Title of report	Assurance Report as of 31 December 2023
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 are asked to: 1. endorse the direction of travel for the strategic measures 2. approve the risk register position
Author	Laura Shepherd, Director of Strategy and Performance
Responsible Officer	Maree Allison, 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 Appendix 2: Assurance Map

ASSURANCE REPORT AS OF 31 DECEMBER 2023

AAC Meeting Version

February 2024

Agenda item: TBC, Report no: TBC

Action: For Decision

EXECUTIVE SUMMARY

December 2023 SPI PERFORMANCE SUMMARY

SPI	SPI Description	Outcome	Risk	Ambition	Current	V (+/-)	Movement	Proj. YE	Actions & Comments
Finance	Available reserves (%)	1-4		2 to 2.5	1.6%	-0.2	⬇	Amber	
2.1 Reg	Reduce the time taken to being registered (weeks)	1	1	<18	25.3	+0.1	⬇	Red	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	1798	-19	⬆	Green	
	95% of our open cases will be less than three-years-old	1	1	95.0	95.7	-0.1	⬇	Green	
2.3 WE&S	Increase the percentage of the registered workforce with the correct qualification (%)	2	2	52.5	52.2	-	➡	Amber	
2.4 WE&S	Increase the percentage of the workforce using learning resources to achieve CPL (%)	2	2	25	27.6	-1.3	⬇		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	85.7	+2.4	⬆	Green	
	Cumulative performance (%)	2	2	80.0	82.4	-	➡	Green	

December 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	171.9k	+4k	-	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	4.8	-1.4	⬆	-	
5.2 HR	The overall staff turnover percentage (%)	1-4	6	<16.2	13.8	+0.6	⬇	-	

December 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	12	➡	DoFR	
6	The SSSC fail to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.	1	20	16	➡	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	Risk closed as of 31st July 2023

4

There have been issues highlighted by the vendor about the amount of effort/time required to continue to deliver the systems changes for FPP which will incur additional cost. This has only recently been highlighted as increased risk by the vendor (January 2024). The project team are currently working with the vendor to identify the impact.

By exception.

1. CORPORATE FINANCIAL POSITION

1.1 Overview

This report contains projections as at 31 December 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 £404k (1.6%). This is 0.2% below the 2% (£510k) to 2.5% (£637k) target.

Financial risks are detailed 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. Overspends and underspends of more than £50k are detailed 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 our general reserve to fund the remainder.

1.2 General reserve

Projected year end general reserve position

Month	Value	%
May 2023	£631K	2.5%
June 2023	£919K	3.6%
July 2023	£1,073K	4.2%
August 2023	£1,323K	5.2%
September 2023	£488K	1.9%
October 2023	£414K	1.6%
November 2023	£470K	1.8%
December 2023	£404K	1.6%

Target range 2% to 2.5%
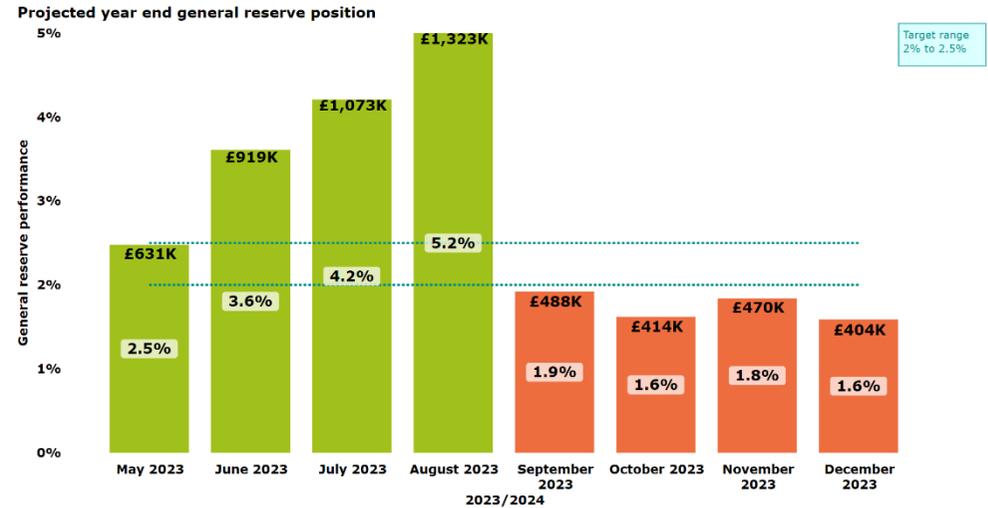
1.3 Total expenditure, excluding grants

We expect an overspend of £2.438m (as set out in our spending pressures) on our operating expenditure. Movements in the projection are detailed in Appendix A, table 3.

Projected year end total expenditure, excluding specific grants
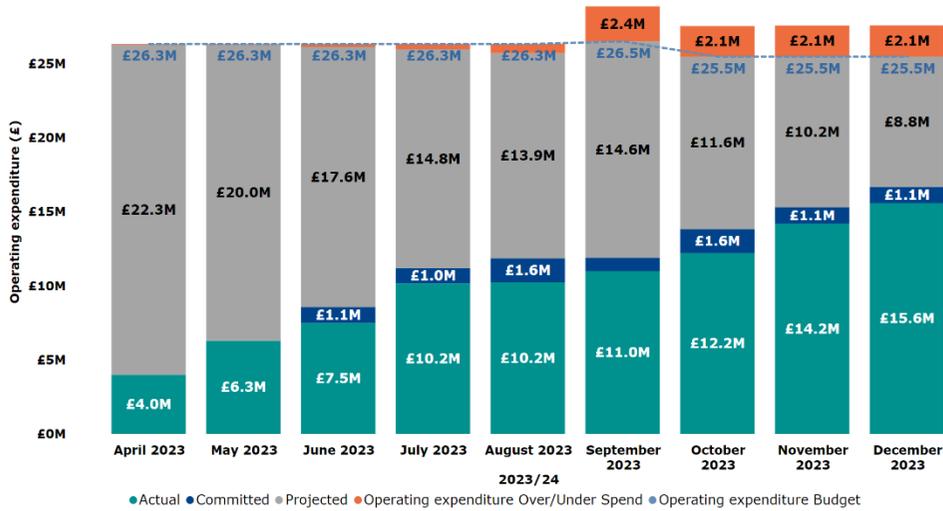
1.4 Registration fee income

We expect to receive £3.341m in registration fees during the year. We are currently expecting this to £31k more than budget.

Projected year end registration income
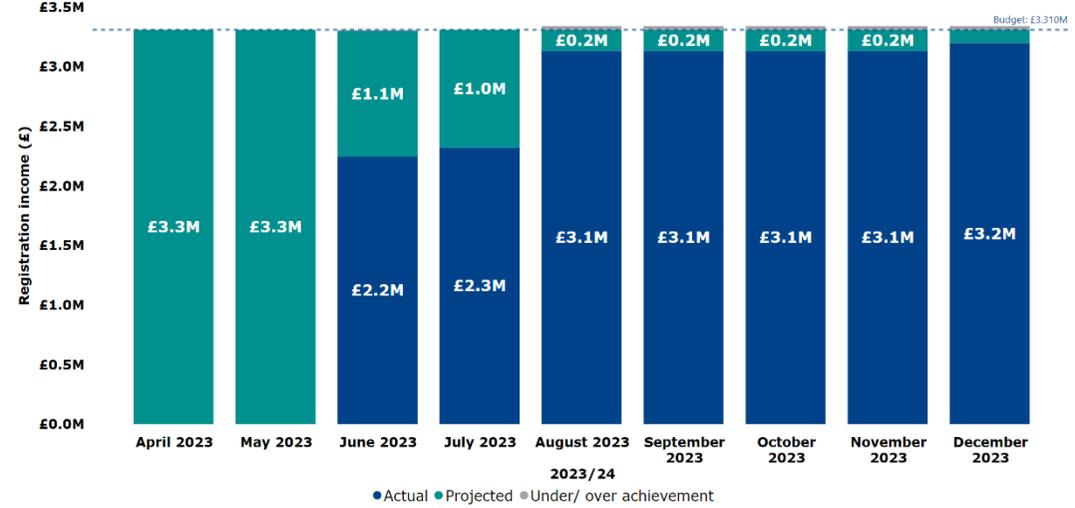
1.5 Financial Risks

| Risk area	Expected impact
Panel Member and external assessor fees	• If the employment tribunal judgement requires us to pay increased holiday backpay it is estimated at up to £280k, likely payable over 23/24 and 24/25. The judgement is unlikely to be issued until December 2023. • We included a contingent liability in the 2022/23 annual accounts regarding the potential increased holiday backpay of £280k. • We have included £62k in our projections to fund backdated pension contributions. We hope to have confirmation of the amounts paid by March 2024. • We are still working on the expected costs relating to external assessors.
Staff costs	• We are now in negotiations on the 2023/24 pay remit. There is a risk around affordability of the 2023/24 pay award requested by Unions.
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 reduce fee income. We are currently expecting registration fee income to be £31k more than budget.
Postgraduate bursaries	• We are currently expecting postgraduate bursaries to be underspent by £246k due to fewer nominations from universities than normal. We are still investigating the underlying reasons for this and also looking at how we may re-distribute the quota to fill more places. We promoted the Hardship Fund and will start to distribute the additional funds in January 2024. • We have asked Scottish Government Sponsor for approval to carry forward any postgraduate bursaries underspend for use during 2024/25.
Futureproofing Project	• We have approval from Scottish Government Sponsor to carry forward any Futureproofing underspend (currently £305k) into 2024/25 to enable completion of this project. • The projected underspend does not include a potential risk of up to £90k additional systems development costs currently being discussed with the supplier.
Workforce Development Grant	• Discussions were held with Sponsor around the use of the unallocated £164k. This has now been removed from the projections and requested to be carried forward to fund identified projects in 2024/25. A total of £230k is to be requested as carry forward to include other deferred projects and final payments for work in progress that will conclude in Q1 of 2024/25.

