Title of report	Assurance Report as of 31 March 2024
Summary/purpose of report	To provide performance, financial and risk information which: • assesses delivery of our strategy through the analysis of strategic performance indicators • highlights areas of concern • identifies corrective action required. The report identifies variance to expected performance and any impact or risk this may have on the strategic objective to which the KPI relates. Actuals are measured against an initial forecast with the KPI owner providing an explanation for variance. If there are negative variances the KPI owner details corrective actions.
Recommendations	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, Interim 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 MARCH 2024

AAC Meeting Version

30 April 2024

Agenda item: 05, Report no: 07/2024

Action: For Decision

EXECUTIVE SUMMARY

March 2024 SPI PERFORMANCE SUMMARY

SPI	SPI Description	Outcome	Risk	Ambition	Current	V (+/-)	Movement	Actual YE	Actions & Comments
Finance	Available reserves (%)	1-4		2 to 2.5	5.4	+0.9	⬇	Red	We are significantly above our top range target.
2.1 Reg	Reduce the time taken to being registered (weeks)	1	1	<18	28.2	-2.8	⬆	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	1826	+30	⬇	Green	
	95% of our open cases will be less than three-years-old	1	1	95.0	95.9	+0.2	⬇	Green	
2.3 WE&S	Increase the percentage of the registered workforce with the correct qualification (%)	2	2	52.5	52.3	-0.2	⬇	Amber	
2.4 WE&S	Increase the percentage of the workforce using learning resources to achieve CPL (%)	2	2	25	30.1	-0.2	⬇	Green	
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	78.6	-2.6	⬇	Amber	Although monthly performance dipped, no problem with overall cumulative performance.
	Cumulative performance (%)	2	2	80.0	82.4	-	➡	Green	

March 2024 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	174.6k	+0.3k	-	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	4.2	-0.4	⬆	-	Performance continues to improve but we remain over our target.
5.2 HR	The overall staff turnover percentage (%)	1-4	6	<16.2	13.4	-0.6	⬆	-	

3

March 2024 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	➡	DoR	
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	➡	DoWES	
6	The SSSC fail to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.	1	20	16	➡	DoSP	
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

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

By exception.

1. CORPORATE FINANCIAL POSITION

1.1 Overview

This report contains projections 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 £1,365k (5.35%). This is higher than the 2% (£510k) to 2.5% (£637k) target.

Available general reserves have increased by £208k from £1,157k reported in February because of two areas. The first reflects continuing savings in staff costs (£155k) and the other is lower spending in Digital Running cost (£45k). The staffing costs savings are due to adjustments to pension contributions at year end and release of further pay award provisions including CEO backdated awards. Main savings in Digital running costs are D365 Licences.

Year-End Summary
Increase in available general reverses in final quarter of year.

Available general reserves have increased during the final quarter of the year to £1,365k. The budget areas which have contributed to reserve levels are:

- Staffing - £447k (3% of a budget of £15m)
- Panel Members - £155k underspend (21% of a budget of £755k)
- Registration fee income - £111k overachievement of income (1.9% of a predicted £5.9m)

The reserve level is comparable to the Aug-23 projection of £1,323k. The projected reduction in Sep-23 was caused by provision for pay awards (£520k) and an anticipated overspend particularly in digital running costs (£190k).

1.2 General reserve

Projected year end general reserve position
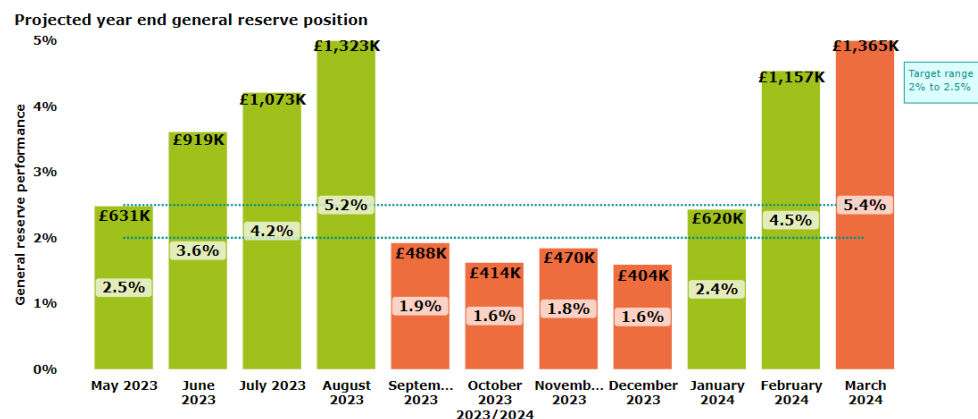
Much of the late recognition of staffing underspend in the latter part of 2023/24 is due to implementation of the pay award and pension adjustments. We expect more stability in the 2024/25 staffing budget as the pay award is pre-agreed. We have also increased vacancy management allocation from 3% to 4%.

Panel Member allowances and training is a spend that varies year on year and is one of the more difficult spends to predict being demand led. The 2023/24 budget was based on actual spend in 2022/23.

Fee income is outwith our control however we expect that changes to how we receive payments as part of the Future Proofing Programme will enable improved monitoring.

Digital running costs have ended the year much closer to budget. than expected at mid-year and show a small saving of £22k.
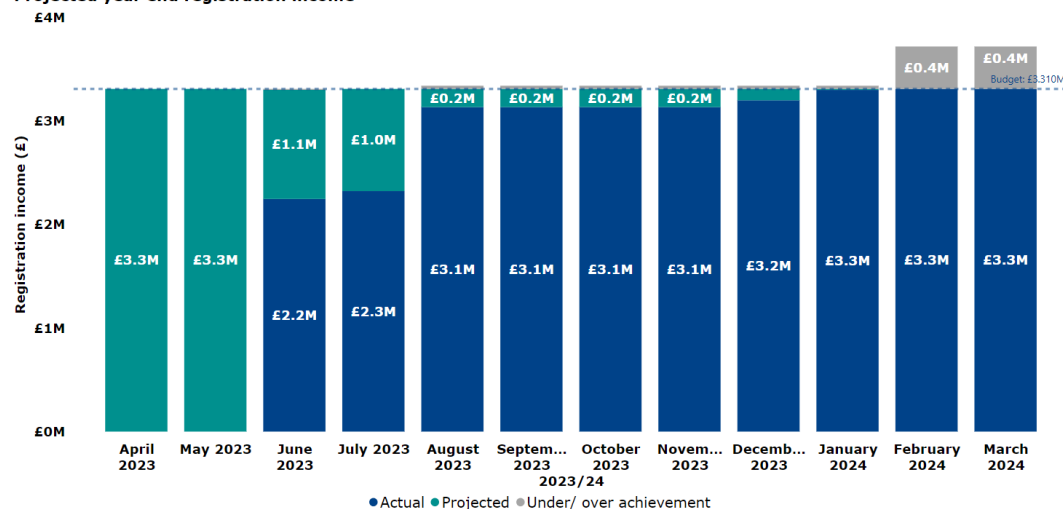
1.3 Total expenditure, excluding grants

Projected year end total expenditure, excluding specific grants
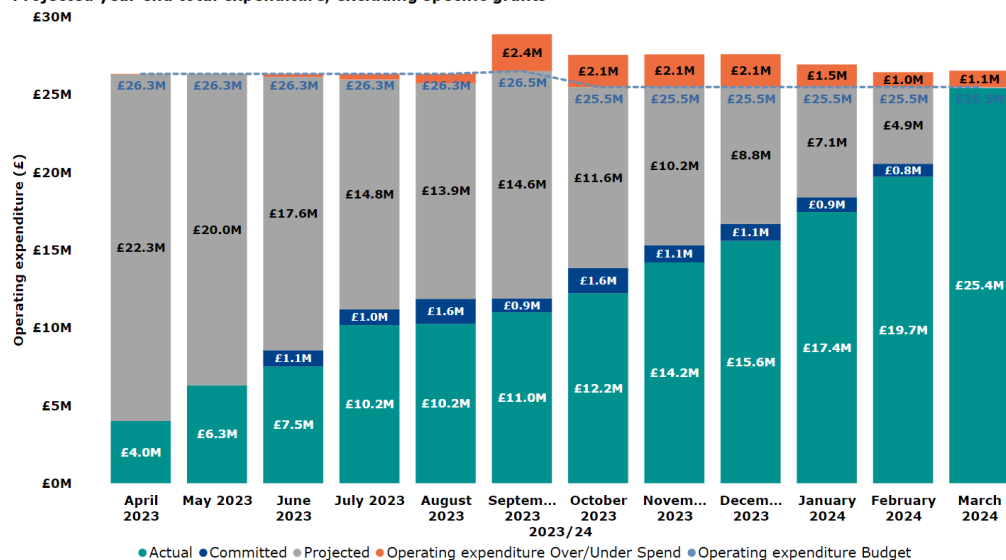
We expect an overspend of £1,056k (as set out in our spending pressures) on our operating expenditure. Movements in the projection are detailed in Appendix A, table 3.

