were presented to stakeholder advisory group in June alongside update on the scoping new groups work. Formal consultation for CPL and RtP will begin in September. On track, Digital work had to be suspended due to delays in funding. This has now restarted, and we have been able to shorten the timings between development waves, meaning we remain on track for April 2024 despite the suspension. Impact of uncertain legislative change	There remain recruitment gaps for systems and L&D roles. These were on hold due to budget uncertainty but now with confirmation we expect to fill posts from July onwards. A review of the schedule of digital work for 2023/2024 is underway. Continued discussions with SG sponsor to progress legislative changes and identify timetable.	Trusted

			timetable may prevent hypercare wave taking place as per current plan.		
The Promise - Change Programme One	Review the SSSC codes of practice to reflect the promise and the UNCRC. That review will be driven by a human rights-based approach.		The review of the Codes sits within our Future Proofing Programme (see above). Consultation launched in April 2023 and closed on 7 July 2023.	In person events took place in May and June with appropriate representation of specific target groups. Analysis of consultation responses started from 17 July.	Skilled
	Lead the refresh of the Common Core of Skills, Knowledge & Understanding and Values for the "Children's Workforce" in Scotland		On track, the focus and content of the framework was approved by Sponsor.	Contact made with OCSWA to confirm who should make the decision re approval of approach. OCSWA currently in discussion with the Keeping the Promise team about this and about future ownership and implementation.	Skilled
A strategic framework for Scotland's Early Learning and Childcare, School Aged Childcare and Childminding Services Profession	Streamline partner (CI, ES, SG and SSSC) CPL learning and resources into a national professional learning platform available via a single point of access that promotes recorded completion of CPL and recognises different learning methods and styles.		In progress- Scottish Government CPL resources have been migrated to SSSC learning zone Part of FPP workstreams	Strategy published in June 2023.	Skilled

	Ensure flexibility of qualifications for registration and a new system of continuous professional learning is fit for purpose and supports practitioners while protecting service users.		Timeline for NOS review agreed with UK framework and Standards Panel	Consultation on the new CPL model will start in September.	Skilled
	Undertake, with partners, a review of the National Occupational Standards (NOS) by 2025		Research to inform plan will be published July 2023	Funding to be agreed with NOS governance Group. Workplan for scoping year 2023-24 going to Alliance Governance group August 2023 for approval. Development of action plan will commence July 2023.	Skilled
Adult Social Care Skills Response Plan	Actions TBC				Skilled
Scotland's Digital Health and Care Strategy: Talent and Culture	Work with partners to ensure that appropriate processes, networks, and channels are in place to facilitate and support the sharing of good practice relating to digital technologies and digital skills.		Digital Capability research complete and being prepared for publication. Funding in place for Cyber Resilience Coordinator post hosted by the SSSC and work plan in place	Digital Capability research to be published in quarter two and will inform work going forward.	Skilled

Mental Health and Wellbeing Workforce Strategy and Action Plan	Provide support to increase the number of Mental Health Officers in Scotland e.g. working with Scottish Government to disburse funding for MHO training, working with training providers to ensure that the Mental Health Officer Award continues to be approved and meets the needs of students and the sector.		Contribution to the development of the strategy and action plan via national working groups	Actions TBC – Strategy launched in Jun 2023 and workforce action plan to be launched in the autumn.	Confident
National Health and Social Care Workforce Strategy	Support Scottish Government and partners to develop a pilot Graduate Apprenticeship scheme to improve career pathways for Social Care staff into social work.		On track- GA application approved by Skills Development Scotland. Funding agreed by OCSWA.	Timeline for GA development to be agreed with SDS and OCSWA.	Skilled
	Develop, in partnership with stakeholders, a mandatory supported year for newly qualified social workers which will provide		On track – model developed and approved, grant funding agreed for continuation of existing Early Implementation Sites and to support further sites. Qualitative research with participants in early implementation sites and current levels of social work L&D	NQSW conference took place May 2023. Research findings reported to SWEP June 2023. Application process for new sites in progress.	Skilled

	an effective transition from professional qualification to employment (Mandatory roll out Sept 2024).		support within LAs sites complete.	Ongoing discussions with OCSWA about governance, infrastructure, implementation and employer accountability.	
	Work with partners to improve and enhance the quality and provision of workforce data.		Action plan commitments in progress and on track.

The provision of data to support workforce planning and development being incorporated into specific national workforce action plans.
Met with the Office for Statistics Regulation to agree timescale for an audit of the SSSC's national statistics role. Due to carried out from late 2024. | Continue to engage with national partners and Scottish Government to refine data provision and quality.

