

<b>Title of report</b>	Assurance Report as of 31 March 2022
<b>Public/Confidential</b>	Public
<b>Summary/purpose of report</b>	<p>To provide performance, financial and risk information which:</p> <ul style="list-style-type: none"> <li>assesses delivery of our strategy through the analysis of strategic performance indicators</li> <li>highlights areas of concern</li> <li>identifies corrective action required.</li> </ul> <p>The report identifies variance to expected performance and any impact or risk this may have on the strategic objective to which the KPI relates. Actuals are measured against an initial forecast with the KPI owner providing an explanation for variance. If there are negative variances the KPI owner details corrective actions.</p>
<b>Recommendations</b>	<p>The Audit and Assurance Committee is asked to:</p> <ol style="list-style-type: none"> <li>endorse the direction of travel for the strategic measures</li> <li>approve the risk register position.</li> </ol>
<b>Author</b>	Laura Shepherd, Director of Strategy and Performance
<b>Responsible Officer</b>	Lorraine Gray, Chief Executive
<b>Links to Strategic Plan</b>	<p>The information in this report links to:</p> <ul style="list-style-type: none"> <li>Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise.</li> <li>Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement.</li> <li>Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.</li> <li>Outcome 4: The social work, social care and early years workforce is recognised as professional and regulated and valued for the difference it makes to people's lives.</li> </ul>
<b>Link to the Strategic Risk Register</b>	Strategic Risk 5: We fail to provide value to our stakeholders and demonstrate our impact.
<b>Documents attached</b>	Full 2021/22 Strategic Risk Register.

# ASSURANCE REPORT AS OF 31 MARCH 2022

Audit and Assurance Committee Version

03 May 2022

Agenda item: 05, Report no: 11/2022

Action: For Decision

## EXECUTIVE SUMMARY

March 2022

## SSSC PERFORMANCE SUMMARY

SPI	SPI Description	Ambition	Current	V(+/-)	Movement	Proj. YE	Actions & Comments
Finance	Net expenditure (£000)	2,203	(2,308)	-4,511	↓	Red	We have reviewed our processes and procedures to enable us to better predict patterns of income.
Finance	Risk sensitivity (£000)	N/A	140	-110	↑	Amber	
Finance	Reserves (%)	2.0-2.5	6.4	+0.2	↓	Red	A total of £1,472k remains available in our general reserve which is 6.4% of our target range of 2.0% to 2.5%.
3.1 Reg	Reduce the time taken to being registered (weeks)	<27	23.6	+1.4	↓	Green	
3.2 Reg	Time taken to process a fitness to practise case is less than organisations we benchmark against (months)	6.8	4.5	-2.1	↑	Green	
3.3 Reg	Increase the percentage workforce who engage... in fitness to practise process (%)	85.0	75.5	-8.1	↓	Amber	
3.4 D&I	Increase the percentage of the registered workforce with the correct qualification (%)	50.0	50.1	+0.1	↑	Green	
3.5 D&I	Increase the percentage of the workforce using learning resources to achieve CPL (%)	45.0	45.9	+1.0	↑	Green	
3.6 D&I	Percentage of those reporting positively that our development activity is delivering the support required by the workforce (%)	80.0	78.0	+0.3	↑	Amber	
	Cumulative performance (%)	80.0	74.5	+0.3	↑	Amber	
3.7 D&I	Percentage of those reporting positive awareness of workforce planning resources and report that resources are effective (#resources)	N/A	496	+13	↑		Need more data points before we can create a target.
3.8 D&I	Deliver National Health and Social Care Workforce Plan commitments	N/A	TBC	TBC		N/A	
3.9 Reg	Deliver the Future Proofing Programme	N/A	TBC	TBC		N/A	Under development.
3.10 S&P	The work of the SSSC promotes the value of the social care workforce (% positivity)	N/A				N/A	
4.2 S&P	External stakeholder engagement (%)	41.0	45.8	-4.2	↓	Green	
4.3 S&P	SSSC complaint information for Stage 1 (%)	90.0	97.9	+0.3	↑	Green	Of the three Stage 2 that missed target two of them had agreed extensions.
	SSSC complaint information for Stage 2 (%)	90.0	0.0			Red	
4.4 HR	The overall percentage of staff who are absent from work (%)	<4.0	2.9	-0.4	↑	Green	
4.5 HR	The overall staff turnover percentage (%)	<15.0	10.9	-1.0	↑	Green	
4.6 HR	Percentage of budgeted posts that are empty (%)	<4.0	4.1	-1.2	↑	Amber	The end of year position is a positive just above target however this may have impacted on work delivery throughout the year.
4.8 L&CG	SAR requests are dealt with within timescales (%)	100	100	+20	↑	Green	
	FOI requests are dealt with within timescales (%)	100	100	0	→	Green	
4.9 L&CG	Number of data security incidents reported (#Red)	N/A	0	0	→	Green	

March 2022		SSSC STRATEGIC RISK REGISTER					
Risk No.	Strategic Risk Description	Outcome	Gross	Residual	V(+/-)	Owner	Actions & Comments
1	We fail to ensure that our system of regulation meets the needs of people who use services and workers.	1	20	12	➡	DoR	
2	We fail to ensure that our workforce development function supports the workforce and employers to achieve the right standards and qualifications to gain and maintain registration.	2, 3	16	12	➡	DoDI	
3	We fail to meet corporate governance, external scrutiny and legal obligations.	1	16	9	➡	DoFR	
4	We fail to plan and resource our activities to deliver our digital strategy.	1, 2, 3	12	1	➡	DoSP	This risk is now closed.
5	We fail to provide value to our stakeholders and demonstrate our impact.	1, 4	12	9	➡	DoSP	
6	We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.	1, 2, 3	20	12	➡	DoFR	
7	The SSSC fail to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.	1	20	16	➡	DoFR	
8	The current Business Continuity Plan (BCP) in place is not up to date for the SSSC.	1, 2, 3, 4	20	4	➡	CEO	
9	The SSSC is unable to operate due to effects of global pandemic COVID-19.	1, 2, 3, 4	25	2	➡	CEO	This risk is now closed.

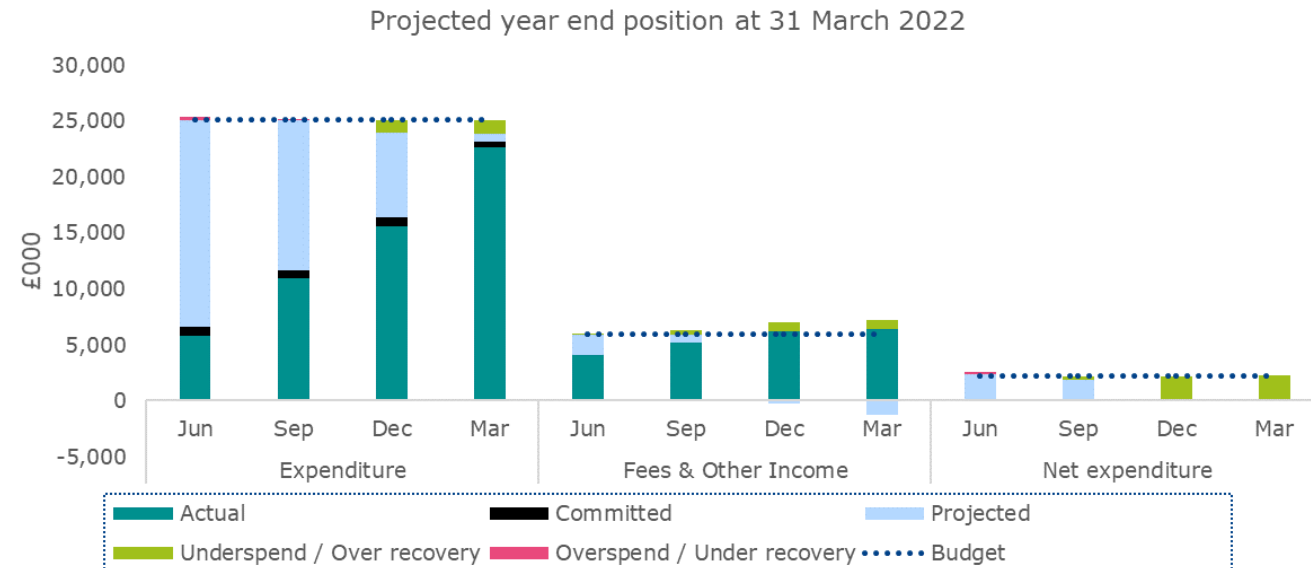
### New, Emerging and Changed Strategic/Directorate Risks identified

As agreed at Council in March 2022 risk 4 and risk 9 were closed at the end of March. A new risk re cyber security was added.

