Scottish Social Services Council

Title of report	Assurance Report as of 30 June 2020
Public/confidential	Public
Action	For decision
Summary/purpose of report	The Assurance Report assesses our performance against our strategic key performance indicators (KPIs) up to 30 June 2020. The report identifies causes of any 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 any variance. If there are negative variances the KPI owner details management actions and links to risk.
Recommendations	Committee is asked to: 1. agree the direction of travel and risk management actions proposed by EMT.
Links to Strategic Plan	This report presents work related to delivery of our all our strategic outcomes.
Link to the Strategic Risk Register	Strategic Risk 5: We fail to provide value to our stakeholders and demonstrate our impact.
Author	Laura Shepherd Director of Strategy and Performance
Responsible	Lorraine Gray Chief Executive Tel: 01382 721945
Documents attached	Appendix 1: New 2020/21 Strategic Risk Register

Assurance Report
As of 30 June 2020
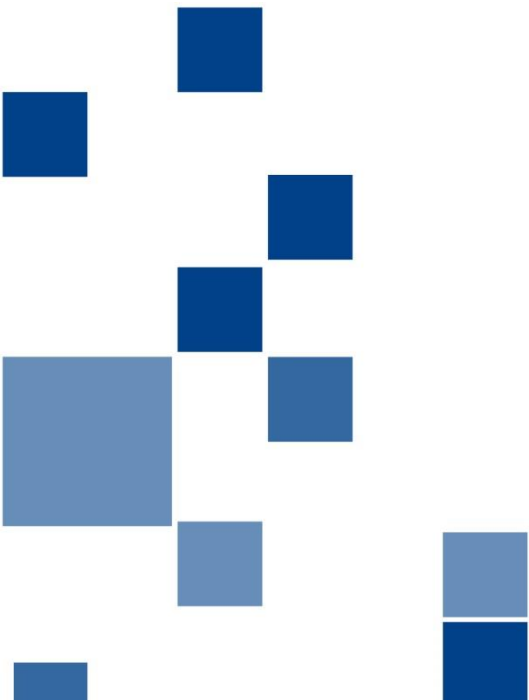
1. Summary of Performance and Financial Position

We consider performance on the majority of the strategic performance indicators to be acceptable or good, although there are some delays due to COVID-19 that are out with the SSSC's control. The only exception is on the performance indicator at 3.2 *The average time taken to process a fitness to practise case is maintained at less time than organisations we benchmark against,* where a significant red variance is forecast from October onwards. In order to improve on the average time taken, we draw your attention to the assessment and management action and risk narrative at 3.2 (page 13).

At 30 June 2020 we are projecting an underspend on the core budget of £101k, although we have identified key risks in a number of areas that could potentially increase the level of underspend by the end of the financial year. The underspend is primarily related to reduction in budgeted costs as we are not currently in the office, such as administration, travel and training. We will continue to monitor this position on a monthly basis, taking actions to mitigate risk as far as possible, and report any changes to the Audit and Assurance Committee.

There is a projected underspend in specific grants of £300k relating to phase two of the Newly Qualified Social Worker (NQSW) supported year pilots. The work plan has been revised and these funds will now be used to support an early implementation model at the beginning of 2021/22 instead of further pilots. This has been discussed and agreed with the Scottish Government Sponsor.

There are no changes to the strategic risk scores, the narrative of mitigating actions is in Appendix 1 Strategic Risk Register June 2020.

2. SSSC Financial Position

Gross Operating Cost
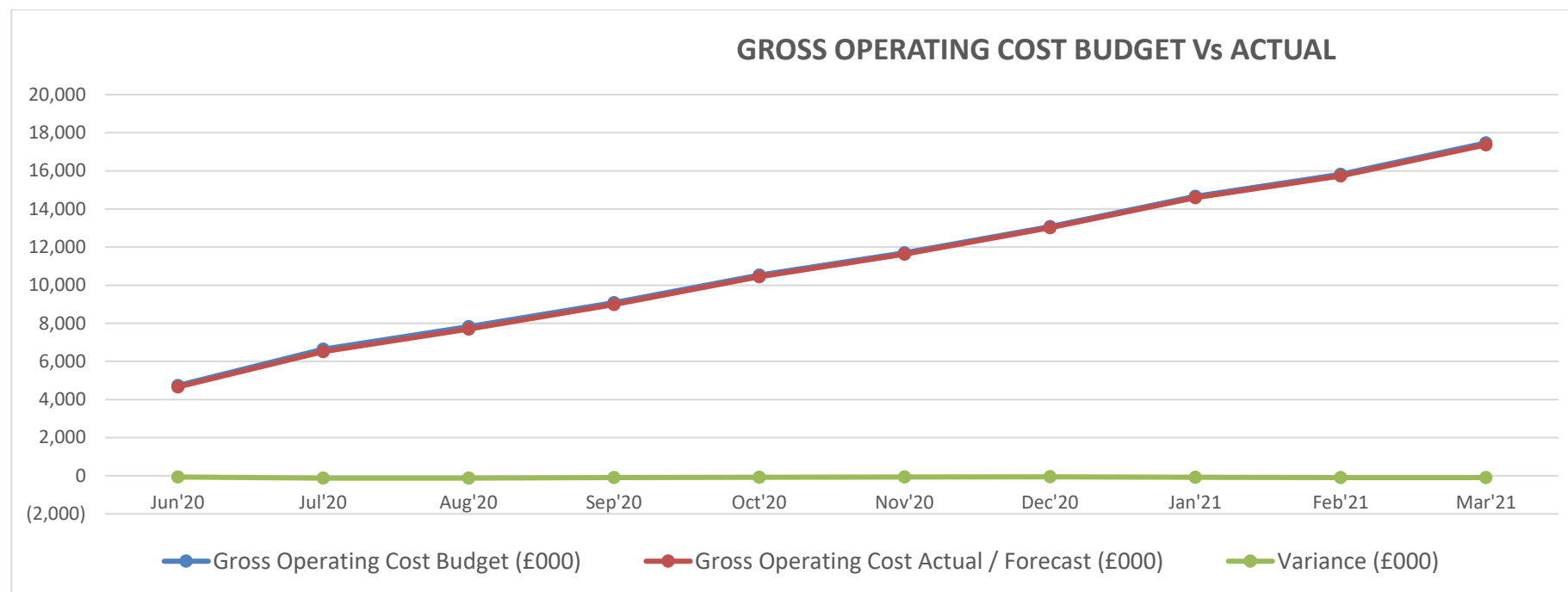
Cumulative Gross Operating costs

	Jun'20	Jul'20	Aug'20	Sep'20	Oct'20	Nov'20	Dec'20	Jan'21	Feb'21	Mar'21
Gross Operating Cost Budget (£000)	4,734	6,635	7,820	9,081	10,53 5	11,705	13,07 1	14,66 3	15,82 2	17,467
Gross Operating Cost Actual / *Forecast* (£000)	4,659	*6,508*	*7,696*	*8,977*	*10,44 6*	*11,630*	*13,01 1*	*14,58 4*	*15,73 0*	*17,366*
Variance (£000)	(75)	*(127)*	*(124)*	*(104)*	*(89)*	*(75)*	*(60)*	*(79)*	*(92)*	*(101)*