Digital running costs

Digital running costs

	April 2023	May 2023	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023
Risk sensitivity	£30K	£30K	£30K	£30K	£30K	£30K	£30K	£30K	£30K
Projected year end position	£151K	£151K	£151K	£151K	£139K	£166K	£228K	£231K	£231K

2023/24

● Projected year end position ● Risk sensitivity
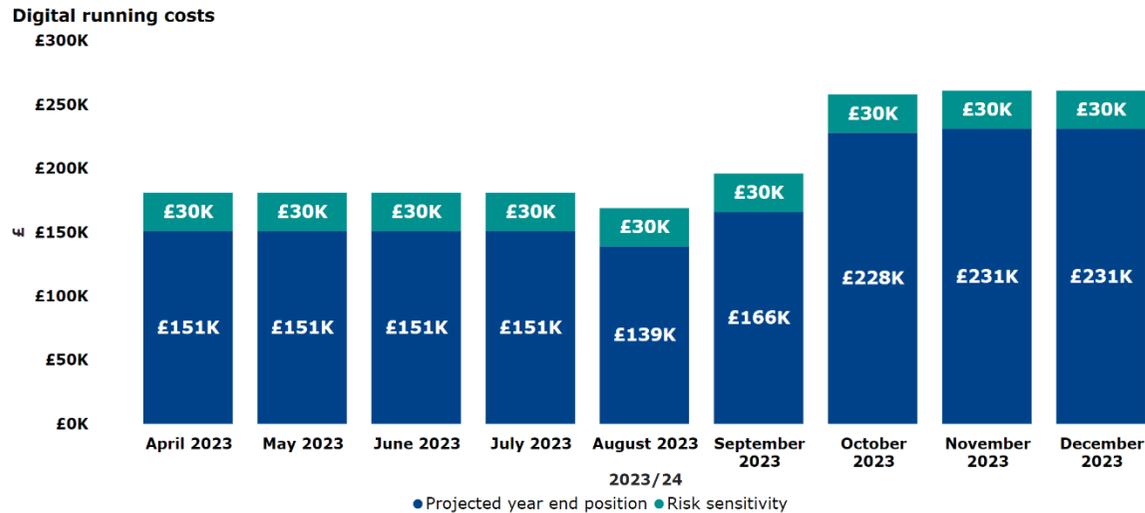
Digital running costs are projected to be £231k overspent at 31 December 2023. This is due to unbudgeted expenditure £92k, inflationary increases £51k, increased demand for licences £30k, purchasing iPads for panel members £30k and increased pay Azure charges for Phase 1 Learning Zone costs £29k.

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** – None expected.

Futureproofing Project costs

Futureproofing Project costs

	April 2023	May 2023	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023
Projected year end position	-£239K	-£239K	-£124K	-£124K	-£271K	-£248K	-£255K	-£297K	-£305K
Risk sensitivity	-£50K	-£50K	-£50K	-£50K	-£100K	-£50K	-£50K	-£50K	-£90K

2023/24

● Projected year end position ● Risk sensitivity
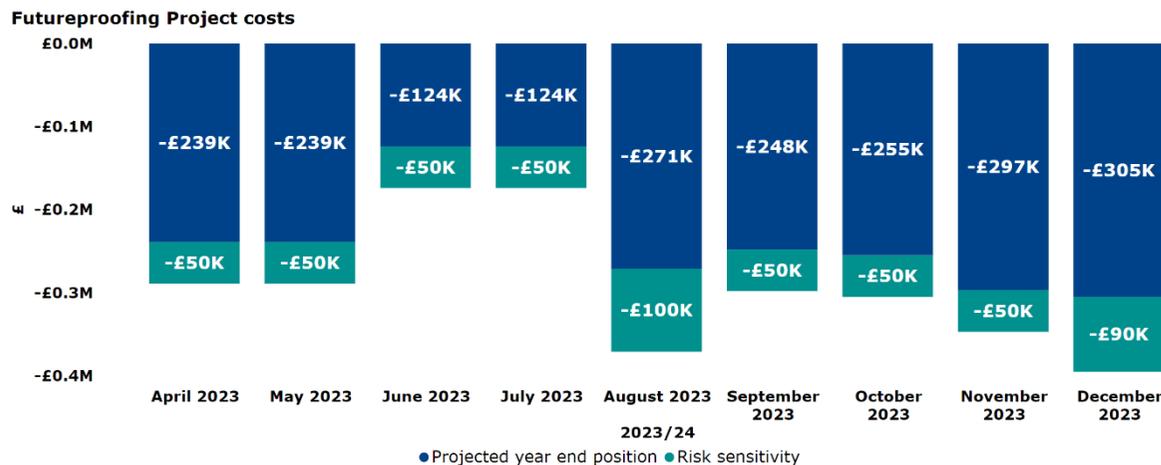
Future proofing project costs are projected to be £305k underspent at 31 December 2023. This is due to delays in filling posts and beginning digital work.

Risk sensitivity – This may be up to £90k of additional cost due to project development costs identified by the supplier. Discussions are ongoing to understand the reasons for the unexpected cost increase.

Risk likelihood – There is a medium risk that our futureproofing underspend will increase due to the timing of the digital developments and the delay of go live to 3 June. However, this may be partially negated by the additional cost range of up to £90k as mentioned in financial risk above. Timescales for legislative change are also out with our control but are currently on track.

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 financial implications in 2024/25.

Postgraduate bursaries
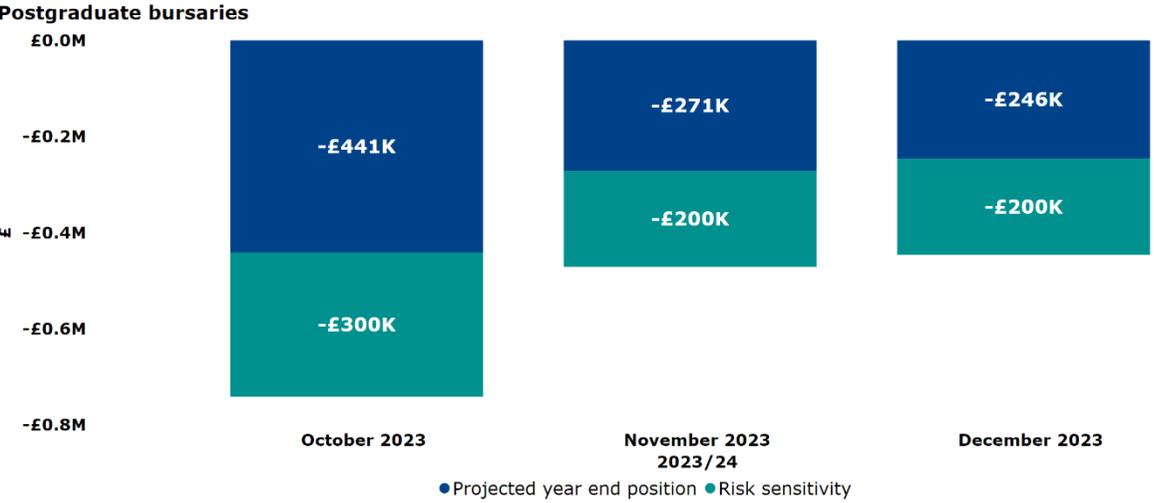
Postgraduate bursaries are means-tested allowances paid to social work students. We also pay students' tuition fees to universities. We are seeing a reduction in the number of students being nominated this year, despite increasing the number of bursaries available. The projection of £246k includes Hardship Funding.

Risk sensitivity – This underspend could increase by a further £200k.

Risk likelihood – There is a medium to high risk that this underspend could increase given nominations and student eligibility are both out of SSSC's control.

Impact on performance – No impact on our performance as we administer postgraduate bursaries on behalf of Scottish Government.
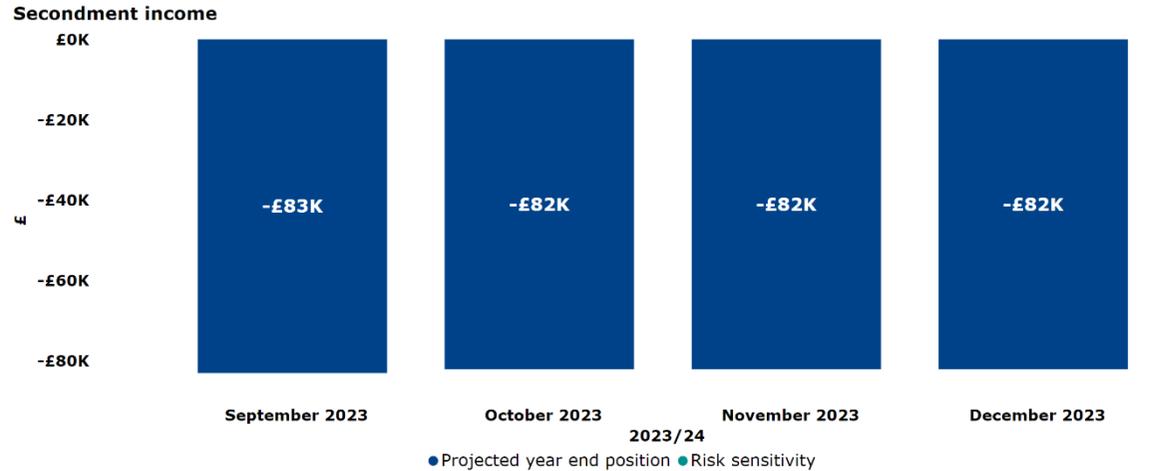
Secondment income

Secondment income is expected to be £82k more than budget at 31 December 2023. This is due to one secondment being extended and one additional in-year secondment.