## SSSC – CORPORATE FINANCIAL POSITION

### Financial summary

2021/22 Budget	Revised budget for monitoring purposes £000
Operating budget	18,019
VSDF and disbursements	915
Postgraduate bursaries	2,868
Practice learning	3,270
	<b>25,072</b>
Workforce development and cyber resilience grants	833
<b>Total</b>	<b>25,905</b>
<b>Funded by:</b>	
Grant in aid	16,035
VSDF	900
sub total	<b>16,935</b>
Registration fee income	5,644
Other income	290
<b>sub total</b>	<b>5,934</b>
Workforce development and cyber resilience grants	450
Net deficit - funded from reserves	2,586
<b>Total</b>	<b>25,905</b>



Budget by Strategic Outcome	2021/22 Budget £000	2021/22 percentage %
S01	13,373	75%
S02	2,521	14%
S03	1,413	8%
S04	620	3%
	<b>17,927</b>	
Disbursements	7,145	
(all inc. o/heads)	<b>25,072</b>	

	Expenditure £000	Fees and other income £000	Grant in aid and disbursement income £000	Net expenditure £000
Budget for monitoring purposes	25,072	(5,934)	(16,935)	2,203
Actual	22,618	6,438	(10,361)	n/a
Committed	534	n/a	n/a	n/a
Year end projection	23,874	(6,690)	(17,289)	(105)
projected (under)/overspend	(1,198)	(756)	(354)	(2,308)

Net expenditure	Budgeted net expenditure £000	Projected net expenditure £000	Projected (under)/overspend £000
June 2021	2,203	2,384	181
July 2021	2,203	2,404	201
August 2021	2,203	2,063	(140)
September 2021	2,203	1,827	(376)
October 2021	2,203	1,298	(905)
November 2021	2,203	400	(1,803)
December 2021	2,203	102	(2,101)
January 2022	2,203	(8)	(2,211)
February 2022	2,203	(40)	(2,243)
March 2022	2,203	(105)	(2,308)

## Overview

At 31 March 2022 there is a projected corporate underspend of £2,308k (excluding grants). This is an increase to the underspend of £207k since December 2022 (last reported position). The underspend and movements are broken down as follows.

Key movements since previous report corporate position to Audit and Assurance Committee 03 February 2022	Projected overspend or (underspend/ additional income) at 31 March 2022	Movement: increase/ (decrease) to projection since last report
	£000	£000
<b>Overspends</b>		
Legal Fees (NR)	51	(43)
Consultancy - strategic plan (NR)	35	(7)
Registration fee write off (P)	35	35
Independent evaluation simulated practice learning model (NR)	13	(7)
<b>Underspends</b>		
Staff costs (including hired agency & secondments in) (P)	(110)	(48)
Not working in the office (P)	(195)	(37)
Digital (including phone line) (NR)	(183)	(43)
budgets no longer required (P)	(86)	(22)
Training - employees, member, and panel members (NR)	(12)	14
Panel member allowances (NR)	(70)	40
Quality assurance for FtP (NR)	(24)	(24)
Other minor unerspends (R)	6	8
<b>Disbursements - managed on behalf of Scottish Government</b>		
Postgraduate bursaries (P)	(237)	(37)
Practice learning (P)	(536)	0
<b>Additional income</b>		
Registration fees (NR)	(573)	1
Covid-19 exceptional payment (NR)	(182)	0
Secondments (P)	(105)	(2)
Modern apprenticeship fees (NR)	(80)	20
	<b>(2,253)</b>	<b>(152)</b>

KEY:

R - Recurring - likely to happen in future years

NR - Non-recurring – unlikely to happen in future years

P - Possible – Could happen in future years

- We have set out risks to the underspend position in the significant variances table below. The main risk for changes to projections until the end of the financial year relates to practice learning fees.
- We project that our general reserve position will be £2,787k at 31 March 2022. Sponsor has agreed verbally to future use of any reserves as working capital. Sponsor will issue a revised grant in aid letter before the end of March.

### Budget changes

- We reported to Council in March 2021 a planned budget deficit for 2021/22 of £1.171m, which would be met from reserves, with the rest of our core budget being funded from grant in aid and fees.
- Since March Scottish Government has allocated funding for the Voluntary Sector Development Fund (VSDF) of £0.900m and £0.450m to the Workforce Development Grant (WDG). In finalising the 2020/21 financial statements we estimate a further £65k underspend will be carried forward in reserves.
- The planned budget deficit increased by £1.415m to £2.586m due to increased carry forward of underspends from 2020/21.
- Our reserves balance at 31 March 2021 increased from £2.750m to £2.813m as there were year-end adjustments in 2020/21, a provision for dilapidations and the underspend increased.

### Income and expenditure

- We have reviewed our processes and procedures to enable us to better predict patterns of income.
- Actual and committed spend, excluding disbursements is £23.2m (92%) at this point in the year due to the level of underspend.
- We have accounted for 109% of our expected fees and other income (£6.690m) as actual income is more than budgeted.

### Unpaid fees

- £142k of registration fees is unpaid. £12k relates to fitness to practise cases where we don't collect fees until the case ends. The remaining £130k relates to invoices issued between April 2021 to March 2022. This will vary at any point in time according to the number of registrants being removed from the register.



- We have written off £374k so far this year (budget £339k, projection £374k). Some of this relates to people being taken off the register from the period where we were not chasing outstanding fees, but the main reasons for removal from the register are that people have not paid their fees or no longer require to be on the register.

### Specific Grants

- There is a projected underspend of £275k on grants of which £243k relates to workforce development activity and £32k for cyber resilience.
- Scottish Government has agreed that the £32k underspend on staff costs in the cyber resilience grant can be carried forward for use in 2022/23.
- Scottish Government have also agreed the carry forward £200k underspend for workforce development activity to 2022/23 so that we can fully deliver the outcomes. We no longer require budget of £43k and will not claim it from Scottish Government.

### Reserves

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

## Significant variances from budget & key risk

The key financial risks to the position at the end of March 2022 are shown in the table below with potential sensitivity of a further £140k underspend.

The most significant risks relate to registration fee income (overachievement), practice learning fees and postgraduate bursaries.

Budget area	Current projection £'000	Projection reported to last A&A Committee £'000	Risk sensitivity	Likelihood (RAG status)	Reason for variance and reason for movement
<b>Fee income</b> (outcome 1)	£573k projected overachievement of income	£574k projected overachievement of income	Increased income of £10k	Low	Current projection is mainly due to the budget adjustment of £100k (prudence) and 12,000 more annual fees raised than budgeted. We set the budget too low as we didn't include in fee income registration projections an amount for people removed from the register after the registration date has passed. We did not change the projection in March as there were no significant changes to throughput of applications.
<b>Postgraduate bursaries (disbursement)</b>	£237k underspend	£200k underspend	Reduction of up to further £20k	Low	Stirling, Napier, Open University and late applicants estimated. Underspend could increase slightly as Edinburgh not used 17 bursaries and still a small number of students to assess.
<b>Practice learning fees (disbursement)</b>	£536k underspend	£536k underspend	Reduction of up to further £100k	High	Budget £3,270k; £1,412k expenditure to date (budget includes £918k c/forward). Work is ongoing and we

					expect to refine figures final information is available from universities.
<b>Digital</b> Outcomes 1 to 4	£183k underspend	£140k underspend	Up to £10k underspend	Low	
<b>Annual leave and flexi accrual</b>	£unknown	n/a	Up to £250k		Annual leave and flexi accrual 2020/21 £213k and 2019/20 £162k

### 3. STRATEGIC PERFORMANCE INDICATORS

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

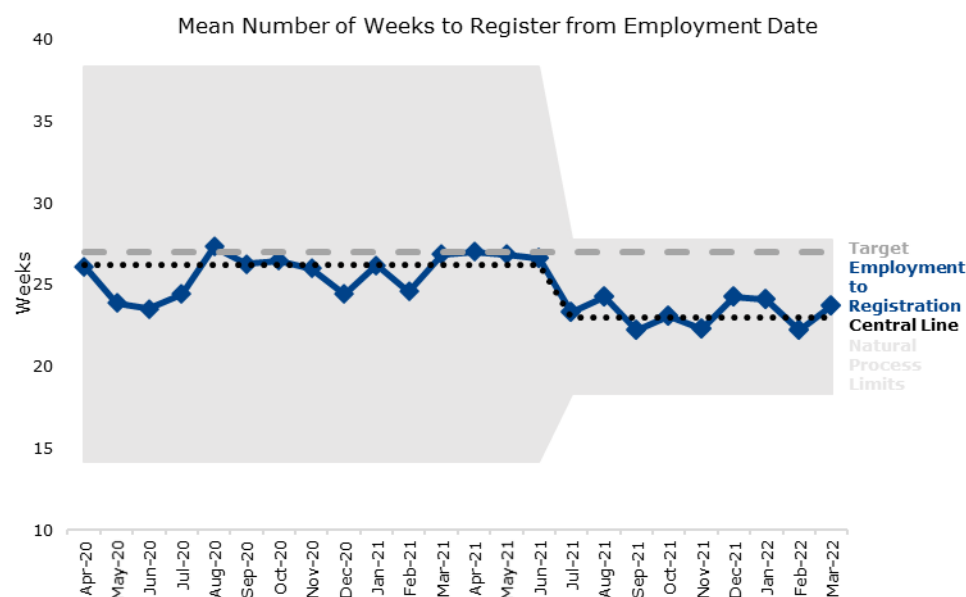
This strategic performance indicator (SPI) reflects our work to deliver strategic outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. The indicator helps measure how quickly we process applications, that the correct people are registered and ensures new staff are registered in a timely manner.

RAG		
<27	27 to 32	>32
Target: 27 weeks		
Actual and Reforecast		
Apr-21	27.0	-0.1%
May-21	26.8	-0.6%
Jun-21	26.6	-1.6%
Jul-21	23.3	-13.8%
Aug-21	24.2	-10.4%
Sep-21	22.2	-17.7%
Oct-21	23.0	-14.6%
Nov-21	22.3	-17.5%
Dec-21	24.2	-10.3%
Jan-22	24.1	-10.8%
Feb-22	22.2	-17.8%
Mar-22	23.6	-12.4%

Time taken from employment to registration was 23.6 weeks in March 2022. Employment to application increased from 18.9 to 20.0 weeks and application to registration increased from 3.3 to 3.6 weeks.

Our aim by March 2023 is to register workers within 12 weeks of employment, 8 weeks to submit an application and 4 weeks

processing time. However, we will reassess this ambition. We have been consistently meeting or close to our 4 weeks target to process an application. Achieving this on seven times throughout the financial year. We will monitor the impact, if any, the Scottish Government's decision to revert the requirement for workers to be registered within 12 months of starting their role to 6 months has on the overall length of time it takes for an individual to become registered.



