Title of report	Chief Executive's Report
Public/confidential	Public
Action	For information
Date of Publication	Before meeting
Summary/purpose of report	To provide Council Members with an update from the Chief Executive.
Recommendations	The Council is asked to: 1. note the information contained in the report and offer comment on the content.
Author and Responsible Officer	Name: Maree Allison Job title: Acting Chief Executive Officer Tel: 01382 207250
Link to Strategic Plan	Outcome 4 - Our stakeholders value our work Priority 6 - High standards of governance
Link to the Risk Register	Risk 2 - The SSSC is not able to demonstrate to our stakeholders (including Scottish Government) that its operational activity is fulfilling its strategic outcomes. Risk 3 - Ineffective working relationships with partner bodies impact significantly on our ability to deliver our strategic outcomes.
Equality Impact Assessment (EIA)	An EIA was not developed as the outcome of this report will have no negative impact on people with one or more protected characteristics.
Documents attached	None
Background papers	None

1. **INTRODUCTION**

1.1 As set out in the Executive Framework Document agreed between Scottish Government and the SSSC, the Chief Executive is accountable for the operational performance of the SSSC and responsible for organisational governance. This report provides an assessment of performance, highlights important information that has happened since the last Council meeting on 29 October 2019, and looks forward to emerging issues.

2. **ASSESSMENT OF PERFORMANCE**

2.1 We are now in the last quarter of the financial year 2019/2020 and of our current Strategic Plan. Our performance was scrutinised by Audit and Assurance Committee at its meeting in December and their assessment of performance is at Item 9 on the Agenda. Since the Committee meeting we have concluded our pay negotiations with the Partnership Forum which has provided us with greater certainty around our financial position, which we are forecasting to be within our reserves target by the end of the financial year.

2.2 There continues to be a risk around our fitness to practise work where referral numbers remain high. Additional staff have been recruited to assist the Department and the work being undertaken to improve our resource modelling is detailed in the report at Item 11 of the Agenda. We have had an initial meeting with Scottish Government's Leading Improvement Team to explore potential assistance in carrying out process improvement work.

3. **STRATEGIC PRIORITY 1 – Build our relationship with registrants and employers**

3.1 **Registration of support workers in care at home and housing support**
We are exceeding our expectations in the registration of support workers in Housing Support and Care at Home with less than 3000 of the anticipated 60,000 in this sector still to start the application process. We will be working with the Care Inspectorate to identify the services where there is a shortfall and are confident that we will conclude registration by the end of September 2020 deadline.

3.2 **Personalisation of MySSSC**
Our research work which will underpin the personalisation of MySSSC has nearly concluded. We had intended that this personalisation would have been concluded within this Strategic Plan. It is an important aspect of our work to help improve the sector's understanding of our role and the resources we have developed to support them. The digital transformation work and requirement to improve the governance around our digital work has delayed completion of this priority. This work will now conclude in the next financial year.

4. **STRATEGIC PRIORITY 2 – Our fitness to practise process is proportionate and accessible**

4.1 **Fitness to practise timescales**
Whilst we have reduced the time it takes to conclude a fitness to practice case during the period of this strategic plan, it has been a challenging two years given the growth of the register and high levels of staff turnover. Actions that we have taken have stabilised the situation. There are positive indications that staff performance in this area is improving, and changes to processes are resulting in the closure of more cases without requiring a full investigation. This area remains a focus for me and colleagues on the Executive Management Team.

4.2 **Representation and attendance at hearings**
We have continued to improve access to representation through our work and training with various law clinics and centres. We have also introduced financial support for workers and their witnesses, representatives and supporters to attend hearings. Unfortunately, these steps have not made a significant difference to the rates of attendance or representation at hearings and this remains an area where we have further.

4.3 **Paperless Hearings**
The first stage of work to introduce paperless hearings is about to commence through a trial involving a number of Panel Members. We will assess the outcome of the trial and if successful rolled out later in the year. This should reduce costs, improve sustainability and provide enhanced data security.

