

<b>Title of report</b>	Assurance Report as of 30 June 2024
<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>approve the revised Assurance Report template</li> <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>	Maree Allison, Chief Executive
<b>Link to Risk Register</b> Risks as of 1 April 2024	<p>The information in this report links to:</p> <p>Outcome 1: <b>Trusted</b> - People who use services are protected by a regulated workforce that is fit to practise.</p> <p>Outcome 2: <b>Skilled</b> - Our work supports the workforce to deliver high standards of professional practice.</p> <p>Outcome 3: <b>Confident</b> - Our work enhances the confidence, competence and wellbeing of the workforce.</p> <p>Outcome 4: <b>Valued</b> - The social work, social care and children and young people workforce is valued for the difference it makes to people's lives.</p>
<b>Impact Assessment</b>	An Impact Assessment (IA) was not required.
<b>Link to the Strategic Risk Register</b>	Strategic Risk 4: We fail to provide value to our stakeholders and demonstrate our impact.
<b>Documents attached</b>	<p>Apx 1: Full 2024/25 Strategic Risk Register.</p> <p>Apx 2: Assurance Map.</p>

# ASSURANCE REPORT AS OF 30 JUNE 2024

AAC Meeting Version

July 2024

Agenda item: 05, Report no: TBC

Action: For Decision

# EXECUTIVE SUMMARY

## JUNE 2024 SPI & ORGANISATIONAL PERFORMANCE SUMMARY

SPI	SPI Description	Outcome	Risk	Ambition	Current	V (+/-)	Movement	Proj. YE	Actions & Comments
Finance	Available reserves (%)	1-4		2 to 2.5	3.2	+3.0	↓	Red	Review and manage through year with any reserves above target applied to reduce the Spending Pressure. There is a plan identified below to reduce reserve.
2.1 Reg	Reduce the time taken to being registered (weeks)	1	1	<18	23.7	-11.7	↑	Red	Legislative change introduced by the Future Proofing Programme will reduce time to apply and improve performance over the year.
2.2 Reg	SSSC will maintain the number of open fitness to practise cases at an acceptable level	1	1	1850	1870	+27	↓	Amber	Year-end position based on current performance trends. Strong potential to be green.
	95% of our open cases will be less than three-years-old	1	1	95.0	95.6	-0.2	↓	Green	
2.3 WE&S	Increase the percentage of the workforce using learning resources to achieve CPL (%)	2	2	28.0	31.9	+1.4	↑	Green	
2.4 WE&S	Percentage of those reporting positively that our development activity is delivering the support required by the workforce (%)	2	2	80.0	66.7	0.0	→	Green	Low volume of responses expected until data available via the annual declaration is in the correct format.
	Cumulative performance (%)	2	2	80.0	63.6	+3.6	↑	Green	
3.1 Organisational Information	Programme Management Office	1-4	-	-	-	-	-	-	
4.1 HR	The overall percentage of staff who are absent from work (%)	1-4	6	<3.6	3.6	-	→	-	
4.2 HR	The overall staff turnover percentage (%)	1-4	6	<16.2	12.9	-1.3	↑	-	

## JUNE 2024 KOI PERFORMANCE SUMMARY

KOI	KOI Description	Outcome	Risk	Ambition	Current	V (+/-)	Movement	Proj. YE	Actions & Comments
5.1	Delivery of key milestones across our joint initiatives and programme of work against national strategies	2, 3, 4		-	-			N/A	
5.2 KOI Reg	Registrant workforce numbers			N/A	177.9k	-1.2k	-	N/A	As the annual declaration process improves the accuracy of those entitled to be on the register we expect this figure to change and likely reduce.
5.3 KOI S&P	The percentage of the workforce feeling valued for the work they do	4		N/A	-	-	-	N/A	
5.4 KOI S&P	The percentage of the workforce with the correct qualification (%)	1,2,3,4		N/A	52.4	+0.1	↑	N/A	Could be influenced by current FPP prep work, expect changes over the next quarter to this figure.

# 1. CORPORATE FINANCIAL POSITION

## 1.1 Results

Scottish Social Services Council	Projection					
Income Statement	Actual	Committed	Forecast remaining	Projection	Budget	Prior Year
Grant in Aid						
Staff Costs	3,780	78	12,569	16,428	16,714	15,313
Non Staff Costs	921	695	2,025	3,641	3,741	3,353
Grant in Aid & Other Income	(3,100)	0	(14,175)	(17,275)	(17,275)	(17,818)
Net Grant in Aid Expenditure (Income)	1,601	773	419	2,793	3,181	848
Payments						
Post graduate bursaries	548	63	2,261	2,872	2,655	2,438
Practice learning fees	0	0	4,102	4,102	3,852	3,601
Funding						
Post graduate bursaries	0	0	(2,655)	(2,655)	(2,655)	(2,655)
Practice learning fees	0	0	(3,852)	(3,852)	(3,852)	(3,852)
Grant in Aid Disbursements	548	63	(144)	467	0	(467)
Payments						
Voluntary Sector Development Fund	0	0	735	735	0	942
Other grants	0	0	257	257	15	1,099
Funding						
Voluntary Sector Development Fund	0	0	(600)	(600)	0	(739)
Other grants	0	0	0	0	0	(1,003)
Other Grants/Disbursements	0	0	392	392	15	301

**The Results** above show the projection for the year to 31 March 2025 based on reviews to the end of June 2024. The projection is the addition of actual income and expenditure to 30 June 2024, purchase orders committed but not spent and forecast of remaining income and expenditure to 31 March 2025.

**Summary:** At this point in the year, our projected results are consistent with our budget, except Staff costs where savings of £287k have happened in the first three months of 2024/25. Non-Staff costs are reduced by £100k as that funding has been moved to ring-fenced

general reserve for digital equipment replacement which is noted at 1.5. We expect that savings will be used to reduce our use of Spending Pressure funding as detailed at 1.5.

**Staff Costs** represent over 80% of expenditure excluding disbursement payments

In the first three months to 30 June, payroll costs show a £287k saving on budget (7.1%) and the projection reflects the savings so far this year. Panel Member allowances (£617k) and other staff costs (£306k) make up the other staff costs and are projected in line with budget.

**Non Staff Costs** represent the remaining 20% of expenditure.

This covers accommodation (£192k), administration and travel (£1.2m), Digital costs (£1.5m), supplies and services (£452k) and projects (£356k). In comparison to the previous year, accommodation costs are lower due to reduced space (£270k) and transfer of lease costs to administration due to IFRS 16 (£175k). Within supplies and services £100k budgeted for digital equipment has been ring fenced within general reserves (1.5). The same amount was set aside last year and so £200k is now held for future spending on digital equipment. The main element within projects is explained in FFP below.

**Income** combines the GIA Income and other sources of income generated internally.

Funding and income illustrate the different elements of income.

Expenditure on staff and non-staff Costs is covered by £17.3m of basic GIA funding and other internally generated income plus Spending Pressure of £3.2m. During May/June 2024 we have drawn down £3.1m from the Scottish Government.

**GIA Disbursements** cover Post Graduate Bursaries (PGB) and Practice Learning Fees (PLF). In 2024/25 there is funding of £2,655k for PGB and £3,852k for PLF of which £1,500k is an additional funding element. These disbursements follow the timing of the academic year and therefore projections reflect the budget.

