

# Northern Ireland Social Care Council Performance Reporting 2022-23

Report from the Senior Leadership Team – End of Quarter 4/Month 12 (31 March 2023)

## Introduction

This report provides an overview of performance against Key Performance Indicators for months 1-12 of 2022-23 business year and business highlights for Quarter 4 (January – March 2023). The Leadership Team has reviewed performance for their areas of responsibility and can provide assurance that the business is being delivered effectively. For those KPIs not meeting the standard, the Leadership Team is confident that appropriate measures are in place to manage any associated risks.

The organisation successfully transferred operations out of Millennium House during Quarter 4. The new office at James House was open to all staff from 6 February 2023. Regular engagement with staff and stakeholders is informing the adaptations to working practices required to meet changing business and workforce needs.

**At the end of Quarter 4/Month 12 (31 March 2023):**

- 10 KPIs were rated **GREEN**
- 2 KPIs were rated **AMBER** (registration processing within 20 days and conclusion of Fitness to Practise cases at 15 months). Further detail is provided below.

## **Report Contents**

Section 1 – Business Commentary for Quarter 4/Month 12 (March 2023) - overview from key business areas

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## Section 1 Business Commentary – Quarter 4/Month 12 (March 2023)

### 1.1 Supporting Our People

- **Keeping Connected** - A combination of online and in-person team meetings, check-ins and informal breaks have supported staff during the significant changes to working practices across Quarter 4. All staff members have opted in to the new Agile Working Policy and are using this innovative approach to manage their work pattern between the office space and remote locations, including home.
- **Relocating from Millennium House to James House** — Staff, Board members, key stakeholders and contractors were involved in the preparations for the move to James House. This included plans to co-ordinate the clear out of Millennium House. All files, equipment, furniture and stocks were reviewed and those materials which were not required for James House were archived or safely disposed of. Furniture, fittings and stationery items that were no longer needed were shared with voluntary sector organisations. The last official day for staff to be in the Millennium House office was marked with a get together to allow people to share memories from the 21 years spent there. The moving out day was also an opportunity to fundraise, with £1000 raised for AWARE charity. The tenancy at Millennium House ended on 28 February 2023.
- All staff came together in James House on 6 February for a Townhall event to mark the first day in the new office. This was followed up with a series of ‘team days’ for staff groups to familiarise themselves with the office layout, the booking system for rooms and desks, and to test out the new workspaces across the Innovation Lab, Work Zone, Collaborative Zone, Quiet Room, and meeting rooms. At the end of March, most of the ‘moving in’ was completed, with minor works in progress to set up interactive screens, video conferencing equipment and seating in the work pods. James House is proving to be a light, bright and positive environment for staff to work in, collaborate and reconnect.
- **Investors in People** – Support for staff wellbeing and development remains a priority for managers and team leaders. The Head of Business Services and members of SLT were onsite daily January through to March, listening and responding to all questions, suggestions and concerns. Welcome packs were prepared for staff to guide them on the practical arrangements for the new office and also to signpost them to additional services now available within the new site such as cycle parking and staff showers. The Health and Wellbeing Committee shared links to support services and details of local events to support wellbeing such as the lunchtime walking tours and Sustrans promotional events.
- **Staff Wellbeing** – Staff absence for March 2023 is not yet confirmed from BSO reporting systems, but is expected to remain below the 3.5% KPI. Year end cumulative is also expected to be within KPI. Up to the end of month 7, staff absence had remained low in comparison to absences across the HSC. COVID and seasonal illnesses had affected all staff groups during November and December, with a spike of 7.06% in December. Absence reduced significantly in Quarter 4 with 1.84% recorded for January and February.
- **Recruitment and Retention** – The new Deputy Registration Manager took up post in January and recruitment to fill the now vacant permanent Team Leader post is in progress. Two registration staff were appointed on fixed term contracts during Quarter 4. Recruitment was progressed

for the permanent Head of Workforce Development post (previously an interim appointment) and completed in April 2023. Recruitment for a permanent Fitness to Practise Officer was also completed in April 2023.

- **People Plan** - BSO Human Resources presented an update to the management team in March on the proposed People Plan for the Social Care Council. The session included an extensive discussion on succession planning and developing a structure that offered career development that would attract newcomers as well as encouraging development of internal candidates. A series of meetings was scheduled for BSO team to meet with individual managers from the Social Care Council during April to gather their information about existing opportunities and requirements in areas such as: Professional Qualifications, Leadership and Management development. This work be developed further with HR and the Leadership Centre in the April/May before being presented to all staff.

## Service Delivery

- **Service Delivery** – The Social Care Council has completed the transition back from full-time remote working which was in place during the pandemic. Staff are now able to work in groups within the office space without restrictions. Larger meetings/events have resumed with external stakeholders in the office and at other venues. Engagement activity to promote social work and social care careers, CPD, registration and the Standards has also restarted. Staff have been able to travel to meet with regulatory and workforce development colleagues in the UK, Ireland and Europe as part of the programme of work to share best practice and implement policy.
- **Audit and Risk Management** - Business updates, risks and assurances were reviewed at the January Risk Management Committee and recommendations prepared for review by the Risk Assurance Committee on 25 January 2023. Risk Management Committee identified four changes to the Risk Register for consideration by ARAC. The changes are summarised below.
  - Management of Financial Resources (high level - 15) [Ref.COR01] - re-escalation of this risk.
  - Promoting Systems Leadership (medium level - 6) [Ref. SYS02] was increased due to limitations on the resources required
  - Promotion of Communication material (low level risk – 4) [Ref. COM02] –has decreased slightly from a score of 6 to 4
  - Ability of stakeholders to engage (low level – 4) [Ref. SYS01] – this risk has further reduced from a score of 6 to 4

Further detail on the draft Progress Report on the Risk Assurance Framework is provided in Section 4. Internal Audit Finance Review was completed and resulted in a 'Satisfactory' assurance with a small number of recommendations.

- **James House Project** – Following the move to the new premises at James House on 6 February 2023, the Director of Corporate Services and Head of Business Support have been in daily contact with the James House Project Team to address issues with final fixes, delivery of furniture and set up of IT equipment. As can be expected with any new premises, the team works closely with the building management to resolve any issues with services or equipment within the premises. All costs related to the James House move have been identified and addressed through budget adjustments, or by business case submissions to the Department of Health. A summary of James House expenditure will be provided by the Director of Corporate Services in the April 2023 Finance Report to the Board.

- Development and testing work was completed in Quarter 4 to support the system upgrade to CRM365 in May 2023. Training for staff is scheduled for April. Development work is also underway to develop the new registration mobile application to make registration services more accessible for registrants. User survey was issued to all registrants in March and feedback will be analysed as part of exploratory work in April/May.

### **1.3 Workforce Registration, Regulation and Development**

**1.3.1 Registration** – The overall number of people on the Social Care Register increased by around 4% in-year. The full register opened at 42,868 in April 2022 and closed the year at 44,461, comprising of 37,148 social care workers, 6,539 social workers, 774 students). Team leader and staff development work will continue into 2023-24. Service improvements are also anticipated following the May 2023 system upgrade and development of the new Registration App. Further details for the Registration activities are included in the KPI summary.

- Quarter 4 reported the strongest performance against the registration processing KPI, with 98% of completed applications (5,255) completed within 20 days. 15,662 people were supported with their registration queries during Quarter 4, which was the highest number of customer contacts across the year. 9,834 emails were managed, with an average turnaround of 3 days. 269 emails remained in the system for resolution at the end of Quarter. 5,828 telephone calls were managed by the team. Quarter 4 call handle rate was the lowest for 2022-23 at 51%, with January showing the greatest pressure at 47% handle rate. Call handling times ranged from 5-55 minutes, which evidences the complexity of some of the calls being received.
- 293 people responded to the Customer survey in Quarter 4 and reported 95% positive satisfaction with their experience of the support provided. An average of 10 people per month provided additional commendation for individual staff members.
- The new Registration Deputy Manager took up post in January. This permanent appointment will provide stability for the team and support ongoing service development. He is working with the Registration Manager to review and update registration processes and systems.

**1.3.2 Fitness to Practise** – Quarter 4 reported the strongest performance for KPIs in triaging referrals, concluding Interim Suspension Orders and closing cases. Referral numbers were high in Quarter 4 with 133 received and triaged within KPI. 493 referrals were received in-year, which is a 15% increase in the total referrals received for 2021-22. Quarter 4 reported the highest number of case closures (130), a number of which were long running cases aged from 16-43 months. 341 cases were closed in 2022-23, which is a 10% increase on 2021-22. . At 31 March 2023, 336 active Fitness to Practise cases remained in the system, 25% of which were more than 15 months old. All cases are reviewed at monthly case conferences, including long-running cases. The impact of these long-running cases on KPI is kept under review by management. It remains the aim to attain the standard of closing 90% of cases within 15 months. Further details for the Fitness to Practise activities are included in the KPI summary. The increase in Fitness to Practise Team outputs is evidencing the investment in staff recruitment and development during 2022-23. New staff have been mentored to develop their skills and specialist knowledge. The new manager is working closely with the Head of Service to review and improve processes to enhance the service

- 133 Fitness to Practise concerns were referred in Quarter 4. 100% were triaged within the 3 day KPI. 23 referrals did not meet the Standard of Acceptance and were screened out at triage. 113 new fitness to practise cases were opened during Quarter 4.
- 8 Interim Suspension Orders were concluded in Quarter 4. All were concluded within KPI. The unpredictability of when ISOs will be required places additional pressures on Fitness to Practise and Committee teams. This was particularly evident in March when 7 ISOs were concluded. This was the highest monthly total in 2022-23. Achievement of KPI required careful allocation of resources to manage them effectively.
- 130 Fitness to Practise cases were concluded in Quarter 4. 82% were closed within the 15 month KPI. 95% of cases were concluded by engagement with the registrant and resolution through the consensual disposal processes. Case outcomes were 62 No Further Action, 56 Letters of Advice, 5 Undertakings, 2 Warnings and 5 Removal Orders by FtP Hearing.
- The Committee Team delivered 18 Committee days in Quarter 4, including 5 Fitness to Practise Hearings. 22 registrants were supported by the team to engage in proceedings by phone, email or in person. 8 new Interim Orders were imposed and 11 existing Orders reviewed. 38 Interim Orders were in place at 31 March.
- 18 new Committee Chairs and Members were appointed during 2022-23. The new Committee Member training programme was introduced, with the first sessions delivered in October 2022. Refresher training was provided for existing members and ongoing 360 assessments of Chairs and Committee Members were completed.
- Committee Team initiated a study to evaluate the methods used for delivery of Fitness to Practise Hearings and Committees to establish whether future delivery of these services should be online, in-person or a combination of formats as appropriate to the circumstances of each case. In March, surveys were issued to those involved in delivering hearings to gather feedback on their experiences of the various methods of service delivery. Feedback will be analysed during April/May. Testing of new equipment and software to support hearings and committees in James House is ongoing. The first in person hearing to be held in James House is scheduled for April 2023.