5. **STRATEGIC PRIORITY 3 – Social service qualifications and standards meet the needs of learners and employers**

5.1 **Post Registration Training and Learning**
We are making good progress on our review of the post registration training and learning (PRTL) process. In 18/19 we worked with five test sites to explore new ways for recording PRTL. We are now developing the new system and plan to test with a small group of participants in the first half of this year before launching in the autumn.

5.2 **Workforce Planning**
NES and the SSSC are each leading on recommendations across parts 1, 2 and 3 of the National Workforce Plan as well as contributing to the delivery of the Integrated Plan.

5.3 We published the Scottish Social Services Council (SSSC) 2018 Workforce Data Report in November. This report shows that:

- The size of the social service workforce has increased to 204,610, a rise of 1.2% since 2017, the highest level recorded since the workforce data report began in 2008.

- The workforce makes up approximately 7.7% of all Scottish employment. The biggest rises in 2018 were in care homes for adults and in generic fieldwork teams.

- The stability index of the workforce is 77.7%, a slight rise from 77.1% in 2017. This means just over three-quarters of the workforce remained in the same post as last year.

6. STRATEGIC PRIORITY 4 – We work with Scottish Government and other partners to deliver the actions in 'Social Services in Scotland: a shared vision and strategy 2015-2020'

6.1 Enriching and Improving Experience: Palliative and End of Life Care Guidance Toolkit
As part of our work towards achieving the Scottish Government's Strategic Framework vision for Action on Palliative and End of Life Care we developed a new learning resource in partnership with the sector to support health and social care workers' learning and development in delivering quality palliative and end of life care.

7. STRATEGIC PRIORITY 5 – A customer focus throughout the organisation

7.1 Digital Strategy
We are making progress on our digital strategy and are nearing completion of the scoping and development work we received funding for this year. The report at item 18 on the agenda gives more detail. We have received our Cyber Essentials Plus accreditation which is a significant achievement given that our service only started in February 2018.

7.2 Our new telephone system will be implemented before the end of March. This will be delivered through Teams and will be provide our workforce with greater flexibility.

7.3 European Foundation for Quality Management (EFQM)
This month we will have our corporate EFQM assessment facilitated by Quality Scotland which will represent a milestone in our journey to achieving Recognised for Excellence.

8. STRATEGIC PRIORITY 6 – High standards of governance

8.1 Governance
Our new governance arrangements were approved at October Council and we are now seeing them operating in practice. This is an area we will closely monitor to ensure they continue to deliver improved clarity and scrutiny.

8.2 We have had made positive progress with the development of improved arrangements for shared services and this is articulated in Item 13 of the agenda.

8.3 Online performance and management system
The research phase which will underpin the introduction of our performance and management system has started. This is crucial work which will enable us to really develop our intelligence capabilities to enhance our public protection work, as well improve the monitoring of our organisational performance.

9. HORIZON SCANNING

9.1 The Independent Care Review will be released on 5 February and will likely have recommendations relating to regulation which we will have to be prepared to respond to.

9.2 We are in discussion with Sponsor about the possibility of delivering the Social Services Expo. This is an annual event for the sector and if successful would provide us with a platform to highlight the conclusion of this phase of registration.

9.3 Our campaign to encourage adult social care as a career is underway and Lorraine will be interviewed as part of the launch of this work.

10. RESOURCE IMPLICATIONS

10.1 There are no resource implications arising from this report.

11. LEGAL IMPLICATIONS

11.1 There are no legal implications arising from this report.

12. STAKEHOLDER ENGAGEMENT

12.1 Internal stakeholders have contributed to this report.

13. IMPACT ON PEOPLE USING SOCIAL SERVICES AND CARERS

13.1 There is no direct impact on people who use services or their carers.

14. CONCLUSION

14.1 This is the second and final report covering my period as Acting Chief Executive, as happily Lorraine has returned to work. I want to thank Members and colleagues in the SSSC and Care Inspectorate for their support over the last four months as we introduced new governance arrangements, developed our Strategic Plan and progressed the work around our Shared Service arrangements.