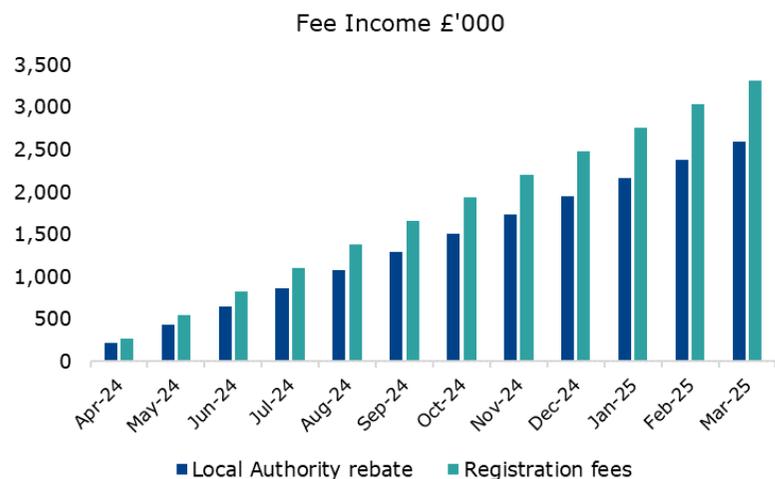
**Other Disbursements** cover the Voluntary Sector Development Fund (VSDF) and other grants. The main component of other grants is the Workforce Development Grant (WDG). These areas were not budgeted, and we expect to have a better understanding of these disbursements during the second quarter.

The **Future Proofing Project (FPP)** was funded last year by both an allocation from the general reserve (£749k - see 1.5) and Scottish Government funding (£343k). This budget of £1,092k for 2023/24 resulted in an actual spend of £890k for the year and an underspend to be carried forward to 2024/25 of £203k. The project went live on 03 June and the budget to conclude in November 2024 is £303k. Our budget for 2024/25 budget, and specifically within Projects, includes £190k to bridge between the underspend last year and the £303k required until November. There is a £90k contingency to support any post implementation spend until March 2025.

## 1.2 Areas of exceptions and risk

Category	Exception/risk	Value	Comments
Legal issues	The employment tribunal judgement affecting panel members requires us to pay pension contributions and additional backdated holiday pay. Other legal challenges may require potential payments.	£300k	<p>This amount has been ring fenced with the reserve figure - see 1.5</p> <p>We expect to have the matters resolved and certainty as to spend by October Audit and Assurance Committee.</p>
Fee Income and Fee Write-Offs	We expect a reduction in fee income due to FPP changes and an equivalent reduction in fee write-offs. The fee write-offs budget was set at £238k for 2024/25.	Neutral impact	<p>Fee income in the budget is based on estimated fees invoiced. Pre-FPP a proportion of invoices were written off as the individual had left the sector and was not entitled to remain on the register. FPP has changed the approach to managing fees and invoices are no longer sent. Fees are paid as part of the annual update process by those still working in the sector. We expect that write-offs will therefore substantially reduce. This should be offset by an equivalent reduction in fee income. This will not affect our total end of year position.</p>

### 1.3 Registration fee income



Our projection for 2024/25 continues to align to the budget – registration fees is projected to be £3,310k for the full year and Local Authority rebate is expected to be £2,593k. This figure will be updated later in the year to reflect the changes to fee income due to the FPP programme detailed at 1.2.

### 1.4 Funding and income

Funding and income	Budget £000	Scottish Government £000	Other £000	Drawdown /received £000	Projection 31 Mar 25 £000
<b>Grant in aid</b>	11,028	11,028		3,100	11,028
Local Authority fees	2,593	2,593			2,593
Registration fees	3,310		3,310		3,310
Other income	344		344		344
	17,275	13,621	3,654	3,100	17,275
<b>GIA - disbursements</b>					
Practice Learning Fess	2,352	2,352			2,352
Additional Practice					
Learning funding	1,500	1,500			1,500
Post Graduate Bursaries	2,655	2,655			2,655
	6,507	6,507	0	0	6,507
<b>Other disbursements</b>					
Voluntary Sector					
Development Fund			600		600
Workforce Development					
Grant and others					
	0	0	600	0	600
Spending pressure	3,196	3,196			3,196
<b>Total funding and income</b>	<b>26,978</b>	<b>23,324</b>	<b>4,254</b>	<b>3,100</b>	<b>27,578</b>

Total funding is budgeted at £27m with £3.1m being drawn down during May/ June 2024. The Grant in Aid figure from the Scottish Government of £11m is supplemented by Fee income noted at 1.3 and other income to support the main activities of SSSC. GIA Disbursements will be claimed as paid. At this stage Other Disbursements are being finalised. We are currently projecting drawing down the full spending pressure, but as detailed at 1.5 we expect to use savings to reduce that draw down. We expect to be firmer in our projections on this by October Audit and Assurance Committee.

## 1.5 General reserve and available reserve

Scottish Social Services Council	Reserve		
Change in Taxpayers Equity	Grant in Aid	GIA Disbursements	Other Disbursements
<b>Balance at 31st March 2024</b>	1,465	467	392
<b>Carried Forward to 2024/25</b>			
Post graduate bursaries		217	
Practice learning fees		250	
Voluntary Sector Development Fund			135
Other grants			257
<b>Ring fenced</b>			
IT Equipment	100		
<b>Carried forward &amp; Ring fenced</b>	100	467	392
<b>Available Genereal Reserve</b>	<b>1,365</b>	<b>0</b>	<b>0</b>
<b>Balance at 1st April 2024</b>	1,465	467	392
Expenditure	-20,068	-6,974	-992
Funding from Government & other income	17,275	6,507	
Funding from Others Disbursements			600
Spending Presure	3,196		
<b>Balance at 31st March 2025</b>	1,868	0	0
<b>Carried Forward to 2025/26</b>			
Post graduate bursaries			
Practice learning fees			
Voluntary Sector Development Fund			
Other grants			
<b>Ring fenced</b>			
Potential external issues (refer to 1.2)	300		
Scope to reduce Spending Pressure	500		
IT Equipment (refer to Non Staff Costs in	200		
<b>Carried forward &amp; Ring fenced</b>	1,000	0	0
<b>Available General Reserve</b>	<b>868</b>	<b>0</b>	<b>0</b>

The reserve is split into three categories.:

**Grant In Aid** – shows the main activities of SSSC. Funding from Government and other income to cover staff and non-staff costs and supported where necessary by Spending Pressure.

**GIA Disbursements** – payments made for Post Graduate Bursaries and Practice Fee Learning which are recompensed by the Government.

**Other Disbursements** – other payments including Workforce Development Grant and Voluntary Sector Development Fund which are recompensed by other bodies.

The projected income and expenditure for 2024/25 is supported by an agreed spending pressure of £3,196k. It is assumed the disbursements carried forward into 2024/25 will be disbursed in the year. The ring-fenced total for digital equipment is now £200k and £300k for legal issues is set aside as explained in 1.2. There is scope to reduce spending pressure, and this is currently estimated at £500k.

This means that the SPI Finance Available reserves % is 3.2%. Our aim will be to manage spending pressure reduction considering how available reserve is positioned within Ambition.

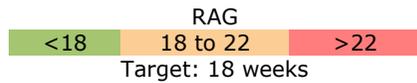
Approved Budgeted Expenditure		26,977
(Staff Costs, Non-Staff Costs & disbursement payments)		
<b>Available Reserve (%)</b>	<b>3.2%</b>	<b>868</b>
Lower Range	2.0%	540
Upper Range	2.5%	674

## 2. STRATEGIC PERFORMANCE INDICATORS

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

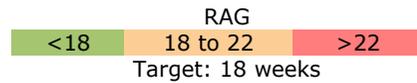
#### Assessment & Analysis

Time taken from employment to registration was 23.7 weeks in June 2024. Overall application to registration was 2.2 weeks, a decrease of 1.9 weeks from the previous month.