**1.3.3 Workforce Development** – The relaxation of restrictions on in-person activities during Quarter 4 has enabled the workforce development team to reintroduce in-person events, seminars and working groups to engage stakeholders with the work of the Social Care Council. Online engagement has continued as well and has enabled a wide range of stakeholders to connect with the Social Care Council and their peers to share knowledge and best practice. The calendar of school and employment careers event is gradually returning and more organisations are inviting the engagement officers to come into social care workplaces to deliver information about registration, standards, learning and development for social work and social care. 2022-23 action plans for the Social Care Reform projects were implemented, with a strong focus on engagement activities designed to involve the sector on plans for development of: Career Pathway for Social Care; Continuous Learning Framework for Social Care; Qualifications Based Register; Research and Service Design; Digital learning resources; and collaboration with the Princes Trust ‘Get into Social Care’ programme to work with young entrants to the workforce.

- **Seminars and workshops** - In Quarter 4, there were four online Lunchtime Seminars hosted which engaged 500+ people in sharing learning and best practice around: CPD & Professional Growth, Cost of Living Crisis & Social Work, Family Voices in Decision Making, Working in partnership with the LGBTQIA+ population. 91% of participants reported positive experience on the quality of the presentations and discussions. Social Work Educators & Practice Assessors were brought together at the ‘Digital’ in the Social Work Degree’ workshop

on developing digital capacity within social work and social work education. The Social Care ECHO network event in Quarter 4 engaged 35 Care at Home Managers and Supervisors in a presentation and discussion on 'Mental Health Support & Wellbeing of Staff'. Midway ECHO participant survey reported strongly positive views that the project objectives to cascade learning, share best practice and provide peer support were being met.

- **Registration, Standards and CPD** – the engagement team delivered presentations at seven workplace events in Quarter 4 to share information about the Social Care Council, registration, standards, learning and development with social care workers and managers. A session was also delivered with Queens University students about to introduced the AYE standards. The PiP Framework information was shared in four organisations as part of induction and CPD for social workers.
- **Careers in social work and social care information sessions** – the engagement team was involved in careers events in 5 local schools to share information about careers in social work and social care.
- **Social Care Council Learning Zone** - Engagement with the Learning Zone resources remained strong in Quarter 4, with an average of 7,000 users making 8,000 visits and creating 20,000 page views per month. The top 3 pages accessed on the site were PRTL, Why Learning Zone, PiP. Standards of Conduct and Practice, Dysphagia Awareness, AYE, Careers in Social Work and Making the Right Decisions attracted the most page views across all platforms. The Social Care Council has been accepted to present in a Thematic Panel Discussion on Enhancing workforce engagement with technology at the European Social Services Conference in June 2023. Development work continues in the review of the Child Development resources, updates to the Healthcare Library materials and developing a Reflective Practice resource for social care workers.
- **Value Based Retention Resource** – the Social Care Council is developing a toolkit which follows a similar approach to the existing Values-Based Recruitment resource which was designed for employers as best practice in recruitment. The resource is being developed to support employees and is based largely on the resources developed by the Scottish Social Services Council. Cedar Training were commissioned to write the resource content and have completed scoping for the content.
- **Social Care Training Fund (DoH)** – Applications for training funding on behalf of 80 people working in social care were approved. £122,173 was allocated to support training on the Level 5 Diploma (Leadership & Management in Health and Social Care NI), Level 4 Certificate (Principles of Leadership & Management (Adult Care NI), and the Level 3 Diploma (Health and Social Care NI). The scheme also provides funding for a mentor to support the candidates on their leadership journey. Progress will be monitored across the next 12 months as the programmes are delivered.
- **Career Pathway for Social Care - Health & Safety Certificate** – Development work for this entry level qualification which will be recognised by social care employers across all sectors is being led by the Social Care Council reference group and the Qualifications Development Panel members. Working groups have been established across the sector and the timeline and plans development of content for the certificate created. RQIA have been invited to participate -their involvement is key in ensuring that the new certificate aligns with the RQIA standards and how they regulate these areas of practice. Work has also begun with the Further Education colleges to explore how this will link with the New Traineeship programme and make recommendations to colleagues in the Department of Economy. Working groups are scheduled to start work on content development in April.
- **Qualifications for Social Care Research** – The Social Care Council has engaged Big Motive, specialists in sector engagement and service design, to lead on a programme of interviews and focus groups with front-line social care staff, exploring their views and experiences

of qualifications for social care, priorities relating to a qualifications-based register and a career pathway for social care. The first series of engagement has been completed and early feedback has been very insightful, including positive feedback on the prospect of an entry level certificate, but also sharing experience about lack of support in the workplace to complete such qualifications. Further analysis will be provided in April/May.

- **Princes Trust Commissioned Employability Programmes:** The Social Care Council supported the Princes Trust to create and deliver programmes to attract support people into social care employment. Through Quarter 4, the team contributed to weekly meetings with four social care organisations engaged in providing work experience for Princes Trust recruits. Material was developed for the social media campaigns promoting this employability programme. Support has been ongoing for this project as applicants move towards permanent employment, including contributing to 'Get hired with Health and Social Care' events where applicants are able to apply for jobs. Podcasts with employers and participants from the scheme are planned for April.
- **IMPACT UK – Local network for change in adult social care—** The Social Care Council is facilitating a local IMPACT project which is exploring ways of improving recruitment and retention within adult social care with a focus on 'values-based recruitment' between December 2022 and May 2023. Sessions to date have included discussions about values for social care workers and a presentation of the Social Care Council 'Values-Based Recruitment Toolkit' and the 'A Question of Care' resource. The group will also look at the Values Based Retention Toolkit during 2023-24.
- **Degree Standards** – Annual monitoring has been progressed with the three universities approved to deliver the Degree in Social Work and with the 21 Approved Designated Practice Learning Providers.
- **AYE Standards** – Audit of new social workers completing the AYE in 2022 has been completed and all those who completed their AYE have been confirmed as meeting the required standards. The audit process has identified opportunities to improve the Social Care Council processes for managing the audit and recommended review of the guidance available to support audit participants.
- **PRTL Standards** – Audit of social workers and social care managers included in the 2022 audit is complete. All those required to submit in this sample have met the required standards. Review of the process has identified opportunities to improve the Social Care Council processes for managing the audit. Two submissions from the sample were regarded as suitable quality to share in the Council website as an exemplar for those preparing for audit.
- **PiP Awards** - Planning is underway for the 2023 PiP Awards which will take place in June 2023. This year will see a return to an in-person event. The Spring assessment point for the Individual Assessment Route is in progress. 32 submissions were received in March. Results will be confirmed by the Assessment Panel on 25 April 2023.
- **PiP Standards** - Approved Programme Annual Monitoring for the period 2020/21 and 2021/22 is almost complete. Work was completed in Quarter 2 to facilitate changing the PiP Quality Assurance cycle start date from April to September. Providers are now being asked to provide information about changes made to programmes during COVID, with commentary about what changes will be retained in the longer term. The Standards of Conduct of Practice have also been built into the Professional Adviser assessment processes. A total of 16 programmes have been monitored with the majority requiring 2 years monitoring due a pause during Covid.
- **PiP Programmes** - Work is in progress for the joint approval and revalidation of UU PiP Programmes (MSC Professional Development in Social Work). The provisional March dates for revalidation panel have been extended to allow the University additional planning time., with documentation submission to be received in early April. Approval Panel reading groups plus an in person meeting have been scheduled.

A survey was sent to all those involved in UU programme approval to gather perspectives on the processes in place and identify what could be improved. Survey feedback will also be used as part of the process.

- **PiP Processes and CAR Review** - Phase 1 of PiP Process Mapping was completed in Quarter 2 and shared with Silverbear for development work to commence in Spring 2023. Delays in the wider CRM system upgrade have pushed these dates further into 2023-24 business year. This development work included processes for the Credit Accumulation Route (CAR). The review of CAR to increase engagement with this route for social worker PRTL requirements was agreed by the PiP Partnership in 2022-23. Small working groups are being established to involve key stakeholders with this redesign.

**1.4 Communication and Engagement** - The team continued to progress a series of campaigns to support a range of campaigns and projects. These were delivered across the website, social media and through direct email campaigns from January through to March to support internal and external communications and engagement activity. Communications dashboards are included in Section 2.4 to illustrate the high quality work that was designed and delivered.

- Corporate communications activities were delivered to support and promote the Social Care Council's engagement and registrant support including: promotion of a new sign language and interpreting service for the HSCNI, National Day of Reflection on 23 March flagging our Grief and Bereavement resource, Lunchtime Seminar series, Learning Zone a with a focus on resources including the healthcare library bulletins, loneliness and staying connected, adverse childhood experiences and trauma-informed practice resources, the Professional in Practice Framework and resources for newly qualified social workers, and the ECHO network.
- Organisational communications including sharing the consultation on the Social Care Council strategic plan communications activity, 21st anniversary year posts, Princes Trust – Get into Social care pilot and continued sharing of the Review of Children's Services survey for social workers in partnership with BASWNI. The team also supported the design and plain language review working with Fitness to Practise Team and Southern Health and Social Care Trust to develop their user feedback.
- External campaigns progressed well with the finalisation and implementation of our social work promotional campaigns for March 2023 to recognise a [special month of reflection](#) and [World Social Work Day](#). This included social media digital promotion, stakeholder engagement, outreach to our social work networks, attendance at sector events and the release of a new social work reflections video series. Support was provided for the planning and roll out of communications activity to support the Social Care Council's location move social media and website promotion and to support a special virtual Participation Partnership 'In Your Shoes' event, including stakeholder communications and social media promotion. Development of the 2023 social care campaign continued, including progressing revisit videos to existing social care studies participants, a photography project to commenced to complement the campaign, and with plans for an overall campaign plan to kick off late spring.
- An evaluation of the 2022-23 Social Work Degree promotional campaign was carried out. This included measuring the impact of outreach to schools, collating benchmark data for click through rates for new platforms like Spotify to help understand and predict performance for future campaigns. Website analytics showed a peak before Christmas in terms of visit to the Degree in Social Work webpage, with a strong showing of engagement, with those who visited the page on average staying on it for almost three minutes. This demonstrates that they found the information engaging and useful as this is a long time. When comparing the social media campaign in January in comparison with December, post engagement doubled for January ads with almost 1000 more link clicks to the ads and 8000+ more 3-second video

plays demonstrating that the target audiences were much more engaged with the ads post-Christmas. Sentiment remained very positive. Having launched originally with the info-led animation videos which provided the audience with initial awareness of the degree, people responded very well to the people-led videos during the second round of ads. Going forward, leverage these people-led videos and the human stories more, using videos which combine the key messages about the course and the case studies of people who have completed it. For YouTube stats in January 80.26% of overall reach were males aged 18-24. Due to the time of year, the ads in January reached more people and performed better than the December set.