Fee and Other Income

BUDGETED Vs ACTUAL FEE & OTHER INCOME
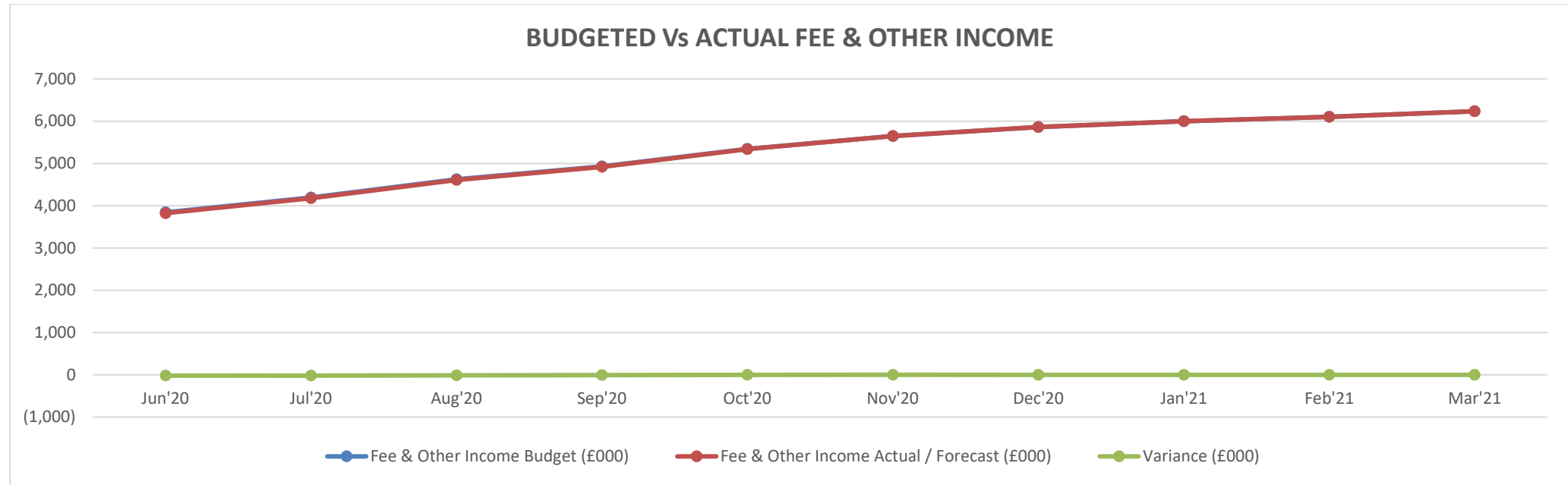
Cumulative Fee & Other Income

	Jun'20	Jul'20	Aug'20	Sep'20	Oct'20	Nov'20	Dec'20	Jan'21	Feb'21	Mar'21
Fee & Other Income Budget (£000)	3,842	4,194	4,623	4,928	5,345	5,649	5,858	5,998	6,099	6,233
Fee & Other Income Actual / *Forecast* (£000)	3,823	*4,175*	*4,609*	*4,918*	*5,340*	*5,649*	*5,858*	*5,998*	*6,099*	*6,233*
Variance (£000)	(20)	*(20)*	*(15)*	*(10)*	*(5)*	*0*	*0*	*0*	*0*	*0*

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Total Net Operating Costs:

FINANCIAL POSITION SUMMARY:
BUDGETED Vs ACTUAL NET OPERATING COSTS
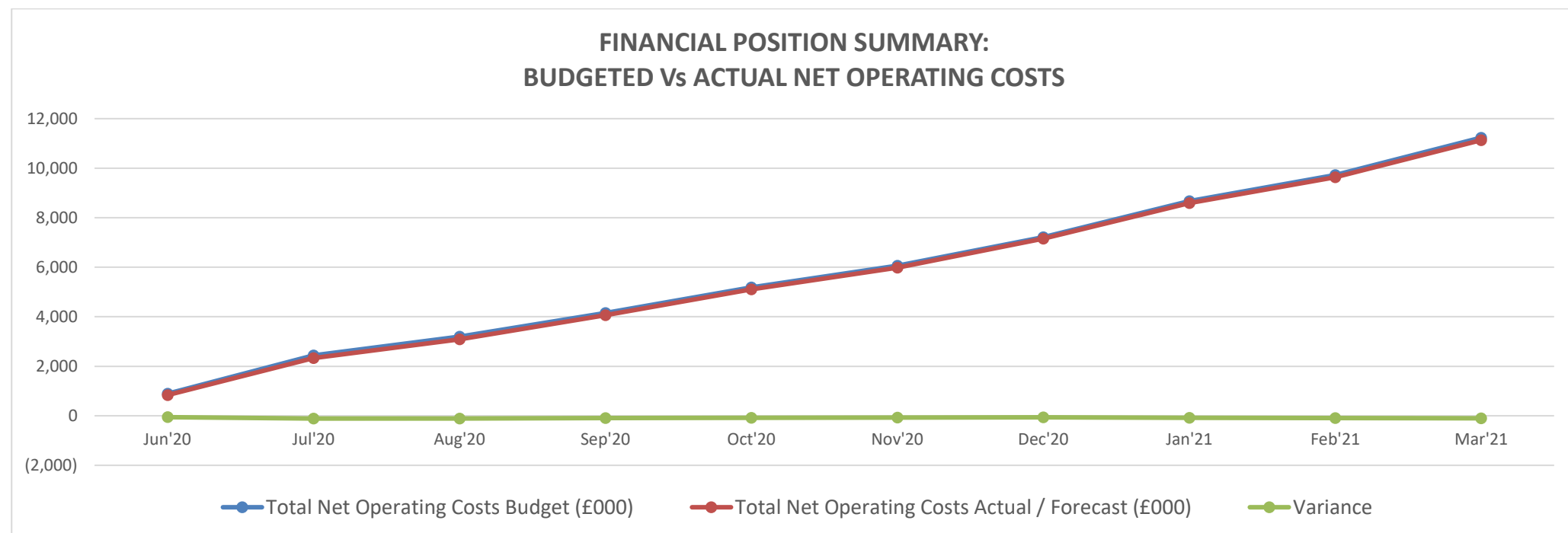
Cumulative Net Operating Costs

	Jun'20	Jul'20	Aug'20	Sep'20	Oct'20	Nov'20	Dec'20	Jan'21	Feb'21	Mar'21
Total Net Operating Costs Budget (£000)	892	2,440	3,197	4,153	5,190	6,057	7,213	8,665	9,723	11,233
Total Net Operating Costs Actual / *Forecast* (£000)	837	*2,333*	*3,088*	*4,059*	*5,106*	*5,982*	*7,153*	*8,586*	*9,631*	*11,132*
Variance	(55)	*(107)*	*(109)*	*(94)*	*(84)*	*(75)*	*(60)*	*(79)*	*(92)*	*(101)*

