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Appendix 1

Report no: 13/2018

Scottish Social Services Council

Strategic performance report

March 2018

Our values

Integrity
Commitment
Accountability
Pride in what we do
Listening and engaging
Creativity and learning

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1. Introduction

1.1 We published our three-year Strategic Plan in April 2017. This plan documents our work in support of the Scottish Government's National Outcomes.

1.2 We identified four strategic outcomes we aim to achieve by 2020. Each of the strategic outcomes has associated priorities. To demonstrate our progress towards the outcomes and priorities, we monitor and report on a mix of strategic measures, updates on related projects, operational performance indicators, and stakeholder feedback.

1.3 This is the first Strategic Performance Report. It presents the progress and performance delivering our strategic outcomes and priorities we made during the period April 2017 to October 2017.

Strategic outcomes	Priorities
1. The right people are on the register	1. Build our relationship with registrants and employers 2. Our fitness to practise process is proportionate and accessible
2. Our standards lead to a safe and skilled social service workforce	3. Social service qualifications meet the needs of learners and employers
3. Our resources support the professional development of the social service workforce	4. We work with Scottish Government and other partners to achieve the actions in Social Services in Scotland: a shared vision and strategy 2015 – 2020
4. Our stakeholders value our work	5. A customer focus throughout the organisation 6. High standards of governance

1.4 The following sections of the paper present our progress delivering our strategic outcomes and priorities. We have structure this report under each of the four strategic outcomes, and for each of these we present:

- a table presenting current performance against the supporting strategic priorities
- updates about how well we are delivering the various projects under each priority
- a summary section that assesses our performance and progress towards the outcome

2. Customer Survey Methodology

2.1 To gather evidence and information to demonstrate our work towards achieving our priorities, we sent out a survey to a section of the Register in December 2017. We will send the same survey to the remainder of the Register throughout the rest of the year, focusing on a different group each time. By the end of 2018-19, we will have a set of baseline figures from the Register as a whole, which we can use for benchmarking.

2.2 The first groups of workers we surveyed were practitioners registered as working in day care of children and care home services for adults. We tailored the questions to relate directly to our strategic priorities. Where possible we used the same language as in the strategic and operational plans.

2.3 The survey received a very positive response level. At the time of sending the survey, there were around 31,000 workers on these two parts of the register combined. We received responses from approximately 10% of these workers, 3,053 responses in total.

2.4 2,217 (73%) of these were from practitioners in day care of children, and the remaining 836 (27%) came from practitioners working in care home services for adults.

2.5 This sample size demonstrates a 95% confidence level with a 2% margin of error. This means that we can be 95% certain that the responses we received are representative of the opinion of those parts of the register as a whole.

3. Strategic outcome 1: the right people are on the register

3.1 To deliver our first strategic outcome, the right people are on the register, we set the following strategic priorities and related measures. The table below presents a summary of current performance against these measures.

Strategic priority	Strategic measures	Current performance
Build our relationship with registrants and employers	Registrants believe that registration with the SSSC provides positive benefits to them	In the survey of practitioners, 43% of respondents said they strongly agreed that registration was beneficial, compared to 5% who strongly disagreed. Expanding this to include both 'strongly' and 'tend to', this increases to 71% for positive (agree) and 12% for negative (disagree) responses.
Our fitness to practise process is proportionate and accessible	Cases referred to the SSSC Fitness to Practise meet the thresholds	The majority of cases we receive meet the thresholds. There is no pattern to the number of cases we receive that do not meet the thresholds, but the number is generally below 15% of cases each month.
	We see an increase in the number of people attending and represented at Fitness to Practise Hearings	There is no change in overall levels over the last three years, with around 32% of all hearings having a worker in attendance. Attendance by worker's representatives is much lower, typically around 15% of hearings.
	We see a decrease in the average time it takes to conclude fitness to practise investigations	On average, we close a fitness to practise case within nine months of receipt. This time has consistently dropped since March 2017 and monthly figures are lower than the same period in 2016-/17.

4. Progress updates

4.1 The following paragraphs present narrative updates on the progress delivering the projects we said we would deliver in 2017/18 under strategic outcome one, the right people are on the Register. We reference the relevant project number from the operational plan within each update.

Understanding registrants resource requirements (1a)

4.2 The Communications team carried out research into understanding registrants' resource requirements so we can develop the appropriate resources. Previous research indicated that registrants were not always fully aware of the services we provide and the nature of our role as a regulator and a small number think we are a membership body. The comments captured from our recent customer survey support this, with some respondents continuing to refer to their 'membership' with us. From this research, the team has developed an action plan that includes new resources to support registration. This includes a new registrant card that we will shortly launch, as well as a digital welcome pack for new and renewing registrants. The pack will be available in the near future on MySSSC.

