

# Northern Ireland Social Care Council Performance Reporting 2022-23

Report from the Operational Leadership Team – Month 5 (31 August 2022)

19 September 2022

## Introduction

This report provides an overview of performance against Key Performance Indicators and summary information for activity undertaken in the first five months of the 2022-23 business year. The Leadership Team has reviewed performance against the Key Performance Indicators up to the end of August 2022 and is satisfied that the business is being delivered safely and effectively during this continued period of agile working. For those KPIs not meeting the standard, the Leadership Team is confident that appropriate measures are in place to manage any associated risks.

### **At the end of Month 5 (31 August 2022):**

- 9 KPIs were rated **GREEN**
- 3 KPIs were rated **AMBER** (registration processing, conclusion of Fitness to Practise cases at 15 months and financial breakeven). Further information on KPI performance and assessment of progress is included in Section 4.

## **Report Contents**

Section 1 – Business Commentary - overview from key business areas

Section 2 - Business Highlights from months 1-5

Section 3 - Summary of the Strategic Risks for the business

Section 4 - Supporting data for the Key Performance Indicators

## **Section 1 Business Commentary – August 2022**

### **1.1 Supporting Our People**

- Team meetings, check-ins and informal breaks are being used online and in person to support the agile working pilot. 'All-Staff Townhalls' were paused during the summer holiday period and will resume with the 21<sup>st</sup> birthday get together in the office on 29 September. These events continue to provide opportunities for people to talk about the changes that are happening for the organisation and the people within it as they progress through Agile working and arrangements for transfer to new premises at James House early next year.
- Pilot for the Agile Working Policy, which opened in 3 May has been extended until early October to facilitate staff engagement and feedback. Staff are coordinating their work pattern to incorporate at least one working day spent in the office. Over 50% of people are working an average of 2 days onsite. This time spent in the office is primarily intended to support team development and the induction of new staff into the Social Care Council way of working. Staff were asked to share their experiences of agile working through an online survey and discussions with their manager. Each team has been invited to an informal discussion with the Senior Leadership Team to discuss their experiences of working through the pilot. All feedback will be used to inform the review of the pilot in September/October.
- Staff absence reduced significantly in August to 1.01%. Attendance continues to be affected by a small number of COVID cases, as well as the normal seasonal illnesses that have occurred in the community. Most staff have recovered within a few days and returned to work. Hours lost to long term absence decreased in August. Despite this, absence levels are still lower than those experienced in the wider public sector. Managers are working with individuals and BSO HR advisors to manage staff wellbeing and return to work plans as appropriate.
- Staff appointed through recent recruitment exercises are now progressing through induction, or are in the final stages of their appointment being confirmed. SLT hosted a welcome event in the office for all staff who were new to the organisation in the last year. A series of meetings has been planned for all managers/team leaders to come together to share learning and expertise. The first meeting will be held in person on 28 September.
- Recruitment is scheduled for September to fill permanent posts for Head of Regulation and Standards, Fitness to Practise Manager and for fixed term administration posts in Workforce Development and Fitness to Practise. Temporary staff within registration will be employed until the end of October while HR processes are finalised for two permanent staff to take up their new appointments in early October.

### **1.2 Service Delivery**

- Staff are working flexibly, combining remote working with scheduled days in the office for team meetings/project work. Working has also extended to include meetings with stakeholders at external work spaces. The office at Millennium House has been opened to a small number of scheduled external meetings as part of the pilot. Extending the hosting of external meetings is being planned in the next phase of the transition. The Business Review Team meets at the start of every business week to review progress, horizon scan for possible issues and to support effective communication across the organisation. Teams are working together to share resources where needed and ensure continued service delivery.
- Business updates, risks and assurances were reviewed by the Leadership Team in preparation for Risk Management Committee on 26

September and the Audit and Risk Assurance Committee on 5 October. Further detail on the draft Progress Report on the Risk Assurance Framework is provided in Section 3.

- The Director of Corporate Services and Head of Business Support are in regular contact with the James House Project Team to implement plans to move to the new office. A small group of managers made a site-visit to the new office premises in August. The visit provided an opportunity to review the layout and plans for IT equipment etc prior to final fit-out. The proposed date for the Social Care Council to relocate to the new offices remains as early February 2023. Staff are continuing with the scheduled review and archiving of files and resources. Work also continues within the office to redeploy the office furniture and equipment which is no longer required. A small amount of furniture and equipment will be held in storage during the transition to James House whilst final requirements are assessed for service delivery from the new office.

### 1.3 Workforce Registration, Regulation and Development

- **Registration** - Service levels for registration workflow and customer service activities were reduced during August. Emails continued to be triaged within one working day, but resolution of emails extended to 5 working days. Highlights for the Registration functions are included in the KPI summary. 104 people responded to the Customer Service survey in August, 97% of respondents were positive about their overall experience and 20 provided specific commendation for individual staff members. New appointments to fill temporary Registration Advisor roles are now confirmed. This will provide stability for the team and support ongoing service development. The vacant Registration Officer post will be advertised in late September.
- **Fitness to Practise** - Referrals and suitability assessments remained at expected levels in August, having experienced an increase in April and May. 32 referrals were received and triaged in August. 16 new cases were opened (none were pending). A number of referrals require extensive provisional enquiries to support assessment and can result in complex cases which can involve lengthy employer or legal proceedings. As noted previously, these factors affect the length of time taken to manage and resolve cases. All cases are reviewed at regular case conferences to provide assurance of good governance and that they are progressed as efficiently as possible. The appointment of permanent Fitness to Practise Officers and the return of a staff member from long term absence will offer stability to the team, but there will be a period of induction required during which the new officers will be working with a protected caseload. Recruitment has been completed for a Project Support Officer for the sourcing and implementation of the new Fitness to Practise Case Management system. Recruitment to address the vacancy arising for a Fitness to Practise Manager is scheduled for late September.
- **Workforce Development** – The team has delivered a number of face-to-face engagements and information sessions in workplaces and with local careers promotion. Engagement with registrants and employers also continues online to ensure that all are supported to meet the standards required of them. The Programme of work to Quality Assure standards for social work education and training at Degree and Post-Qualifying levels has been managed effectively with providers and assessors. Planning is underway with universities and students to support the new social work students enrolling on Degree courses in September. Preparations have been completed for the PiP Awards, which will be delivered online again on 28 September. Significant progress has been made in the programme of work to create new resources and refresh existing resources for the Learning

Zone. Redevelopment work for the Learning Zone site is nearing completion and is expected to Go-Live on October 4. Highlights are included in Section 2.