Length of time to register - Overall performance

Apr-24	26.4	47%
May-24	35.4	97%
Jun-24	23.7	32%
Jul-24	26.7	48%
Aug-24	24.6	37%
Sep-24	25.7	43%
Oct-24	27.4	52%
Nov-24	25.8	43%
Dec-24	26.1	45%
Jan-25	26.0	45%
Feb-25	29.3	63%
Mar-25	28.2	57%



Length of time to register - Individuals who haven't been registered previously on the same register part

Apr-24	21.8	21.1%
May-24	31.8	76.7%
Jun-24	21.0	16.7%
Jul-24	20.6	14.2%
Aug-24	18.8	4.5%
Sep-24	21.4	19.0%
Oct-24	22.1	22.5%
Nov-24	19.9	10.4%
Dec-24	20.0	11.3%
Jan-25	19.8	9.9%
Feb-25	21.8	21.1%
Mar-25	22.0	22.2%

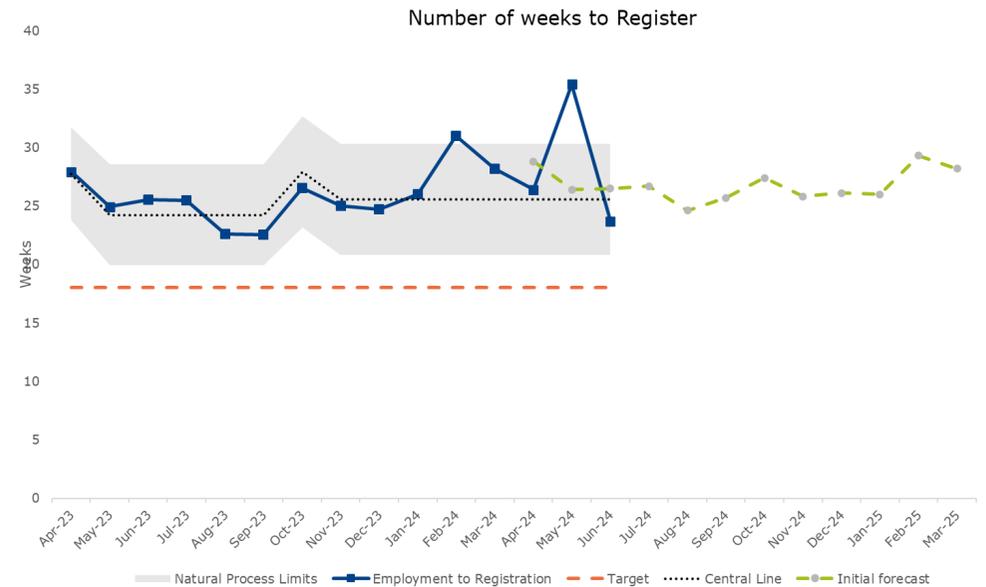
We have analysed the data and can see that the overall figure is influenced heavily by individuals who have been registered but needed to reapply for registration after being removed for failing to either pay a fee or renew.

We have included a new secondary measure looking at individuals who have registered for the first time or the first time on a new register level. This second measure will be further developed and improved to exclude certain scenarios in which the data should not be used in the calculation.

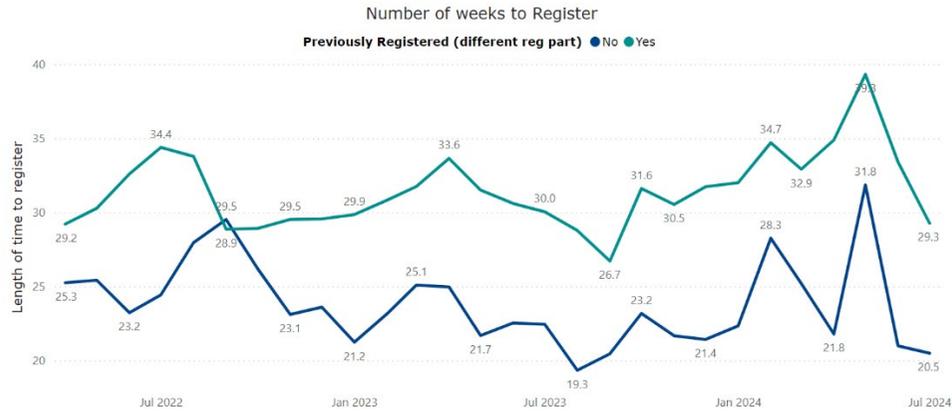
For these individuals the time taken from employment to registration was 21.0 weeks in June 2024.

From 03 June, new workers need to apply for registration within three months and gain registration within six months (Future proofing legislation). People in roles before 03 June still have six months to gain registration.

We are already seeing the impact of the Future Proofing Programme, FPP, with the length of time figures reducing, however we will need four to five months/data points to understand the trends associated with this impact. We have also seen that the numbers of registrations used for this calculation has dropped but again we need four to five data points to understand what the new normal is for this measure.



Below is a line graph that details the differences between individuals registering for the first time against those who have been registered previously.



### Management Action.

The Future Proofing Programme was implemented on 03 June 2024 changing processes in how the Register is managed. It is a period of high workload pressure in the Registration Department. By October Audit and Assurance Committee we will have a clearer picture of the standard internal processing times for applications.

Communication with employers and individuals has been underway since early March to prepare them for the need to apply for registration within 3 months. We are planning a Get Registered Campaign to emphasise the new timescale.

## 2.2 Regulation: SSSC will maintain the number of open fitness to practise cases at an acceptable level; 95% of our open cases will be less than three-years-old.

### Assessment & Analysis

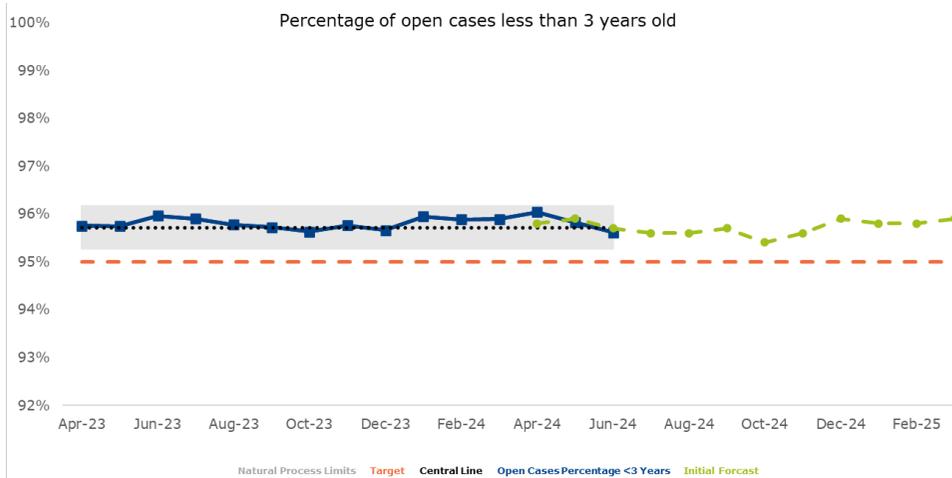
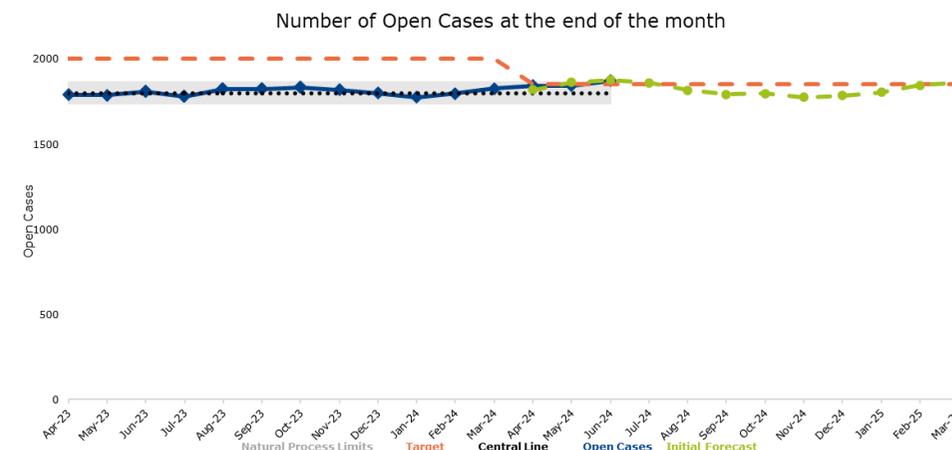
Prompt processing of Fitness to Practise (FtP) cases ensures concerns are addressed and the right people are registered. This analysis focuses on both number of cases open and how many of those are less than 3 years old.

