

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	Lorraine Gray Chief Executive
Responsible Officer	Lorraine Gray, Chief Executive
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 plan and resource our activities to deliver our digital strategy.</p> <p>Risk 5: We fail to provide value to stakeholders and demonstrate our impact.</p> <p>Risk 6: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.</p> <p>Risk 7: The SSSC fails to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.</p> <p>Risk 8: The current business continuity plan in place, is not up to date, for the SSSC.</p> <p>Risk 9: The SSSC is unable to operate due to effects of global pandemic COVID-19.</p>
Impact assessments	<ol style="list-style-type: none"> 1. An Equalities Impact Assessment was not required. 2. A Data Protection Impact Assessment was not required. 3. A Sustainability Impact Assessment was not required.
Documents attached	None
Background papers	None

EXECUTIVE SUMMARY

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 27 May 2021, and looks forward to emerging issues.

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

2. Hannah Coleman, Head of Regulatory Improvement and Hearings was a panellist at a Law Society event discussing agile working and our response to the pandemic.
3. Chris Weir, Head of Fitness to Practise met with the Faculty of Advocates to discuss enhanced ways of the Faculty providing free representation to workers.
4. The Regulatory Improvement Team went live at the beginning of July and will be focusing on providing improvement and support to everyone involved in the fitness to practise process.
5. Cheryl Campbell, Head of Registration, has been asked to join the Healthier Working Lives for Care Workers Programme, Advisory Board. This is an Edinburgh University led programme partnering with Scottish Care, Creative Venue and Codebase. It will focus on developing careers, enhancing continuity and promoting wellbeing for care workers aged 50 plus.
6. We are working with Scottish Government health colleagues and the health regulatory unit on planning the annual Health and Social Care Regulatory Conference which takes place online on 1 November 2021. The SSSC will be running a joint workshop with the General Optical Council on opt in hearings.
7. Colleagues in Regulatory Improvement and Hearings, Communications and Legal and Corporate Governance have worked to launch 'opt in hearings', which is a significant change to regulation. This includes designing a series of new information factsheets to support people going through the process.
8. The Hearings Team is shortlisted for Support Team of the Year at the Scottish Legal Awards. The ceremony is in September.

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

9. The SSSC is sponsoring the Scottish Association of Social Workers conference which is taking place 31 August 2021 through to 5 September 2021. We will deliver workshops to support Newly Qualified Social Workers (NQSWs) including raising awareness of the online resources available to them and promoting national wellbeing support on offer.
10. The NQSW web resource launched in July and provides a range of resources for NQSWs and those who have a role in supporting NQSWs. There is specific information and relevant resources for these different audiences that we hope the website will help to support consistency for the NQSW experience in the supported year in practice. The website will evolve as we develop our national project and we will use the website to keep everyone up to date.
11. In response to the mental welfare commission report on hospital discharges which raised concerns about the knowledge and skills of the workforce we published a resource for social workers in June to support their understanding and role when involved in supporting people moving from hospital to a care home.
<https://learn.sssc.uk.com/coronavirus/hospitaldischarge/index.html>
12. The availability of social work student placements remains challenging and we are working in collaboration with others through the Social Work Education Partnership (SWEP) to find potential solutions. The biggest demand for placements will come in September when those students who completed the online advanced skills practice module, as an alternative to the first practice placement, are due to go on their second placement. This has been extended to 120 days to ensure sufficient practice learning days are completed to evidence the standards required. The demand for placements for these students is in the west of Scotland and additional funding is being provided to local authorities to support capacity. Local authorities have committed to take additional students. Contingency arrangements remain in place to support the delivery of programmes impacted by the pandemic to maximise the numbers of students to qualify on time and enter the workforce.
13. We will publish the evaluation report of the advanced skills module in September. The SSSC has also commissioned, on behalf of SWEP, an evaluation of the 120 placements to evaluate the overall experience of those students who have undertaken their studies under this pilot approach. This will inform any proposed changes to delivery of programmes in the future.
14. The majority of HNC students who experienced placement delays because of the pandemic are expected to qualify by autumn at the latest. A number of programmes are extending placements into the summer

months to allow students to complete. Others are arranging for students to complete placements on return from summer break in August with a completion date of October. The SSSC continues to maintain the live data sets in relation to the number of students requiring placements across all programmes and continues to work collaboratively with the College Development Network, programme providers and Scottish Qualifications Authority to monitor the supply and demand for placements.