Risk sensitivity – This underspend is not expected to change.

Risk likelihood – n/a

**Impact on performance** – None expected.

Office refurbishment
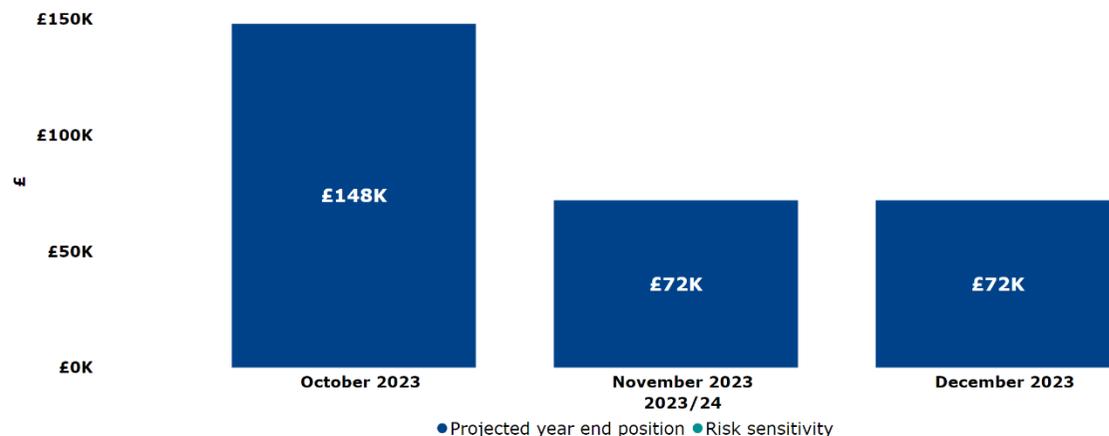
Office refurbishment costs are £72k more than budget as replacing the office carpet was not in the original plan.

Risk sensitivity – This projection is not expected to change.

Risk likelihood – n/a

Impact on performance – None expected.

Practice Learning Fees
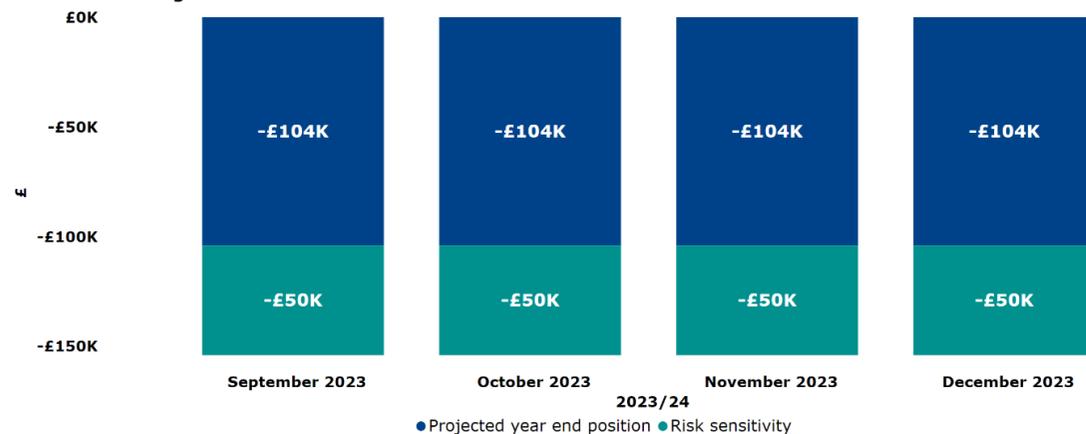
Practice learning fees are paid to universities for practice learning opportunities for students. This budget overspent in 2022/23 by £104k. Scottish Government increased our budget by £1.5m for 2023/24 and we expect to be able to recover the 2022/23 overspend from this budget.

Risk sensitivity – This projection is subject to the number of student placement days claimed by the HEIs and may increase the underspend by £50k.

Risk likelihood – n/a

Impact on performance – None

Panel member allowances and training costs
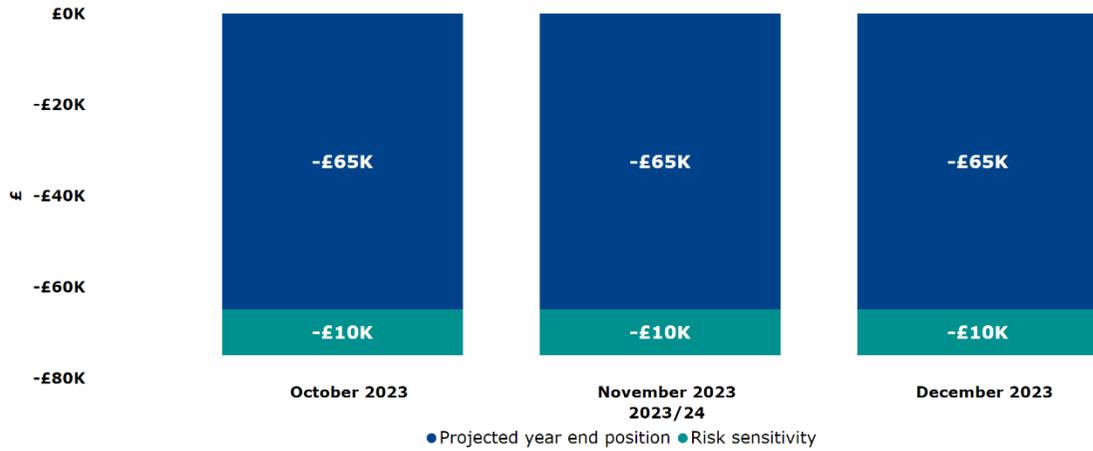
Panel member allowances and training costs are expected to be £65k underspent. We have included provision of £65k for additional panel member pension costs within this projection.

Risk sensitivity – This projection could reduce by a further £10k.

Risk likelihood – There is a low risk that this projection will change.

Impact on performance – None expected.

Staff costs
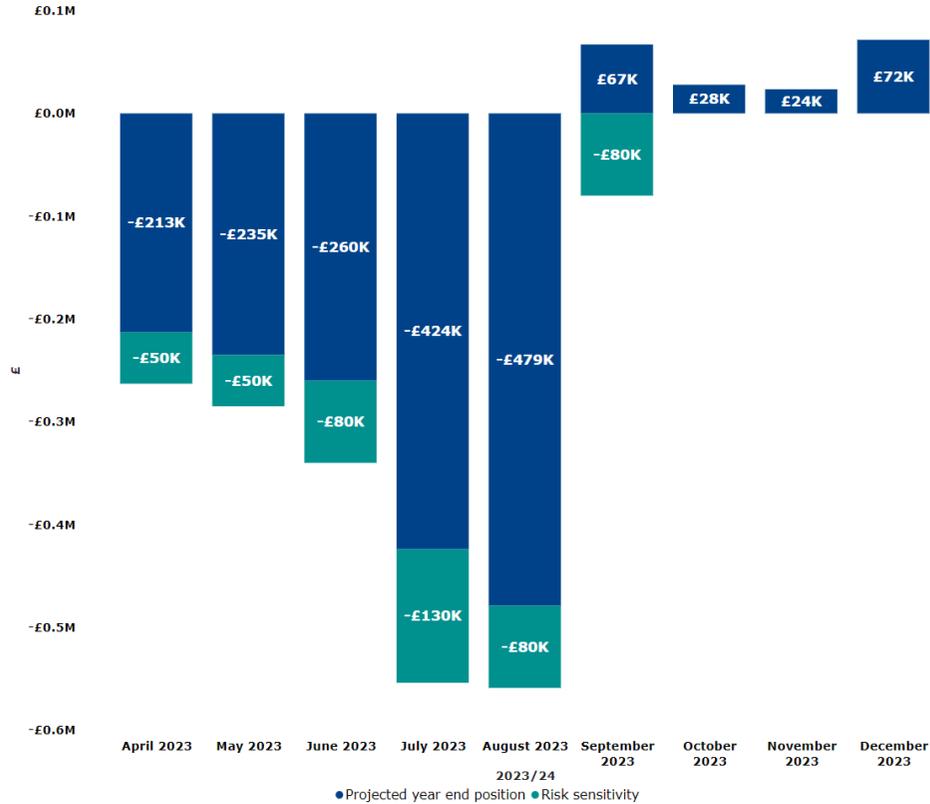
Staff costs (excluding Future Proofing Project) are expected to be £72k underspent due to further post vacancy savings.

Risk likelihood – There is a low risk that this projection will change.

Impact on performance – None expected.

12

Administration and Shared Services costs
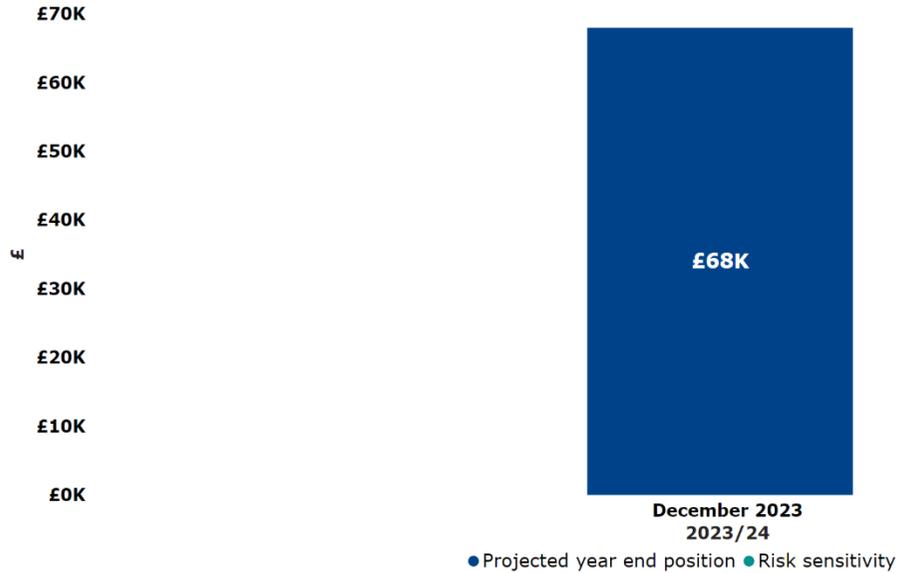
Administration and Shared Services costs are projected to be £68k overspent at 31 December 2023 due to revisions of contracts mid-year.

