



**Scottish Social  
Services Council**

**Scottish Social Services Council**

**Annual Report and Accounts**

**1 April 2013 – 31 March 2014**

The Accountable Officer authorised these financial statements for issue on 28 October 2014.

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## **CONVENER'S FOREWORD**

This report provides an overview of our work in 2013/14 and how we have managed our resources to achieve our outcomes.

I was appointed as Convener of the Scottish Social Services Council (SSSC) in August 2013. So firstly I would like to thank my predecessor Garry Coutts who set out the ambitious work plan for 2013/14 with his fellow Council Members. I believe our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce. In my time as Convener of the SSSC I have had the opportunity to meet with all staff and their dedication and commitment is commendable. And I'm pleased to find that every member of staff understands how their role helps to ensure a trained and trusted workforce that improves the outcomes and experiences of people who use social services.

Our annual report demonstrates our many achievements but also highlights some of the challenges we have faced. The numbers speak for themselves. Since 2003, we have phased in registration and as new groups are added we have seen the Register grow from 18,100 in 2008 to 60,998 in 2014. This of course means that every year we deal with an increase in conduct and registration hearings. In 2013/14, there was a 16% increase in the number of new cases opened on the previous year. We also saw nearly 20,000 social service workers registered for the first time. To deal with the demand in relation to our regulatory work and to meet our priority of protecting people who use services, we had to shift resources and staff around the organisation, leaving vacancies and a greater reliance on temporary contracts than we would like across the SSSC. Scottish Government has continued to recognise the scale and importance of our work and many of these short-term problems are now resolved, however the impact on meeting our targets for 2013/14 is clear.

It is vital that we continue to improve our processes and to find efficiencies throughout the organisation as our work continues to grow with the increase in people on the Register.

Registering and regulating the workforce is only one part in carrying out our core tasks of protecting people who use services and strengthening the professionalism of the workforce. Our role in workforce development plays an equally strong part. Throughout this year we have developed new resources for social service workers, we are increasingly using technology in supporting the learning needs of the sector.

The social service workforce in Scotland is around 191,000 people. Every one of them provides essential support and services to the most vulnerable people in Scotland. They often carry out their work in difficult circumstances but the vast majority provide high quality care and support. It is vital that the SSSC continues to play its role in developing the professionalism of the workforce so we can all achieve our shared outcomes.

As social care and health integration becomes the way of working in many services we are forging closer relationships with our partners in the health sector, and in our work on early years we have strong partnerships with the education sector. I am confident that the unique and valuable contribution made by the social service workforce will play an important role in the shift that will bring about better delivery of services which mean people can have more control over their lives, especially in their older years.

Along with my colleagues on the SSSC Council I welcome any feedback and views on our work.

Professor James McGoldrick  
Convener

# **ANNUAL REPORT (including management commentary and remuneration report)**

## **MANAGEMENT COMMENTARY**

### **1 STRATEGIC REPORT**

#### **1.1 About the Scottish Social Services Council (SSSC)**

The SSSC is a Non-Departmental Public Body (NDPB) established by the Regulation of Care (Scotland) Act 2001. Our responsibilities set out in the Act are:

- to set up and maintain registers of key groups of social service workers
- to publish Codes of Practice for all social service workers and their employers
- to regulate the education and training of the workforce
- to promote education and training
- to undertake the functions of the sector skills council; Skills for Care and Development (SfCD), this includes workforce planning and development.

Through these responsibilities our overarching aims are:

- to protect people who use services
- to raise standards of practice
- to strengthen and support the professionalism of the workforce.

Our values

- Integrity
- Commitment
- Accountability
- Pride in what we do
- Listening and engaging
- Learning and creativity.

Our strategic outcomes 2011/2014

These annual report and accounts report on the final year of our Strategic Plan 2011/2014.

During this period our strategic outcomes were:

- Scotland has a safer, more skilled and flexible workforce
- Scotland has an effective, proportionate and successful model of regulation in social services
- Scotland has high quality, well led social services
- Our work and the organisation are regarded as an international exemplar of good practice and innovation.

Everyone in Scotland will use social services at some time in their lives.

The SSSC, as the workforce regulator, has a responsibility to plan for a workforce able to meet future demand. This will lead to a trained and qualified workforce with the potential to transform social services.

Workforce development and planning, registration and the involvement of people who use services and carers adds value to services and benefits the sector and makes sure that people receive effective services from a safe and skilled workforce

There are over 191,000 social service workers in Scotland today working in a range of settings with a variety of different people who use services. Social service workers include people working in social work and social care, such as care home services for adults and children/young people in the community and early years settings such as nurseries or out of school care clubs.

The SSSC registers key groups of Scotland's social service workers. Registration of these workers has an important role in improving safeguards for people using services and increasing public confidence in the sector.

The SSSC's Codes of Practice for Social Service Workers and Employers sets out the standards social workers, social care, early years and young people's workers and their employers should meet. By setting out clear standards of

conduct for workers, people who use services know what they can expect from their workers.

## **Strategic outcomes and business model**

We have developed the strategic outcomes for 2014-2017 and our operational plan for 2014-2017.

The strategic outcomes 2014-2017 are:

1. There is a safe, skilled, confident and flexible social service workforce with the appropriate values, knowledge, skills and qualifications for current and future sector needs.
2. The SSSC is influential in policy making and the social services sector.
3. The social service workforce is valued.
4. Qualifications for social service workers are fit for purpose.
5. The right people are on the SSSC Register.
6. The SSSC's resources, products and activities support the development of the workforce and increase its capacity and capability.
7. The SSSC is recognised as a well-run, well governed and effective organisation.

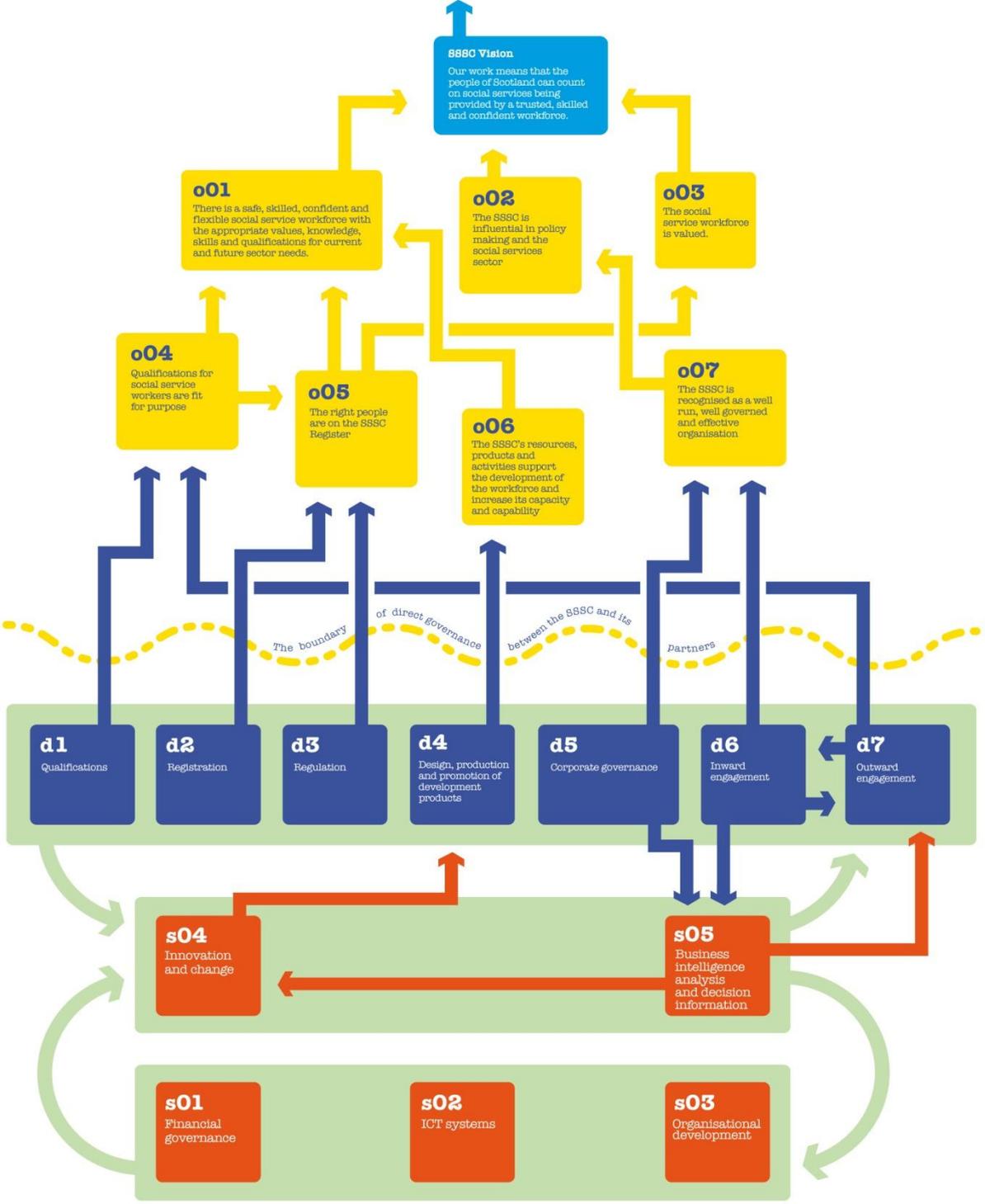
The strategy map (p10) shows what we think are the most important chains of cause and effect i.e. the difference we think each of the actions will make. The arrows connecting the boxes represent our understanding of the most important cause and effect relationships between each element.

Reading the map from the bottom, it identifies the systems we must have in place and what we will deliver to achieve our outcomes. It also highlights the outcomes that the work of the SSSC has most direct impact on i.e. the early outcomes. In achieving our medium and long term outcomes we must work closely with our partners to bring about the changes needed to achieve our vision.

We want to clearly identify the change we aim to bring about and how we will measure and identify that change. To do this we asked 'what are the questions our stakeholders want answered to assure them we are making a difference?' Over the life of this strategy we will use our performance measures and other information to check our understanding of the cause and effect connection between outcomes and our services and activities i.e. does our work do what we think it does?

To demonstrate how all of our work will help achieve our strategic outcomes Council members and all staff have been involved in developing a map to demonstrate how our work helps achieve our strategic objectives.

# Scottish Government National Outcomes



o **Outcomes**    
 d **Services and activities with a direct impact on the outcome outside the SSSC**    
 s **Services and activities which have most of their impact in supporting other SSSC services and activities**

## **1.2 The future priorities of the SSSC**

The SSSC has been considering the implications for social services likely to arise from key policy developments over the next few years so that we can plan and support the development of a workforce for the future. Within the three-year period of this strategic plan, there will be key national policy developments in the following areas - public service reform, integration of health and social care, integration of children's services, self-directed support, the review of community justice and community empowerment. We consider that these policy imperatives have the potential to impact significantly on the direction and development of the social service workforce.

We want to work towards strengthening the professionalism of the workforce, so that the unique contribution that the 191,000 people working in this sector make to the well-being of the people of Scotland and to the Scottish economy, is more clearly articulated, understood and valued, and that the social service workforce is the best that it can be.

For this workforce, there are particular pressures in relation to the change in task and role likely to happen as a result of self-directed support, the recent consultation on the future of criminal justice social work and the specific skills that social workers bring to risk management, professional judgement and enablement. The increasing emphasis on community-based support for older people as an alternative to hospital care will also highlight the role of the social service worker in enabling and supporting people to live independently for longer.

To make sure that we have a sufficiently skilled and competent workforce able to meet these new challenges, we will work in partnership with our stakeholders to develop an innovative and progressive approach to professional learning, which encompasses accredited learning (through qualifying and post-qualifying programmes) and the everyday workplace learning that is vital to continuous professional development.

Public service reform demands a proactive, engaged workforce and we will work in a co-productive way with workers and employers to develop and implement

this work, involving as many views and people as possible. To support this, we will review the impact of registering the people who work in social services, increasing the professionalism of the workforce through qualifications and the SSSC Codes of Practice and the learning from our Fitness to Practise Department. This will help the workforce and the public to have a robust, evidence-informed analysis of the impact registration and regulation have on the development of the social service workforce and protecting people who use social services. It is important that the regulatory framework supports and sustains the development of the social service workforce.

The Scottish Government is committed to social service workforce regulation as part of a framework for the delivery of better and safer social services. Around 60,000 people working in social services in Scotland are on the SSSC Register at this time.

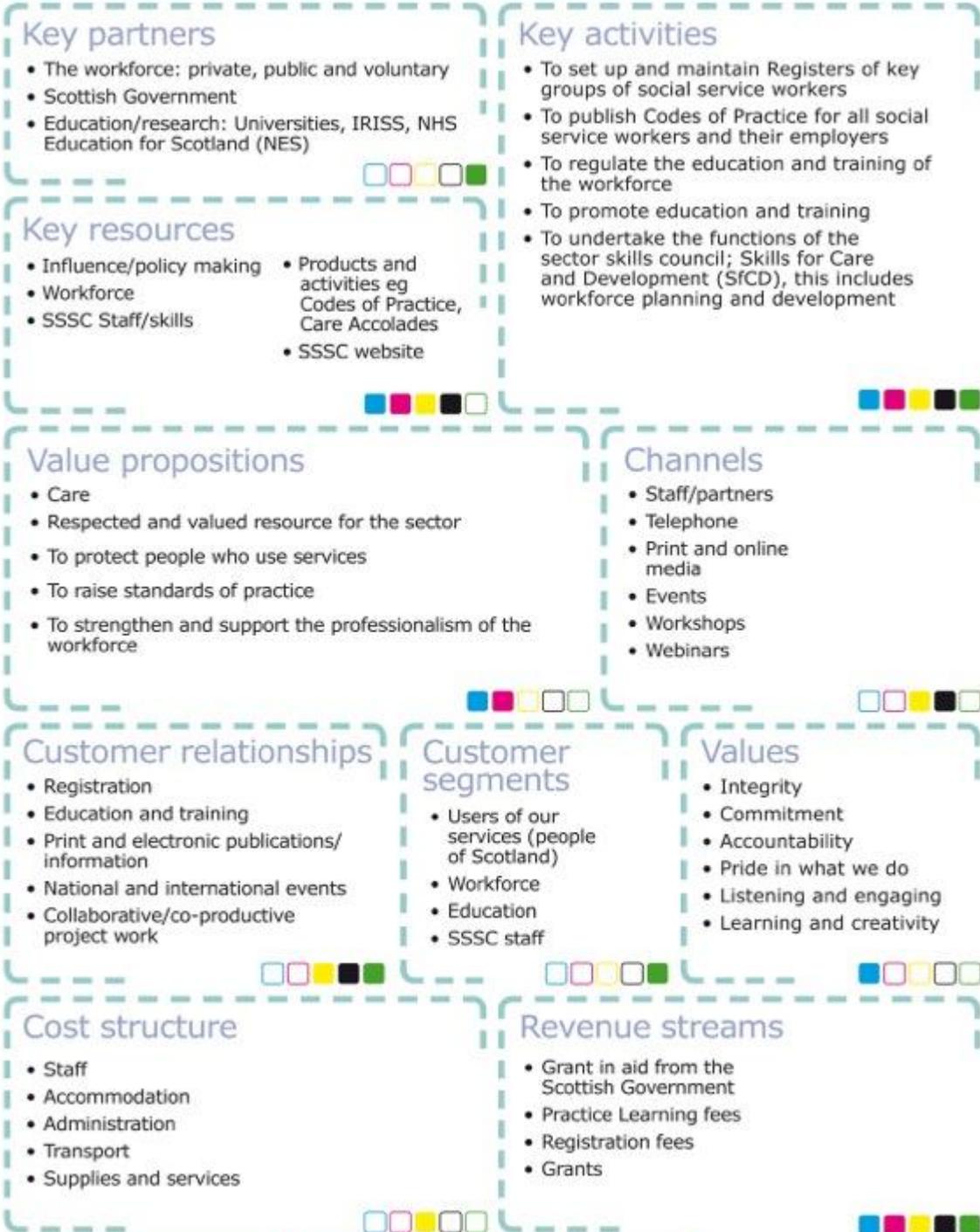
We are expecting around 33,465 applications between April 2014 and March 2017. Of these, 26,000 are applications from support workers in day care of children services (due to register by June 2014) and support workers in adult care home services (due to register in September 2015). The remaining is an estimate of the number of applications we can expect to receive from supervisors and workers in housing support and care at home services by March 2017. This increase means that more services and care will be delivered by a regulated and qualified workforce.

This significant increase will be challenging for the SSSC, for employers and for the workforce. We need to make sure that applications and renewals are processed efficiently, within agreed timescales and only those who are suitable and who remain suitable, are registered with the SSSC. This is likely to lead to an increase in the number of cases where further investigation is required before registration and where we investigate complaints made against registered workers. As registration of this workforce has become the norm, we have noticed an increase in the rate of referrals about individual practice and we expect this to continue increasing. We have also seen an increase in the seriousness and complexity of referrals. These factors all mean that there are increasing demands on our resources, skills and expertise and we have

developed a growth strategy to manage this effectively over the coming years. However, regulation cannot be an end in itself; the end must be better outcomes and experiences for people who use services and carers, achieved through regulation and improvement. For that to be effective, regulators, employers, educators and the workforce need to work together so that we collectively maximise and optimise the impact of our individual contributions. We are committed to improving the outcomes and experiences of people who use social services and their carers and we have a significant contribution to make.