RAG			RAG		
<0%	0% to 10%	>10%	>95%	90% to 95%	<90%
Target: 1850			Target: 95%		
Number of open fitness to practise cases at an acceptable level actual and reforecast			% of open cases less than 3 years old actual and reforecast		
Apr-24	1841	-0.5%	Apr-24	96.0%	1.1%
May-24	1843	-0.4%	May-24	95.8%	0.9%
Jun-24	1870	1.1%	Jun-24	95.6%	0.6%
Jul-24	1858	0.4%	Jul-24	95.6%	0.7%
Aug-24	1815	-1.9%	Aug-24	95.6%	0.7%
Sep-24	1792	-3.1%	Sep-24	95.7%	0.7%
Oct-24	1795	-3.0%	Oct-24	95.4%	0.4%
Nov-24	1775	-4.1%	Nov-24	95.6%	0.6%
Dec-24	1783	-3.6%	Dec-24	95.9%	1.0%
Jan-25	1804	-2.5%	Jan-25	95.8%	0.8%
Feb-25	1844	-0.3%	Feb-25	95.8%	0.9%
Mar-25	1861	0.6%	Mar-25	95.9%	1.0%

Several factors affect the number of cases open and their age profile. Some are external, such as complexity of cases, proportion of cases affected by third party proceedings, the quality of information relating to a case and the proportion of member of the public complaints. Others are internal such as case to staff ratios, staff turnover, experience and capacity.

Throughout 2023/24 our performance was consistently under 1,850 open cases. Based on this we set ourselves a new target of 1,850 open cases, down from 2,000. This follows consistent performance in 2023/2024. We expect fluctuations in case numbers over the year however this target will provide a closer

focus on this measure. At the end of June 2024, the number of open cases was 1,870. An increase of 27 from the previous month and an increase of 63 from June 2023. Of these open cases, 95.6% (1,788 of 1,870) are less than 3 years old.



### Management Action

No action required at present but if performance remains at amber over the next three months we will develop an action plan.

## 2.3 Workforce Education and Standards: Increase the percentage of the workforce using our learning resources to achieve Continuous Professional Learning.

### Assessment & Analysis

This measure looks at active users who access our CPL products as well as number of badges completed each month. The calculation for monthly performance comes from:

- the number of applications for badges in a month, minus the number which were returned and not resubmitted or revoked
- number of leadership capability 360 feedback tool accounts
- number of learner accounts minus the number identified as dormant accounts
- number of MyLearning App users in the prior 30 days
- number of registrants who have answered yes on their annual declaration on if they used our learning resources, when available.

RAG		
>33%	28% to 33%	<28%
Target: 33%		
Apr-24	29.6%	-10.2%
May-24	30.5%	-7.4%
Jun-24	31.9%	-3.4%
Jul-24	29.9%	-9.4%
Aug-24	31.6%	-4.3%
Sep-24	32.0%	-2.9%
Oct-24	31.9%	-3.5%
Nov-24	32.3%	-2.2%
Dec-24	31.8%	-3.5%
Jan-25	32.4%	-1.7%
Feb-25	33.3%	0.8%
Mar-25	33.6%	1.8%

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

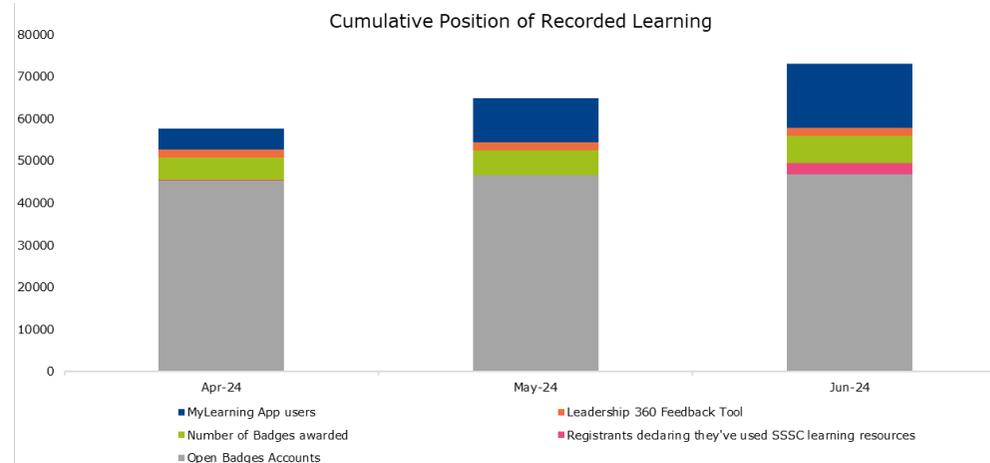
A new target of 33% has been agreed. The previous financial years performance led to a target of 28% being suggested however, due to improvement work planned and the introduction of annual declarations as a data source the target has been increased.

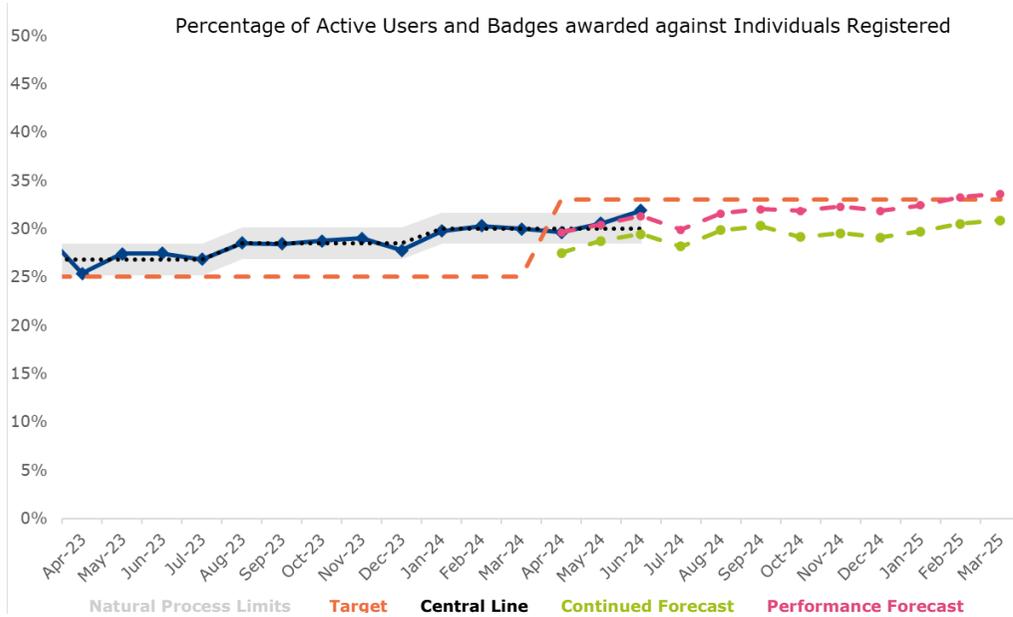
Performance has increased from 30.5% to 31.9%.

There were 546 badges awarded in June 2024, a decrease of one compared to last month but increase of 135 from June 2023.

We currently have 46,720 active SSSC Open Badges user accounts and saw 4,817 users of the MyLearning app in the prior 30 days.

We also have now included a new part to the measure, the number of registrants who have answered yes on their annual declaration on if they used our learning resources. For June this was 2,647 individuals.





The graph of percentage of active users and badges awarded against individuals registered now includes two forecast lines, the green line shows the forecast if no improvement activity happened and we maintained performance from previous years. The pink line shows potential uplift in performance due to improvement activity.

### Management Action

## 2.4 Workforce Education and Standards: Percentage of those reporting positively that our development activity is delivering the support required by the workforce.