Open the register for new groups (1b)

4.3 Registration of support workers in care at home and housing support began in October 2017. Projected figures at that time indicated that we would have around 10,000 applications for these new parts by 31 March 2018. To date we have a total of 13,666 applications received and at various stages of the process, with just over 5,100 of these now on the Register.

4.4 We have received applications across all Register parts exceeding our projected figures each month since April 2017 (with the exception of September, where levels were slightly below projections). Projected figures for the remainder of the year are high, in recognition of the new Register parts opening. To date we have received around 3,800 more applications than projected this year.

4.5 Despite the increases in applications received, the average time taken to process them is consistently reducing. This reduction does mask a number of applications that have been in the process for a long time – some recent applications had been in the process for over three years, primarily due to Fitness to Practise staff carrying out an investigation prior to deciding whether to proceed with registration.

4.6 The new Register parts have associated budget considerations. Many of the applicants will be on both parts of the Register and will only pay one fee. This means that there will be additional work to register these workers on more than one part, but we will receive only one fee. The current number relating to unique individuals is 10,442.

Develop telephone system for a better customer experience (1c)

4.7 We are tied to a contract with our current supplier, Provista, until 2021 and as a result planned work has not progressed. Registration staff are involved in further discussions to determine whether we need to procure our own telephony system.

4.8 We are working on the implementation of an automated telephone payment service (Tonepay). This will provide the facility for registrants and other customers to pay registration fees or invoices by telephone 24 hours a day, seven days a week, without the need to wait for one our transactions team to answer the telephone and take details. Customers will still have the ability to, should they wish to do so, to talk to a member of our staff during office hours.

Help employers and registered workers understand when and how to make a referral (2a)

4.9 Between September 2017 and November 2017 we surveyed employers to find out how aware they were of the new thresholds for referrals. While the results of this survey are still being analysed, we have recently seen the lowest levels of cases closed due to not meeting our thresholds since March 2017. This follows a period of increases following the introduction of the new fitness to practise model in late 2016 and may represent a greater awareness of the new thresholds.

Support participants engage with the process (2b)

4.10 We contacted law centres to raise awareness of our processes and the assistance workers may need. We also provided training to staff at Aberdeen Law Project in September 2017. We are supporting the development of a new regulatory law course run in conjunction with the Faculty of Advocates and Robert Gordon University, and linking in to the faculty's free legal services unit.

Increase representation at hearings (2c)

4.11 We know from monitoring levels of attendance at hearings of workers and their representatives that, in general, workers and representatives rarely attend hearings (around 30% attendance rate for workers and 18% for representatives). Part of our work to improve this involves contributing to a union event in Aberdeen for sector employees. The aim of this is to discuss and promote the benefits of union membership and the benefits of representation. We have also developed information targeted at the new parts of the register that promotes the benefits of union membership, including the availability of representation if needed at a fitness to practise hearing.

4.12 Linked to our digital transformation work we are investigating the cost of attendance at hearings. We are looking into alternatives including holding hearings elsewhere and providing remote access to hearings.

4.13 Scottish Government approved the rules regarding legally qualified chairs (LQCs) and these have been appointed and trained. We reviewed the Fitness to Practice and Hearings factsheets and letters as part of this process and in recognition of the new Register parts opening. Staff updated all factsheets and letters with references to LQCs where appropriate.

5. Performance assessment

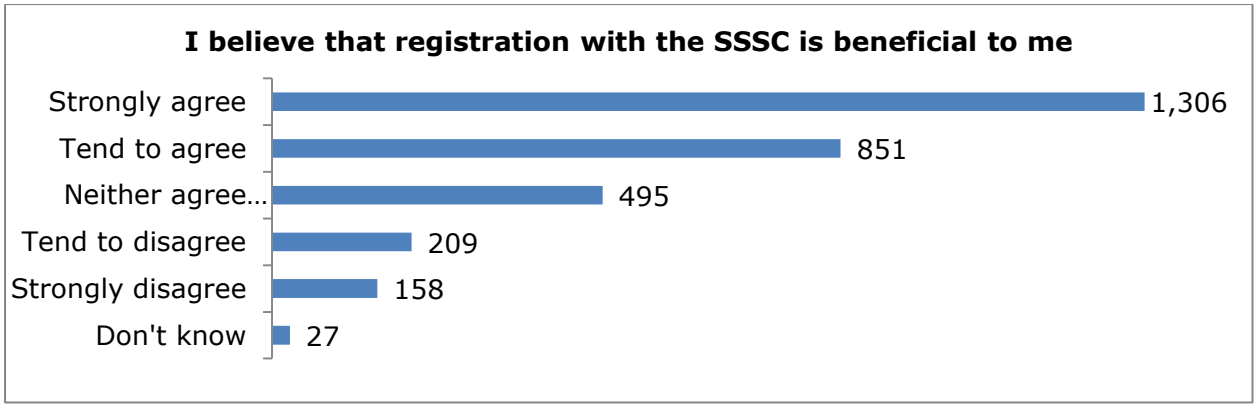
5.1 We can directly link much of our recent work in support of this outcome to the opening of the register to support workers in care at home and housing support services. The projected number of applications has already been surpassed but it is not having a negative impact on the length of time it takes us to process a registrant's application, which we continue to reduce.