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Other Non-Operational Costs

	Bursaries	Practice Learning	Voluntary Sector Development Fund (VSDF)	Specific Grant Funded Projects	Total Non-Operating Expenditure
Revised Budget (£000)	2,784	2,352	900	868	6,904
Actual / *Forecast* (£000)	2,784	2,352	932	568	6,636
Variance	0	0	32	(300)	(268)

Core Budget Summary (excludes VSDF & Specific Grants)	
	£000
Budgeted deficits:	
Staff and admin costs	206
Digital Development: Projects	126
Digital Development: PRTL	54
Social Services Expo	30
Marketing Consultant	24
Budgeted Deficit	**440**
Additional expenditure b/fwd from 2019/20	
Postgraduate Bursary Hardship Fund	129
Digital Development: Projects	76
Additional expenditure to be funded from reserves	**205**
Total Budget Deficit	**645**
In year operational underspend	(101)
Total in year variance	**(101)**
Transfer to General Reserve	**544**

Projected General Reserve Position

	General use £000	Digital Equipment Replacement £000	Practice Learning £000	Voluntary Sector Development Fund (VSDF) £000	Specific Grant Funded Projects £000	Total £000
Opening General Reserve Balance	(1,439)	(100)	150	(32)	(162)	(1,583)
Net Operating Expenditure	11,132					11,132
Other Net Expenditure	2,784		2,352	932	568	6,636
Total Expenditure	13,916	0	2,352	932	568	17,768
Expenditure Net of Grant Funding	12,477	(100)	2,502	900	406	16,185
Grant Funding	(13,272)	(100)	(2,352)	(900)	(706)	(17,330)
Closing General Reserve Balance	(795)	(200)	150	0	(300)	(1,145)

%age of Gross Expenditure (target 2.0% to 2.5%)	2.9%

	£000
Gross expenditure	22,334
Minimum target 2%	447
Maximum target 2.5%	558

Key Financial Risks:

Budget Area	Description of Risk	Sensitivity	Likelihood
Staff Costs	Projected expenditure could decrease: Staff capacity will be managed through recruitment, retention and overtime working if necessary. The COVID-19 position adds further complexity to the management of this.	Projected cost reduction of up to £300k.	High
Legal Consultancy	Projected expenditure could increase: A solution to reduce Fitness to Practise staff capacity is to instruct external legal advisers to assist with conduct hearings.	Projected cost increase of up to £100k.	Medium
Digital Development	Projected expenditure could decrease: Managers have highlighted that COVID-19 will delay completion of some digital projects but the revised timescales and financial impact have not been fully analysed at this stage.	Projected cost reduction of up to £150k.	High
Social Care Marketing Campaign	Projected expenditure could decrease: The evaluation and new social care review announcement may have an impact on whether this goes ahead during 2020/21.	Projected cost reduction of £100k.	Medium
Postgraduate Bursaries	Projected expenditure could increase or decrease: The value of bursaries paid out is dependent on the number of students awarded a bursary and their personal circumstances. The COVID-19 position is also likely to have an impact as universities are currently restructuring courses and the impact of delayed practice placements is not yet known.	Range of a projected cost reduction of £200k to a cost increase of £200k.	Medium
Practice Learning Fees	Projected expenditure could increase or decrease: This is an expenditure that we have little control over and cost is dependent on the uptake of practice placements arranged by universities. We would normally seek additional funding for Practice Learning overspends. We would not claim funding if there was an underspend. Therefore, the net effect of	Range of a projected cost reduction of £200k to a cost increase of £200k.	Low

	an expenditure variance would be zero. However, dependent on our overall financial position we may be asked to absorb some or all of an overspend.

The COVID-19 position has an impact as the delay in practice placements may mean that additional days are required during 2020/21 and beyond. | | |
| Registration Income | Projected income may be less than currently projected:

Our current expectation is that fees due from registered workers will be paid in line with budget. We have just started to chase up unpaid invoices, following the pause agreed with Scottish Government due to COVID-19, and will soon have a clearer understanding of how many people are choosing not to pay due to their financial circumstances.

There is a risk that the sector, and therefore the registered workforce, contracts due to the impact of COVID-19. We understand from the sector that they have concerns about the sustainability of some services. Scottish Government has delayed the extension of funded early learning and childcare hours until August 2021. We do not have clear data on this but consider that a reasonable worst-case scenario is a 5% reduction in register size and therefore fee income. | Reduction in projected fee income of up to £300k. | Medium |

3. Strategic Performance Indicators

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

Reduce the average time taken from a person starting their employment to being registered with the SSSC	Monthly variance

Mean average length of time to register from employment date

Legend:
- Average length of time to register (dark blue)
- Average time from employment to application (teal)
- Average time from application to registration (grey)
- Target (orange)

Data points (Average length of time to register): Apr-20: 32, May-20: 26.9/27.1, Jun-20: 26.4, Jul-20: 27.3, Aug-20: 28.1, Sep-20: 29.7, Oct-20: 29.9, Nov-20: 27.9, Dec-20: 27, Jan-21: 27.6, Feb-21: 26.9, Mar-21: 26.9

Average time from employment to application: 26.9, 22.7, 21.3, 22.4, 23.8, 25.9, 25.5, 23.8, 23, 22.5, 22, 22

Average time from application to registration: 5, 4.4, 5.1, 4.8, 4.3, 3.9, 4.3, 4.1, 4, 5.1, 4.8, 4.9

RAG

<27	27-30	>30

Actual and Reforecast

Month	Value	Variance
Apr	32	18.5%
May	27.1	0.4%
Jun	26.4	-2.2%
Jul	27.3	1.1%
Aug	28.1	4.1%
Sep	29.7	10.0%
Oct	29.9	10.7%
Nov	27.9	3.3%
Dec	27	0.0%
Jan	27.6	2.2%
Feb	26.9	-0.4%
Mar	26.9	-0.4%

Assessment
This strategic performance indictor (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 us measures how quickly we process applications, that the correct people are registered and ensures new staff are registering in a timely manner.

During COVID-19 we have extended the time a worker has to register once they start work from 6 to 12 months. Housing Support Service and Care at Home Service workers have until September 2020 to register. The initial deadline to guarantee registration for these two register parts was 13th December. We will calculate how long an existing staff member has taken to register from this point.

By April 2023 we aim to register workers within 12 weeks of starting employment, allowing 8 weeks to submit an application and a further 4 weeks for the SSSC to process. To achieve this, we set targets of 22 weeks by the end of 2020/21 and 17 weeks by 2021/22. However, due to the impact of COVID-19 we set the initial target to maintain what we achieved last year which was an average of 27 weeks.