### **Business model (diagram below)**

How we work with our stakeholders and partners has an impact on us achieving our outcomes and meeting the challenges ahead. Set out below is our Business Model Canvas which identifies our partners, our resources, key activities, our relationships and how we will manage them. Each area of the Business Model canvas is constantly reviewed, to ensure that our business model continues to help us achieve our outcomes. The model also demonstrates that underpinning all our work is our vision and values.



The brand attributes have been colour coded and linked to the business model to illustrate the role of the 'brand' in our daily work streams. While most of them might be apparent in each sector the 'solid' icons identify the dominant attribute's segment.

### 1.3 Our performance in 2013/2014

This section shows our progress towards meeting our targets.

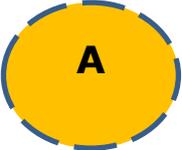
**Core Task: Register and regulate the workforce to ensure a safe and trusted workforce.**

Activity	Measure	Commentary	Status
<p>All conduct cases are opened and risk assessed for potential and imminent risk within an acceptable time frame.</p>	<p>100% of level 1 risk assessments are completed within 24 hours.</p> <p>100% of level 2 risk assessments completed within 48 hours.</p>	<p>96% (1,457 of 1,515) of referrals were risk assessed within 24 hours.</p> <p>183 referrals required a level 2 risk assessment. 95% (173) were completed within 48 hours. The shortfall was due to the volume and nature of the referrals. There was no risk to the public, and we are revising our performance indicators to recognise complexity.</p>	<p></p> <p></p>

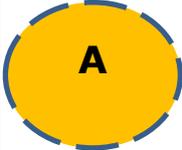
<p>All conduct cases are processed and concluded within an acceptable time frame.</p>	<p>70% of conduct cases are concluded within six months.</p> <p>96% of conduct cases are concluded within 15 months.<sup>1</sup></p>	<p>Of the 1,920 cases opened and closed between 1 April 2011 and 30 September 2013, 74.64% (1,433) were concluded within six months.</p> <p>Of the 1,388 cases opened and closed between 1 April 2011 and 31 December 2012, 94.81% (1,316) were concluded within 15 months. The small shortfall is a result of a rapid increase in the volume and complexity of cases.</p>	  
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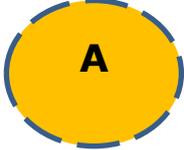
▪ <sup>1</sup> This indicator examines cases which were opened and closed between 1 April 2011 (when the indicator was set) and 31 December 2012. Any cases which were opened after 31 December 2012 are still capable of being closed within 15 months and therefore capable of meeting this indicator.

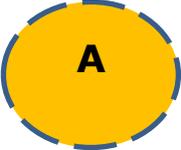
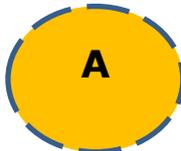
<p>Processing applications for registration.</p>	<p>100% of completed applications are processed within 60 days.</p>	<p>Achieved. We processed all 14,496 completed applications within 60 days.</p>	
<p>Processing registrants' changes of circumstances.</p>	<p>Where all relevant information is received, changes in circumstances are updated on the Register within 10 working days.</p>	<p>Achieved. We received 33,797 changes in circumstances and all were updated within 10 working days.</p>	
<p>Publish a public facing Register on the website.</p>	<p>The public facing Register is accurately updated daily.</p>	<p>Achieved.</p>	

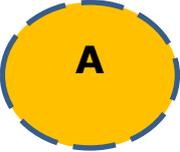
<p>Develop a new strategy for career-long development that will in the long term enable a shift of focus in post-registration training and learning (PRTL) to work-based learning and development.</p>	<p>100% of student social workers and social workers included in the PRTL (sampling exercise) report that completion of PRTL supports them to improve their skills and expertise.</p>	<p>Research completed which informs a career-long development strategy and a revised approach to PRTL. This will be further developed in 2014/15 with a career-long development strategy in place by March 2015.</p> <p>In a survey to which 20 newly qualified social workers responded, 15 (75%) believed that PRTL improved their practice.</p>	
<p>International and European qualifications are processed and assessed within given timescales.</p>	<p>100% of international qualifications are assessed and the outcome recorded on SEQUENCE (our customer relationship management system) within 12 weeks of the date of application (where all relevant information is available on the date of application).</p>	<p>Achieved. Six applications were completed within the timescales. 40 applications are still being processed as we did not receive all the relevant information.</p> <p>We are looking at how we improve the quality of applications we receive.</p>	

<p><b>Dementia Strategy</b></p> <p>Dissemination of Promoting Excellence learning resources and programmes.</p> <p>Development and support of Dementia Ambassadors and Champions.</p> <p>Development of Promoting Excellence learning and workforce plans.</p>	<p>The SSSC can evidence the mechanisms it uses to promote widespread local engagement inclusive of sectors and themes.</p> <p>The SSSC will provide Promoting Excellence training for all authorised persons in the Care Inspectorate in 2013/14 and will recruit 14 Promoting Excellence Ambassadors from the Care Inspectorate.</p>	<p>The SSSC has engaged with a range of social care professionals, developed support materials for the Care Inspectorate and for newly qualified social workers.</p> <p>The dementia ambassadors' programme has been successfully implemented in partnership with NHS Education for Scotland and Alzheimers Scotland. We have delivered an online resource for newly qualified social workers, and for the Care Inspectorate and three mobile phone apps to support understanding of dementia.</p>	  
<p>Carers: Implementation of Equal Partners in Care (EPiC) core principles for work with carers aligned with National Occupational Standards and Continuous Learning Framework (CLF).</p>	<p>The SSSC can evidence mechanisms it uses to disseminate the EPiC across the sector.</p>	<p>EPiC has been aligned with the National Occupational Standards and launched and rolled out to the sector using a range of digital and traditional approaches.</p>	

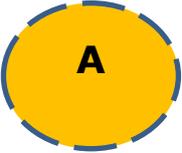
<p>Dissemination of good practice guidance.</p>	<p>The SSSC can evidence the mechanisms it uses to disseminate the Equal Partners in Care roll out to the sector.</p>	<p>See above</p>	
<p>Sliding Doors: Making it Local</p> <p>Development, dissemination and evaluation of outcomes focused drama in Health and Social Care Partnership areas.</p>	<p>The SSSC will support the roll out of Sliding Doors events to nine change fund partnerships and to two colleges in 2013/2014.</p>	<p>Sliding Doors has been delivered to additional groups this year with positive feedback.</p> <p>Nine partnerships and two colleges participated in Sliding Doors events. However some of the partnerships participated jointly. This meant there were fewer than nine events held.</p>	

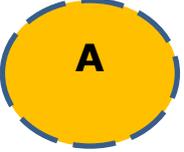
<p>Scotland is fully participative in delivering Skills for Care and Development flagship projects and successfully takes a lead role on mobile learning solutions.</p>	<p>Scotland's contribution to the work of the Skills for Care and Development partnership is delivered, and the UK Commission for Employment and Skills' (UKCES) outcomes for the Employer Investment Fund (EIF) projects are met.</p>	<p>All EIF projects have been successfully concluded. The SSSC has exceeded the targets set by the UKCES for the Mobile Knowledge and Learning Solutions (MKLS) project and has successfully embedded Learn from Learning.</p> <p>The SSSC has met the targets of the Assistive Technology project. For the Recruiting a World Class Workforce project, we recruited 106 ambassadors for careers in care (target 110), and A Question of Care has been launched successfully.</p>	
<p>Refresh of selected Workforce Solutions portal tools.</p> <p>SSSC continues to maintain Workforce Solutions portal and associated resources.</p>	<p>SSSC can evidence on-going sector use of tools and resources on the Workforce Solutions portal.</p>	<p>The ratio of new visits to returning visitors is broadly consistent with the ratio for 2012/13, though the percentage of returning visitors has increased by 3-5%. The content of the Workforce Solutions portal has been partly refreshed this year taking account of feedback from stakeholders.</p> <p>New visits to website: 2013/14:69% (7,142) 2012/13:72% (9,929)</p> <p>Returning visits: 2013/14:31% (3,266) 2012/13:28% (3,861)</p>	

<p>Complete Best Value Review of Quality Assurance (QA) process; produce and begin to implement any required changes. New quality assurance and approvals systems provide workable solutions that generate evidence to enable enhancement of programmes SSSC approve.</p>	<p>A revised system for approvals and QA is in place by end of March 2014.</p>	<p>Council approved the recommendations of the Best Value Review in October 2013. The processes for implementation are nearing completion and will be applied in the reporting year 2014/2015.</p>	
<p>Step into Leadership and the SSSC's leadership activity is developed across the sector and is regarded as a well-respected resource.</p>	<p>50% of employers are aware of the Step into Leadership web resources.</p> <p>70% of participants in SSSC leadership activities believe what they have learned will assist them to develop as leaders.</p>	<p>In our stakeholder survey, from 479 responses 38 people (8%) had used the Step into Leadership website and from these 29 people (77%) found it useful or very useful.</p>	
<p>Resources for third tier managers in social services are signposted or developed throughout 2013/2014.</p>		<p>During the course of this work it became evident it was more complex than originally expected. As a result, we commissioned some research and will now use that report to develop resources in this financial year.</p>	

<p>A development pathway for Chief Social Work Officers (CSWO) is produced.</p>	<p>100% of Chief Social Work Officers are aware of the development pathways.</p>	<p>A standard for CSWOs has been agreed with key stakeholders.</p>	
<p>Action learning as a means of supporting organisational and collaborative learning is continued in partnerships with key leaders in health and social care.</p>	<p>60% of the organisations that have used action learning believe it has informed their collaborative learning.</p>	<p>95% of participants in the 2013/2014 programme said that they valued having the time and the opportunity to explore issues and feelings in depth and in a holistic way, to do this in a really open way, to listen to colleagues, to get to know participants better and gain insights into other situations.</p>	
<p>The organisational capabilities in the Continuous Learning Framework (CLF) are developed further.</p>	<p>75% of employers and individuals surveyed are aware of the CLF and believe it will support their development.</p>	<p>The CLF focus group in a feedback survey agreed that the development of the CLF capabilities was a positive improvement and better related to the current context of practice. The review of the organisational capabilities work was deferred to 2014/15 to ensure that it takes place alongside the re-launched leadership strategy and in the context of self-directed support and health and social care integration.</p>	



<p>Hold six events to promote understanding in the sector of the workforce data available to support workforce planning.</p>		<p>Four events were held and had positive evaluations. The delay of the launch of the data portal meant these events were delayed and the number reduced.</p>	
<p>Canvas stakeholders on key skills needed for the sector. Produce a report which combines data and intelligence of workforce skills, qualifications, service users and policy.</p>	<p>The Workforce Skills Report (WSR) is published and online local data is available.</p>	<p>The SSSC engaged with stakeholders through an online survey with approximately 800 responses and a series of small or one-to-one meetings. Detailed data has been available online since January 2014. The Workforce Skills Report is currently being finalised and will be available by the end of May 2014.</p>	
<p>Produce six thematic infographics based on key issues within the Workforce Skills Report (WSR)</p>	<p>Our workforce data assists employers in their planning.</p>	<p>Six thematic infographics are currently being finalised as part of the WSR and will be publicly available with the report.</p>	

<p>Publish the Self-Directed Support research (SDS) in autumn 2013. This report looks at what makes good working relationships between those receiving SDS and the personal assistants they employ.</p>	<p>Our workforce data assists employers in their planning.</p>	<p>The report was published at the end of March 2014. Feedback from those involved can now be gathered.</p>	
<p>Funding guide published. This guide provides information about sources of funding for training.</p>	<p>Employers use and find our funding guide helpful.</p>	<p>The Funding Guide is on our website and had 6,587 unique page views compared to 475 the previous year. Hard copies of the funding guide are available and very popular on our exhibition stands at a variety of events.</p> <p>Employers' feedback is positive.</p>	
<p>Support workers to use the Social Services Knowledge Scotland (SSKS) portal.</p>	<p>Increase awareness and use of the SSKS portal.</p>	<p>There has been a 51% increase in the number of sessions on the SSKS from 32,145 in 2012/13 to 48,662 in 2013/14. There was a 71% increase in the number of people using it, from 24,013 in 2012/13 to 41,210 in 2013/14.</p>	

Work with social service partners to develop the SSKS portal to meet the needs of the sector.	Carry out work with the people in care homes and care at home to find out their needs.	Project carried out and recommendations made.	
The SSSC promotes the sector as a good place to have a career.	Perceptions of social services improve, and people show an interest in the sector as a positive career choice.	Feedback from Career Ambassadors and Job Centre Plus has been positive.	
Design, quality assure and develop National Occupational Standards (NOS) in Commissioning, Procurement and Contracting for Care Services with partners in Skills for Care & Development.	All new qualifications for social service workers based on the National Occupational Standards.	This work was achieved on time and was approved in January 2014 by UKCES.	
Implement the revised NOS in Leadership and Management for care services, including preparing the NOS for use as qualification structures.	All new qualifications meet the requirements of UKCES.	New qualifications developed and met UKCES requirements.  The new qualifications are SVQ 4 in Care Services Leadership and Management at SCQF level 10.	

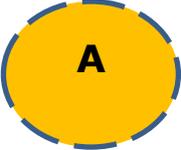
<p>Undertake work contracted by UKCES to develop new Modern Apprenticeship frameworks.</p>		<p>All new frameworks developed and approved by the Modern Apprenticeship Group. All contractual arrangements have been met for UKCES.</p> <p>Five frameworks were approved in February 2014.</p> <p><b>Modern Apprentice</b></p> <p>Social Services and Healthcare SCQF 6</p> <p>Social Services and Healthcare SCQF 7</p> <p>Social Services (Children and Young People) SCQF level 6</p> <p><b>Technical Apprentice</b></p> <p>Social Services and Healthcare SCQF 9</p> <p>Social Services (Children and Young People) SCQF level 9</p>	
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<p>Undertake review of social work training, qualifications and delivery. Begin review of the delivery of social work degree.</p>	<p>The degree in social work meets the needs of the sector effectively.</p>	<p>The review of the standard met the expected milestone by the end of year one and will be completed by end of March 2015.</p>	
<p>The SSSC will respond to all relevant consultations.</p>	<p>The SSSC's expertise is shaping the direction of key policy developments and implementation in Scotland.</p>	<p>All relevant consultations responded to (17 in total). Six-monthly consultation report and policy digest for staff and Council provide examples of how comments have had an impact.</p>	
<p>The Workforce Skills Report (WSR) will provide an analysis of the implications of Government policies as they relate to the workforce and training needs.</p>	<p>Our workforce data assists employers in their planning.</p>	<p>The WSR is due for publication in late-April or early-May. After publication we will seek feedback from employers.</p>	
<p>Work with Scottish Credit and Qualifications Framework (SCQF) and learning providers to make sure SCQF complements and enables realisation of a learning strategy for career long development in the social service sector.</p>	<p>The SSSC learning strategy can evidence how the SCQF principles and descriptors have been used.</p>	<p>SCQF has been integral to the development of the CSWO award and work has begun to consider how the SSSC might use work-based learning in our career-long development strategy.</p>	

<p>The SSSC is promoting skills development to support integration – Self Directed Support (SDS) and the early years collaborative.</p>	<p>The SSSC is seen as an organisation that leads big debates, promotes innovation and delivers ideas to bring about strategic change.</p>	<p>Implementation Plan for SDS Workforce Strategy is in place and a number of activities have already been delivered.</p> <p>SDS Project Board established, modelling outcomes and collaborative focus of SDS principles.</p> <p>150 workers and people using services are engaged in work-streams, and a further 50 in the reference group.</p> <p>We are the lead partner with NHS Education for Scotland on the Integration Workforce Development Strategic Group.</p> <p>Ministerial approval of workforce outcomes and their use at a local and national level.</p> <p>For the Early Years Collaborative, we are leading a multiagency learning resource development to support the work of Community Planning Partnerships.</p>	
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<p>Active participation in the Scottish Leaders Forum (SLF), including leading on key workstream Skilled Workers, Skilled Citizens (SWSC).</p>	<p>The SSSC is seen as an organisation that leads big debates, promotes innovation and delivers ideas to bring about strategic change.</p>	<p>We are an active participant in the wider SLF and our Chief Executive is on the planning group. We are a key participant in the SLF Workforce sub-group and lead one of its three workstreams – Skilled Workers, Skilled Citizens.</p> <p>SWSC is on track with pioneer sites across public services.</p>	
<p>Registration provide feedback from stakeholders to assist with the decision making process.</p>	<p>Staff bring external intelligence back into the organisation to inform strategic direction.</p>	<p>Engagement with stakeholders is included in all reports to Council and its committees. We continue to improve our methods to gather intelligence from our stakeholders and the organisation.</p>	
<p>Improve our analysis of our stakeholder engagement.</p>		<p>Not achieved yet due to complexities of developing a proportionate system.</p>	



	<p>All promotional material and key SSSC documents are accessible to all our stakeholders.</p>	<p>In 2013/14, 73% (383/524) of people who answered our survey said our publications told them what they need to know, this compares with 76% (906/1,194) in 2013.</p>	
<p>Raise awareness of the social service sector; careers, public trust and confidence, economic and social value.</p> <p>Raise awareness of the SSSC within the sector, with signposting organisations and other key influencers.</p>		<p>Gathered case studies for promoting careers in social services with the key national and local media. This resulted in a feature in the Daily Record. We held a reception in the Scottish Parliament for the new Ambassadors for Careers in Care programme.</p> <p>Working with partners such as Citizens Advice Scotland (with 250 service points), who have information for the public and possible learning tools for their staff.</p>	