Office for Statistics Regulation self-assessment to be carried out in respect of the SSSC's national statistics role. | Confident |
	Support the development of trauma responsive social work services		Action plan commitments in progress and on track.		Confident
	Work with partners to develop induction resources including infection prevention and control.		The national induction framework for adult social care was published in 2022. Further to the evaluation findings the content is being refreshed. IPC specific resource in development with NES	The Preventing Infection in Social Care Settings app will be launched on 24 July.	Confident
	Support implementation of the Health and Care		We co-chair the learning and development group with the Care Inspectorate. We are working with partners to develop learning	Currently testing the knowledge and skills framework.	Valued

	Staffing (Scotland) Act 2019		for the social services workforce to support implementation.		
	Support the Fair Work in Social Care Group's work in respect of effective voice and terms and conditions throughout social care.		Progressing and on track	Continue to support.	Valued
Improving Wellbeing and Workforce Cultures Action Plan	Promoting and supporting development of the Leading to Change leadership development programme.		SSSC supported development and promotion of the programme in 2022-23. Specific actions for 2023-24 to be agreed and many being incorporated into other national workforce action plans.	Action plan for 2023-24 to be published in summer 2023.	Confident
	Promoting and supporting development of wellbeing offers for the workforce		Continue to engage with the national Workforce Wellbeing Champions network, promote resources, and share good practice. Specific action for 2023-24 to be agreed and many being incorporated into other national workforce action plan.	Action plan for 2023-24 to be published in summer 2023.	Confident
National Improvement Programme for Adult Social Care and Community Health	Work with partners to increase the capability and capacity of the workforce in respect of quality improvement.		Supporting access to formal QI learning programmes e.g. funding places on the ScIL programme, supporting use of the Care Experience Improvement Model across social services.	National Framework for improvement being developed, to be published late 2023.	Confident

			Launched and promoting the SSSC QI learning resource available via TURAS. Engaging with the National Improvement Programme workstreams to support development of a National Improvement Framework.		
Drug Deaths Taskforce Report (Changing Lives): Workforce action plan for the drug and alcohol sector to ensure the workforce is supported, well-trained and well-resourced	Plan to be finalised and actions agreed		Progressing and on track. Specific activity to date has included contributing to the design and content of a national platform which will host learning resources for this workforce.	Contribute to action plan being developed by Scottish Government.	Confident
"Target 2030" A movement for people, planet and prosperity: Scotland's Learning for Sustainability (LfS) Action Plan 2023-2030	Work with Scottish Government, SQA and other relevant partners to ensure LfS is better embedded in all benchmark qualifications in routes to early learning and childcare and in the standards for same, including exploring LfS in the SSSC Codes of Practice.		Some scoping work to commence in 2023 but most activity will not commence until April 2024 and will continue up to the plan's conclusion.		Skilled

3. KEY OPERATIONAL INDICATORS

3.1 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 162,419 people on the register, that figure currently stands at over 168,000.

Number of individuals on register

28
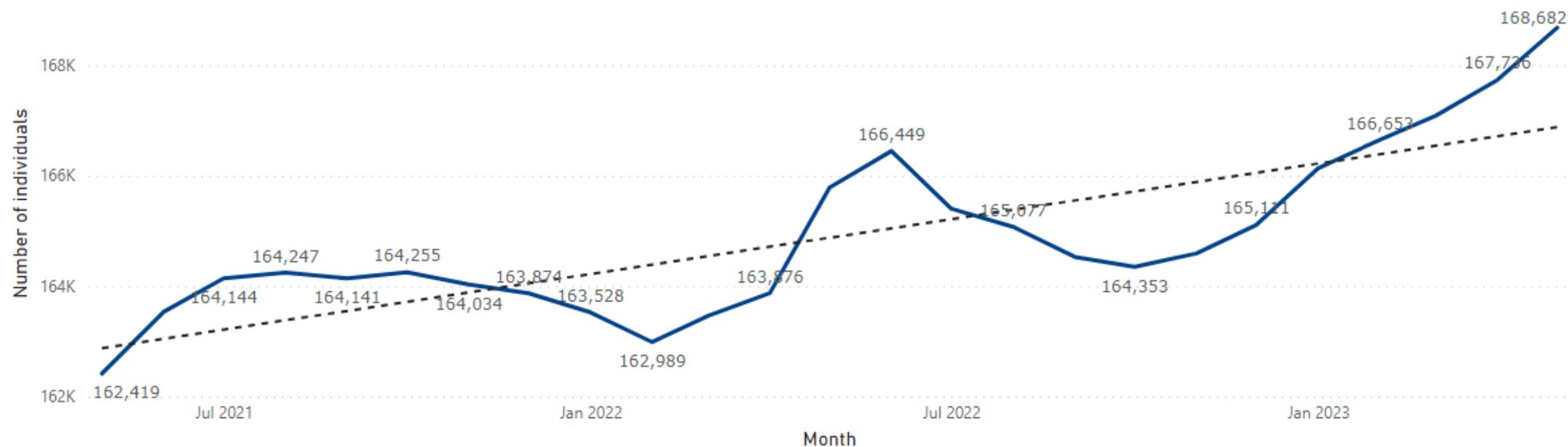
3.2 Strategy and Performance: The percentage of the workforce feeling valued for the work they do.