### Assessment & Analysis

This indicator reflects the feedback from people who have been using SSSC learning to support their continuous professional development. This calculation uses survey information from:

- the annual declaration from users, how many used CPL and how they rated the resources used when available.
- surveys across our corporate website and our learning zone
- post-event feedback

RAG		
>80%	70% to 80%	<70%
Target: 80%		

RAG		
>80%	70% to 80%	<70%
Target: 80%		

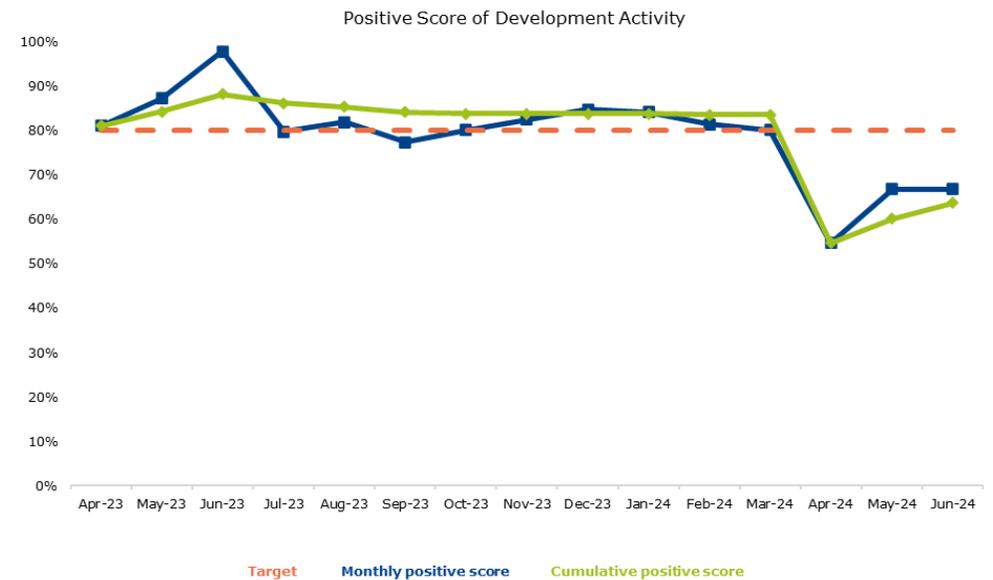
Monthly Performance Actual and Reforecast	Actual	Reforecast
Apr-24	54.5%	-31.8%
May-24	66.7%	-16.7%
Jun-24	66.7%	-16.7%
Jul-24	77.8%	-2.8%
Aug-24	81.8%	2.3%
Sep-24	82.7%	3.4%
Oct-24	84.3%	5.3%
Nov-24	80.8%	1.0%
Dec-24	77.5%	-3.1%
Jan-25	80.8%	1.0%
Feb-25	82.8%	3.5%
Mar-25	82.7%	3.4%

Cumulative Performance actual and Reforecast	Actual	Reforecast
Apr-24	54.5%	-31.8%
May-24	60.0%	-25.0%
Jun-24	63.6%	-20.5%
Jul-24	78.6%	-1.8%
Aug-24	79.7%	-0.3%
Sep-24	80.5%	0.7%
Oct-24	81.3%	1.6%
Nov-24	81.2%	1.5%
Dec-24	80.7%	0.8%
Jan-25	80.7%	0.9%
Feb-25	80.9%	1.2%
Mar-25	81.1%	1.4%

From the above resources we received 24 responses, compared to last month's nine. Prior to the introduction of work related to FPP we would receive approximately 252 responses on average per month. Once the annual declaration information is in the correct format this will boost the amount of responses we will

have for this measure. We anticipate response volumes to increase significantly giving us a more comprehensive view of the opinions of those using our CPL resources.

Cumulative performance reflects the cumulative performance for the current financial year.



### Management Action

### 3. ORGANISATION INFORMATION

#### 3.1 Programme Management Office

##### Overall Summary: Programmes

Programme	Budget RAG	Risk/ Issues RAG	Stakeholder Buy In RAG	Timescale RAG	Overall RAG	Approval and Monitoring	Key Deliverables	Comment
Digital Programme	Green	Amber	Green	Green	Green	All digital projects approved and monitored at by Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO	SSSC Learning Zone Redevelopment Phase 2 Project: Total deliverables: 4 Due: 0 Completed: 0 Delayed: 0  SSSC Corporate Website Development Project: Total deliverables:4 Due: 1 Completed: 1 Delayed: 0	Risks and issues: No significant strategic risks or issues.
Future proofing digital changes 2024/25	Green	Green	Green	Green	Green	Project approved and monitored at Digital Development Sponsor Group and Digital Development Programme Board. Updates with PMO.	Total deliverables: 1 Due: 1 Completed: 1 Delayed: 0	Risks and issues: No significant strategic risks or issues.
Future-Proofing Programme	Green	Amber	Green	Green	Green	Programme approved and monitored by the Future-Proofing Programme Board. Updates with PMO.	Total deliverables: 9 Due: 5 Completed: 5 Delayed: 0	Risks and issues: No significant strategic risks or issues.
JSST programme	Green	Amber	Amber	Green	Amber	Both project workstreams will be monitored and approved by JSST Workstreams Project Board and Sponsor Group.	Total deliverables: 12 Due: 0 Completed: 0 Delayed: 0	Risks and issues: There are still several areas to be agreed before work can commence

NOS review programme	Amber	Green	Green	Green	Green	Programme approved and monitored by the NOS Review programme board. Updates with PMO.	Total deliverables: 4 Due: 0 Completed: 0 Delayed: 0	Risks and issues: No significant strategic risks or issues.
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## 4. HUMAN RESOURCES PERFORMANCE

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

### Assessment & Analysis

This metric combines all types of absence across the SSSC to give an overall metric. The assessment focuses on areas of concern or risk by looking at sickness absence by directorate/team and identifying any emerging reasons that could cause additional staff absence in the future.

RAG		
<3.6%	3.6% to 4.6%	>4.6%
Target: 3.6%		
Apr-24	4.0%	11.1%
May-24	3.6%	0.0%
Jun-24	3.6%	0.0%
Jul-24		
Aug-24		
Sep-24		
Oct-24		
Nov-24		
Dec-24		
Jan-25		
Feb-25		
Mar-25		

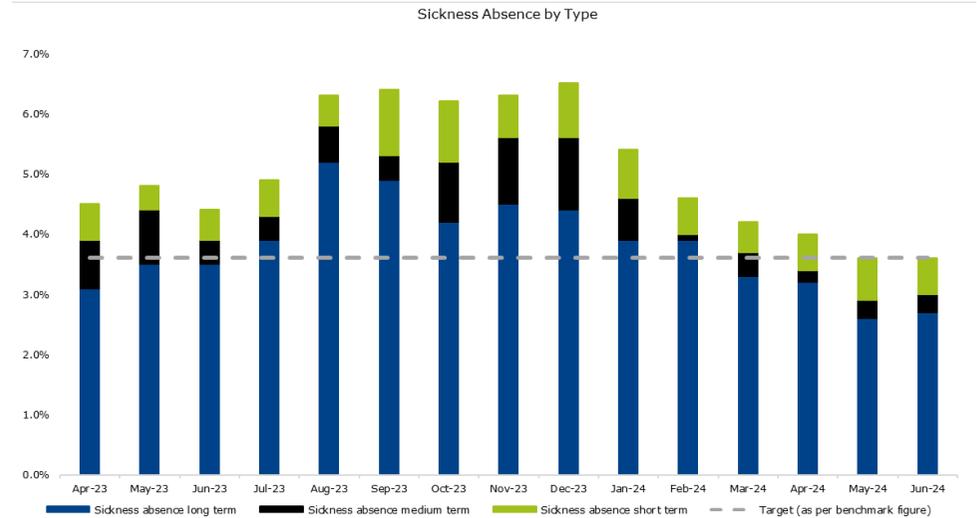
Definitions: Short-term absence is up to a week. Medium-term absence is between 8 and 27 calendar days. Long-term absence is a period of four weeks or more. There has been a reduction in absence levels.

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

In June 2024 SSSC lost 207 days to sickness (3.6% of capacity).