1.4 Registration fee income

Projected year end registration income
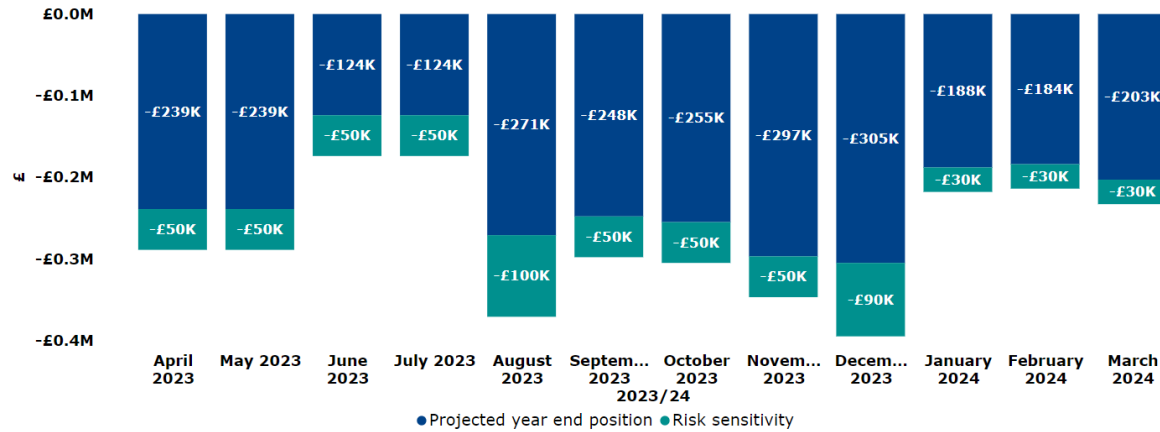

We expect to receive £3.72m in registration fees during the year. We are currently expecting this to be £410k more than budget. The Local Authority Rebates due from Scottish Government to compensate for loss of income arising from agreement in August 2022 is £2.32m which is lower than budget by £269k. Total income from our registration process remains in line with previous years at £6m.

Risk area	Expected impact
Legal Issues	• If the panel members 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 was expected in December 2023 but is still awaited. • 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 the end of quarter 1 of 2024/25. • We are still working on the expected costs relating to external assessors. • There are other legal issues that may crystalise in 2024/25.

Futureproofing Project costs

	April 2023	May 2023	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024
Projected year end position	-£239K	-£239K	-£124K	-£124K	-£271K	-£248K	-£255K	-£297K	-£305K	-£188K	-£184K	-£203K
Risk sensitivity	-£50K	-£50K	-£50K	-£50K	-£100K	-£50K	-£50K	-£50K	-£90K	-£30K	-£30K	-£30K

2023/24
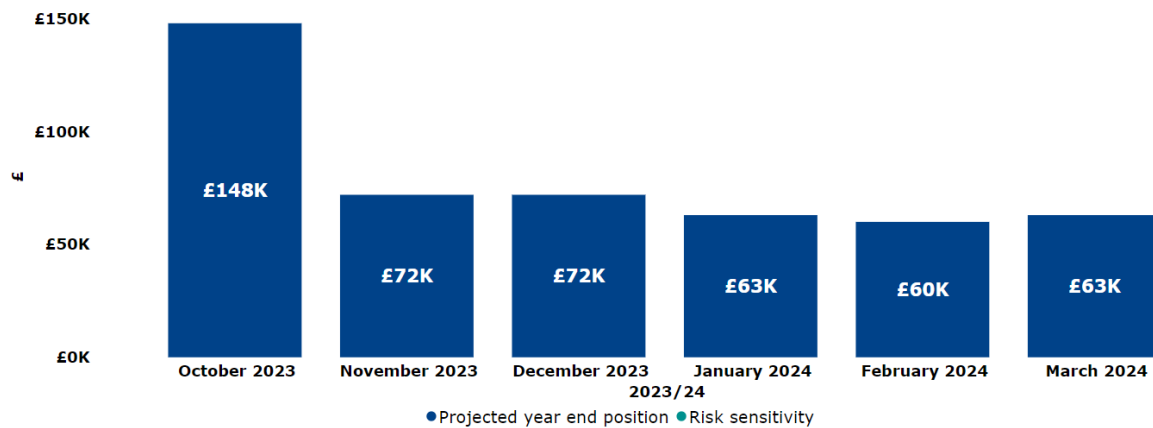
● Projected year end position   ● Risk sensitivity

Future proofing project costs are projected to be £203k underspent at 31 March 2024. This is due to delays in filling posts and beginning digital work.

Risk sensitivity – There may be changes to the underspend figure due to end of year process however there are no major changes in costs predicted for the end of 2023/24.

Risk likelihood – There is a low risk of further underspend being identified at this stage.

Impact on performance – No additional impact identified for the year end position. Work continues in 2024/25.

Office refurbishment

	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024
Projected year end position	£148K	£72K	£72K	£63K	£60K	£63K

2023/24

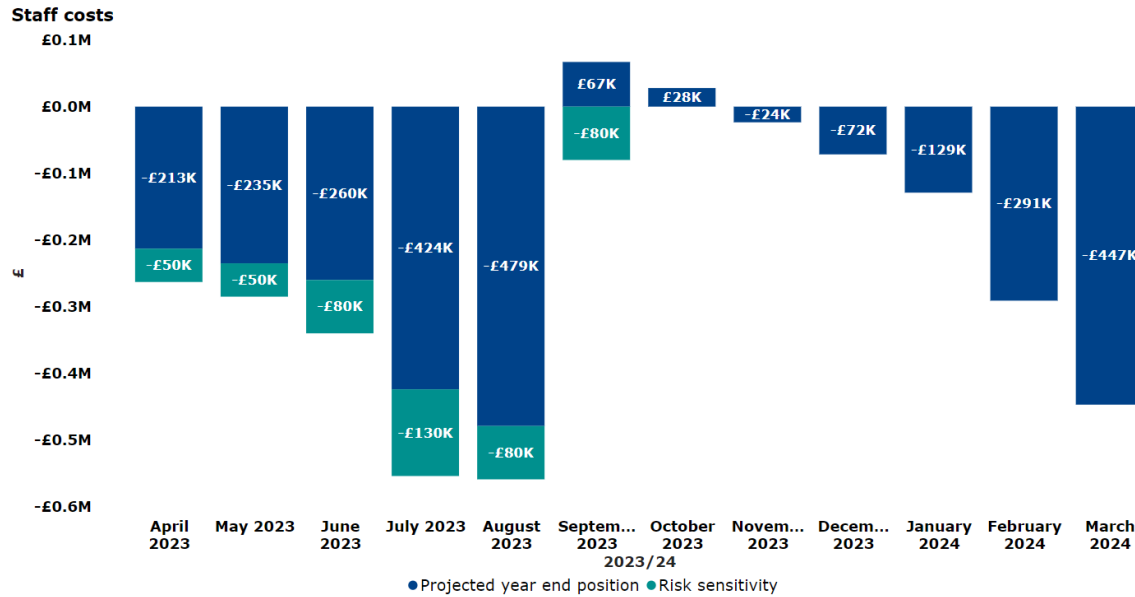● Projected year end position   ● Risk sensitivity

Office refurbishment costs are £63k 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.

Staff costs

Chart: Staff costs (2023/24) — Projected year end position and Risk sensitivity

Month	Projected year end position	Risk sensitivity
April 2023	-£213K	-£50K
May 2023	-£235K	-£50K
June 2023	-£260K	-£80K
July 2023	-£424K	-£130K
August 2023	-£479K	-£80K
September 2023	£67K	-£80K
October 2023	£28K	
November 2023	-£24K	
December 2023	-£72K	
January 2024	-£129K	
February 2024	-£291K	
March 2024	-£447K	

Postgraduate bursaries

Chart: Postgraduate bursaries (2023/24) — Projected year end position and Risk sensitivity

| Month	Projected year end position	Risk sensitivity
October 2023	-£441K	-£300K
November 2023	-£271K	-£200K
December 2023	-£246K	-£200K
January 2024	-£224K	-£50K
February 2024	-£222K	-£50K
March 2024	-£217K	-£50K

Staff costs (excluding Future Proofing Project) after building in the proposed pay award into projections, staff costs are expected to be £447k underspent due to further post vacancy savings.