Risk sensitivity – This projection is not expected to change.

Risk likelihood – N/A

**Impact on performance** – None expected.

1.6 Funding and income

Our Scottish Government Sponsor has approved funding totalling £24.148m in 2023/24. We expect to receive £3.813m in registration fees and other income.

Funding and income	Budget £000	Drawdown /received £000	Projection 31 Mar 24 £000
Grant in aid	11,028	10,244	11,028
GIA - disbursements	5,007	3,244	7,107
GIA – pay uplift 22/23	0	0	300
Specific grants	1,011	96	1,011
Local Authority fees	2,593	0	2,593
Futureproofing project	343	0	343
Spending pressure	1,766	0	1,766
Total Scottish Government funding	**21,748**	**13,584**	**24,148**
Recognition arrangements grant (Westminster)	19	0	19
Total Government funding	**21,767**	**13,584**	**24,167**
Income			
Registration fees	3,310	3,200	3,341
Other income	385	270	472
Total funding and income	**25,463**	**17,054**	**27,980**

Grant in aid of £1.766m is a spending pressure which is to be managed in year as part of the Spring budget revision. Scottish Government has 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 £24.148m (including spending pressure) for the year. EMT will review regular budget monitoring information to closely monitor the financial position, with a view to reducing our 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 25.3 weeks in December 2023. Application to registration was 4.7 weeks a reduction of 0.7 weeks from the previous month.

RAG		
<18	18 to 22	>22

Target: 18 weeks

Actual and reforecast		
Apr-23	27.9	55.1%
May-23	24.9	38.6%
Jun-23	25.5	41.8%
Jul-23	25.5	41.7%
Aug-23	22.6	25.6%
Sep-23	22.5	25.2%
Oct-23	26.6	47.8%
Nov-23	25.2	40.0%
Dec-23	25.3	40.6%
Jan-24	23.4	30.0%
Feb-24	25.0	38.9%
Mar-24	27.0	50.0%

As part of our drive to provide improved and increasingly accurate information we have altered slightly the calculation for this measure. We now consider the date of employment provided by the endorser.

Current legislation allows people 6 months to gain registration so our ability to influence how quickly people apply is limited. Future proofing legislation will include a reduction in the time to apply for registration to three months, being the driving force to achieving this measure by the end of the next financial year.

Number of weeks to Register
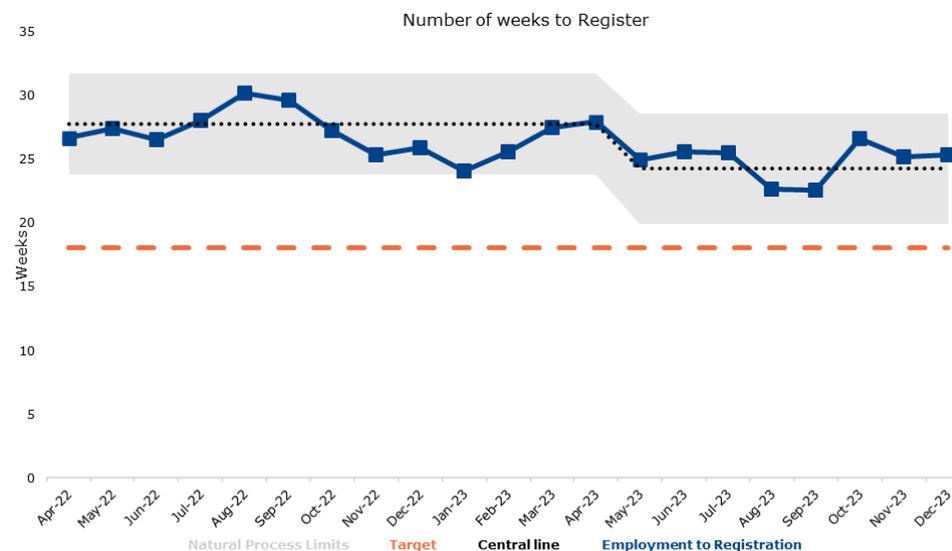
Management Action

We will continue to build on the training of additional, temporary staff to ensure our work is as up to date as possible to prepare for Future Proofing. Future Proofing will be implemented from June 2024. Communication with employers and individuals will start well in advance of that to ensure that they are prepared for the need to register within 3 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		
Apr-23	1788	-11%
May-23	1787	-11%
Jun-23	1807	-10%
Jul-23	1780	-11%
Aug-23	1821	-9%
Sep-23	1821	-9%
Oct-23	1831	-8%
Nov-23	1817	-9%
Dec-23	1798	-10%
Jan-24	1721	-14%
Feb-24	1723	-14%
Mar-24	1745	-13%

| % of open cases less than 3 years old actual and reforecast		
Apr-23	95.7	0.8%
May-23	95.7	0.8%
Jun-23	96.0	1.0%
Jul-23	95.9	0.9%
Aug-23	95.8	0.8%
Sep-23	95.7	0.8%
Oct-23	95.6	0.7%
Nov-23	95.8	0.8%
Dec-23	95.7	0.7%
Jan-24	95.1	0.1%
Feb-24	95.4	0.4%
Mar-24	95.9	0.9%

Over the past year FtP has experienced high turnover resulting in the recruitment of new staff. This caused a reduction in tenure and experienced staff within the department. Newer staff are gaining experience over time and new recruits are progressing through the quality assurance process.

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. Performance remains steady but is no longer improving at the rates predicted. Staff capacity is impacted by changes in process or systems, such as providing training and support to newer staff.

From March 2023 to October 2023 there has been a slight downward trend in the number of open cases. We recalculated the central line at this point, since then November and December performance have continued that downward trend.
At the end of December 2023, the number of open cases was

Number of Open Cases at the end of the month
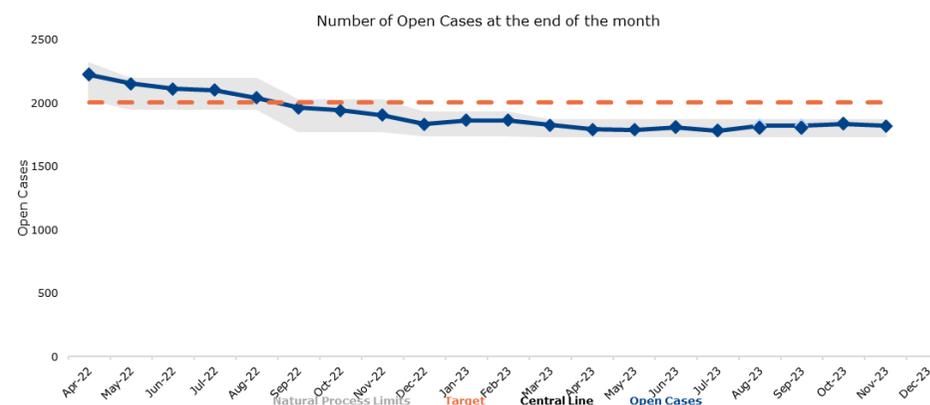
1,798. A decrease of 19 from the previous month but an overall reduction of 33 from December 2022. 95.7% (1,720 of 1,798) of open cases are less than 3 years old.

Percentage of open cases less than 3 years old

Natural Process Limits   Target   Central Line   Open Cases Percentage <3 Years
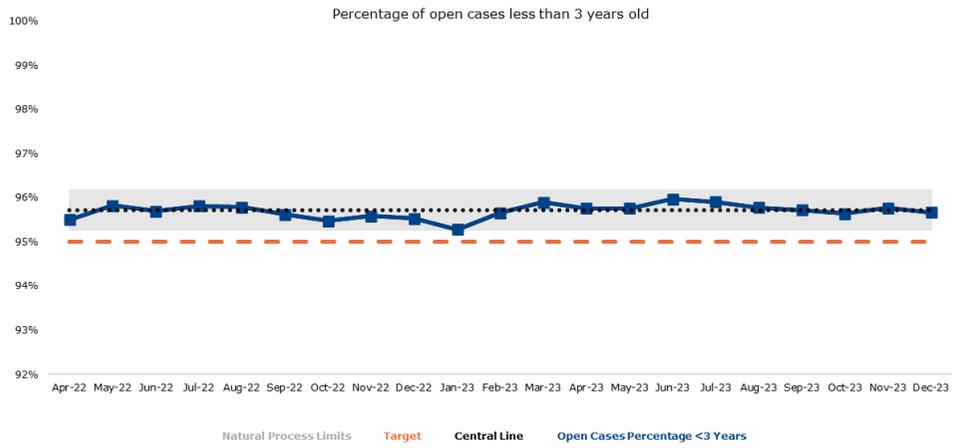
2.3 Workforce Education and Standards: Increase the percentage of the registered workforce with the correct qualification.