#### Management Action and Risk

This SPI is linked to strategic risk 1, we fail to ensure that our system of regulation meets the needs of people who use services and workers, which is currently scored as 12 (amber) due to the issues around Fitness to Practise case closures (indicator 3.2).

- Internal processing time has reduced despite there being an increase in applications. This is most likely due to Scottish Government paying application fees. Since the introduction of the fee waiver, we have seen a 20% increase in applications.
- The requirement for workers to be registered within 12 months of starting their role has reverted to six months from 24 March. This has resulted in a reduction of the time from employment to application and is also contributing to the increase in applications. Registration staff have been working overtime. Registration resources were dedicated to processing applications to ensure workers are registered on time.
- We expect the internal processing time will increase for March due to the increase in applications.
- This financial year we have received 4,235 more applications than projected as at 28 February 2022. The numbers on the Register remain static as similar numbers of people are removed from the register as applications processed. The increase in applications mostly relates to housing support and care at home workers where there appears to be more movement of workers coming off the register and new workers coming on.

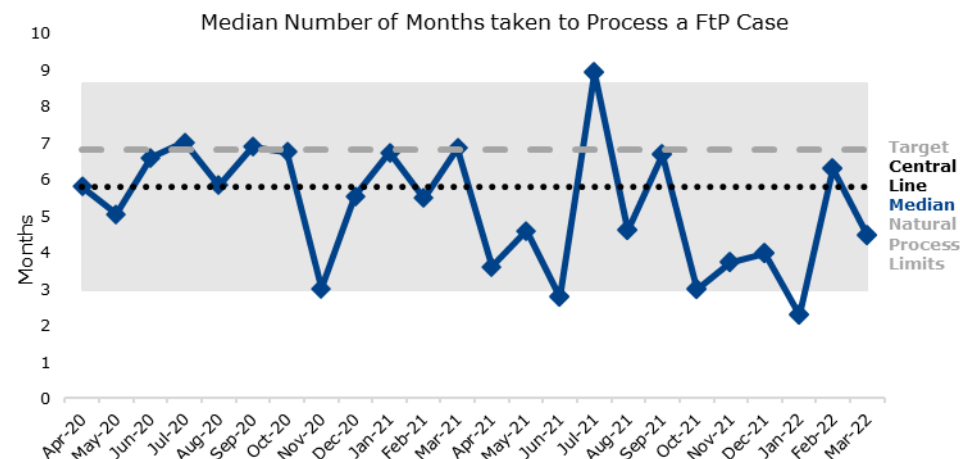
### 3.2 Regulation: The average time taken to process a fitness to practise case is maintained at less time than organisations we benchmark against.

This SPI reflects our work to deliver strategic outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. Prompt processing of Fitness to Practise (FtP) cases ensures concerns are addressed and the right people registered. We outperform our external target of 17.4 months comparing ourselves to similar bodies so have set our own internal target of 6.8 months.

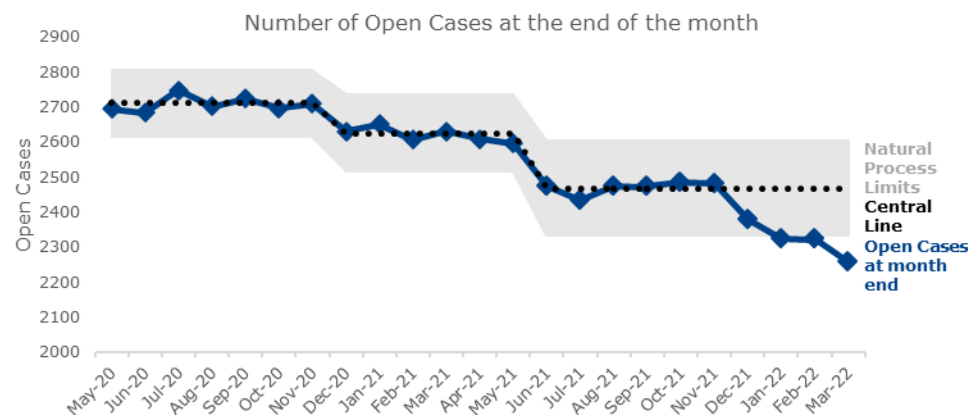
RAG		
<0%	0% to 10%	>10%
Internal Target: 6.8 months		

Actual and Reforecast		
Apr-21	3.6	-47.1%
May-21	4.6	-32.6%
Jun-21	2.8	-59.1%
Jul-21	8.9	31.3%
Aug-21	4.6	-32.5%
Sep-21	6.7	-2.1%
Oct-21	3.0	-56.2%
Nov-21	3.7	-45.6%
Dec-21	4.0	-29.4%
Jan-22	2.3	-66.5%
Feb-22	6.3	-7.9%
Mar-22	4.5	-25.6%

March 2022's performance was 4.5 months to process a Fitness to Practise case. Cases closed at screening stage were 51% in March 2022 (165 of 324 cases) compared to 45% in February 2022 (112 of 247 cases).



At the end of March 2022, the number of open cases was 2,255. A decrease of 68 from the previous month and an overall reduction of 374 from March 2021. This decrease is due to an increase in the number of cases closed in March 2022. The median age of open cases at the end of March 2022 was 318 days, an increase of nine days from the previous month.



## Management Action and Risk

This SPI is linked to strategic risk 1, we fail to ensure that our system of regulation meets the needs of people who use services and workers, which is currently scored as 12 (amber).

- The current position remains that of fragile stability.
- Existing staff capacity remains a concern. We have received four solicitor and a senior resignation in 2022. Recruitment, induction and training of new staff will continue in 2022 and we have approval to over-recruit solicitors to provide a cushion for resignations in the forthcoming financial year.
- New solicitors recruited in 2021 are taking on live case work and the time taken to train and quality assure key elements of the role has reduced by nine months. We will continue ongoing quality assurance of live cases to make sure decisions remain defensible.
- Opt-in Hearings continues to decrease the number of hearings and a slight reduction in work involved in those cases.
- There has been an increase in throughput in the investigation teams which is complimented by steady performance in the Screening Team.
- We are continuing work to highlight challenges in either team in a better way with the introduction of Power BI.
- The age profile of cases remains stable and focus is on older cases alongside high-risk cases. We are still experiencing the effects of COVID-19 in some cases particularly cases where there is a criminal case
- We have identified system and structural improvements that will free up capacity of more experienced people to

focus on complex and older cases. A temporary structure improvement has been in place since 1 February we will measure its impact after three months at the end of April. Data so far suggests this is improving case throughput.

- Updated referral guidance and Employer Advice Telephone support line was launched at the end of March 2022. This complements the wider engagement work that RIH have been doing to improve the quality of referrals, reducing the number of unnecessary referrals and ensuring we're getting the right referrals at the right time, all of which aims to assist with reducing the length of time taken to process a fitness to practise case.
- Business Intelligence team to work with Regulation to present alternative ways of displaying age of open cases information.
- FtP Managers are working on a review of all cases in the department that are more than three years old.
- Engagement with Police Scotland has resulted in better understanding of our need to obtain information from them – we hope continued dialogue will assist in reducing delays caused by refusal or delay in releasing necessary information

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

This SPI reflects our work to deliver strategic outcome 1, People who use services are protected by ensuring the regulated workforce is fit to practise, by measuring how engaged workers have been with the FtP process.

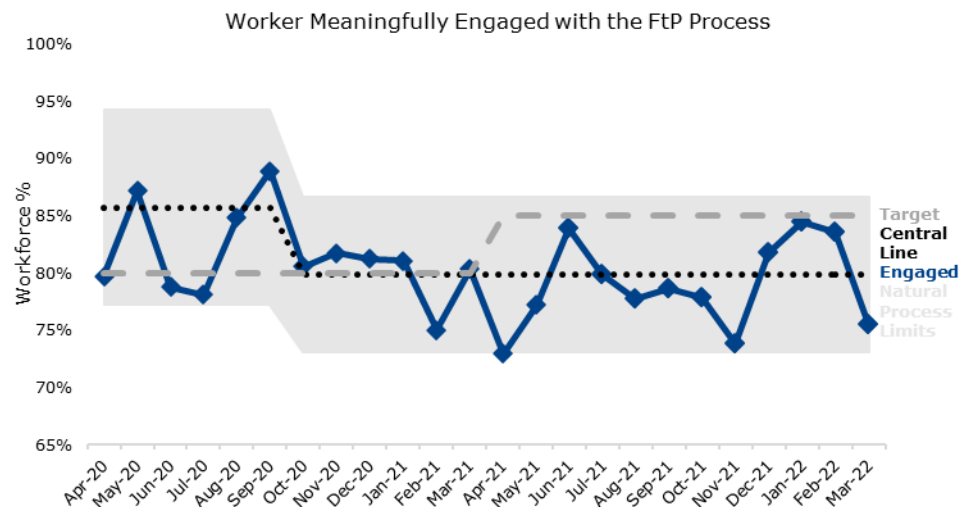
If the worker has provided a response to the allegations, this is likely to amount to meaningful engagement. The Regulation directorate set themselves a target of 85% engagement by the end of 2021/22 and 90% by the end of 2022/23.

RAG		
>85%	75% to 85%	<75%
Target: 85%		

Actual and Reforecast		
Apr-21	72.9%	-14.2%
May-21	77.2%	-9.2%
Jun-21	83.9%	-1.3%
Jul-21	79.8%	-6.1%
Aug-21	77.7%	-8.6%
Sep-21	78.6%	-7.6%
Oct-21	77.8%	-8.5%
Nov-21	73.8%	-13.2%
Dec-21	81.7%	-3.8%
Jan-22	84.5%	-0.6%
Feb-22	83.6%	-1.7%
Mar-22	75.5%	-11.2%

March 2022's performance was 75.5% engagement (120 of 159 cases). Although a lower engagement percentage to what we have seen over the last couple of months, this is the highest recorded number of cases closed this financial year and the highest number of engaged cases. Performance is still amber therefore we recommend maintaining a target of 85% rather than

increasing this to 90% for the next financial year.