We predict that we will be outside of the initial 27-week target for large parts of this year due COVID-19 but by the end of 2020/21 we will be within target. The forecast has been based on previous trends as well as considering the deadline for workers of Care at Home and Housing Support Services. The current measures in place for COVID-19 and when these may change are the largest influencer for the forecast.
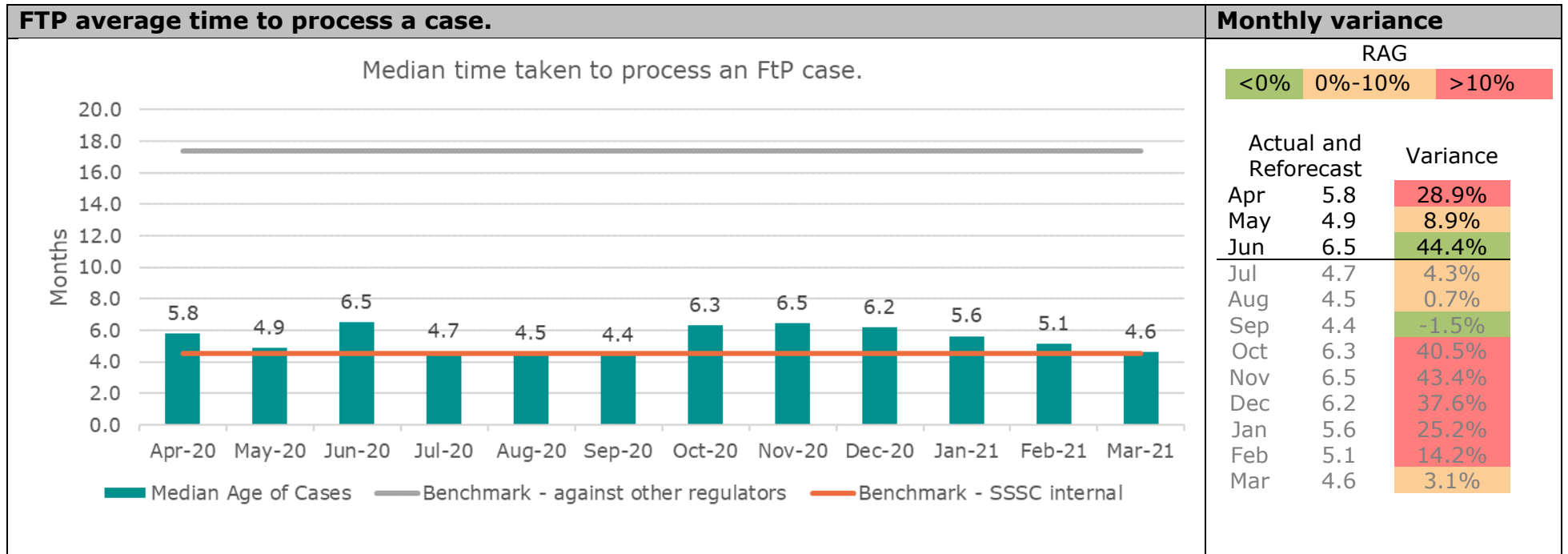
Management Action and Risk

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 16 (red) based on assessment last month. The high score for this risk relates to the risks relating to the next indicator 2.2.

Since the announcement of the 12-months rule for workers to be registered, we have experienced a reduction in new applications since March of around 25%. Some of the shortfall relates to Support Workers in Care at Home and Housing Support who should be registered by September 2020. We estimate there are still around 2,000 of these workers who have not yet applied for registration. We will be reminding workers and employers of the September deadline for Housing Support and Care at Home workers as there might be confusion with the relaxation of the 6-months rule.

This measure has not been significantly affected by the Temporary Social Work Register. 2528 previous registrants and 291 students were eligible to apply for registration. We have registered 174 previous registrants and 117 students. 5 previous registrants and 9 students have been employed.

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

FTP average time to process a case.	Monthly variance

Median time taken to process an FtP case.

Legend: Median Age of Cases — Benchmark - against other regulators — Benchmark - SSSC internal

RAG

<0%	0%-10%	>10%

Actual and Reforecast		Variance
Apr	5.8	28.9%
May	4.9	8.9%
Jun	6.5	44.4%
Jul	4.7	4.3%
Aug	4.5	0.7%
Sep	4.4	-1.5%
Oct	6.3	40.5%
Nov	6.5	43.4%
Dec	6.2	37.6%
Jan	5.6	25.2%
Feb	5.1	14.2%
Mar	4.6	3.1%

Assessment

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. Processing fitness to practice cases in a timely manner ensures concerns about applicants or registrants are addressed and the right people are on the register.

After working with the Director of Regulation and looking at similar organisations we have made changes to the measurements for this metric. These adjustments are to how we calculate the median and the benchmarks. We calculate the median based on cases in which the thresholds have been achieved, this is in line with other regulators and thus we are using the equivalent measure.

When considering the other regulators, a benchmark of 17.4 months for the median time to process an FtP case has been established. In comparison to this benchmark the SSSC are performing extremely well, for June the SSSC achieved a median closure time of 6.5 months. As we are performing strongly against the regulators benchmark, we have set ourselves an SSSC internal benchmark, currently based on last year's performance, of 4.5 months.

The biggest factor in our performance will be the impact of the decisions made around COVID-19 and when these might be changed. Currently we are not seeking information from employers in lower risk cases which means that these cases will be ageing, once we eventually start to close these cases, we could see a shift in the age of the cases closed. We will also see production increase once COVID-19 measures reduce as currently we have reduced capacity due to FtP staff caring for others such as children or elderly relatives.

However, we are anticipating changes to these measures in October 2020. For the next few months we expect the median age of our open cases to increase. However, once the COVID-19 measures change this will allow us to progress all our cases once again, which will result in a spike of older cases being processed and this is projected in the above graphic. Once the older cases have been progressed, we would expect to return to the trend we saw before COIVD-19.

In June we didn't process some incoming cases which we would normally progress quickly. In July and August we expect to be working through a larger amount of screening cases, which are shorter cases and thus bring the age of cases process back down.

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.

COVID-19 and our response to it has had an impact on progress of cases:

- A delay in recruitment of the staff approved for the 2020/21 budget. This means we currently remain understaffed.
- Fitness to Practise staff capacity reduced due to caring responsibilities and motivational impact. We estimate capacity has reduced by one third.
- EMT decision to stop overtime.
- Criminal cases delayed and delays in information from Police Scotland and courts.
- We are not seeking information from employers in lower risk cases.