Assessment & Analysis

RAG		
>52.5%	50% to 52.5%	<50%

Target: 52.5%
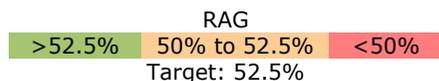
Actual and Reforecast

Apr-23	50.9	-3.1%
May-23	51.0	-3.6%
Jun-23	51.3	-3.1%
Jul-23	51.4	-2.1%
Aug-23	51.7	-1.6%
Sep-23	52.0	-1.0%
Oct-23	52.1	-0.7%
Nov-23	52.2	-0.5%
Dec-23	52.2	-0.6%
Jan-24	52.2	-0.5%
Feb-24	52.3	-0.4%
Mar-24	52.4	-0.2%

Percentage of Registrations with a Qualification

Natural Process Limits | Target | Central Line | % of people with a Qualification
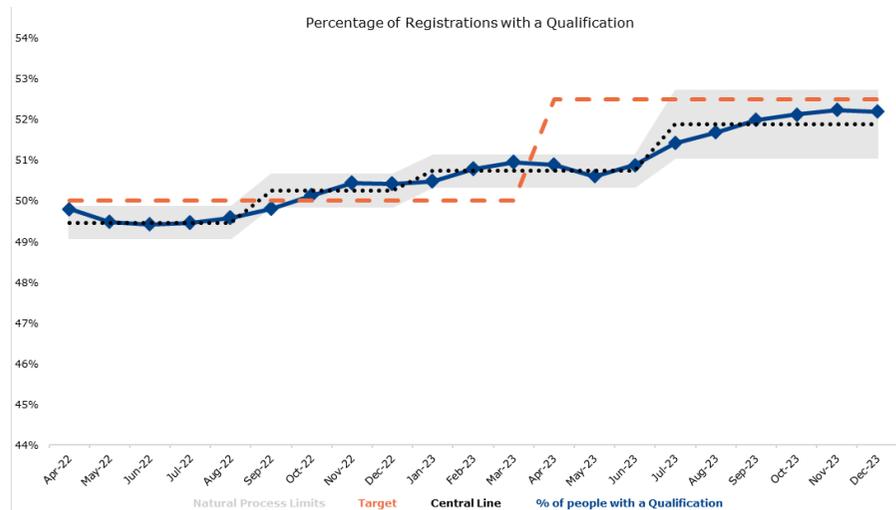
December 2023's performance was 52.2%. Overall numbers of individuals achieving a qualification condition is increasing. However, the length of time an individual takes to satisfy a qualification condition is also increasing.

78,362 registrants have a qualification due in the next five years, we estimate that 40,224 will still be due after attrition. 1,824 of the 78,362 are in 2023/24.

In the month of December 2023 723 individuals met a qualification condition, this was down from 1,081 in November 2023 but it was up from 571 in December 2022.

Number of registrants with a qualification condition due
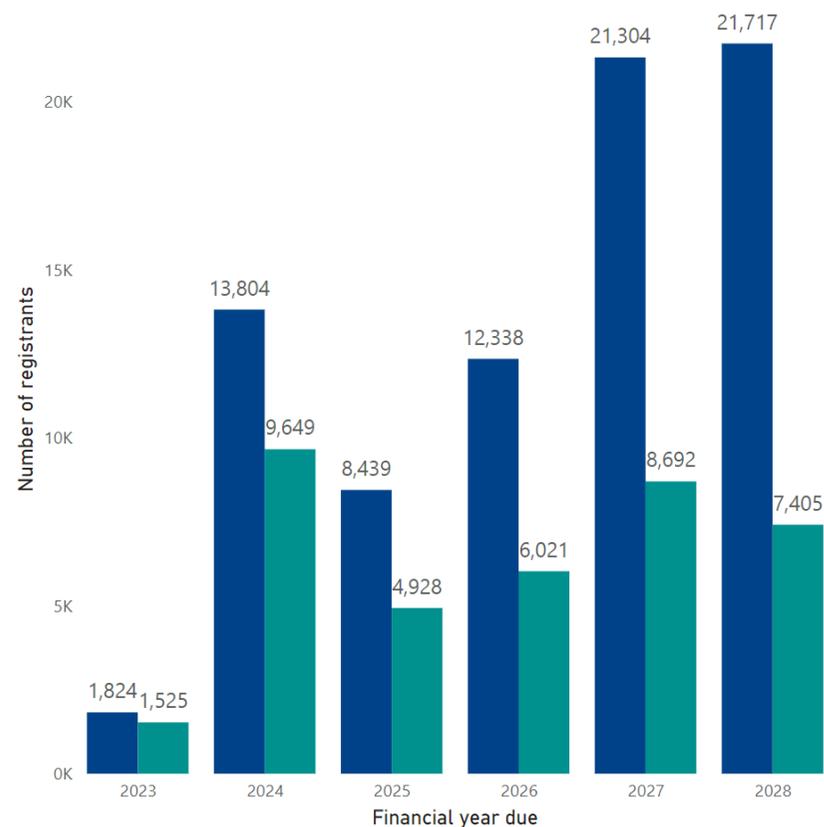
● Number of individuals with qualification conditio... ● Estimated, due to attrition, t...

Number of individuals met qualification condition by month

April 2022	337
May 2022	550
June 2022	505
July 2022	322
August 2022	601
September 2022	484
October 2022	1119
November 2022	764
December 2022	571
January 2023	791
February 2023	925
March 2023	785
April 2023	540
May 2023	1074
June 2023	1015
July 2023	972
August 2023	1136
September 2023	692
November 2023	1081
December 2023	723

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.

Register parts qualification %

Practitioners in Day Care of Children Services	84.1%
Supervisors of a Residential School Care Accommodation Service	71.4%
Managers of an Adult Day Care Service	65.1%
Managers of a Residential Child Care Service	58.9%
Residential Child Care Workers with Supervisory Responsibilities	58.8%
Practitioners in a Care Home Service for Adults	58.5%
Managers of a Day Care of Children Service	55.5%
Managers in Housing Support Services	54.9%
Managers of a Care Home Service for Adults	52.4%
Supervisors in Housing Support Services	49.0%
Managers of Care at Home Services	48.6%
Residential Child Care Workers	46.7%
Managers of a Residential School Care Accommodation	45.5%
SCSWIS Authorised Officer	45.2%
Supervisors in a Care at Home Service	45.2%
Support Workers in a Day Care of Children Service	44.6%
Support Workers in a Housing Support Service	43.6%
Workers in a Residential School Care Accommodation	43.3%
Supervisors in a Care Home Service for Adults	42.1%
Support Workers in Care at Home Service	40.3%
Support Workers in a Care Home Service for A	37.4%

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 they will start to be implemented from June 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. Registrants working in Adult Social Care

are currently the largest and least qualified registered groups however they are also the newest groups to join the Register.

Adult Social Care is experiencing particular fragility and consideration is being given to delaying the reduction in timescales to gain qualifications for those working in Care Home Services for Adults, Housing Support and Care at Home. A paper went to Council in November 2023 setting out recommendations and further information has been requested for Council in February 2024

Barriers to gaining qualifications including access to funding, the number of external assessors, time in work to complete has been raised for discussion at the Joint Social Services Ministerial Taskforce on 17 January 2024 to agree priority actions in the wider system.

Scottish Government have confirmed that £900K is available for this year's VSDF. Priority will be given to 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 have now closed and the decision-making panel took place in November 2023, following which grant payments will be made in March 2024.

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 each month. The calculation for monthly performance comes from:

- the number applications for badges in a month, minus the number which were returned and not resubmitted or revoked
- number of leadership capability 360 feedback tool accounts
- number of learner accounts minus the number identified as dormant accounts
- number of MyLearning App users in the prior 30 days.

These are all combined and divided by the number of unique individuals on the register for that month.

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

|		
Apr-23	25.4%	1.4%
May-23	27.4%	9.7%
Jun-23	27.5%	9.8%
Jul-23	26.8%	7.2%
Aug-23	28.5%	14.1%
Sep-23	28.4%	13.7%
Oct-23	28.7%	14.8%
Nov-23	29.0%	16.0%
Dec-23	27.7%	11.0%
Jan-24		
Feb-24		
Mar-24		

Performance has decreased from 29.0% to 27.7%. Overall performance has dropped by 1.3% compared to last month.

Performance for MyLearning app users has dropped by 1.2% this is the main driving force for the reduction.

There were 3,549 badges logged in December 2023 compared to 3,347 in November 2023. 1,013 individuals out of 2,310 (43.9%) who applied for renewal in December 2023 indicated they had used SSSC learning resources.

We currently have 43,021 active SSSC Open Badges user accounts and saw 2,964 users of the MyLearning app in the prior 30 days.

Percentage of Active Users and Badges awarded against Individuals Registered

Cumulative Position of Recorded Learning
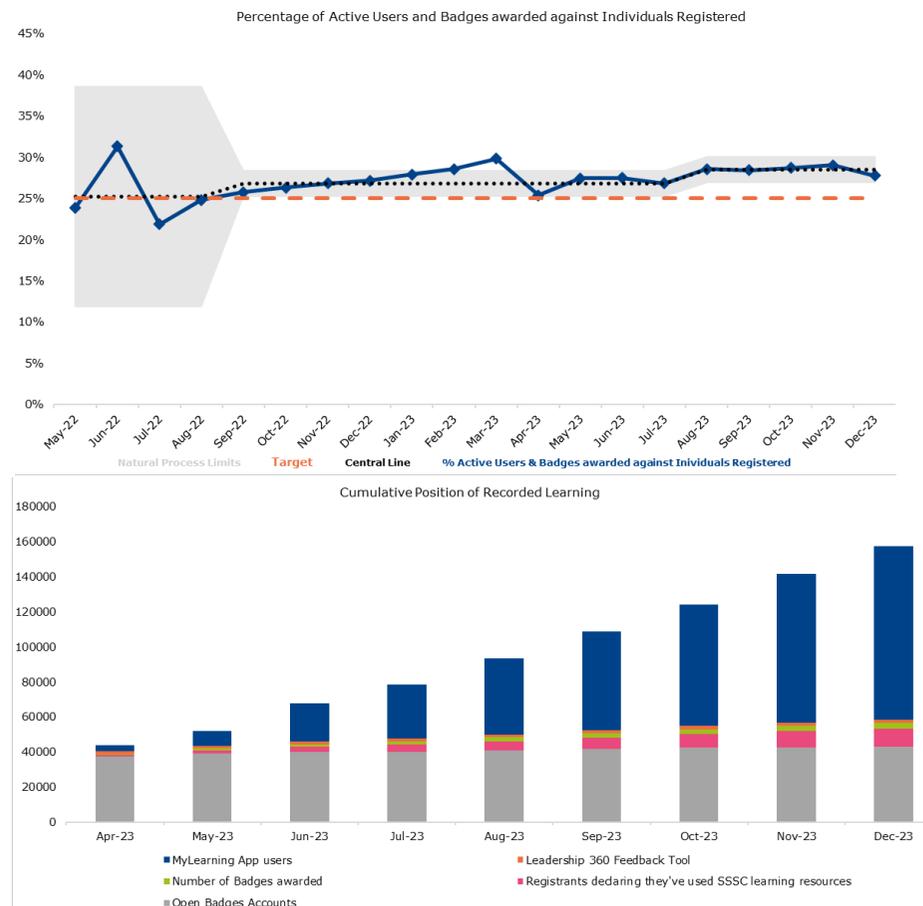
Management Action