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 2023, the business intelligence team have improved this calculation, it now only includes individuals who have left the register and currently haven't returned:

- 2021/2022 – 16.9% - turnover in all sectors was 9.6% in 2021
- 2022/2023 – 15.5% - turnover in all sectors was 16.4% in 2022
- 2023/2024 – 5.0%

The map below and table to the right show the turnover for the previous 12 months.
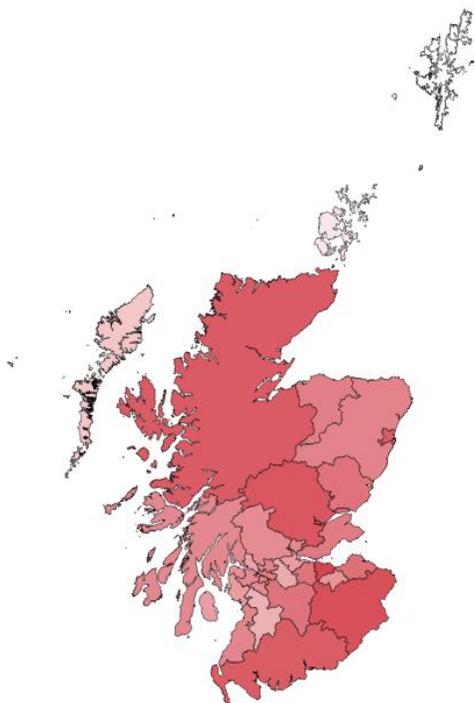
Region of Care Service	Turnover previous 12 months %
City of Edinburgh	19.0%
Scottish Borders	18.3%
Perth and Kinross	17.9%
Aberdeen City	17.7%
Highland	17.5%
Dumfries and Galloway	17.4%
Dundee City	16.7%
East Lothian	16.3%
Angus	16.1%
South Lanarkshire	16.1%
West Lothian	16.0%
Fife	15.6%
Moray	15.4%
Glasgow City	15.3%
Aberdeenshire	15.2%
East Dunbartonshire	15.1%
South Ayrshire	15.0%
Argyll and Bute	14.8%
Clackmannanshire	14.7%
Renfrewshire	14.7%
East Renfrewshire	14.6%
Stirling	14.5%
Inverclyde	14.2%
Midlothian	14.1%
North Ayrshire	13.5%
Falkirk	13.5%
West Dunbartonshire	13.1%
North Lanarkshire	12.7%
East Ayrshire	12.4%
Eilean Siar	11.0%
Total	**15.9%**

29

4. ORGANISATION INFORMATION

4.1 Programme Management Office
Overall Summary: Programmes

Programme	Project Sponsor	Phase	Budget RAG	Risk/ Issues RAG	Stakeh older Buy In RAG	Timesc ale RAG	Overall RAG	Approval and Monitoring	Key Milestone	Comment
Digital Programme	DoSP	Implement	Green	Green	Green	Green	Green	All digital projects approved and monitored at by Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO.	SMS provider project: Complete. My Learning app project: next version of app delivered.	Risks and issues tracking Green. Any risks are low scoring risks with mitigation action in place.
Future proofing digital changes	DoSP	Implement	Green	Amber	Green	Green	Amber	Project approved and monitored at Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO.	Wave 2 – sprint 2 and 3 completed.	Risks and issues tracking Amber: Resources available to complete the scale of work remains a risk. Development work on annual declarations is also delayed due to processes which need to be finalised.
Future-Proofing Programme	CE	Deployment	Green	Amber	Green	Amber	Amber	Programme approved and monitored by the Future-Proofing Programme Board. Updates with PMO.	No milestones to be achieved this month.	Risks and issues tracking Amber: Timescales for legislative change remain out with our control. Risk remains around recruiting and retaining resources.
Rewards Review	DoFR								Programme approved and monitored by the Rewards Review Programme Governance Group monthly.	Programme ended. Work ongoing to identify next steps for further review.