Risk likelihood – There is a low risk that this projection will change.
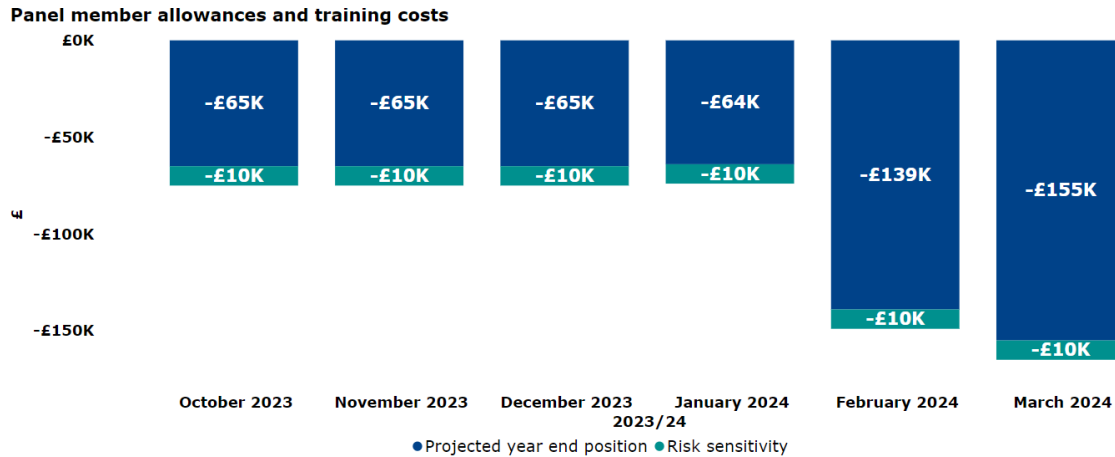
Impact on performance – None expected.
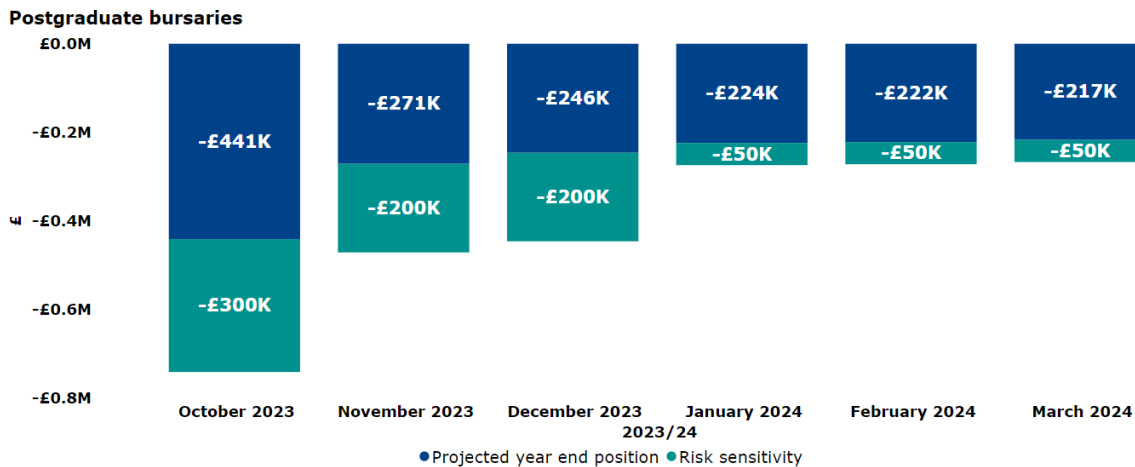
Postgraduate bursaries are means-tested allowances paid to social work students. We also pay students' tuition fees to universities. We are seeing a reduction in the number of students being nominated this year, despite increasing the number of bursaries available and making most use of Hardship Funding. We are projecting total spending of £2,433k against funding of £2,655k and are requesting the carry forward in 24/25 of £222k to be spent within Postgraduate bursaries.

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

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.

Panel member allowances and training costs

	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024
Projected year end position	-£65K	-£65K	-£65K	-£64K	-£139K	-£155K
Risk sensitivity	-£10K	-£10K	-£10K	-£10K	-£10K	-£10K

2023/24

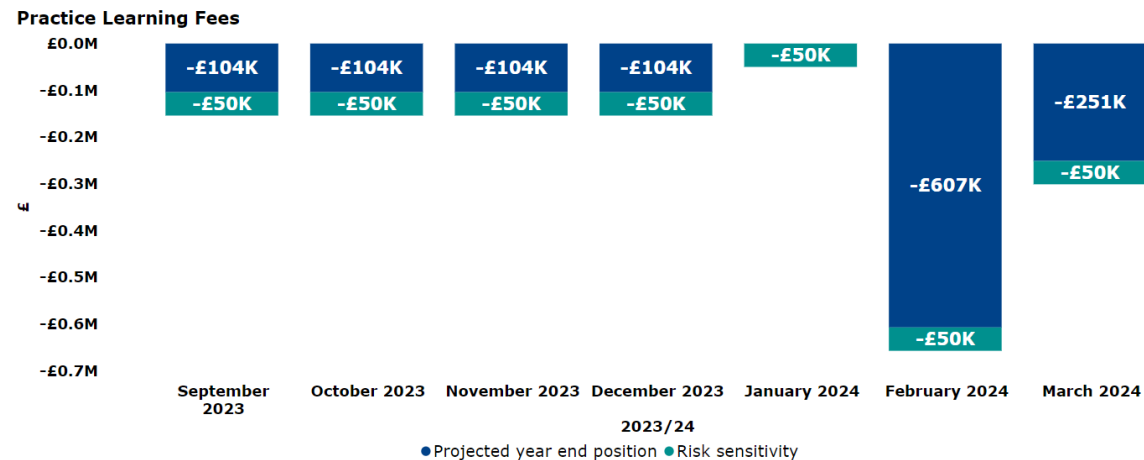● Projected year end position ● Risk sensitivity

Panel member allowances and training costs are expected to be £155k underspent. We have included provision of £62k for additional panel member pension costs within this projection.

Risk sensitivity – This projection could reduce by a further £10k due to year end processes.

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

Impact on performance – None expected.

Impact on performance – None

Practice Learning Fees

	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024
Projected year end position	-£104K	-£104K	-£104K	-£104K	-£50K	-£607K	-£251K
Risk sensitivity	-£50K	-£50K	-£50K	-£50K		-£50K	-£50K

2023/24

● Projected year end position ● Risk sensitivity

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 which means total funding of £3,852k. Our total spending and recovery for 23/24 for practice learning fees is £3,601k. We have confirmed the projected underspend of £251k will be carried forward to 24/25 to be used for practice learning fees.

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

1.6 Funding and income

Funding and income	Budget £000	Drawndown /received £000	Projection 31 Mar 24 £000
Grant in aid	11,028	11,028	11,028
GIA - disbursements	5,007	5,007	5,007
GIA – pay uplift 22/23	0	300	300
Specific grants	1,011	739	739
Additional Practice Learning funding	0	1,500	1,500
Local Authority fees	2,593	2,324	2,324
Futureproofing project	343	343	343
Spending pressure	1,766	1,766	1,766
Total Scottish Government funding	**21,748**	**23,007**	**23,007**
Recognition arrangements grant (Westminster)	19	0	0
Total Government funding	**21,767**	**23,007**	**23,007**
Income			
Registration fees	3,310	3,720	3,720
Other income	385	446	446
Total funding and income	**25,463**	**27,173**	**27,173**

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 28.2 weeks in March 2024. Application to registration was 3.1 weeks, a reduction of 0.7 weeks from the previous month.

RAG		
<18	18 to 22	>22

Target: 18 weeks
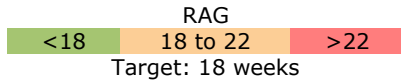
Actual and reforecast		
Apr-23	27.9	55.1%
May-23	24.9	38.6%
Jun-23	25.5	41.8%
Jul-23	25.5	41.7%
Aug-23	22.6	25.6%
Sep-23	22.5	25.2%
Oct-23	26.5	47.4%
Nov-23	25.0	39.0%
Dec-23	24.7	37.2%
Jan-24	26.0	44.4%
Feb-24	31.0	72.3%
Mar-24	28.2	56.7%

Analysis of the data shows that a significant proportion of this data relates to people who have been registered but needed to reapply for registration after being removed for failing to either pay a fee or renew.