5.2 From a peak of 70 days on average in December 2016, we are now regularly processing applications within half that time (33 days in December 2017). Short-term agency contracts will alleviate any potential pressure on the Registration teams as we receive more applications into 2018. To date there are no observed increases in referrals to Fitness to Practise which may have been expected with the increased number of applications in progress.

5.3 We recognise that attendance at hearings by workers and their representatives is low, and analysis of this indicates no change over the last few years. Cross-department work between Fitness to Practise, Corporate Governance and Hearings, and the Communications team has resulted in the development of new resources aimed at promoting our role as a regulatory body as well as increasing engagement in and awareness of our fitness to practise procedures. This work is in the early stages but departments have a number of actions to take forward in the early part of 2018.

5.4 Part of this work involves understanding our registrants and helping them to understand what our role is. We know from previous stakeholder research, particularly some of the responses to the fees consultation in late 2016, that a large proportion of registrants are not fully aware of the nature of our role and the services we provide.

5.5 In our recent survey, we asked whether workers agreed with the statement 'I believe that registration with the SSSC is beneficial to me.' 3,046 respondents answered this question and there was a very positive response overall. 71% of workers agreed to some extent that registration is beneficial. 43% of respondents said they strongly agreed, and only 5% strongly disagreed.



5.6 Among those who disagreed, a frequent comment was that workers did not feel they received anything in return for their fee. A similar sentiment was expressed when we consulted on the changes to the fees in 2016.

5.7 We asked whether workers had contacted us within the last six months, and if so, what the reason for this contact was. 1,507 respondents answered (49% of all respondents). While a number of respondents indicated they had contacted us about more than one reason, most (1,328, 88%) contacted us about registration and/or renewal. 29 respondents (2%) said they had contacted us about fitness to practise.

5.8 Among those responses, only one had also been in contact regarding a hearing and only six responses overall indicated any contact related to hearings. Of the 35 workers who said they had been in contact for fitness to practise or hearings, 23 (66%) said they were very or somewhat satisfied with the standard of customer service we provide.

5.9 While we cannot overall attribute positive or negative sentiment directly to the worker's experience of contact with fitness to practise or hearings teams (as we asked for a general impression of satisfaction and most of these individuals were in touch with us for a number of reasons), there are two contrasting comments directly linked to these areas. One respondent said they were very satisfied with our service, stating '[you] were very supportive in a dispute I had with former colleagues'.

5.10 Another respondent provided an opposite view, stating they were very unsatisfied and expressing a belief that we 'cherry pick' which cases to investigate and that we advertise ourselves as 'an investigative body'.

5.11 Although the survey indicated only a small number of workers who had contacted us regarding fitness to practise, due to the nature of the work done in that department we receive a higher number of complaints about this area of our work than others. Between April 2017 and December 2017 we received 33 complaints about fitness to practise processes, including the time it takes to close a case. This is 14% of the overall number of complaints we received in that period and the largest area of complaint recorded over that period.

5.12 Overall, our performance demonstrates a positive picture of progress. Three of the four strategic measures are positive—71% of registrants

believe registration with us provides them with positive benefits. However, we need to make more sustained progress improving representation at hearings, and we have included this work in our plans for 2018/19.

6. Strategic outcome 2: our standards lead to a safe and skilled social service workforce

6.1 To deliver our strategic outcome two, our standards lead to a safe and skilled social service workforce, we set the following strategic priorities and related measures. The table below presents a summary of current performance against these measures.

Strategic priority	Strategic measures	Current performance
Social service qualifications and standards meet the needs of learners and employers	The SSSC is recognised as an organisation that contributes to social service workers having the skills needed for their jobs	A positive survey response with 70% of workers either strongly agreeing or tending to agree that we contribute to skills. We used feedback from the sector to improve courses including SVQ Social Services and we are proactive in finding other ways to improve learning experiences for workers, through research and online resources.

7. Project updates

7.1 The following paragraphs present narrative updates on the progress delivering the projects we said we would deliver in 2017/18 under strategic outcome two. We reference the relevant project number from the operational plan within each update.