5. HUMAN RESOURCES PERFORMANCE

5.1 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-23	4.5%	25.0%
May-23	4.8%	33.3%
Jun-23	3.9%	8.3%
Jul-23		
Aug-23		
Sep-23		
Oct-23		
Nov-23		
Dec-23		
Jan-24		
Feb-24		
Mar-24		

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.

Sickness absence has been recalculated based on total gross hours available rather than previous reporting based on net capacity hours.

Previously, if we had two full time equivalent employees, one off sick and one on annual leave for a full month we would have reported sickness as 100% however with the new calculation it will show as 50%.

While still above our target absence has reduced since last month.

Twelve employees were off on long term sick in June 2023. The majority (ten) are in the Regulation Directorate, with six of those in Registration which has caused capacity issues.

These were six different absence categories and so do not present any trend in terms of reasons for absence within Registration.

In June 2023 SSSC lost 254 days to sickness (3.9% of capacity). We break this down in the table below:

Directorate	Department	Days	Sick %
EMT & Support	EMT & Support	22	16.8%
Regulation	FtP	55	3.1%
Regulation	RIH	44	12.2%
Regulation	Registration	85	5.3%
WE&S	E&S	13	2.5%
WE&S	WP&P	22	5.7%
S&P	Comms	0	0.0%
S&P	P&I	9	2.6%
S&P	Digital Services	0	0.0%
F&R	LCG	1	0.6%
F&R	HR	0	0.0%
F&R	Finance	0	0.0%
F&R	OD	0	0.0%

Sickness Absence by Type

Legend:
- Sickness absence long term
- Sickness absence short term
- Sickness absence medium term
- Target (as per financial model)
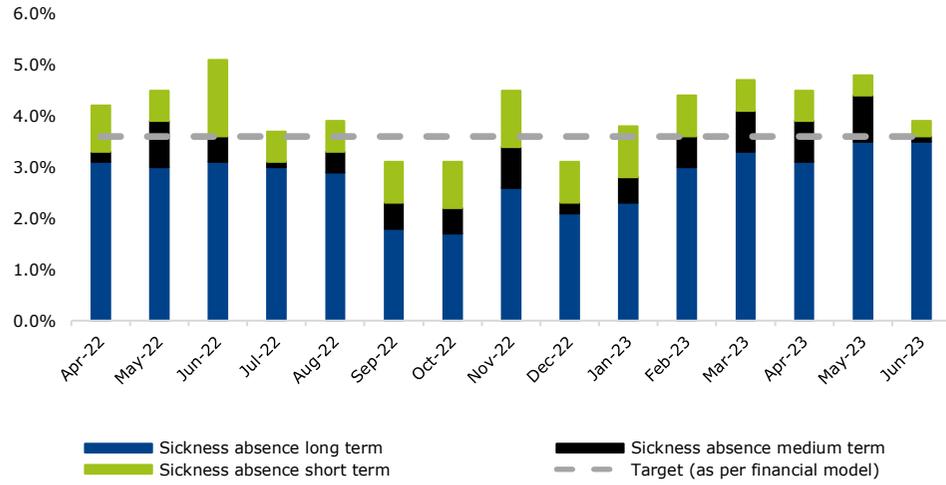
Management Action

5.2 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-23	15.9%	-2.0%
May-23	15.3%	-5.7%
Jun-23	15.1%	-6.8%
Jul-23		
Aug-23		
Sep-23		
Oct-23		
Nov-23		
Dec-23		
Jan-24		
Feb-24		
Mar-24		
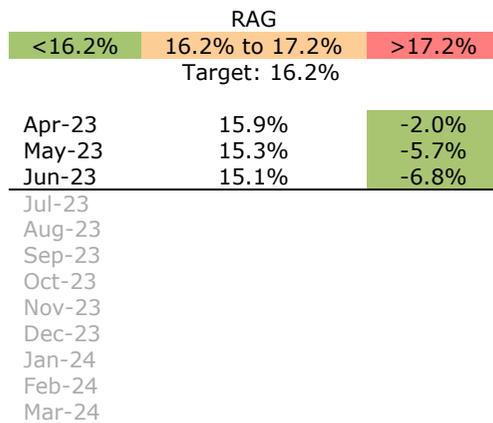
In June we had five leavers. Three in Regulation, one in Finance and Resources and one in Strategy and Performance, the overall rolling turnover was approximately 15.1%.