15. We continue to engage with the social services workforce in respect of quality improvement (QI) learning and have developed a network of people interested in learning more from us and each other. As part of this work, we're delivering a series of monthly QI Learning Forum events. The first focused on how we use storytelling to support improvement, the second on organisational culture and readiness for improvement and the third will focus on how we can use coaching and mentoring to support improvement. After each session we share some of our learning more widely via a Sway report, such as [this one for the organisational culture session](#).
16. We continue to work with NHS Education Scotland (NES) Project Lift and Scottish Government colleagues to support the development of the National Leadership Programme for health and social care. As part of this, we're working alongside Project Lift to develop a programme of leadership learning for strategic systems leaders across health and social services. We are currently at the inquiry stage of this work, building on the Leadership Cubed programme delivered by Project Lift over the past three years, and have engaged to date with Leadership Cubed alumni, Chief Social Work Officers, Chief Officers, and senior leaders in local authority social work. Further engagement is planned to inform the design stage of the programme.
17. We have delivered a series of webinars held with employers and Dementia Ambassadors to promote our new [Dementia Ambassador Guide](#). In collaboration with NES we launch of the refreshed Promoting Excellence [PE framework](#) in May 2021 and developed the 'Once for NES Dementia' platform on TURAS which launched via webinar on 21 June 2021.
18. The SSSC supported the development of the new [Manual: Care Home Infection Prevention and Control Manual \(CH IPCM\)](#) which was launched in May 2021. We have submitted a joint SSSC/NES partnership Project Initiation Document to Scottish Government for the delivery of an Infection Prevention and Control induction resource and Smartphone app based on content of refreshed IPC pocketbook. SSSC will deliver the Smartphone app.
19. We have been invited to speak (virtually) at an international Micro-credential event about our success with Open Badges. We have recently enabled peer assessment functionality within Open Badges to increase capacity and volume of badges that can be assessed.

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

20. We have run six focus groups with managers across specific services and with Chief Social Work Officers to develop our Workforce Skills Report.
21. The team continue to work on projections of future demand/workforce and have completed the analysis of current registration data from the register. The executive summary and technical reports are developing, and we aim to publish the Workforce Skills Report early September. Analysis so far highlights:
 - 206,000 people working in the social services sector
 - over 160,000 people registered with the SSSC
 - of which 51% currently hold the required qualification for their role
 - leaving 85,151 individuals across the adult and child social care workforce who require to gain a necessary qualification for registration by 2025
 - 68,768 qualification conditions across the adult social care workforce
 - 16,383 qualification conditions across the early years (residential child care and day care of children) workforce
 - the highest demand for qualification conditions is at SCQF Level 6 and predominantly for support workers in Care at Home/Housing Support.
22. We will have a development session in October 2021 to discuss the Workforce Skills Report in more detail.
23. We published the Mental Health Officer (MHO) report on 17 August and have a provisional publication date of 31 August for the Workforce Data report.
24. The Workforce Planning team co-facilitated a series of workshops during June 2021 to support personal assistants, the outcomes are to build a shared understanding of the context that supports (and hinders) personal assistants being a valued part of the social services workforce. A Personal Assistance Programme Board is to be established, the SSSC has been invited to be a member and the outcomes, maps and learning from the above workshops are to be used as part of the work of the Board.
25. Our work around careers and employability has seen us present alongside Skills Development Scotland (SDS) and Scottish Care to the new Developing the Young Workforce (DYW) school coordinators. We have had a proposal accepted to take part in DYW Live which is a national collaboration with Education Scotland to stream live careers sessions into primary and secondary schools across Scotland. We are in discussion with NES about taking a partnership approach.
26. We have produced two webinars on the Kickstart job creation scheme for young people, in partnership with Department of Work and Pensions (DWP), Scottish Care and Scottish Centre for Voluntary Organisations.

We have worked with Institute for Research and Innovation in Social Services (IRISS) to produce careers podcasts, working with DWP and Disclosure Scotland.

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

27. Plans are underway for the 20th anniversary including a staff event and external engagement along the lines of the Inspiring Care Stories project.
28. Planning is underway for online registrant 'roadshow' events to start early in the autumn, running each quarter. These events are free for registrants to come and meet the SSSC, find out more about how we can support them with their learning and development, learn about the fitness to practise and hearings developments and this year there will be a continuing focus on the benefits and value of registration and regulation for this sector.
29. The SSSC has been shortlisted for two awards with the Chartered Institute of Public Relations (CIPR) for the Inspiring Care Stories Campaign. Our Inspiring Care Stories demonstrated the value of the work of the sector during the COVID-19 pandemic. We have been shortlisted under two categories, Best COVID Response and Public Sector Campaign. The Scotland Virtual Pride Awards ceremony will take place on Wednesday 6 October 2021 at 2.30pm and we look forward to attending to find out who the winners are.