<p>The SSSC's new data website will provide the sector with data and intelligence reports that can help them with workforce planning.</p>	<p>The SSSC is identified as a key partner to drive forward improvements and change.</p>	<p>We launched the data website on 13 November 2013. The launch was delayed by six months due to issues with the interactive visualisation software. We received positive feedback from delegates at our data seminars. We will carry out a review in July 2014.</p>	
<p>Work with health sector to ensure that workforce data gathered in both sectors can be meaningfully compared and combined.</p>		<p>Work with the health service at a national level has not taken place since June 2013.</p>	
<p>Hold sessions with stakeholders to find out how they engage with us and how we can improve.</p>	<p>Our engagement touch points meet the needs of stakeholders.</p>	<p>Sessions were held and workplans for 2014/2015 reflect the needs of our stakeholders.</p>	
<p>We recruit people with the skills, experience and qualities we need to continue to be fit for purpose.</p>	<p>Workforce planning for our own needs. Up-to-date recruitment practices.</p>	<p>Developed an Organisational Development (OD) Strategy with a new set of organisational values.</p>	

<p>We develop our staff to ensure they have the skills they need now and in the future.</p>	<p>Effective performance management and learning and development activity.</p>	<p>Developed an action plan to work with staff on implementing the OD Strategy.</p> <p>Established management information benchmarks for example, an employee engagement index to measure future staff surveys against a Human Resources Metrics Dashboard to provide useful data for managers.</p> <p>Introduced a coaching and mentoring scheme, in conjunction with the Care Inspectorate, as a staff development tool.</p>	
<p>Operation of Post Graduate (PG) Bursary Scheme.</p>		<p>All students assessed and paid within policy timescales.</p>	
<p>Review of PG Bursary Scheme.</p>		<p>Review of PG Bursary scheme on hold until review of the social work degree has progressed sufficiently far.</p>	
<p>Gather data on practice learning fees.</p>		<p>Fees disbursed as required.</p>	

<p>Data on practice learning numbers gathered from Higher Education Institutions (HEIs) to ensure accurate and timeous payment and estimated future demand for practice learning opportunities.</p>		<p>Achieved. Data received from HEIs and checked. This allowed analysis of Practice Learning Opportunities (PLOs) provision, budget monitoring and appropriate payments to be made, as well as providing information about the PLOs to inform other work. We also meet with HEIs to obtain further intelligence.</p>	
<p>Annual accounts/effective system of internal control.</p> <p>Budget setting, monitoring and reporting.</p>	<p>The SSSC continues to be recognised by external audit and the Scottish Government as a well-run organisation which meets high standards of efficiency and compliance.</p>	<p>2012/2013 annual accounts achieved unqualified report.</p> <p>Projected outturn is within tolerance levels.</p>	
<p>Corporate governance.</p> <p>Internal audit maintenance and management.</p>	<p>We are able to demonstrate how we have achieved our outcomes through integrated performance and budget monitoring.</p>	<p>Internal and external audit report recommendations monitored and reported to Audit Committee.</p>	
<p>The SSSC fulfils its responsibilities in relation to the Scottish Government expectations.</p>	<p>Continuing to achieve high standards in Scottish Government assessments of our procurement capability.</p>	<p>Procurement capabilities report favourable.</p>	

<p>Compliance with legislation such as freedom of information (FOI), data protection and records management and working towards excellence.</p>	<p>The SSSC meets its statutory obligations in relation to FOI, data protection and records management and staff are aware of their responsibilities.</p>	<p>All requests have been responded to on time.</p> <p>There have been no data breaches reported to the Information Commissioner.</p> <p>Training of staff and Council Members completed.</p>	
<p>Council Members are supported in their activities for the SSSC and offered appropriate development.</p>		<p>There is an ongoing programme of induction, development and appraisal.</p>	
<p>Conduct Sub-committees operate within the rules, efficiently and effectively.</p>		<p>No appeal judgements.</p> <p>94% of hearings were scheduled within timescales. The percentage reflects cases which were affected by the Christmas period.</p>	

## **1.4 Principal risks and uncertainties**

As part of our planning process, we consider the major risks that might prevent us from achieving our outcomes and we look at how we can reduce the risk. The Council members and senior officers produce a risk register to oversee and manage the major risks facing the SSSC.

The risk register details each identified major risk, the likelihood of it occurring and the scales of its impact if it were to occur. The register then identifies specific activities from the strategic and operational plan that may help mitigate the impact on the SSSC if any or all of the risks were to materialise. Each risk is scored in its raw state and reassessed after consideration.

## **1.5 Social, community and human rights issues**

The purpose the SSSC is to protect people who use social services, often the most vulnerable people in our society. Through our work registering, regulating and developing the workforce we aim to make sure that the workforce protects the rights of people who use services and carers. Our Codes of Practice for Social Service Workers sets out this obligation.

Our Codes of Practice for Social Service Workers set out their duties. They must:

1. protect the rights and promote the interests of service users and carers
2. strive to establish and maintain the trust and confidence of service users and carers
3. promote the independence of service users while protecting them as far as possible from danger or harm.
4. respect the rights of service users while seeking to ensure that their behaviour does not harm themselves or other people
5. uphold public trust and confidence in social services

6. be accountable for the quality of their work and take responsibility for maintaining and improving their knowledge and skills.

As we develop resources to support the workforce we have aligned our work with Scottish Government policy objectives to build on the strengths of the community and individuals to ensure that older people can stay in their homes and communities as they long as they want and are able to. We have developed learning resources to enhance the skills of workers with people living with dementia, resources to encourage people from all walks of life to consider a career in care and resources to develop leadership skills throughout the workforce.

In our Fitness to Practise work we are compliant with human rights issues to ensure that the process is fair and accessible.

In the governance section of this report we outline in more detail our equality duties and how we make sure that we meet them.

#### **1.6 Gender breakdown of SSSC staff (at 31 March 2014)**

<b>Role</b>	<b>Female Headcount</b>	<b>Male Headcount</b>
Executive Management Team	4	1 (shared service) not included in total
Operational Management Team	6	1
Employees	136	39
<b>All staff</b>	<b>146</b>	<b>40</b>

## **1.7 Financial review**

### **Current and future**

#### **Funding**

The Scottish Social Services Council is funded mainly by grant in aid and grants for specific projects from the Scottish Government. Operating income includes practice learning funding, income received from registration fees, other fees and miscellaneous income.

The Scottish Social Services Council is not permitted to make use of overdraft facilities or to borrow.

#### **Financial position**

We prepare our annual accounts in accordance with the Accounts Direction issued by Scottish Ministers. The Accounts Direction (reproduced at Appendix 1) requires compliance with the Government Financial Reporting Manual (FReM). We are funded by grants and grant in aid received from the Scottish Government. Our funding and budgeting position is different from the accounting financial position as shown in the Statement of Comprehensive Net Expenditure (SCNE) for three reasons:

1. for budgeting purposes we consider grants and grant in aid to be income. The accounting position must present grants and grants in aid as sources of funds and are credited to the general reserve on the Statement of Financial Position
2. post employment benefits (pensions) must be accounted for using International Accounting Standard 19 "Employee Benefits" (IAS 19). IAS 19 requires accounting entries for pensions to be based on actuarial pension expense calculations. Our funding position is based on the cash pension contributions we make as an employer to the pension scheme
3. grant in aid used for the purchase of non-current assets is credited to the general reserve and the balance is reduced by the amount of depreciation charged each year.

The table below reconciles the deficit shown on the Statement of Comprehensive Net Expenditure (SCNE) to the deficit recognised for funding and budgeting purposes.

	Ref	2013/14 £000
Deficit per the SCNE	SCNE	15,299
Funding from grants and grant in aid	Note 12	(10,759)
Reverse IAS 19 Pension accounting adjustments	Note 5b, table 2	(3,790)
To fund depreciation charge	Note 6	(239)
<b>(Surplus)/deficit on funding and budgeting basis</b>		<b>511</b>

The SSSC 2013/14 budget was based on approved grant in aid of £9.409m. Other grants with a total value of £1.361m were received providing total grant funding of £10.770m. This was used to fund revenue expenditure of £10.759m and £0.011m was used to fund capital expenditure.

The SSSC's operating income during the financial year 2013/14 was £3.891m. This includes registration fee income of £1.370m.

The SSSC's revenue expenditure for the year ended 31 March 2014 totalled £11.509m. The total funding available to meet this cost was £10.998m (Grants £10.759m, and a transfer from the general reserve for depreciation £0.239m). The deficit of £0.511m has reduced the general reserve. In 2012/13 the Sponsor agreed additional working capital of £409k to fund additional Fitness to Practise work. This increased the general reserve in anticipation of a 2013/14 deficit. The SSSC used this authorized grant in aid allocation in full and further expenditure of £102k was funded from the general reserve. This is summarized in the following table:

	2013/14	2013/14	
	Budget	Actual	Variance
	£000	£000	£000
<b>Operating income:</b>			
Fee income	(1,430)	(1,370)	60
Other grants and income	(2,627)	(2,521)	106
<b>Total operating income</b>	<b>(4,057)</b>	<b>(3,891)</b>	<b>166</b>
<b>Operating costs:</b>			
Staff costs*	6,436	6,779	343
Other operating costs	2,524	3,600	1,076
Grants, awards & bursaries	5,132	5,005	(127)
<b>Total operating cost</b>	<b>14,092</b>	<b>15,384</b>	<b>1,292</b>
<b>Net bank charges/(interest)</b>	<b>11</b>	<b>16</b>	<b>5</b>
<b>Net revenue expenditure</b>	<b>10,046</b>	<b>11,509</b>	<b>1,463</b>
<b>Funded by:</b>			
Grant in aid	(9,398)	(9,398)	0
Other Grants **	-	(1,361)	(1,361)
To fund depreciation	(239)	(239)	0
<b>Total funding</b>	<b>(9,637)</b>	<b>(10,998)</b>	<b>(1,361)</b>
<b>(Surplus)/deficit</b>	<b>409</b>	<b>511</b>	<b>102</b>

\* Staff costs are shown net of pension valuation adjustments.

\*\* No budget was set for other specific grants in 2013/14 as grant levels were agreed during the year.

## **Review of 2013/14**

Actual income and expenditure was monitored throughout the year and work continued to respond to a significant increase in fitness to practise work. This is expected to become a sustained trend and the cost of fitness to practise is anticipated to increase over the next few years as the number of registered social care workers continues to grow.

In 2012/13 the Sponsor Department worked with the EMT to agree a short term funding solution. This was to provide additional grant in aid (£0.409m) in 2012/13 which increased the general reserve. This allowed the SSSC to set a deficit budget for 2013/14. A balanced budget has been agreed for 2014/15 and work is continuing to determine longer term funding requirements.

## **Looking ahead**

The number of new registrations is increasing each year as new sectors of the workforce are required to register. This will mean an increase in the number of staff the SSSC needs to employ. The additional staff will mainly be registration and fitness to practise staff. The increased cost will be partially offset by increased registration income. In the current economic climate and with significant pressures on public finances the SSSC will be required to keep cost increases to a minimum and deal with a significant proportion of increased workload through delivering efficiencies.

## **Going concern**

The Statement of Financial Position at 31 March 2014 shows net liabilities of £7.923m (2012/13: £3.394m). The net liabilities are mainly the result of actuarial assumptions adopted for the application of accounting standard IAS 19.

The SSSC participates in a pension fund which is the subject of an actuarial valuation every three years. This actuarial valuation is different from the valuation required by the accounting standard IAS 19. The actuarial valuation determines employer contribution rates that are designed to bring fund assets and liabilities into balance for the fund as a whole over the longer term.

The liability will therefore be reduced through the payment of employee and employer contributions each year. Any future increases in employer contributions will require to be reflected through the grant in aid agreed with the Sponsor Department.

The Council has no reason to believe the Sponsor Department and Scottish Ministers have any intention to withdraw or reduce support to the SSSC. In addition the Sponsor has confirmed grant in aid figures for 2014/15. It is therefore considered appropriate to prepare the accounts on a going concern basis.

### **Pensions**

The Scottish Social Services Council is an admitted body to the Tayside Superannuation Fund. This is a local government pension scheme administered by Dundee City Council.

The local government pension scheme is a defined benefit scheme that provides pension benefits based on final pensionable remuneration. There were 182 employees who were active members of the Tayside Superannuation Fund as at 31 March 2014.

Employer contribution rates have been set following actuarial valuation as follows:

<b>Year ended</b>	<b>Employer contribution rate</b>
31 March 2013	18.0%
31 March 2014	18.0%
31 March 2015	18.0%

Employee contribution rates are in the range 5.5% to 12% based on earnings bands. The rates and earning bands are subject to periodic review.

The disclosures required by accounting standard IAS 19 "Employee Benefits" are contained in Note 5 of the accounts. The next actuarial valuation of the fund will be carried out as at 31 March 2014 and will set contributions for the period

for 1 April 2015 to 31 March 2018. There are no minimum funding requirements in the Local Government Pensions scheme but the contributions are generally set to target a funding level of 100% using the actuarial valuation assumptions.

### **Auditor's remuneration**

Under the Public Finance and Accountability (Scotland) Act 2000 the Auditor General for Scotland appoints the auditors of the SSSC. For the financial years 2011/12 to 2015/16 the Auditor General appointed Audit Scotland to undertake the statutory audit of the SSSC.

The general duties of the auditor, including their statutory duties, are set out in the Code of Audit Practice issued by Audit Scotland and approved by the Auditor General.

The cost of statutory audit for 2013/14 was £17.6k (2012/13 £17.6k). Audit Scotland provided services solely relating to the statutory audit. No further assurance, tax or other services were provided.

Scott Moncrieff are appointed as the SSSC's internal auditors. The cost of internal audit for 2013/14 was £17.4k (2012/13 £24.7k). Internal audit received an additional £4k for non-audit work.

All reports by internal and external audit are considered by the Audit Committee.

### **Public Services Reform (Scotland) Act 2010**

Sections 31 and 32 of the Public Services Reform (Scotland) Act 2010 impose a duty on the SSSC to publish information on expenditure, economic stability and efficiency as soon as is reasonably practicable after the end of each financial year. The information required to comply with these disclosure requirements is not an integral part of the annual accounts and is displayed on the SSSC website at [www.SSSC.uk.com](http://www.SSSC.uk.com)

### **Supplier Payment Policy**

The SSSC is committed to the Confederation of British Industry Prompt Payment Code for the payment of bills for goods and services we receive.

It is our policy to make payments in accordance with the Scottish Government's instructions on prompt payment and a target of payment within 10 days. We paid 98.1% (2012/13 97.4%) of invoices within 10 days.

We aim for continuous improvement in payment performance.

### **Disclosure of information to Auditors**

So far as I, as the Accountable Officer, am aware, there is no relevant audit information of which our auditors are unaware.

I have taken all steps I ought to have to make myself aware of any relevant information and to establish that our auditors are aware of that information.

### **Post Statement of Financial Position events**

There were no events after the end of the reporting period (31 March 2014) that require disclosure.

## 1.8 Sustainability report

This is the first of a new style of reporting using a format recommended by Government to include key carbon management and other environmental sustainability aspects of how public bodies can demonstrate progress towards achieving the targets and actions set out in the Climate Change (Scotland) Act 2009 and other relevant legislation.

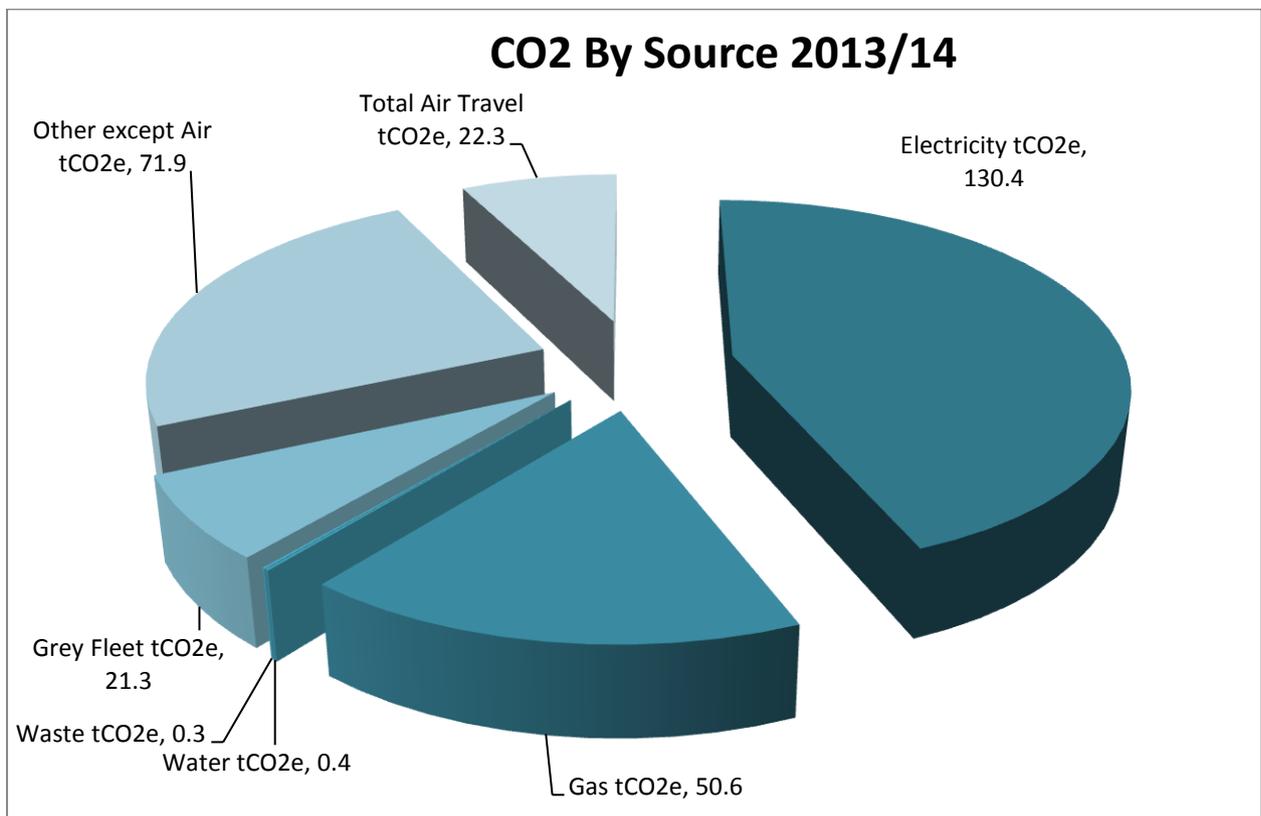
The Scottish Social Services Council (SSSC) produced its first Carbon Management Plan in 2011, which is now reported on annually. The SSSC are located in Dundee but travel throughout Scotland, contributing to the travel emissions.