#### **1.4 Communication**

- The team developed a series of campaigns across the website, social media and through direct email campaigns in August to support Careers promotion, updates to service delivery and job opportunities within the Council . Promotional posts and email campaigns were coordinated to invite prospective social work students and careers advisers to tune in to the 'Day in the Life of a Social Worker' online events hosted jointly with Queens University and Ulster University.
- Promotional materials, presentations and videos were designed/developed to support the September Professional in Practice Awards.
- The new Head of Strategic Communications took up post in August and has completed initial induction with all managers to gain an insight into key business needs requiring support from Communications and Engagement Team. The return of the Digital Communications Officer from maternity leave at the start of June has contributed significantly to the management and delivery of services. Highlights are included in Section 2.

#### **1.5 Leadership and Infrastructure**

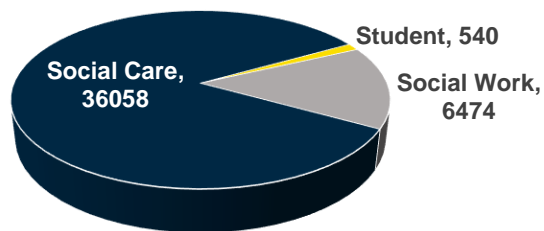
- The Social Care Council has continued to support the networks of leaders, managers and registrants across social work and social care to ensure the voice of the sector is represented in the forums that are shaping future policy and services. Planning was undertaken for the first meeting in September of the Data & Intelligence Workstream - which will lead on systems and processes to share data and intelligence across the social work workforce.
- Social Care Council staff continue to support workstreams for the DoH projects to reform social care and support strategic development of the workforce. The Social Care Council has also led on projects on behalf of the Department of Health to promote social work and social care as positive career options. The Leadership Team has met regularly with partners in the other UK Social Care Councils. Social Work England, RQIA, Skills for Care and CORU to share insight into regulation and standards.
- Review of files and folders on the X-Drive has been completed to support ITS in the transfer to new servers in late September.
- Training sessions have been provided to support staff in using Microsoft Teams for all communications and collaborative working. Further development is scheduled to enable all staff to use SharePoint for file storage and to move to Office 365 in the new year in line with HSC IT developments.
- Development work continues on the online registration services to provide stakeholders with user friendly services for maintaining registration. Testing for the upgrade to CRM365 was carried out during August, involving staff across the organisation. Information sessions are being delivered with employers to encourage use of the online employer portal for managing employee registrations.

## Section 2 – Business Overview for Month 5 of 2022-23

### 2.1 Workforce Registration Highlights (1 - 31 August 2022)

#### Social Care Register Profile

43,072 Registrants at 31 August 2022



#### 97% Positive Customer Satisfaction

“The response from the member of staff was excellent. It was respectful and effective and would add confidence for any future contacts.” (survey respondent)

“The person I spoke to was extremely pleasant and understanding. Really great worker, lovely chat whilst she was completing tasks. I hope you tell her how helpful and kind she was.” (survey respondent)

“The girl was very helpful, she solved my question and I can tell she knew what she was doing. Great customer service. Thank you very much!” (survey respondent)

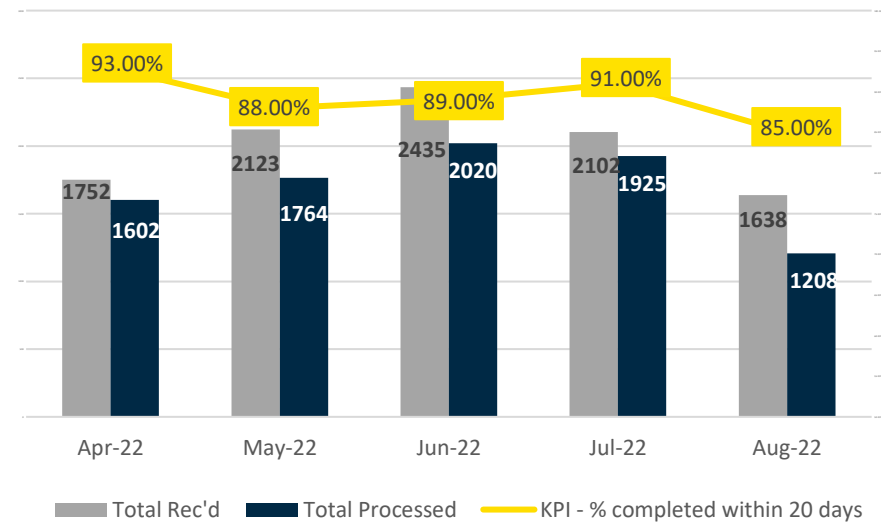
#### 4554 people supported by registration advisers

- 2,010 customer emails resolved
- 2,544 customer phone calls handled (62% call handling rate)
- 1,208 registration applications/renewals completed (85% processed within 20 days)
- 2,853 fee payments processed (85% online and 15% & by phone)
- 6 Fitness to Practise decisions updated to the register

#### Maintaining the Register

1 April -31 August 2022

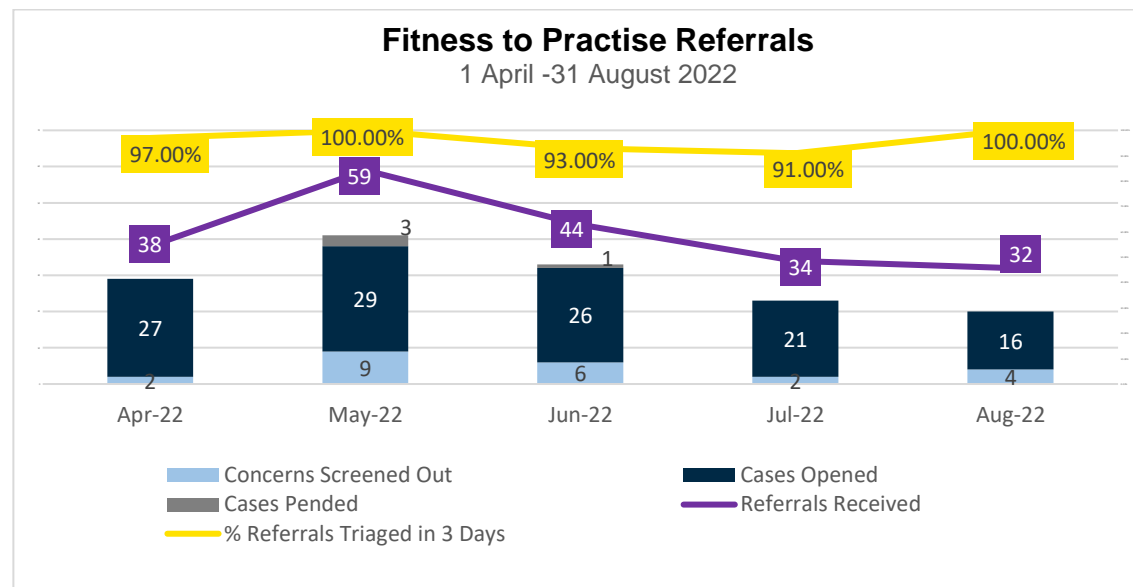
#### Applications & Renewals Received & Processed