Contribute to the review of the National Occupational Standards led by Skills Development Scotland (3a)

7.2 We continue to support the development of the National Occupational Standards and ensure that social service qualifications meet the needs of both learners and employers. Feedback to the Scottish Qualifications Authority (SQA) from employers and learning providers has resulted in the creation of more optional units for the SVQ Social Services (Children and Young People) at SCQF level 9. This will better reflect the job roles of workers in residential childcare. This work took into account the Continuing Care provisions in the Children and Young People (Scotland) Act 2014 and involved engagement with the Centre for Excellence for Looked After Children in Scotland (CELCIS) and the Care Inspectorate as well as an independent provider of residential child care.

7.3 We commissioned research with Twig Associates (a specialist in helping organisations link skills requirements to educational structures) to support learning providers, employers and individuals to understand the factors that contribute to positive learning experiences for modern apprentices in

care services. We expect that the research will conclude by the end of March 2018.

7.4 We launched a careers website (http://learn.sssc.uk.com/careers/) to raise awareness of work-based qualification pathways available in social services, as well as another online resource for existing and new social service workers who want to develop their literacy and communication skills.

Review Post-Registration Training and Learning (3b)

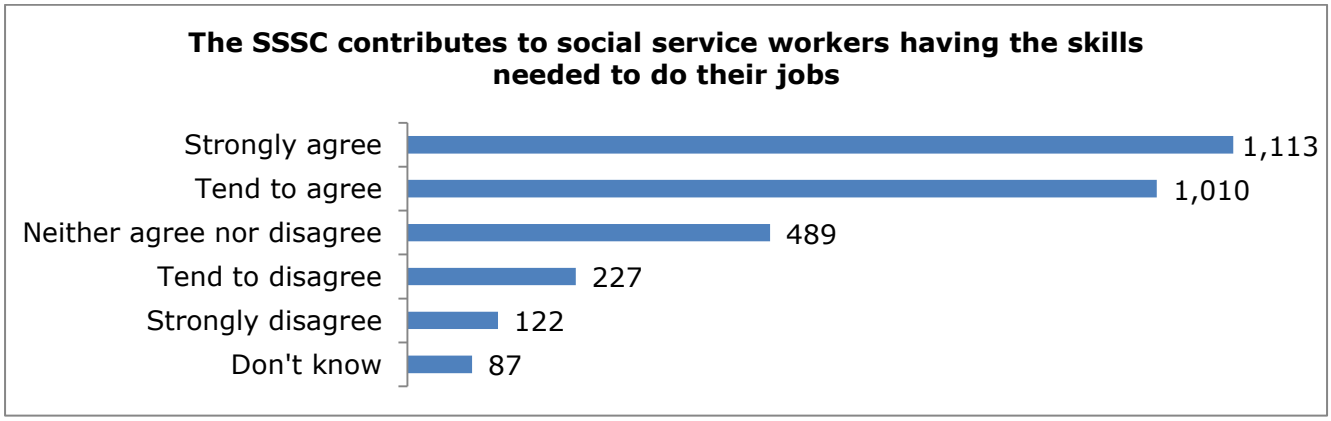
7.5 We now read and undertake quality assurance on 2% of all PRTL records, across all parts of the Register, as well as all PRTL records for newly qualified social workers.

7.6 We monitor the average time taken to complete these reviews every month. We saw that it was increasing and is affected by a process with no pattern. Frequently PRTL has taken many months to complete and average time taken has increased from 20 days in August 2016 to 36 days in November 2017.

7.7 Learning and Development staff reviewed the process and introduced a new six-week response service level that should improve customer service in this area. This is in addition to work to review PRTL in general, which aims to develop a new continuous learning standard.

8. Performance assessment

8.1 We asked practitioners whether they agreed that 'The SSSC contributes to social service workers having the skills needed to do their jobs'. 3,048 workers answered this question. Responses were generally very positive, with 2,123 (70%) respondents stating 'strongly agree' or 'tend to agree'.



8.2 Although the positive response was high, a number of workers did strongly disagree or tend to disagree. Comments from that group indicate that workers feel they gain qualifications to get skills, and that since we do not provide these qualifications, we contribute little or nothing to their skill set.

8.3 Some comments indicate an expectation that we would provide training, while others state that while we set out the Codes of Practice, this is not a skill and does not contribute to increased levels of skill within the workplace. This suggests that some workers have a limited understanding of our role in developing and quality assuring qualifications, as well as providing guidance to workplaces.

