Title of report	Chief Executive's report
Public/confidential	Public
Action	For information
Summary/purpose of report	This report provides Council Members with an update on key developments since the last Council meeting on 31 October 2017.
Recommendations	The Council is asked to: 1. note the information contained in this report 2. offer comment on the content.
Link to Strategic Plan	The information in this report links to Outcome 4 of the Strategic Plan, that our stakeholders value our work.
Link to the Risk Register	This report links to the Strategic Risk Register in that it aims to contribute to open, transparent and informed governance arrangements.
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Documents attached	Appendix 1: Registration statistics

1. INTRODUCTION

1.1 This report sets out the highlights across the organisation since the last Council Meeting in October.

1.2 I have included highlights from each function, as well as some examples of things that are significant from my own perspective. I have also included examples of collaborative working and examples of the values in practice.

2. DEPARTMENTAL HIGHLIGHTS

Registration

2.1 The enquiries dealt with by the MySSSC enquiries team are often quite lengthy. This is because people sometimes need support through the whole application process. In the period from July to December 2016 the average call time was 8 minutes 24 seconds; this improved significantly in the same period in 2017 with call times reducing to an average of 5 minutes 54 seconds. The main reason for this is the improvements we have made to MySSSC, making the system more intuitive. We find callers are now more confident to continue the process by themselves.

2.2 The Registration team has been working on developing pathways for staff looking to develop beyond their current role at the SSSC. Over the next couple of months, Registration Assistants will be offered the opportunity to work through the development pathway for Senior Registration Assistants. Through a mixture of practical experience and scenario-based learning, the pathway gives staff the opportunity to learn new skills and gain experience in the senior role which will support their career progression.

Fitness to Practise

2.3 We closed 369 more cases than we opened in the 2017-18 calendar year. We opened 2,619 cases and closed 2,988.

2.4 The most significant on-going work will continue to be implementing the new case management system.

Corporate Governance and Hearings

2.5 Over the last quarter we have recruited and trained 18 new panel members (7 lay and 11 social service members) and 18 new legally qualified chairs. There were 83 and 109 applicants respectively so this was a massive undertaking.

2.6 Over the coming quarter the team will be focusing on taking forward the paperless hearings part of our digital transformation, which is closely linked to implementing our new case management system.

Learning and Development Team

2.7   A new online resource will be available by March 2018 which will help social service workers develop their communication skills (reading, writing, listening and speaking). This resource will be useful to people who need support to develop these skills as well as those who want to start their career. There will be a directory of local, national and online support. The directory and case studies will include guidance for people who speak English as a second language and people who have additional learning needs.

2.8   The Scottish Government and COSLA have published part two of the National Health and Social Care Workforce Plan. It sets out how they, along with social care partners, will work together on new ways of recruiting and workforce planning to make sure people get the right support to enable them to live as independently as possible. We were involved in developing the plan and will continue to make a significant contribution to its development and implementation. For example, our workforce data and Workforce Skills Report provide reliable underpinning information and we will be developing tools and resources to support the workforce and employers. Our work to promote social care as a positive career choice, including developing the Ambassadors for Careers in Care network will be enhanced, as will the work we are doing on career pathways and the implementation of the recommendations of the Review of Social Work Education.

2.9   We are working with Police Scotland and Social Work Scotland in partnership with Scottish Government to take forward the recommendations of the Evidence and Procedure Review to improve the quality and consistency of Joint Investigative Interviews (JIIs) of children. The Scottish Government is putting in place strategic governance arrangements that will report to the Justice Board. Our contribution to this work is:

- supporting the research and best practice piece (literature review)
- providing workforce data and intelligence on the profile of the workforce and target audience
- advising on the alignment to the Standards in Social Work Education (SiSWE) and mapping of the qualification/award to the National Occupational Standards (NOS)
- advising on appropriate SCQF Levels and proportionate credit (Police Scotland is a credit rating body).
- ensuring the award meets post-registration training and learning requirements for social workers (PRTL)
- ensuring the qualification/award meets the SSSC's registration requirements
- advising on SSSC and SQA approval and quality assurance process for learning programmes
- advising on work-based learning models such as PDAs, apprenticeship routes and distance learning for remote and rural areas.

- leading on the development of learning resources that support the delivery of the learning programme (digital learning).

