

| | |
|---------------------------------------|--|
| Title of report | Chief Executive's Report |
| Public/Confidential | Public |
| Summary/purpose of report | To provide Council Members with an update from the Chief Executive. |
| Recommendations | The Council is asked to note the information contained in the report and offer comment on the content. |
| Author and Responsible Officer | Lorraine Gray, Chief Executive Officer |
| Link to Strategic Plan | <p>The information in this report links to:</p> <p>Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise.</p> <p>Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement.</p> <p>Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.</p> <p>Outcome 4: The social work, social care and early years workforce is recognised as professional and regulated and valued for the difference it makes to people's lives.</p> |
| 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> <p>Risk 8: We fail to have the appropriate measures in place to protect against cyber security attacks.</p> |
| Impact assessments | <ol style="list-style-type: none"> 1. An Equalities Impact Assessment (EIA) was not required. 2. A Data Protection Impact Assessment (DPIA) was not required. 3. A Sustainability Impact Assessment (SIA) was not required. |
| Documents attached | None |
| Background papers | None |

EXECUTIVE SUMMARY

1. As set out in the Executive Framework Document agreed by 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 24 November 2022, and looks forward to emerging issues.

INTRODUCTION

2. Since returning to work I have got up to speed with all the issues facing the SSSC and the wider public sector. I am fortunate that Maree Allison carried out the role of acting Chief Executive so well and the hand back has gone smoothly.
3. Many of the areas I want to highlight follow on from the Chief Executive's report in November 2022. We are still in discussions with Scottish Government sponsor to next year's budget. We have a Council meeting in March 2023 to finalise the budget with Council Members.
4. Scottish Ministers agreed to renew the lease for Compass House and Quadrant House from April 2023. Once the final tenant is confirmed we will have certainty on the space we will occupy and cost.
5. Our staff completed a survey in December and initial results show an improvement since the last survey across all areas, apart from pay and benefits. We are analysing the detailed results and aim to share information with staff in the next few weeks. We will also send this information to Council Members. We will set out the actions from the staff survey at the Council meeting in August when we present the six-monthly report on the People Strategy.
6. In January 2023, we were required to provide information to the Director General of Education and Justice. All public bodies were required to complete a template providing baseline information to inform future plans and spending. We worked closely with our Sponsor to produce the information in the short timescales provided. The purpose is to ensure public services remain sustainable and are best placed to deliver improved outcomes in relation to Public Service Reform and the Resource Spending Review (RSR). Further work is planned throughout the year as we prepare for even more financial challenges.
7. The Non Departmental Public Bodies (NDPB) forum met with Scottish Government representatives and the key aims of this transformation programme are to ensure public services remain fiscally sustainable, support improved outcomes, and support reduced inequalities of outcome

among communities in Scotland. For all public bodies, making that happen will require working with a relentless focus on ensuring available resources are deployed as efficiently as possible towards priorities. It will require a critical eye on whether existing organisational structures and service models for public services best support these ambitions. For some bodies, it will require further reductions in costs, to prioritise growth where it is most needed elsewhere in public services.

OUTCOME 1: PEOPLE WHO USE SERVICES ARE PROTECTED BY ENSURING THE REGULATED WORKFORCE IS FIT TO PRACTISE

8. At the November meeting Members made decisions about the future shape of our Register and approach to qualifications, continuous professional learning and return to practice. Implementation plans for these areas are being developed through the Future Proofing Programme, subject to budget and legislative change.
9. The other important strand of this Programme, the review of the Code of Practice will move to the next stage in April when we will formally consult on revising the Codes. We have worked with stakeholders for six months, gathering their views on the current Codes. The Future Proofing Sponsor Group will review the proposed draft of the Codes at its meeting in March before the formal consultation launches in April. Council Members will receive a report on the outcome of the consultation and seeking approval of the revised Codes at its meeting in November.
10. Regulatory Improvement and Hearings met with the Faculty of Advocates as part of our work to improve access to representation for workers at fitness to practise hearings. The proportion of workers represented at hearings has increased from 10% two years ago to 22% over the last twelve months.
11. Phase Seven of the Scottish Child Abuse Inquiry concluded in December. The Director of Regulation gave evidence to the Inquiry at the beginning of the phase and as an Interested Party we were invited to give a closing submission. The professional practice theme arising from the evidence related to identifying and acting on signs of abuse. We will use this as a theme for focus when carrying out our annual monitoring of the social work degree programme.
12. Susan Peart is the new Head of Fitness to Practice following the departure of Chris Weir.