The SSSC have used the actual figures for the consumption of electricity, gas and water to their offices in Dundee, with average vehicle CO<sup>2</sup> figures being used for Grey Fleet. The other travel figures have been provided by Expotel and other sources, using approved conversion factors.

### Summary of performance

Area	Performance 2013/14	Status
Total CO <sup>2</sup> e	This has increased from the 2011/12 baseline by 13% to 297 tCO <sup>2</sup> e	
Travel	There is an increase of 68% from baseline.	
Gas, Water and Electricity	CO <sub>2</sub> emissions from stationary sources has reduced by 6% from the 2011/12 Baseline	
Waste and Recycling	Total waste and recycling has remained at a consistent level of 0.3tCO <sup>2</sup> e from 2011/12.	

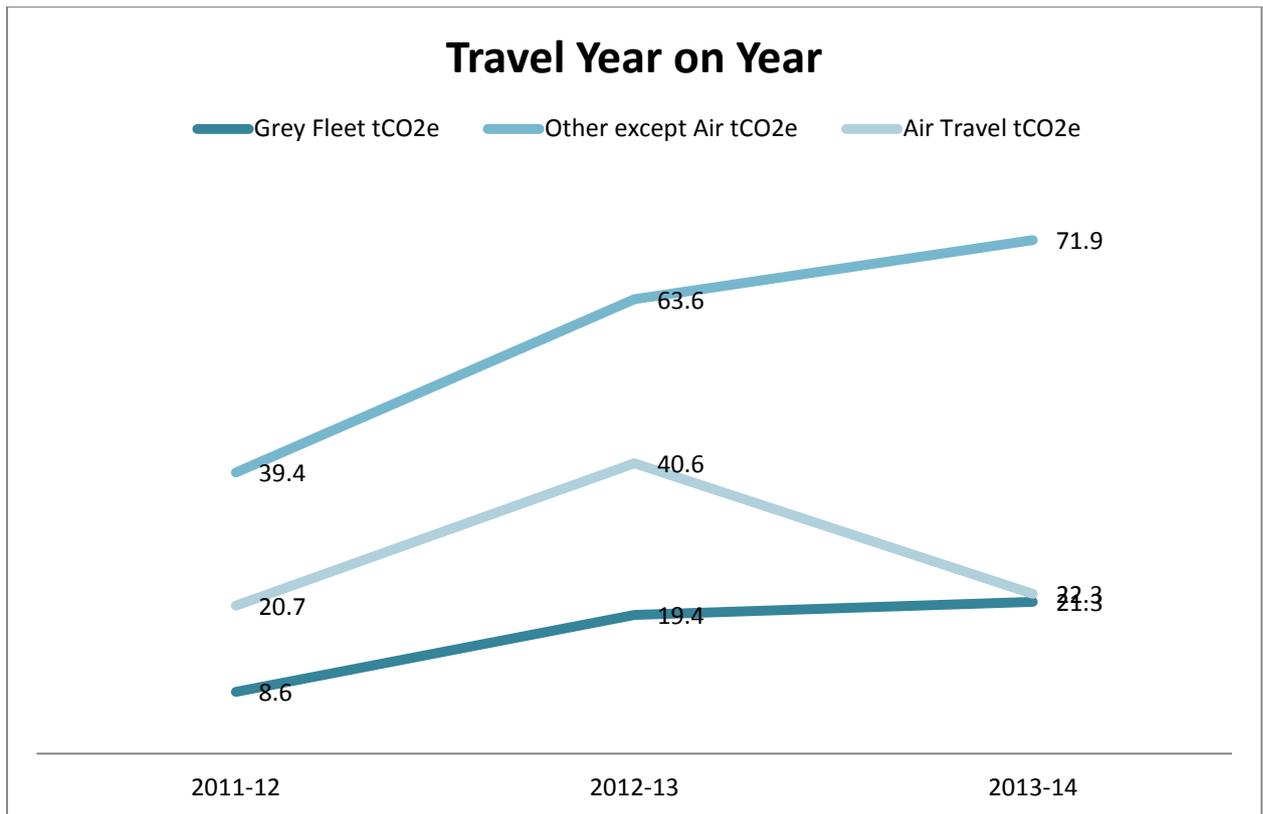
Area	Actual performance
<b>Total CO<sup>2</sup> Emissions</b>	297 tCO <sup>2</sup> e
<b>Travel Related CO<sup>2</sup></b>	93 tCO <sup>2</sup> e
<b>Total Travel Cost</b>	£126,469
<b>Total Energy CO<sup>2</sup></b>	181 tCO <sup>2</sup> e
<b>Energy Consumption (gas &amp; electricity)</b>	568 MWh
<b>Energy expenditure (gas &amp; electricity)</b>	£50,805
<b>Total waste CO<sup>2</sup></b>	0.30 tCO <sup>2</sup> e
<b>Waste</b>	16 tonnes
<b>Waste expenditure</b>	£6,519
<b>Total water CO<sup>2</sup></b>	0.4 tCO <sup>2</sup> e
<b>Water consumption</b>	1,197 m <sup>3</sup>
<b>Water expenditure</b>	£6,741



## Travel

Year	Grey Fleet tCO <sub>2</sub> e	Other except Air tCO <sub>2</sub> e	Air Travel tCO <sub>2</sub> e
<b>2011/12</b>	8.6	39.4	20.7
<b>2012/13</b>	19.4	63.6	40.6
<b>2013/14</b>	21.3	71.9	22.3

Note: Grey fleet is staff using their own vehicles



#### Performance Commentary

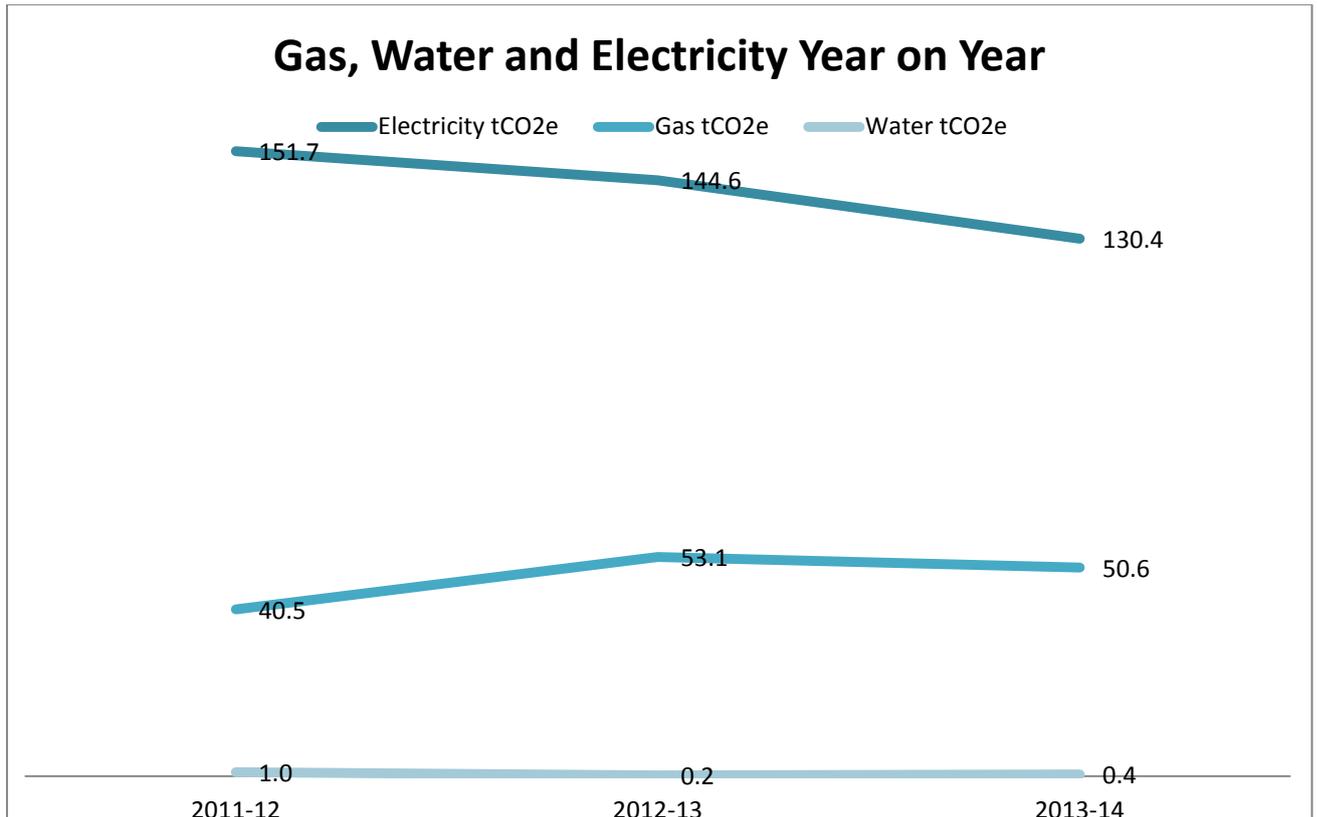
There has been a year on year increase in car travel totalling 47 tCO<sup>2</sup>e from baseline, the majority of which is attributable to air travel. 'Other' includes trains, ferries, buses and taxis, which increased in 2012/13 but has reduced this year to almost the 2011/12 level. Overall, travel has almost doubled since 2011/12.

#### Direct Impact Commentary

The SSSC has almost doubled in size in the last three years and our remit is Scottish wide this has contributed to our increase in travel. Many of our staff are travelling to provided training and events throughout Scotland. In the last two years there has been increased interest in our work from overseas and the SSSC has been invited to speak at events and meet with decision makers in New Zealand, Australia and Canada. This aligns with the Scottish Government's vision of Scotland as a work leader.

#### Gas, Water and Electricity

Year	Electricity tCO2	Gas tCO2	Water tCO2
2011/12	151.7	40.5	1.0
2012/13	144.6	53.1	0.2
2013/14	130.4	50.6	0.4



#### Performance Commentary

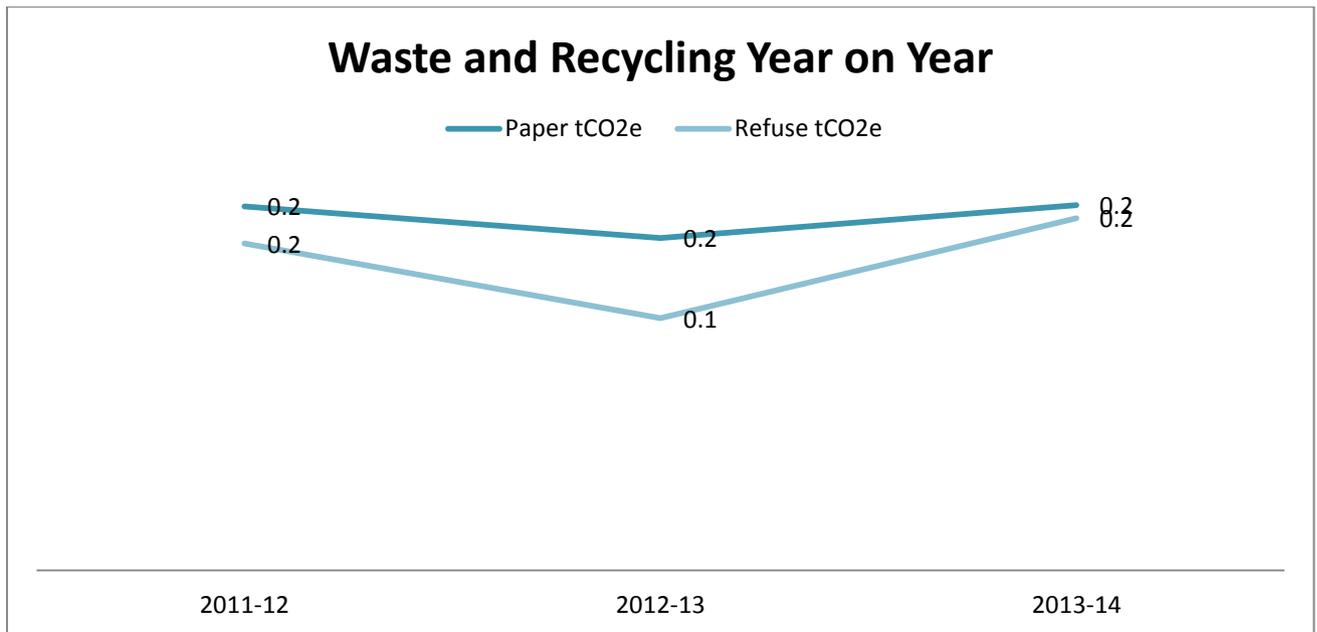
There was a slight increase in energy consumption in 2012/13 due to the prolonged period of cool, dull weather, resulting in higher heating and lighting costs. However, last year showed an improvement on previous years, resulting in the tCO<sup>2</sup> reducing to 181 tCO<sup>2</sup>e.

#### Direct Impact Commentary

The high water value in 2011/12 was a result of a leak in the mains pipe at Compass House, Dundee which had been there from the outset. This was immediately remedied upon discovery. The reduction in energy consumption can be attributed to reduced light and heating settings, new ICT equipment and changing light fittings and lamps for more energy efficient ones.

#### Waste and Recycling

Year	Paper tCO2	Refuse tCO2
2011/12	0.2	0.2
2012/13	0.2	0.1
2013/14	0.2	0.2



**Performance Commentary**

It is positive to note that despite an increase in staff numbers and remit, the waste has remained at approximately the same level, so should be seen as an improvement.

**Direct Impact Commentary**

With the new waste regulations for 2014/15 onwards, it is hoped that the figure for refuse will reduce in future.

**Sustainable Procurement**

Sustainable procurement means taking into account social, economic and environmental considerations as part of the procurement process. The SSSC will, when evaluating tenders, consider sustainability and it will be relevant and proportional to the procurement process.

Anna Fowlie  
 Chief Executive and Accountable Officer  
 28 October 2014

## **2 THE DIRECTORS' REPORT**

The senior officers of the SSSC are:

- Anna Fowlie, Chief Executive
- Lorraine Gray, Head of Strategic Development
- Mairi-Anne Macdonald, Director of Sector Development
- Valerie Murray, Director of Fitness to Practise
- Gordon Weir, Director of Corporate Services (shared service with Care Inspectorate)

### **2.1 Sickness absence**

In 2013/14, 3.5% working days were lost for the year, this equates to eight days per employee. Latest figures from the Chartered Institute of Personal Development (CIPD) cite average public sector absence levels at 3.8% and 8.7 days per employees. Our overall sickness levels have reduced by 0.1% with short term, self certificated absence reducing from 1.5% to 1.2%.

Our Organisational Support and Development department continue to work closely with line managers to help them support employees with health problems to return to work and to sustain their attendance through access to occupational health advice, reasonable adjustments and flexible working arrangements. Managers will be further supported to manage absence issues through a managers training workshop programme that the Human Resources team will deliver throughout June and in to the future. All staff have access to **'HELP'** our employee assistance programme which provides a confidential life management and personal support service available 24 hours a day, 365 days a year. The service includes a range of financial and legal help, relationship advice, telephone and online counselling support and innovative services such as computerised cognitive behavioural therapy.

### **2.2 Employee turnover**

The employee turnover figure for the period April 2013 to March 2014 was 22%. Of these staff 13% were permanent and 9% were temporary. The CIPD's latest survey cites an average public sector turnover figure of 9.4%. Our overall turnover increased by 5.9% on last year's figure (16.1%) and is mainly due to

the high number of staff in temporary roles we have been managing within the organisation over the last year. Two thirds of turnover was in our Registration team and Fitness to Practise department.

### **2.3 Personal data incidents**

There were no data protection breaches, reported to the Information Commissioner, for the year to 31 March 2014.

### **2.4 Valuing our staff**

We are committed to staff development and all staff have a development plan and opportunities for further development. This year we held a staff conference where all staff were able to submit ideas to make the Organisational Development Strategy relevant to them. Staff voted on the top ideas and we will establish working groups to take those ideas forward.

Anna Fowlie  
Chief Executive and Accountable Officer  
28 October 2014

### **3 REMUNERATION REPORT**

#### **UNAUDITED INFORMATION**

##### **Introduction**

This report provides information on the remuneration of Scottish Social Services Council (SSSC) Council Members and senior managers. Senior managers are members of the Executive Management Team (EMT). The EMT is the Chief Executive, Director of Sector Development, Director of Fitness to Practise, Director of Corporate Services and the Head of Strategic Development. The report contains both audited information and information which is not specifically subject to audit.