2.10   The Care Inspectorate's report about the care of people with dementia in care homes and the impact of the Promoting Excellence Framework, 'My Life, my care home' used the Standards of Care for Dementia in Scotland. Standard 4.5 states "I have the right to carers who are well supported and educated about dementia." Inspectors found that in 73% of care homes, staff roles and responsibilities were aligned with the **Promoting Excellence** framework and that generally care homes using the framework, particularly when staff had engaged in associated learning opportunities, provided better quality care than those that didn't. Of the care homes with grades of Good or above, 47% aligned staff roles to the framework compared with just 9% of care homes with grades of Adequate or lower. They also found that care homes where staff received regular planned supervision were more likely to be a better performing service with better outcomes for people. Of the care homes inspected 60% provided this. There was a Dementia Ambassador in 46% of the care homes. In 53% of care homes with grades of Good or above there was a Dementia Ambassador compared with 33% of care homes with grades of Adequate or lower.

2.11   The new National Health and Care Standards set out what people should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that human rights are upheld. They are intended to drive improvement, promote flexibility and encourage innovation. All services and support organisations, whether registered or not, should use the Standards as a guideline for how to achieve high quality care. From 1 April 2018, the Standards will be taken into account by the Care Inspectorate, Healthcare Improvement Scotland and other scrutiny bodies in relation to inspections and registration of health and care services. To support the implementation of the standards the SSSC is leading the workforce strand. This work will focus on the following areas:

- ensuring that the Standards are embedded in the workforce and link to professional codes of practice
- working with the relevant inspectorates to support the development of improvement methodology as it relates to workforce
- assisting the workforce to evidence how the Standards will be applied in what they do (reflective and evidence-based practice).
- developing learning and development and educational resources that support the workforce to evidence the Standards in action in their everyday practice.
- facilitating and co-ordinating opportunities for health and social care partnerships to further increase capacity and sustainability by sharing expertise, knowledge and resources were this is practicable.
- identifying opportunities for the use of digital technology to promote and embed the Standards in practice.

Human Resources

2.12   In the next quarter, the HR team will be seeking customer feedback to review and improve the services they currently offer to colleagues. This work is aligned with implementing our Investors in People action plan.

2.13   A significant piece of work over the last few months has been taking the information from the Work Positive staff survey and working with managers and with Unison to develop action plans for teams and for the organisation as a whole.

2.14   There were some very encouraging findings in the survey results, for example the vast majority of staff at the SSSC feel supported by their colleagues.

2.15   The HR team is hosting three interns from the University of Dundee and Glasgow Caledonian University. These placements are an opportunity for the postgraduate students to observe and participate in day to day HR activities and also to conduct research involving theory, good practice, data collection and analysis on an HR topic identified by the SSSC and the Care Inspectorate to add value to what we do.

2.16   In preparation for moving to an e-recruitment portal, the HR team is working on digital recruitment campaigns and transactions. This will greatly improve our customer service to applicants as well as to managers.

Communications

2.17   We have produced the Codes of Practice in Easy Read and British Sign Language and there is a new animation explaining what the Codes mean for social service workers.

2.18   Between 1 October 2017 and 1 January 2018, the main Codes of Practice pdf has been viewed 18,563 times and the new Codes animation has had 2,290 views and 30 shares on YouTube.

2.19   We are carrying out a review of the website content with colleagues across the organisation to prepare for developing the new MySSSC/public website venture in the next phase of our digital transformation programme.

Performance and Improvement

2.20   The first stage of our EFQM (European Foundation for Quality Management) journey is to assess the teams that make up the SSSC. During the last three months, four new assessors have been accredited by Quality Scotland and we have just completed the evidence gathering stage of the first self-assessment with the Communications team. The concluding stage of this first assessment will happen in mid-January. We will use the lessons from that self-assessment to plan a programme of self-assessment for the entire organisation over the next three years.

2.21 We published the Workforce Skills Report (WSR) 2016-17 in October. We published the report, an extended version and an animated summary. We are starting to see evidence of the WSR informing other work, for example the second part of the National Health and Social Care Workforce Plan contains references to the WSR. Our findings also appear in a recent submission to the Health and Sport Committee and plans for a national social care workforce conference.

2.22 We recently launched the first regular Customer Satisfaction Survey, which will form a key part of the new Strategic Performance Report. There were 906 survey responses to Practitioners part of the register (approx. 20,000 contacts) in 48 hours and initial results are positive. The findings will be reported in the first Strategic Performance Report, which will also include updates on the work to deliver our Strategic Plan in February.

