Scottish Social Services Council

Data and Intelligence Strategy 2022-2025

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Contents

1. Introduction

We protect the public by registering the social work, social care and early years workforce, setting standards for their practice, conduct, training and education and supporting them with their professional development. In carrying out work to fulfil these objectives we collect data about workers and the social work, social care and early years sector.

This strategy sets out how the SSSC will develop and use data and intelligence both internally and externally and the principles we will adopt to access, collate and combine information in new ways to improve the way we work.

Our data and intelligence strategy supports our aims to:

• use our data and intelligence to enhance the safety and wellbeing of people who use services

• use and share the knowledge, data and intelligence we hold to understand and improve the support to the social work, social care and early years workforce

• help our stakeholders understand their data and intelligence needs and consider those needs in our future planning

• have the right information and processes that create the right environment for effective decision making about the work we do, based on evidence

• influence national policy making, provide support to the sector and support evidence-based decision making using the data and intelligence we hold as an organisation.
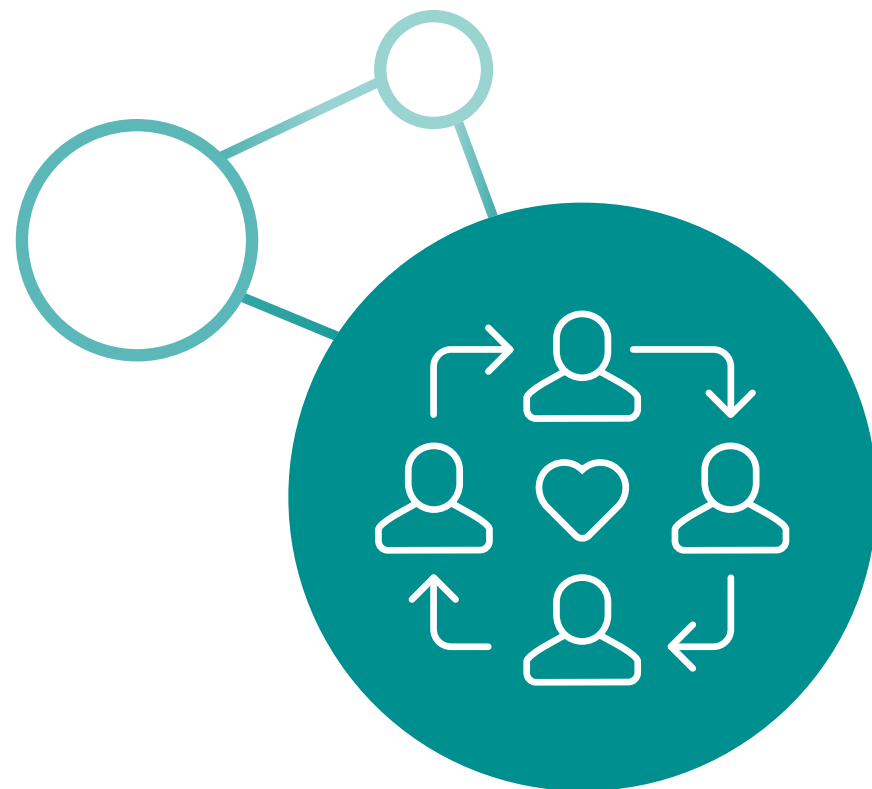
2. Vision

The SSSC has an important role in supporting evidence-based policy making nationally across the social work, social care and early years sector. We use our intelligence to protect those who use services and prevent harm.

We will help inform future design of services and provide the data and intelligence that enables Scotland to better understand the sector and those who work in it. Our data and intelligence offering will be influential and as useful as it can be. We will build a trustworthy open data ecosystem and manage our data with integrity within the requirements of the Code of Practice for Statisticians.