## 2.2 Workforce Regulation Highlights (1 - 31 August 2022)

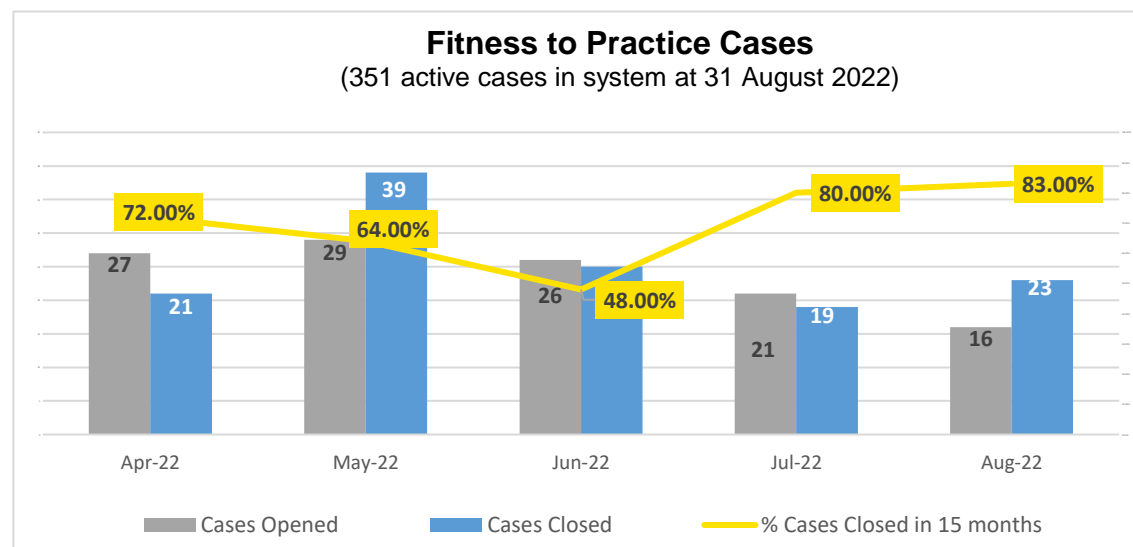
### Regulation - Fitness to Practise

- **32** Referrals received and triaged (100% completed within 3 days)
- **16** Fitness to Practise cases opened (351 active cases in system at 31 Aug)
- **23** Fitness to Practise cases closed (83% within 15 months)
- **91%** of cases closed consensually: resulting in 9 No Further Action, 10 Letters of Advice, 1 undertakings, 1 Warning; 2 Removal Orders
- **15** Suitability Assessments completed (93% concluded within 2 months)
- **3** Interim Suspension Orders completed (100% concluded within 4 weeks)



### Regulation – Committees and Hearings

- **12** registrants supported through telephone contacts in relation to proceedings
- **3** Interim Suspension Orders considered, 1 existing Order reviewed (31 Interim Orders in place at 31 August)
- **5** Hearing/Committee days delivered
- **2** Fitness to Practise hearings delivered within timescales (2 Removal Orders))



## 2.3 Workforce Learning and Development Highlights (1 - 31 August 2022)

### Events

- **Social Work Careers Event** - Preparing speakers and finalising presentations
- **PiP Awards** – Filming candidate and employer presentations
- **ECHO** – Planning for September Curriculum Setting event
- **Lunchtime Seminars** – Planning for September presentation on Trauma Informed Practice

### Engagement

- **Employability, skills and digital badges** - Belfast City Council
- **Employer Registration Services** - Southern Health and Social Care Trust & Patient Client Council
- **Information Sessions** – introducing the Social Care Council, Standards, Registration and Development Opportunities - South Eastern Health and Social Care Trust & Probation Board for NI

**Social workers and social care workers**  
Your registration responsibilities and requirements

Alison Shaw  
Workforce Development Officer

**About us**

We are a public body established by the Department of Health (DoH) to support the high quality standards of social work and social care.

We make a difference to the quality of social care services by regulating workforce standards and promoting continuous training and learning. Through this work we support the development of a strong and professional social work and social care workforce providing quality care and the best outcomes for people who use services and their carers.

**We are responsible for:**

- ▶ Maintaining a register of social workers and social care workers in Northern Ireland (NI).
- ▶ Setting standards for social workers and social care workers for their conduct and practice.
- ▶ Setting standards for and regulating social work education and training in NI.

**What we do**

Regulating workers + Setting standards of care + Supporting and developing social care work = Fit for practice

**Employer's responsibilities for social care workers**

- ▶ It is an employer's responsibility to ensure that all workers meet requirements for the duration of their employment.
- ▶ It is an employer's responsibility to ensure a social care worker who is not registered is their full-time competencies.

**Renewal of registration**

- ▶ Evidence of new training obtained to registration.
- ▶ Continued good character, good conduct and good health.
- ▶ Fresh registration training and learning.
- ▶ Registration fee.

**Registration matters**

- ▶ Be registered
- ▶ Keep personal details up to date
- ▶ Pay a yearly fee
- ▶ Social workers & social care managers  
Renew every 3 years
- ▶ Social care workers  
Renew every 5 years
- ▶ Keep a record of your learning and development

**Portal requirements**

- ▶ Fit to practice to carry out your job effectively
- ▶ Provide a framework for continuous professional development (CPD)
- ▶ Having you keep up to date with new developments in practice, legislation and policy
- ▶ Provide opportunities for you to reflect on
- ▶ How you are doing your job
- ▶ How you could improve your practice?
- ▶ Help you think about career progression

**A day in the life**  
an introduction to a career in social work

Passionate about social justice and empowering people?