- Podcast planning continued and recording commenced at the end of the month, so far eight already pre-recorded, with a further five planned to be recorded in April.
- Direct mailing and digital stories were delivered to registrants, including one to social care workers inviting them sharing survey and research opportunities for the Workforce Development Team's Big Motive survey.
- The Social Care Council websites have webReader by ReachDeck software, which adds speech, reading, and translation support tools to online content, to enable people with a visual impairment to access information on our websites. The service was used 19,571 times between January to March and the most popular aids used were Speech and Translate.

## **1.5 Leadership and Strategic Development**

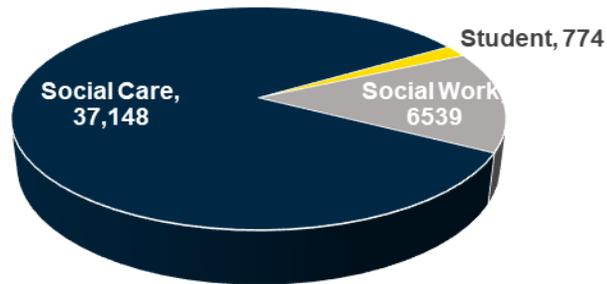
- Social Care Council staff continue to support workstreams for the DoH projects to reform social care and support strategic development of the workforce. The Social Care Council has also led on projects on behalf of the Department of Health to promote social work and social care as positive career options.
- 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. The Council contributed to the SSSC review of their Codes of Practice and participated in the NI Regulators Forum meeting.
- Meetings were hosted in Quarter 4 for the Leaders in Social Care Partnership, Social Work Strategy Subgroup, Employers Advisory Group, Qualifications Development Panel and the FE Colleges Forum to review issues affecting social work and social care.
- 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. The Social Work Data & Intelligence Workstream continued work on developing systems and processes to share data and intelligence across the social work workforce. The next session of this group in April will be a workshop facilitated by Bib Motive to map data needs and opportunities to capture this.
- The Social Care Council presented at meetings to share best practice and guidance on social care qualifications and standards with governance leads in the HSC Trusts, NIPSO Leads, Public Health Agency, Department of Economy,

## Section 2 – Business Highlights for Quarter 4 of 2022-23

### 2.1 Workforce Registration Highlights (January – March 2023)

#### Social Care Council Register Profile

44,461 registrants at 31 March 2023



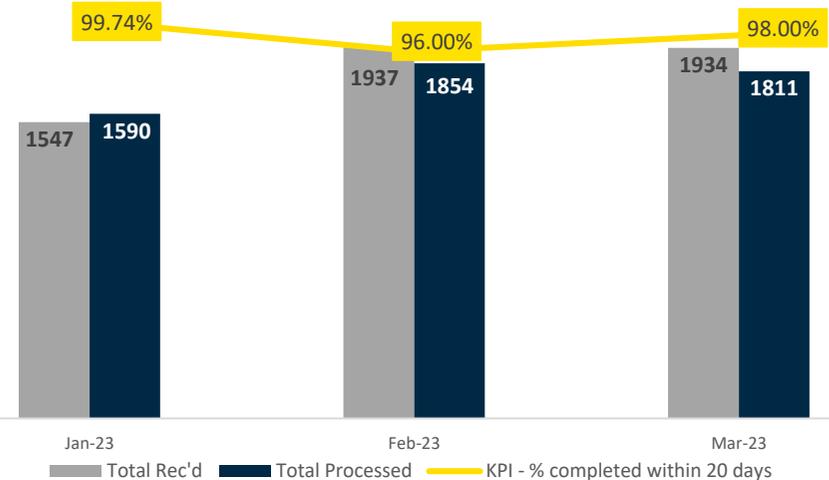
#### 15,662 people supported by registration advisers

- 9,834 customer emails resolved (209 emails in system at closing)
- 5,828 customer phone calls handled (51% call handling rate)
- 5,255 registration applications/renewals completed (98% processed within 20 days – 1,857 applications in system at closing)
- 11,089 fee payments processed (86% online and 14% & by phone)
- 31 Fitness to Practise decisions updated to the register within 3 days of decision

#### Maintaining the Register

Jan - Mar 2023

Applications & Renewals Received & Processed



“The girl who dealt with my call was 100% attentive, went above and beyond, brilliant manners and a great representative for NISCC.” (survey respondent)

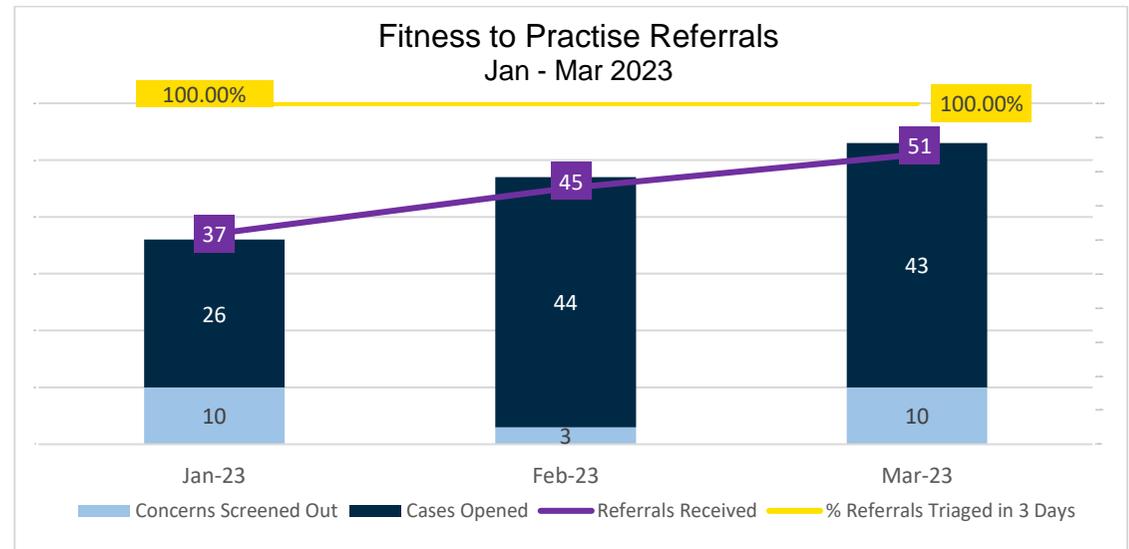
“Though the Staff member have been very well equipped with his line of work and polite, the waiting time on the telephone query is quite long. Otherwise no other issues.” (survey respondent)

“The call handler was a very kind lady who dealt with my issue very quickly.” Thank you (survey respondent)

## 2.2 Workforce Regulation Highlights (January – March 2023)

### Regulation - Fitness to Practise

- 133 Referrals received and triaged within 3 days)
- 113 Fitness to Practise cases opened (336 active cases in system at closing)
- 130 Fitness to Practise cases closed (82% closed within 15 months)
- 95% of cases closed consensually:
- 108 Suitability Assessments completed (84% concluded within 2 months of creating the case)
- 8 Interim Suspension Orders completed and concluded within 4 weeks)

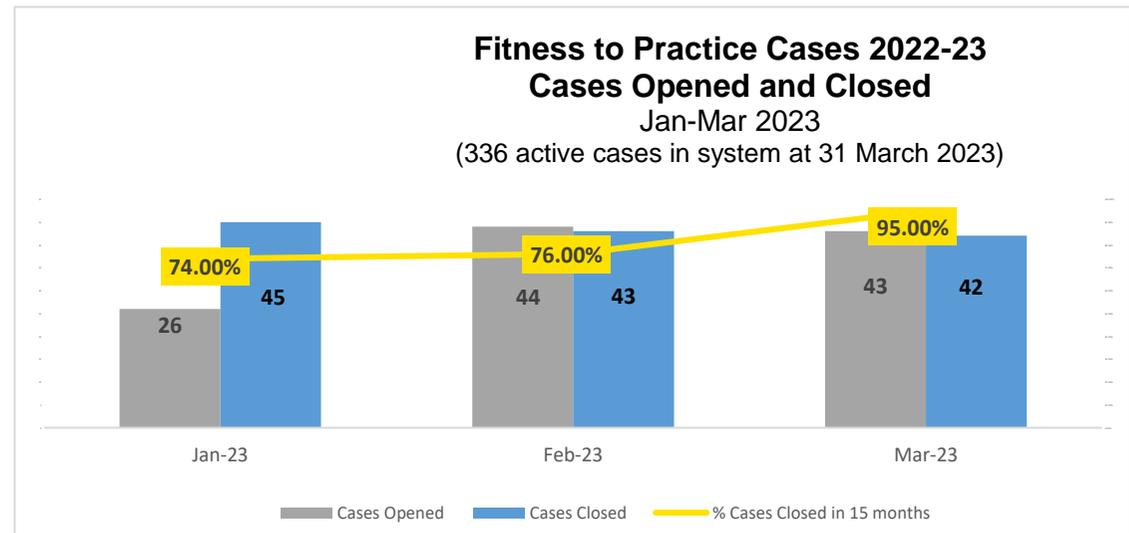


### Regulation – Committees and Hearings

- 79 registrants & witnesses supported through telephone contacts in relation to proceedings
- 11 Interim Suspension Orders reviewed (30 Interim Orders in place at closing)
- 18 Hearing/Committee days delivered
- 6 Fitness to Practise hearings delivered within timescales (5 Removal Orders, 1 Warning)