We break this down in the table below:

Directorate	Department	Days	Sick %
EMT & Support	EMT & Support	0	0.0%
Regulation	FtP	87	4.5%
Regulation	RIH	21	6.1%
Regulation	Registration	49	3.7%
Regulation	LCG	19	10.6%
WE&S	E&S	1	0.2%
WE&S	WP&P	5	1.6%
WE&S	HR	0	0.0%
WE&S	OD	0	0.0%
S&P	Comms & Policy	10	3.8%
S&P	P&I	2	0.7%
S&P	Digital Services	13	5.1%
S&P	Finance	0	0.0%



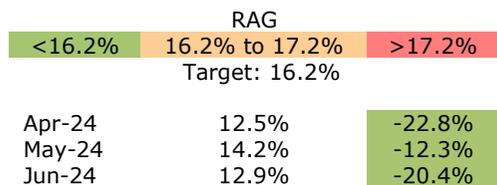
### Management Action

No specific actions required.

## 4.2 HR: The overall staff turnover percentage.

### Assessment & Analysis

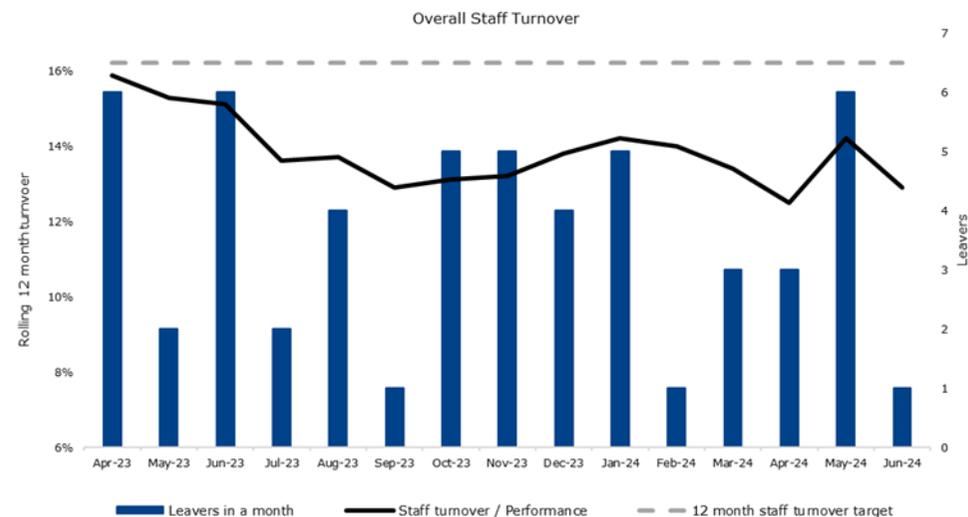
This metric looks at the average staff turnover for the SSSC. The assessment focuses on any areas of concern or risk by looking at staff turnover in certain directorates/team. We will identify any emerging reasons that could cause more staff turnover within an area.



Jul-24  
Aug-24  
Sep-24  
Oct-24  
Nov-24  
Dec-24  
Jan-25  
Feb-25  
Mar-25

In June we had one leaver in Education and Standards, the overall rolling turnover was approximately 12.9%.

Directorate	Department	Leavers	Headcount	12-month turnover %
EMT & Support	EMT & Support	0	7	13.2%
Regulation	FtP	0	101	10.9%
Regulation	RIH	0	19	5.5%
Regulation	Registration	0	74	7.7%
Regulation	LCG	0	9	22.0%
<b>WE&amp;S</b>	<b>E&amp;S</b>	<b>1</b>	<b>29</b>	<b>20.7%</b>
WE&S	WP&P	0	16	11.4%
S&P	Comms & Policy	0	14	0.0%
S&P	P&I	0	14	26.4%
S&P	Digital Services	0	13	7.2%
WE&S	HR	0	3	0.0%
S&P	Finance	0	8	48.3%
WE&S	OD	0	3	38.7%



### Management Action

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

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

Directorate	Department	Turnover	Empty Posts	Seconded out (headcount)	Current Headcount	Current FTE	Threat
<b>EMT and Support</b>	<b>EMT and Support</b>	<b>13.2%</b>	<b>0.0</b>	<b>0</b>	<b>7</b>	<b>6.7</b>	<b>Green</b>
<b>Regulation</b>	<b>Total</b>	<b>10.7%</b>	<b>11.3</b>	<b>13</b>	<b>203</b>	<b>188.2</b>	<b>Green</b>
	Fitness to Practise	10.9%	1.0	3	101	95.9	Green
	Registration	7.7%	6.5	8	74	66.5	Amber
	Regulatory Improvement and Hearings	5.5%	4.0	2	19	17.1	Amber
	Legal and Corporate Governance	22.0%	0.0	0	9	8.7	Green
<b>Strategy and Performance</b>	<b>Total</b>	<b>13.6%</b>	<b>4.0</b>	<b>6</b>	<b>49</b>	<b>47.4</b>	<b>Green</b>
	Communications and Policy	0.0%	1.0	0	14	13.0	Amber
	Digital Services	7.2%	0.0	1	13	13.0	Green
	Finance	48.3%	1.0	3	8	7.6	Green
	Performance and Improvement	26.4%	3.0	2	14	13.8	Green
<b>Workforce, Education and Standards</b>	<b>Total</b>	<b>15.0%</b>	<b>1.0</b>	<b>3</b>	<b>50</b>	<b>41.8</b>	<b>Green</b>
	Education and Standards	20.7%	0.0	1	28	25.0	Green
	Workforce Policy and Planning	11.4%	1.0	2	16	15.8	Green
	Human Resources	0.0%	3.0	0	3	2.7	Amber
	Organisational Development	38.7%	0.0	0	3	2.7	Green
<b>Total</b>		<b>12.9%</b>	<b>16.3</b>	<b>22</b>	<b>309</b>	<b>284.1</b>	<b>Green</b>

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

Directorate	Department	Turnover	Empty Posts	Seconded out (headcount)	Current Headcount	*Current FTE	Threat
Shared Services	<b>Total</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>15.0</b>	<b>Green</b>
	Estates, Health and Safety		1			3.0	Amber
	Finance transactions		0			6.0	Green
	Payroll		0			4.0	Green
	Procurement		0			2.0	Green

\*Total Current FTE include CI employed staff

## 5. KEY OPERATIONAL INDICATORS

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

Joint initiative or Programme	Named actions and timescales for delivery	KOI Performance	Our achievements	Management action	Link to strategy
<b>FPP</b>	Launch of revised register, changes to qualifications, revised Codes of Practice: Quarter 1	100% of actions on track to deliver on time.	Launched Codes of Practice 01/05/24, ministerial launch 07/05/24.	Communications activity in support of go-live on 03/06/24 is ongoing.  System shutdown 5pm 28/05/24 to 10am 03/06/24.	Trusted Skilled Valued
<b>NOS Review</b>	NOS review.  To be completed by December 2025  This is detailed in the strategic framework for Scotland's Early Learning and Childcare, School Aged Childcare and Childminding Services Profession	90% of actions on track to deliver on time. Project on track to deliver on time.	NOS review project plan and programme governance structure in place.  Stakeholder Advisory Group and NOS Development Group are being established to support the review.  L&D Advisor has been appointed specifically to lead on the technical detail of the review.	Awaiting confirmation of funding from UK Standards and Frameworks Panel  All UK partner engagement plans are ready for submission to SQA Accreditation for approval. Awaiting confirmation of approval of funding prior to submission.	Skilled
<b>The Promise: Change Programme 1</b>	Lead the refresh of the Common Core of skills, knowledge, understanding and values for the children's workforce in Scotland.  Quarter 2	100% of actions on track to deliver on time.	Final revised common core with SG for sign off.	Preparing for Ministerial launch in Autumn 2024 once approved.	Skilled
<b>Adult Social Care Skills Response Plan</b>	Carried forward from 2023/4  Actions and timescales to be agreed by partners.	Delay in plan being established		Meeting with partners to be scheduled by lead agencies- SDS/NES by end of July to agree actions	Skilled Confident Valued