- Impairment hearings delay. We paused hearings in March. but are rescheduling from July onwards and are reintroducing physical socially distanced hearings on 17 August.
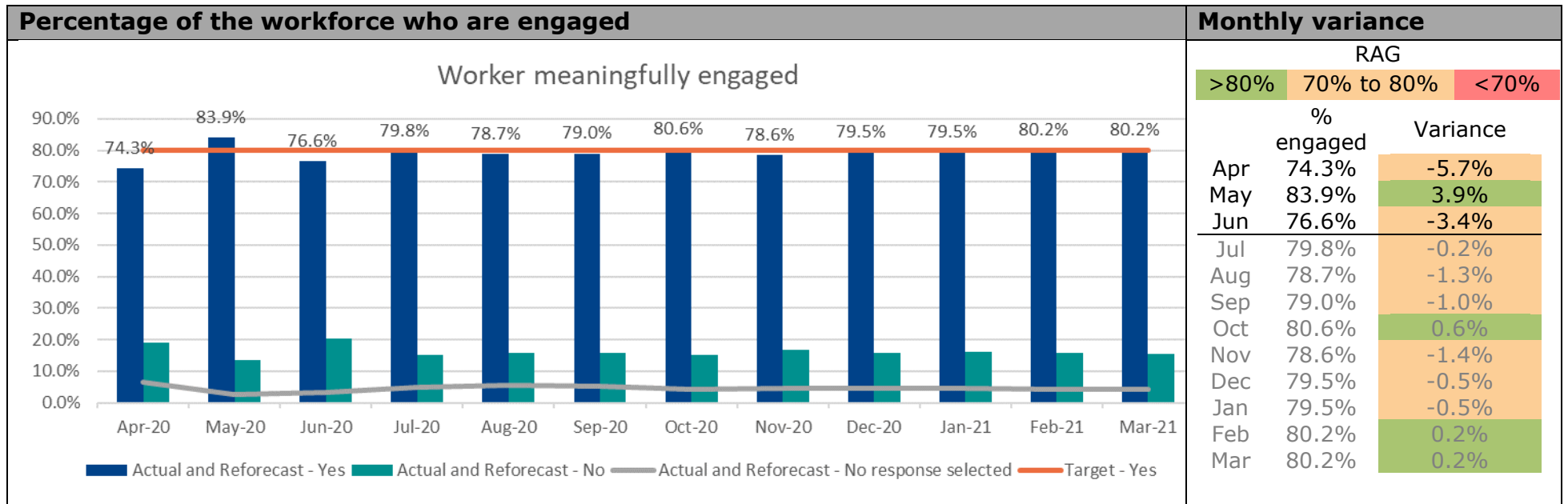
Actions taken or planned:
- Planning to revert to pre COVID-19 processes. We will slowly start phasing in investigations on existing cases. We have started holding appropriate Impairment Hearings remotely, with physical hearings recommencing on 17 August
- Recruitment of new staff to bring department up to full modelled head count is underway. We are planning carefully to address challenges of remote inductions, including staggering recruitment to spread the impact of inducting new colleagues on existing staff. We have concluded recruitment of Senior Solicitors and Solicitors. Recruitment of Intake and Engagement Officers, Investigators and Precognition Assistants has started.
- Reviewing our referral criteria. This was set in 2016 when we moved to a fitness to practise model of regulation. We plan to take a report to August Council reviewing the criteria, and if approved implementing the new criteria on 1 October.
- Opt-in Hearings – planning for the transition to the Opt-in Hearings on 1 October, subject to approval or Rules by Scottish Ministers.
- Instruction of our external Legal Advisers to assist with conducting hearings.
- Rolling out the improved portal for all parties involved with a case to make exchange of documents more efficient and secure.
- Established a data group to identify challenges with obtaining information from other agencies/employers and actions to overcome those challenges.

Conclusion
- We remain understaffed due to the staggering of recruitment. Even when staff are appointed, in our normal working environment it takes an average of twelve months for a new staff member to become fully productive. It may be longer when home working. Current staff productivity is affected by caring responsibilities. This is currently manageable due to the reduction in referrals but will present a challenge as we move to business as usual.
- We are implementing structural changes around referrals and hearings which will improve our capacity.
- The key short-term measures we can implement to assist are overtime and use of our external legal presenters to conduct hearings. We have started to instruct our external legal presenters. EMT decided to stop overtime as a result of COVID-19. That presents a risk to the progression of our caseload. EMT will discuss this and the potential financial impact.

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

Percentage of the workforce who are engaged	Monthly variance

Worker meaningfully engaged

Legend: Actual and Reforecast - Yes | Actual and Reforecast - No | Actual and Reforecast - No response selected | Target - Yes

	RAG	
>80%	70% to 80%	<70%

	% engaged	Variance
Apr	74.3%	-5.7%
May	83.9%	3.9%
Jun	76.6%	-3.4%
Jul	79.8%	-0.2%
Aug	78.7%	-1.3%
Sep	79.0%	-1.0%
Oct	80.6%	0.6%
Nov	78.6%	-1.4%
Dec	79.5%	-0.5%
Jan	79.5%	-0.5%
Feb	80.2%	0.2%
Mar	80.2%	0.2%

Assessment

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.

It is believed that the current data for April, May and June 2020 could be artificially high due to how meaningful engagement is recorded. However, we predict that the proportion of people meaningfully engaged will remain around 80%, we will revise the trend if we see significant changes in July, which the Regulation team believe will give us a more accurate picture. The reason for this anticipated change is that the Fitness to Practise department has reissued guidance, clarifying what the definition of meaningful engagement is.

Another factor which could disengage workers are delays to cases due to COVID-19. We have assumed no change in the pattern but will monitor if we see a reduction in engagement in COVID-19 delayed cases once investigations begin again and they reach the point of closure.
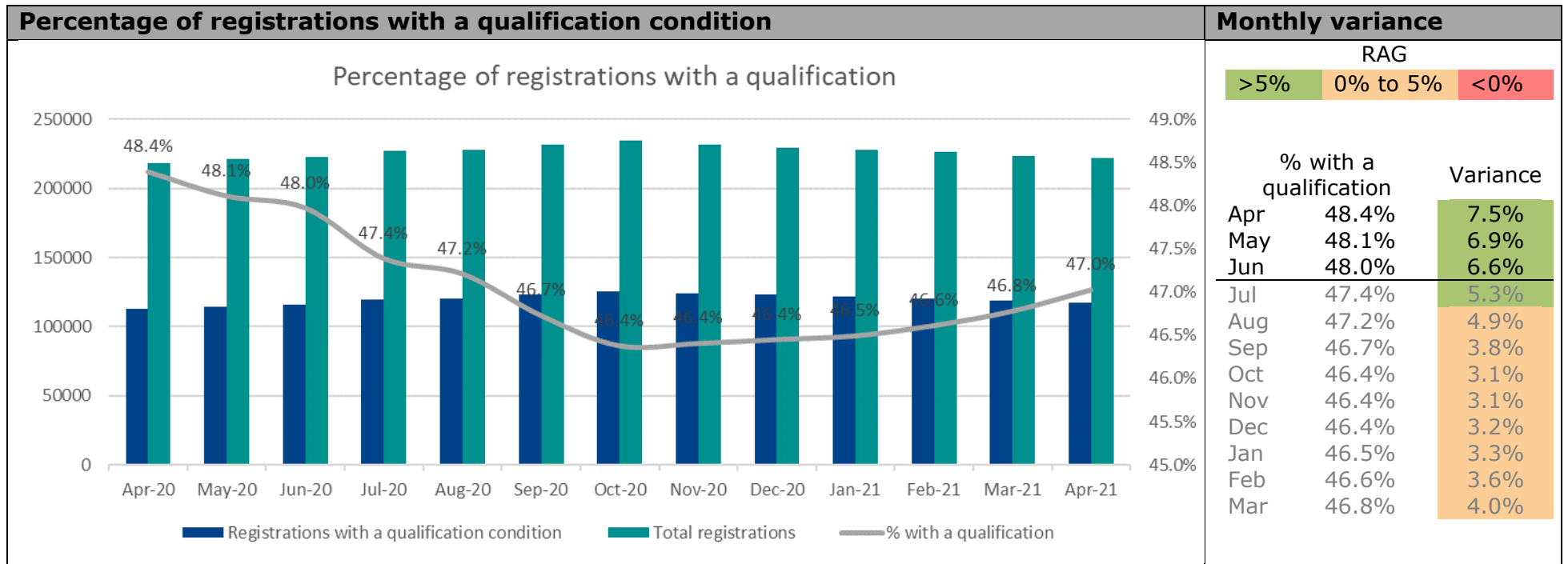
Management Action and Risk

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 16 (red) due to the issues around Fitness to Practise case closures (indicator 2.2).