Our target for 2023/24 has changed in line with XpertHR benchmarking which shows public sector organisations saw 16.2% turnover in 2022.

Directorate	Department	Leavers	Headcount	12-month turnover %
EMT & Support	EMT & Support	0	6	0.0%
Regulation	FtP	1	87	18.2%
Regulation	RIH	0	18	10.5%
Regulation	Registration	2	79	12.1%
WE&S	E&S	0	26	11.3%
WE&S	WP&P	0	19	0%
S&P	Comms & Policy	0	14	14.8%
S&P	P&I	1	15	12.2%
S&P	Digital Services	0	14	7.8%
F&R	LCG	0	8	25.3%
F&R	HR	0	6	30.0%
F&R	Finance	1	13	30.8%
F&R	OD	0	3	42.9%

Overall Staff Turnover
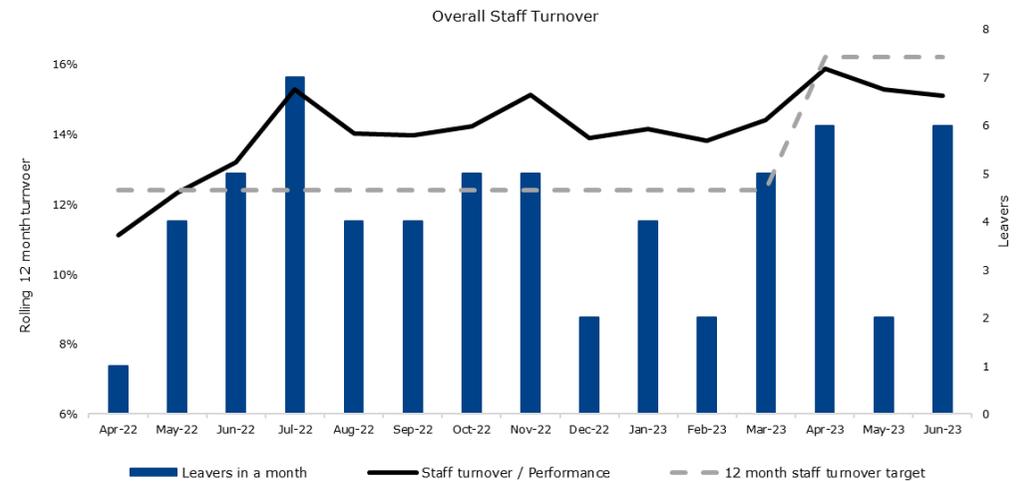
Management Action

For the table dictating the threat level against each department we have categorised a total threat level above 50% as red, between 25% to 50% as amber and below 25% as green. Secondment is treated as a lower threat level of 0.5, e.g. a 10% seconded score will add 5% to the total threat level. The empty post % shows the proportion of empty posts in an area, the empty post threat considers how these empty posts are affecting the overall impact of a department's work.

The directorate with red threat levels are RIH and FTP. RIH the main threat is from current empty posts. For FtP the main threats are empty posts and turnover.

Directorate	Leavers Next Three Months %	Turnover	Empty Posts %	Empty Post threat	Seconded %	Current Headcount	Threat %
⊟ **EMT and Support**	**16.7%**		**14.3%**	**14.3%**		**6**	**31.0%**
EMT and Support	16.7%		14.3%	14.3%		6	31.0%
⊟ **Finance and Resources**		**26.1%**	**6.1%**	**9.1%**	**3.2%**	**31**	**36.8%**
Estates, Health and Safety			0.0%	0.0%		1	0.0%
Finance		30.8%	7.1%	14.3%	7.7%	13	48.9%
Human Resources		30.0%	0.0%	0.0%		6	30.0%
Legal and Corporate Governance		25.3%	11.1%	11.1%		8	36.4%
Organisational Development			0.0%	0.0%		3	0.0%
⊟ **Regulation**	**1.1%**	**15.0%**	**9.8%**	**20.2%**	**9.2%**	**184**	**40.9%**
Fitness to Practise		18.2%	10.3%	30.9%	2.3%	87	50.3%
Registration		12.1%	8.1%	8.1%	15.2%	79	27.9%
Regulatory Improvement and Hearings	11.1%	10.5%	14.3%	20.0%	22.2%	18	52.7%
⊟ **Strategy and Performance**		**9.4%**	**2.3%**	**2.3%**	**20.9%**	**43**	**22.1%**
Communications and Policy		14.8%	0.0%	0.0%	14.3%	14	22.0%
Digital Services		7.8%	6.7%	6.7%	21.4%	14	25.2%
Performance and Improvement		12.2%	0.0%	0.0%	26.7%	15	25.6%
⊟ **Workforce, Education and Standards**	**2.2%**	**6.6%**	**2.2%**	**1.1%**	**8.9%**	**45**	**14.4%**
Education and Standards	3.8%	11.3%	3.7%	1.9%	3.8%	26	18.9%
Workforce Policy and Planning			0.0%	0.0%	15.8%	19	7.9%
Total	**1.3%**	**13.6%**	**7.5%**	**14.0%**	**8.7%**	**309**	**33.2%**