<b>National Health and Social Care Workforce Strategy</b>	<p>Work with SSSC and key partners to promote career opportunities in Social Care and deliver policies on upskilling and developing the workforce to attract new people to Social Care and address retention issues.</p> <p>Quarter 4.</p>	100% of actions on track to deliver on time.	<p>Commissioned by Joint Social Services Taskforce (JSST), to work with NES to develop:</p> <ul style="list-style-type: none"> <li>a career pathways map for adult and C&amp;YP social care workforce</li> <li>a portable national induction passport for adult social care workforce</li> </ul> <p>Project plan and programme governance structure established.</p>	Scoping activity well underway and initial engagement has taken place with early indications of support for these projects.	Confident Valued
	<p>Carried forward from 2023/4 OSCWA leading work and timeline still to be agreed with SDS</p> <p>Scottish Government will work closely with SSSC and sector partners to develop a pilot Graduate Apprenticeship scheme, to improve career pathways for Social Care staff into Social Work.</p> <p>Quarter 4 TBC</p>	Delay in plan and timeline being agreed	Project plan being developed by OSCWA. SSSC to lead technical expert group to support development of GA and approval of award for registration	Timeline for GA development being agreed with SDS and OCSWA.	Confident
<b>National Dementia Strategy delivery plan</b>	<p>SSSC and partners to establish a short life working group to:</p> <ul style="list-style-type: none"> <li>further develop our understanding of the dementia workforce and scope the learning</li> </ul>	Workforce Delivery Group still to meet to start planning		Engage in first meeting of workforce delivery group and agree how the SSSC will contribute to this work	Confident

<p>needs of the current and future dementia workforce, recognising its diversity in health and social care and beyond, from those working in varied settings such as care homes, hospitals, community hubs and people's own homes to registered professional groups such as Allied Health Professionals, social workers and mental health professionals.</p> <ul style="list-style-type: none"><li>• create a 'roadmap' of the existing rich sources of learning and skills programmes and resources that map against the Promoting Excellence Framework to establish the need</li></ul>				
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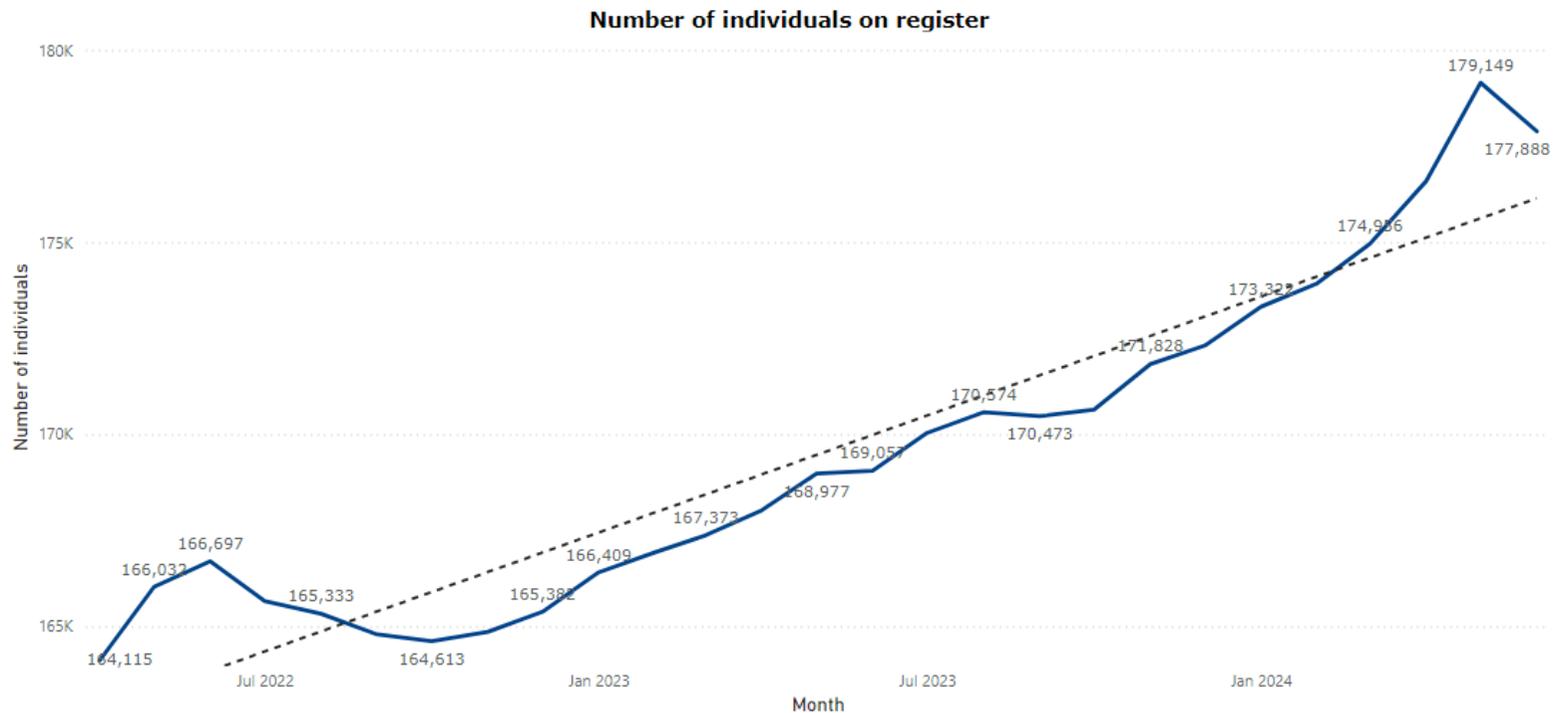
## 5.2 Regulation: Registrant workforce numbers

Key Operational Indicators (KOIs) are measures the SSSC aims to influence by its work but may have limited control over.

We will analyse the overall number of individuals registered with the SSSC and the trends associated with this. Although not fully reflective of the overall workforce this will give us some indication of trends that might be happening in the wider workforce.

We will focus on data from April 2021 which accurately reflects our register after SSSC change certain policies linked to the start of the COVID-19 pandemic.

Overall the number of individuals on our register continues to increase and is trending upwards. In May 2021 there were approximately 162,394 people on the register, that figure currently stands at over 177,000. The recent step increase and reduction is a result of the processing freeze in advance of the Future Proofing Programme. We expect there will be further fluctuations as the new annual update process provides a more accurate picture of the size of the workforce.



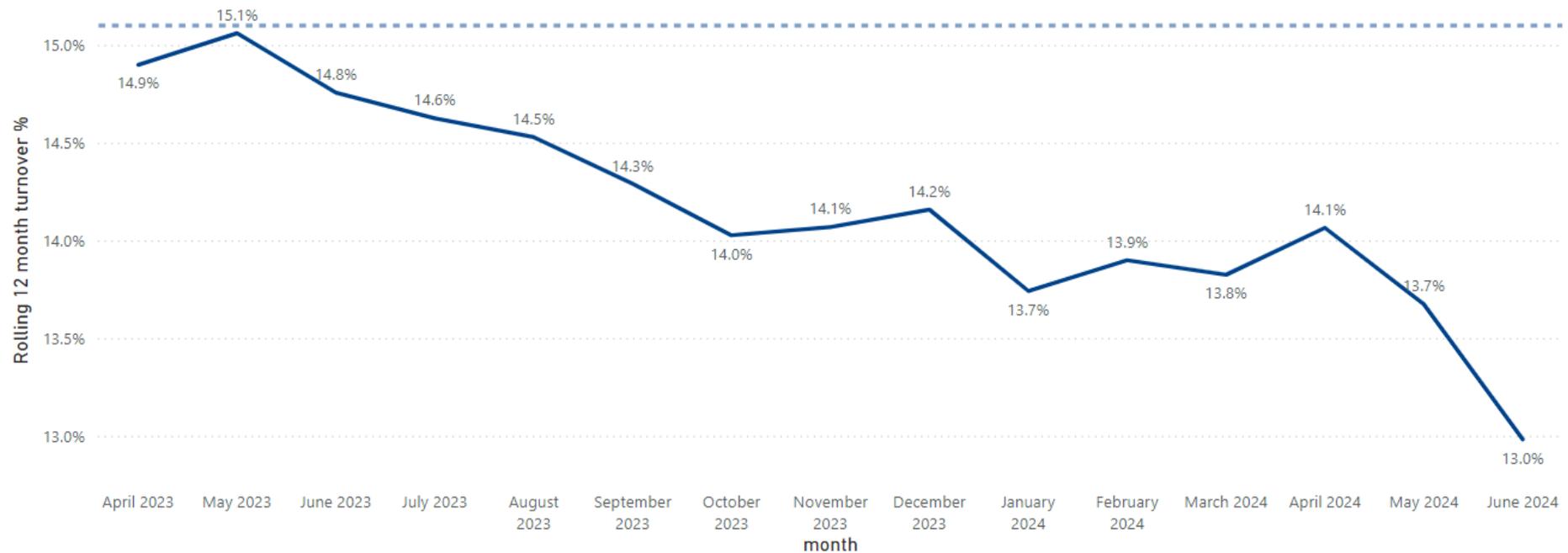
### 5.3 Strategy and Performance: The percentage of the workforce feeling valued for the work they do.