Interested in making a difference?

Join us on Zoom  
Thursday 15 September  
from 10.30am - 12.30pm  
to find out more!

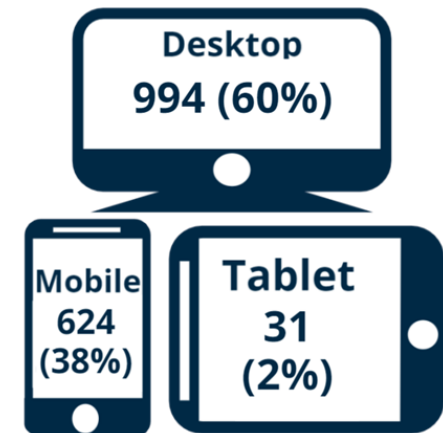
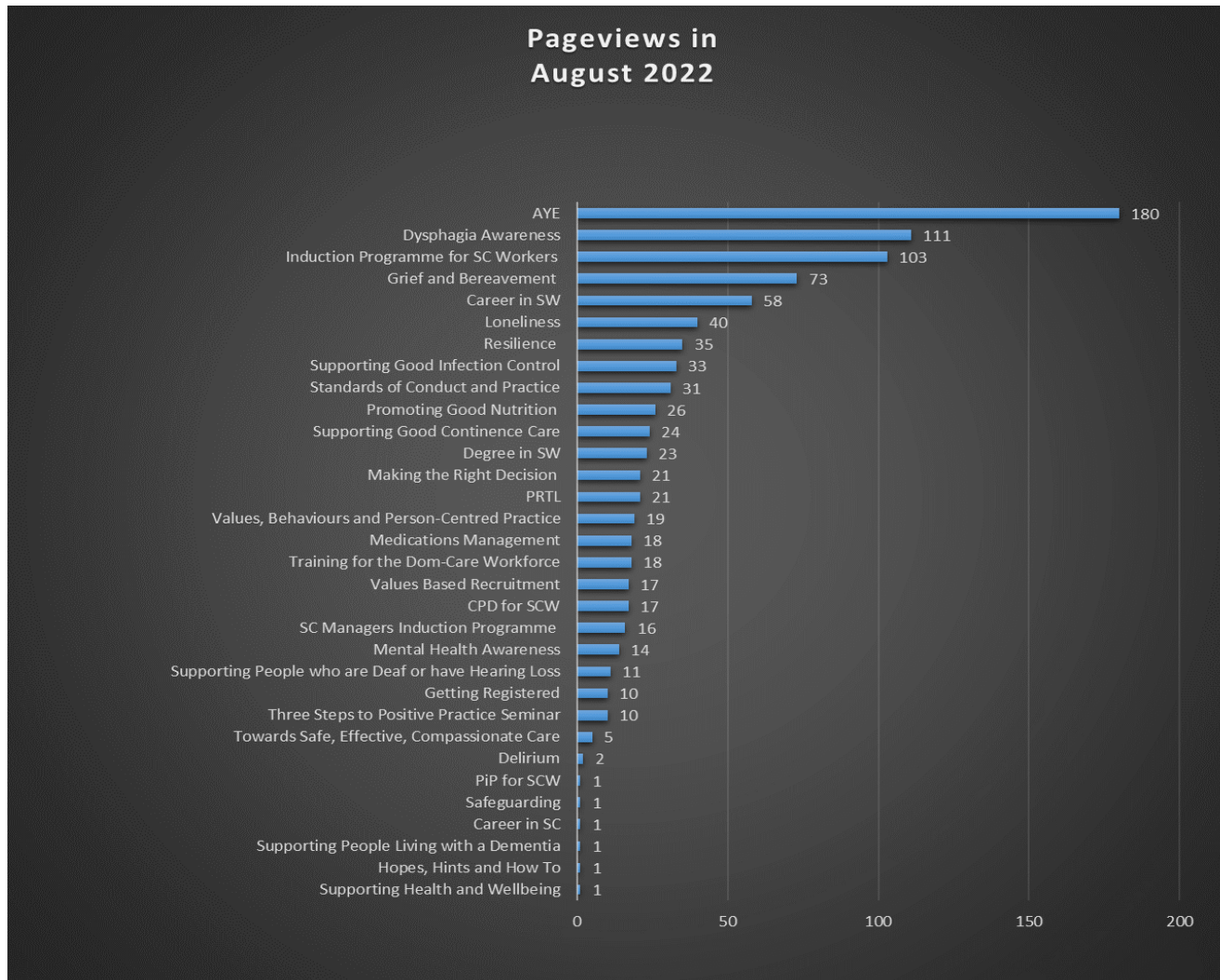
**Career Advisers/Teachers Session**  
an introduction to a career in Social Work

Find out how to support your students to consider a career in Social Work.

Join us on Zoom  
Thursday 15 September  
from 9.00am - 10.00am  
to find out more!

## Learning Zone – Online Resources and Digital Learning Packages (1 - 31 August 2022)

**Engagement** with the Learning Zone resources remained strong. 'AYE, Dysphagia Awareness, and Induction attracted the most page views across all platforms. Content review continued for the new site, with final testing scheduled for September and Go-Live 4 October 2022.



## 2.4 Communications and Engagement Highlights (1 - 31 August 2022)

### Communications – Developing assets and campaigns to promote the Social Care Council

A range of artwork and video content was developed in August to support workforce development, registration and corporate services in delivering their engagement activity in August and on into the Autumn. Direct email campaigns were delivered through Mailchimp and news stories published on the digital channels to connect stakeholders with Social Care Council news, events and projects.

**Design**

- Care in Practice (CIP) presentation designed for workforce development (WFD)

**Website and intranet**

Nine emails issued

Date	Subject	Recipients	Opens	Clicks
08 August	Lunchtime Seminar Resources and Future Events (Social Workers)	6,573	1,771	145
11 August	SAVE THE DATE: Professional In Practice Awards 2022	162	85	40
17 August	Phone lines closed - Endorsers (Endorsers)	330	99	1
17 August	Phone lines closed - Employers (Employers)	330	90	0
17 August	Phone lines closed - Managers (Managers)	801	245	2
17 August	SAVE THE DATE: Professional In Practice Awards 2022 Guest List	172	83	37
26 August	Phone lines closed - Managers (Managers)	799	206	4
26 August	Phone lines closed - Employers (Employers)	324	89	18
26 August	Phone lines closed - Endorsers (Endorsers)	1,745	399	14

Six news stories published

**Latest news**

**Professional in practice (PiP)**

- Preparations well progressed for PiP Awards 2022

Scrolling text video

Record and edit of QUIRE

Save the date mailer sent out

Click Here to RSVP

**Design**

- Updated design and branding for the managers' induction programme for learning zone.
- Created the research and opportunity for social workers mailer.