#### Management Action and Risk

This SPI is linked to strategic risk 1, we fail to ensure that our system of regulation meets the needs of people who use services and workers, which is currently scored as 12 (amber) due to the issues around Fitness to Practise case closures (indicator 3.2).

We continue to work to improve access to representation and support services for workers, which helps them to meaningfully engage

- We have seen a sustained increase in attendance at Fitness to Practise Panel hearings from 30% to 50%, with attendance in March being over 80%. This is connected to online hearings and the reduction in unnecessary hearings through the introduction of Opt in Hearings.



- We are carrying out work with employers on education of the workforce about the importance of engagement and are reviewing the tone and content of correspondence with registered workers. The Regulatory Improvement team is leading this work and, while the engagement element will be ongoing, the review of letters aims to conclude by the end of May 2022. The telephone support line for workers has been procured and will launch once contracts are finalised.

We aim to promote and encourage early contact with workers under investigation at the start of the case and ensure that workers are confident using the FtP portal to keep up to date with their case

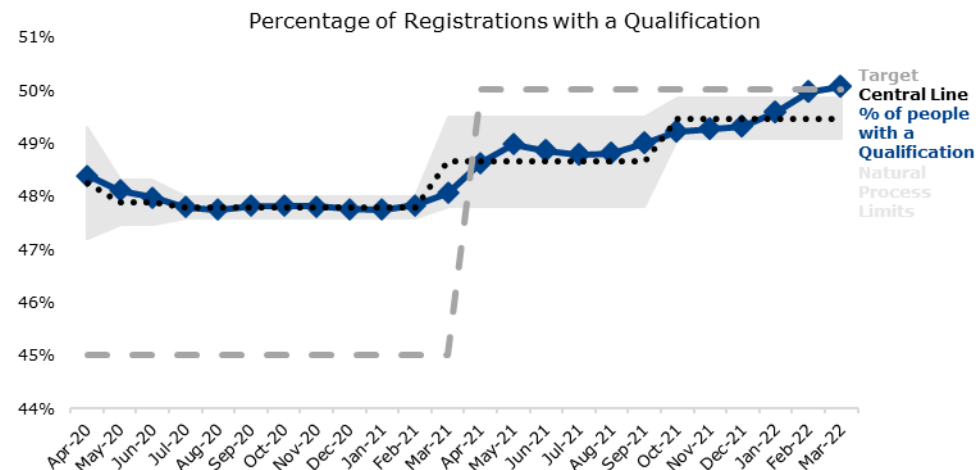
### 3.4 Development and Innovation: increase the percentage of the registered workforce with the correct qualification.

This SPI reflects our work to deliver strategic outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement, by measuring the proportion of the registered workforce who have achieved the correct qualification.

RAG		
>50%	47.5% to 50%	<47.5%
Target: 50%		

Actual and Reforecast		
Apr-21	48.6%	-2.7%
May-21	49.0%	-2.1%
Jun-21	48.8%	-2.3%
Jul-21	48.8%	-2.5%
Aug-21	48.8%	-2.4%
Sep-21	49.0%	-2.0%
Oct-21	49.2%	-1.6%
Nov-21	49.3%	-1.5%
Dec-21	49.3%	-1.4%
Jan-22	49.6%	-0.8%
Feb-22	50.0%	-0.1%
Mar-22	50.1%	0.1%

March 2022's performance was 50.1%. As current performance and behaviour is different to the long-term five-year forecast, we have been examining current trends to understand why the performance is improving rather than downward trend we anticipated. We will provide a new revised forecast for the next financial year.



#### Management Action and Risk

This SPI is linked to strategic risk 2, we fail to ensure that our workforce development function supports the workforce and employers to achieve the right standards and qualifications to gain and maintain registration, which is currently scored as 12 (amber).

As of March 2022, 50% of the registered workforce are qualified. This percentage is higher than expected and our performance target has been met earlier than anticipated. A revised forecast of the five-year longitudinal analysis of the qualified status of the workforce and the findings from the Register for the Future consultation will support development of an action plan to address the findings of the WSR and increase the qualified status of the workforce

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

This SPI reflects our work to deliver strategic outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement. The indicator reflects the number of learners registered to use our learning resources and the number of SSSC open badges awarded.

	RAG	
	>45%	<40%
	Target: 45%	
Apr-21	33.5%	-25.6%
May-21	36.0%	-20.0%
Jun-21	37.0%	-17.9%
Jul-21	37.9%	-15.7%
Aug-21	39.0%	-13.3%
Sep-21	40.0%	-11.1%
Oct-21	40.9%	-9.1%
Nov-21	41.9%	-6.8%
Dec-21	42.8%	-4.9%
Jan-22	43.7%	-2.9%
Feb-22	44.9%	-0.3%
Mar-22	45.9%	2.1%

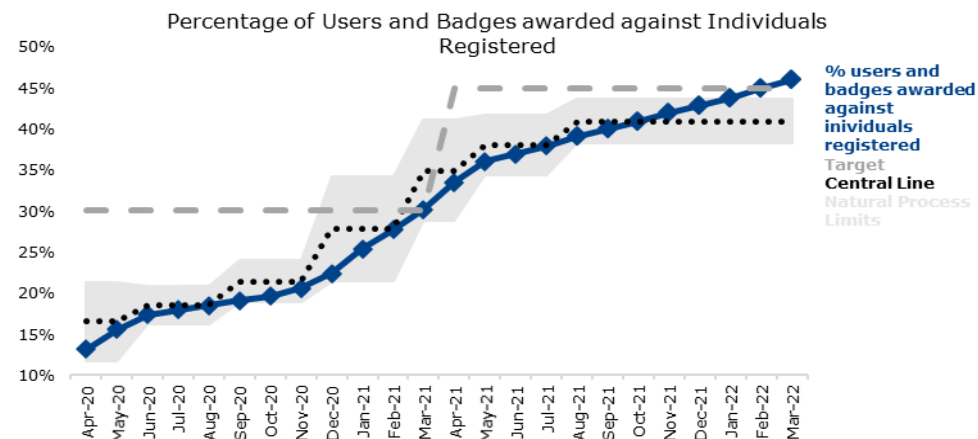
March 2022's performance was 45.9%. We track how many people have been actively using the MyLearning app in the last 30 days, which was 4,393 compared to 5,245 in February 2022. We also monitor the number of learning logs created in the last 30 days which was 12,237 compared to 16,533 in February 2022.

The number of new learner accounts was 1,207 compared to 1,306 in February 2022. The number of badges awarded was 523 compared to 487 in February 2022.

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

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

Dormant accounts are currently being issued three email reminders to login. If they do not login after 60 days of their first reminder then we will delete their account. Currently there are 13,141 dormant accounts. If we remove these accounts performance reduce by 8.1%.



## Management Action and Risk

This SPI is linked to strategic risk 2, we fail to ensure that our workforce development function supports the workforce and employers to achieve the right standards and qualifications to gain and maintain registration, which is currently scored as 12 (amber). The data shows a continued increase and uptake of individuals using our learning resources to achieve their CPL requirements

- The MyLearning app is helping us identify trends, target resource promotion and gauge promotion success.
- Targeted promotion of MyLearning in registrant newsletters
- Responses to the currently recent registrant stakeholder survey about use of our learning resources along with intelligence from the registrant survey and digital insights research is informing the development of an improvement plan with targeted actions to improve the uptake and use of our resources to achieve their CPL requirements.
- Planned further development of new open badges to support implementation of national guidance in respect of the Age of Criminal Responsibilities, National Child Protection Guidance and the Keeping Brothers and Sisters Together siblings guidance and development of 23 things leadership for ELC is anticipated to increase the uptake of open badges when launched.
- Our open badge resources will also be a feature within the Scottish Government Programme for Government commitment to develop a national induction framework for adult social care by May 2022

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

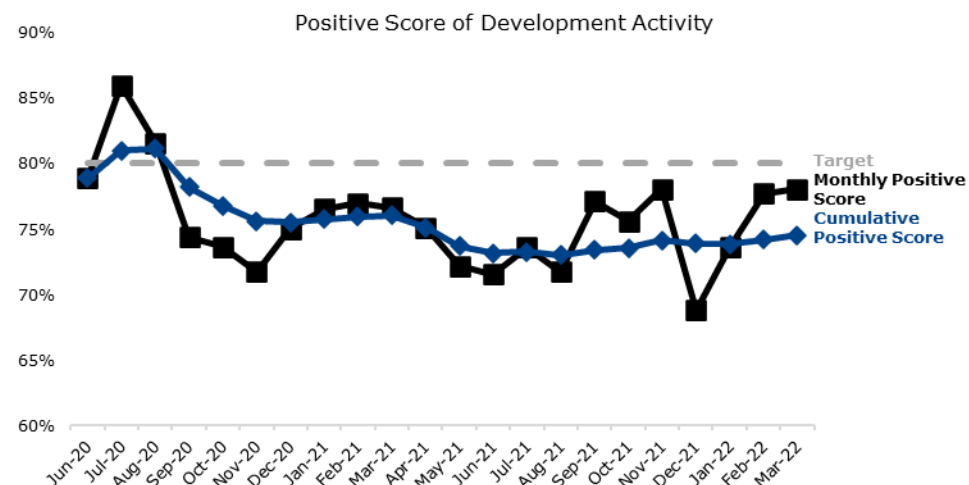
This SPI reflects our work to deliver strategic outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement. This indicator reflects people who have been using SSSC learning to support their continuous professional development.