We will collate this information from a number of internal and external data sources. We also propose to have turnover of registrant workers as part of the analysis on this KOI. This will be done under the assumption that a workforce feeling valued for the work they do will remain within the sector.

This measure considers turnover of staff in the sector. The below is the turnover for the last two financial years plus year to date for 2023, the business intelligence team have improved this calculation, it now only includes individuals who have left the register and currently haven't returned:

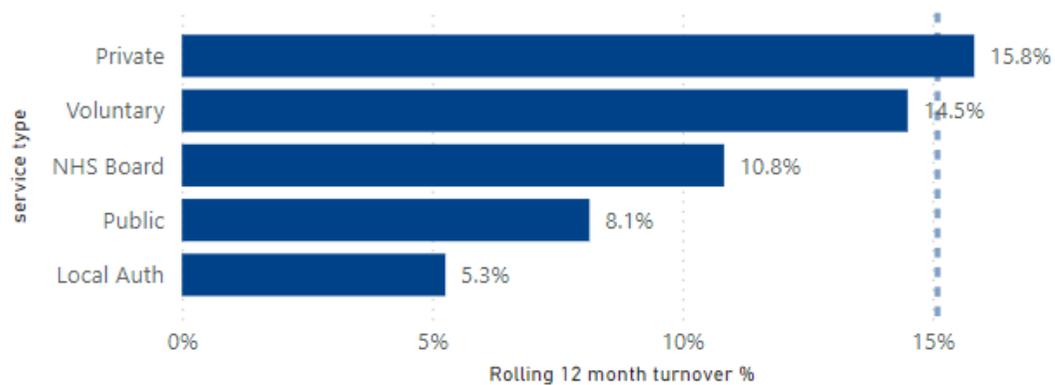
- 2022/2023 – 15.2% - turnover in all sectors was 16.4% in 2022
- 2023/2024 – 13.9% - turnover in all sectors was 15.1% in 2023
- 2024/2025 – 2.8% - current rolling 12-month position is 13.0%

Rolling 12 month turnover % by month



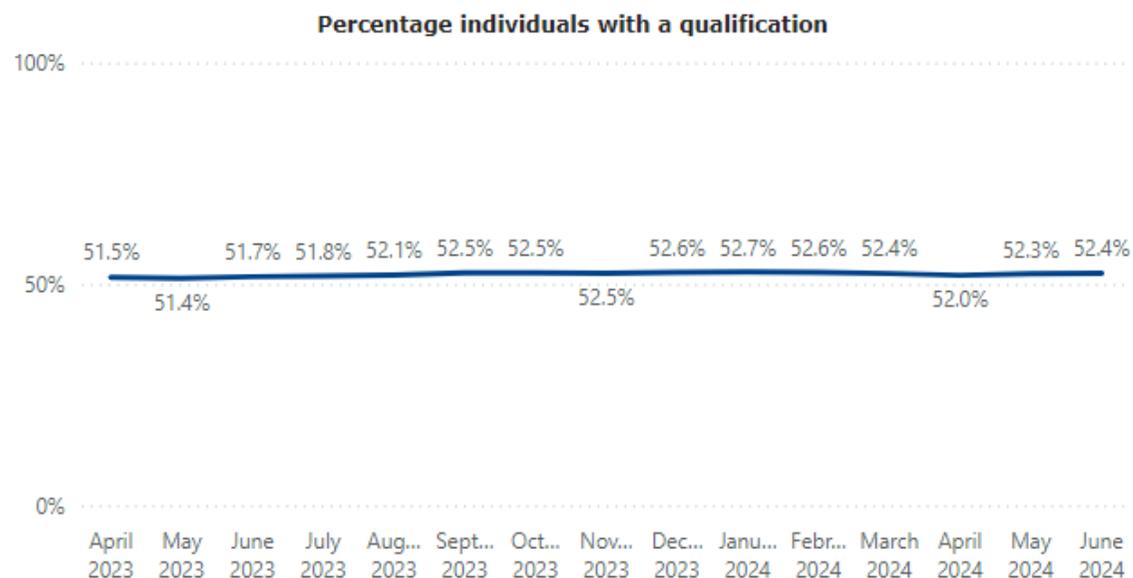
We can see that the highest turnover of staff leaving the sector and not returning is within private service types. This movement does not consider when an individual moves from one employer to another but leaving the register.

Rolling 12 month turnover % by service type



## 5.4 Workforce Education and Standards: The percentage of the registered workforce with the correct qualification.

Overall, the numbers of individuals with the correct qualification in June 2024 was 52.4% a slight increase from 52.3% in May 2024. We also looked at register part groupings to see which groupings had the largest numbers of individuals qualified. Below is a graph showing overall qualification percentage for individuals as well as two tables showing this for job groupings and registration part groups.



Job Grouping	Percentage Qualified
Managers	53.6% (0.1%)
Practitioners	74.3% (+0.1%)
Supervisors	45.1% (+0.1%)
Support Workers	39.9% (0.0%)
Primary Authorised Officer	54.3% (0.0%)
Secondary Authorised Officer	55.1% (0.0%)

Register Part Grouping	Percentage Qualified
<b>Children and Young People Workforce</b>	<b>68.1% (+0.1%)</b>
Day Care of Children Services	72.4% (+0.3%)
Residential Child Care Services	46.3% (0.2%)
Residential School Care Accommodation Service	42.5% (+0.1%)
Care Inspector	48.6% (0.0%)
<b>Social Care Workforce</b>	<b>40.2% (+0.1%)</b>
Adult Day Care Services	64.8% (-0.4%)
Care at Home Services	40.2% (+0.2%)
Care Home Service for Adults	38.4% (0.0%)
Housing Support Services	43.9% (+0.1%)
Care Inspector	47.2% (+0.1%)

Analysis of the "maximum" amount of people you would expect to be registered with/without a condition will continue with an expected value given by October Audit and Assurance Committee. We estimate this to be between 60-70% however we will look at the numbers of individuals currently on our register and consider the average length of time it takes for an individual to achieve a condition, turnover and any other relevant values.

## 6. Strategic Risk

June 2024 SSSC STRATEGIC RISK REGISTER						
Strategic Risk Description	Outcome	Gross	Residual	V(+/-)	Owner	Actions & Comments
We fail to ensure that our system of regulation meets the needs of people who use services and workers.	1	20	12	➡	DoR	
We fail to ensure that our workforce development function supports the workforce and employers to achieve the right standards and qualifications to gain and maintain registration.	2, 3	16	12	➡	DoWES	
We fail to meet corporate governance, external scrutiny and legal obligations.	1	16	9	➡	DoFR	
We fail to provide value to our stakeholders and demonstrate our impact.	1, 4	12	9	➡	DoSP	
We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce.	1, 2, 3	20	12	➡	DoFR	
The SSSC fail to secure sufficient budget required to deliver the strategic plan.	1	20	16	➡	DoFR	
We fail to have the appropriate measures in place to protect against cyber security attacks.	1, 2, 3, 4	20	12	➡	DoSP	

## CONTROL CHARTS

This section gives a brief description of some of the terms used within the control charts.

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

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