### Regulation – Social Work Education & Training

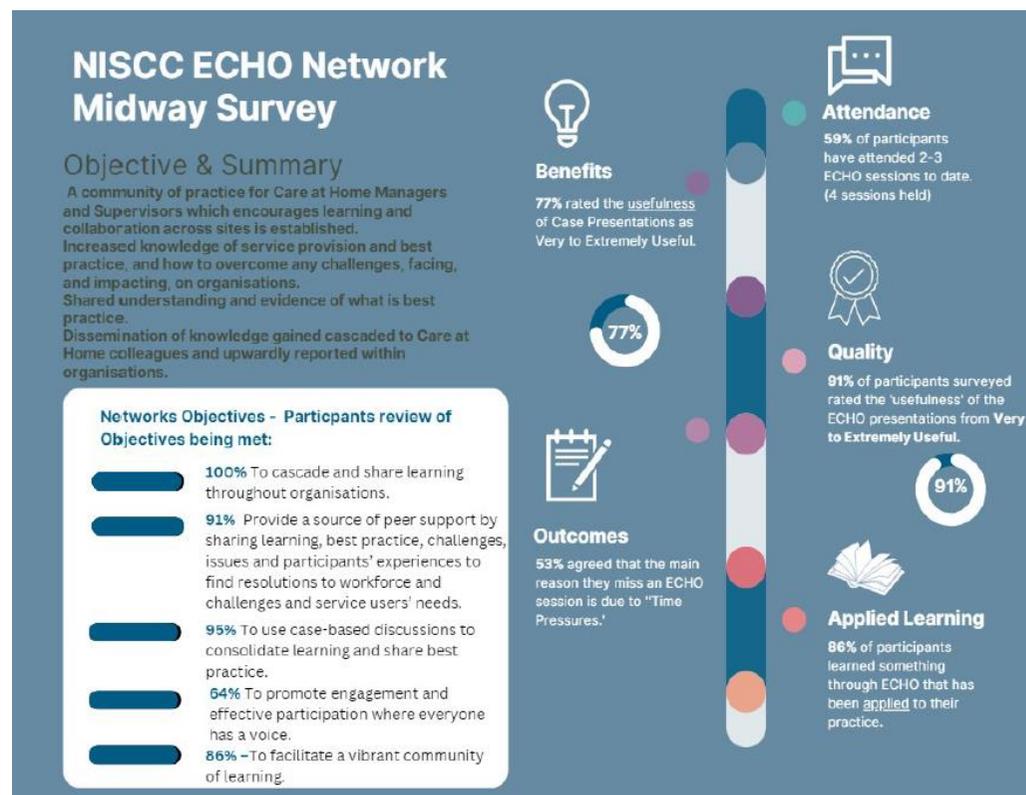
- **Annual Monitoring** – 3 Degree courses, 21 Designated Practice Learning Providers, 16 PiP Programmes
- **Audits** – AYE & Post Registration Training & Learning
- **PiP Standardisation Training** (Individual Assessment Route)



## 2.3 Workforce Learning and Development Highlights (January – March 2023)

### Stakeholder Engagement and Support

- **Newcomers to social work and social care** – information sessions and support for 5 schools events and the Princes Trust 'Getting in to Social Care' programme.
- **Social care workers and managers** - 7 workplace events to share information about the Social Care Council, registration, standards, learning and development
- **Care at Home Managers and Supervisors** 35 participants engaged in the Social Care ECHO Network session on 'Mental Health Support & Wellbeing of Staff'. ECHO participant survey strongly positive that project objectives to cascade learning, share best practice and provide peer support were being met.
- **Social Work Students** - presentation and engagement with Queens University students about the AYE standards
- **Social Workers** – information sessions in four organisations introducing the PiP Framework for CPD
- **Social Work Educators & Practice Assessors** – 'Digital' in the Social Work Degree' workshop on developing digital capacity within social work and social work education
- **Open Events** - 500+ people engaged in four online Lunchtime Seminars: CPD & Professional Growth, Cost of Living Crisis & Social Work, Family Voices in Decision Making, Working in partnership with the LGBTQIA+ population. 91% reported positive experience on the quality of the presentations and discussions.



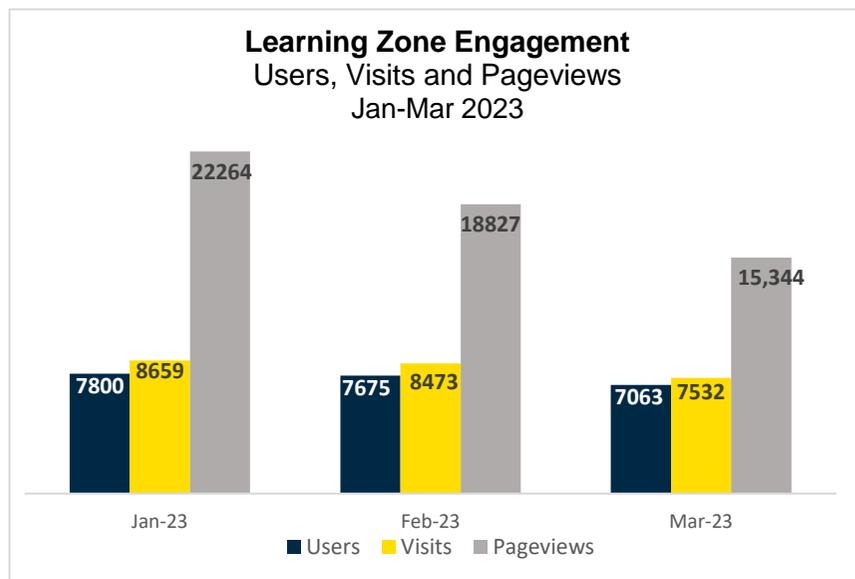
### Developing the Workforce

**Social Care Training Fund (DoH)** - £122,173 allocated to support training for 80 people on the following courses:

- **61** Level 5 Diploma (Leadership & Management in Health and Social Care NI)
- **15** Level 4 Certificate (Principles of Leadership & Management (Adult Care NI).
- **4** Level 3 Diploma (Health and Social Care NI)

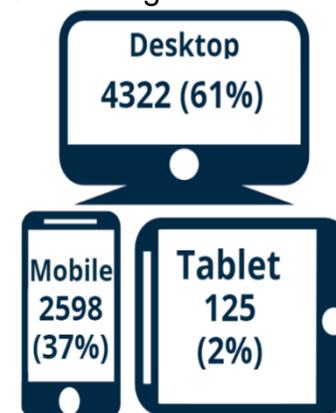
## Learning Zone – Online Resources and Digital Learning Packages (January – March 2023)

Engagement with the Learning Zone resources remained strong following the launch of the new platform in October 2022. Standards of Conduct and Practice, Dysphagia Awareness, AYE, Careers in Social Work and Making the Right Decisions attracted the most page views across all platforms. The Social Care Council has been accepted to present in a Thematic Panel Discussion on Enhancing workforce engagement with technology at the European Social Services Conference in June 2023.



### Learning Zone access and engagement

- 90% of engagement was Monday-Friday
- 61% of visits were via a desktop device
- 69% of visits arose from direct internet searches for 'NISCC Learning Zone'
- 13% of visits came via Social Care Council social media (Facebook was most effective)
- 9% of visits directed from the Social Care Council online registration portal
- Top 3 pages accessed were PRTL, Why Learning Zone, PiP
- Learning Zone resources were demonstrated at stakeholder meetings and events for the Qualifications Subgroup, Employers Advisory Group, Further Education Group, Reform Project at the Open University event, Impact Meeting, ECHO Network, and included in the on Podcast on Resilience.



### Learning Zone Development:

- Updates to signpost users to research and resources published by other health and social care authors. This included the Healthcare Library of Northern Ireland and Department of Health Approved Social Work Conference.
- Reflective Practice - five animations finalised for existing resource. New reflective practice for social care workers in development and first build completed.
- Child Development resource review - new templates created and content update underway.
- Homelessness - proposal accepted to build a new Homelessness resource with the Homelessness Prevention Forum.
- Voices from Child and Family Social Work - What difference can a systematic approach make? . – development of resource to promote material from this lunchtime seminar
- Values Based Retention – development of this new resource as part of the Reform of Social Care which will complement the existing Values Based Recruitment resource.



# Dashboard

March 2023



## Design

- Design pop up stand for learning zone
- Design QR code sticker for learning zone
- Mainstreaming Community Development in Social Work Presentations – Design QR code flyer

**Mainstreaming community development in social work**

Community development is at the forefront of social work practice in many sectors and settings. This resource provides access to presentations presented by social work candidates from 2018-2019. Community Development Approaches Programme, NISCC including: Addressing loneliness and poverty amongst the older population, co-production and learning disability and child sexual exploitation.

Scan QR Code to access mainstreaming community development in social work resource	Learning zone resource	Lunchtime seminars resource	Professional in practice framework resource
Fergal O'Brien Community development approach	Service user perspective	Co-production and the young men's group	
Co-producers spin-off	Child sexual exploitation (CSB)	Building bridges	
Arts in the renal setting	Community development and social work approaches	Addressing loneliness and poverty amongst the older population	

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# board

2023



## Social Care Council activity

- Learning Zone promotion with a focus on resources to support social workers understanding of the Professional in Practice Framework and for new qualified social workers.
- Promotion of the ECHO network.
- Social work recognition for March 2023 and World Social Work Day through a digitally driven campaign and stakeholder engagement and outreach approach.
- Supported partners campaigns including the launch of a new HSCNI sign language and interpreting service and COVID-19 booster campaign to the social care workforce from the Public Health Agency (PHA);
- Design and production of promotional items including reorders of Standards of Conduct and Practice for Employers, Social Work Careers Booklet (WHSC), pens, pop-up stands and other items to be used in our engagement activities.
- Communications planning took place in earnest to support this years social care campaign, including kicking of stakeholder engagement discussion, a photography project, and social care podcast ideas with service users.