Department	Commentary
FtP	A high level of empty posts and ongoing high turnover is largely caused by below market rate salaries for solicitors. A recruitment exercise has taken place and most posts will be filled in July and August. The induction phase takes approximately 8 weeks, and we expect solicitors to have sufficient experience by around six months to substantially contribute to the work. Five of the new staff are trainee solicitors and while they hold cases, they productivity is lower as they are training. A decision is pending on whether to carry out a second recruitment for those legal posts not yet filled. This is a judgement based on capacity to carry out recruitment and induction for a second group of new staff.
RIH	Much of the threat level to the team stems from the outward secondment of two members of staff and resultant cascading backfill. We have internal staff working in promoted posts and secondments from Registration (including an experienced manager) and FTP to stabilise the team. The staff noted as leavers will be remaining in post until the end of the financial year which further reduces the threat level.

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.

Appendix A

Table 1	Approved budget 2023/24 £000	Additional budget approved in year £000	Planned use of General Reserve £000	Revised budget for monitoring purposes £000
Staff costs	15,003			15,003
Other operating costs	4,379		76	4,455
Operating expenditure	**19,382**	**0**	**76**	**19,458**
Disbursements	5,007			5,007
Futureproofing project (FPP)		1,092		1,092
Specific grants from Government		873	162	1,035
Total expenditure	**24,390**	**1,965**	**238**	**26,593**
Operating income				
Registration fee income	(3,310)			(3,310)
Other income	(385)			(385)
Total operating income	**(3,696)**	**0**	**0**	**(3,696)**
Net expenditure	**20,694**	**1,965**	**238**	**22,897**
Funded by:				
Grant in aid - operating budget	(11,028)			(11,028)
Grant in aid - disbursements	(5,007)			(5,007)
Grant in aid in SG budget line	**(16,035)**	**0**	**0**	**(16,035)**
Additional grant in aid				
Local Authority fee rebate	(2,593)			(2,593)
Futureproofing project		(343)		(343)
Pay uplift 22/23	(300)			
2023/24 spending pressure	(1,766)			(1,766)
Total grant in aid 2023/24	**(20,694)**	**(343)**	**0**	**(21,037)**
Specific grant income		(873)		(873)
Total Government funding	**(20,694)**	**(1,216)**	**0**	**(21,910)**
Deficit - to be funded from reserve	**(0)**	**749**	**238**	**987**

Approved budget

The 2023/24 budget was approved by Council on 27 March 2023. Since that time Scottish Government has confirmed our Futureproofing Project funding £1,092m, Workforce Development Grant £771k, Early Learning and Childcare Grant £64k and Cyber Security Grant £38k. We plan to use £987k of our general reserve during the year (table 1 and 2).

General Reserve

At 30 June 2023 we expect our general reserve to be £1.618m (unaudited). Our general reserve contains some specific funding outside of our operational reserves, as shown below.

Table 2 General reserve position	£000	£000
Projected general reserve at 31 March 2023 (unaudited)		(1,412)
Reserves earmarked for specific use during the year		
Workforce Development Grant	162	
Accommodation refit	76	
Futureproofing project	749	987
Reserves set aside for future use		
Digital replacement (year 1 of 4 year set aside)	100	100
Projected (under)/overspend		(206)
Available balance – operating expenditure		**(531)**
Planned minimum reserve (2%)	(500)	
Remaining available reserve		**(31)**

Movements to projection up to 31 May 2023

Table 3 Movements to our projection	Under spend £000	Over spend £000	Movement £000
Staff costs	(260)		(260)
Digital running costs		151	151
Fitness to practise legal fees		27	27
Futureproofing project	(124)		(124)
Operational underspend	**(384)**	**178**	**(206)**