

Paper for the

Social Work England Board

Sponsor

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Date

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Reviewed by

Executive Leadership Team

This paper is for

Discussion and Advising

Associated Strategic Objective

SO9: We will establish robust infrastructure, systems and processes that promote trust and confidence.

Impact: Risk Type and Appetite

Operational delivery - Open

1. Summary

This paper sets out how we will report performance to the board during 2021-22. We describe the new format for our quarterly performance report, the reporting schedule and our KPIs for 2021-22.

Learning from our first year of operations has informed the changes we are making for FY 2021-22. Discussions with ARAC have helped further refine our approach.

2. Action required

The board is requested to:

- Comment on the format and content of the report
- Approve the proposed KPIs
- Endorse the reporting approach

3. Commentary

Our business plan for 2021-22 is structured around our five strategic pillars:

1. Our regulatory approach
2. The Social Work profession
3. The people we work with and work for
4. Education and training
5. Our organisation

Our KPIs for FY 2020-21 were based on four months of being the regulator and on a set of untested assumptions derived from limited data.

We now have a full year's data and have used this to revise our assumptions. We have revised our KPIs and targets based on evidence, but with the caveat that our operations were during the pandemic and we only have a year of experience. We have therefore built in a mid-year review of our overall performance including KPIs and targets.

Our new performance report will provide an overview of performance against expectations, plans and milestones across the five strategic pillars. Where there are clear trends, we will highlight them. We will focus on actions to mitigate challenges and risks.

A performance dashboard for each pillar and a small number of KPIs will support the narrative. We are mindful that our KPIs are particularly clustered around our regulatory functions on registration and fitness to practise and can give an unbalanced overall picture of organisational performance.

To address this potential availability bias, we have incorporated traffic-light assessments of progress against projects and other key deliverables. We also collect different data sets for example, through our annual people engagement survey and CPD compliance reporting, where we will be assessing performance against last year's baseline. We will report on these in the relevant quarter.

We will include detailed statistical data as an annex in key areas for information.

KPIs for 2021-22

Registration

We have considered our strategic principles in setting our KPIs. We aim to be digital by design, and we are continuing to pursue that strategy by further developing Forge and our website to make it easier to self-serve, aiming to encourage registrants away from the phone lines.

Our registration and advice team handle calls for the whole organisation, so directing people to self-service frees the team to deal with urgent matters that cannot be resolved by self-service. Our KPIs for registration reflect this approach.

For each of our four registration KPIs, we have set targets using the median. There are two benefits to this: we already submit information to the PSA in the form of medians, and reporting the median makes it easier to understand the actual time taken. Our targets are set to ensure they are achievable, accounting for peaks and troughs in demand, including the three-month peak during registration renewal.

Fitness to practise

Our KPIs focus on caseloads and quality. Targets have been set to reflect the trajectory towards a sustainable level of activity across fitness to practise, whilst ensuring the quality of outcomes remains high. Reducing our caseloads to a sustainable level is the most effective way to improve timeliness. We also report on how long it takes for us to conclude cases we have received since our inception.

We have seen recent increases in the number of referrals received. Our forecast trajectories are based on 12 months of data, but we recognise that if the trends of the past few months continue, instead of the expected seasonal reduction, we will have to review our assumptions and adjust our trajectories accordingly.

We have included a KPI on processing legacy cases. We aim to complete triage and investigation for 80% of the remaining legacy cases by March 2022. The target is set at 80% to accommodate complex cases that will take longer than 12 months to progress beyond investigation. We do not report timeliness of these cases because they are all the same age in their lifespan with us. We are prioritising the conclusion of these cases based on a risk and age-based assessment.

KPIs for 2021-22

Strategic pillar	ID	Description	Target
Our regulatory approach	REG1	Time taken to approve registration applications	Median of ≤ 10 working days
	REG2	Time taken to approve restoration applications	Median of ≤ 20 working days
	REG3	Time taken to answer emails	Median of ≤ 5 working days
	REG4	Time taken to answer phone calls	Median of ≤ 8 mins waiting time
	FTP1	Number of open cases in Triage stage	300 by March 2022
	FTP2	Number of open cases under investigation	1,230 by March 2022
	FTP3	Legacy cases progressed beyond investigation	80% by March 2022
	FTP4	Time taken to conclude cases received since our inception following an investigation	Monitor (median weeks)
	FTP5	Time taken to approve interim orders once need identified	Median of ≤ 20 working days
	FTP6	FTP internal quality score	≥ 90% of cases meet internal standards
Education & training	EQA1	Number of course reapprovals completed	36 by March 2022
Our organisation	P1	Average number of sick days per employee	≤ public sector average of 5.4 days
	P2	Recruitment against plan	≥ 90%
	P3	Retention rate	≥ 90%
	FIN1	Variance to budget	+/- 2%
	IT1	System availability excluding planned outages	≥ 99%
	IG1	Time taken to complete FOI requests	100% within statutory deadline
	IG2	Time taken to complete SARs	100% within statutory deadline
	IQI	Corporate complaints response time	100% within 20 days

Reporting Schedule

Quarter	Period covered	Board date
Q1	1 April to 30 June 2021	2 July 2021 ¹
Q2	1 July to 30 September 2021	5 November 2021
Q3	1 October to 31 December 2021	21 January 2022
Q4	1 January to 31 March 2022	May 2022 (tbc)

¹ As this meeting does not fall within the quarterly schedule, we will make the first quarter available through Board Intelligence and subsequently publish for information