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
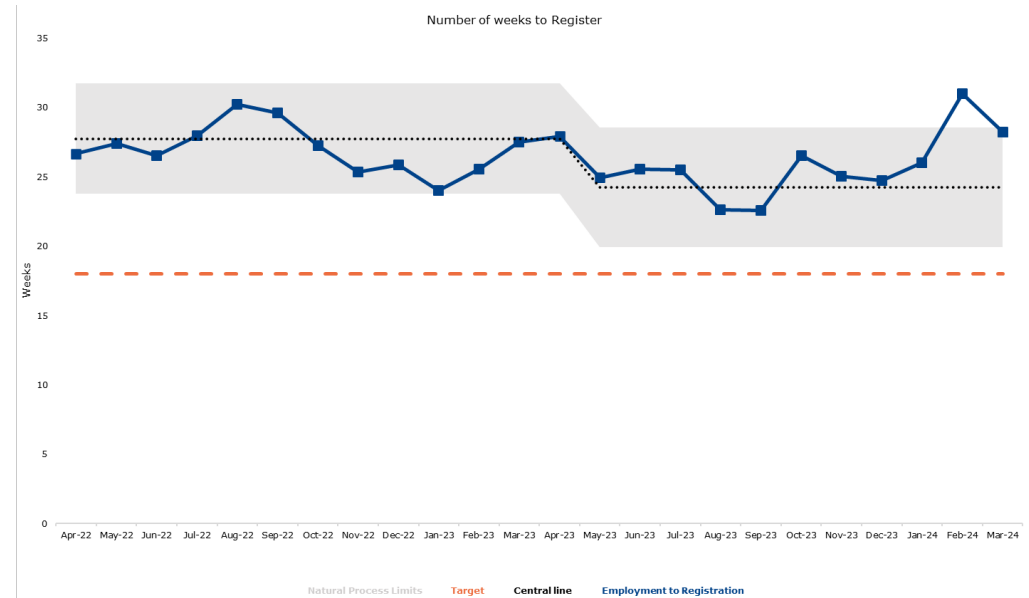
Management Action

We will continue to refine our reporting requirements to make sure this data is as accurate as possible. We will continue to prioritise resources in order to decrease the time from application received to registered in the coming weeks. 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 apply for registration 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.
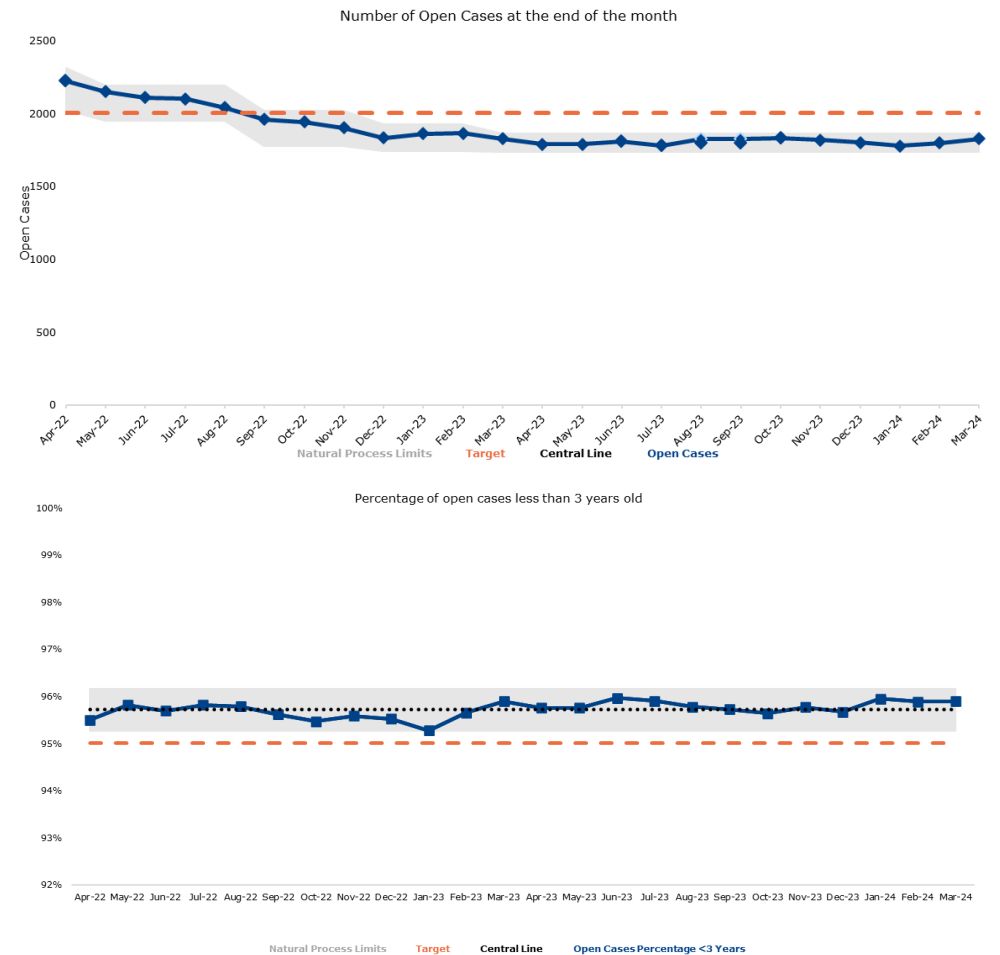
Assessment & Analysis

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				RAG		
<0%	0% to 10%	>10%		>95%	90% to 95%	<90%

Target: 2000				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	1780	-11%		Jul-23	95.9	0.9%
Aug-23	1821	-9%		Aug-23	95.8	0.8%
Sep-23	1821	-9%		Sep-23	95.7	0.8%
Oct-23	1831	-8%		Oct-23	95.6	0.7%
Nov-23	1817	-9%		Nov-23	95.8	0.8%
Dec-23	1798	-10%		Dec-23	95.7	0.7%
Jan-24	1775	-11%		Jan-24	95.9	1.0%
Feb-24	1796	-10%		Feb-24	95.7	0.8%
Mar-24	1826	-9%		Mar-24	95.9	0.9%

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 was a slight downward trend in the number of open cases. We recalculated the central line at this point, and while between November and January that downward trend continued, there was a slight increase in February and March. At the end of March 2024, the number of open cases was 1,826. An increase of 30 from the previous month and an increase of 2 from March 2023. 95.9% (1,751 of 1,826) of open cases are less than 3 years old.

Number of Open Cases at the end of the month

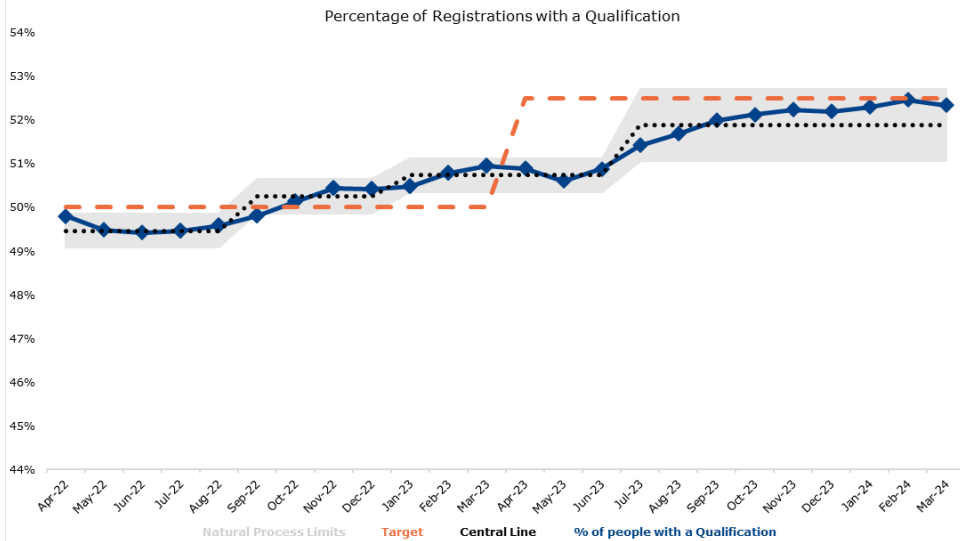

Percentage of open cases less than 3 years old

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	-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	52.3	-0.4%
Feb-24	52.5	-0.1%
Mar-24	52.3	-0.3%