**Research Opportunity for Social Workers**

**Mindfulness-Based Social Work and Self-Care Research Study**

We are delighted to offer you the opportunity to be involved in a research study on mindfulness in social work. This study offers you the chance to participate in a mindfulness-based programme designed specifically to support social worker self-care and social work practice.

If you agree to participate, you will be randomly allocated to one of the two mindfulness programmes currently in use, either Mindfulness-Based Social Work and Self-Care (MBSSWC) programme, or a standard, modified version of the MBSSWC programme. Both programmes will last about 10 weeks, over a 6-week period.

Those involved in the MBSSWC programme will attend this programme on Tuesday 19th October 2022 at 9am, with those on the MBSSWC programme on Wednesday 19th October 2022 at 9am.

The MBSSWC programme is a flexible and innovative online social work training programme. This study will examine the effectiveness of MBSSWC programme in supporting social work stress, feelings of burnout, anxiety, mood and psychological wellbeing.

The programme will combine mindfulness practices with psychoeducation to deliver ongoing training about the self and future to training skills that will allow you to focus on the present and apply these newly acquired mindfulness skills to social work practice. Each day will consist of a 10-minute audio recording of the MBSSWC programme, which will be delivered via email and audio recording, or the published text that will be available to read on your mobile phone and web site. Participants will be provided with psychoeducation on practice issues, which will apply the experiential learning learned from the mindfulness practices when combined with direct personal audio work with education. Each session will include a social work practice role play and discussion. This will allow participants to apply the training experiential learning to a social work context, which will support enhanced social work practice. The MBSSWC programme offers a structured, modified version of MBSSWC.

# Communications and Engagement –Digital Channels

## Twitter

Top three performing tweets - August 2022



Date	Post	Engagements	Impressions
23 August	Join us for the opportunity to hear about what social work is, how to apply to study #SocialWork and hear about 'a day in the life' of a social worker!	120	4,444
29 August	Our next #LunchtimeSeminar will aim to have participants begin to explore further how they help others to become critically aware of their trauma and its impact on them as well as how they could utilize their trauma as a resource.	36	1,189
24 August	Our next #LunchtimeSeminar will aim to have participants begin to explore further how they help others to become critically aware of their trauma and its impact on them as well as how they could utilize their trauma as a resource.	36	960



**5,267K**  
Total Twitter followers



**34** New followers

## Facebook

Top three performing posts - August 2022



Date	Post	Reach	Engagements
23 August	Join us for the opportunity to hear about what social work is, how to apply to study #SocialWork and hear about 'a day in the life' of a social worker!	2,033	34
04 August	Ready for a new challenge? The Fitness to Practise Manager will play a lead role in ensuring the effective delivery of the FIP function within the largest workforce in HSCNI #SocialWork #SocialCare #investorsinpeoplegold	585	1
08 August	Ready for a new challenge? The Fitness to Practise Manager will play a lead role in ensuring the effective delivery of the FIP function within the largest workforce in HSCNI #SocialWork #SocialCare #investorsinpeoplegold	518	2



**4,221K**  
Total Facebook followers



**30** New likes

## Website and Intranet

Number of website users

**26,933**  
Users

**25,507**  
New users

Top three most visited website pages

- My Portal
- Who Can Register
- Contact Us

Page	Pageviews
My Portal	3,013
Who Can Register	2,153
Contact Us	2,092

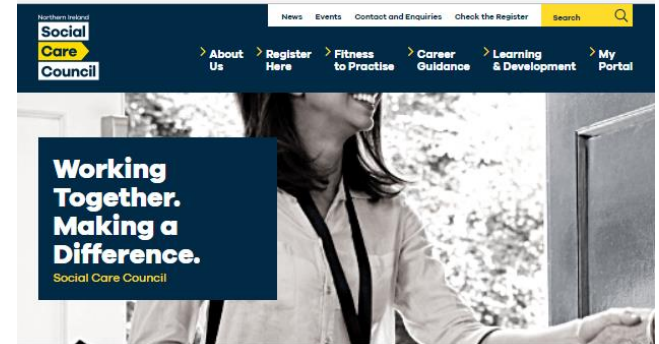
Number of page views

**46,221**  
Page views

Top three most visited website pages

- My Portal
- Who Can Register
- Contact Us

Page	Pageviews
My Portal	3,013
Who Can Register	2,153
Contact Us	2,092



### About Us

We are the regulator responsible for raising standards in Social Work and Social Care in Northern Ireland.

More

### Fitness to Practise

Our role is to protect the public by ensuring our Registrants are fit to continue practising.

More

### Career Guidance

Find out about a Career in Social Work and Social Care – careers that makes a difference and improves the lives of others?

More

### Learning & Development

More information about the Degree in Social Work, Practice Learning Opportunities/Requirements/Standards, AYE, Professional in Practice, PRTL/CPD, Induction, Vocational Qualifications for Social Care, lunchtime seminar resources, webinars and the Learning Zone.

More

### Here to Help

Our new contact and enquiries page has everything you need to get in contact with the social care council.

Contact Us

### My Account

Pay fees, update registration details and record Post Registration Training and Learning.

More

### Section 3: Managing our Strategic Risks

The Risk Management Committee (RMC) reports every quarter to the Audit and Risk Assurance Committee (ARAC) who provide oversight, challenge, and scrutiny of the Assurance Framework and associated risks. ARAC in turn report to the Board at their quarterly meeting. Business updates, risks and assurances were reviewed by the Leadership Team in preparation for Risk Management Committee on 26 September and the Audit and Risk Assurance Committee on 5 October.

The following is an overview of the Strategic Risks prepared by the Leadership Team for review by the Audit and Risk Committee on 5 October 2022.