##### **Remuneration Committee**

The Remuneration Committee determines the performance element of the pay of the EMT excluding the pay of the Chief Executive.

The following Council Members have been appointed to sit on the Remuneration Committee:

- Garry Coutts (to 31 August 2013)
- Elizabeth Carmichael (to 31 August 2013)
- Maureen O'Neill to 31 August 2013
- Kingsley Thomas (to 31 August 2013)
- James McGoldrick (from 1 September 2013)
- Lorraine Brown (from 1 September 2013)
- Harry Stevenson (from 1 September 2013)
- Joyce Lishman (from 1 September 2013)
- Paul Dumbleton (from 17 October 2013)
- Audrey Cowie (from 29 October 2013)

The Committee is advised by the following officers:

- Chief Executive
- Senior HR Advisor

The Remuneration Committee did not meet during 2013/14.

## **Remuneration policy**

### **Members**

The remuneration of Council Members is determined by Scottish Ministers. There is no performance element to Members' remuneration.

### **Executive Management Team**

#### **Chief Executive**

The Chief Executive's remuneration is determined by the Senior Salaries Review Body. Performance is assessed through an annual appraisal performed by the Convener and this appraisal is submitted to the Scottish Government to allow the Chief Executive's remuneration to be agreed.

#### **Senior managers**

The Directors of Fitness to Practise and Sector Development are on a salary scale of £56k to £64k and the Head of Strategic Development salary scale is £45k to £51k. Incremental progression to the maximum of the scale is determined by performance. Performance is assessed by the SSSC's "Performance Development Review System" and progression is subject to agreement by the Remuneration Committee. The SSSC's pay strategy must be approved by the Scottish Government. Subject to that approval, a pay award package is negotiated with the trade unions. When the pay award package has been agreed it is applied to the remuneration of senior managers and the main body of SSSC staff.

The Director of Corporate Services is employed by the Care Inspectorate and works for the SSSC through a shared service arrangement.

#### **Notice periods - Members**

Council Members are appointed for a term that does not exceed three years and may be re-appointed for a further term again not exceeding three years.

There is no notice period specified for Council Members. Either party may terminate early by giving notice but there is no exact time period specified.

Normally there is no payment available in the event of early termination of the

contract. However, where special circumstances exist, Scottish Ministers may determine that compensation for early termination is appropriate and instruct the SSSC to make a payment. The value of the payment would also be determined by Scottish Ministers.

Details of the service contracts for Council Members serving during the year are detailed below:

<b>Name</b>	<b>Current term</b>	<b>Date of initial appointment</b>	<b>Date of re-appointment</b>	<b>Date of termination of appointment</b>
Garry Coutts (Convener)	2 <sup>nd</sup>	01 Sept 2007	01 Sept 2010	<b>31 Aug 2013</b>
James McGoldrick (Convener)	1 <sup>st</sup>	01 Sept 2013	n/a	31 Aug 2016
Lorraine Brown	1 <sup>st</sup>	01 Sept 2012	n/a	31 Aug 2015
Elizabeth Carmichael	2 <sup>nd</sup>	01 Sept 2007	01 Sept 2010	<b>31 Aug 2013</b>
Audrey Cowie	1 <sup>st</sup>	01 Sept 2013	n/a	31 Aug 2016
Paul Dumbleton	1 <sup>st</sup>	01 Sept 2013	n/a	31 Aug 2016
Julia Edey	1 <sup>st</sup>	01 Oct 2012	n/a	30 Sept 2015
Paul Edie*	1 <sup>st</sup>	15 April 2013	n/a	14 April 2015
Gail Harris	1 <sup>st</sup>	01 Oct 2012	n/a	<b>30 June 2013</b>
Joyce Lishman	1 <sup>st</sup>	01 Oct 2012	n/a	30 Sept 2015
Forbes Mitchell	1 <sup>st</sup>	01 Sept 2013	n/a	31 Aug 2016
Maureen O'Neill	2 <sup>nd</sup>	01 Sept 2007	01 Sept 2010	<b>31 Aug 2013</b>
Andrew Rome	1 <sup>st</sup>	01 Aug 2013	n/a	31 Aug 2016
Harry Stevenson	1 <sup>st</sup>	01 Sept 2012	n/a	31 Aug 2015
Kingsley Thomas	2 <sup>nd</sup>	01 Sept 2007	01 Sept 2010	<b>31 Aug 2013</b>

\* Paul Edie is the Chair of the Care Inspectorate. There is a reciprocal arrangement where the Convener of the SSSC is a Board member of the Care Inspectorate and the Chair of the Care Inspectorate is a Council Member.

### **Chief Executive**

Anna Fowlie was appointed as the SSSC's Chief Executive on 2nd November 2009. The normal retirement age for this post is 65 and the current post holder will attain normal retirement age in 15.4 years. Termination of the contract requires a notice period of 6 months by either party.

There are no compensation payments specified in the contract in the event of early termination of the contract.

### **Senior managers**

The Director of Fitness to Practise, Director of Sector Development and the Head of Strategic Development are all engaged on permanent contracts and are subject to the normal retirement age of 65. Termination of the contract requires a notice period of three months by either party.

There are no compensation payments specified in the contract in the event of early termination of the contract.

<b>Name</b>	<b>Title</b>	<b>Date of appointment</b>	<b>Years to normal retirement age</b>
Mairi Anne MacDonald	Director of Sector Development	16 April 2012	15.6
Valerie Murray	Director of Fitness to Practise Adviser	10 June 2002	10.9
Lorraine Gray	Head of Strategic Development	18 Feb 2008	15.4

### Services from other organisations

Gordon Weir, the Director of Corporate Services is employed by the Care Inspectorate but provides professional services to the SSSC through a Service Level Agreement (SLA). The SSSC made payments to the Care Inspectorate for professional services as follows:

	2013/14 £000	2012/13 £000
Gordon Weir, Director of Corporate Services	23.0	23.0

### Discretionary benefits policy

The Chief Executive, and senior managers do not have any contractual rights to early termination compensation payments but the SSSC operates a discretionary benefits policy that is applicable to all staff (excluding Council Members).

This policy allows additional years of pensionable service to be awarded to those members of the pension scheme who have more than five years pensionable service. The award of additional pensionable service is limited to a maximum of six and two thirds years in a redundancy situation and ten years if early termination is in the interests of the efficiency of the service.

Alternatively, pension scheme members with more than two years pensionable service may be paid compensation of up to 104 weeks pay.

The number of years added or the amount of compensation paid, if any, is determined on the basis of individual circumstances and the employee's age and length of service. All awards of additional service and compensation for early termination are subject to a three year pay-back period and must be approved by the Council.

## AUDITED INFORMATION

### Remuneration - SSSC Council Members

Salary 2012/13 £000		Salary 2013/14 £000
20 – 25	Garry Coutts (Convener)	10 – 15
n/a	James McGoldrick (Convener)	10 – 15
0 – 5	Lorraine Brown	5 – 10
5 – 10	Elizabeth Carmichael	0 – 5
n/a	Audrey Cowie	0 – 5
n/a	Paul Dumbleton	0 – 5
0 – 5	Julia Edey	5 – 10
0 – 5	Gail Harris	0 – 5
0 – 5	Joyce Lishman	0 – 5
n/a	Forbes Mitchell	0 – 5
5 – 10	Maureen O'Neill	0 – 5
n/a	Andrew Rome	0 – 5
0 – 5	Harry Stevenson	0 – 5
5 – 10	Kingsley Thomas	0 – 5

Paul Edie, the Chair of the Care Inspectorate is a member of the Council but receives no remuneration from the SSSC. There is a reciprocal arrangement in place whereby the Convener of the SSSC, is a member of the Board of the Care Inspectorate and receives no remuneration from the Care Inspectorate.

Harry Stevenson has chosen not to claim remuneration for his work as a Council Member.

Council Members are not eligible to join the pension scheme available to employees of the SSSC.

## Remuneration – Executive Management Team

The salaries and pension entitlements of the Chief Executive and senior managers are as follows:

	Single Total Figure of Remuneration							
	Salary		Benefits in Kind to nearest £100)		Pension Benefits*		Total	
	2013/14	2012/13	2013/14	2012/13	2013/14	2012/13	2013/14	2012/13
	£000	£000	£	£	£000	£000	£000	£000
<b>Anna Fowlie,</b> Chief Executive	75-80	75-80	0	0	9	4	85-90	80-85
<b>Mairi Anne MacDonald,</b> Director of Sector Development	60-65	55-60 (part year)	0	0	16	n/a	75-80	n/a
<b>Valerie Murray,</b> Director of Fitness to Practise	65-70	60-65	0	0	8	7	70-75	70-75
<b>Lorraine Gray,</b> Head of Strategic Development	45-50	45-50	0	0	13	n/a	60-65	n/a

\*The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to transfer of pension rights.

Mairi Anne MacDonald and Lorraine Gray were not members of the Executive Management Team for the full year in 2012/13 and therefore no 2012/13 comparative figures are available.

### Salary

Salary includes gross salary; overtime; recruitment and retention allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the SSSC as recorded in the annual accounts.

### Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the SSSC and treated by HM Revenue and Customs as a taxable emolument. No benefits in kind were paid during 2013/14.

### Pay Multiples

We are required to disclose the relationship between the remuneration of the highest paid director and the median remuneration of our workforce.

The Chief Executive was the highest paid director in the financial year 2013/14 and 2012/13. Remuneration of the workforce ranged from £15,507 to £65,034 in 2013/14.

	<b>2013/14</b>	<b>2012/13</b>
	<b>£</b>	<b>£</b>
Highest paid employee (mid-point)	77,500	77,500
Median salary	20,291	20,087
Remuneration ratio	<b>3.82</b>	<b>3.86</b>

Total remuneration includes salary, overtime and other taxable allowances as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

### **Local Government Pension Scheme (LGPS)**

Details of the LGPS and the SSSC's status as an admitted body to Tayside Superannuation Fund are contained in Note 5 of the annual accounts. The Chief Executive, directors and Head of Strategic Development are all members of the LGPS.

	<b>Accrued pension at age 60* and Related lump sum £000</b>	<b>Real increase in pension and related lump sum at age 60* £000</b>	<b>Cash Equivalent Transfer Values (CETV)</b>		
			<b>As at 31 March 2014 £000</b>	<b>As at 31 March 2013 £000</b>	<b>Real Increase £000</b>
Chief Executive*	100-105	(0.0-2.5)	428	397	20
Director of Sector Development	10-15	0.0-2.5	24	11	13
Director of Fitness to Practise	65-70	(0.0-2.5)	362	335	16
Head of Strategic Development	20-25	0.0-2.5	77	64	11

### Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the LGPS. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in

accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real Increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

**Payment of compensation for loss of office**

No Council members or senior management received any payment or other compensation for loss of office.

Anna Fowlie  
Chief Executive and Accountable Officer  
28 October 2014

#### **4 STATEMENT OF ACCOUNTABLE OFFICER'S RESPONSIBILITIES**

Under paragraph 9 (1) of Schedule 2 to the Regulation of Care (Scotland) Act 2001, the SSSC is required to prepare a statement of accounts for each financial year in the form and on the basis directed by Scottish Ministers. The accounts are prepared on an accruals basis and must give a true and fair view of the SSSC's affairs at the year end and of its financial activities during the year. In preparing the accounts, the SSSC is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the accounts direction issued by Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.
- make judgements and estimates on a reasonable basis.
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements.
- prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the SSSC will continue in operation.

Scottish Ministers designated the Chief Executive as the Accountable Officer for the SSSC. The Chief Executive's relevant responsibilities as Accountable Officer, including responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accountable Officer Memorandum issued by the Scottish Government and published in the *Scottish Public Finance Manual*.

Anna Fowlie  
Chief Executive and Accountable Officer  
28 October 2014

## **5 ANNUAL GOVERNANCE STATEMENT**

### **Introduction**

The Scottish Social Services Council (SSSC) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for. The SSSC also has a duty of Best Value as described in the Scottish Public Finance Manual. The duty of Best Value ensures there is a focus firstly on continuous improvement which will help ensure sustainable economic growth for the people of Scotland and secondly on the delivery of the outcomes required of all public services as articulated in the National Performance Framework.

In discharging this overall responsibility, members and senior officers are responsible for putting in place proper arrangements for the governance of SSSC's affairs and facilitating the exercise of its functions. This includes setting the strategic direction, vision, culture and values of the SSSC, effective operation of corporate systems, processes and internal controls, engaging with stakeholders, monitoring whether strategic objectives have been achieved and services delivered cost effectively and ensuring that appropriate arrangements are in place for the management of risk.

This Annual Governance Statement explains the SSSC's governance and risk management framework.

### **The Governance Framework**

#### **Organisational structure**

The Council consists of a Convener and nine Members. The Convener and eight of the members were appointed by Scottish Ministers through open competition. The Chair of the Care Inspectorate is a member of the Council through a reciprocal arrangement where the Convener of the SSSC is a Board member of the Care Inspectorate. The membership reflects a wide range of interests in the field of social care, including service users, carers, those involved in service delivery, professional bodies and those delivering education and training for the social service workforce. The Council remains ultimately responsible and accountable for all the decisions taken in its name, whether directly or through its Committees.

The Council has overall responsibility for oversight of the work of the SSSC and in particular for ensuring that the interface between the SSSC's work in registration and regulation and development of the capability and capacity of the workforce is identified and managed to ensure that the SSSC works in a coherent and effective manner.

The Council must approve the making, revision or revocation of Standing Orders, the approval of the Annual Report and Accounts, budget, corporate plan, risk register and risk management strategy for each financial year.

The Council is also responsible for the appointment of internal auditors to the SSSC.

We currently have the following Committees all of which report to the Council:

### **Policy Committee**

Established to develop an integrated approach to workforce planning, the registration and regulation of the social service workforce and its education and training, including policy on Registration and Conduct Rules made to the Council.

### **Audit Committee**

Established to take an overview of the governance and reporting arrangements of the Council including the external and internal audit arrangements. The Audit Committee also ensures that there is sufficient and systematic review of internal control arrangements of the organisation, including arrangements for risk management.

### **Finance and Resources Committee**

Established to take an overview of how the Council conducts its business, overseeing on behalf of the Council, the preparation of budgets and resource requirements and ensuring these are integrated with the annual business plan and strategic plan. The Finance and Resources Committee agree the organisational structure and also oversee the effective, efficient and economical use of the Council's money and the development of strategies and policies for finance, procurement, estates, human resources, organisational development and information and communications technology.

### **Remuneration Committee**

Established to deal with the remuneration of the Executive Management Team, with the exception of the Chief Executive, whose remuneration is determined by Scottish Government.

### **Registration Committee**

Established to act as the Registration Committee in terms of the Council's Registration Rules. The Registration Rules set out the processes, procedures and requirements for registration in the SSSC's Register.

### **Conduct Committee**

Established to act as the Conduct Committee in terms of the Council's Conduct Rules. The Conduct Rules regulate how the SSSC deals with allegations of misconduct against persons on the SSSC's Register.

The SSSC has a number of other committees that only meet as required, such as the Complaints Review Committee and the Employment Appeals Sub-committee.

### **Council Members**

Council Members are subject to the Ethical Standards in Public Life (Scotland) Act 2000 and the SSSC Code of Conduct which has been approved by Scottish Ministers. The key principles which underpin the Code are based on the principles of public life set down by the Committee on Standards in Public Life (originally 'the Nolan Committee'). The key principles are:

- Public Service
- Selflessness
- Integrity
- Objectivity
- Accountability and Stewardship
- Openness
- Honesty
- Leadership and
- Respect.

Council Members also work to the six core principles set out in the Good Governance Standard for Public Services, which are:

- focusing on the organisation's purpose and on outcomes for citizens and service users
- performing effectively in clearly defined functions and roles
- promoting values for the whole organisation and demonstrating the values of good governance through behaviour
- taking informed transparent decisions and managing risk
- developing the capacity and capability of the governing body to be effective
- engaging stakeholders and making accountability real.

The quarterly Council meetings are held in public and the minutes of each meeting are available on our website [www.sssc.uk.com](http://www.sssc.uk.com)

Council Member	Council	Finance & Resources		Audit		Registration		Education & Workforce Regulation Policy		Conduct	
	Attended	Member Yes/no	Attended	Member Yes/no	Attended	Member Yes/no	Attended	Member Yes/no	Attended	Member Yes/no	Attended
Garry Coutts, Convener (to 31/08/13)	1							Y	1		
Professor James McGoldrick, Convener (from 01/09/13)	3							Y	2		
Lorraine Brown	4	Y	5			Y		Y	4	Y	
Elizabeth Carmichael	1			Y	2			Y	2	Y	
Audrey Cowie (from 01/09/13)	3	Y	1					Y	2		
Paul Dumbleton (from 01/09/13)	2	Y	3					Y	3		
Julia Edey	4	N	1	Y	5			Y	3	Y	
Paul Edie	4							Y	1		
Gail Harris (to 30/06/13)		Y	1					Y	1		
Professor Joyce Lishman	3	Y	1	Y	1			Y	4		
Forbes Mitchell (from 01/09/13)	3	Y	1	Y	2			Y	2		
Maureen O'Neill (to 31/08/13)						Y		Y	1		
Andrew Rome (from 01/08/13)	3			Y	2			Y	3		
Harry Stevenson	3			Y				Y			
Kingsley Thomas (to 31/08/13)	1	Y	2					Y	1		

The Remuneration and Conduct Committees were not required to meet during the year.