2.23 We recently participated in the annual IPSOs Mori survey of MSPs. Approximately 60% of MSPs say they know a great deal or fair amount about the SSSC's registration role—in 2015, that figure was 50%. In early 2018, we will publish a briefing paper on the survey results.

Finance

2.24 We have received an unqualified audit report and the auditor complimented our new annual accounts working papers package.

2.25 We have dealt with almost 15,000 calls in the incomes team since 1 October 2017.

2.26 We will continue to develop the Voluntary Sector Development Fund application system and it will be integrated into the new digital platform.

3. CROSS-SSSC/COLLABORATIVE WORK

3.1 Colleagues from the Strategic Performance and Engagement and Learning and Development supported the Corporate Governance and Hearings team to train new fitness to practise panel members and chairs. We have had positive feedback on the training.

3.2 Over the next few months, Corporate Governance and Hearings will be working with Fitness to Practise to try to improve registrants' attendance at hearings. This is a priority for the SSSC in the interests of ensuring the process is as fair and accessible as possible.

3.3 We have recently set up a Health and Safety Committee. The Human Resources and Facilities teams have been working together to look at what information would be useful for the committee to consider. We are also recruiting a new post to support this work and take forward the recommendations from the independent audit of health and safety.

3.4   We have launched our internal Leadership and Management Competency Framework, including a revised performance appraisal system. Feedback from introductory sessions with reviewers and reviewees has been positive and recognises that the new approach should facilitate genuine, open and supportive conversations. In line with the People Strategy, it is underpinned by our values and embeds the Leadership and Management Competency Framework across our work.

3.5   As part of our work on building our relationship with registrants, the Registration and Communications teams have been working together to introduce a new registration card. The intention of the card is to help support workers to understand and value their registration with the SSSC. It will be a plastic credit card-sized card which will have key information relating to the person's registration so they can have it to hand whenever they need it. We intend to start issuing the cards from the beginning of February 2018. This responds to feedback from our stakeholder survey last year and will include all new care at home and housing support workers.

3.6   The Registration, Communications and Learning and Development teams have worked together to produce our new Registration App. It provides users with useful information about registration, gives them direct access to MySSSC from mobile phones and tablets and contains useful videos on how to use MySSSC. It also has a dynamic section on the Codes of Practice which means that when they have downloaded the app, users can access the Codes very quickly from their mobile device. Since its launch at the beginning of December, there have been almost 1,500 downloads.

3.7   We are developing the digital welcome pack for new registrants with input from every department. It will welcome new registrants to the SSSC and promote key, relevant learning resources, the Codes of Practice, how to keep your registration up to date and our various news bulletins. Again, this responds to customer feedback.

3.8   The Registration and Performance and Improvement teams are considering whether the SSSC Register could be more customer-focused (in line with the Strategic Objectives for 2017-2020). So far we have interviewed staff members who use the register and carried out a workshop with representatives from all SSSC departments and the Care Inspectorate. The exploration phase will continue in 2018, when we will present options for improvement to the EMT.

3.9   The Performance and Improvement team is working with colleagues, in particular those in HR, to develop a document that presents the SSSC Way. The SSSC Way will be a reference tool and practical guide for new starts and current employees. As a code of conduct for employees, the document will pull together key policies and guides that explain how we do things as an organisation and what we expect of employees. For example, it will include reference to our vision and values as well as explaining our approaches to governance and performance management. The document may also be helpful for council members as well as providing an evidence base and reference tool for our EFQM work.

3.10   The Finance team has worked with Learning and Development, the Sponsor and external voluntary sector colleagues to allocate VSDF funding and Finance will issue grant agreements and make payments to the successful VSDF applicants during January 2018.

3.11   The Fitness to Practise team has worked closely with ICT, Corporate Governance and Hearings and the Sequence team to select a new case management system. Now that the system has been purchased, there is a lot of work to be done to design and implement the system to suit our purpose.

3.12   In partnership with Skills Development Scotland, we have created new career pathway resources, available at www.learn.sssc.uk.com/careers. The resources explain the qualifications required for registration with the SSSC and highlight progression routes and opportunities to move across careers. There are pathways for children and young people's services, adult social care and social work. This work will support the commitments in the sector improvement plan for early years and part two of the National Workforce Plan for Health and Social Care.

4.   SSSC VALUES IN ACTION

4.1   The HR team is working on improving how we articulate our values and recognise them when we see them in action.

4.2   Creativity and learning - Jo Grant in Corporate Governance and Hearings has worked with colleagues from Fitness to Practise to improve use of encrypted emails and significantly streamlined the processes.