8.4 While the survey responses begin to give a sense of how workers feel about our contribution, and this will increase as we ask the same question of workers on other register parts, the opinion of employers is not covered. This can be partially achieved when we ask for manager's views later in 2018, some of whom may also be classed as employers but there is a gap in our knowledge of employers views in this area.

8.5 Overall, we have made good progress delivering the projects under this second strategic outcome. All of the related projects are on track for delivery as planned and we can demonstrate that 70% of those surveyed in our recent customer research recognise the SSSC as an organisation that contributes to social service workers having the skills needed for their jobs. We can further improve how we demonstrate we are meeting customer service requirements of our registrants and the quality of our PRTL assessment.

9. Strategic outcome 3: our resources support the professional development of the social service workforce

9.1 To deliver our third strategic outcomes, our resources support the professional development of the social service workforce, we set the following strategic priorities and related measures. The table below presents a summary of current performance against these measures.

Strategic priority	Strategic measures	Current performance
We work with Scottish Government and other partners to achieve the outcomes in 'Social Services in Scotland: a shared vision and strategy 2015-2020'	Social service workers report that our learning resources have improved their practice	67% of practitioners who responded to the customer survey said that our learning resources have improved their practice. Our online resources receive increasing numbers of visits. Respondents to our survey report not only that our resources improve their practice, but also that they would recommend them to others, if they haven't already done so. Work is ongoing with a variety of external agencies to support the achievement of the Scottish Government's outcomes.

10. Project updates

10.1 The following paragraphs present narrative updates on the progress delivering the projects we said we would deliver in 2017/18 under strategic outcome three. We reference the relevant project number from the operational plan within each update.

Carry out an audit of our learning resources (4a)

10.2 We are reviewing the impact of our learning resources within the sector, and a report including recommendations is due in March 2018.

10.3 Our online resources receive increasing numbers of visits. There was a 96% increase in visits to the Open Badges website compared to the same period last year. Demand from the sector now outstrips the available staff capacity to support this.

10.4 We upgraded the technology that supports the Open Badges platform and learning zone. Over the last year visits to the learning zone have increased by 48%.

10.5 There has also been a 6% increase in users and 13% increase in page views of the Step into Leadership resources since last year, with Care Inspectorate annual returns indicating that 35% of registered services use the leadership capabilities and Step into Leadership compared to 30% the previous year.

10.6 We have begun development of a 'chatbot' on the learning zone area of our website. This will answer questions and tell visitors to the site about resources that might be most relevant to their job and preferred way of learning.

10.7 Another resource developed this year is the 23 Things digital site. There are now over 50 blogs registered on this site for participants to work through digital capabilities.

Work with Social Work Scotland, Iriss, and other partners to deliver 'Enhancing Leadership Capability of Scotland's Social Services 2017-2020' (4b)

10.8 We delivered the final cohort of 'You as a collaborative leader' programme, and began the final collaborative leadership in practice groups in partnership with NHS Education for Scotland (NES). We also supported Integration Authorities and provider organisations to test new models of integrated care to support workforce improvement.

10.9 We worked with Cornerstone Neighbourhood Care teams to test new models of care against future registration requirements and supported their leadership team through action learning and individual coaching, and provided staff engagement workshops for Stirling Neighbourhood Care and

Implement the Palliative Care Framework with National Health Service Education Scotland (4c)

10.10 We worked with NES to support integration authorities to implement the Palliative Care Framework and contribute to registration qualification requirements. We also provided an awareness-raising programme linked to registration, with associated Open Badges.

10.11 We reviewed Dementia Ambassadors and Champions, collated learning needs analysis from test sites, and provided action learning sets for palliative and end of life care test site leads.

10.12 The Care Inspectorate's Spotlight on Dementia report highlighted the impact and value of Promoting Excellence and contribution of Dementia Ambassadors. Over this period we also:

- supported Scotland's Dementia Awards
- held three Dementia Ambassador leadership events
- published the Inspiring Dementia Practice leaflet, which provides examples of what inspires Dementia Ambassadors, and
- developed a case studies booklet on supporting registration and spotlight on dementia finding for publication in 2018.

Scope the workforce requirements for criminal justice social workers (4d)

10.13 We designed a 'Workforce Development Approach' with Community Justice Scotland (CJS) and the Centre for Youth and Criminal Justice to support the skills of the youth justice workforce. We have scheduled a leadership event with CJS for March 2018.

Deliver workforce requirements from the Carers Act (4e)

10.14 We identified the knowledge and skills required to deliver on requirements for Adult Carer Support Plans and Young Carers Statements. From this, we will develop a related learning resource. We have established a co-design group and commissioned a supplier to build the resource content, and we have tested a draft of the learning resource with two health and social care partnerships. We also revised the Equal Partners in Care resources to meet legislation requirements.