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	86.8	8.4%
Jun-23	83.7	4.6%
Jul-23	79.6	-0.4%
Aug-23	81.7	2.1%
Sep-23	77.7	-2.8%
Oct-23	83.6	4.5%
Nov-23	83.3	3.1%
Dec-23	85.7	7.1%
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	85.1%	6.3%
Jun-23	84.6%	5.8%
Jul-23	83.4%	4.3%
Aug-23	83.1%	3.9%
Sep-23	82.3%	2.9%
Oct-23	82.4%	3.0%
Nov-23	82.4%	3.0%
Dec-23	82.4%	3.0%
Jan-24	81.6%	2.0%
Feb-24	81.6%	2.0%
Mar-24	81.8%	2.3%

From the above resources we received 7 responses, compared to last month's 17. The link for the survey broke in November 2023

this has been resolved, number of responses should increase this month.

Positive Score of Development Activity

Target   Monthly positive score   Cumulative positive score
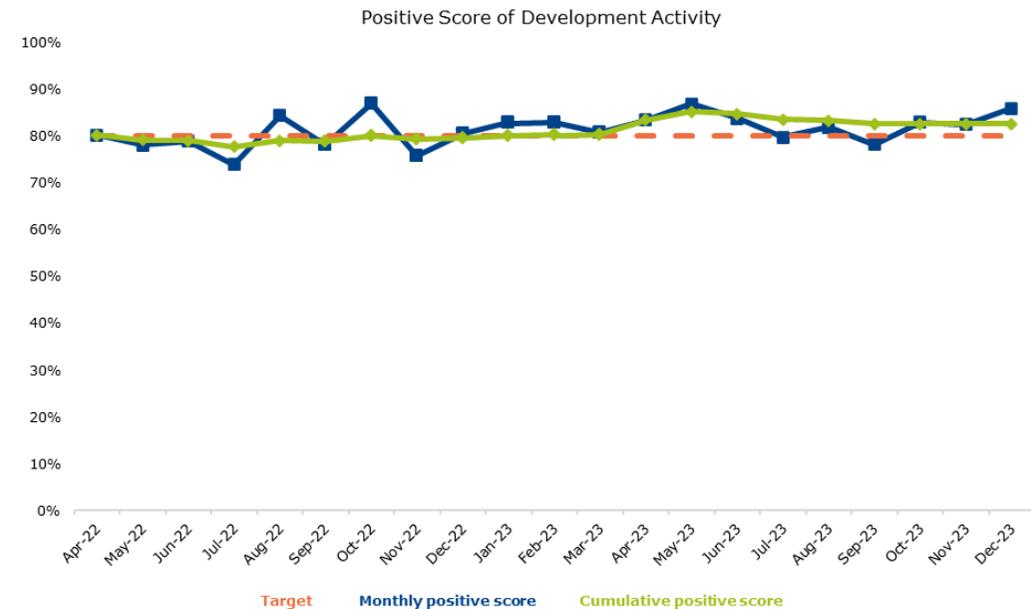
Management Action

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.		All on track. Approval from Scottish Government and internal sponsor group to move the go-live dates for the structure of the Register and the qualifications/skills projects to June 2024. Codes of Practice go-live remains on track for May 2024. December's SSSC News email highlighted the coming changes and pointed to updated information on the website, resulting in almost 20k people reading the article and just under 5k people visiting the website page to view more of the detail and read the FAQs. This is the highest open/read rate for any article this year and shows positive engagement in the changes to come.	Developing implementation plan and associated communications plan. Digital assurance recommendations report received and action plan to be drafted in response, for presentation to FPP and Digital programme boards in January 2024. Continued discussions with SG sponsor to progress legislative changes. CPL/RTP models final drafts to programme board group for endorsement in January 2024, and approval by sponsor group in February 2024. Codes final draft to sponsor group in February 2024 for approval, then Council later that month.	Trusted
The Promise - Change	Review the SSSC codes of practice to reflect the promise and the UNCRC.		The review of the Codes sits within our Future Proofing Programme (see above).	As above.	Skilled

Programme One	That review will be driven by a human rights-based approach.		Consultation launched in April 2023 and closed on 7 July 2023. Codes final drafts endorsed by programme board in November 2023. Staff currently working with the Promise on a co-design approach to developing child-friendly Codes.		
	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. Confirmation received that future ownership and responsibility for implementation will sit with the Keeping the Promise team in Scottish Government. Final product will require approval from the Children's National Leadership Group and will be subject to ministerial sign off.	Continued progression of key milestones via core groups.	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.		Work on track. Soft launch of directory took place in August 2023. Agreed with SG that the full launch of the CPL portal will be end January/beginning of February 2024.	LearnPress modules site and suite of CPL modules developed and being tested with users in preparation for launch of the portal. User data analytics and associated intelligence collated and shared with the SG policy lead in December 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.		Publication of the framework has been postponed by Scottish Government CPL work is part of FPP workstreams and continues to progress and is on track.	Final model will go to FPP Sponsor for approval in February 2023. The wider acceptability of qualifications comes into effect 3 June 2024.	Skilled
	Undertake, with partners, a review of the National Occupational Standards (NOS) by 2025.		Publication of the framework has been postponed by Scottish Government Workplan for scoping year 2023-24 was approved by Alliance Governance group on 13 September 2023.	Planning workshop with UK partners took place 11 December 2023. Further session planned for February 2023 to finalise engagement plans (Part A) Part A plans to be submitted to SQA Accreditation Q1 2024/5 Funding to be agreed with NOS governance group and UK panel.	Skilled
Adult Social Care Skills Response Plan	Actions TBC.		Research finalised.	Planning workshop with key partners scheduled for February 2024 to develop plan.	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.		On track - Digital Capability research complete. Revised plan to meet agreed outcomes accepted and confirmed by funders.	Digital Capability research has been finalised for publication by the end of January 2024. Revised cyber resilience work plan finalised and being actioned. Two new projects created and procurement being finalised. Will be complete by end March 2024. Cyber resilience event planned for February 2024.	Skilled
Mental Health and Wellbeing Workforce	Provide support to increase the number of Mental Health Officers in		On track.	Workforce action plan published in November 2023. We await details of a new governance structure being	Confident

Strategy and Action Plan	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.			set up to monitor progress of the action plan. This is being developed by the Scottish Government and COSLA.	
	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
National Health and Social Care Workforce Strategy	Develop, in partnership with stakeholders, a mandatory supported year for newly qualified social workers which will provide an effective transition from professional qualification to employment (Mandatory roll out Sept 2024).		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 support within LAs sites complete.	NQSW Implementation subgroup of SWEP established. Implementation plan being developed to support go live – 1 October 2024.	Skilled
	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	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	Confident

			into specific national workforce action plans.	respect of the SSSC's national statistics role in late 2024. SSSC represented on new SG data and intelligence groups established at a national level to oversee collaborative work in this area.	
	Support the development of trauma responsive social work services.		Action plan commitments in progress and on track.	Work ongoing with OCSWA to support reflective practice/supervision development for social workers, aligned to trauma learning. Trauma included as mandatory requirement in new model for CPL.	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. We await further instruction from the Scottish Government in respect of the findings of an evaluation of the framework and any further development required. National Induction Framework resources included in new CPL new into role pathway. In partnership with NES and HIS, the Preventing Infection in Social Care Settings app has been updated and promoted.	Confident
	Support implementation of the Health and Care Staffing (Scotland) Act 2019.		On track. The SSSC co-chairs the learning and development group with the Care Inspectorate. We are working with partners to develop	Currently testing the knowledge and skills framework and progress with this to be discussed at the next learning and development group meeting on 16 January 2024.	Valued

			learning for the social services workforce to support implementation.	Supporting partners with the development of further learning resources to support implementation of the legislation.	
	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.		Specific actions for social care and social work agreed for 2023/24 and have been incorporated into the joint SSSC/NES partnership work plan.	Action plan for 2023/24 will now be published in early 2024. Continue to engage with the social care and social work subgroup to plan activity in the meantime.	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 will now be published in early 2024.	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.		On track.	Supporting National Improvement Framework development, publication date to be confirmed. Will support testing phase of the Framework from early 2024. Supporting NES to review their QI learning and learning blueprint for the next three years.	Confident

|					
				Funding agreed for places on ScIL programme for social work for 2024/25.	
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. Action plan now published by the Scottish Government.	The action plan does not mention specific organisations as contributing to the action although the SSSC will contribute to several including those relating to workforce data and mapping, promotion, and development of training opportunities, supporting delivery of a national platform to host learning resources, supporting the development of competencies for workers, supporting workforce wellbeing, and supporting the development of career pathways.	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.		Scoping work to commence in 2023 but most activity will not commence until April 2024 and will continue up to the plan's conclusion.	LfS resources included in CPL digital resource. NOS Planning workshop with UK partners took place 11 December 2023. Further session planned for February 2023 to finalise engagement plans (Part A) Part A plans to be submitted to SQA Accreditation Q1 2024/25. Funding to be agreed with NOS governance Group and UK panel.	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 162,394 people on the register, that figure currently stands at over 171,000 although we are still working on the accuracy of the current figure due to the change to the way local authority workers' fees are paid and whether this is artificially inflating the register.