Percentage of Registrations with a Qualification

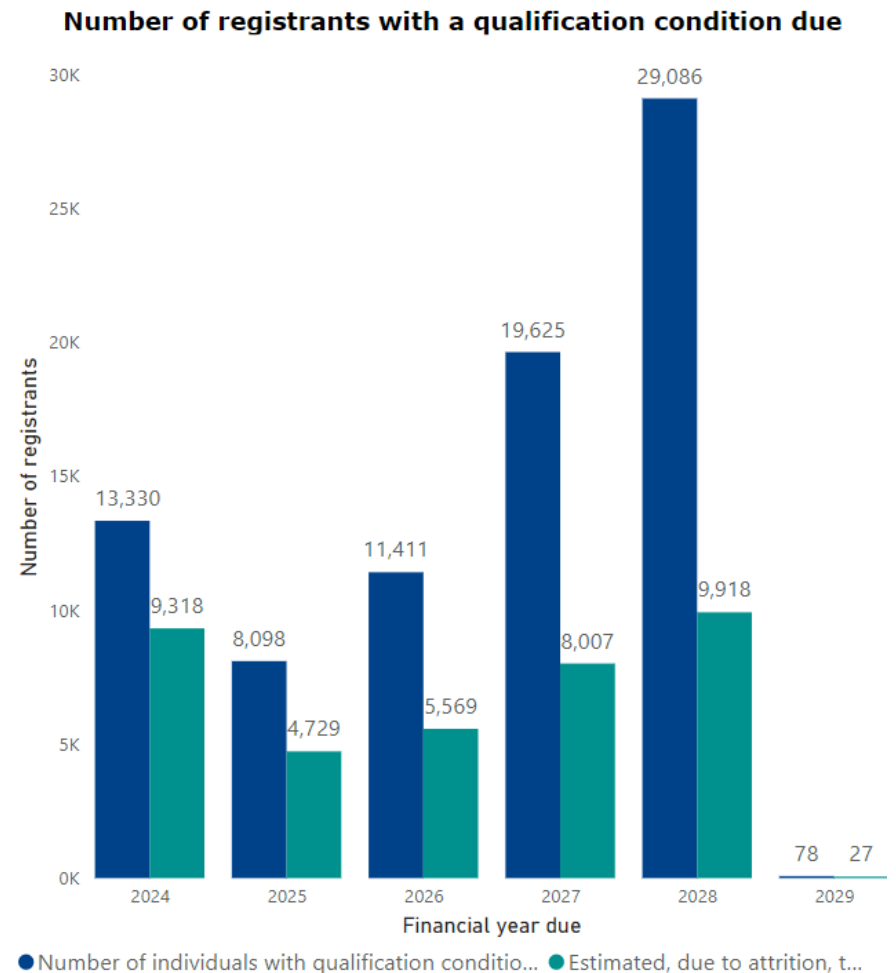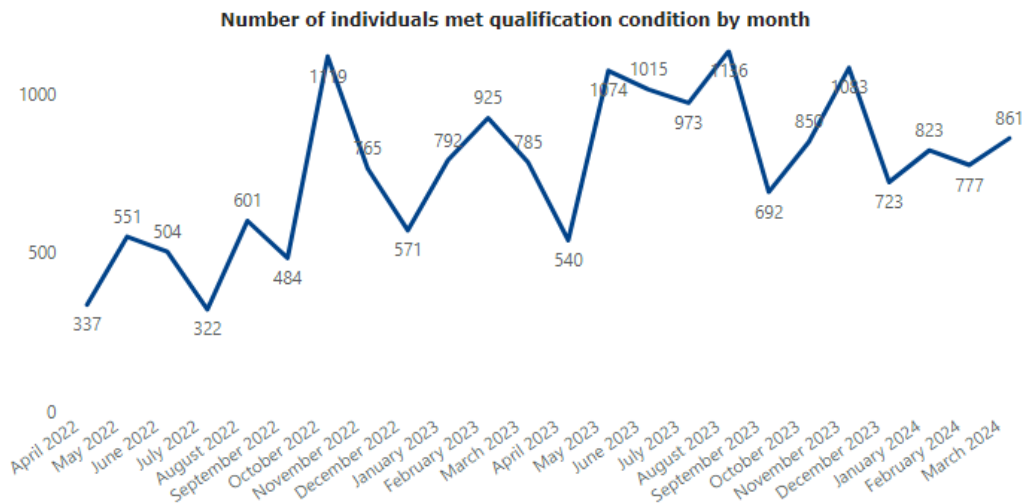Natural Process Limits   Target   Central Line   % of people with a Qualification

March 2024's performance was 52.3%. 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.

80,493 registrants have a qualification due in the next five years, we estimate that 39,464 will still be due after attrition.

In the month of March 2024, 861 individuals met a qualification condition, up from 777 in February 2024 and up from 785 in March 2023.

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

Register parts qualification %

Register part	%
Practitioners in Day Care of Children Services	84.2%
Managers of an Adult Day Care Service	64.8%
Supervisors of a Residential School Care Accommodation Service	60.0%
Residential Child Care Workers with Supervisory Responsibilities	59.8%
Practitioners in a Care Home Service for Adults	59.0%
Managers of a Residential Child Care Service	58.7%
Managers of a Day Care of Children Service	55.8%
Managers in Housing Support Services	54.3%
Managers of a Care Home Service for Adults	52.8%
Supervisors in Housing Support Services	49.6%
Managers of Care at Home Services	48.8%
SCSWIS Authorised Officer	46.8%
Residential Child Care Workers	46.1%
Supervisors in a Care at Home Service	45.2%
Support Workers in a Day Care of Children Service	44.3%
Support Workers in a Housing Support Service	44.1%
Supervisors in a Care Home Service for Adults	42.3%
Workers in a Residential School Care Accommodatio	42.2%
Support Workers in Care at Home Service	40.8%
Managers of a Residential School Care Accommo	40.0%
Support Workers in a Care Home Service for A	37.2%

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 represents 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.
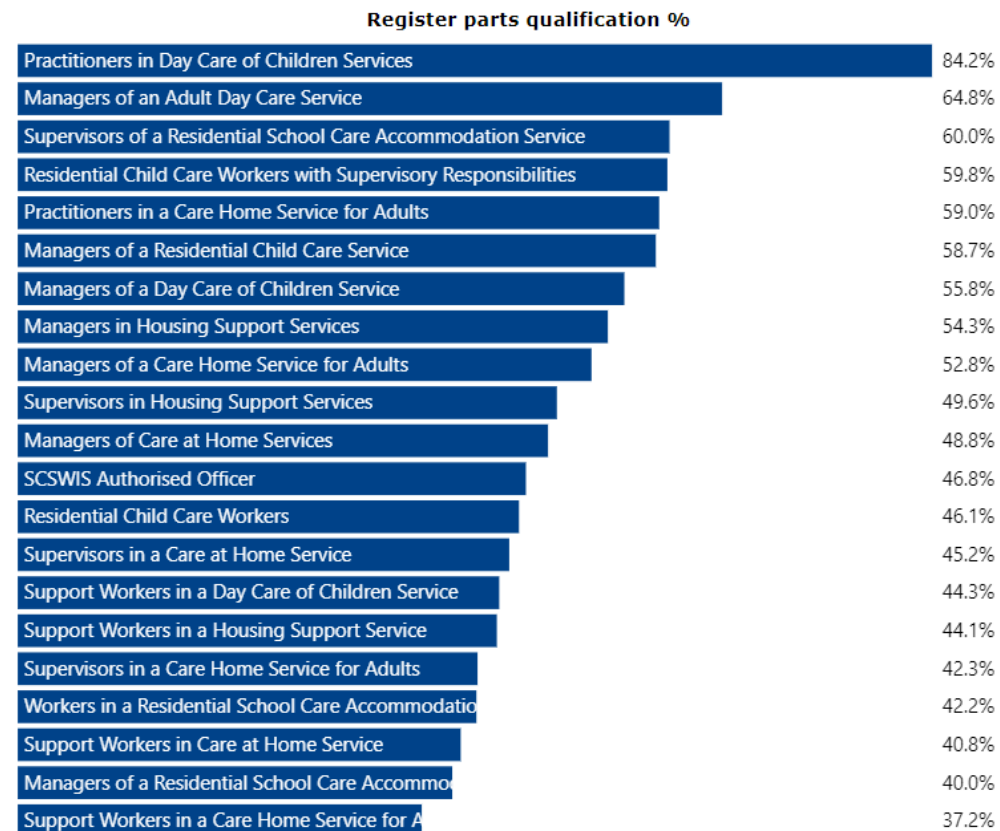
Management Action

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. These changes will be implemented from 3 June 2024 and 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

15

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

Barriers to gaining qualifications including access to funding, the number of external assessors, and time in work to complete have been discussed at the Joint Social Services Ministerial Taskforce. Priority actions have been agreed by that group including workstreams looking at funding, MA allocation for health and social care, revising the National Induction Framework including development of a passport to ensure portability, and work to promote the diverse range of career pathways in a more accessible way.

This year's VSDF funding priority was 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; Payments were made in March 2024.