Initial indications are that use of remote hearings has increased attendance at hearings, which is an important part of meaningful engagement. However, we need to monitor over a longer period to have certainty.

We implemented guidance for case holders on the definition of meaningful engagement on 10 June 2020. We anticipate that will lead to a reduction in the cases recorded as having meaningful engagement. This will provide us with a clearer picture of our baseline.

Meaningful engagement is responding to allegations (not necessarily admitting them but receiving a substantive response). We know that meaningful engagement makes a difference to outcome. Representation helps workers meaningfully engage, and we will continue to work to improve access to representation. We will also focus on education of the workforce about the importance of meaningful engagement, and how we can support them to do so.

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

Percentage of registrations with a qualification condition	Monthly variance

Percentage of registrations with a qualification

RAG

>5%	0% to 5%	<0%

	% with a qualification	Variance
Apr	48.4%	7.5%
May	48.1%	6.9%
Jun	48.0%	6.6%
Jul	47.4%	5.3%
Aug	47.2%	4.9%
Sep	46.7%	3.8%
Oct	46.4%	3.1%
Nov	46.4%	3.1%
Dec	46.4%	3.2%
Jan	46.5%	3.3%
Feb	46.6%	3.6%
Mar	46.8%	4.0%

Chart legend: Registrations with a qualification condition — Total registrations — % with a qualification

Assessment

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.

Initial analysis indicates that 28.3% of registrants with a qualification condition due in 2019 or 2020, have met their condition. Of this 21.2% are showing as being registered with the SSSC. For the same time period approximately 43.6% have been removed from the register before they have achieved their qualification. It appears that the main reason for people coming off the register prior to meeting the qualification condition is because they are no longer in an eligible role for registration.

We are continuing this analysis looking into the length of time it takes to achieve a qualification, what the timeframe is for people coming off the register before completing their qualifications as well looking at the amount of extensions granted. Once we understand this information this should allow us to predict how many people will achieve qualifications over the next five years.

Work is underway to analyse the impact of COVID-19 on the overall qualification position of our registrants focusing on extensions. We have the data and aim to complete this analysis for the next assurance report.

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 9 (amber).

Under the regulatory changes the SSSC made in March we extended qualification conditions for registrants to allow them an additional 12 months to gain their qualification. Work is underway to understand the impact of this decision and the unintended consequences on the SSSC strategic performance measure 'percentage of registrants achieving their qualification' within the original agreed timescale.

As part of the assessment of this indicator we report quarterly on the percentage of registrations for each part of the register and the percentage of qualification conditions still to be achieved and timescales. This will be reported to Scottish Government on a quarterly basis to inform policy decisions in relation to funding and investment.

The SSSC published guidance for SVQ assessment centres in May to support SVQ and HNC candidates and assessors impacted by the COVID-19 pandemic. This supports individuals to achieve their qualifications and enter the workforce using revised and flexible assessment criteria such as digital technology and expert witness statements. We will evaluate the impact of these changes in partnership with SQA and Skills Development Scotland (SDS) to inform future improvements to the assessment criteria and quality assurance process of qualifications required for registration with the SSSC.
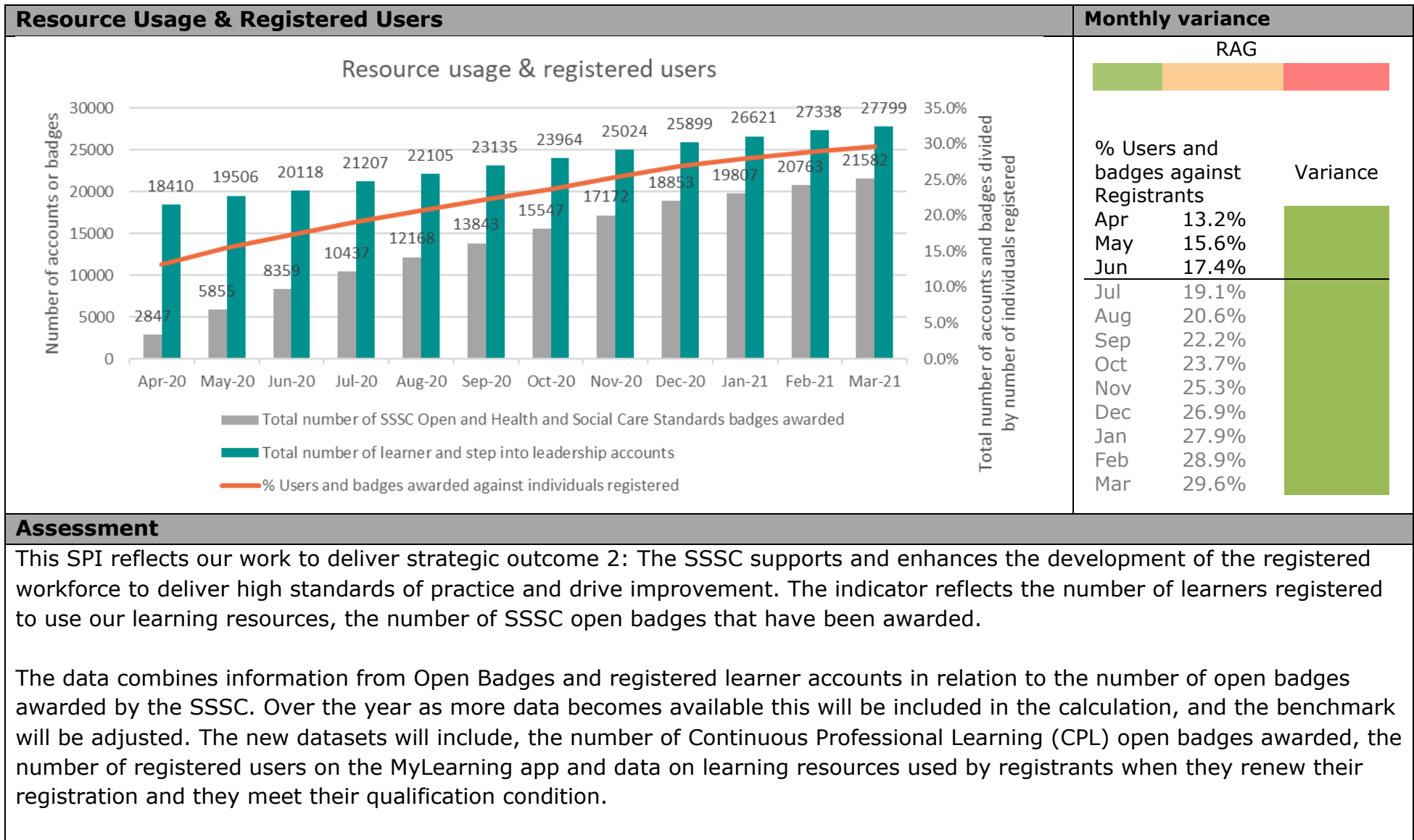
The expansion of the Early Learning and Childcare workforce is on hold. Contingency arrangements are in place for assessment of qualifications and access to qualifications. A review of readiness to resume plans for the expansion will take place in December 2020 and it is likely that the 1140 hours policy won't be implemented until August 2021. There will be an increase of

new Day Care Children workers registered in the 6-month period before and after the implementation date to meet the demand and this is likely to increase number of registrants registered with a qualification condition and will impact on this performance measure. It is not clear at this stage the extent of the COVID-19 impact on people gaining or accessing qualifications.