Internally we will continue to build expertise in information management, analysis and data science, while applying a shift from transactional data activity to high value analysis and intelligence to improve the way we work.
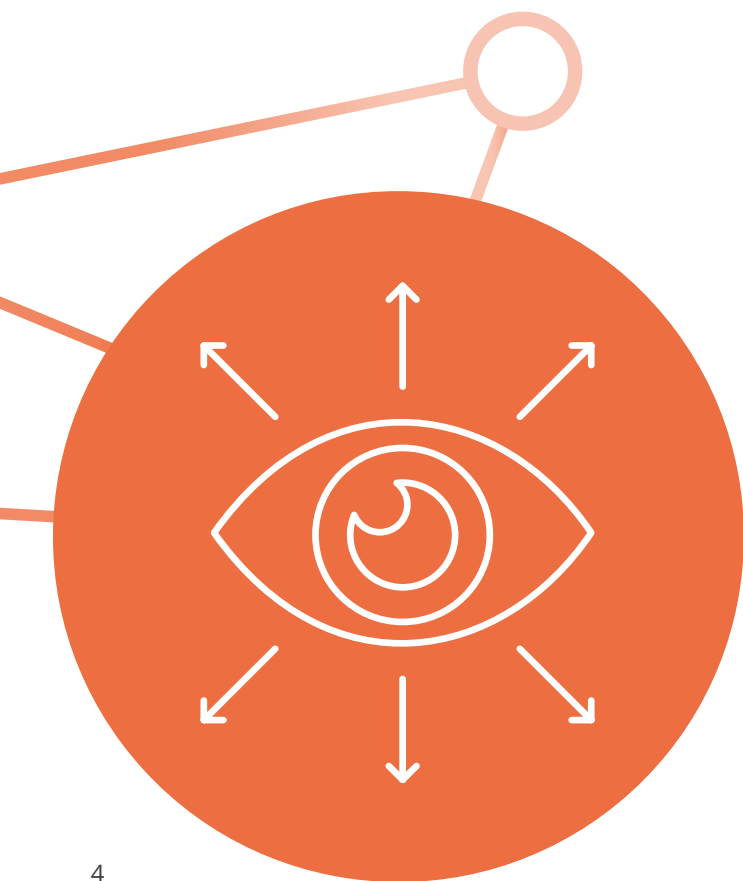
3. Context and policy landscape

Our activity contributes to Scotland's National Outcomes within the National Performance Framework, particularly those where social work, social care and early years supports tackling inequalities, building strong communities, living healthier lives and delivering high quality public services.

During the COVID-19 pandemic we responded at pace to change how we deliver our public protection, workforce planning and learning and development services to support the workforce, contribute to the development of national guidance and find solutions to the delivery of programmes and practice placements. This continues to be a rapidly changing environment and we must adapt as circumstances and guidance change and new skills needs emerge.

Our role to provide data and intelligence about registration, fitness to practise, learning and workforce development that informs solutions and helps us better understand what goes on in the sector, is increasing and more important than ever.

Over the next five years we will see major changes to the way Scotland delivers health and social care. We need to be agile in the delivery of our data and intelligence functions to manage expectations and needs in an ever-changing environment.

4. Principles

We will use the data, information and intelligence we hold to support the development of services and the people who deliver them. Our information can also be used to plan, develop and inform policy and decision making at a local and national level.

We will work with registrants, employers, Scottish Government and key partners to collate and analyse data and intelligence on the sector.

Our methodologies, processes and technologies that transform raw data into meaningful and useful information will drive strategic and operational insights and decision making. As a result, the change to the way we use information will help our organisation be fit for the future.

We have set out the principles for how we will deliver this strategy. We will:

- promote the SSSC as the point of contact for data and intelligence requests about the sector and its workforce

- foster a culture of decision making that is clearly supported by quality intelligence and data analytics

- develop strategic partnerships and agreements with partners, which will improve our collaborative data and intelligence offering, to drive and influence planning and development for the sector

- use our data to develop our systems to protect the public in line with our statutory responsibilities and share information with others when necessary