## Section 3 – Supporting Information for 2022-23 Business Plan KPIs

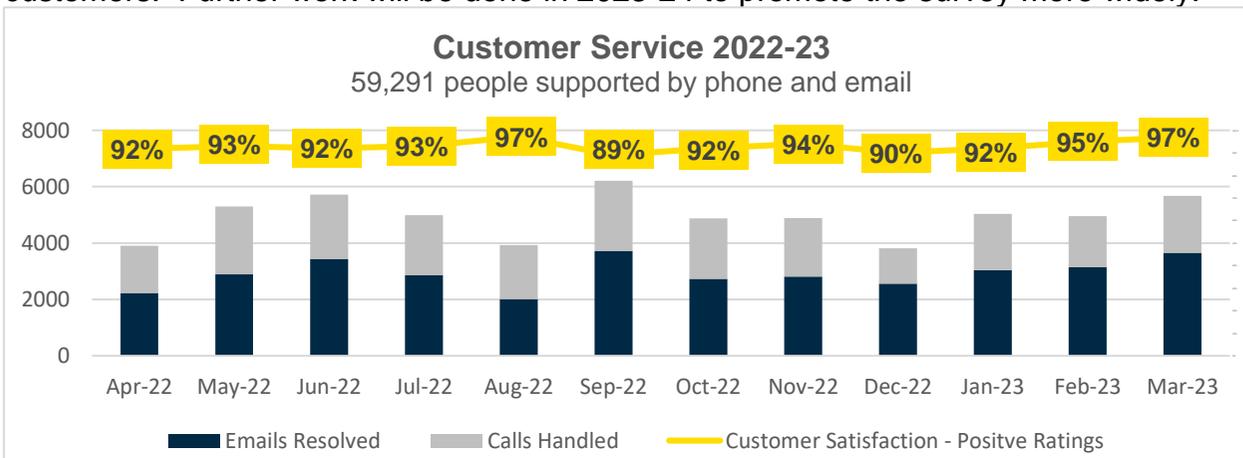
There are 12 Key Performance Indicators within the 2022-23 Business Plan. Summary of performance and supporting information for each of the KPIs is included in the table below.

### At the end of Quarter 4/Month 12 (31 March 2023):

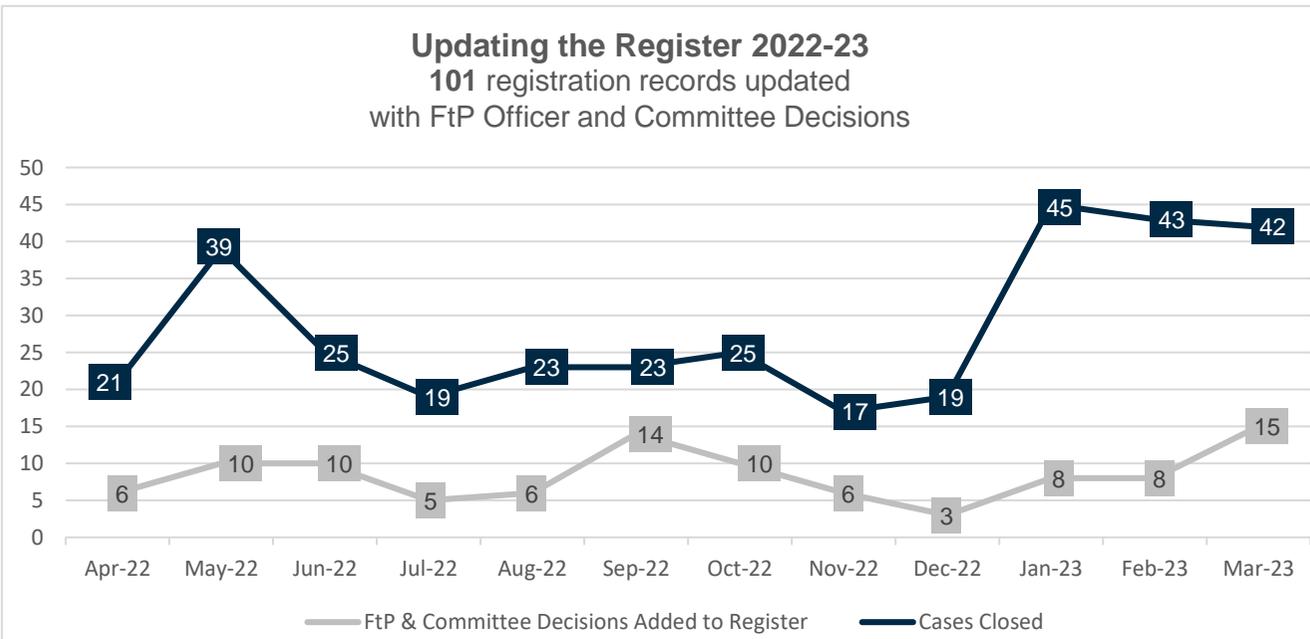
- 10 KPIs were rated **GREEN**
- 2 KPIs were rated **AMBER** (registration processing and conclusion of Fitness to Practise cases at 15 months). Further detail is provided below.

### KPI Overview at 31 March 2023

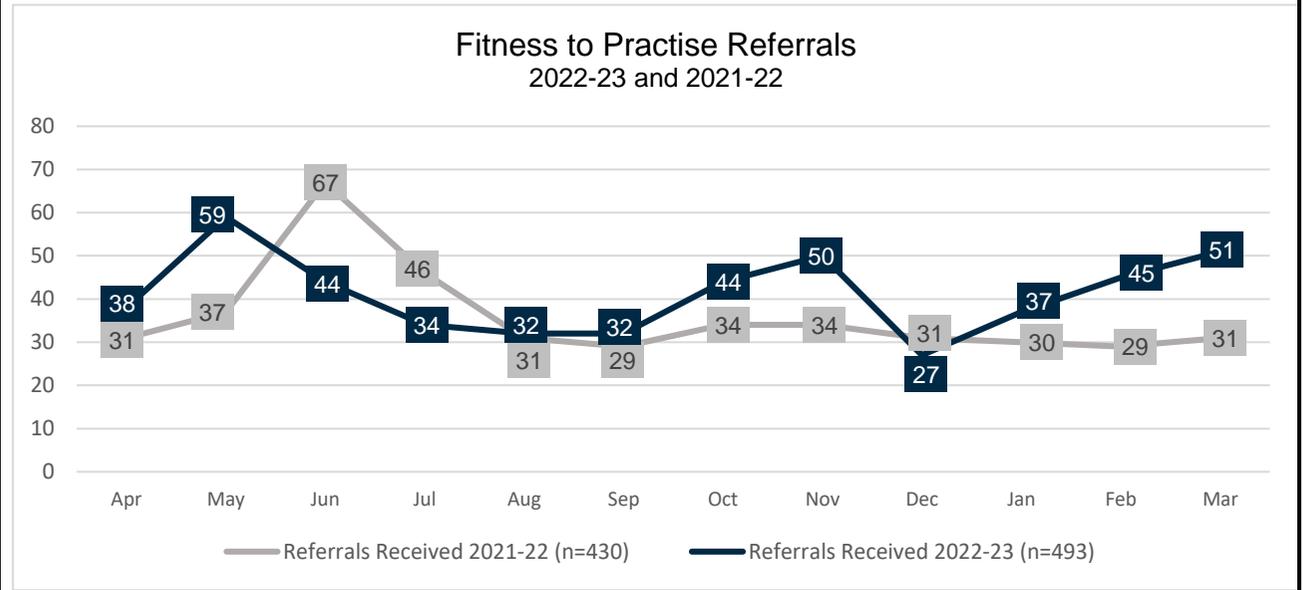
KPI	Performance		Comment on any highlights/risks/mitigation
<b>1. Customer experience – 85% of those using our services, report a positive experience</b>	<b>Cum 93%</b>  Number of Survey responses (n=1063)	Month 1 92% (n=64)	<b>Across months 1-12 of 2022-23</b> <ul style="list-style-type: none"> <li>• 59,291 people supported by Registration Advisers</li> <li>• 93% positive experience reported (rolling customer survey - 1063 responses)</li> <li>• 24,235 calls handled (60% of calls presented were handled)</li> <li>• 35,056 emails managed (269 emails awaiting resolution at closing)</li> </ul> <p><b>GREEN rating for 93% cumulative KPI</b> reflects positive experiences reported by those supported through the services. It is recognized that the survey responses represent 2% of customers. Further work will be done in 2023-24 to promote the survey more widely.</p>
		Month 2 93% (n=77)	
	Month 12 97% (n=104)	Month 3 92% (n=62)	
	Month 11 95% (n=62)	Month 4 93% (n=105)	
	Month 10 92% (n=127)	Month 5 97% (n=104)	
	Month 9 90% (n=78)	Month 6 89% (n=73)	
	Month 8 94% (n=130)	Month 7 92% (n=77)	