We are working with our partners on contingency arrangements for assessment of those individuals who are part way through a qualification on changes to programme delivery which may impact on the accessibility and uptake of qualifications for at least the next academic year ahead. We are also monitoring the impact of COVID-19 on the completion rates and uptake of apprenticeships.

We have worked with Scottish Government to review the Voluntary Sector Development Fund (VSDF). The priority groups for funding this year will continue to be Housing Support and Care at Home workers to support their registration with the SSSC.

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

Resource Usage & Registered Users	Monthly variance

RAG

% Users and badges against Registrants

		Variance
Apr	13.2%	
May	15.6%	
Jun	17.4%	
Jul	19.1%	
Aug	20.6%	
Sep	22.2%	
Oct	23.7%	
Nov	25.3%	
Dec	26.9%	
Jan	27.9%	
Feb	28.9%	
Mar	29.6%	

Assessment

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, the number of SSSC open badges that have been awarded.

The data combines information from Open Badges and registered learner accounts in relation to the number of open badges awarded by the SSSC. Over the year as more data becomes available this will be included in the calculation, and the benchmark will be adjusted. The new datasets will include, the number of Continuous Professional Learning (CPL) open badges awarded, the number of registered users on the MyLearning app and data on learning resources used by registrants when they renew their registration and they meet their qualification condition.

Based on trend information and planning assumptions we predict that by the end of the financial year that the number of open badges awarded, and individuals registered will be 29.6%. This information will be used to inform the forward planning of our learning and development content and how we market our resources.

In addition, we have also surveyed registrants who have completed a qualification or renewed their registration asking, "As part of your qualification or Continuous Professional Learning did you use any SSSC learning resources?". To date we have received 387 completed responses with 67.7% of respondents indicating that they used SSSC resources to support their learning to achieve their qualification.
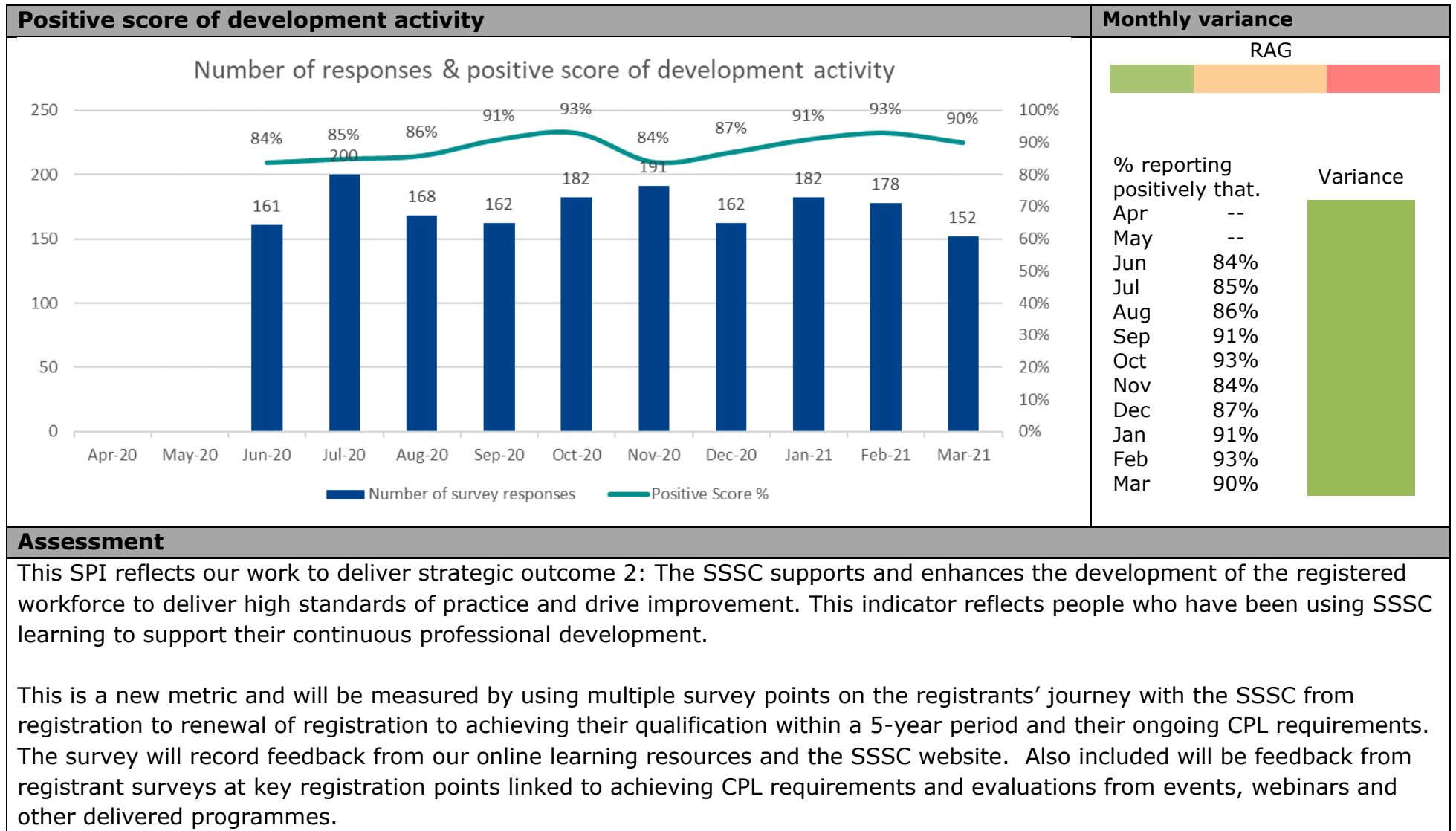
There are 3,157 individual registrants who have a qualification condition deadline between July 2020 and March 2021. Based on planning assumptions, we estimate that 2,137 of these registrants will use resources between now and end of March 2021. This information will be broken down by register part and registered service type to provide more information on customer behaviour. Further analysis will be undertaken to understand what resources are being used and for what purpose and more importantly how we can target promote and market our resources more effectively to those registrants who are not using our learning resources.

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 9 (amber).