A detailed paper of the qualified status of the registered workforce will go to Council in May 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 of applications for badges in a month, minus the number which were returned and not resubmitted or revoked
- number of leadership capability 360 feedback tool accounts
- number of learner accounts minus the number identified as dormant accounts
- number of MyLearning App users in the prior 30 days.

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	29.7%	19.0%
Feb-24	30.3%	21.2%
Mar-24	30.1%	20.3%

Performance has decreased from 30.3% to 30.1%. Overall performance has decreased by 0.2% compared to last month. This is due to a decrease of 918 from February 2024 in the number of MyLearning app users.

Although the number of MyLearning app users has decreased over the last month, the number of Open Badges logged has increased. There were 4,700 badges logged in March 2024 compared to 4,303 in February 2024. 46 individuals out of 106 (43.4%) who applied for renewal in March 2024 indicated they had used SSSC learning resources.

We currently have 45,082 active SSSC Open Badges user accounts and saw 5,164 users of the MyLearning app in the prior 30 days.

Cumulative Position of Recorded Learning

Percentage of Active Users and Badges awarded against Individuals Registered
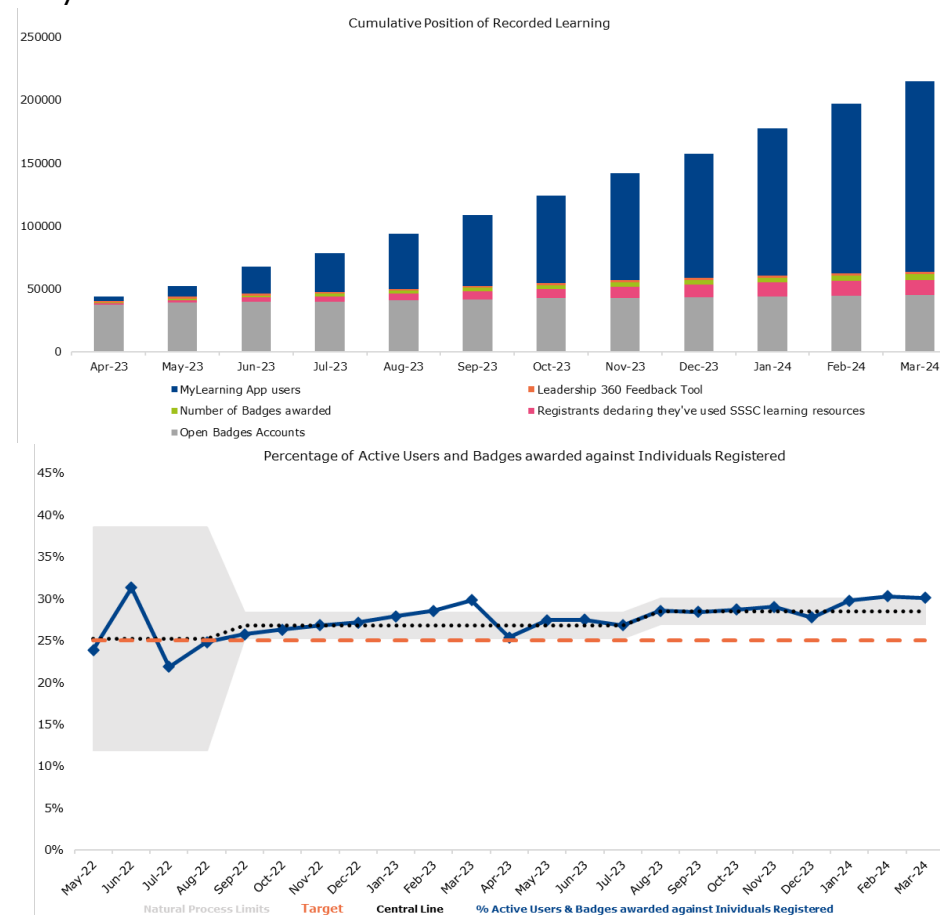
Management Action

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	83.9	4.9%
Feb-24	81.2	1.5%
Mar-24	78.6	-1.8%

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	82.6%	3.2%
Feb-24	82.4%	3.1%
Mar-24	82.4%	3.0%

From the above resources we received 14 responses, compared to last month's 229. The decrease is due to renewal emails being stopped for Future Proofing, most responses are received through a link within this email. It is expected the number of responses will remain at this rate until Future Proofing is implemented.

Positive Score of Development Activity

Target   Monthly positive score   Cumulative positive score
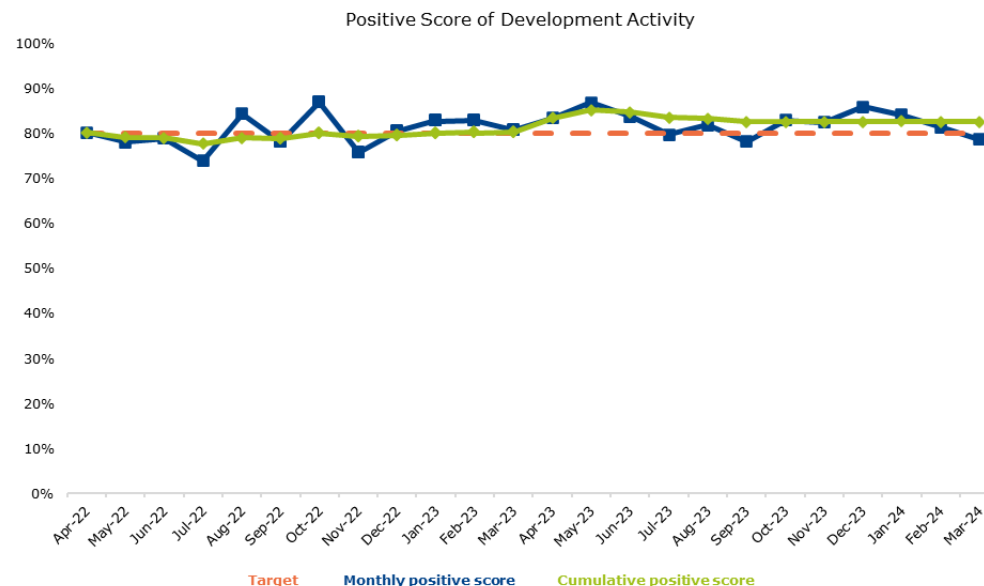
Management Action

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 for go-live dates for the structure of the Register and the qualifications/skills projects of 3 June 2024. Scottish Government have signed off final Codes of Practice. These will be in effect from 1 May 2024 and we have provided employers with early sight of the revised Codes in advance of that date.	Ongoing review and refinement of implementation plan and associated communications plan. Continued discussions with SG sponsor to progress legislative and Rules changes. Two of three SSIs are now in place and the third is in its final stages. Amendments to the Rules are progressing. Fortnightly meetings taking place between programme sponsor, SRO and programme manager with OCSWA in advance of go-live. Third external assurance review to take place w/c 22 April 2024. Thereafter two internal audits scheduled for w/c 29 April 2024 – one to focus on the financial system changes and controls and the other on FPP as a whole.	Trusted
The Promise - Change Programme One	Review the SSSC codes of practice to reflect the promise and the UNCRC. That review will be		The review of the Codes sits within our Future Proofing Programme (see above).	The Codes have been approved by the Minister. The new Codes will come into effect on 1 May 2024,	Skilled

	driven by a human rights-based approach.		Go-live remains on track for 1 May 2024. Codes final drafts received ministerial approval. Project team are taking a co-design approach with the Promise to develop child-friendly resource to support understanding and implementation of the Codes. This will involve exploring options with children and young people and is expected to be complete in late 2024.	with a ministerial launch to be held at an early years' service on 7 May 2024.	
	Lead the refresh of the Common Core of Skills, Knowledge & Understanding and Values for the "Children's Workforce" in Scotland		Once the work on the refresh is complete 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.	Although there has been a delay with the delivery of this work, continued progression of key milestones via core groups: • Sense checks revised content with Workforce Development Sub-Group in March/April • Survey stakeholders in April • Children and Families Leadership Group for signoff in May/June • Ministerial sign off in June (subject to timings and parliamentary recess may be pushed out to September)	Skilled
A strategic framework for Scotland's Early Learning and Childcare, School Aged	Streamline partner (CI, ES, SG and SSSC) CPL learning and resources into a national professional learning platform available via a		Work complete. Portal live and being accessed by learners. SSSC to continue to host, maintain and develop the portal.		Skilled