RAG			RAG		
>80%	70% to 80%	<70%	>80%	70% to 80%	<70%
Target: 80%			Target: 80%		
Monthly Performance Actual and Reforecast			Cumulative Performance actual and Reforecast		
Apr-21	75.1%	-6.1%	Apr-21	75.1%	-6.1%
May-21	72.2%	-9.8%	May-21	73.7%	-7.9%
Jun-21	71.5%	-10.6%	Jun-21	73.2%	-8.6%
Jul-21	73.6%	-8.0%	Jul-21	73.2%	-8.5%
Aug-21	71.7%	-10.3%	Aug-21	73.0%	-8.7%
Sep-21	77.1%	-3.6%	Sep-21	73.4%	-8.3%
Oct-21	75.6%	-5.5%	Oct-21	73.5%	-8.1%
Nov-21	78.0%	-2.5%	Nov-21	74.1%	-7.3%
Dec-21	68.8%	-14.0%	Dec-21	73.9%	-7.6%
Jan-22	73.6%	-8.0%	Jan-22	73.9%	-7.7%
Feb-22	77.7%	-2.9%	Feb-22	74.2%	-7.3%
Mar-22	78.0%	-2.5%	Mar-22	74.5%	-6.8%

This calculation uses survey information from:

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

From the above sources, the number of responses we received was 514 compared to 480 in February 2022. We have received 5,947 responses for this financial year. This sample size gives us a 99% confidence level that our sample results reflect that of individuals registered with the SSSC. We are confident that the final result sits in a range between 72.9% and 76.1% rating.



### Management Action and Risk

This SPI is linked to strategic risk 2, we fail to ensure that our workforce development function supports the workforce and employers to achieve the right standards and qualifications to gain and maintain registration, which is currently scored as 12 (amber).

Although currently amber our performance against this measure remains strong and is close to reaching our ambitious target.

Performance and Improvement and D&I are undertaking further work to measure stakeholder satisfaction with resources. This includes:

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

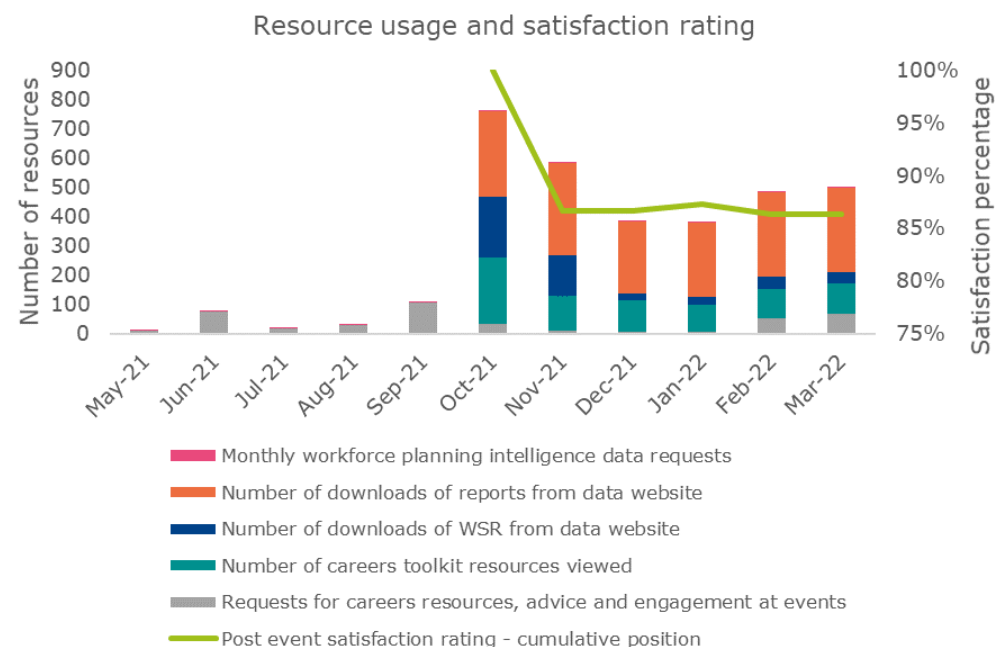
### 3.7 Development and Innovation: Percentage of those reporting positive awareness of workforce planning resources and report that resources are effective.

This SPI reflects our work to deliver strategic outcome 3: Our workforce planning activities support employers, commissioners, and policy makers to deliver a sustainable, integrated and innovative workforce. The indicator reflects the number of people using our workforce planning resources and their rating of the content.

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

We also collect post event feedback which currently indicates an 86% satisfaction rating for events conducted by SSSC for this financial year from 66 responses.

The number of resources used in March 2022 increased compared to February 2022. This was driven by the number of careers toolkit unique views which increased from 98 to 107 and the amount of requests for careers resources, advice and engagement at events which increased from 54 to 66.



#### Management Action and Risk

This SPI is linked to strategic risk 5, we fail to provide value to our stakeholders and demonstrate our impact, which is currently scored as 9 (yellow).

Resource usage trends will be developed once sufficient data is available.

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

Satisfaction will be monitored against the benchmark through:

- A workforce planning and intelligence blog will be published quarterly, with the first blog launched before the end of the financial year, which will have an embedded survey link to provide ongoing satisfaction feedback.
- The employability group (monthly) and career reference group (quarterly) flash report is distributed to all members after each meeting. The report includes an embedded survey link to capture feedback and satisfaction. We will encourage members to complete at each meeting to increase response rates

A network of workforce planners has been established and we are working in partnership with the network and Scottish Government policy teams to develop a programme of activity based on priority needs including the production of planning scenarios and assumptions to support national and local workforce planning for demand for social workers and MHOs.



### 3.8 Development and Innovation: Deliver the SSSC's commitments under the National Health and Social Care Workforce Plan to schedule and evaluate satisfaction with the outputs.

This SPI reflects our work to deliver strategic outcome 3: Deliver the SSSC's commitments under the National Health and Social Care Workforce Plan to schedule and evaluate satisfaction with the outputs. Commitments from Part 2 of the National Integrated Health & Social Care Workforce Plan are regularly reported and monitored by the Scottish Government (SG).

The National Workforce Strategy for Health and Social Care was published March 2022 and is the next iteration of the National Health and Social Care Workforce Plan. The NHS Recovery Plan sets out the approach to Scotland's Health and Social Care recovery from the pandemic. A key requirement to delivering the Recovery Plan is having the right workforce in place at the right time and it was therefore agreed that the workforce planning group would develop a new supporting workforce strategy to enable delivery of the recovery plan. The strategy sets out a holistic, long-term health and social care workforce vision, alongside our strategic priorities for workforce growth, recruitment, retention, training and development. The strategy includes short, medium and long term deliverables.

Our commitments within the strategy include leading or supporting:

- Development of a graduate apprenticeship route into social work
- Implementation of a supported first year in practice for all NQSWs

- Development of a national induction framework for adult social care
- Promoting career pathways and social care as a career choice
- Supporting the national recruitment campaign
- Supporting the Fair Work "effective voice" pilot
- Supporting the NTTF Introduction to Social Programme
- - Analyse and do a needs assessment of available workforce data and sources building recommendations for workforce data collection design, quantity and quality.
- - Identify options for working collaboratively with stakeholders to review the Social Care workforce data landscape as part of a whole system approach.
- - Identify options for obtaining accurate data on the unregistered workforce ensuring we consider our whole workforce when planning.

#### Management Action and Risk

This SPI is linked to strategic risk 5, we fail to provide value to our stakeholders and demonstrate our impact, which is currently scored as 9 (yellow). We are working closely with the Scottish Government, OCSWA, NHS Education for Scotland, COSLA and other partners to deliver the actions within the new Workforce Strategy.

We are working with OSCWA and Skills Development Scotland to progress the development of a graduate apprenticeship route into Social Work

We are currently supporting ten early implementation sites to implement the supported first year in practice for NQSWs with a full roll out expected later in 2022

We continue to promote careers in care and support the roll out of national recruitment campaigns and the 'Introduction to Social Care' programme currently being delivered by colleges across Scotland

We are working closely with SG and partner to progress the 'effective voice' pilot

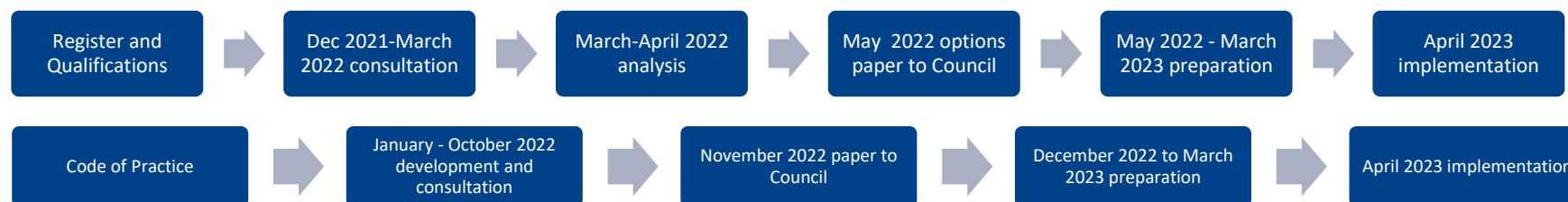
We have established a Social Service Workforce Data and Workforce Planning Group. It has representatives from various parts of Scottish Government, COSLA, NHS, and representative bodies such as Social Work Scotland, Scottish Care and CCPS amongst others. We are also looking to expand membership to include local planners. The group will initially meet monthly and a key focus will be to review current collections and publications in order to support the implementation by employers, Government and other national bodies of new policy initiatives such as the National Care Service.