**Extreme Level Risks** - There are no **Extreme** level risks at this point in time.

**High Level Risks** - There are 4 **High** level risks facing the organisation and these are described below.

- **Fitness to Practise (FTP) Resources and Capacity** [Ref: REG01] – Good progress continues to be made to fill the FTP vacancies with three substantive Fitness to Practise Officers being appointed. While training is ongoing, and at an early stage, this has enabled the organisation to reduce this risk from a **high level 12** - to a **high level 8**. The organisation will however keep this risk under close scrutiny. The Fitness to Practise Manager recently left to take up an appointment elsewhere and a scheme to fill that vacancy has just completed with a successful candidate appointed.
- **Development of Social Care Policy and Resourcing of the Social Care Workforce** [Ref: WFD01] – The Social Care Council have identified this Board strategic risk as critical to the overall development of the social care workforce, however it is accepted that much of this risk is out with the control of the Social Care Council. The Board will be reviewing the strategic risks as part of the development of the new corporate plan and the Executive team would wish to reword this risk to reflect the actual controls and actions that are within the statutory remit of the Social Care Council. As the Reform of Adult Social Care Consultation is underway it is important that the overall risk associated with the Social Care Sector is highlighted on the register and it is currently assessed as **high level** (with a **score 16**).
- **Resourcing of the Workforce Development Team** [Ref: WFD06] – all permanent vacancies have now been filled within the Workforce development team, however additional team resources supporting the Adult Social Care Reform work are on a non-recurrent funding basis. There are still some temporary arrangements in place across the team however these are gradually reducing. This area still remains a risk

to the team until such time as more sustainable funding sources are confirmed to continue with the Adult Social Care Reform Work. The risk is currently assessed as **high level** (with a **score 12**).

- **Recruitment [NEW]** - [Ref. COR24] - the organisation has an operational risk on its risk register in relation to the range of shared services provided by BSO, and these generally work well, however specific recent experience in relation to recruitment has resulted in a separate risk being added. The risk in relation to recruitment has two parts - firstly the service currently being provided by Shared Services Recruitment and Retained Recruitment which has not met the standards expected - and secondly, the issues with recruiting and securing the best talent in a very competitive market - including for administrative posts. A range of actions have been identified in relation to this risk which has been assessed as **high level** (with a **score of 12**).

**Medium Level Risks** - There are 12 **medium level** risks which are described below –

- **BSO Shared Services** (**medium level – 12**) [Ref. COR11] – As can be seen, a separate strategic risk in relation to recruitment has been created. While support in other areas from the BSO Shared Services remains adequate this area is kept under close review given the range of services provided to the organisation through SLA's with BSO. For this reason, this risk remains unchanged.
- **Maintaining Registration** Ref: STN02] – The Board and ARAC are sighted on the issues which the registration function faced during the year – and the work to stabilise this area of the business. A full report on this was presented to the Board earlier this year. The risk is currently under control however it has been agreed to keep this risk under close scrutiny and deliver the action plan arising from SoS Medical. The Registration Manager post has now been filled on a substantive basis following a recruitment exercise, and three new additional permanent Band 3 positions are about to be filled for the team. The risk is currently assessed as a **medium level** risk (with a score of 9).
- **Resourcing of the Communications Function** [Ref. COM03] – this risk is currently assessed as a **medium level** risk (with a **score of 9**). A new Head of Strategic Communications has taken up post and is currently reviewing the strategic work plan and priorities for the team as part of her induction.
- **Lack of Social Work Workforce Planning** [STN01] has an overall residual score of (**medium level – 9**). The organisation is limited in what it can do to mitigate against this risk which will be reviewed as part of the Board's review of all strategic risks.

- **Promoting the Value and Importance of Registration** (medium level – 9) [Ref. REG02] – an engagement programme is underway using stories and experiences. This work will continue to be developed as part of our new Corporate Strategy.
- **Effective partnership/engagement with Stakeholders** (medium level – 9) [Ref. WFD02] – The Dept of Health has notified the Social Care Council of the transfer of the Leadership Framework for Social Work and this will strengthen partnership working around the Professional in Practice Framework and engagement with Universities. With a recent change in representation from the University of Ulster work is underway to build relationships to ensure high quality delivery of the Social Work degree;
- **Credit Accumulation Route** (medium level – 9) [Ref. WFD03] - system developments are ongoing and following completion of the updated PiP process documentation further work on system redesign is underway;
- **IAR functionality** (medium level – 9) [Ref. WFD04] – system developments are ongoing together with a PR programme to improve support for this work. As with the above risk in relation to Credit Accumulation, further work is now taking place with the system supplier to refine the IAR processes and operation;
- **Capturing the views of service users/carers** (medium level – 9) [Ref. COM01] – continuing to work with service users and carers to develop our evidence base and evaluate effective engagement. The recommendations arising from the recent audit on service user and carer engagement will also assist in managing this risk. A new engagement platform based on MS Teams has been initiated which will enable our partnership members to share information, events, connections and intelligence to support the work of the Social Care Council.
- **Management of Financial Resources** (medium level - 10) [Ref. COR01] - this risk was previously a low level risk and does change throughout the year depending on various funding issues which may arise. At present a forecasted deficit of £131k at month 5 is highlighted and plans are in place to ensure breakeven is achieved. For this reason, the risk has increased from a low level to a medium level.
- **Promoting Systems Leadership** (medium level - 6) [Ref. SYS02] - this risk has increased due to resources required to effectively influence this area. Actions have been identified to address this going forward.
- **COVID-19** (medium level - 6) [Ref. COR16] - The level of risk remains at a Residual level of risk of 6 (medium)– this reflects the progress made to transition the business and successfully managing the impact of the pandemic on delivery of business objectives. While business has transitioned well into the new arrangements, the Risk Management Committee were of the view that the COVID risk should remain on the risk register (as currently assessed) during the winter months. If, however the impact of COVID on the business and its staff continues

to reduce, the Committee will consider, early in the new year, recommending to the Audit and Risk Assurance Committee (ARAC), the potential to close off the risk. Advice and evidence will be brought to ARAC at that time. In the meantime, the COVID risk on the Risk Register (ref. COR16) has been updated as follows: *There are 14 controls in place to manage the impact of COVID-19, and 104 actions have been identified. As at 26 September 2022, 103 actions have been completed. This leaves only one outstanding action - which is to review the agile working pilot. No new or other actions have been identified.*

**Low Level Risks** - There are 3 **low level** risks as listed below –

- **Promotion of Communication material** (**low level risk – 4**) [Ref. COM02] – the organisation has been able to maximise its online presence and engagement to support the workforce during the pandemic. This risk has decreased slightly from a score of 6 to 4. This is due to the work to effectively promote our communication material online).
- **Sector Intelligence** (**low level – 4**) [Ref. SYS03] – A new Information Analytics and Information Intelligence Officer has been appointed and a programme of work to start to improve our analysis and reporting of information is underway.
- **Ability of stakeholders to engage** (**low level – 4**) [Ref. SYS01] – this risk reduced from a medium level to a low level risk in the previous report given the work that has taken place to connect with others online and through social media. The value of the risk has further reduced from a score of 6 to 4, again due to the way in which stakeholders have been engaged.