- use insights to expand and improve our offering in line with the changing operational and strategic environment
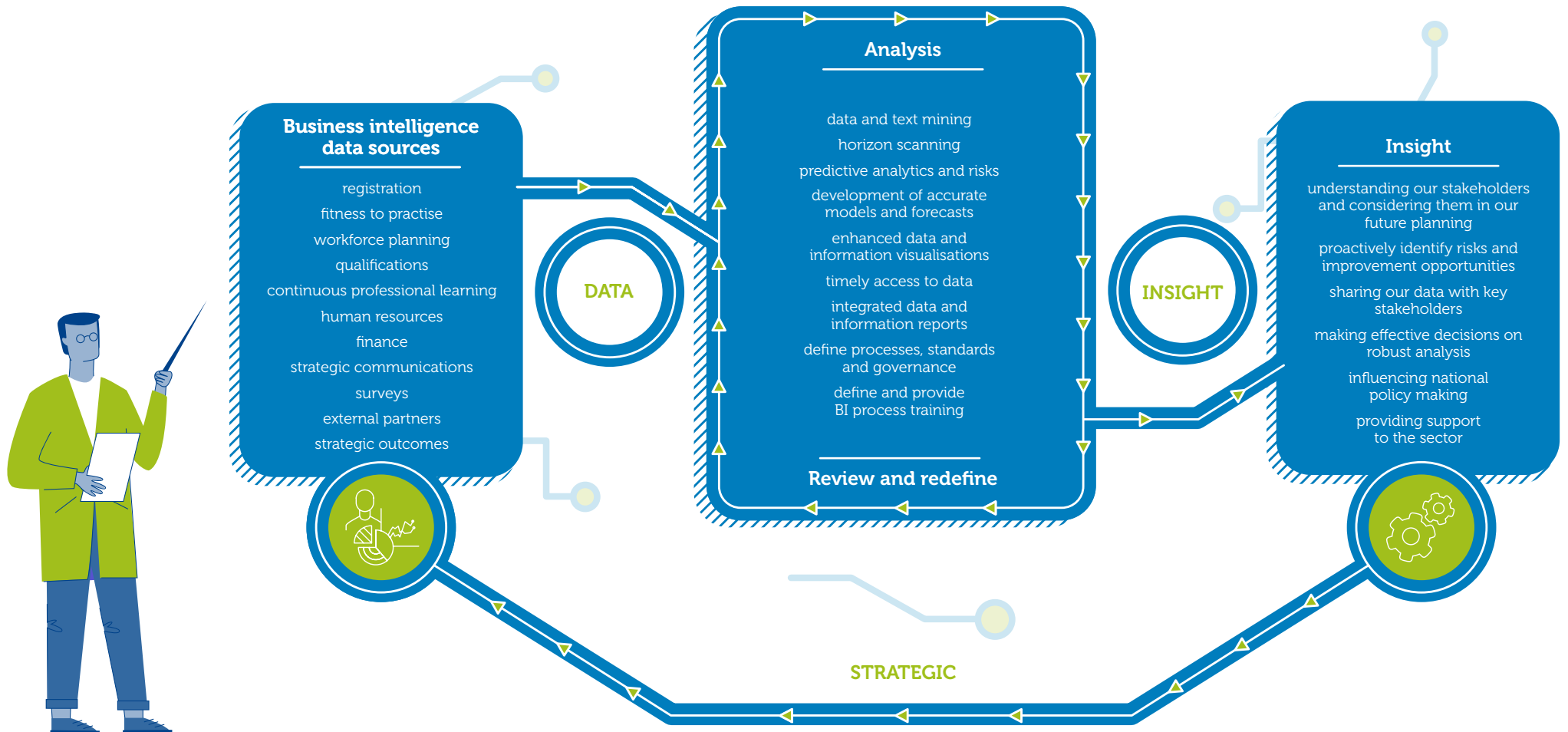
- proactively publish information about the sector for which there is a wide demand, using the range of data and intelligence that we collect from internal and external sources to drive decision making and influence policy

- combine data from across the public sector and develop insights to drive improvement in the sector

- adopt a customer focused approach to processing internal and external data requests

- define clear processes for internal management and development of data and intelligence and robustly manage data and information governance arrangements

- review data repositories to maintain integrity of source data in a structured way

- quality assure and validate data sets

- conform to data quality standards that are trustworthy, provide quality and value so that our data is accurate, valid, reliable and relevant and conforms to our information management policies and statutory obligations

- work with our staff to understand our data, encourage questions at all levels and empower colleagues to use insights to tell their own 'data stories'.

5. Intelligence model

We use multiple sources of data and methods of analysis to develop our data and intelligence services. The diagram below describes how our data and information flows through the organisation.

Business intelligence data flow

Business intelligence data sources

- registration
- fitness to practise
- workforce planning
- qualifications
- continuous professional learning
- human resources
- finance
- strategic communications
- surveys
- external partners
- strategic outcomes

DATA

Analysis

- data and text mining
- horizon scanning
- predictive analytics and risks
- development of accurate models and forecasts
- enhanced data and information visualisations
- timely access to data
- integrated data and information reports
- define processes, standards and governance
- define and provide BI process training

Review and redefine

INSIGHT

Insight

- understanding our stakeholders and considering them in our future planning
- proactively identify risks and improvement opportunities
- sharing our data with key stakeholders
- making effective decisions on robust analysis
- influencing national policy making
- providing support to the sector

STRATEGIC

The business intelligence data sources are on the left of the model. These sources include data from:

- registration
- fitness to practise
- workforce planning and intelligence
- qualifications
- continuous professional learning
- human resources
- finance
- strategic communications
- surveys
- external partners
- strategic outcomes.
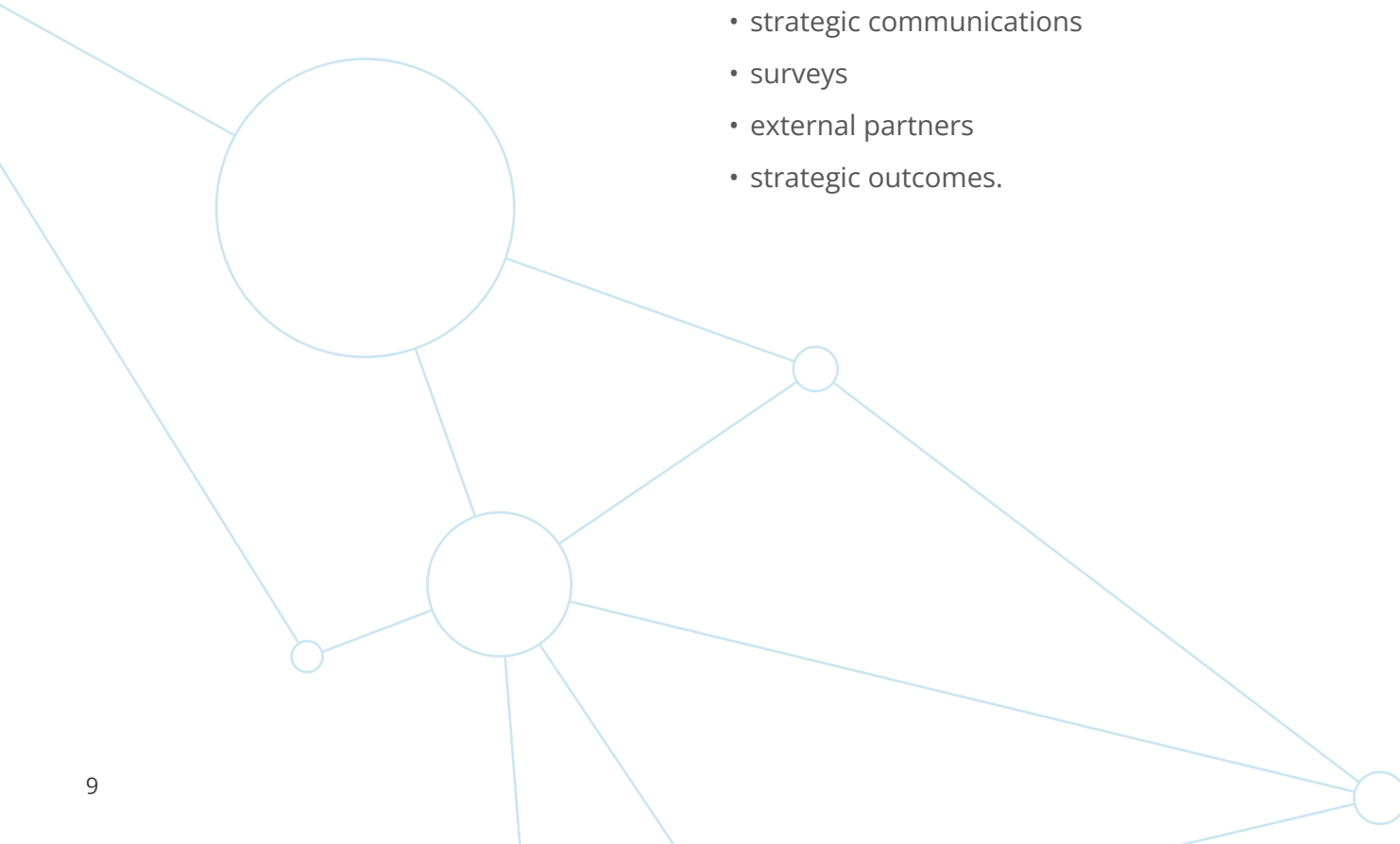
The data sources flow to the central analysis area. The analysis is constantly reviewed and refined within this process.

We:

- carry out data and text mining
- horizon scan
- carry out predictive analytics and risk
- develop accurate models and forecasts
- create enhanced data and information visualisations
- provide timely access to data
- create integrated data and information reports
- define processes, standards and governance
- define and provide business intelligence process training.