Economic value of the social service workforce (4f)

10.15 We completed the first stage of a project to research the economic value of the social service workforce to the UK. We commissioned and are managing this work with the Northern Ireland Social Care Council. This research has provided a benchmark of what is known about the value of adult social care in the UK, and stage two of the project will analyse the impact of this on the economy of the UK and the four constituent nations.

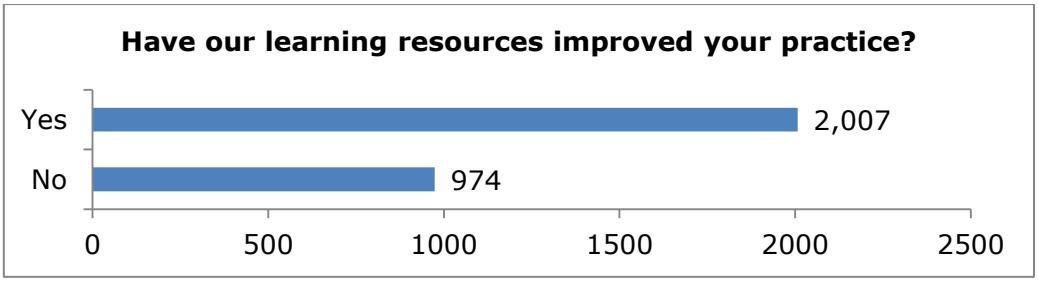
11. Performance assessment

11.1 We have developed, or are currently developing, a number of learning resources aimed at helping the workforce deliver the necessary requirements from legislation and national frameworks. Partner agencies such as the Care Inspectorate have recognised the value of our work, particularly around Promoting Excellence and our dementia resources.

11.2 Our online learning resources receive increasing numbers of visits and we have taken feedback from the sector on how to improve these. This has been successful to the extent that managing some of the resources, for example Open Badges, is now difficult due to a lack of capacity within the team.

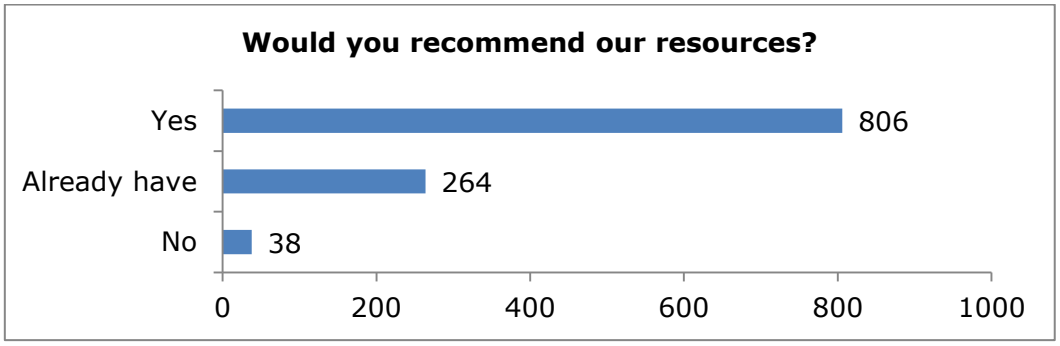
11.3 Visits in themselves do not necessarily indicate that our resources are providing the information workers need or want. It is difficult to assess how widely the resources are used based on this, as we do not know if workers are sharing the learning within their workplace, or if a roomful of workers is viewing a resource on a large screen.

11.4 To get a greater understanding of how effective our resources are, we asked practitioners some specific questions about whether they felt our learning resources had improved their practice, and if not, why.



11.5 2,981 workers answered the above question. Of those, 2,007 respondents said yes (67%). While this is twice as many as those who said no, this does mean a considerable proportion of workers did not find that our resources improved their practice.

11.6 589 workers commented on why they did not feel our resources improved practice. The most common response was that they had not used any of the resources. The next most common response, that workers were not aware of the resources, indicates that we need to do more to ensure that workers in these areas know what kinds of resources we have, and where to find them.



11.7 1,108 workers told us whether they would recommend our resources. 806 said they would (72%) compared with 38 who would not (3%). The remaining 264 workers (25%) said they had already recommended them to others. 37 of the workers who said they would not recommend our resources said that our resources had improved their practice. It is not clear from the responses why these workers would not recommend the resources even though they find them useful.

11.8 Workers generally find our resources by visiting our website directly. Other common ways of accessing them are through work (for example, a colleague or manager/supervisor) or by searching online for a particular topic.

11.9 Overall, we can demonstrate we have made progress delivering the work under strategic outcome three, to work with the Scottish Government and other partners to achieve the outcomes in Social Services in Scotland: a shared vision and strategy. Although we received positive results, we will further consider how to improve how we demonstrate the impact of our learning resources; 67% of our customer survey respondents said that our learning resources have improved their practice.