Childcare and Childminding Services Profession	single point of access that promotes recorded completion of CPL and recognises different learning methods and styles.				
	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 approved by FPP sponsor group on 5 February 2024.	Development of website continues and is on track. Council session on 25 March 2024 included site demonstration. 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.	Work continuing on finalising engagement plans with UK partners (Part A). Part A plans to be submitted to SQA Accreditation by the end of May 2024. Funding to be agreed with NOS governance Group and UK panel. Awaiting confirmation of funding from SQA Accreditation.	Skilled
Adult Social Care Skills Response Plan	Actions TBC		Research finalised.	Planning workshop with key partners took place February 2024, action plan being developed.	Skilled
Scotland's Digital Health and Care Strategy:	Work with partners to ensure that appropriate processes, networks, and channels are in place to facilitate and		On track. Digital Capability research published on the SSSC data		Skilled

Talent and Culture	support the sharing of good practice relating to digital technologies and digital skills.		website and being used to inform activity in 2024/25. Cyber projects complete.		
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.		On track/24	Workforce action plan published in November 2023. We await details of a new governance structure being set up to monitor progress of the action plan. This is being developed by the Scottish Government and COSLA.	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 an effective transition from professional qualification		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 Implementation subgroup of SWEP established. Implementation plan being developed to support go live – 1 October 2024. CPL requirements for NQSW agreed at FPP Sponsor group 5 February 2024. New CPL requirements will be	Skilled

to employment (Mandatory roll out Oct 2024).		support within LAs sites complete.	mandatory for any NQSW registering from 3 June 2024.	
Work with partners to improve and enhance the quality and provision of workforce data.		On track. The provision of data to support workforce planning and development being incorporated into specific national workforce action plans. SSSC Data and Intelligence Strategy Delivery Plan supports this work, including improved use of both the registration and workforce data sets.	Continue to engage with national partners, groups, and Scottish Government to refine data provision and quality.	Confident
Support the development of trauma responsive social work services		Action plan commitments in progress and on track.	Work continues with OCSWA to support reflective practice/supervision development for social workers, aligned to trauma learning. Survey to be sent to social workers in early summer 2024 to support this work. Trauma included as mandatory requirement in new model for CPL and is a requirement for all workers from 3 June 2024.	Confident
Work with partners to develop induction resources including infection prevention and control.		Complete. The national induction framework for adult social care was published in 2022.		Confident

			Development of the framework, including a review and revision of existing content and development of a national, portable onboarding passport for workers, is planned with NES for2024/25. 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. Content continues to be updated.		
	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 learning for the social services workforce to support implementation.	Continue to respond to feedback from stakeholders about existing learning resources not being as relevant as required for social services. Working with partners to finalise and support the development of further learning resources to support implementation of the legislation and review/revise the content of existing resources as relevant. Need to agree with the CI how to support related learning and development in 2024/25 as their role and funding will change slightly.	Valued

	Support the Fair Work in Social Care Group's work in respect of effective voice and terms and conditions throughout social care.		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. Have engaged with the strategic group for this work to agree priorities for 2024/25.	National action plan for 2024/25 will be published in summer 2024. Continue to engage with the social care and social work subgroup to plan activity in the meantime. Considering what development activity the SSSC specifically can lead. Awaiting confirmation of priorities for 2024/25.	Confident
	Promoting and supporting development of wellbeing offers for the workforce		On track. Continue to engage with the national Workforce Wellbeing Champions network, promote resources, and share good practice.	National action plan for 2024/25 will be published in summer 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 Learning and Improvement Framework development, publication date to be confirmed. Supporting design of the discovery and testing phases of the Framework. 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. Care Experience Improvement Model Leaders Programme, which the SSSC has supported, now developed and applications open to the sector.	
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		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 March 2024 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

3. KEY OPERATIONAL INDICATORS

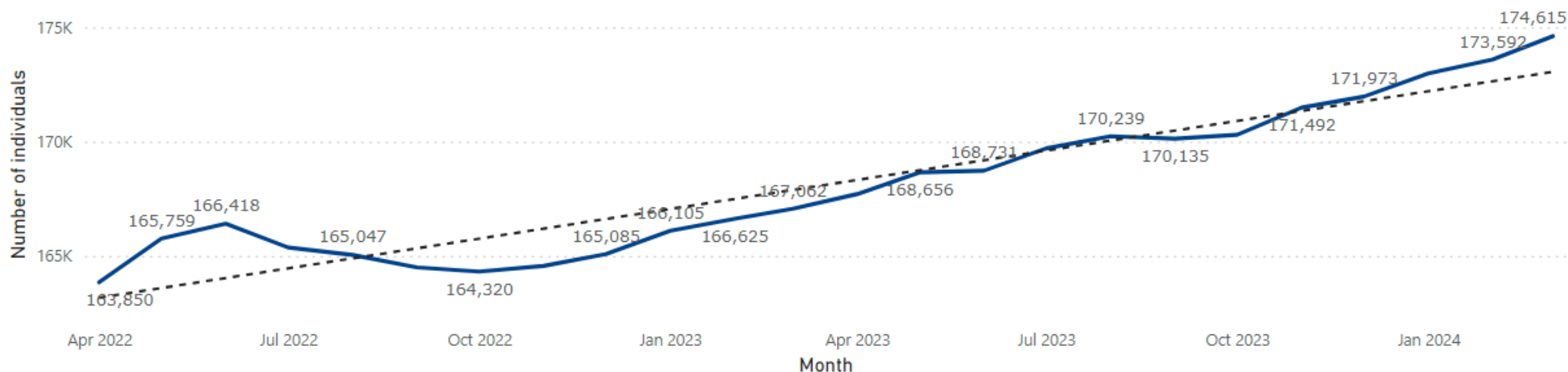## 3.1 Regulation: Registrant workforce numbers

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 174,000 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 – 15.2% - turnover in all sectors was 16.4% in 2022
- 2023/2024 – 14.2% - current rolling position is 14.2%

Rolling 12 month turnover % by month
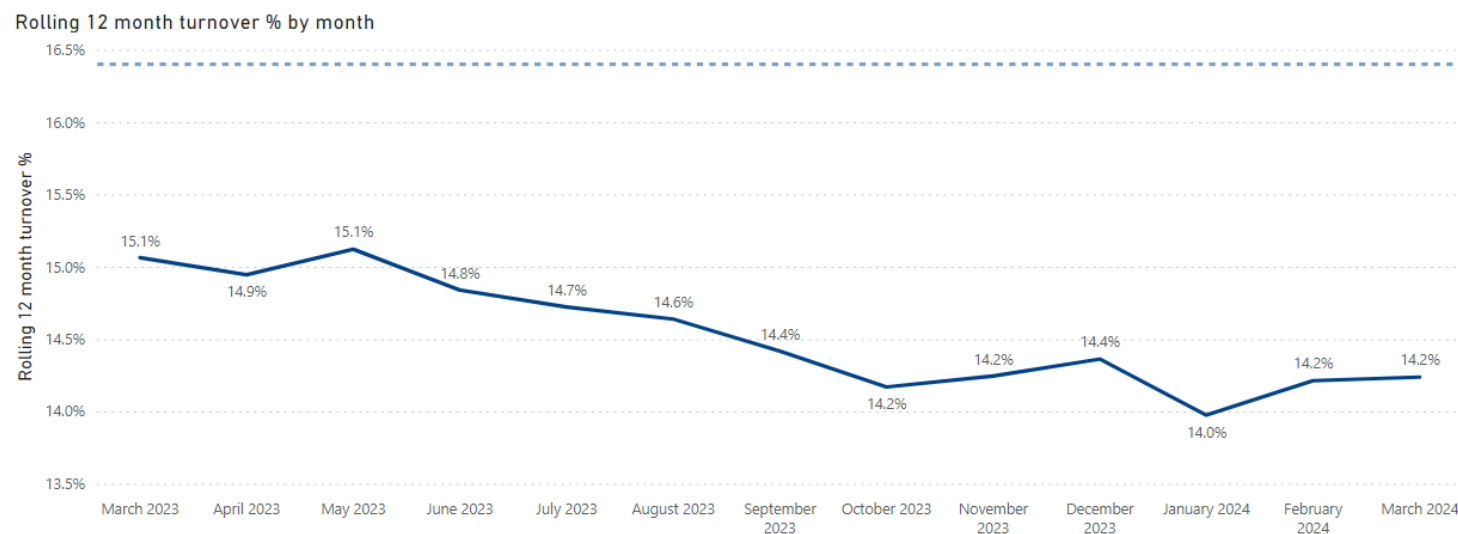
Region of Care Service	Turnover previous 12 months %
Perth and Kinross	16.6%
Highland	16.2%
Aberdeen City	16.0%
Dundee City	15.8%
Scottish Borders	15.7%
Dumfries and Galloway	15.5%
City of Edinburgh	15.3%
Moray	15.2%
Clackmannanshire	15.1%
South Lanarkshire	14.9%
Angus	14.6%
Fife	14.3%
East Lothian	14.2%
Stirling	14.2%
East Dunbartonshire	14.2%
Inverclyde	14.1%
West Lothian	13.9%
Aberdeenshire	13.8%
South Ayrshire	13.8%
Glasgow City	13.1%
Midlothian	13.0%
Falkirk	13.0%
Argyll and Bute	12.8%
East Renfrewshire	12.5%
Renfrewshire	12.1%
North Ayrshire	12.0%
North Lanarkshire	11.8%
West Dunbartonshire	10.8%
East Ayrshire	10.6%
Eilean Siar	9.3%
Orkney Islands	7.8%
Shetland Islands	5.1%
Total	**14.2%**

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	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.		Risks and issues:
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.		Risks and issues:
Future-Proofing Programme	CE	Deployment	Green	Amber	Green	Green	Amber	Programme approved and monitored by the Future-Proofing Programme Board. Updates with PMO.	First two SSIs (of three) laid before parliament.	Risks and issues: Timescales for legislative change remain out with our control, which has resulted in go live moving to 3rd of June 2024. Uncertainty around amendments to telephone payment system.