OUTCOME 2: THE SSSC SUPPORTS AND ENHANCES THE DEVELOPMENT OF THE REGULATED WORKFORCE TO DELIVER HIGH STANDARDS OF PRACTICE AND DRIVE IMPROVEMENT

13. We held a session for the Mental Welfare Commission Social Work Practitioners group focused on our current Continuous Professional Learning (CPL) requirements, the upcoming changes and proposed new model, including input on the development of return to practice standards. A representative from the group will join the stakeholder advisory group for the development of the new CPL model.
14. In partnership with NHS Education for Scotland (NES), we are currently recruiting to the Scottish Improvement Leaders (ScIL) programme cohort. The SSSC is funding priority places for individuals working in any area of social work and adult social care.
15. We have completed testing the CEIM (Care Experience Improvement Model) with Healthcare Improvement Scotland (HIS) and five social service organisations. Evaluation of this testing phase is in progress. The model focusses on understanding what matters to people using services as a way of influencing improvement work.
16. We have agreed with Scottish Government that the SSSC will take responsibility for the hosting CPL resources linked to the National Standard for early learning and childcare including a suite of CPL modules previously hosted by the University of West of Scotland and The Open University. The SSSC will also migrate the existing National Directory of CPL resources for Early Learning and Childcare workforce currently hosted by the Care Inspectorate and redevelop this into a comprehensive CPL portal for this part of the sector. These modules and the portal will be linked up to our existing MyLearning system to allow learners and the SSSC to better track learning and report on trends.
17. In response to a Care Inspectorate complaint that related to communicating with a family, our Changing Times, Changing Perspectives (CTCP) resource was used at North Ayrshire Health and Social Care Partnership (HSCP) to work through the complaint and make improvements to the service. CTCP involves a set of serialised videos that follows the story of Irene Wilson, a woman living with a diagnosis of dementia and due to changing needs, is moving from her own home to a care home. North Ayrshire HSCP have provided feedback that of the positive impact the CTCP resource has had in helping them to address complaints, support their staff development and improve service delivery and outcomes for people.
18. We have held four registrant events, two with a focus on social media and cyber security and two events aimed at promoting use of the SSSC's learning resources to support their CPL. The sessions were designed to support participants to:
 - know where to go to access our full range of learning resources and information

- better understand the role of supervision in supporting learning and reflective practice
- use our learning resources to support their continuous professional learning and career development
- reflect on how they might use social work, social care or early learning and childcare specific learning resources in other professional contexts
- log and keep track of their learning activity through the MyLearning app
- get recognition for their learning by using SSSC Open Badges.

A recorded version of the session will be made available to workers on our website.

OUTCOME 3: OUR WORKFORCE PLANNING ACTIVITIES SUPPORT EMPLOYERS, COMMISSIONERS AND POLICY MAKERS TO DELIVER A SUSTAINABLE AND INTEGRATED AND INNOVATIVE WORKFORCE