## **Accountable Officer**

The SSSC's Chief Executive, Anna Fowlie is the designated Accountable Officer for the SSSC. The Accountable Officer is personally responsible to Scottish Ministers, who are ultimately accountable to the Scottish Parliament, for securing propriety and regularity in the management of public funds and for the day-to-day operations and management of the SSSC.

The detailed responsibilities of the Accountable Officer for a public body are set out in a Memorandum from the Principal Accountable Officer of the Scottish Administration which is issued to the Chief Executive on appointment and updated from time to time.

## **Executive Management Team**

The Executive Management Team (EMT) supports the Chief Executive in her Accountable officer role through the formal scheme of delegation. The EMT comprised the Director of Sector Development, the Director of Fitness to Practise, Director of Corporate Services and the Head of Strategic Development. Each of these officers has responsibility for the development and maintenance of the governance environment within their own areas of control.

## **Internal Audit**

The SSSC's internal audit function has been contracted out. Internal audit forms an integral part of the SSSC's internal control and governance arrangements. The internal audit service operates in accordance with Government Internal Audit Standards and undertakes an annual programme of work approved by the Audit Committee. This annual programme is based on a formal risk assessment process which is updated on an ongoing basis to reflect evolving risks and changes. It also takes account of the three year Strategic Internal Audit Plan and the Annual internal Audit Plan.

## **Key elements of the SSSC's governance arrangements**

- The SSSC's vision is incorporated within the Strategic Plan which has been published and is available on the SSSC's website.
- The SSSC seeks stakeholder views on a wide range of issues and undertakes regular formal and informal consultation.

- The roles and responsibilities of Council Members and officers are defined in our standing orders, scheme of delegation and financial regulations.
- Our standing orders, scheme of delegation and financial regulations are subject to regular review and revised where appropriate.
- We have tested business continuity plans in place which set out the arrangements with which we aim to continue to deliver services in the event of an emergency.
- Our performance management arrangements enable progress against the SSSC's priorities to be monitored.
- We publicly report on our performance.
- We respond to findings and recommendations of our external auditors (Audit Scotland) and our internal auditors (Scott Moncrieff). The Audit Committee receives regular reports from management on the implementation of audit recommendations. The internal auditors formally report on the implementation of agreed audit recommendations to the Audit Committee annually.
- The Audit Committee reports annually to the Council on their own performance as a Committee, the Committee's opinion on the performance of internal and external audit and provide an opinion on the reliability and appropriateness of the Annual Governance Statement.
- We are committed to the efficient government programme and on an annual basis identify efficiency savings achieved by implementing this initiative.
- Codes of conduct are in place for, and define the standards of behaviour expected from, Council Members and officers.
- We foster relationships and partnerships with other public, private and voluntary organisations where there is a clear alignment with our strategic objectives.
- A register of Members' interests is maintained and is available for inspection by members of the public. Declarations of conflicts of interest are standing agenda items at each Council and Committee meeting.
- The performance and training needs of Council Members is assessed by the Convener. The Convener is similarly assessed by senior officials within the Sponsor Department. Through this process all Council

Members have personal development plans which are periodically supplemented by additional training.

- Council Members are appointed by Scottish Ministers. The scheme of members' remuneration and expenses is similarly determined by Scottish Ministers. Details of all members' expenses are published on an annual basis.
- The Chief Executive is responsible and accountable for all aspects of executive management.
- The roles of all officers are defined in agreed job descriptions. Staff performance is reviewed on an annual basis in accordance with our personal development and review scheme (PDRS).
- We have an agreed systematic approach to delivering Best Value.
- Our procurement capability is assessed by the Scottish Procurement Directorate and we strive to continually improve our procurement capability.
- We hold regular performance review meetings with the Sponsor Department.
- We have Prevention of Fraud and Bribery policies.
- A whistle blowing policy (contained within the Code of Conduct) provides for the direct reporting of problems to senior managers without fear of recrimination.

## **Equality Duties**

Under the Regulation of Care (Scotland) Act 2001, the SSSC is obliged to act in a manner which encourages equal opportunities. The SSSC must also comply with the Equality Act 2010. Section 149 of the Act came into force on 5 April 2011 and created the Public Sector Equality Duty.

The purpose of the Public Sector Equality Duty (PSED – known as 'the general duty') is to ensure that public authorities consider how they can proactively advance equality when undertaking their functions; in their policies, in the services they provide and in their day-to-day business. The general duty requires public authorities, in the exercise of their functions, to pay due regard to three needs. The need to:

- **eliminate discrimination, harassment, victimisation** and any other conduct that is prohibited by or under the Equality Act 2010
- **advance equality of opportunity** between persons who share a relevant protected characteristic and persons who do not
- **foster good relations** between persons who share a relevant protected characteristic and persons who do not.

In May 2012, the Scottish Government introduced Regulations setting out 'specific duties' for named public authorities, including the SSSC. The specific duties are:

- a duty to publish a set of equality outcomes by 30 April 2013 and to report progress not later than 30 April 2015 and every two years thereafter
- a duty to assess and review policies and practices (by means of Equality Impact Assessments)
- a duty to report progress on mainstreaming the equality duty by 30 April 2013 and every two years thereafter
- a duty to gather and use employee information
- a duty to publish gender pay gap information by 30 April 2013 and every two years thereafter
- a duty to publish a statement on the organisation's policy on equal pay – in the first instance (by 30 April 2013) in relation to gender only and then in relation to gender, race and disability by 30 April 2015 and every two years thereafter
- a duty to publish a statement on the organisation's 'occupational segregation' (defined as the concentration of men and women in particular grades and particular occupations) – in the first instance (by 30 April 2013) in relation to gender only by and then in relation to gender, race and disability by 30 April 2015 and every two years thereafter
- a duty to consider equalities in relation to public procurement
- a duty to publish information in a manner that is accessible.

The SSSC has met all its responsibilities.

In March 2013 The Mainstreaming Report was approved by Council. It sets out our approach on equalities and how we plan to meet the PSED. It demonstrated how it had grown out of our existing equalities work, such as our Equality Scheme and Equality Action Plan, which were subject to public consultation.

The report highlights current examples of good practice in how we meet each of the three needs of the general duty for three groups of people: people who use social services and their carers, for social service workers and for our staff.

In this report we also set out information in relation to the SSSC's gender pay gap and occupational segregation (that is, the concentration of men and women at different grades and in different occupations).

The legislation currently requires the publication of only gender information at this stage, but will require the publication of race and disability for the second report in 2017.

The SSSC performs well in terms of its gender pay gap, with an overall +3% gap in favour of women. This is largely due to the high proportion of women in senior roles. This is relatively unusual, with most public sector organisations demonstrating a gender pay gap of +10 – 20% in favour of men.

The ratio of SSSC staff is 1:5, men to women (i.e. 80% women). This is broadly consistent throughout all levels of the organisation.

Our work on equalities is overseen by the Equalities Working Group (EWG), composed of representatives from each business area of the SSSC and one external member – a newly qualified social worker with a special interest in disability issues. However, it must be clear that responsibility for implementing our equalities obligations lies with individual staff and line managers in all areas of the organisation.

## **Risk management**

The SSSC has a risk management policy. The main priorities of this policy are the identification, evaluation and control of risks which threaten our ability to deliver our objectives. The policy provides direction on a consistent, organised and systematic approach to identifying risks, the control measures that are already in place, the residual risk, the risk appetite and action that is necessary to further mitigate against risks.

Risks identified are maintained on a strategic risk register and addressed in the preparation of the strategic plan. The Strategic Plan has been developed to show clear links between risks identified on the risk register and the SSSC's strategic objectives. As a result, the risks identified become embedded in managers' work plans for the year.

## **Information Governance**

The SSSC has procedures for dealing with requests for information in terms of the Freedom of Information (Scotland) Act 2002 and the Data Protection Act 1998. We also have a procedure to respond to suspected data breaches and operate a records management policy and a data protection policy with complimentary procedures and oversight arrangements. These policies, procedures and processes provide for a direction on a consistent, organised and systematic approach to responding to requests for information and managing the information that we hold. To support this work we have an annual information governance training strategy.

## **System of internal financial control**

Within the SSSC's overall governance framework specific arrangements are in place as part of the system of internal financial control. This system is intended to ensure that reasonable assurance can be given that assets are safeguarded, transactions are authorised and properly recorded and material errors or irregularities are either prevented or would be detected within a timely period. The SSSC's system of internal financial control is based on a framework of financial regulations, regular management information, administrative procedures (including segregation of duties), management supervision and a system of delegation and accountability. Development and maintenance of the

system is the responsibility of managers within the SSSC. In particular, the system includes:

- financial regulations
- comprehensive budgeting systems
- regular reviews of periodic and annual financial reports which indicate financial performance against forecast
- setting targets to measure financial and other performance
- the preparation of regular financial reports which indicate actual expenditure against the forecasts
- clearly defined capital expenditure guidelines.

### **Compliance with guidance and best practice**

The following are all key documents that have underpinned the development of our governance framework:

- Scottish Public Finance Manual
- Management Statement and Financial Memorandum of the SSSC
- On Board: A Guide for Board Members of Public Bodies in Scotland
- The Model Code of Conduct for Members of Devolved Public Bodies
- Best Value in Public Services: Guidance for Accountable Officers
- SSSC Codes of Practice for Social Service Workers and Employers.

### **Review**

The effectiveness of our governance framework is reviewed annually as part of the preparation of this Governance Statement. Individual policies and procedures that contribute towards the overall governance framework are also subject to periodic review. This review is informed by:

- the views of Audit Committee on the assurance arrangements.
- the opinions of internal and external audit on the quality of the systems of governance, management and risk control.
- "Certificates of Assurance" supplied by EMT members following a review of the governance arrangements within their specific areas of responsibility.
- feedback from managers and staff within the SSSC on our performance, use of resources, responses to risks, and the extent to which in-year budgets and other performance targets have been met.

Significant issues and areas where the governance framework can be developed identified as a result of this review process are detailed in the sections below:

## **Significant issues**

### A growing Register

The Register of social care workers is projected to continue to increase. The Registration and Fitness to Practise resource models will continue to be further developed to ensure that resource requirements can be identified as far into the future as reliably possible. This work must be complimentary to the efficiencies work described below and planned and realised efficiencies built into our resource models.

### Efficiencies

As at 31 March 2014 there were approximately 58,000 social care service workers on the workforce register. It is anticipated that by 2019/20 there will be approximately 116,000 registered workers. The increase in number of registered workers will require the SSSC to expand its workforce both in terms of registration and fitness to practise staff. However, at a time of significant pressure on public finances we will need to grow the SSSC firstly by demonstrating efficiencies before making additional demands on scarce public funding.

Finance and Resources Committee receives an annual report on efficiencies delivered and ensures that the SSSC as a minimum complies with Scottish Government expectations for public bodies.

## **Specific grant funding**

The SSSC is attracting significant grant funding which is additional to grant in aid. This is short term funding which creates issues in terms of the time frame to plan and deliver grant funded project whilst maximising the benefit from the funding available.

## **Data handling and protection**

There are no data losses to report for the year to 31 March 2014.

## **Developing the governance framework**

### Committee structure review

A review of the SSSC's committee structure is planned for early 2014/15.

### Development of SSSC Code of Corporate Governance

Although we believe the governance framework in place is working effectively there is no overarching document that brings all the different elements together to provide an overview of how the SSSC delivers effective governance.

A Code of Corporate Governance together with a revised process for reviewing corporate governance arrangements will be considered by the Audit Committee and subsequently the Council in 2014/15. This code will:

- describe the principles of good governance and how we aim to achieve them
- identify the policies and procedures that are essential to demonstrate compliance with these principles
- set out the corporate governance review process.

### Members' Code of Conduct

Members' Code of Conduct will be revised in early 2014/15 in line with the revised Model Code of Conduct.

## **Certification**

The SSSC's governance framework has been in place for the year ended 31 March 2014 and up to the date of signing of the accounts.

It is my opinion that reasonable assurance can be placed upon the adequacy and effectiveness of the SSSC's systems of governance. Although areas for further improvement have been identified the annual review has provided sufficient evidence that the SSSC's governance arrangements have operated effectively and that the SSSC complies with all relevant guidance and generally accepted best practice in all significant respects.

Anna Fowlie

Chief Executive and Accountable Officer

28 October 2014

## **6 Independent auditor's report to the members of the Scottish Social Services Council, the Auditor General for Scotland and the Scottish Parliament**

I have audited the financial statements of the Scottish Social Services Council for the year ended 31 March 2014 under the Regulation of Care (Scotland) Act 2001. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2013/14 Government Financial Reporting Manual (the 2013/14 FReM).

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 125 of the Code of Audit Practice approved by the Auditor General for Scotland, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

### **Respective responsibilities of Accountable Officer and auditor**

As explained more fully in the Statement of the Accountable Officer's Responsibilities the Accountable Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and is also responsible for ensuring the regularity of expenditure and income. My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland. Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors. I am also responsible for giving an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the body's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Accountable Officer; and the overall presentation of the financial statements.

It also involves obtaining evidence about the regularity of expenditure and income. In addition, I read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements, irregularities, or inconsistencies I consider the implications for my report.

### **Opinion on financial statements**

In my opinion the financial statements:

- give a true and fair view in accordance with the Regulation of Care (Scotland) Act 2001 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2014 and of its net operating cost for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2013/14 FReM; and
- have been prepared in accordance with the requirements of the Regulation of Care (Scotland) Act 2001 and directions made thereunder by the Scottish Ministers.

### **Opinion on regularity**

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

### **Opinion on other prescribed matters**

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with the Regulation of Care (Scotland) Act 2001 and directions made thereunder by the Scottish Ministers; and
- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which I am required to report by exception**

I am required to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit; or
- the Governance Statement does not comply with guidance from the Scottish Ministers.

I have nothing to report in respect of these matters.

Signed:

David McConnell, MA, CPFA  
Assistant Director of Audit  
Audit Scotland  
4th Floor, South Suite  
The Athenaeum Building  
8 Nelson Mandela Place  
GLASGOW

Date:

G2 1BT



**7 ANNUAL REPORT AND ACCOUNTS**  
**1 April 2013 – 31 March 2014**

**Scottish Social Services Council**  
**Annual Accounts**  
**1 April 2013 to 31 March 2014**

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**STATEMENT OF COMPREHENSIVE NET EXPENDITURE  
FOR THE YEAR ENDED 31 MARCH 2014**

	Note	2013/14 £000	Restated 2012/13 £000
<b><u>Income</u></b>			
Registration fees	2a	(1,370)	(1,259)
Other operating income	2b	(2,521)	(2,713)
		(3,891)	(3,972)
<b><u>Expenditure</u></b>			
Staff costs	3b	7,173	6,319
Operating expenditure	6a	3,600	3,121
Postgraduate bursaries	6b	2,586	2,681
Practice learning fees	6b	2,354	2,519
Disbursements	6b	65	0
		15,778	14,640
<i>Net operating cost on ordinary activities before interest and (return)/cost on pension scheme assets and liabilities</i>		11,887	10,668
Bank interest (net of charges)		16	11
Net interest on pension (asset)/liability	5b	224	276
<i>Net operating cost on ordinary activities after interest and net interest on pension scheme net liabilities</i>		12,127	10,955
Total actuarial re-measurements on defined pensions liability	5b	3,172	(1,896)
<b>Total comprehensive net expenditure before Government funding</b>		15,299	9,059

2012/13 figures have been restated from the published 2012/13 position to reflect the change in IAS19 pensions accounting. This has no impact on the total comprehensive net expenditure position.

All operations are continuing.

The notes on pages 88 - 106 form an integral part of these accounts.

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 MARCH 2014**

	<b>Note</b>	<b>2013/14 £000</b>	<b>2012/13 £000</b>
<b>Non-current assets</b>			
Property, plant and equipment	7	124	165
Intangible assets	8	577	764
<b>Total non-current assets</b>		701	929
<b>Current assets</b>			
Trade and other receivables	9	827	889
Cash and cash equivalents	10	2,550	3,106
<b>Total current assets</b>		3,377	3,995
<b>Total assets</b>		4,078	4,924
<b>Current liabilities</b>			
Trade and other payables	11	(3,087)	(3,194)
<b>Total current liabilities</b>		(3,087)	(3,194)
<b>Non-current assets plus net current assets</b>		991	1,730
<b>Non-current liabilities</b>			
Pension liabilities	5a	(8,914)	(5,124)
<b>Total non-current liabilities</b>		(8,914)	(5,124)
<b>Net assets/(liabilities)</b>		(7,923)	(3,394)
<b>Taxpayers' equity</b>			
Pensions reserve	SOCTE	(8,914)	(5,124)
General reserve	12	991	1,730
		(7,923)	(3,394)

Anna Fowlie  
Chief Executive and Accountable Officer  
28 October 2014

The notes on pages 88 - 106 form an integral part of these accounts.

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2014**

	<b>Note</b>	<b>2013/14 £000</b>	<b>2012/13 £000</b>
<b>Cash flows from operating activities</b>			
Net operating cost before Government funding	SCNE	(15,299)	(9,059)
Adjustments for non-cash items:			
Pension adjustments and re-measurements	5b, table 2	3,790	(1,051)
Depreciation and amortisation	6a, 7, 8	239	284
(Increase)/decrease in trade and other receivables	9a	62	(147)
Increase/(decrease) in trade and other payables	11a	(107)	121
<b>Net cash outflow from operating activities</b>		<b>(11,315)</b>	<b>(9,852)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	7a	0	0
Purchase of intangible assets	8a	(11)	(292)
<b>Net cash outflow from investing activities</b>		<b>(11)</b>	<b>(292)</b>
<b>Cash flows from financing activities</b>			
Funding from Government	13a	10,770	10,618
<b>Net financing</b>		<b>10,770</b>	<b>10,618</b>
Net increase/(decrease) in cash and cash equivalents in the period	10	(556)	474
Cash and cash equivalents at the beginning of the period	10	3,106	2,632
Cash and cash equivalents at the end of the period	10	2,550	3,106

The notes on pages 88 – 106 form an integral part of these accounts.