### 3.9 Regulation: Deliver the Future Proofing Programme.

This SPI reflects our work to deliver strategic outcome 1: To deliver the restructure of the register to support the sector. The indicator reflects the development of improvements to be made through the SSSC Future Proofing Programme.

Progress against project milestones are in the quarterly update provided to the Audit and Assurance Committee. Project updates will also be included in assurance reports.

Delivery is projected to take up to three years. The high-level timeline is:



#### Management Action and Risk

This SPI is linked to strategic risk 1, we fail to ensure that our system of regulation meets the needs of people who use services and workers which is currently scored as 12 (amber).

- The biggest risk to progress remains the potential lack of Scottish Government time to implement legislative change required to change the structure of the register. Sponsor team is working on this with the Scottish Government Legal Department but it is now unlikely we will have legislative change in time for an implementation date of April 2023. We are re-profiling the timeline to take account of this.
- The consultation on the Register and qualifications has now closed. We have received over 6000 responses and are working on the analysis which will be presented to May Council.
- Whilst Sponsor Group have approved the Programme expanding to include consideration of fees, any progress on fees remains dependant on the approval of Ministers. We are working on models of fee increases for discussion with Scottish Government.
- A budget case to support the Programme in the next financial year has been approved. The most significant cost is likely to be digital system changes. The budget contains an estimate of this cost which will be more reliable after discovery workshops with the supplier conclude before the end of the financial year.
- We are appointing Scottish Government's Centre of Excellence to carry out external scrutiny of the Programme.

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

This SPI reflects our work to deliver strategic outcome 4: The social work, social care and early years workforce is recognised as professional and regulated and valued for the difference it makes to people's lives.

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

The measures:

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

Our Registrant survey in June 2021 asked several questions to help us understand how Registrants view our promotion of the sector. Registrants were asked 'How well do you think these articles promote the positive value of social work, social care and early years services.'

'Articles' refers to the information that we provide through our SSSC Newsletter, Website and Social Media channels. We received 7,547 responses to this question, of which 5,241 or 69% were positive.

Our stakeholders are key strategic partners, policy influencers, organisations, groups and individuals who may:

- have an interest in our work
- have influence over our work

- be potentially affected by any aspect of our work
- affect our work
- have influence or an interest but are not aware of our work

In January 2022 we concluded the annual stakeholder survey asked the question 'How much do you think the work of the SSSC promotes the value of the sector and the workforce?'. 13 respondents answered this question and we received 54% positive response.

#### Management Action and Risk

This SPI is linked to strategic risk 5, we fail to provide value to our stakeholders and demonstrate our impact, which is currently scored as 9 (yellow).

- We received a low response rate to our stakeholder survey, but this was not unexpected. We will review the target audience and question set for this survey and refine as necessary.
- We are reviewing other qualitative information that can be used to inform this KPI, this includes the impact of our Career Ambassador work and our involvement in the Fair Work agenda which is report under 3.8 above.

## 4. ORGANISATION INFORMATION

### 4.1 Programme Management Office

#### Overall Summary: Programmes

Programme	Project Sponsor	Phase	Budget RAG	Risk/ Issues RAG	Stakeholder Buy In RAG	Overall RAG	Approval and Monitoring	Key Milestone	Comment
Digital Programme	Director of Strategy and Performance	Implement	Green	Amber	Green	Amber	All digital projects approved and monitored at by Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO	<ul style="list-style-type: none"> <li>Supplier appointed for digital assets project.</li> <li>LMS project passed governance gate 3 (approve designs and plans).</li> </ul>	<p>Risk and Issues tracking amber:</p> <p>Mattersphere portal customisation</p> <ul style="list-style-type: none"> <li>Lack of capacity with supplier to deliver the last milestone of training days</li> </ul> <p>LMS System</p> <ul style="list-style-type: none"> <li>This project will carry forward to 2022/23.</li> </ul>
Insight and Intelligence Project (part of Digital Programme)	Director of Strategy and Performance	Implement	Amber	Amber	Amber	Amber	Project approved and monitored by Digital Development Sponsor Group and Digital Development Programme Board. Cross functional groups meet on a fortnightly basis to monitor and provide support. Updates with PMO	<ul style="list-style-type: none"> <li>Power BI training course rollout for users</li> </ul>	<p>Risk and Issues tracking amber:</p> <ul style="list-style-type: none"> <li>Project will carry forward to 2022/23</li> <li>There are issues with resourcing that will impact on timescale. Digital Sponsor have been made aware.</li> </ul>

Future-Proofing Programme	Director of Registration	Define	Green	Amber	Green	Amber	Programme approved and monitored by the Future-Proofing Programme Board. Updates with PMO.	<ul style="list-style-type: none"> <li>Registration and qualifications and skills consultation closed on 14<sup>th</sup> March.</li> </ul>	Risks and issues tracking Amber <ul style="list-style-type: none"> <li>Potential changes requiring legislative change and lack of time to consult/propose.</li> <li>Scope risk – National Care Consultation may increase scope</li> </ul>
Rewards Review Programme	Director of Finance	Define	Amber	Amber	Amber	Amber	Programme approved and monitored by the Rewards Review Programme Governance Group monthly. Updates with PMO	<ul style="list-style-type: none"> <li>HR Drop-in sessions delivered</li> <li>JEGs interviews underway</li> </ul>	Risk and issues tracking Amber <ul style="list-style-type: none"> <li>Risk of JEGs process not being achieved within the timescale. Job evaluation report due originally by end of March - delayed to beginning May 2022.</li> <li>Risks to overall morale of staff due to the effects of job evaluation and organisational design.</li> <li>Uncertainty of additional costs as an outcome of job evaluation and organisational design, until phases of work complete.</li> </ul>

## Overall Summary: External Projects

Programme	Project Sponsor	Phase	Cost vs Budget RAG	Risks/ Issues RAG	Stakeholder Buy In RAG	Overall RAG	Approval and Monitoring	Key Milestone	Comment
Newly Qualified Social Worker	OCSWA	Implement	Green	Amber	Green	Amber	Approved by EMT. Implementation group meet on monthly basis	<ul style="list-style-type: none"> <li>Round 2 Supervision training delivered</li> <li>NQSW Covid Research report published</li> <li>Financial modelling and recommendation of final model for supported year provided to sponsor</li> </ul>	Risks and issues tracking Amber: <ul style="list-style-type: none"> <li>Awaiting outcome from the NCS consultation on the structure going forward.</li> <li>Timescale and funding arrangements for full roll out still to be agreed with Ministers</li> <li>Governance structure for employer accountability still to be finalised.</li> </ul>

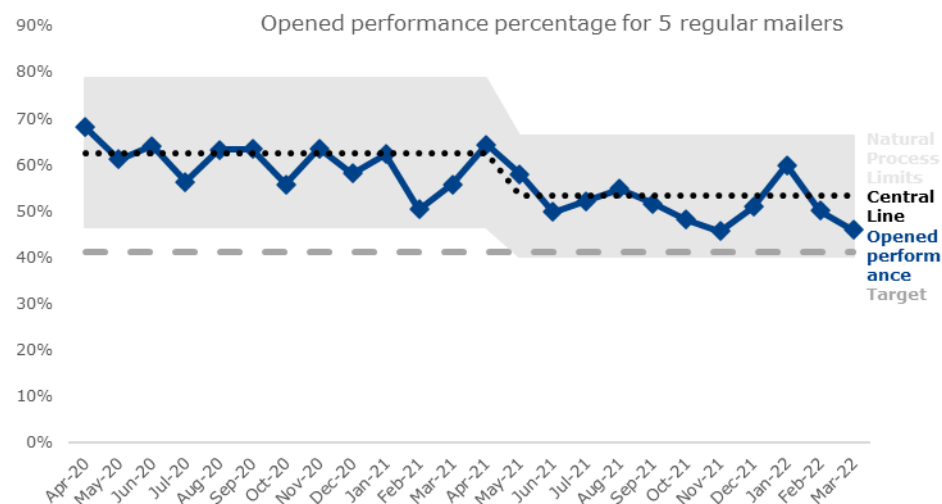
## 4.2 External Stakeholder Engagement

This strategic performance indicator (SPI) reflects our work to deliver strategic characteristic 1: Always focused on needs of our customers as well as strategic characteristic 4: We are a respected and valued organisation.

RAG		
>5%	-5% to 5%	<-5%
Target: 41%		
% Opened		
Apr-21	64.3%	56.7%
May-21	57.8%	40.9%
Jun-21	49.7%	21.2%
Jul-21	52.0%	26.9%
Aug-21	54.7%	33.4%
Sep-21	51.5%	25.5%
Oct-21	48.0%	17.0%
Nov-21	45.5%	10.9%
Dec-21	50.8%	24.0%
Jan-22	59.7%	45.7%
Feb-22	50.0%	22.0%
Mar-22	45.8%	11.8%

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

March 2022's performance was 45.8%. One of the lowest recorded this financial year. February's performance saw increase from 47.4% to 50.0% with an additional 8,198, we may see the same pattern in March's performance the following month.



### Management Action and Risk

This SPI is linked to strategic risk 5, we fail to provide value to our stakeholders and demonstrate our impact, which is currently scored as 9 (yellow).

The decrease in engagement for March is offset by the engagement in the previous two months for the future proofing programme consultation.

There is also technical back-end glitch, which first happened in March. The platform is not sending the follow up emails to those who haven't engaged with the first email. This is having an impact on the March and April figures and on the impact stories. The supplier is aware and we are working with them to resolve the issue.



## March impact stories

### Article: Not used the MyLearning app yet?



### 4.3 Strategy and Performance: SSSC complaint information.

This section looks at complaints the SSSC has received about our service. This reflects our work to deliver strategic characteristic 1: Always focused on needs of our customers.