KPI	Performance		Comment on any highlights/risks/mitigation																																																				
<p><b>2. We will process 100% of completed applications/ renewals within 20 working days of submission</b></p>	<p><b>Cum 88%</b></p> <p>Number of applications/ renewals completed (n=19,962)</p>	<p>Month 1 93% (n=1602)</p>	<p><b>44,461 people on the register at 31 March 2023</b> (increase of 4% across the 12 months)</p>																																																				
		<p>Month 2 88% (n=1764)</p>	<ul style="list-style-type: none"> <li>• <b>37,148</b> social care workers (increase of 4.2% in year)</li> <li>• <b>6,539</b> social workers (increase 1.5% in year)</li> <li>• <b>774</b> social work students (increase of 2.5% in year)</li> </ul>																																																				
		<p>Month 3 89% (n=2020)</p>	<p><b>Across months 1-12 of 2022-23</b></p>																																																				
		<p>Month 4 91% (n=1925)</p>	<ul style="list-style-type: none"> <li>• <b>19,962</b> registrations completed (<b>14,656</b> applications and <b>5,306</b> renewals)</li> <li>• <b>88%</b> of applications/renewals processed within 20 days of completed materials being received (<b>1,887</b> applications in the system at closing)</li> <li>• <b>95%</b> of renewals processed automatically through the online system</li> <li>• <b>45,691</b> fees paid (86% paid online)</li> </ul>																																																				
		<p>Month 5 86% (n=1208)</p>	<p><b>AMBER rating for 88% cumulative KPI</b> reflects strong performance in Quarter 4 after significant pressures on staff resource to progress applications processing in months 1-9, with 12% of completed applications taking more than 20 days to process. Management activities to recruit and develop staff and to involve staff in improving work processes improved performance in months 10-12. Team leader and staff development work will continue into 2023-23. Service improvements are also anticipated following the May 2023 system upgrade and development of the new Registration App.</p>																																																				
		<p>Month 6 85% (n=1540)</p>	<table border="1"> <caption>Maintaining the Register 2022-23</caption> <thead> <tr> <th>Month</th> <th>Applications Completed</th> <th>Renewals Completed</th> <th>KPI - % completed within 20 days</th> </tr> </thead> <tbody> <tr><td>Apr-22</td><td>~1150</td><td>~400</td><td>93.00%</td></tr> <tr><td>May-22</td><td>~1100</td><td>~600</td><td>88.00%</td></tr> <tr><td>Jun-22</td><td>~1200</td><td>~650</td><td>89.00%</td></tr> <tr><td>Jul-22</td><td>~1300</td><td>~550</td><td>91.00%</td></tr> <tr><td>Aug-22</td><td>~850</td><td>~350</td><td>86.00%</td></tr> <tr><td>Sep-22</td><td>~1050</td><td>~450</td><td>85.00%</td></tr> <tr><td>Oct-22</td><td>~1250</td><td>~300</td><td>88.93%</td></tr> <tr><td>Nov-22</td><td>~1650</td><td>~500</td><td>88.29%</td></tr> <tr><td>Dec-22</td><td>~650</td><td>~250</td><td>83.43%</td></tr> <tr><td>Jan-23</td><td>~1250</td><td>~350</td><td>99.74%</td></tr> <tr><td>Feb-23</td><td>~1450</td><td>~350</td><td>96.00%</td></tr> <tr><td>Mar-23</td><td>~1450</td><td>~350</td><td>98.00%</td></tr> </tbody> </table>	Month	Applications Completed	Renewals Completed	KPI - % completed within 20 days	Apr-22	~1150	~400	93.00%	May-22	~1100	~600	88.00%	Jun-22	~1200	~650	89.00%	Jul-22	~1300	~550	91.00%	Aug-22	~850	~350	86.00%	Sep-22	~1050	~450	85.00%	Oct-22	~1250	~300	88.93%	Nov-22	~1650	~500	88.29%	Dec-22	~650	~250	83.43%	Jan-23	~1250	~350	99.74%	Feb-23	~1450	~350	96.00%	Mar-23	~1450	~350	98.00%
		Month		Applications Completed	Renewals Completed	KPI - % completed within 20 days																																																	
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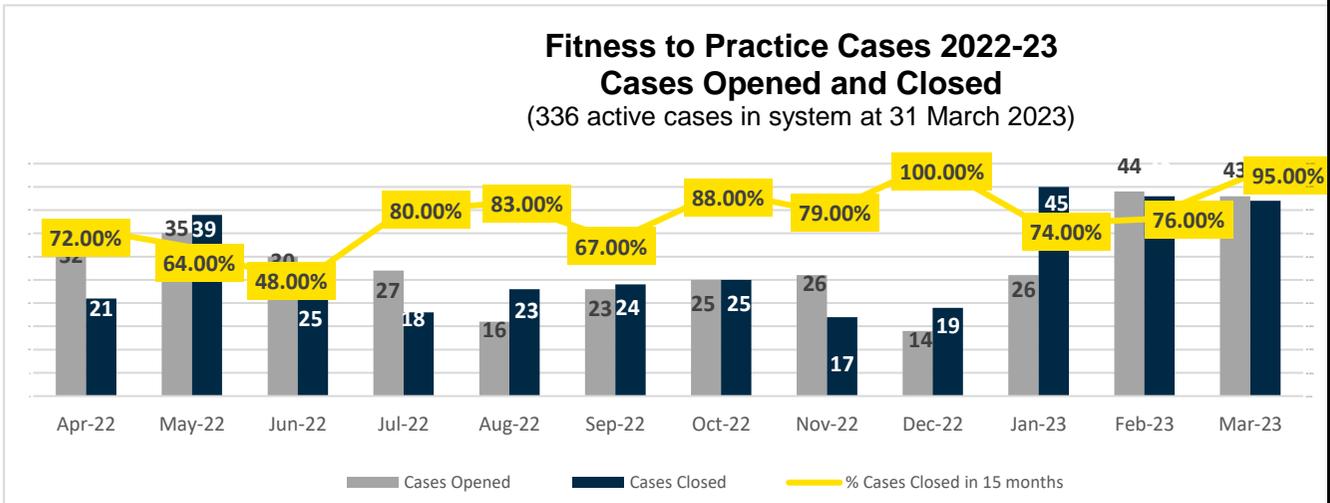
KPI	Performance		Comment on any highlights/risks/mitigation
<p>3. We will update the register for <b>all</b> Fitness to Practise decisions within 2 working days of receipt of the information</p>	<p><b>Cum 100%</b> Number of registration records updated  (n=101)</p>	<p>Month 1 100% - (n=6)</p>	<p><b>Across months 1-12 of 2022-23</b></p>
		<p>Month 2 100% - (n=10)</p>	<ul style="list-style-type: none"> <li>• <b>101</b> registrant records were updated to reflect decisions made by Fitness to Practise Officers and Committees.</li> <li>• <b>100%</b> of updates were completed within the 2 day timescale.</li> </ul>
		<p>Month 3 100% - (n=10)</p>	<p><b>GREEN rating for 100% cumulative KPI</b> reflects the benefit achieved from training that was completed in 2021-22 to increase capacity within the team to amend registration records with fitness to practise and committee decisions.</p>
		<p>Month 4 100% - (n=5)</p>	<p>The chart below tracks case closure volumes against registration amendments for the year. The chart shows that there can be significant variations at times in the proportion of cases closed that require an amendment to a registration record. This illustrates how the decision reached in each case can be affected by a number of factors, including: seriousness of the allegation, mitigation presented, level of impairment, impact on others, or whether the alleged poor standards were proven.</p>
		<p>Month 5 100% - (n=6)</p>	
		<p>Month 6 100% - (n=14)</p>	
		<p>Month 7 100% - (n=10)</p>	
		<p>Month 8 100% - (n=6)</p>	
		<p>Month 9 100% - (n=3)</p>	
		<p>Month 10 100% - (n=8)</p>	
		<p>Month 11 100% - (n=8)</p>	
		<p>Month 12 100% - (n=15)</p>	

KPI	Performance		Comment on any highlights/risks/mitigation
<p><b>4. We will triage all referrals to the Fitness to Practise Team within 3 working days</b></p> <p>(referrals are assessed against the Social Care Council 'Standard for Acceptance')</p>	<p><b>Cum 95%</b></p> <p>Number of concerns referred to fitness practice and triaged</p> <p>(n=493)</p>	<p>Month 1</p> <p>97% - (n=38)</p>	<p><b>Across months 1-12 of 2022-23</b></p> <ul style="list-style-type: none"> <li>• <b>493</b> concerns referred about a registrant's fitness to practise were triaged</li> <li>• <b>15%</b> of referrals were screened out at triage because they did not meet the standard, or were not within the remit of the Social Care Council</li> <li>• <b>16%</b> of referrals were screened out following provisional enquiries</li> <li>• <b>69%</b> of referrals resulted in investigation as a fitness to practise case</li> <li>• <b>15%</b> increase in referrals compared to 2021-22 and 7% increase in the proportion of referrals which resulted in a case for investigation</li> </ul> <p><b>GREEN rating for 95% cumulative KPI</b> reflects strong performance in Quarter 4 and the effective management of risk in triaging referrals in-year, despite considerable increase in referrals and the proportion of these requiring further investigations. 5% of referrals across 2022-23 were outside KPI, requiring 4-5 days to complete. Delay in triaging these 25 referrals did not create an additional risk to the public. Delays were as a result of time taken by those making the referrals to respond to initial enquiries and also staff availability. Current activity levels indicate a return to referral numbers of 30-35 for April 2023.</p>
		<p>Month 2</p> <p>100%-(n=59)</p>	
		<p>Month 3</p> <p>93% - (n=44)</p>	
		<p>Month 4</p> <p>91% - (n=34)</p>	
		<p>Month 5</p> <p>100% (n=32)</p>	
		<p>Month 6</p> <p>94% - (n=32)</p>	
		<p>Month 7</p> <p>91% - (n=44)</p>	
		<p>Month 8</p> <p>84% - (n=50)</p>	
		<p>Month 9</p> <p>89% - (n=27)</p>	
		<p>Month 10</p> <p>100%-(n=37)</p>	
		<p>Month 11</p> <p>100%-(n=45)</p>	
		<p>Month 12</p> <p>100%-(n=51)</p>	



KPI	Performance		Comment on any highlights/risks/mitigation																																					
<p>5. We will conclude <b>100%</b> of Interim Suspension Order (ISO) hearings within 4 weeks of referral</p>	<p><b>Cum</b> <b>93%</b> (n=27)</p>	<p>Month 1 100% - (n=2)</p>	<p><b>Across months 1-12 of 2022-23</b></p>																																					
		<p>Month 2 67% - (n=3)</p>	<ul style="list-style-type: none"> <li>• 27 cases were identified as high risk and referred for Interim Order hearing</li> <li>• 93% (25 out of 27) of Interim Orders were concluded within 4 weeks of referral</li> <li>• 22% increase in Interim Order cases compared to 2021-22</li> </ul>																																					
		<p>Month 3 (None)</p>	<p><b>GREEN rating for 93% cumulative KPI</b> reflects the agility of the FtP Officers and the Committee Management Team to implement processes respond within time constraints. 25 out of 27 ISO cases were concluded within KPI. One case concluded in May and one in October each took an additional week to complete. The small number of ISO cases concluded mean the additional time to close these two cases creates a disproportionate impact on KPI performance. There was no additional risk to the public as a result of these delays. The chart below shows the unpredictable nature of Interim Order cases. The system was robust enough to respond to within tight timescales to ensure registrants identified as posing a high risk to those receiving social care services were temporarily prevented from practising whilst investigations proceeded.</p>																																					
		<p>Month 4 (None)</p>																																						
		<p>Month 5 100% - (n=3)</p>																																						
		<p>Month 6 100% - (n=5)</p>																																						
		<p>Month 7 67% - (n=3)</p>																																						
		<p>Month 8 100% - (n=2)</p>																																						
		<p>Month 9 100% - (n=1)</p>																																						
		<p>Month 10 100% - (n=1)</p>																																						
		<p>Month 11 (None)</p>																																						
		<p>Month 12 100% - (n=7)</p>	<div data-bbox="842 775 2114 1358"> <p style="text-align: center;"><b>Interim Suspension Orders for 2022-23 and 2021-22</b></p> <table border="1"> <caption>Interim Order Hearings Data</caption> <thead> <tr> <th>Month</th> <th>2021-22 (n=21)</th> <th>2022-23 (n=27)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>2</td><td>2</td></tr> <tr><td>May</td><td>4</td><td>3</td></tr> <tr><td>Jun</td><td>2</td><td>0</td></tr> <tr><td>Jul</td><td>3</td><td>0</td></tr> <tr><td>Aug</td><td>0</td><td>3</td></tr> <tr><td>Sep</td><td>3</td><td>5</td></tr> <tr><td>Oct</td><td>0</td><td>3</td></tr> <tr><td>Nov</td><td>2</td><td>2</td></tr> <tr><td>Dec</td><td>0</td><td>1</td></tr> <tr><td>Jan</td><td>4</td><td>1</td></tr> <tr><td>Feb</td><td>0</td><td>0</td></tr> <tr><td>Mar</td><td>1</td><td>7</td></tr> </tbody> </table> </div>	Month	2021-22 (n=21)	2022-23 (n=27)	Apr	2	2	May	4	3	Jun	2	0	Jul	3	0	Aug	0	3	Sep	3	5	Oct	0	3	Nov	2	2	Dec	0	1	Jan	4	1	Feb	0	0	Mar
Month	2021-22 (n=21)	2022-23 (n=27)																																						
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Nov	2	2																																						
Dec	0	1																																						
Jan	4	1																																						
Feb	0	0																																						
Mar	1	7																																						