**STATEMENT OF CHANGES IN TAXPAYERS' EQUITY  
FOR THE YEAR ENDED 31 MARCH 2014**

	Note	Pension Reserve £000	General Reserve £000	Total Reserves £000
<b>Balance at 31 March 2012</b>		<b>(6,175)</b>	<b>1,222</b>	<b>(4,953)</b>
<b>Restated changes in taxpayers' equity for 2012/13</b>				
Pensions adjustment & re-measurement	5b table 2	1,051	(1,051)	0
Total comprehensive net expenditure	SCNE		(9,059)	(9,059)
<b>Restated total recognised income and expense for 2012/13</b>		<b>1,051</b>	<b>(10,110)</b>	<b>(9,059)</b>
Funding from Government	13a		10,618	10,618
<b>Balance at 31 March 2013</b>		<b>(5,124)</b>	<b>1,730</b>	<b>(3,394)</b>
<b>Changes in taxpayers' equity for 2013/14</b>				
Pensions adjustment & re-measurement	5b table 2	(3,790)	3,790	0
Total comprehensive net expenditure	SCNE		(15,299)	(15,299)
<b>Total recognised income and expense for 2013/14</b>		<b>(3,790)</b>	<b>(11,509)</b>	<b>(15,299)</b>
Funding from Government	13a		10,770	10,770
<b>Balance at 31 March 2014</b>		<b>(8,914)</b>	<b>991</b>	<b>(7,923)</b>

The notes on pages 88 – 106 form an integral part of these accounts.

## **NOTES TO THE ACCOUNTS**

### **1 Statement of accounting policies**

#### **1.1 Basis of accounts**

The accounts have been prepared in accordance with the Accounts Direction issued by the Scottish Ministers. The Accounts Direction (reproduced at Appendix 1) requires compliance with the Government's Financial Reporting Manual (FRoM) which follows International Financial Reporting Standards as adopted by the European Union, International Financial Reporting Interpretation Committee (IFRIC) interpretations and the Companies Act 2006 to the extent that it is meaningful and appropriate in the public sector context. The particular accounting policies adopted by the SSSC are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

The accounts are prepared using accounting policies and, where necessary, estimation techniques, which are selected as the most appropriate for the purpose of giving a true and fair view in accordance with the principles set out in International Accounting Standard 8: Accounting Policies, Changes in Accounting Estimates and Errors.

#### **1.2 Accounting standards issued not yet effective**

In accordance with IAS8, changes to IFRS that have been issued but not yet effective have been reviewed for impact on the financial statements in the period of initial application. No significant impact on future periods' financial statements is anticipated. The following standards have been considered:

- IFRS10 – consolidated financial statements
- IFRS11 – Joint arrangements
- IFRS12 – Disclosure of interests in other entities
- IFRS13 – Fair value measurement.

#### **1.3 Accounting convention**

The accounts have been prepared under the historical cost convention except for certain financial instruments and pensions that have been measured at fair value as determined by the relevant accounting standard.

#### **1.4 Going concern**

The accounts have been prepared on the going concern basis, which provides that the entity will continue in operational existence for the foreseeable future. Further explanation of the adoption of the going concern basis is contained in the Financial Review section (pages 40-46).

#### **1.5 Property, plant and equipment**

##### **Capitalisation**

The capitalisation threshold for individual assets is £10,000. This applies to all asset categories.

##### **Valuation**

Property, plant and equipment assets are carried at cost, less accumulated depreciation and any recognised impairment value. The SSSC does not have any assets held under finance leases.

Depreciated historic cost has been used as a proxy for the current value. All property, plant and equipment have low values and short useful economic lives which realistically reflect the life of the asset, and a depreciation charge which provides a realistic reflection of consumption.

### **Depreciation**

Depreciation is provided on property, plant and equipment on a straight line basis using the expected economic life of the asset. A full year's depreciation is charged in the year the asset is first brought in to use and no depreciation is charged in the year of disposal. The economic life of an asset is determined on an individual asset basis.

#### **1.6 Intangible assets**

Acquired intangible assets are measured initially at cost and are amortised on a straight line basis over their estimated useful lives. Acquired intangible assets tend to be software and the useful lives are typically 4 years.

#### **1.7 Impairment of tangible and intangible assets**

All tangible and intangible non-current assets are reviewed for impairment in accordance with IAS 36 "Impairment of Assets" when there are indications that the carrying value may not be recoverable. If such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amount is the higher of fair value, less costs to sell and value in use. If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount.

An impairment loss is recognised as an expense immediately. Where an impairment loss subsequently reverses this is recognised as income immediately.

#### **1.8 Government grants receivable**

Grants and grant in aid in respect of revenue and capital expenditure are treated as a source of financing and are credited to the General Reserve.

#### **1.9 Disbursement grants & bursaries payable**

This expenditure is recognised in the Statement of Comprehensive Net Expenditure in the period in which the recipient carries out the specific activity, which forms the basis of entitlement to grant, or otherwise meets the grant entitlement criteria.

#### **1.10 Leases**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

The SSSC currently only holds operating leases. Costs in respect of operating leases are charged to the Statement of Comprehensive Net Expenditure on a straight line basis over the term of the lease. The SSSC has shared service

arrangements with the Care Inspectorate and charges in respect of Compass House and ICT costs are disclosed as lease payments. Charges from Scottish Ministers in respect of Quadrant House are also disclosed as lease payments.

**1.11 Cash and cash equivalents**

Cash and cash equivalents in the Statement of Financial Position consist of cash at bank and cash in hand.

**1.12 Pensions**

The SSSC accounts for pensions under IAS 19 "Employee Benefits" standard as adapted to the public sector.

The SSSC is an admitted body to the local government pension scheme and this is a defined benefit scheme. Obligations are measured at discounted present value whilst plan assets are recorded at fair value. The operating and financing costs of such plans are recognised separately in the Statement of Comprehensive Net Expenditure. Service costs are spread systematically over the expected service lives of employees. Financing costs and actuarial gains and losses are recognised in the period in which they arise.

The SSSC's funding rules requires the General Reserve balance to be charged with the amount payable by the SSSC to the pension scheme and not the amount calculated according to the application of IAS 19. Therefore there are appropriations to/from the Pensions Reserve shown in the Statement of Changes in Taxpayers' Equity to reverse the impact of the IAS 19 entries included in the Statement of Comprehensive Net Expenditure to ensure the General Reserve balance is charged with amount payable by the SSSC.

**1.13 Short term employee benefits**

The SSSC permits the carry forward of unused annual leave entitlement and accumulated flexible working hours scheme balances. Entitlement to annual leave and flexible working hours are recognised in the accounts at the time the employee renders the service and not when the annual leave and accumulated hours balances are actually used.

**1.14 Shared services**

The SSSC shares its headquarters and some services with the Care Inspectorate. The Care Inspectorate charges the SSSC for services provided based on a Service Level Agreement (SLA). The SLA contains arrangements akin to a lease for accommodation and ICT equipment.

**1.15 Value Added Tax (VAT)**

The SSSC can recover only a nominal value of VAT incurred on purchases, with irrecoverable VAT being charged to the Statement of Comprehensive Net Expenditure.

**1.16 Revenue and capital transactions**

Revenue and capital transactions are recorded in the accounts on an income and expenditure basis i.e. recognised as they are earned or incurred, not as money is received or paid. All specific and material sums payable to and due by the SSSC as at 31 March 2014 have been brought into account.

### 1.17 **Financial instruments**

The SSSC does not hold any complex financial instruments. As the cash requirements of the SSSC are met through grant in aid provided by the Children and Families Directorate of the Scottish Government, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with our expected purchase and usage requirements and the SSSC is therefore exposed to little credit, liquidity or market risk.

Financial assets and financial liabilities are recognised on the Statement of Financial Position when the SSSC becomes a party to the contractual provisions of the instrument.

#### **Trade receivables**

Trade receivables are non-interest bearing and are recognised at fair value, reduced by appropriate allowances for estimated irrecoverable amounts.

#### **Trade payables**

Trade payables are non-interest bearing and are stated at fair value.

### 1.18 **Changes in accounting policy**

A revised IAS19 "Employee Benefits" standard applies for company accounting periods beginning on or after 1 January 2013. The main changes are:

- Removal of the expected return on assets, this has been replaced by a net interest cost comprising interest income on the assets and interest expense on the liabilities, which are both calculated with reference to the discount rate;
- Some labelling changes to the income and expenditure costs for example "service cost" now includes what was previously described as the "current service cost" plus the "past service cost" plus any "curtailments" plus any "settlements";
- Administration expenses are now accounted for within the Statement of Comprehensive Net Expenditure; previously a deduction was made to the actual and expected returns on assets.

The main changes are to the Statement of Comprehensive Net Expenditure and the figures are shown under the new standard for the year to 31 March 2014. The figures as they would have been under the new standard for the year to 31 March 2013 have been restated.

### 1.19 **Operating segments**

Financial reporting to senior decision makers is at organisation wide level and therefore segmental reporting under IFRS 8 is not required.

### 1.20 **Contingent Liabilities**

In the event that the SSSC had contingent liabilities, these would be disclosed in accordance with IAS37.

<b>2</b>		<b>2013/14</b>	<b>2012/13</b>
	<b>Operating income</b>	<b>£000</b>	<b>£000</b>
2a	Registration fees	1,370	1,259
2b	Other operating income:		
	Practice learning fees*	2,354	2,519
	Modern apprenticeship fees	142	160
	Recovery of Protection of Vulnerable Groups (PVG) fees	15	14
	Care accolades sponsorship	8	13
	Other income**	2	7
		<b>2,521</b>	<b>2,713</b>

\* Practice learning fees are paid to universities to fund practice learning days for social work students within workplace settings. An administration fee is paid to each university to administer this function. The Scottish Government provide separate funding to the SSSC to fund these payments to universities.

\*\* Other income for the period 2013/14 comprises supplier rebates £1k; and recovery of legal costs and other recharges £1k.

Other income for the period 2012/13 mainly comprises a £4k contribution from Access to Work for disability equipment, £2k for repayment of staff removal fees and other recharges and £1k for supplier rebates.

### **3 Staff numbers and costs**

<b>3a</b>	<b>Average number of staff employed (full time equivalent)</b>	<b>2013/14</b>	<b>2012/13</b>
		<b>FTE</b>	<b>FTE</b>
	Chief executive and committee	14	20
	Fitness to practise	42	29
	Sector development	92	87
	Strategic performance and engagement	13	12
	Corporate services	20	19
	Seconded staff (outwards)/inwards	(1)	1
	Agency staff	3	5
		<b>183</b>	<b>173</b>

<b>3b</b>	<b>Analysis of staff costs</b>	<b>2013/14</b>	<b>Restated 2012/13</b>
		<b>£000</b>	<b>£000</b>
	Salaries	4,877	4,190
	Social security costs	348	303
	Pension costs	1,198	1,253
	Other staff costs	676	409
	Provision for severance	0	15
	Agency staff	63	102
	Secondment inwards*	11	47
		<b>7,173</b>	<b>6,319</b>

\*Secondments inwards in the 2013/14 year were 0.2 FTE.

3c

<b>Analysis of impact of actuarial pension valuation adjustments on staff costs (Note 5)</b>	<b>2013/14 £000</b>	<b>Restated 2012/13 £000</b>
<b>Actual Payments</b>		
Employer pension contributions actually paid	796	674
Unfunded pension payments actually paid	19	18
Total pension related payments actually paid	815	692
<b>Accounting Entries (IAS 19 Note 5)</b>		
Service costs included in staff costs (SCNE)	1,201	1,255
Variance between actual costs and accounting basis	<b>386</b>	<b>563</b>

#### 4 Severance costs

Three staff members left the SSSC during 2013/14 and received severance payments. A £15k provision was included in the 2012/13 accounts for the likely severance costs associated with one of these members of staff. The position was finalised in 2013/14 and total severance costs of £24k were paid, with £9k of this being recognised in 2013/14 and £15k being recognised in 2012/13. The table below shows the number of departures and associated costs:

<b>Exit package cost band</b>	<b>2013/14</b>		<b>2012/13</b>	
	<b>Number of departures</b>	<b>Total Cost £000</b>	<b>Number of departures</b>	<b>Total cost £000</b>
Up to £25,000	2	11	0	15
£25,000 to £50,000				
£100,000 to £150,000				
£150,000 to £200,000	1	161		
	<b>3</b>	<b>172</b>	<b>0</b>	<b>15</b>

Exit costs include:

- Redundancy payments
- Payments to the pension fund where early retirement has been agreed
- Compensation for added years.

Exit costs are accounted for in full in 2013/14. Redundancy and other departure costs have been paid in accordance with the financial requirements of the SSSC's voluntary severance scheme and the Local Government Pension Scheme Regulations for Scotland. Where the SSSC has agreed early retirements, the additional costs are met by the SSSC and not the Local Government Pension Scheme.

## **5 Post-employment benefits: pensions**

International Accounting Standard 19 (IAS 19) "Employee Benefits" sets out the accounting treatment to be followed when accounting for the costs of providing a pension scheme.

### **Tayside Superannuation Fund**

The Fund is administered by Dundee City Council and the pension scheme is part of the Local Government Pension Scheme. It is a defined benefit scheme, which means that the benefits to which members and their spouses are entitled are determined by final pensionable pay and length of service.

The contributions paid by the SSSC for the year to 31 March 2014 were £792k representing 18.0% of pensionable pay (2012/13: £672k representing 18.0% of pensionable pay). Employee contribution rates were in the range 5.5% to 12% based on earnings bands.

The Tayside Superannuation Fund is a multi-employer scheme which includes local authorities and admitted bodies.

In general, participating in a defined benefit pension scheme means that the SSSC is exposed to a number of risks:

- Investment risk: The fund holds investment in asset classes, such as equities, which have volatile market values and while these assets are expected to provide real returns over the long-term, the short-term volatility can cause additional funding to be required if a deficit emerges.
- Interest rate risk: The fund's liabilities are assessed using market yields on high quality corporate bonds to discount the liabilities. As the fund holds assets such as equities the value of the assets and liabilities may not move in the same way.
- Inflation risk: All of the benefits under the fund are linked to inflation and so deficits may emerge to the extent that the assets are not linked to inflation.
- Longevity risk: In the event that the members live longer than assumed a deficit will emerge in the fund. There are also other demographic risks.

In addition, as many unrelated employers participate in the Tayside Pension Fund, there is an orphan liability risk where employers leave the fund but with insufficient assets to cover their pension obligations so that the difference may fall on remaining employers.

All of the risks above may also benefit the employer e.g. higher than expected investment returns or employers leaving the fund with excess assets which eventually get inherited by the remaining employers.

The 2012/13 disclosures have been restated where required to allow meaningful comparison of the impact of the revision to IAS 19 which applies for reporting periods beginning on or after January 2013. The main changes are detailed in note 1.18 and have no overall impact on comprehensive net expenditure.

The SSSC's share of the underlying assets and liabilities have been separately identified on the following basis:

5a **Employee benefits – Statement of Financial Position recognition**

	<b>Year to 31 March 2014 £000</b>	<b>Year to 31 March 2013 £000</b>
Present value of funded obligation	25,003	19,281
Fair value of scheme assets (bid value)	16,452	14,527
<b>Net Liability</b>	<b>8,551</b>	<b>4,754</b>
Present value of unfunded obligation	363	370
<b>Net Liability in Statement of Financial Position</b>	<b>8,914</b>	<b>5,124</b>

5b **Statement of Comprehensive Net Expenditure costs for the year to 31 March 2014**

The amounts recognised in the Statement of Comprehensive Net Expenditure are as follows:

<b>Table 1:</b>	<b>Year to 31 March 2014 £000</b>		<b>Restated Year to 31 March 2013 £000</b>	
Service cost		1,201		1,255
Administration expenses		8		6
Net interest on defined liability/(asset)		224		276
Difference between actual employer's contributions plus unfunded payments and actuarial assumptions	(55)		(128)	
Return on plan assets in excess of interest	(410)		(1,498)	
Change in financial assumption	3,039		(346)	
Change in demographic assumptions	625		-	
Experience loss/(gain) on defined benefit obligation	(27)		76	
Total re-measurements		3,172		(1,896)
<b>Total</b>		<b>4,605</b>		<b>(359)</b>
Actual return on scheme assets		<b>1,112</b>		<b>2,058</b>

The SSSC recognises the cost of retirement benefits in the reported operating cost when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge required to be made under the SSSC's funding rules is based on the cash payable in the year. This requires the real cost of post-employment/retirement benefits to be reversed out of the General Reserve via the Statement of Changes in Taxpayers' Equity during the year.

<b>Table 2:</b>		<b>2013/14</b>	<b>Restated</b>
<b>Adjustments are made for:</b>	<b>Note</b>	<b>£000</b>	<b>2012/13</b>
			<b>£000</b>
Staff costs	3c	386	563
Administration expenses	5b table 1	8	6
Net interest on defined liability/(asset)	5b table 1	224	276
Total re-measurements	5b table 1	3,172	(1,896)
<b>Total actuarial adjustments</b>		<b>3,790</b>	<b>(1,051)</b>

### Expected return on assets

For accounting years beginning on or after 1 January 2013, the expected return and interest cost has been replaced with a single net interest cost, which will effectively set the expected return equal to the IAS 19 discount rate (note 5g).