Number of individuals on register
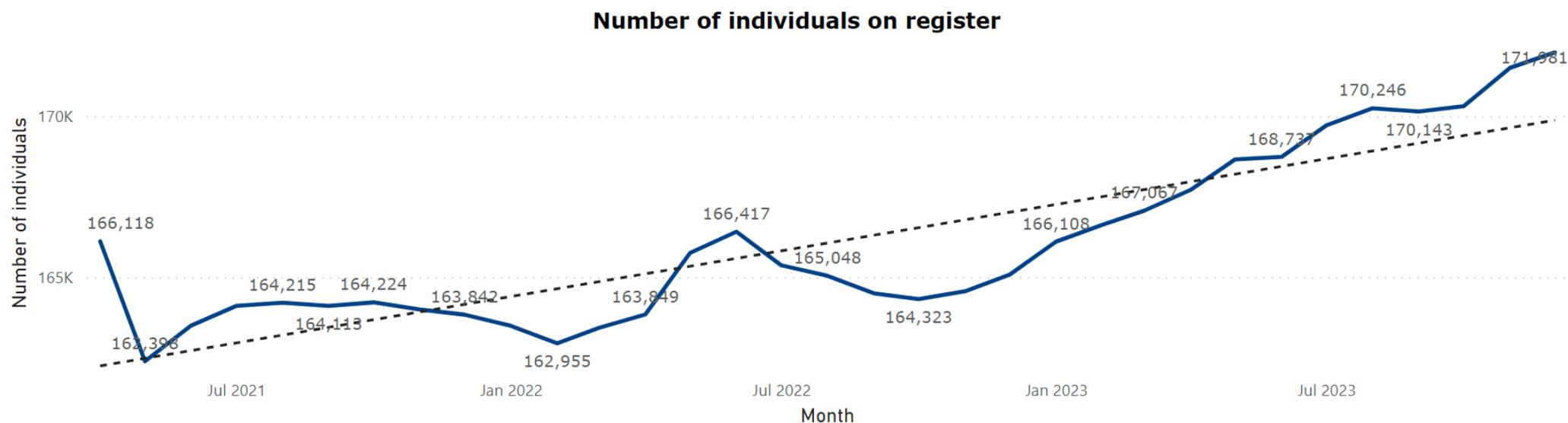
3.2 Strategy and Performance: The percentage of the workforce feeling valued for the work they do.

We will collate this information from a number of 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 – 17.0% - turnover in all sectors was 9.6% in 2021
- 2022/2023 – 15.4% - turnover in all sectors was 16.4% in 2022
- 2023/2024 – 11.4% - current rolling position is 15.3%

Rolling 12 month turnover % by month
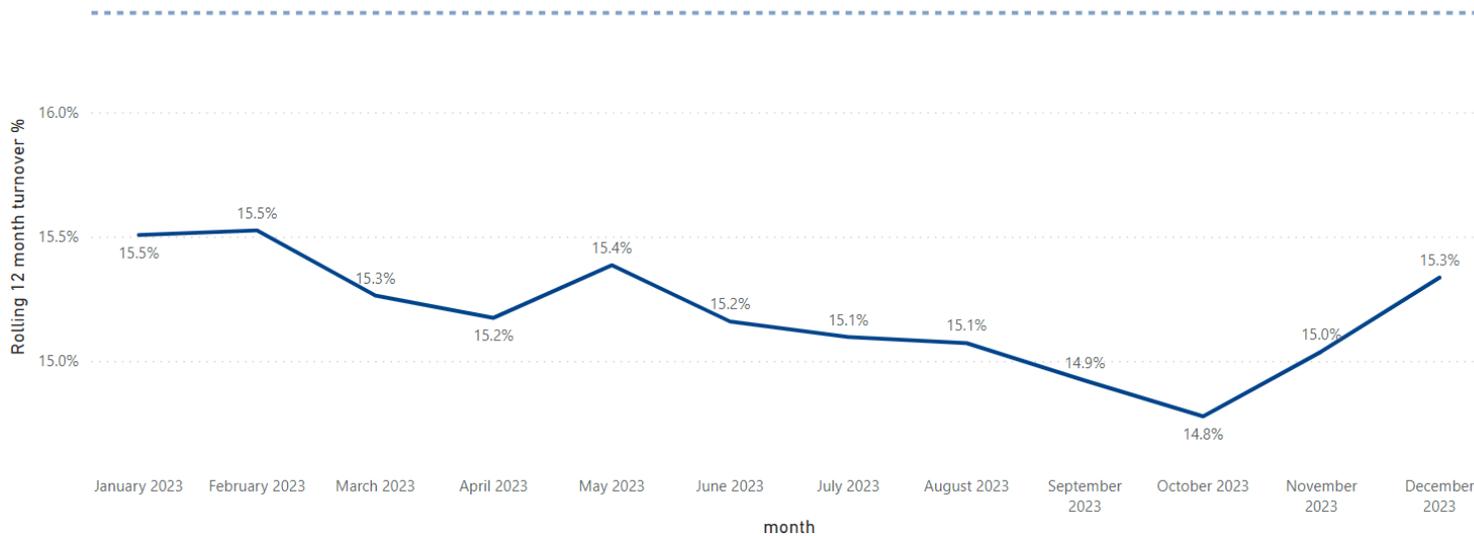
Region of Care Service	Turnover previous 12 months %
City of Edinburgh	24.4%
Highland	24.1%
Perth and Kinross	23.7%
Aberdeen City	23.6%
Dumfries and Galloway	23.5%
Scottish Borders	23.3%
Dundee City	22.1%
Moray	22.1%
South Lanarkshire	21.8%
Clackmannanshire	21.5%
Fife	21.1%
West Lothian	21.0%
Angus	21.0%
East Lothian	20.9%
Aberdeenshire	20.3%
Stirling	20.2%
East Dunbartonshire	19.9%
Midlothian	19.6%
Glasgow City	19.6%
South Ayrshire	19.3%
Argyll and Bute	19.2%
Renfrewshire	19.2%
East Renfrewshire	19.0%
Inverclyde	19.0%
Falkirk	18.2%
North Lanarkshire	17.9%
North Ayrshire	17.8%
West Dunbartonshire	17.2%
East Ayrshire	16.2%
Eilean Siar	14.0%
Orkney Islands	13.3%
Shetland Islands	9.3%

4. ORGANISATION INFORMATION

4.1 Programme Management Office
Overall Summary: Programmes

Programme	Project Sponsor	Phase	Budget RAG	Risk/ Issues RAG	Stakeholder Buy In RAG	Timescale RAG	Overall RAG	Approval and Monitoring	Key Milestone	Comment
Digital Programme	DoSP	Deployment	Amber	Green	Green	Green	Green	All digital projects approved and monitored at by Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO.	Learning Zone project: Procurement complete.	Risks and issues: Website research project: Budget will be approx. £1800 overspent on completion and initial report delayed by a week.
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.	Sprints 6 and 7 in wave 3 complete. SG Digital Assessment complete.	Risks and issues: Reliance on external supplier delivering to our timescales. Resourcing remains a risk.
Future-Proofing Programme	CE	Deployment	Green	Amber	Green	Green	Amber	Programme approved and monitored by the Future-Proofing Programme Board. Updates with PMO.	SG Digital Assessment sessions complete.	Risks and issues: Timescales for legislative change remain out with our control, which has resulted in go live moving to 3rd of June 2023. Risk remains around recruiting and retaining resources.

Rewards Review	DoFR									Rewards Review ended by Council on 23rd November.

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	4.4%	22.2%
Jul-23	4.9%	36.1%
Aug-23	6.3%	75.0%
Sep-23	6.4%	77.8%
Oct-23	6.2%	72.2%
Nov-23	6.2%	72.2%
Dec-23	4.8%	33.3%
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. There has been a reduction in absence levels.

15 employees were off on long term sick in December 2023. These were in six different absence categories and do not present any trend in terms of reasons for absence.

In December 2023 SSSC lost 302 days to sickness (4.8% of capacity).