KPI	Performance		Comment on any highlights/risks/mitigation
<p>6. We will conclude <b>90%</b> of Fitness to Practise cases within 15 months of opening the case</p>	<p><b>Cum 78%</b> (n=341)</p>	<p>Month 1 72% - (n=21)</p>	<p><b>Across months 1-12 of 2022-23</b></p> <ul style="list-style-type: none"> <li>• <b>341</b> Fitness to Practise cases concluded (336 active cases in the system at closing)</li> <li>• <b>94%</b> of cases resolved by FtP Officers through Consensual Disposal (154 no further action, 141 letter of advice about standards, 10 warnings, 11 undertakings. 2 removal by agreement)</li> <li>• <b>16%</b> of cases decided by FtP Hearing Committee (18 removal orders, 3 warnings)</li> </ul> <p><b>AMBER rating for 78% cumulative KPI</b> reflects the strong response in managing 10% more case closures than 2021-22 year. Performance on closure times, particularly evident in Q1, was due to delays arising from criminal proceedings, safeguarding investigations, employer investigations, health assessments and wider delays resulting from COVID, as well as staff resource. Witness/employer co-operation was also a factor. Quarter 4 showed significant level of case closures, a number of which were long running cases aged from 16-43 months. All cases are reviewed at monthly case conferences, including long-running cases. 25% of active cases in the system at closing were older than 15 months. The impact of these long-running cases on KPI is kept under review by management. It remains the aim of management to attain the standard of closing 90% of cases within 15 months.</p>
		<p>Month 2 64% - (n=39)</p>	
		<p>Month 3 48% (n=25)</p>	
		<p>Month 4 80% - (n=18)</p>	
		<p>Month 5 83% - (n=23)</p>	
		<p>Month 6 67% - (n=24)</p>	
		<p>Month 7 88% - (n=25)</p>	
		<p>Month 8 79% - (n=17)</p>	
		<p>Month 9 100%-(n=19)</p>	
		<p>Month 10 74% - (n=45)</p>	
		<p>Month 11 76% - (n=43)</p>	
		<p>Month 12 95% - (n=42)</p>	



KPI	Performance		Comment on any highlights/risks/mitigation
<p>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</p>	<p><b>Cum 100%</b></p>	Month 1 100%	<p><b>Across months 1-12 of 2022-23</b></p> <p>The programme of monitoring, review and inspection for social work education and practice learning was delivered for 2022-23. Responses from providers at qualifying and post qualifying levels provided assurance that the Social Care Council standards were being met.</p> <ul style="list-style-type: none"> <li>• 3 Degree in Social Work Approved Courses monitored</li> <li>• 21 Designated Practice Learning Providers monitored</li> <li>• 24 AYE Audit responses reviewed in 2022 sample and all candidates met the required standards</li> <li>• 16 PIP Approved Programmes monitored (included monitoring for periods 2020/21 and 2021/22 to realign monitoring post-covid)</li> <li>• Preparation for Ulster University PiP Programmes Re-Approval Mar-May 2023</li> <li>• 255 Degree in Social Work graduates in NI (summer 2022)</li> <li>• 292 students enrolled on the Degree in Autumn 2022 (including 8 Open University)</li> <li>• 167 PiP Awards presented in autumn 2022</li> <li>• 32 submissions received for PiP IAR assessment (March 2023)</li> </ul> <p><b>GREEN rating for 100% cumulative KPI</b> reflects the engagement that has been sustained with course management boards, PiP Partnership, Degree in Social Work Partnership and with employer leads for AYE and PIP to ensure programmes are supported in regular review of teaching to adapt to changing service requirements.</p>
		Month 2 100%	
		Month 3 100%	
		Month 4 100%	
		Month 5 100%	
		Month 6 100%	
		Month 7 100%	
		Month 8 100%	
		Month 9 100%	
		Month 10 100%	
		Month 11 100%	
		Month 12 100%	

8. We will ensure our staff absence levels do not exceed **3.5%** during the year

**Month 11  
Cum  
3.55%**

Month 1 -  
3.95%

Month 2 -  
5.43%

Month 3 -  
5.52%

Month 4 -  
5.58%

Month 5 -  
1.01%

Month 6 -  
0.24%

Month 7 -  
2.27%

Month 8 -  
4.42%

Month 9 -  
7.06%

Month 10 -  
1.84%

Month 11 -  
1.84%

Month 12 -  
**TBC%**

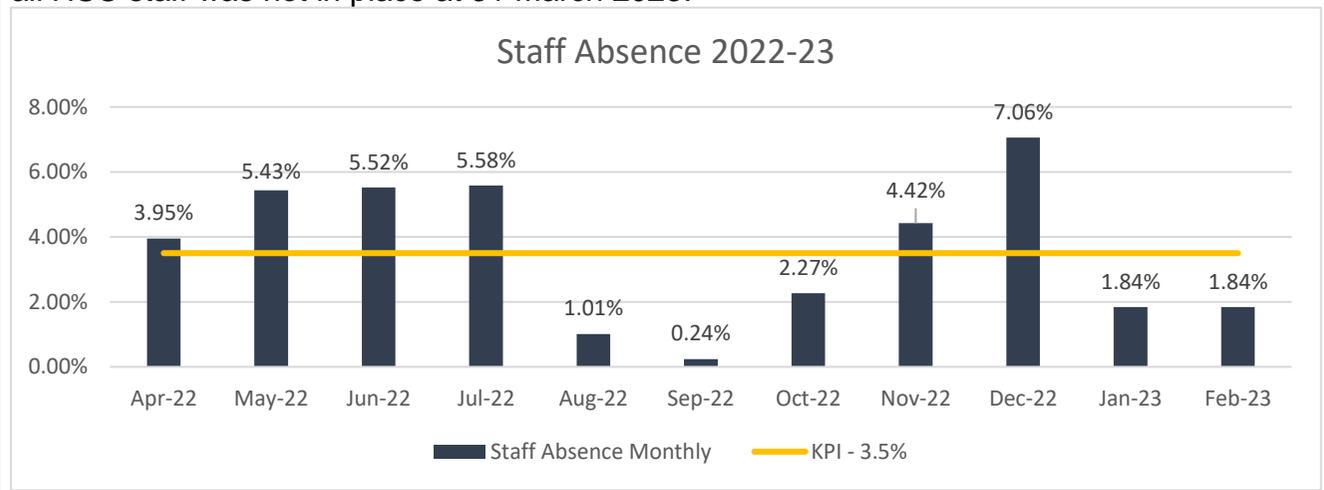
**Across months 1-12 of 2022-23**

**Cumulative absence across months 1-12 was recorded at TBC%.** Year end absence reporting not available from BSO. Figures for month 12 and 2022-23 cumulative to follow. Month 11 cumulative KPI was 3.55% - marginally outside the 3.5% KPI.

Up to the end of month 7, staff absence had remained low in comparison to absences across the HSC. COVID and seasonal illnesses had affected all staff groups during November and December, with a spike of 7.06% in December. Absence reduced significantly in January with 1.84% recorded and levels remained similar for February. Managers will continue to monitor this closely over the Autumn/Winter months whilst the risk of seasonal illness and the ongoing presence of COVID is evident within the wider community.

\*Since October 2022, COVID related absences have been recorded as sickness absence (rather than Public Sector Duties Paid).

**Cumulative KPI for staff absence is anticipated to achieved an assessment as GREEN circa 3%.** Throughout the year, Social Care Council staff absence levels remained lower than the wider HSC. Anticipated revised DoH KPI of 4% absence rate for all HSC staff was not in place at 31 March 2023.

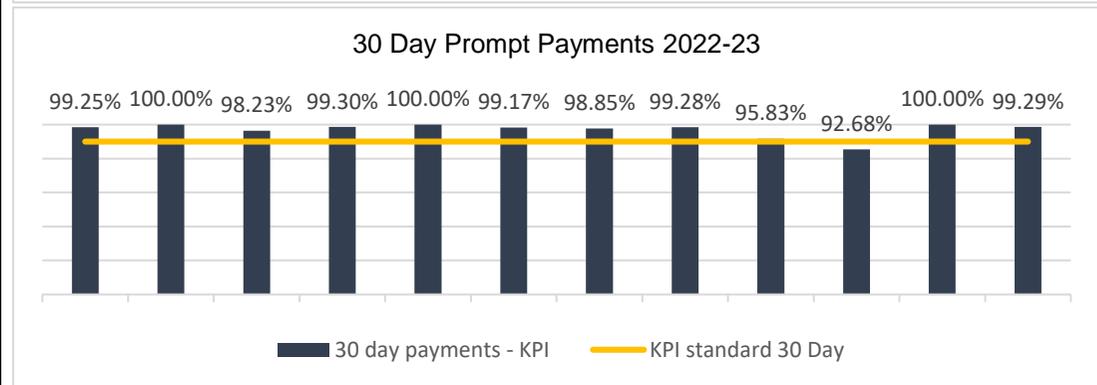
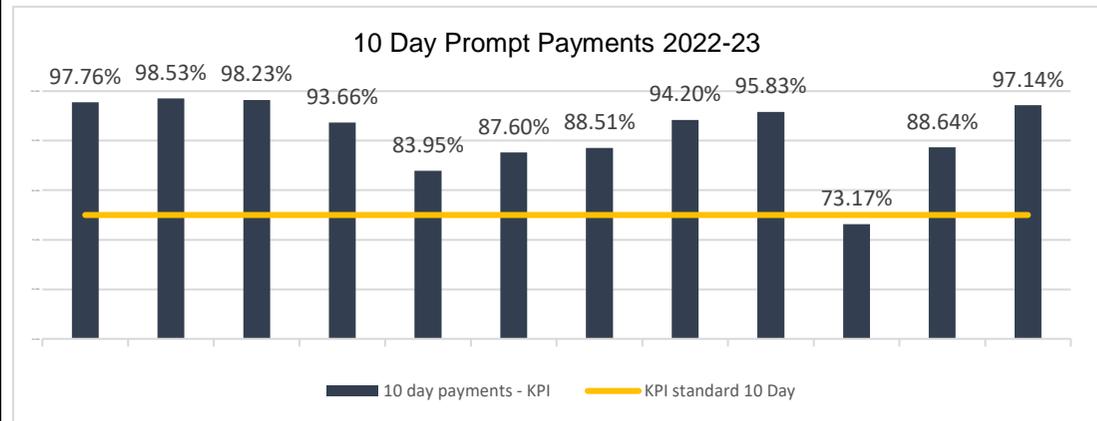


