

Title of report	SSSC Strategic Plan 2023-2026
Public/Confidential	Public
Summary/purpose of report	This report presents the Strategic Plan 2023-2026 for approval.
Recommendations	The Council is asked to approve the new 2023-2026 Strategic plan.
Author	Laura Shepherd, Director of Strategy and Performance
Responsible Officer	Lorraine Gray, Chief Executive
Link to Strategic Plan	This report sets out the new strategic outcomes of the organisation to be agreed by Council and does not link to the existing outcomes.
Link to Risk Register	<p>Risk 1: We fail to ensure that our system of regulation meets the needs of people who use services and workers.</p> <p>Risk 2: We fail to ensure that our workforce development function supports the workforce and employers to achieve the rights standards and qualifications to gain and maintain registration.</p> <p>Risk 3: We fail to meet corporate governance, external scrutiny and legal obligations.</p> <p>Risk 4: We fail to provide value to stakeholders and demonstrate our impact.</p> <p>Risk 5: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce or have insufficient staff resources to achieve our strategic outcomes.</p> <p>Risk 6: The SSSC fails to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.</p> <p>Risk 7: Business Continuity Plans (BCP) are in place and tested.</p>

	Risk 8: We fail to have the appropriate measures in place to protect against cyber security attacks.
Impact assessments	<ol style="list-style-type: none"> 1. An Equalities Impact Assessment (EIA) was developed. 2. A Data Protection Impact Assessment (DPIA) was not required. 3. A Sustainability Impact Assessment (SIA) was not required.
Documents attached	Appendix 1: Strategic Plan 2023-2026
Background papers	None

EXECUTIVE SUMMARY

1. The current Strategic Plan concludes in March 2023.
2. The proposed Strategic Plan for the period 2023-2026 is attached (Appendix 1) for approval by Council.

INFORMATION

3. The plan contains a wide range of activity to be achieved over the next three years. Here are examples of what we have planned.
 - Working with our stakeholders to increase career pathways into the sector with a particular focus on young people. We will continue the drive to tackle recruitment and retention, implement a trauma informed approach to practice and to support the wellbeing of the workforce.
 - Developing our data, insights and analysis capacity and our ability to share intelligence from our work both internally and externally. This will enable us to influence the context for learning and care. We will continue to develop and promote our data and intelligence role, adding expertise and value through the unique insight we gather.
 - We will scope new groups to join the SSSC Register. Working with national partners we will determine the need for further registration in social work, social care and children and young people services and develop models of registration for these groups. We will implement this along with the review of the Codes of Practice as part of the larger Future Proofing Programme. Our Future Proofing work is a key objective to be delivered as part of this plan.
 - Our activities will involve a greater focus on leading work to develop the workforce and social service sector. We will develop new qualifications and return to practice standards, as well as supporting the development of advanced practice frameworks. We will set continuous professional learning (CPL) requirements to make sure the workforce have the right skills and knowledge at the right time in their career journey.
 - The Social Work Education Partnership (SWEP), the national strategic partnership group, aims to improve the quality, consistency and experience of social work education across Scotland. We continue to be a key delivery partner in the work to transform social work education and professional learning. This will also involve our work to help shape the National Social Work Agency as part of the National Care Service.
4. To deliver this work, the Strategic Plan identifies four outcomes that we will set out to achieve over the next three years. These

outcomes are linked to four themes with key areas of work that we will deliver on or contribute towards.

Trusted

5. People who use services are protected by a regulated workforce that is fit to practise.

- Registering with us will be simple and easy to understand.
- We will have a plan for bringing new groups of workers onto the register.
- People involved in the fitness to practise process will have access to the support they need.

Skilled

6. Our work supports the workforce to deliver high standards of professional practice.

- Our new model of CPL will ensure we can respond to emerging skills needs and support the workforce to have the right skills and knowledge at the right time.
- Return to Practice standards will ensure those who return are fit to practice.
- We will deliver new qualifications and career pathways to support the flexibility of the workforce, new models of care delivery and support career progression.
- National Occupational Standards and qualifications will be fit for purpose and reflect current best practice.
- The development of our learning resources and contribution to national policy, workforce strategies and workforce planning will be informed by use of our data and intelligence.

Confident

7. Our work enhances the confidence, competence and wellbeing of the workforce.

- Trauma informed practice will be embedded in qualifications, CPL requirements and programme delivery.
- Our learning resources will be accessible to all.
- The workforce will have increased access to wellbeing support.

Valued

8. The social work, social care and children and young people workforce is valued for the difference it makes to people's lives.

- Access to career pathways will be increased, well defined and easy to understand.
- The sector across Scotland will feel more valued for the work they do.
- There will be more people working in the social work, social care and children and young people workforce.
- The social work, social care and children and young people workforce will be more diverse and represent the communities we live in.

CONSULTATION

9. In February 2022 an external agency carried out research to inform the Strategic Plan 2023-2026. Over 30 key stakeholders and representative groups participated in the research.
10. In June 2022 we held a development session with Council Members to agree the outcomes and a revised vision. A further development session took place in December 2022 to review the final content of the Plan.
11. We held another four online engagement sessions during September 2022 to consult with stakeholders on the proposed outcomes and areas of priority included in the Plan.
12. We invited SSSC staff, Executive Management Team and Operational Management Team at various stages to contribute and comment on the draft.

RISKS

13. Our new Strategic Plan recognises the risks, challenges and opportunities we have faced over the last three years and potential risks for the future. We have developed the Plan with all our risk appetites in mind.

IMPLICATIONS

Resourcing

14. The delivery of this Plan relies on an increase Grant In Aid (GIA) allocation from Scottish Government. We acknowledge this and advise Council Members that this Plan will not be delivered in its entirety should our GIA remain the same. This is a risk Council and the Executive Management Team have accepted and a risk that has been communicated to our Scottish Government Sponsor team. At the time of writing this report we are still awaiting confirmation of further funding for 2023/2024 budget.

Compliance

15. There are no compliance issues to note associated with the Strategic Plan.

IMPACT ASSESSMENTS

Equalities

16. An EIA has been carried out. There are no detrimental impacts identified from this assessment. The Strategic Plan is designed with our mainstream equality duties at the forefront.

CONCLUSION

17. Council is asked to approve the draft of the Strategic Plan at Appendix 1.