We break this down in the table below:

Directorate	Department	Days	Sick %
EMT & Support	EMT & Support	21	13.2%
Regulation	FtP	23	1.2%
Regulation	RIH	21	6.6%
Regulation	Registration	93	6.1%
WE&S	E&S	43	8.7%
WE&S	WP&P	42	12.2%
S&P	Comms & Policy	2	0.7%
S&P	P&I	22	7.6%
S&P	Digital Services	0	0.0%
F&R	LCG	21	13.0%
F&R	HR	11	10.8%
F&R	Finance	2	0.8%
F&R	OD	0	0.0%

Sickness Absence by Type
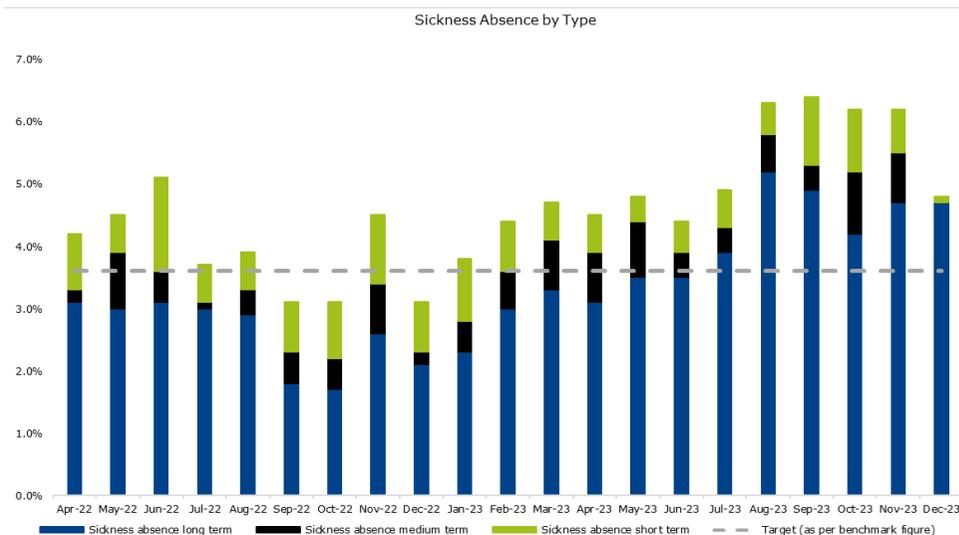
Management Action

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

The maximising attendance policy has been revised and was approved at November 2023 Council. Managing attendance and managing performance training for managers has been scheduled for March 2024

## 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	13.6%	-16.0%
Aug-23	13.7%	-15.4%
Sep-23	12.9%	-20.4%
Oct-23	13.1%	-19.1%
Nov-23	13.2%	-18.5%
Dec-23	13.8%	-14.8%
Jan-24		
Feb-24		
Mar-24		

In December we had four leavers two in FtP, one in P&I and one Registration. The overall rolling turnover was approximately 13.8%.

Directorate	Department	Leavers	Headcount	12-month turnover %
EMT & Support	EMT & Support	0	8	24.7%
Regulation	**FtP**	**2**	**99**	**15.9%**
Regulation	RIH	0	17	10.9%
Regulation	**Registration**	**1**	**80**	**9.9%**
WE&S	E&S	0	27	14.3%
WE&S	WP&P	0	17	20.7%
S&P	Comms & Policy	0	15	6.9%
S&P	**P&I**	**1**	**14**	**24.0%**
S&P	Digital Services	0	14	0.0%
F&R	LCG	0	8	43.6%
F&R	HR	0	6	16.2%
F&R	Finance	0	13	7.5%
F&R	OD	0	2	44.4%

Overall Staff Turnover
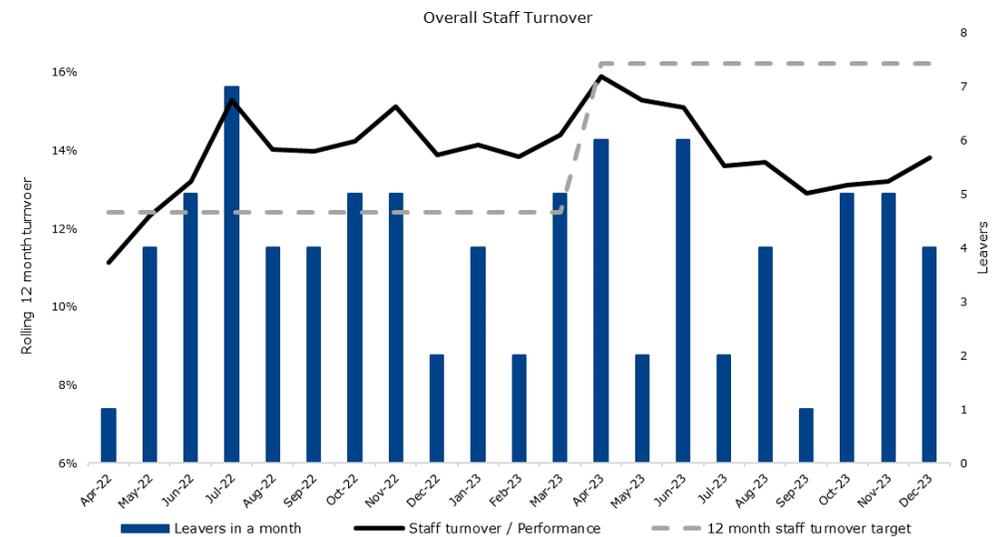
Management Action

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

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

Table.1 HR information - turnover, empty post and seconded out threat level assessment

Directorate	Department	Turnover	Empty Posts	Seconded out (headcount)	Current Headcount	Current FTE	Threat
EMT and Support	EMT and Support	24.7%	1.0		8	7.7	Green
Finance and Resources	Total	22.6%	2.0	1	29	26.9	Amber
	Finance	7.5%	0.0		13	12.3	Green
	Human Resources	16.2%	0.0		6	4.8	Green
	Legal and Corporate Governance	43.6%	1.0	1	8	7.7	Amber
	Organisational Development	44.4%	1.0		2	2.0	Amber
Regulation	Total	13.0%	12.7	14	195	179.9	Amber
	Fitness to Practise	15.9%	8.7	3	98	92.0	Amber
	Registration	9.9%	0.0	14	80	72.7	Green
	Regulatory Improvement and Hearings	10.9%	4.0	2	17	15.2	Amber
Strategy and Performance	Total	11.1%	3.0	8	43	41.8	Green
	Communications and Policy	6.9%	0.0	1	15	14.0	Green
	Digital Services	0.0%	1.0	1	14	14.0	Green
	Performance and Improvement	24.0%	2.0	2	14	13.8	Amber
Workforce, Education and Standards	Total	16.9%	3.0	3	44	40.6	Green
	Education and Standards	14.3%	1.0	1	27	24.0	Green
	Workforce Policy and Planning	20.7%	2.0	2	17	16.6	Green
Total		13.6%	21.7	27	319	296.9	Green

Table.2 HR information for Shared Services- turnover, empty post and seconded out threat level assessment

Directorate	Department	Turnover	Empty Posts	Seconded out (headcount)	Current Headcount	Current FTE	Threat
Shared Services	Total		2	0	0	0.0	Green
	Estates, Health and Safety		1				Green
	Finance transactions						Green
	Payroll		1				Amber
	Procurement						Green

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	FPP project and specific grants	Revised budget for monitoring purposes £000
Staff costs	15,003		15,003
Other operating costs	4,379		4,379
Operating expenditure	**19,382**	**0**	**19,382**
Disbursements	5,007		5,007
Futureproofing project (FPP)		1,092	1,092
Specific grants from Scottish Government		1,011	1,011
Recognition arrangements grant (Westminster)		19	19
Total expenditure	**24,390**	**2,122**	**26,511**
Operating income			
Registration fee income	(3,310)		(3,310)
Other income	(385)		(385)
Total operating income	**(3,696)**	**0**	**(3,696)**
Net expenditure	**20,694**	**2,122**	**22,816**
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**	**(16,035)**
Additional grant in aid			
Local Authority fee rebate	(2,593)		(2,593)
Futureproofing project		(343)	(343)
Total grant in aid 2023/24	**(18,628)**	**(343)**	**(18,971)**
Specific grant income		(1,011)	(1,011)
Total Scottish Government funding	**(18,628)**	**(1,354)**	**(19,982)**
Recognition arrangements grant (Westminster)		(19)	(19)
Total funding	**(18,628)**	**(1,373)**	**(20,001)**
Deficit - to be funded from spending pressure/general reserve	**2,066**	**749**	**2,815**

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 and we have £1.030m of specific grants, as detailed in table 2 below.

Table 2 Specific grants projection	Budget £000	(Underspend) /overspend £000	Variance £000
Workforce Development Grant	771	898	127
WDG - Scottish Care & CCPS	138	138	(0)
Early Learning and Childcare Grant	64	68	4
Cyber Resilience Grant	38	35	(3)
Recognition Arrangements Grant - Westminster	19	23	4
	1,030	1,163	133
Grant carried forward in reserve from 2022/23		(354)	(354)
Request to carry forward variance to use in 2024/25	1,030	809	(221)

We have also received confirmation of £600k Voluntary Sector Development funding (VSDF) and additional Practice Learning Fee income of £1.500m.

General Reserve

At 31 December 2023 expect our available general reserve balance to be £404k.

Table 3 General reserve position	£000	£000
Projected general reserve at 31 March 2023		(1,989)
Reserves earmarked for specific use during the year:		
Workforce Development Grant	357	
Cyber Resilience Grant	(3)	
VSDF income returned by training providers in 2022/23	339	
Reserves to be used in year:		693
Futureproofing underspend - requested carry forward		305
Postgraduate bursaries underspend - request carry forward		246
Workforce Development Grant underspend - request carry forward		230
In year use of general reserves		111
Remaining available general reserve		**(404)**

Movements to projection up to 31 December 2023

Table 4 Movements to our projection	Underspend	Overspend	Movement
	£000	£000	£000
Practice learning fees - additional income	(1,500)	0	(1,500)
Practice learning fees	0	1,396	1,396
Voluntary Sector Development Fund (VSDF) expenditure	0	943	943
Voluntary Sector Development Fund (VSDF) income	(604)	0	(604)
Postgraduate bursaries	(246)	0	(246)
Additional grant in aid - 2022/23 pay award	(300)	0	(300)
Digital running costs	0	259	259
Futureproofing project	(305)	0	(305)
Office refurbishment	0	148	148
Secondment income	(82)	0	(82)
Panel member allowances and training	(65)	0	(65)
Research into equalities data	0	46	46
Additional registration fee income	(31)	0	(31)
Modern apprenticeship income	0	24	24
Staff costs	(72)	0	(72)
Travel and subsistence	(23)	0	(23)
Registration of modern apprenticeship costs	0	18	18
Digital developments	0	18	18
Communications internal & external engagement	(27)	0	(27)
Staff training	(14)	0	(14)
Fitness to practise & HR legal fees	0	1	1
Administration & Shared Services	0	40	40
Underspend including disbursements (excluding specific grants)	**(3,269)**	**2,892**	**(377)**