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	6.3%	75.0%
Dec-23	6.5%	80.6%
Jan-24	5.4%	50.0%
Feb-24	4.6%	27.8%
Mar-24	4.2%	16.7%

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.

14 employees were off on long term sick in March 2024. These were in six different absence categories and do not present any trend in terms of reasons for absence.

In March 2024 SSSC lost 261 days to sickness (4.2% of capacity).

We break this down in the table below:

Directorate	Department	Days	Sick %
EMT & Support	EMT & Support	0	0.0%
Regulation	FtP	107	5.7%
Regulation	RIH	25	7.1%
Regulation	Registration	55	3.8%
WE&S	E&S	20	3.5%
WE&S	WP&P	0	0.0%
S&P	Comms & Policy	12	4.1%
S&P	P&I	21	6.9%
S&P	Digital Services	0	0.0%
F&R	LCG	21	14.8%
F&R	HR	0	0.0%
F&R	Finance	0	0.0%
F&R	OD	0	0.0%

Sickness Absence by Type
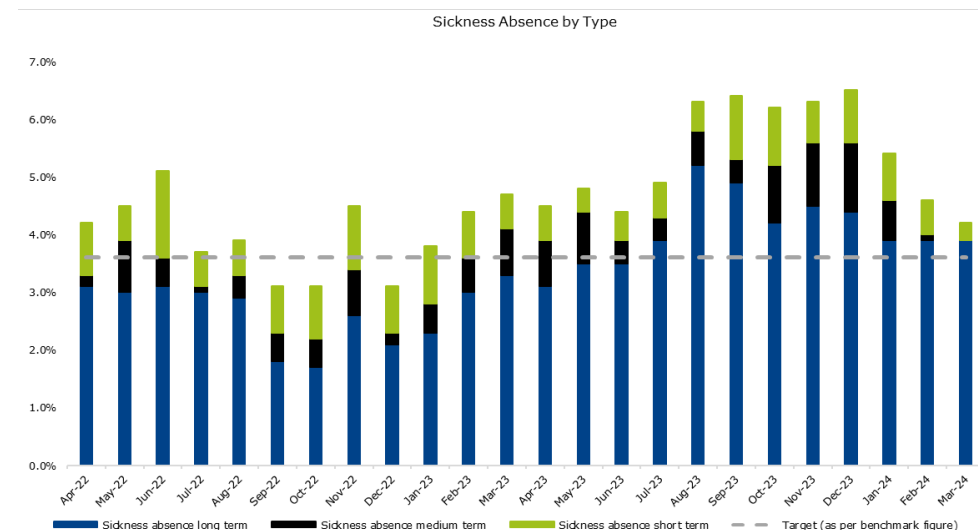
Management Action

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 and will be implemented from 1 April 2024. Managing attendance and managing performance training for managers took place in 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%	

Month	Turnover	Variance
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	14.2%	-12.3%
Feb-24	14.0%	-13.6%
Mar-24	13.4%	-17.3%

In March we had three leavers, one in FtP, one in Registration and one in Education and Standards, the overall rolling turnover was approximately 13.4%.

Directorate	Department	Leavers	Headcount	12-month turnover %
EMT & Support	EMT & Support	0	7	12.8%
Regulation	**FtP**	**1**	**95**	**12.1%**
Regulation	RIH	0	19	11.1%
Regulation	**Registration**	**1**	**76**	**11.2%**
WE&S	**E&S**	**1**	**30**	**14.0%**
WE&S	WP&P	0	17	21.8%
S&P	Comms & Policy	0	15	6.9%
S&P	P&I	0	15	25.1%
S&P	Digital Services	0	14	0.0%
F&R	LCG	0	7	34.3%
F&R	HR	0	6	16.4%
F&R	Finance	0	12	15.2%
F&R	OD	0	3	41.4%

Management Action

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

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

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

Directorate	Department	Turnover	Empty Posts	Seconded out (headcount)	Current Headcount	Current FTE	Threat
EMT and Support	EMT and Support	12.8%	1.0	0	7	6.7	Green
Finance and Resources	Total	25.7%	2.5	0	29	26.9	Green
	Finance	15.2%	0.0	0	12	11.3	Green
	Human Resources	16.4%	1.0	0	6	4.8	Amber
	Legal and Corporate Governance	34.3%	1.5	0	7	6.7	Amber
	Organisational Development	41.4%	0.0	0	3	3.0	Green
Regulation	Total	11.7%	18.0	13	189	175.4	Amber
	Fitness to Practise	12.1%	8.0	2	95	90.2	Green
	Registration	11.2%	6.0	9	75	68.3	Amber
	Regulatory Improvement and Hearings	11.1%	4.0	2	19	16.9	Amber
Strategy and Performance	Total	11.3%	2.0	4	44	42.8	Green
	Communications and Policy	6.9%	0.0	1	15	14.0	Green
	Digital Services	0.0%	0.0	1	14	14.0	Green
	Performance and Improvement	25.1%	2.0	2	15	14.8	Green
Workforce, Education and Standards	Total	17.1%	0.0	3	46	42.6	Green
	Education and Standards	14.0%	0.0	1	19	26.0	Green
	Workforce Policy and Planning	21.8%	0.0	2	17	16.6	Green
Total		13.4%	23.5	20	315	294.4	Green

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

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

Approved budget

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**

Table 2 Specific grants projection	Budget £000	Projected £000	Variance £000
Workforce Development Grant	771	878	107
WDG - Scottish Care & CCPS	138	132	(7)
Early Learning and Childcare Grant	64	59	(5)
Cyber Resilience Grant	38	32	(6)
Recognition Arrangements Grant - Westminster	19	0	(19)
	1,030	**1,100**	**70**
Grant carried forward in reserve from 2022/23		(354)	(354)
Request to carry forward variance to use in 2024/25	**1,030**	**746**	**(284)**

General Reserve

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		203
Postgraduate bursaries underspend - carry forward		217
Practice Learning Fees - carry forward		251
Workforce Development Grant underspend - carry forward		257
VSDF income returned by training providers in 2023/24		134
In year use of general reserves		(1,231)
Ring fences - IT Equipment		100
Remaining available general reserve		(1,365)

Movements to projection up to 31 March 2024

Table 4 Movements to our projection	Underspend £000	Overspend £000	Movement £000
Practice learning fees - additional income	(1,500)	0	(1,500)
Practice learning fees	0	1,249	1,249
Voluntary Sector Development Fund (VSDF) expenditure	0	943	943
Voluntary Sector Development Fund (VSDF) income	(739)	0	(739)
Postgraduate bursaries	(217)	0	(217)
Additional grant in aid - 2022/23 pay award	(300)	0	(300)
Digital running costs	(22)	0	(22)
Futureproofing project	(203)	0	(203)
Office refurbishment	0	139	139
Secondment income	(97)	0	(97)
Panel member allowances and training	(155)	0	(155)
Research into equalities data	0	46	46
Additional registration fee income	(410)	0	(410)
Reduced Local Auority rebate	268	0	268
Modern apprenticeship income	0	6	6
Staff costs	(447)	0	(447)
Travel and subsistence	(49)	0	(49)
Registration of modern apprenticeship costs	0	11	11
Digital developments	(23)	0	(23)
Communications internal & external engagement	(37)	0	(37)
Staff training	(30)	0	(30)
Fitness to practise & HR legal fees	0	8	8
Protecting Vulnerable Groups Fees	25	0	25
Administration & Shared Services	(55)	0	(55)
Underspend including disbursements (excluding specific grants)	(3,988)	2,404	(1,585)