The SSSC is implementing a new approach to CPL to replace the existing SSSC Post Registration Training and Learning (PRTL) requirements. To support this the SSSC has developed the MyLearning app will launch in September 2020 MyLearning will replace the current system for registrants recording their PRTL. This will report more accurately on the number of new users, using our resources to evidence their CPD and for what purpose the resources are being used. This intelligence will be used as the basis for our business planning and development of resources to support the sector. As part of the new approach to CPL that we are launching in September 2020 we are developing a CPL open badge which people can use to evidence they have met their CPL requirements.

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

Positive score of development activity	Monthly variance

Number of responses & positive score of development activity

	% reporting positively that.
Apr	--
May	--
Jun	84%
Jul	85%
Aug	86%
Sep	91%
Oct	93%
Nov	84%
Dec	87%
Jan	91%
Feb	93%
Mar	90%

Assessment

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.

This is a new metric and will be measured by using multiple survey points on the registrants' journey with the SSSC from registration to renewal of registration to achieving their qualification within a 5-year period and their ongoing CPL requirements. The survey will record feedback from our online learning resources and the SSSC website. Also included will be feedback from registrant surveys at key registration points linked to achieving CPL requirements and evaluations from events, webinars and other delivered programmes.

In June 2020 we received 161 responses with 84% giving a positive response to the question (a score of 4 or 5). Following three months of data we will be able to predict future trends in relation to the consumption and application of learning resources by our registrants.

Over 91% of the respondents who selected a score of 1 also indicated that they didn't use any SSSC learning resource as part of their qualification. Whereas 76% of people who did use a resource gave a positive score. This indicates that when resources are used people have a positive experience of doing so.

As part of the survey to registrants who have completed a qualification or have recently renewed their registration, we asked them to rate on a scale of 1 to 5 how much do the SSSC's learning resources support their development. For this survey based on 387 responses we received a positive score of 56%. However, when we take the strength of feeling into account the score increases to 60%. From this survey 30% of respondents scored the learning resources at a 5, 26% at a 4 and 20% a score of 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 9 (amber).

The introduction of survey points within the registrant SSSC journey and experience will provide the SSSC with intelligence on how customer behaviours and in relation to downloading learning and development resources and how registrant areas applying this learning to their qualification requirements and ongoing CPL requirements for the SSSC.

We will produce an annual report on this survey data, and this will used to inform our business planning content and development of our learning resources. This data will also be used to inform our customer insights work and our marketing and communication strategy.

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

Effectiveness of workforce planning resources	Monthly variance
Assessment	

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 available.

Surveys on the external workforce data and Careers in Care websites will form the basis for measuring monthly progress. We will work with the Careers Reference Group, Data Workforce Group and our Integrated Research / Models of Care group to evaluate their awareness and effectiveness of our workforce planning resources of these resources. These evaluations will take place at points throughout the year to ensure we achieve this outcome with relevant and timely data. The information gained throughout the year will be combined with an annual stakeholder questionnaire conducted on a much wider scale again asking the same (and more) questions of the working groups.

The workforce data website is currently managed by an external vendor and we are working with them to implement pop up surveys into the website landing page. This will provide us with data to understand who uses the website what resources are being accessed by Scottish Government commissioners of services and employers and for what purpose.

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 (amber).

The workforce data website is currently managed by an external vendor and we are working with them to implement systems that will give pop up surveys and a feedback loop for our customers when they log onto the website landing page. This will provide us with a customer profile and intelligence to better understand customer experience in relation to who uses the website, what resources are being downloaded and for what purpose. The technical work required to support the collection of this data and will be completed by 31st August.

Surveys from the workforce data and Careers in Care websites will form the basis for measuring monthly progress. We will work with the Careers Reference Group, Data Workforce Group and our Integrated Research / Models of Care Group to evaluate their awareness and effectiveness of our workforce planning resources. These evaluations will take place at every quarter to ensure that the data we publish is relevant and timely for our customers to support their workforce planning needs.

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.

Assessment
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. Qualitative and contextual information will be provided on a 6-monthly basis to demonstrate progress and satisfaction with outputs - this work will very much involve engagement with our stakeholders and understanding the impact of our work for them. This indicator will be present on all assurance reports to provide an audit trail.
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 (amber). Due to the current situation all workstreams of the National Health and Social Care Workforce Plan are on hold. This programme of work is led by Scottish Government and we will be guided by it in terms of resumption of the work, however indications are this is likely to be August 2020. We have provided feedback on the refreshed Integrated Joint Health and Social Care National Workforce Plan and the SSSC and we will continue to support the delivery of the social care element of the plan in partnership with OCSWA and COSLA. The public health crisis has highlighted challenges in the social care system including parity with health skills investment, recruitment creating a sustainable workforce and terms and conditions. The outputs for this programme of work that are led by the SSSC will be reported to the Audit and Assurance Committee every 6 months.

3.9   Regulation: Deliver the restructure of the Register to support the sector.

Assessment
This SPI reflects our work to deliver strategic outcome 3: To deliver the restructure of the register to support the sector. The indicator reflects improvements to be made to the register to support registrants. A project plan will be implemented, and progress monitored against milestones. A baseline will be established before the implementation of the project plan. This will be included as part of the quarterly update to Audit and Assurance Committee. This will be present on all assurance reports to provide an audit trail, however the updates may only be 6-monthly.

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 16 (red). This work is subject to a large number of uncertainties. Work had commenced on a joint project with the Care Inspectorate (CI) who is reviewing its care service definitions. Both organisations have a desire to ensure that their legislative framework meets the requirements of the delivery of services. The legislation of both organisations is linked, so changes the CI makes has a potential effect on our register. This project was led by the CI sponsor team and had reached the point of instruction of a consultant to carry out an exercise of gathering views from the sector on the definitions of care services and the operation of the register. That instruction was put on hold due to COVID-19. We need to consult with CI and our Sponsor Team about how we progress this project in the current environment and will have a more detailed update for the next Audit and Assurance Committee.

4. Risk Highlights

The full strategic risk register is available at appendix 1 of this report

Risk No.	Link to Outcome	Risk Description	Gross Risk			Residual Risk			Owner	Movement
			Impact	Probability	Score	Impact	Probability	Score		
1	1	We fail to ensure that our system of regulation meets the needs of people who use services and workers	5	4	20	4	4	16	Director of Regulation	⟷
2	2,3	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	4	4	16	3	3	9	Director of Development and Innovation	⟷
3	1	We fail to meet corporate governance, external scrutiny and legal obligations	4	4	16	2	2	4	Director of Finance and Resources	⟷

4	1,2,3	We fail to plan and resource our activities to deliver our digital strategy	4	3	12	3	3	9	Director of Strategy and Performance	↔
5	1	We fail to provide value to our stakeholders and demonstrate our impact	3	4	12	3	3	9	Director of Strategy and Performance	↔
6	1,2,3	We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes	5	4	20	3	3	9	Chief Executive	↓
7	1	The SSSC fail to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan	4	5	20	4	3	12	Director of Finance and Resources	↔
8		The current Business Continuity Plan in place, is not up to date, for the SSSC	4	5	20	2	2	4	Chief Executive	↓
9		The SSSC is unable to operate due to effects of global pandemic COVID-19	5	5	25	5	3	15	Chief Executive	