## Section 4 – Supporting Information for 2022-23 Business Plan KPIs

There are 12 Key Performance Indicators within the 2021-22 Business Plan. Summary of performance and supporting information for each of the KPIs is included in the table below. KPI for stakeholder feedback reported in the online surveys had not been included in previous reports due to low response rates. Response levels have increased gradually in months 1-5 and are included in the summary below.

### At the end of Month 5 (31 August 2022):

- 10 KPIs were rated **GREEN**
- 2 KPIs were rated **AMBER** (registration processing and conclusion of Fitness to Practise cases at 15 months).

KPI	Performance		Comment on any highlights/risks/mitigation
1. Customer experience – 85% of those using are services report a positive experience	<b>Cum 93%</b> (n=412)	Month 1 92% (n=64)	<b>4554 people were supported by the Registration Advisers during August:</b> <ul style="list-style-type: none"> <li>• 2010 customer emails resolved</li> <li>• 2544 customer phone calls handled</li> <li>• 62% call handling rate</li> </ul> <p>Customer satisfaction has remained above 90% for the first five months of 2022-23 (survey sample 412). 104 people responded to the Customer Service survey in August and 97% reported overall positive satisfaction with the service provided.</p> <p>Registration Advisor availability to manage emails and telephone calls was significantly reduced during August to due annual leave, illness and reallocation of staff to support testing on SOCRATES system upgrade. This reduced on call handling rates to 62%, email response times increased to 5 days and registration processing throughput was delayed by approximately 20%. Workflow is being monitored by the Team Leaders to ensure a return to required service standards as staff availability improves into September.</p>
		Month 2 93% (n=77)	
		Month 3 92% (n=62)	
		Month 4 93% (n=105)	
		Month 5 97% (n=104)	

KPI	Performance		Comment on any highlights/risks/mitigation
2. We will process <b>100%</b> of completed applications/ renewals within 20 working days of submission	<b>Cum 89%</b> (n=8519)	Month 1 93% - (n=1602)	<b>43,072 people on the register at 31 August 2022</b> <ul style="list-style-type: none"> <li>36,058 Social Care Workers</li> <li>6,474 Social Workers</li> <li>540 Social Work Students</li> </ul> <b>1208 registrations completed in August</b> <ul style="list-style-type: none"> <li>851 applications and 357 renewals completed</li> <li>85% of applications/renewals were processed within 20 days of submission.</li> <li>1882 applications in the system at 31 August</li> </ul> <b>89% Cumulative KPI has been assessed as AMBER</b> – Performance against registration processing time has been impacted by a range of factors including registrants/employers not providing supporting materials, user issues with accessing the online services and reduction in staff resourcing. The management team would recommend that a target of 20 days processing time is still required in order to support workforce needs and meet customer expectations. Recent recruitment and development within the Registration Team, ongoing improvements to the online registration services and reintroduction of engagement sessions to support users of the online registration service should support improvements against this KPI in Quarters 3 and 4.
		Month 2 88% - (n=1764)	
		Month 3 89% - (n=2020)	
		Month 4 91% - (n=1925)	
		Month 5 86% - (n=1208)	
3. We will update the register for <b>all</b> Fitness to Practise decisions within 2 working days of receipt of the information	<b>Cum 100%</b> (n=37)	Month 1 100% - (n=6)	6 registrant records were amended to reflect decisions made by Fitness to Practise Officers and Committees in August.
		Month 2 100% - (n=10)	
		Month 3 100% - (n=10)	
		Month 4 100% - (n=5)	
		Month 5 100% - (n=6)	

KPI	Performance		Comment on any highlights/risks/mitigation
4. We will triage <b>all</b> referrals to the Fitness to Practise Team within 3 working days	<b>Cum 97%</b> (n=207)	Month 1 97% - (n=38)	<p><b>32 concerns about a registrant's fitness to practise were received and triaged in August.</b> This figure reflects a return to expected levels following higher referral levels of May and June.</p> <ul style="list-style-type: none"> <li>• 4 referrals were screened out – Standard of Acceptance not met</li> <li>• 18 required additional enquires to complete triage</li> <li>• 16 cases met the threshold in month and were allocated to FtP Officers (includes 6 opened following provisional enquiries)</li> <li>• 3 cases triaged as 'High Risk', with consideration for Interim Suspension Order</li> </ul> <p><b>97% Cumulative KPI has been assessed as GREEN</b> – Although 8 referrals took an additional 1-3 days to conclude, there was no additional risk to the public as a result of this delay.</p>
		Month 2 100% - (n=59)	
		Month 3 93% - (n=44)	
		Month 4 91% - (n=34)	
		Month 5 100% - (n=32)	
5. We will conclude <b>100%</b> of Interim Suspension Order (ISO) hearings within 4 weeks of referral	<b>Cum 88%</b> (n=8)	Month 1 100% - (n=2)	<p><b>2 cases were referred for Interim Order hearing during August. All were concluded within the 4 week timeframe.</b></p> <p>To date, 8 ISOs have been concluded. 7 of these 8 ISOs were transferred within KPI. One case concluded in May took an additional week to complete.</p> <p><b>88% Cumulative KPI has been assessed as GREEN</b> - The small number of ISO cases concluded mean that one case which took an extra week to conclude creates a significant impact on KPI performance. There was no additional risk to the public as a result of this delay.</p>
		Month 2 67% - (n=3)	
		Month 3 (None)	
		Month 4 (None)	
		Month 5 100% - (n=3)	