This metric will compare performance of complaints at stage one and complaints at stage two using the date when a complaint has been recorded as resolved. The graphic will show the trend in number of complaints received so that we can track any trend changes.

We have twenty days to resolve a stage two complaint and five days to resolve a stage one complaint.

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

Percentage of stage one complaints resolved on time

Apr-21	100.0%	11.1%
May-21	100.0%	11.1%
Jun-21	91.7%	1.9%
Jul-21	71.4%	-20.6%
Aug-21	100.0%	11.1%
Sep-21	100.0%	11.1%
Oct-21	100.0%	11.1%
Nov-21	100.0%	11.1%
Dec-21	100.0%	11.1%
Jan-22	97.8%	8.6%
Feb-22	97.6%	8.4%
Mar-22	97.9%	8.8%

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

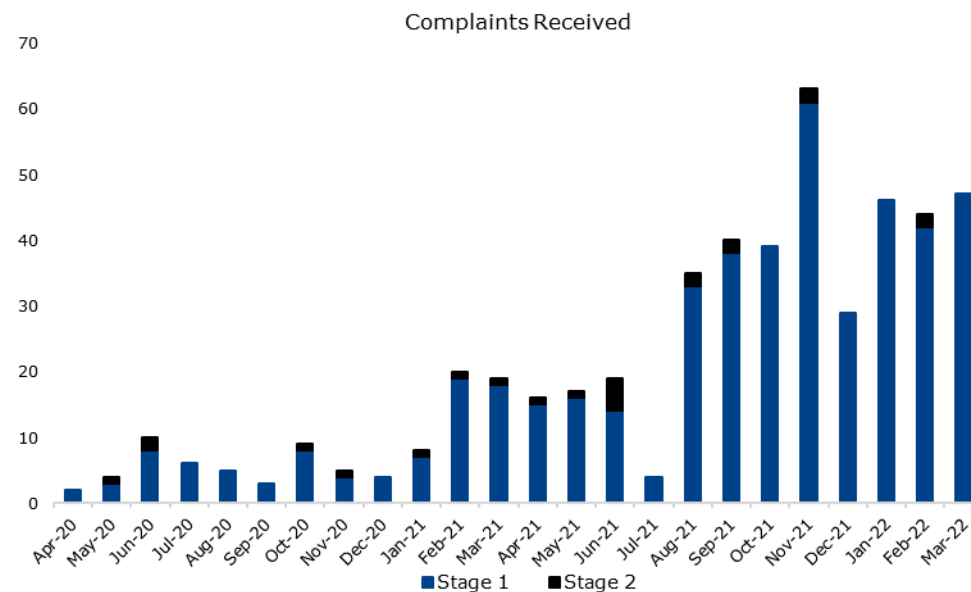
Percentage of stage two complaints resolved on time

Apr-21	0%	-100.0%
May-21	100.0%	11.1%
Jun-21	100.0%	11.1%
Jul-21	100.0%	11.1%
Aug-21	-	-
Sep-21	100.0%	11.1%
Oct-21	100.0%	11.1%
Nov-21	100.0%	11.1%
Dec-21	-	-
Jan-22	-	-
Feb-22	-	-
Mar-22	0%	-100.0%

We resolved 47 stage one complaints in March 2022, 45 within timescales.

We resolved three stage two complaints in March 2022, all were out with timescales but two were given an extension. Of the three cases that missed deadline one was due to an individual wanting

to meet in person with their representative and the Director of Regulation.



### Management Action and Risk

This SPI is linked to strategic risk 5, We fail to provide value to our stakeholders and demonstrate our impact, which is currently scored as 9 (yellow).

Although we did not respond to any stage two complaints within the 20 day timescale in March, two received an agreed extension per the complaints handling procedure. This means that complainants were aware of the delay and were kept updated on progress.

Based on this, we are not concerned that there are underlying issues regarding the missed deadlines and that there is reasonable explanation for these.

## HUMAN RESOURCES PERFORMANCE

### 4.4 HR: The overall percentage of staff who are absent from work.

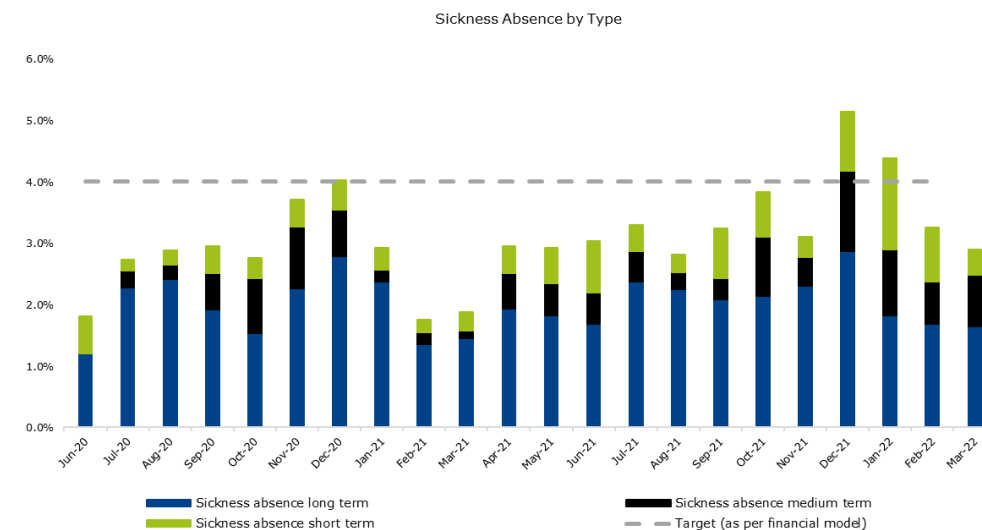
This metric combines all types of absence across the SSSC to give an overall metric. The assessment will focus on any areas of concern or risk by looking at sickness absence by directorate or team. We will identify any emerging reasons that could cause more staff absence in the future.

RAG		
<4%	4% to 5%	>5%
Target: 4%		
Actual and Reforecast		
Apr-21	3.0%	-26.2%
May-21	2.9%	-27.0%
Jun-21	3.0%	-24.0%
Jul-21	3.3%	-17.5%
Aug-21	2.8%	-29.6%
Sep-21	3.2%	-19.0%
Oct-21	3.8%	-4.3%
Nov-21	3.1%	-22.3%
Dec-21	5.1%	28.5%
Jan-22	4.4%	9.5%
Feb-22	3.3%	-18.5%
Mar-22	2.9%	-27.5%

Definitions: Short term absence is up to a week. Medium term absence is between 8 and 27 calendar days. Long term absence is a period of four weeks or more.

There were six employees absent due to long term sickness and we had seven COVID-19 related sicknesses in March. We expect March sickness levels to increase when we update in April due to delays in absence reporting and the lag with the payroll deadline.

We have updated the rates for February as reflected in the Sickness Absence by Type chart.



### Management Action and Risk

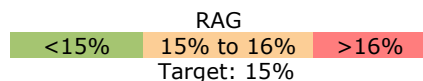
This SPI is linked to strategic risk 6, we fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes, which is currently scored as 12 (amber).

We will have more accurate real time reporting when we move to self-service absence. This will use MyView for inputting the absence information and reduce the time between an absence and the data being recorded. We expect this to be available in Q2 this year.

## 4.5 HR: The overall staff turnover percentage.

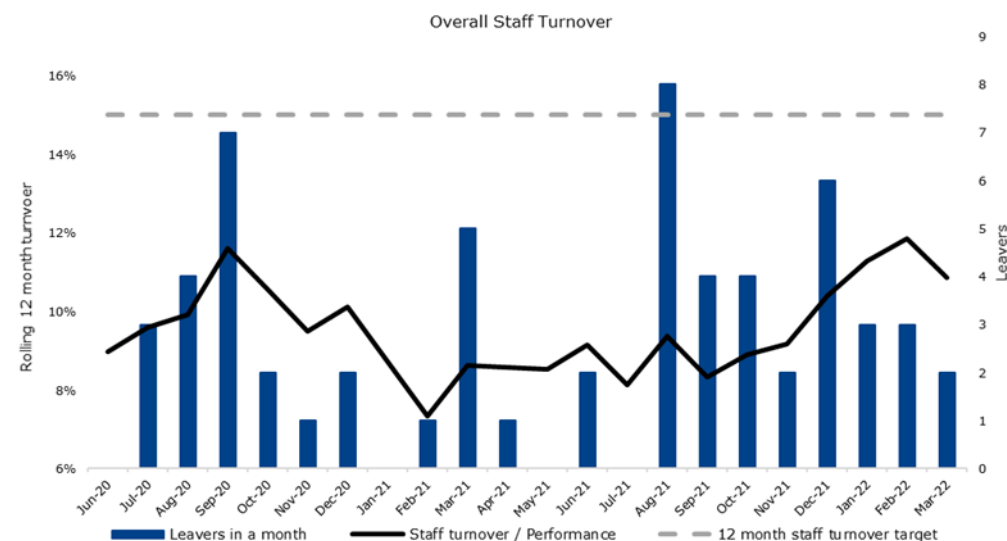
This key performance indicator (KPI) reflects our work to deliver strategic characteristic 5: People want to work at the SSSC

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



Actual and reforecast		
Apr-21	8.6%	-42.8%
May-21	8.5%	-43.1%
Jun-21	9.1%	-39.0%
Jul-21	8.1%	-45.9%
Aug-21	9.4%	-37.6%
Sep-21	8.3%	-44.5%
Oct-21	8.9%	-40.6%
Nov-21	9.2%	-38.9%
Dec-21	10.4%	-30.8%
Jan-22	11.3%	-24.8%
Feb-22	11.9%	-21.0%
Mar-22	10.9%	-27.6%

There were two leavers in March 2022.