19. We have developed an online guide for employers recruiting Ukrainian nationals <https://news.sssc.uk.com/news/new-guide-for-employing-ukrainian-nationals>. We have also published a new page on the SSSC website for International recruitment <https://www.sssc.uk.com/supporting-the-workforce/workforce-planning-and-development/recruitment-of-refugees-and-asylum-seekers-and-workers-from-outside-the-uk/>
20. We are working in collaboration with the office of the Chief Social Work Adviser to develop a proposal for Scottish Government to implement an additional route into social work through development of a social worker in training post graduate route where those undertaking their studies are employed by the local authority as a social worker in training.
21. Working with partners including Scottish Government and Social Work Scotland we will establish a reserve social worker list to assist with current staffing shortages. Those eligible for the reserve list will be qualified social workers who have left the Register within the last two years or are currently on the register but not employed in a social work role.
22. On behalf of Scottish Government and the Social Work Education Partnership forum we are commissioning research into practice learning funding to inform a full financial model review. The aim of the research is to identify all funding streams linked to practice learning, how it is distributed, who and what the funding is for. It will provide an analysis of how funding is used in social work practice learning across Scotland. The research will outline recommendations to ensure that there is consistency in and maximisation of funding available to support employers to offer placements to both undergraduate and postgraduate students.

OUTCOME 4: THE SOCIAL WORK, SOCIAL CARE AND EARLY YEARS WORKFORCE IS RECOGNISED AS PROFESSIONAL AND REGULATED AND VALUED FOR THE DIFFERENCE IT MAKES TO PEOPLE'S LIVES

23. Colleagues from Communications and Workforce, Education and Standards (WES) are supporting the latest Scottish Government adult social care recruitment campaign which is running from January to March. The campaign includes digital and outdoor marketing and advertising along with a new TV feature to run on STV during ad breaks. And Lorraine Gray also features in a recorded radio segment on careers in care which is running on commercial radio stations across Scotland during the campaign.

HIGH PERFORMING ORGANISATION

24. We are implementing a digital equipment refresh. As part of our proactive management approach outlined in the digital strategy, we have reached the end of useful life of the equipment we introduced in 2019. We will be supporting Council Members with their digital needs as part of the refresh plan.
25. Through the roll out of our new workforce equalities data capture we are contributing to actions in the Scottish Government's Ethnicity Data Improvement Action plan. This data collection project will contribute to improving national ethnicity data across the health and social care. It will inform the future work of the SSSC and its partners in tackling inequalities in the workforce as part of the activity in the new Strategic Plan.
26. In December 2022 we provided Council Members with an overview of the of the new PowerBI dashboards that we have implemented through the Intelligence & Insights project. Phase 1 of the project has now ended and internal dashboards are live and in use across several departments. Work will continue to set up more internal dashboards, an internal oversight group and operational data management functions. Phase 2 will begin in March with the identification of the plan for external data sets that will support requests from Scottish Government, our partners and others. As part of phase 2 we will develop proactive data sets that will be published regularly for our stakeholders, such as the overview of a live register.

HORIZON SCANNING

27. **National Care Service (NCS):** The National Care Service (Scotland) Bill is due to complete Stage 1 by 17 March 2023. In November Maree Allison participated in the Health, Social Care and Sport Committee's evidence session on the Bill.

28. **Independent Review of Scrutiny and Regulation of Adult Social Care (IRISR):** The IRISR has several aims, such as exploring how regulation and inspection of social care services contribute to care and wellbeing and effectively support improved outcomes and experiences for the people of Scotland. The IRISR's call for evidence closed in January 2023 and the review will report in June 2023.
29. **Education Reform:** The Scottish Government's consultation on the next steps for improving and streamlining the inspection of Early Learning and Children (ELC) and school age childcare services ended in October 2022. The consultation follows a recommendation in Professor Muir's report setting out a future vision for Scottish Education. The Scottish Government is also expected to confirm the intended next steps and a proposed timeframe to implement the recommendations.
30. **Incorporating the UN Convention on the Rights of the Child (UNCRC) into Scots law:** The Scottish Parliament will reconsider the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill. The timescales are still to be confirmed.
31. **Early learning and childcare:** The Scottish Government is developing a Strategic Framework for Scotland's Childcare. The framework will explore several key themes including recruitment and retention.

CONSULTATION

32. Internal stakeholders have contributed to this report. This report also provides information on how we are working with partners and stakeholders to support the sector.

IMPACT ASSESSMENTS

33. Impact assessments for equalities, data protection and sustainability were not required.

CONCLUSION

34. This report provides Council Members with updates of matters of strategic importance and demonstrates how we are working to fulfil our statutory obligations during this time.