Insight from the analysis flows to the right of the model which illustrates what we do with this analysis and how it is used within the organisation.

These include:

• understanding and considering our stakeholders in our future planning

• proactively identifying risks and improvement opportunities

• sharing our data with key stakeholders

• make effective decisions on robust analysis

• using data to transform our service

• influencing national policy making

• providing support to the sector.

This step then loops back to the left of the model as strategic intelligence to further refine the initial data source process.
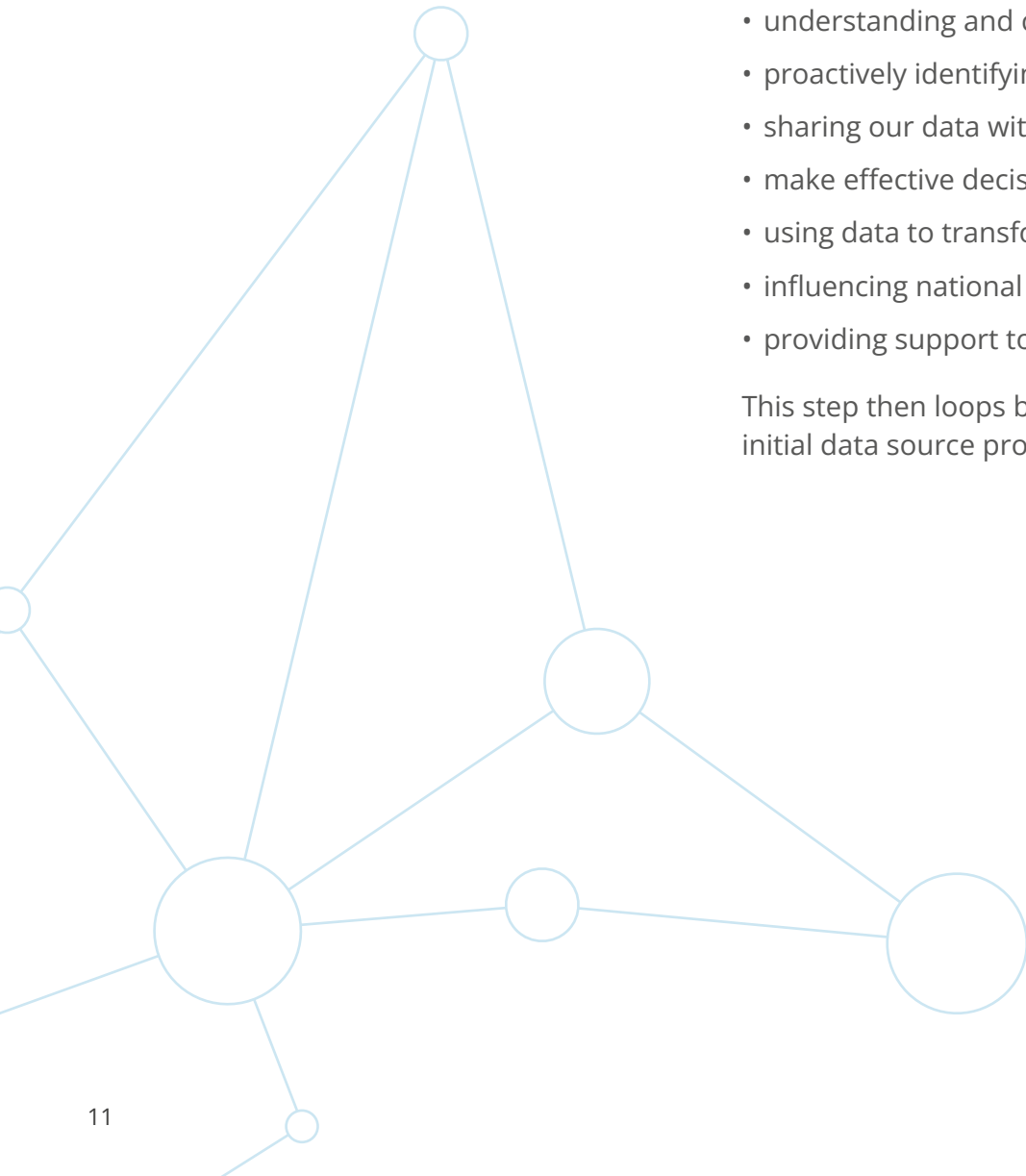
6. Our role as an Official Statistics provider

We are responsible for workforce data and intelligence. Our aim is to provide information for everyone from Scottish Government Ministers to the public and produce workforce data, information and intelligence for employers and other stakeholders that supports the development of the sector.