## Management Action and Risk

This SPI is linked to strategic risk 6, we fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes, which is currently scored as 12 (amber).

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

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

This KPI reflects our work to deliver strategic characteristic 5: People want to work at the SSSC

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

Budget posts that are empty actual and reforecast

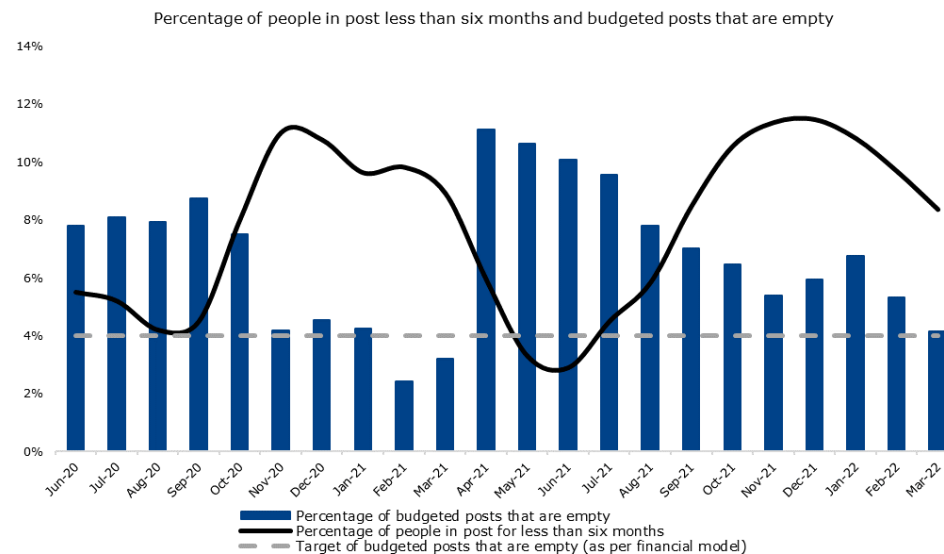
Apr-21	11.1%	178.2%
May-21	10.6%	165.8%
Jun-21	10.1%	151.8%
Jul-21	9.5%	138.6%
Aug-21	7.8%	94.9%
Sep-21	7.0%	75.6%
Oct-21	6.4%	61.2%
Nov-21	5.4%	34.7%
Dec-21	5.9%	48.6%
Jan-22	6.7%	68.5%
Feb-22	5.3%	32.6%
Mar-22	4.1%	3.7%

RAG		
Target: N/A		

People in posts for less than six months actual and reforecast

Apr-21	5.9%	--
May-21	3.3%	--
Jun-21	2.9%	--
Jul-21	4.5%	--
Aug-21	5.8%	--
Sep-21	8.5%	--
Oct-21	10.5%	--
Nov-21	11.4%	--
Dec-21	11.5%	--
Jan-22	10.8%	--
Feb-22	9.7%	--
Mar-22	8.4%	--

Vacant posts versus budgeted posts have continued to decrease in March, almost reaching the target of 4%. Four new starts began in March and so far, there is one confirmed new start in April, one in June and two in July. The number may increase again as we move to recruit into new budgeted posts approved by Council in March.



#### Management Action and Risk

This SPI is linked to strategic risk 6, we fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes, which is currently scored as 12 (amber).

We will change processes that will reduce the time a vacant post remains empty.

## LEGAL AND CORPORATE GOVERNANCE

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

This strategic performance indicator (SPI) reflects our work to deliver strategic characteristic 1: Always focused on needs of our customers as well as strategic characteristic 4: We are a respected and valued organisation.

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

Percentage of SAR completed on time

Apr-21	86%	-14%
May-21	100%	0%
Jun-21	100%	0%
Jul-21	100%	0%
Aug-21	0%	-100%
Sep-21	100%	0%
Oct-21	100%	0%
Nov-21	75%	-25%
Dec-21	100%	0%
Jan-22	100%	0%
Feb-22	80%	-20%
Mar-22	100%	0%

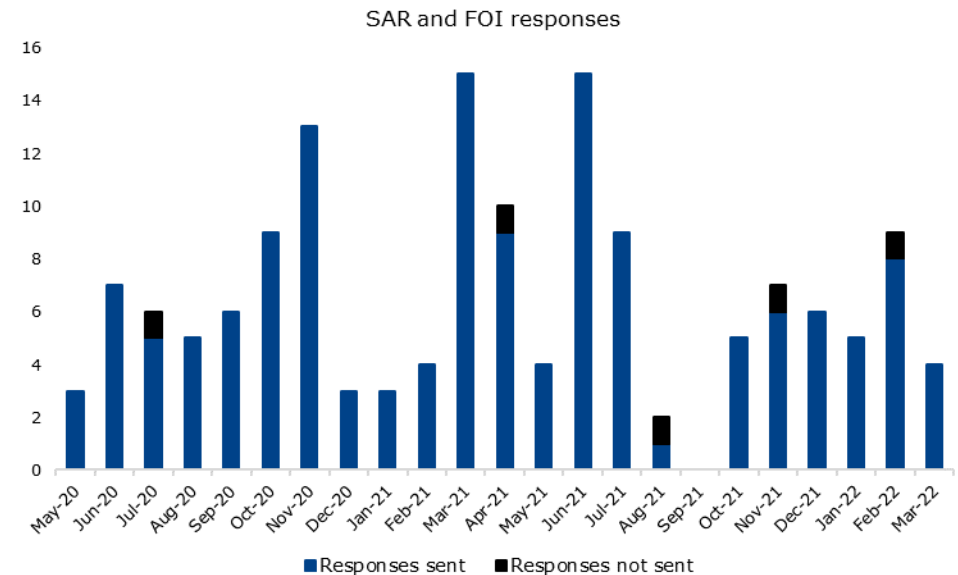
RAG		
>90%	80% to 90%	<80%
Target: 100%		

Percentage of FOI requests completed on time

Apr-21	100%	0%
May-21	100%	0%
Jun-21	100%	0%
Jul-21	100%	0%
Aug-21	100%	0%
Sep-21	100%	0%
Oct-21	100%	0%
Nov-21	100%	0%
Dec-21	100%	0%
Jan-22	100%	0%
Feb-22	100%	0%
Mar-22	100%	0%

We must respond to 100% of SAR requests within one calendar month. In March 2022 we responded to two requests and met the statutory timescale for both of these.

We must respond to Freedom of information (FOI) requests within 20 working days. In March 2022 we responded to two requests and met the statutory timescales for both of these.



### Management Action and Risk

This SPI is linked to strategic risk 3, We fail to meet corporate governance external scrutiny and legal obligations, which is currently scored as 9 (yellow).

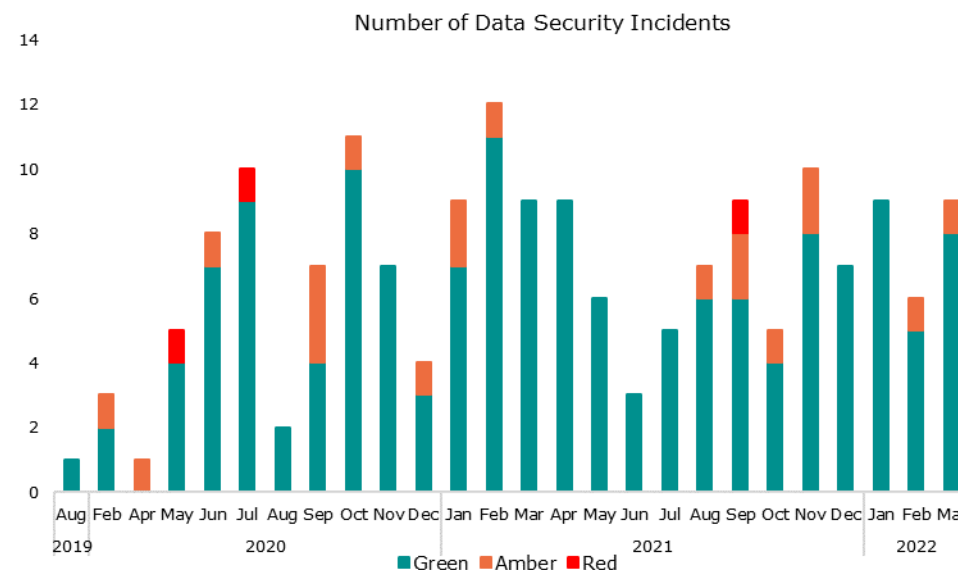
#### 4.9 L&CG: Number of security incidents/data breaches reported.

This strategic performance indicator (SPI) reflects our work to deliver strategic characteristic 1: Always focused on needs of our customers as well as strategic characteristic 4: We are a respected and valued organisation

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

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

The Information Governance Team assessed nine data security incidents in March 2022 and categorised eight as low/green and one as medium/amber.



#### Management Action and Risk

This SPI is linked to strategic risk 3, We fail to meet corporate governance, external scrutiny and legal obligations, which is currently scored as 9 (yellow). The Information Governance Team assesses each breach and makes recommendations to ensure that a repeat of the incident does not happen.

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

The Information Governance Team has carried out trend analysis of security incidents in quarters one, two and three and reported to OMT.



## CONTROL CHARTS

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

Central line – this is the average performance and indicates the trend in performance. It is also used to calculate the lower and upper natural processes. If the line is flat then performance is steady, if the central line moves up or down this indicates that the trend in performance has changed over several months and the central line has had to be recalculated.

Natural process limit – This is the region between the lower natural process limit and the upper natural process limit. How performance sits within this limit will determine if we need to calculate the central line. If a performance point sits outside of this natural process limit, then it would be considered an outlier. The upper and lower natural limits are calculated based on the average of the moving range, the moving range being the difference between two performance points.