### 5c Benefit obligation reconciliation for the year to 31 March 2014

Changes in the present value of the defined benefit obligations are as follows:

	<b>Year to</b>		<b>Restated</b>	
	<b>31 March 2014</b>		<b>Year to</b>	
	<b>£000</b>	<b>£000</b>	<b>31 March 2013</b>	<b>£000</b>
<b>Opening defined benefit obligation</b>		<b>19,651</b>		<b>18,076</b>
Current service cost	1,106		993	
Past service costs, including curtailments	95		262	
Total service costs		1,201		1,255
Interest costs		926		836
Estimated benefits paid net of transfers in	(310)		(462)	
Contributions by scheme participants	280		244	
Unfunded pension payments	(19)		(28)	
Total scheme transactions		(49)		(246)
Change in financial assumptions	3,039		(346)	
Change in demographic assumptions	625		-	
Experience loss/(gain) on defined benefit obligation	(27)		76	
Total actuarial (gains)/losses		3,637		(270)
<b>Closing defined benefit obligation</b>		<b>25,366</b>		<b>19,651</b>

5d **Fair value of scheme assets reconciliation for the year to 31 March 2014**  
Changes in the fair value of scheme assets are as follows:

	Year to 31 March 2014		Restated Year to 31 March 2013	
	£000	£000	£000	£000
<b>Opening fair value of scheme assets</b>		<b>14,527</b>		<b>11,901</b>
Interest on assets		702		560
Estimated benefits paid plus unfunded net of transfers in	(329)		(490)	
Contributions by employer including unfunded	870		820	
Contributions by scheme participants	280		244	
<b>Total scheme transactions</b>		<b>821</b>		<b>574</b>
Return on assets less interest		410		1,498
Administration expenses		(8)		(6)
<b>Closing fair value of scheme assets</b>		<b>16,452</b>		<b>14,527</b>

5e **Projected pension expense for the year to 31 March 2015**

<b>Projected pension expense</b>	<b>Year to 31 March 2015 £000</b>
Service cost	1,321
Net Interest on the defined liability (asset)	393
Administration expenses	9
<b>Total</b>	<b>1,723</b>
Employer contributions	748

Note that these figures exclude the capitalised cost of any early retirements or augmentations which may occur after 31 March 2014.

5f **SSSC fund assets**

The table below provides details of the estimated asset allocation of the fund for the Scottish Social Services Council.

<b>Asset share – bid value</b>	<b>31 March 2014</b>		<b>31 March 2013</b>	
	£000	%	£000	%
Equities	11,681	71%	10,314	71%
Gilts	823	5%	1,017	7%
Other bonds	2,138	13%	1,598	11%
Property	1,481	9%	1,307	9%
Cash	329	2%	291	2%
<b>Total</b>	<b>16,452</b>	<b>100%</b>	<b>14,527</b>	<b>100%</b>

The SSSC's share of the assets of the fund is approximately 1%.

5g **Financial assumptions as at 31 March 2014**

The financial assumptions used for IAS 19 calculations are below. These assumptions are set with reference to market conditions at 31 March 2014. The estimate of the duration of the employer's liabilities is 29 years. The discount rate is the annualised yield at the 25 year point on the Merrill Lynch AA rated corporate bond curve which has been chosen to meet the requirements of IAS 19 and with consideration of the duration of the SSSC's liabilities.

The RPI increase assumption is set based on the difference between conventional gilt yields and index-linked gilt yields at the accounting date using data published by the Bank of England, specifically the 25 year point on the BoE spot inflation curve.

The above assumptions are consistent with the approach used at the last accounting date.

The RPI assumption used by the actuary is 3.7%. As future pension increases are expected to be based on CPI rather than RPI, CPI is assumed to be 0.8% below RPI i.e. 2.9%.

Salary increases are assumed to be 1.4% per annum above RPI in addition to a promotional scale.

Assumptions at:	31 March 2014		31 March 2013		31 March 2012	
	% p.a.	real rate % p.a.	% p.a.	real rate % p.a.	% p.a.	real rate % p.a.
RPI increases	3.7	-	3.4	-	3.3	-
CPI increases	2.9	(0.8)	2.6	(0.8)	2.5	(0.8)
Salary increases	5.1	1.4	4.8	1.4	4.8	1.5
Pensions increases	2.9	(0.8)	2.6	(0.8)	2.5	(0.8)
Discount rate	4.6	0.9	4.7	1.3	4.6	1.3

## 5h Demographic/statistical assumptions

A set of demographic assumptions that are consistent with those used for the formal funding valuation as at 31 March 2011 have been adopted. The post retirement mortality tables used were the S1PA tables with a 120% multiplier, making allowance for future improvement factors in line with the CMI 2013 projections, with a long term rate of 1.5% per annum. The long term rate was set at 1.5% per annum rather than the previous rate of 1.0% per annum to reflect evidence that suggests the rate of improvement is likely to be higher than previously expected.

The assumed life expectations from age 65 are:

<b>Life expectancy from age 65 (years)</b>		<b>31 March 2014</b>	<b>31 March 2013</b>
Retiring today	Males	21.0	20.6
	Females	23.3	22.9
Retiring in 20 years	Males	23.2	21.9
	Females	25.6	24.5

We have also made the following assumptions:

- Members will exchange half of their commutable pension for cash at retirement.
- Active members will retire one year later than they are first able to do so without reduction.

## 5i Sensitivity analysis

The following table sets out the impact of a small change in the discount rates on the defined benefit obligation and projected service cost along with a +/- 1 year age rating adjustment to the mortality assumption.

	<b>£000</b>	<b>£000</b>	<b>£000</b>
Adjustment to discount rate	+0.1%	0.0%	-0.1%
Present value of total obligation	24,673	25,366	26,079
Projected service cost	1,275	1,321	1,369
Adjustment to long term salary increase	+0.1%	0.0%	-0.1%
Present value of total obligation	25,808	25,366	24,934
Projected service cost	1,353	1,321	1,290
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	-0.1%
Present value of total obligation	25,649	25,366	25,093
Projected service cost	1,338	1,321	1,305
Adjustment to mortality age rating assumption	+1 year	none	-1 year
Present value of total obligation	24,442	25,366	26,299
Projected service cost	1,273	1,321	1,369

## 6 Analysis of operating costs

	2013/14	Restated
	£000	2012/13
6a Operating expenditure		£000
Supplies & services	1,098	959
Administration costs	1,382	1,203
Property costs	669	559
Transport costs	199	119
Pension administration costs	8	6
Depreciation	239	284
Changes in debt impairment allowance	5	(9)
	<b>3,600</b>	<b>3,121</b>

The above total includes £17.6k (2012/13: £17.6k) for external auditor's remuneration. No rebates were received for 2013/14. We received rebates of £1.1k on 2011/12 audit fees during 2012/13. External audit did not receive any fees in relation to non-audit work.

The above total includes £17.4k (2012/13: £24.7k) for internal auditor's remuneration. Internal audit also received £4k for facilitating a risk workshop.

### 6b Analysis of disbursements

During 2013/14 postgraduate bursaries totalling £2.586m (2012/13: £2.681m) were managed by the SSSC. Of this £1.573m was paid directly to students undertaking postgraduate social work training and £1.013m to universities for tuition fees.

A total of £2.354m (2012/13 £2.519m) was paid to universities to support practice learning opportunities during the year.

Disbursements totalling £0.065m were paid to education and training providers to fund students undertaking the Professional Development Award in Childhood Practice (at SCQF Level 9). No disbursements were paid during 2012/13.

## 7 Property, plant and equipment

7a	Information technology £000	Plant & equipment £000	Furniture & fittings £000	Total £000
<b>Cost or valuation:</b>				
At 1 April 2013	101	231	186	518
Additions	0	0	0	0
Disposal/de-recognition	(91)	0	(48)	(139)
<b>At 31 March 2014</b>	<b>10</b>	<b>231</b>	<b>138</b>	<b>379</b>
<b>Depreciation:</b>				
At 1 April 2013	100	127	126	353
Charged in year	1	30	10	41
Disposal/de-recognition	(91)	0	(48)	(139)
<b>At 31 March 2014</b>	<b>10</b>	<b>157</b>	<b>88</b>	<b>255</b>
<b>Net book value:</b>				
<b>At 31 March 2014</b>	<b>0</b>	<b>74</b>	<b>50</b>	<b>124</b>
At 31 March 2013	1	104	60	165

All assets are owned

7b	Information technology £000	Plant & equipment £000	Furniture & fittings £000	Total £000
<b>Cost or valuation:</b>				
At 1 April 2012	101	231	186	518
Additions	0	0	0	0
<b>At 31 March 2013</b>	<b>101</b>	<b>231</b>	<b>186</b>	<b>518</b>
<b>Depreciation:</b>				
At 1 April 2012	99	103	111	313
Charged in year	1	24	15	40
<b>At 31 March 2013</b>	<b>100</b>	<b>127</b>	<b>126</b>	<b>353</b>
<b>Net book value:</b>				
<b>At 31 March 2013</b>	<b>1</b>	<b>104</b>	<b>60</b>	<b>165</b>
At 31 March 2012	2	128	75	205

All assets are owned

## 8 Intangible assets

8a	<b>Information technology £000</b>
<b>Cost or valuation:</b>	
At 1 April 2013	1,461
Additions	11
Disposal/de-recognition	(40)
<b>At 31 March 2014</b>	<b>1,432</b>
<b>Amortisation:</b>	
At 1 April 2013	697
Charged in year	198
Disposal/de-recognition	(40)
<b>At 31 March 2014</b>	<b>855</b>
<b>Net book value:</b>	
<b>At 31 March 2014</b>	<b>577</b>
At 31 March 2013	764

All assets are owned

8b	<b>Information technology £000</b>
<b>Cost or valuation:</b>	
At 1 April 2012	1,169
Additions	292
<b>At 31 March 2013</b>	<b>1,461</b>
<b>Amortisation:</b>	
At 1 April 2012	453
Charged in year	244
<b>At 31 March 2013</b>	<b>697</b>
<b>Net book value:</b>	
<b>At 31 March 2013</b>	<b>764</b>
At 31 March 2012	716

All assets are owned

## 9 Trade and other receivables

9a	<b>Amounts falling due within one year:</b>	<b>2013/14 £000</b>	<b>2012/13 £000</b>
	Prepayments and accrued income	487	558
	Trade receivables	125	107
	Other receivables	215	224
		<u>340</u>	<u>331</u>
		<b>827</b>	<b>889</b>

Trade and other receivables are non-interest bearing. Credit terms are generally 30 days. Trade and other receivables are recorded at fair value, reduced by appropriate allowances for estimated irrecoverable amounts. There are no amounts receivable after more than one year.

9b	<b>Provision for impairment of receivables:</b>	<b>2013/14 £000</b>	<b>2012/13 £000</b>
	As at 1 April	(8)	(17)
	Charge for the year	(54)	(33)
	Unused amounts reversed	2	3
	Uncollectable amounts written off	47	39
	As at 31 March	<b>(13)</b>	<b>(8)</b>

As at 31 March 2014, trade and other receivables of £13k (2012/13: £8k) were past due and impaired. The amount of the provision is £13k (2012/13: £8k). The ageing analysis of these receivables is as follows:

<b>Ageing analysis of past due &amp; impaired receivables:</b>	<b>2013/14 £000</b>	<b>2012/13 £000</b>
0 to 3 months past due	7	5
3 to 6 months past due	2	1
Over 6 months past due	2	0
Over 12 months past due	2	2
	<b>13</b>	<b>8</b>

As at 31 March 2014, trade and other receivables of £340k (2012/13: £336k) were due but not impaired. The ageing analysis of these receivables is as follows:

<b>Ageing analysis of unimpaired receivables due:</b>	<b>2013/14 £000</b>	<b>2012/13 £000</b>
Not past due date	274	291
Up to 3 months past due	39	20
3 to 6 months past due	2	0
Over 6 months past due	6	4
Over 12 months past due	19	21
	<b>340</b>	<b>336</b>

9c	<b>Analysis of trade &amp; other receivables:</b>	<b>2013/14</b> <b>£000</b>	<b>2012/13</b> <b>£000</b>
	Bodies external to Government	615	675
	Other Government bodies	182	193
	NHS bodies	30	21
		<b>827</b>	<b>889</b>

## 10 Cash and cash equivalents

	<b>2013/14</b> <b>£000</b>	<b>2012/13</b> <b>£000</b>
Balance as at 1 April	3,106	2,632
Net change in cash & cash equivalent balances	(556)	474
Balance as at 31 March	<b>2,550</b>	<b>3,106</b>
The following balances as at 31 March were held at:		
Government banking service	2,457	3,097
Commercial banks and cash in hand	93	9
Balance as at 31 March	<b>2,550</b>	<b>3,106</b>

## 11 Trade and other payables

11a	<b>Amounts falling due within one year:</b>	<b>2013/14</b> <b>£000</b>	<b>2012/13</b> <b>£000</b>
	Trade payables	1,799	2,203
	Accruals and deferred income	1,061	777
	Other payables	115	106
	Other taxation and social security	107	93
	Provision for severance	0	15
	VAT	5	0
		<b>3,087</b>	<b>3,194</b>

11b	<b>Analysis of trade and other payables:</b>	<b>2013/14</b> <b>£000</b>	<b>2012/13</b> <b>£000</b>
	Bodies external to Government	1,403	1,230
	Higher education institutes (HEIs)	1,169	1,252
	Other Government bodies	414	596
	Local authorities	101	90
	NHS bodies	0	26
		<b>3,087</b>	<b>3,194</b>

## 12 Sources of financing

2012/13		2013/14		
Total	General reserve	Revenue	Capital	Total
£000		£000	£000	£000
1,222	Opening balance	801	929	1,730
(9,059)	Surplus/(deficit) for the year	(15,060)	(239)	(15,299)
(1,051)	Pension adjustments and re-measurements	3,790		3,790
10,618	Grants and grant in aid	10,759	11	10,770
<b>1,730</b>	Closing balance	<b>290</b>	<b>701</b>	<b>991</b>

## 13 Government funding

		2013/14	2012/13
13a Grants and grant in aid		£000	£000
	Grant in aid	9,409	9,601
	Workforce development grant	565	626
	Sector skills grant	175	135
	Promoting excellence: dementia strategy	164	133
	Self-directed support grant	137	23
	Integration grant	103	25
	Self-directed support best practice guidance	73	0
	Development of level 9 childcare qualification	65	46
	Skilled citizens, skilled workers	54	0
	NES match funding	0	29
	Childhood practice grant	25	0
	<b>Total funding from Government</b>	<b>10,770</b>	<b>10,618</b>

All grant conditions have been met. None are due for repayment however the Development of level 9 childcare qualification grant was not fully spent and £20k was repaid to the Scottish Government.

		2013/14	2012/13
13b Grant in aid analysis		£000	£000
	Approved grant in aid from Scottish Government	9,409	8,884
	Grant drawdown during the year	9,409	9,601
	Additional grant in aid approved during the year	<b>0</b>	<b>717</b>

## 14 Capital commitments

There were no capital commitments as at 31 March 2014.

## 15 Commitments under leases

### 15a Operating leases

Commitments under operating leases to pay rentals during the year following the year of these accounts are given in the table below, analysed according to the period in which the lease expires.

<b>Obligations under operating leases comprise:</b>	<b>2013/14 £000</b>	<b>2012/13 £000</b>
<b>Buildings:</b>		
within 1 year	670	532
within 2 to 5 years	2,679	2,129
beyond 5 years	460	992
	<b>3,809</b>	<b>3,653</b>
<b>Other:</b>		
within 1 year	233	183
within 2 to 5 years	0	0
beyond 5 years	0	0
	<b>233</b>	<b>183</b>

Other leases comprise the charges from the Care Inspectorate for shared service Information and Communications Technology services.

**15b Finance leases**

There are no obligations or commitments under finance leases.

**16 Contingent liabilities**

There were no contingent liabilities as at 31 March 2014.

**17 Related-party transactions**

The SSSC is a Non-Departmental Public Body (NDPB) sponsored by the Early Years and Social Services Workforce Division of the Children and Families Directorate of the Scottish Government. The SSSC has shared service arrangements with the Care Inspectorate 2013/14 £961k, (2012/13 £959k). Both Scottish Government and the Care Inspectorate are regarded as related parties with which the SSSC has had various material transactions during the year.

A Register of interests is maintained and updated annually. None of the Council Members, key managerial staff or other related parties has undertaken material transactions with the SSSC during the year.

**18 Post statement of financial position events**

There were no events after the Statement of Financial Position date relating to the 2013/14 financial year.

**19 Losses statement**

There were no losses or special payments made in the year.

## **Appendix 1**

### **SCOTTISH SOCIAL SERVICES COUNCIL**

**Scottish Government Logo** –(to be inserted in printed version)

#### **DIRECTION BY THE SCOTTISH MINISTERS**

1. The Scottish Ministers, in pursuance of paragraph 9(1) of Schedule 2 to the Regulation of Care (Scotland) Act 2001, hereby give the following direction.
2. The statement of accounts for the financial year ended 31 March 2006, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FRM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. This direction shall be reproduced as an appendix to the statement of accounts. The direction given on 25 November 2001 is hereby revoked.

*Kate Vincent*

Signed by the authority of the Scottish Ministers

Dated: 16 January 2006