12. Strategic outcome 4: our stakeholders value our work

12.1 To deliver our fourth strategic outcome, our stakeholders value our work, we set the following strategic priorities and related measures. The table below presents a summary of current performance against these measures.

Strategic priority	Strategic measures	Current performance
A customer focus throughout the organisation	Our customers are satisfied with the service they receive from the SSSC	We regularly meet our timescales for our customer-facing work, across all areas. For example, the time taken to process applications has consistently decreased each month from an average of 70 days in December 2016 to around 30 days on average. We also regularly respond to customer complaints well within the timescales established by the Scottish Public Services Ombudsman. Our recent survey indicates high levels of satisfaction. Of 2,079 responses, 779 (37%) said they were very satisfied, with 70 (3%) stating very unsatisfied. Comments left by respondents included 'excellent service', 'always a pleasure to deal with anyone in SSSC', 'helpful and friendly'.
High standards of governance	Audits provide evidence of good corporate governance and effective use of our resources	Three audits have taken place so far in 2017/18 and the final audit will be complete by the end of June 2018. We are progressing with implementing all audit recommendations. We have revised this strategic measure to include all audits, both internal and external.

13. Project updates

13.1 The following paragraphs present narrative updates on the progress delivering the projects we said we would deliver in 2017/18 under strategic outcome four. We reference the relevant project number from the operational plan within each update.

Develop 'the SSSC way' of how we work (5a)

13.2 We are currently drafting a comprehensive 'SSSC Way' document that will act as a guide and introduction to the organisation. The Performance and Improvement team is coordinating the work and consulting with colleagues in HR who are developing a new induction programme. Based on good practice in the private sector, the document will provide a one-stop reference tool and include:

- an overview of the SSSC structure and stakeholders
- SSSC values
- an explanation of the people strategy, induction, supervision, learning strategy, leadership and management framework, HR policies, and Codes of Practice
- overview of the performance management framework and related items such as operational planning and risk
- introduction to the Communications handbook, Style Guide and Brand Framework
- note of our statutory obligations such as data protection, complaints, equality and corporate parenting

13.3 We will produce a draft document by April 2018. At that time, we will consider how to develop the work, making it more interactive or an online resource. Following consultation, we will introduce it as an organisational tool in 2018/19 and coordinate the launch with any work by HR on the new induction programme.

Develop and implement a customer care programme for our staff (5b)

13.4 We have identified departmental representatives for a new customer focus working group. We intended to deliver the work through our membership of the Institute of Customer Services (ICS). However, when we became members we were given further information that made it clear that the model proposed was similar to the European Foundation for Quality Management (EFQM) model (see update for project 5c).

13.5 Over the next few months, the Performance and Improvement team and the customer focus working group will develop a customer care action plan that incorporates elements from EFQM and the Customer Service Excellence standard. This work links to the EFQM work programme as one of the aims of the EFQM quality model is to add value for customers.

Implement a quality framework for the SSSC (5c)

13.6 We have adopted EFQM as our quality improvement model. A team of six assessors are now piloting a self-assessment exercise with the Communications team. Once that pilot has completed, we will deliver a programme of self-assessment across the whole organisation over the next three years.

13.7 Self-assessment provides a structured opportunity for teams to identify areas for improvement. OMT will monitor the resulting improvement

plans. We are also on track to submit our application for the first level of EFQM external recognition. Quality Scotland will validate our submission by 31 March 2018.

Review our business intelligence systems (5d)

13.8 The Performance and Improvement team is leading a review of our performance management arrangements. This review identifies recommendations to form an action plan for the team to further develop a performance management framework in 2018/19.

13.9 Future work includes mapping of our business intelligence across all departments, to establish the range of information we hold, the format it is in and who holds it. This work will ensure that the SSSC is making best use of this asset as we move forward with digital transformation.

Develop and implement a business intelligence framework (5e)

13.10 The Performance and Improvement team process mapped some key corporate administrative processes to identify and make efficiency improvements, e.g. travel booking and flexi reporting. We will work with the Communications team next to process map their key processes following the EFQM pilot. Other departments have carried out some process mapping, and the Performance and Improvement team will coordinate this work to ensure there is consistency and centralised access to the intelligence.

13.11 As part of the drive to establish corporate business intelligence and reporting systems we have further developed a framework of reports at OMT, EMT and Council levels. OMT and EMT receive a monthly operational performance report that is structured on the EFQM result categories and provides timely business intelligence for managers. The report contains a suite of performance indicators based on improvement aims, Strategic Plan outcomes, or our key processes. We aim to ensure that all indicators meet either EFQM or PuMP standards. We also include an update on project milestone delivery on a quarterly basis.