KPI	Performance		Comment on any highlights/risks/mitigation
6. We will conclude <b>90%</b> of Fitness to Practise cases within 15 months of opening the case	<b>Cum 69%</b> (n=127)	Month 1 72% - (n=21)	<p><b>23 cases were concluded in August.</b> Case closure times improved in July and August following longer case closure times reported in Months 1-3.</p> <ul style="list-style-type: none"> <li>5 of the cases closed in August were affected by Criminal proceedings/safeguarding investigations and are not included in the KPI assessment.</li> <li>3 of the cases closed in August took between 18 &amp; 28 months to conclude or refer. Factors impacting case progression to closure include Health Reports and Employer availability.</li> </ul> <p><b>69% Cumulative KPI has been assessed as AMBER</b> – Delays in case closure is largely due to factors outside the Council's control. The management team recommend that the 15 months target, which benchmarks to standards set by a number of regulatory bodies across the UK, remains. Swifter closure also reduces the impact on registrants, complainants and witnesses involved in case proceedings. Recent recruitment and development within the Fitness to Practise Team should support improvements against this KPI in Quarters 3/4. There was no additional risk to the public as a result of the extended time to close these cases.</p>
		Month 2 64% - (n=39)	
		Month 3 <b>48%</b> (n=25)	
		Month 4 80% - (n=18)	
		Month 5 83% - (n=23)	
7. We will complete <b>100%</b> of Quality Assurance processes for social work education and training within timeframes agreed with providers and identify recommendations for improvement	<b>Cum 100%</b>	Month 1 100%	<p><b>QA Programme is ongoing. Regular engagement is being sustained to support programmes in regular review of teaching to adapt to changing service requirements.</b></p> <ul style="list-style-type: none"> <li>Regular activities include:</li> <li>Support for Programme Management Boards</li> <li>Liaison with Degree and Practice Learning providers</li> <li>Follow up with Employers and AYE social workers to monitor progress</li> <li>Ongoing review and development work on the Registration Portal to support PiP assessments</li> <li>Preparation for PiP Awards in September 2022</li> </ul>
		Month 2 100%	
		Month 3 100%	
		Month 4 100%	
		Month 5 100%	

KPI	Performance		Comment on any highlights/risks/mitigation
8. We will ensure our staff absence levels do not exceed <b>3.5%</b> during the year	<b>Cum 4.25%</b>	Month 1 3.95%	<p>The KPI for staff absence is anticipated to be set at 4.00% by DoH for 2022-23 Business Year.</p> <p>Absence totals remained returned to within KPI in August, with a number of staff returning to work following long term absence. It will be important to monitor sickness over the Autumn/Winter months which are usually higher due to seasonal colds/flu</p> <p><b>4.25% Cumulative KPI has been assessed as GREEN</b> - Overall this performance is low in terms of absences across the HSC. Managers will keep monitoring in relation to the long term absences and the support that is provided there. Short term absences are also held under review to identify any supports managers and staff might need.</p>
		Month 2 5.43%	
		Month 3 5.52%	
		Month 4 5.58%	
		Month 5 1.01%	
9. We will ensure we achieve the minimum standard of paying <b>95%</b> of undisputed invoices within 30 days	<b>Cum 99.34%</b>	Month 1 99.25% - (n=134)	<p>The impact of the loss of access to BSO procurement and payment systems whilst the UK-wide security breach was addressed in July was minimised through collaboration with BSO Finance to prioritise key purchases during the period of restrictions.</p> <p><b>81 invoices were paid in August, with a value of £67,158.88</b></p> <ul style="list-style-type: none"> <li>• <b>100% (81)</b> invoices paid in August were paid within 30 days</li> <li>• <b>83.95% (68)</b> of invoices paid in August were paid within 10 days</li> </ul>
		Month 2 100% - (n=136)	
		Month 3 98.23% -(n=113)	
		Month 4 99.30% -(n=142)	
		Month 5 100% -(n=81)	
10. We will achieve the minimum standard of paying <b>75%</b> of undisputed invoices within 10 day prompt payment target	<b>Cum 95.21%</b>	Month 1 97.76% -(n=134)	<p><b>606 invoices were paid from 1 April -31 August 2022, with a value of £1,257,028.92</b></p> <ul style="list-style-type: none"> <li>• <b>99.34%</b> (602) invoices to date were paid within 30 days</li> <li>• <b>95.21%</b> (577) invoices to date were paid within 10 days</li> </ul>
		Month 2 98.83% -(n=136)	
		Month 3 98.23% -(n=113)	
		Month 4 93.66% -(n=142)	
		Month 5 83.95% - (n=81)	

KPI			Comment on any highlights/risks/mitigation
11. We will manage our finances to achieve financial breakeven target of <b>0.25% or £20k</b> (whichever is greater)	<b>Month 5</b> <b>-£131k</b>		At Month 5 (31 August 2022) we are projecting a deficit breakeven position of (£131k). This includes the additional costs coming out of the James House delay and which we have confirmation will be funded by a non-recurrent revenue allocation in due course.
12. We will ensure the Online Registration Portal is available at least <b>98%</b> of time during the year	<b>Cum 99%</b>	Month 1 100%	<b>During August the Portal delivered:</b> <ul style="list-style-type: none"> <li>36,176 Portal sessions; and</li> <li>288,273 page views; for</li> <li>16,788 users</li> </ul> <p>Database Team provided a range of support and development activity in August:</p> <ul style="list-style-type: none"> <li>Database Mailbox – team have responded to average of 10 customer emails per day, assisting with payment issues, log-in assistance, employment details, endorser permissions.</li> <li>Ongoing IT Support for staff “Return to office” and new starts (hardware/telephone access/log ins/resetting speakers/Clickshare/videoconferencing/printers)</li> <li>IT Assistance (Multi Factor Auth / Speakers / Clickshare)</li> <li>Daily Portal and CRM Queries</li> <li>Registration Support – cancelled applications/voluntary removals/fee generation</li> <li>CRM365 Testing and logging of defects/Server mapping exercise</li> <li>Duplicate Memberships Cleansing (approx. 45)</li> <li>Reports amended for FtP Committee Management</li> <li>Number of Minor System Changes in CRM for Registration</li> <li>Cleansing PM Opps on behalf of Registration – advised on correct process</li> <li>Management of Whitelist IP Addresses for Sagepay</li> <li>Updated a number of Summary Tables Server to feed Power BI</li> <li>Tidy up of IT Equipment and Asset Register updates in preparation for relocation</li> </ul>
		Month 2 99%	
		Month 3 99%	
		Month 4 99%	
		Month 5 99%	