Data collection

Each year we carry out a workforce data collection survey. The survey of local authority social work services (LASWS) gathers data on people working in local authority social work services, which are not registered care services as defined under the Regulation of Care (Scotland) Act 2001. The other survey is of people employed as mental health officers (MHOs) by local authorities.

Publications

The data collected in the LASWS survey is combined with workforce data collected by the Care Inspectorate from all registered care services to create the annual **Scottish Social Services Workforce Data report** (this is an Official Statistics publication). MHO data that is collected during these surveys is published as the Mental Health Officers report (this is a National Statistics publication).

Official Statistics and National Statistics

In June 2012 the Scottish Parliament approved a motion to make our annual report on the sector workforce an Official Statistics publication. In December 2012 we took over responsibility for the annual survey and report on Mental Health Officers (MHOs) in Scotland, which is a National Statistics publication, from the Scottish Government.

7. Innovation

We are modernising our data and intelligence infrastructure to support this strategy. This will allow us to deploy data warehouse and dashboard technology both internally and externally to deal with the increasing number of demands for our data.

Our aim is to publish information which will be freely available to all our stakeholders. Through rapid agile development we will release iterations on dashboards that will support understanding, planning and development in the sector over the course of this strategy.
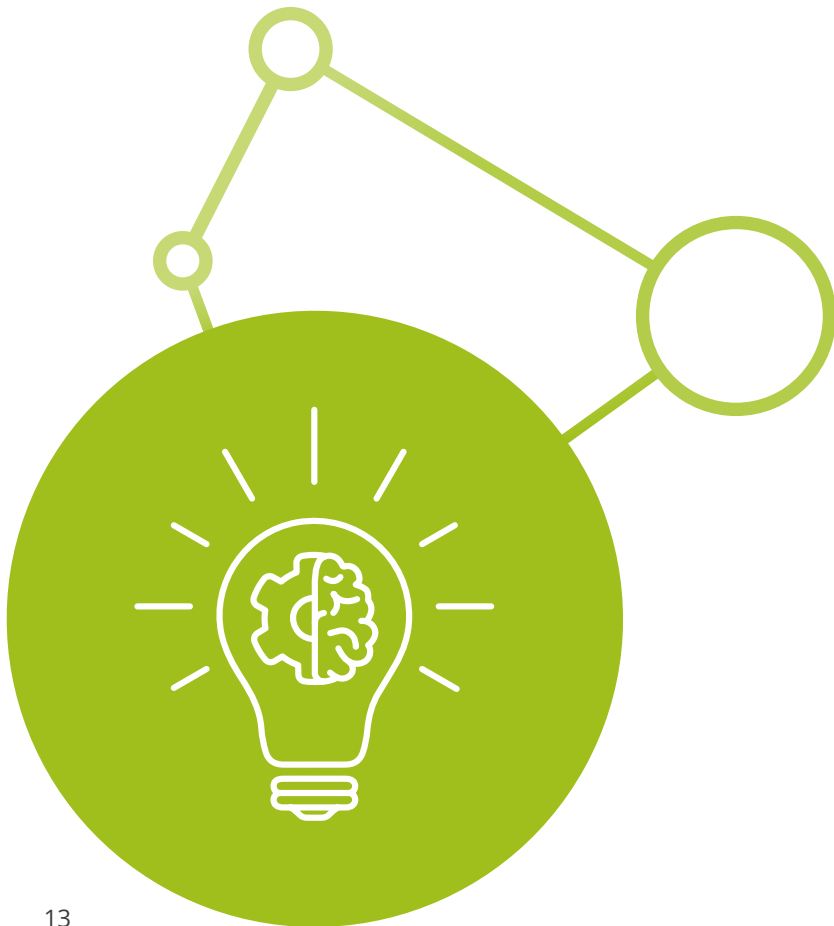
8. Resources

We will develop our data and intelligence resources to deliver the principles set out in this strategy. Our intelligence systems and resources are funded by grant in aid budget and are business as usual activities.

We will work together across the organisation to manage internal and external data and intelligence requests and process these in accordance with this strategy, codes of practice and legislative requirements.

During 2022 we will develop our internal insight and intelligence process and systems, following our investment in data warehouse and Power BI technology.