13.12 This Strategic Performance Report is also part of the developing performance management framework, which will include an Annual Performance Report in June.

Implement our Digital Strategy (5f)

13.13 Council approved our Digital Strategy in June 2017 and we appointed a Digital Transformation Lead in September 2017. Following this appointment and an initial assessment of the actions required to achieve the aims of the digital strategy, the SSSC Resources Committee approved plans to change to Office 365 and upgrade all desktop hardware. We have also started to identify appropriate digital skills development for staff.

Develop and implement an online performance and governance system (6a)

13.14 We reviewed potential software solutions and identified Power BI as our preferred performance management system. This software will be included as part of the upgrade to Sequence and Dynamics 365 in July 2018. We have identified users across the organisation to participate in training and agree user protocols and conventions as part of the delivery programme. This work is under budget as it is part of the wider Sequence update programme.

13.15 We also bought two licenses to Tableau software, which provides more sophisticated data mining and visualisation. We will use this software to improve our performance reporting.

Training needs analysis of all staff (6b)

13.16 A new Development Discussion document has replaced the Performance Development Review System. This revised process focuses on learning and development and includes a record of the worker's skills and talent. HR will use this information to track and identify training needs, and the Head of Registration is developing a tool to capture this data.

Paperless financial transactions (6c)

13.17 Invoices are now sent and received via email, with future work in 2018-19 to look into offering e-invoicing to all income streams, other than registration fees. We also to plan implement paperless accounts payable for suppliers in 2018-19, but this depends on the requirements of individual suppliers as well as SEAS.

13.18 We have now moved entirely to paperless budget monitoring and setting, and reconciliations. Work is continuing on paperless direct debits but progress is limited to an extent by bank and SEAS development. We plan to progress this in 2018/19.

Develop a financial strategy that addresses the sustainability of the SSSC (6d)

13.19 The financial strategy was submitted to the Resources Committee in June 2017.

14. Performance assessment

14.1 The new Performance and Improvement team is leading a range of our work on business intelligence, performance and quality. We are progressing development of our business intelligence systems and framework, linked to the wider digital transformation plan, the Sequence upgrade, and move to Office 365. These changes will allow us to improve our performance reporting at all levels of the SSSC and also provide increased access to our business intelligence.

14.2 Our recent customer survey indicates that 61% of respondents are very or somewhat satisfied with the standard of customer service they receive, compared to 8% who were very or somewhat unsatisfied. Over 500 respondents had no opinion on our customer service, which may be because they have not been in touch with us (around half of the respondents in total said they had contacted us recently). Due to a change in approach, we did not make as much progress as planned delivering a programme of customer care during 2017/18. We will continue to monitor and report on this indicator under this outcome and as part of our focus on customer care which will be taken forward in 2018/19.

14.3 In addition to our survey of practitioners, we contracted IPSOS Mori to survey another key stakeholder group, MSPs. In December 2017, we received the initial results of a survey of MSP's views on favourability, familiarity and advocacy in relation to our work. A comparison to Care Inspectorate (CI), the General Teaching Council Scotland (GTCS) and Nursing and Midwifery Council (NMC) is included with these results. Please note that a minority of MSPs (55, 43% of all MSPs) responded to the survey. The Performance and Improvement team will report on the results from this survey in more detail before the end of March. Pending that report, we can summarise MSP responses and compare with those organisations listed.

14.4 The first question asked MSPs how well they knew us as an organisation. Most respondents (81%) indicated that they had heard of us to varying degrees (for example, only 6% said they knew us very well, with 24% having heard of us, but knowing nothing about us). This is lower than the previous two surveys (91% in 2015 and 95% in 2012) and is the lowest among the four organisations used for comparison.

14.5 In general, MSPs are aware of our work and role and are more likely than not to speak positively about this. However, overall levels of response are low and the ratio of positive to negative responses consistently lower than the other organisations surveyed. A more detailed report on these findings will be available shortly.

14.6 In summary, we are satisfied that good performance can be demonstrated and strong progress is being made to deliver the work under strategic outcome four, our stakeholders value our work. We will continue to build on our achievements by further embedding EFQM and developing our performance management framework.

15. Conclusion

15.1 We have made good progress over the last six months to deliver our strategic outcomes and priorities. We have made significant improvements in some of our key processes and have evidence that our customers are satisfied with our customer service and the products we deliver. We can also demonstrate evidence that project delivery for the most part is as expected for all four outcomes.

15.2 We could be better at demonstrating improvement in hearing representations and embedding a systematic approach to a customer care programme. This work will be included in our business planning for 2018/19.