4.3   Creativity and Learning - Cheryl Campbell, our Registration Manager, is currently studying for a professional HR qualification and has used her project to develop a new approach to performance and development across the SSSC. She has worked closely with managers and staff to test options, eg a new approach to development discussions is being piloted just now.

4.4   Commitment – Through quality assuring calls, the Registration team has gathered some of the positive comments from callers. Here are some examples:

- "It's quite unusual to get such helpful people nowadays."
- "Your training must be very good. I'm impressed."
- "If there's a problem, it's always dealt with. It's very impressive."
- "Thank you very much, you are very knowledgeable, you are great."
- "The support we have received from everyone at the SSSC has been fantastic. I'm a bit of a dinosaur when it comes to computers but the online support has been great."
- "You are absolutely the loveliest, nicest person I ever met in customer service."

This is a powerful confirmation of our commitment to providing good customer service.

4.5   Creativity and Learning – the Fitness to Practise department ran an in-house training programme about good presentation at hearings. Presenting staff were asked to present a mock case in front of their colleagues, with others playing various roles typically seen at a hearing. This was so we could learn from each other's approaches to presentation and provide feedback.

5.   CHIEF EXECUTIVE'S HIGHLIGHTS

5.1   As Council Members are aware, we are embarking on a significant programme of digital transformation. Our approach has been informed by our digital lead, Ged Bell's experience of performing the same role at Registers of Scotland and we had a visit to their Glasgow offices to see what it was like in reality. This was such an inspiring visit where we saw the possibilities opened up by technology and a conducive physical working environment.

5.2   On the same theme, Lorraine Gray, Ged Bell and I attended an excellent conference organised by Scottish Government's Digital Directorate with Ernst and Young aimed at people from the private, voluntary and public sectors. It opened our eyes to the possibilities of artificial intelligence, the internet of things, new ways of working, new types of worker and much more. Never let it be said that digital is the future - it is very much the here and now.

5.3   By contrast, the importance of human relationships was the focus of my visit to Burnside Primary School in Carnoustie with the Chief Executive of the GTCS. The head teacher is at the forefront of thinking and practice to embed the theory and research on adverse childhood experiences (ACEs) in the ethos of his school. ACEs theory is increasingly influential on policy developments in Scotland and it's vital that professional learning keeps up with that thinking. At Burnside, I spoke to early years practitioners who had firmly embedded it into how they work with children and parents.

5.4   At the other end of the age spectrum, I also visited Erskine Care in Renfrewshire. Erskine provides care for veterans and others in the form of care homes and is known for a person-centered approach and high levels of staff engagement. It was very impressive and I enjoyed a grilling from a group of staff about the SSSC, amongst other topics.

5.5   Council Members will be aware of the Care Review commissioned by the First Minister, chaired by Fiona Duncan. Fiona came to meet with the EMT to update us on the discovery phase of the review and discuss what we can contribute from our work. Fiona also appeared at the annual Kilbrandon Lecture at Strathclyde University when she responded to the First Minister's speech.

5.6   Another highlight for me was the launch of the Dundee and Angus Service Design Academy. This is the first of its kind in the world and is attracting international interest. It's a partnership between Dundee and Angus College, the Council and Open Change and I've been asked to be on the advisory board.

5.7   Finally, I was very pleased to see the launch of our registration app, referred to at 1.31 above. This is a new way for registrants and employers to manage their registration and access the codes of practice via their smart phones or tablets. It demonstrates our commitment to improving customer care as it means registrants can engage with their SSSC registration anytime, anywhere - signal permitting.

6.   RESOURCE IMPLICATIONS

6.1   There are no resources implications arising from this report.

7.   EQUALITIES IMPLICATIONS

7.1   There are no equalities implications arising from this report.

8.   LEGAL IMPLICATIONS

8.1   There are no equalities implications arising from this report.

9.   STAKEHOLDER ENGAGEMENT

9.1   Internal stakeholders have contributed to this report.

10.   IMPACT ON USERS AND CARERS

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

11.   CONCLUSION

11.1 This report contains a broad range of information about the organisation as a whole which may not be covered in other ways. However, it is a "highlights" report and is not intended to replace the reporting mechanisms in place for our Strategic and Operational Plans.

12.   BACKGROUND PAPERS

12.1 None.