KPI	Performance	Comment on any highlights/risks/mitigation		
<p>9. We will ensure we achieve the minimum standard of paying <b>95%</b> of undisputed invoices within 30 days</p> <p>10. We will achieve the minimum standard of paying <b>75%</b> of undisputed invoices within 10 day prompt payment target</p>	<p><b>Cum</b> (n=1310)</p> <p><b>30 Day KPI</b> <b>98.78%</b></p> <p><b>10 Day KPI</b> <b>92.37%</b></p>	<p><b>Month 1</b> (n=134)</p> <table border="1"> <tr> <td><b>30 Day KPI</b> 99.25%</td> <td><b>10 Day KPI</b> 97.76%</td> </tr> </table>	<b>30 Day KPI</b> 99.25%	<b>10 Day KPI</b> 97.76%
		<b>30 Day KPI</b> 99.25%	<b>10 Day KPI</b> 97.76%	
		<b>Month 2</b> (n=136)		
		<b>30 Day KPI</b> 100%	<b>10 Day KPI</b> 98.53%	
		<b>Month 3</b> (n=113)		
		<b>30 Day KPI</b> 98.23%	<b>10 Day KPI</b> 98.23%	
		<b>Month 4</b> (n=142)		
		<b>30 Day KPI</b> 99.30%	<b>10 Day KPI</b> 93.66%	
		<b>Month 5</b> (n=81)		
		<b>30 Day KPI</b> 100%	<b>10 Day KPI</b> 83.95%-	
		<b>Month 6</b> (n=121)		
		<b>30 Day KPI</b> 99.17%	<b>10 Day KPI</b> 87.60%-	
		<b>Month 7</b> (n=87)		
<b>30 Day KPI</b> 98.85%	<b>10 Day KPI</b> 88.51%-			
<b>Month 8</b> (n=138)				
<b>30 Day KPI</b> 99.28%	<b>10 Day KPI</b> 94.20%-			
<b>Month 9</b> (n=48)				
<b>30 Day KPI</b> 95.83%	<b>10 Day KPI</b> 95.83%-			
<b>Month 10</b> (n=82)				
<b>30 Day KPI</b> 92.68%	<b>10 Day KPI</b> 73.17%-			
<b>Month 11</b> (n=88)				
<b>30 Day KPI</b> 100.00%	<b>10 Day KPI</b> 88.64%-			
<b>Month 12</b> (n=140)				
<b>30 Day KPI</b> 99.29%	<b>10 Day KPI</b> 97.14%-			

**Across months 1-12 of 2022-23**

- 1,310 invoices paid, with a value of £3.29m
- 92.37% of invoices paid within 10 days (£2.85m)
- 98.78% of invoices paid within 30 days (£3.17m)

**GREEN rating for 92.37% and 98.78% cumulative KPIs** reflects the strong performance across procurement, processing and approval of invoices to ensure efficient processing of payments. As shown below, the KPI standards for 10 and 30 days payments was met throughout the year, except for a marginal drop below the KPI in January 2023 (73.17% and 92.68%).



KPI	Performance		Comment on any highlights/risks/mitigation																																																																
<p><b>11.</b> We will manage our finances to achieve financial breakeven target of <b>0.25% or £20k</b> (whichever is greater)</p>	<p><b>At end of Month 12</b></p> <p>Unaudited</p> <p>Year-End Position</p> <p><b>£10,340</b></p>		<p>Month 12 finance reports indicate a £10,340 underspend at 31 March 2023. The unaudited breakeven position target has therefore been reached for the financial year 2022/23.</p> <p><b>GREEN rating for breakeven position against KPI</b> is based on the following summary of actual income and expenditure. Further information is provided in the financial report presented to the Board April 2023 meeting.</p> <p><b>INCOME £5,735,481</b> (£3,435,631 Revenue Resource Limit, £1,568,486 Registration Income, £731,364 Other Income) <b>EXPENDITURE £5,725,142</b> (£3,155,214 Pay, £2,569,927 Non Pay)</p>																																																																
<p><b>12.</b> We will ensure the Online Registration Portal is available at least <b>98%</b> of time during the year</p>	<p><b>Month 12 Cum 99%</b></p> <p><b>Number of Portal Sessions n=422k</b></p>	<table border="1"> <tr><td>Month 1 100% n=32900</td></tr> <tr><td>Month 2 99% n=34600</td></tr> <tr><td>Month 3 99% n=39677</td></tr> <tr><td>Month 4 99% n=30455</td></tr> <tr><td>Month 5 99% n=36176</td></tr> <tr><td>Month 6 99% n=42663</td></tr> <tr><td>Month 7 99% n=38,574</td></tr> <tr><td>Month 8 100% n=39,666</td></tr> <tr><td>Month 9 100% n=20,195</td></tr> <tr><td>Month 10 99% n=38,454</td></tr> <tr><td>Month 11 99% n=31,121</td></tr> <tr><td>Month 12 99% n=38,010</td></tr> </table>	Month 1 100% n=32900	Month 2 99% n=34600	Month 3 99% n=39677	Month 4 99% n=30455	Month 5 99% n=36176	Month 6 99% n=42663	Month 7 99% n=38,574	Month 8 100% n=39,666	Month 9 100% n=20,195	Month 10 99% n=38,454	Month 11 99% n=31,121	Month 12 99% n=38,010	<p><b>Across months 1-12 of 2022-23</b></p> <ul style="list-style-type: none"> <li>• <b>99%</b> Portal availability</li> <li>• <b>422k</b> portal sessions</li> <li>• <b>3.27m</b> page views</li> </ul> <p><b>GREEN rating for 99% cumulative KPI</b> reflects the robust systems in place to monitor system performance and address service issues as they are reported by users. In addition to maintaining the online system, the team managed development and testing for upgrade of the CRM system for the database and portal. CRM Upgrade Go-Live date 18-31 May. Database team provided a key role in the technical support required to clear Millennium House and install equipment in James House during Q3 &amp; 4. Staff and stakeholders were assisted with payment issues, log-in assistance, employment details, endorser permissions/videoconferencing/printers. Registration support provided for cancelled applications/ voluntary removals/ fee generation/ bulk updates, training. Scoping work was carried out for the new Registration Mobile App which will be developed in 2023-24.</p> <div data-bbox="786 1054 2101 1374"> <table border="1"> <caption>Online Registration System Service Availability and Monthly Sessions 2022-23</caption> <thead> <tr> <th>Month</th> <th>Portal Sessions</th> <th>Portal Availability 22-23</th> <th>KPI - Availability - 98%</th> </tr> </thead> <tbody> <tr><td>Apr-22</td><td>~1.5m</td><td>100%</td><td>98%</td></tr> <tr><td>May-22</td><td>~1.8m</td><td>99%</td><td>98%</td></tr> <tr><td>Jun-22</td><td>~2.0m</td><td>99%</td><td>98%</td></tr> <tr><td>Jul-22</td><td>~1.2m</td><td>99%</td><td>98%</td></tr> <tr><td>Aug-22</td><td>~1.8m</td><td>99%</td><td>98%</td></tr> <tr><td>Sep-22</td><td>~2.0m</td><td>99%</td><td>98%</td></tr> <tr><td>Oct-22</td><td>~2.2m</td><td>100%</td><td>98%</td></tr> <tr><td>Nov-22</td><td>~2.3m</td><td>100%</td><td>98%</td></tr> <tr><td>Dec-22</td><td>~0.5m</td><td>100%</td><td>98%</td></tr> <tr><td>Jan-23</td><td>~2.0m</td><td>99%</td><td>98%</td></tr> <tr><td>Feb-23</td><td>~1.5m</td><td>99%</td><td>98%</td></tr> <tr><td>Mar-23</td><td>~2.0m</td><td>100%</td><td>98%</td></tr> </tbody> </table> </div>	Month	Portal Sessions	Portal Availability 22-23	KPI - Availability - 98%	Apr-22	~1.5m	100%	98%	May-22	~1.8m	99%	98%	Jun-22	~2.0m	99%	98%	Jul-22	~1.2m	99%	98%	Aug-22	~1.8m	99%	98%	Sep-22	~2.0m	99%	98%	Oct-22	~2.2m	100%	98%	Nov-22	~2.3m	100%	98%	Dec-22	~0.5m	100%	98%	Jan-23	~2.0m	99%	98%	Feb-23	~1.5m	99%	98%	Mar-23	~2.0m	100%	98%
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## Section 4: 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 11 January 2023 and the Audit and Risk Assurance Committee on 25 January 2023. The following is an overview of the Strategic Risks prepared by the Leadership Team for review by the Audit and Risk Committee.

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

### **High Level Risks**

There are 5 **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. A new Fitness to Practise Manager has been appointed and arrangements are in hand to substantively fill the resulting Fitness to Practise Officer vacancy.
- **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** - [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 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 a **high level** (with a **score of 12**). A regional audit on recruitment is also underway and it is expected that the outcome of this audit will assist in identifying other actions which will assist with mitigating against this risk.
- **Management of Financial Resources – Re-Escalated Risk** (**high level - 15**) [Ref.COR01] - this risk was previously a medium level risk and does change throughout the year depending on various funding issues which may arise. Pressures on the budget to release savings are presenting challenges for the organisation and have resulted in a re-escalation of this risk.

## Medium Level Risks

There are 11 **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 last year – and the work to stabilise this area of the business. The risk remains under control however it has been agreed to keep this risk under close scrutiny and deliver the action plan arising from SoS Medical – this work is now underway. The Registration Manager post has now been filled on a substantive basis and that resultant vacancy is also filled. The administrative posts have also been filled on a substantive basis. 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 12**). While this risk remains a medium risk, it has slightly increased from a score of 9 to 12. A new Head of Strategic Communications is now in post however this is a small and new team and the Head of Communications is currently reviewing priorities and resources to support all aspects of the business.

- **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.
- **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] - this risk is covered in the previous section.

## Low Level Risks

There are 3 low level risks –

- **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.