We will collaborate with other public bodies to link up data and intelligence to build a better understanding of trends, drivers and outcomes for the sector.
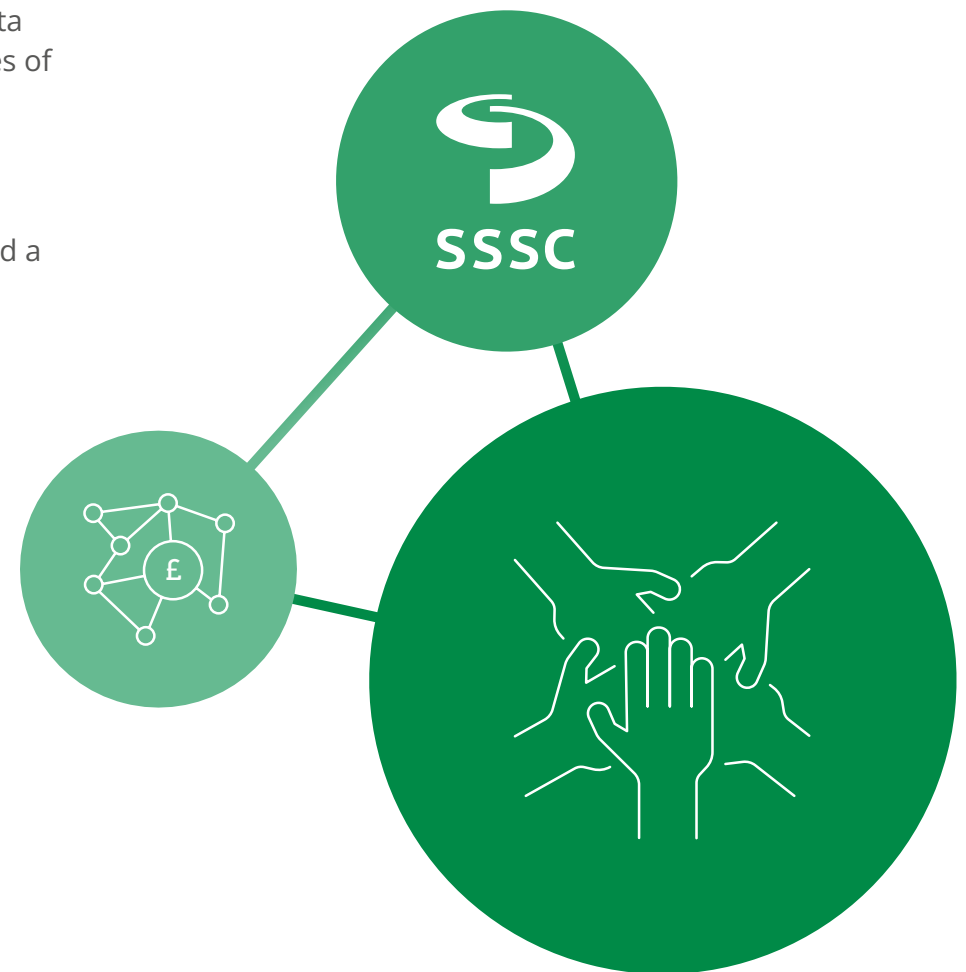
# 9. Evaluation and measuring impact

We have systems to monitor data requests and gather feedback from partners we share information with.

When we publish data and intelligence, we will seek feedback from readers and use this to improve our offering.

When we work with partners to deliver key pieces of data and intelligence work, we will evaluate our contribution and seek feedback about the role the SSSC played.

Our next strategic plan for 2023-2026 will provide a focus on the SSSC as a data and intelligence hub and we will measure our contribution to national policy and the work of our partnerships through this plan.