HIGH PERFORMING ORGANISATION

30. We have run our first 'Spotlight on...' week, this time focusing on Council Members. The week will explain the role of Council for staff and includes videos with Members.
31. The new Communications and Digital Strategies are now launched with an article out to stakeholders letting them know of our focus and plans.
32. We are rolling out Full Disk Encryption (FDE) using Microsoft Bitlocker. This is being managed through staff attending the office through planned appointments or remote access when necessary. We aim to complete this work by the end of August.
33. The Care Inspectorate Board agreed the shared services governance documents at their meeting in June with no amendments. At the Council meeting in May we agreed to provide a further update on the progress with operational documentation. The Operational Management Team reviewed the service specification and other documents and suggested minor amendments. At the time of writing, we have just received the

Internal Audit report reviewing the shared services operational documents, which gave an overall grading of 'good'. The Shared Services Oversight Group will consider the recommendations before presenting to the Executive Management Team for review.

Agile working

34. Since working from home started in March last year, we have surveyed staff on several occasions to understand how they are affected by it and their thoughts about how they would like to work in the future. The results overwhelmingly indicate that most staff enjoy working from home and would like flexibility in the future so that they can work predominately from home and occasionally in the office.
35. Over spring and early summer all teams met to discuss how they would like to work in the future. Organisational Development analysed the feedback from those sessions and identified the key areas that we need to work on and develop to support staff in future. The main themes revolved around supporting staff to develop, collaborate and communicate and ensuring that home and office space have the right set-up and equipment.
36. In July we asked all staff to indicate their preference for how many days, if any, they want to work in the office in the future:

• Frequency of working from the office	• % of staff
• Infrequently	• 29%
• Not at all	• 23%
• One day a week	• 18%
• Two days a week	• 15%
• Three days a week	• 12%
• Four days a week	• 1%
• Five days a week	• 2%

37. This work will allow us to formulate both the long-term footprint of desks we require, and the areas for development to support staff, including revising affected HR policies.
38. Facilities are working on a business case for the organisation in advance of the end of the lease in 2023. Very broadly we know from our survey that the need for office desks will reduce by over a half. Ensuring we have the space for holding fitness to practise hearings, and to allow for staff and external collaboration are key requirements.
39. We are currently working to allow staff access to the office more widely from 30 August. We have 70 socially distanced desks available and are confident that will meet demand.

Registration fees

40. We were due to consult on registration fees last year. We delayed this due to the pandemic. The intention is to consult this year; however, the sector is still dealing with significant staffing and wellbeing issues because of the pandemic. We are in discussions with Scottish Government about how we address our funding shortfall.

HORIZON SCANNING

41. National Care Service: On 9 August the Scottish Government published the consultation on the National Care Service (NCS). The consultation will run until October. It is intended to introduce the legislation during the first year of this session with the expectation that the NCS will be operational by the end of it. The Scottish Government has also created a social covenant steering group. The group includes people with lived experience and they play a key part in the co-design process. This includes establishing a common set of values and beliefs which will underpin the NCS.
42. The Promise: The Change Programme was published at the end of June. It follows on from Plan 21-24 and sets out what needs to happen to Keep the Promise by 2030. The Promise's Oversight Board will use the Change Programme to track the pace and quality of change and report publicly on progress. The Change Programme has several references to the review of the Codes of Practice for Social Service Workers and Employers.
43. Early Learning and Childcare Expansion (ELC): The Scottish Government has committed to offering all eligible children 1,140 hours of funded ELC from August 2021. In this parliamentary session the Scottish Government will extend this commitment further by developing further provision of wraparound care and afterschool clubs. The latest Early Learning and Childcare Expansion Delivery Progress Report shows there has been a steady increase in the local authority ELC workforce. This increase is reflected in the numbers of SSSC registered day care of children care practitioners and support workers.
44. Scottish Child Abuse Inquiry: The second phase of the boarding schools case study commenced on 4 May 2021. Evidence relating to Loretto School and Morrison's Academy concluded on 27 May. Hearings have been paused until the autumn while new premises are being prepared and dates for the five other schools also under investigation have yet to be set.
45. Migration: The deadline to apply for the EU Settlement scheme was 30 June 2021. The Home Office is continuing to accept late applications where they are reasonable grounds for missing the deadline. The UK

Government has commissioned the Migration Advisory Committee (MAC) to lead an independent review of adult social care and the impact of ending freedom of movement. The MAC will look at several areas including the impact on the workforce such as recruitment and training. The MAC will examine these issues across the UK and any matters which are devolved will remain the responsibility of the Scottish Government. The MAC will report by April 2022.

CONSULTATION

46. 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 at this time.

RISKS

47. This report provides Council Members with an overview of work that is ongoing. Any risks are identified within the project plans of the pieces of work.

IMPLICATIONS

48. There are no financial, legal or staffing implications arising from this report.

IMPACT ASSESSMENTS

49. Impact assessments for equalities, data protection and sustainability are not required.

CONCLUSION

50. 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.