In the longer term the impact of this strategy should be reflected in improvements in performance across the social work, social care and early years sector and the quality of services provided in Scotland. We will work with our partners to provide the evidence for this.
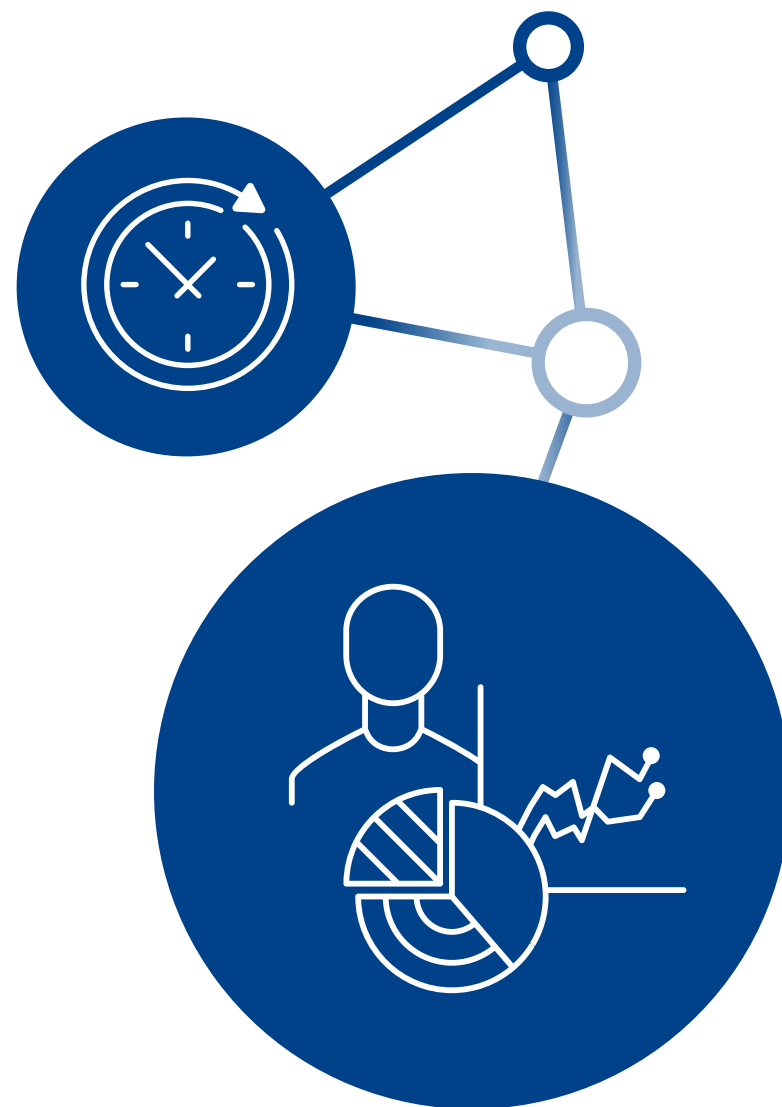
10. Linking our strategy with wider policies and strategies

SSSC Strategic Plan 2020-2023

SSSC Digital Strategy 2021-2024

SSSC Workforce Skills Report

SSSC Data Protection Policy

Code of Practice for Statistics
UK Statistics Authority and the Office for Statistics Regulation

A Changing nation: How Scotland will thrive in a digital world
Scottish Government (2021)

11. Delivery plan

We have planned activities over the next three years to enable the SSSC to deliver the vision and aims of this strategy.

Activity	Directorate responsible	Expected delivery
Implementation of intelligence and insights project	Strategy and Performance	2022-23 – Q2
Forecast and trend anaylsis – eg fitness to practise, hearings, qualification conditions	Strategy and Performance	As required
External dashboards for self service – fitness to practise, registration, hearings, workforce and qualification conditions data	Strategy and Performance	2022-23 – Q4
Registration equalities data report	Strategy and Performance	2022-23 – Q4
Responding to external data requests	Strategy and Performance and Development and Innovation	As required
Assurance reporting	Strategy and Performance	Quarterly
SSSC Making a difference report	Strategy and Performance	Annual report
Key registration statistics	Regulation and Strategy and Performance	Monthly
Key fitness to practise statistics	Regulation and Strategy and Performance	Monthly

Activity	Directorate responsible	Expected delivery
Governance reporting • Annual Report and Accounts • SSSC Complaints Report • Equality, Diversity and Inclusion Mainstreaming and Outcomes Report 2021-2025 • Realising Potential: Our plan for putting care experienced children, young people and adults at the heart of what we do 2020-2023	Strategy and Performance	Annual report
Workforce Intelligence and Planning reports • Staff vacancies in care services report • Workforce skills report • Workforce data report • Demand for social workers report	Development and Innovation	Annual update
Workforce data sets publishing • Adults' services • Children's services • Local authority post type tables • Interactive local authority social worker website tool • Annual detailed workforce information • Mental health officers time series tables • Scottish Vocational Qualifications, modern apprenticeships and Higher National Certificate uptake report • Quarterly registration data plus detailed early learning and childcare data	Development and Innovation	Quarterly or annually
Implementation of Scottish Government analytic workbench	Development and Innovation	2022-23