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# Foreword

**Every day, people working in social work, social care and children and young people services across Scotland support people in so many ways.**

**Our vision is that the people of Scotland can count on social work, social care and children and young people services being delivered by a trusted, skilled valued and confident workforce. Through our work we protect people using these services and strengthen the professionalism of this workforce.**

Our strategic plan for 2023-2026 sets out our priorities for the next three years. In designing this plan, we involved as many people as possible. Thank you to everyone who contributed experiences, views and ideas to help us set our course and drive our work forward.

The last three years have been a time of exceptional and unprecedented turmoil with the impact of the pandemic, Brexit, war in Ukraine, the ever spiralling cost of living and the financial crisis across the country facing us for some time to come.

Against this backdrop, we are preparing for major changes in the next three years to the way social work, social care and children and young people services are delivered across Scotland. We are committed to being part of the changes ahead and we will listen, learn and do the right thing by the workforce and for care experienced people using these services.

The pandemic turned a spotlight on our sector like never before, which in turn highlighted the issues for this workforce and just how much we all need the right people with the right skills, qualifications and values in these roles. These are not jobs for just anyone and we will continue to play a lead role in telling their story and making sure their role is valued and equal to that of their health care colleagues.

The workforce faces significant challenges and we are determined to support the workforce and employers through these times. Through our work, we are in a unique position with access to data and intelligence that can support improvement across a range of areas.

We will continue to strengthen our strategic partnerships with NHS Education for Scotland, the Care Inspectorate and other partners to deliver the work set out in this plan. And work closely with the Scottish Government and all partners on critical issues including recruitment, trauma informed approaches and the essential wellbeing of the workforce that is dedicated to improving the lives of others.

**‘We will continue to strengthen our strategic partnerships with NHS Education for Scotland, the Care Inspectorate’**







**'We believe in designing our services with you, this is the key to achieving our vision to be a public service that makes a positive and lasting contribution'**

We will make sure that our regulation and workforce development roles are responsive, proportionate and relevant for this workforce and the people using services. In December 2021 we launched our Future Proofing Programme, focusing on streamlining our processes, making sure the Codes of Practice are relevant and supportive and developing the workforce with the skills for the future.

Many of you are involved in this and other areas of our work. We believe in designing our services with you, this is key to achieving our vision to be a public service that makes a positive and lasting contribution to improving the quality of Scotland's care services. And to providing exceptional value for our registrants and the people who use Scotland's social work, social care and children and young people services.

This plan sets our direction for the next three years which we know will continue to be a time of real change and will come with great opportunities and a few challenges for all of us along the way. We will work hard to make sure that you are confident in the service we provide and value the work that we do.

**Lorraine Gray**  
Chief Executive

**Sandra Campbell**  
Convener

# Who we are and what we do





→ Our vision

→ Our purpose

# Our vision

**Our vision, as the regulator of the social service workforce in Scotland, is that the people of Scotland can count on social services being provided by a trusted, skilled, confident and valued workforce.**

We want to live and work in a Scotland that values its social services and the workforce that delivers those services in our communities, to our citizens.

To deliver our vision, we will focus on our two main areas of work.

The first is protecting the public by registering the workforce and acting where someone falls short of the standards we have set. The second is to work with others to develop the workforce, attract people to careers in this sector and make sure the workforce has the skills and professional knowledge needed to meet the demands of the changing landscape of social work, social care and children and young people services.

We deliver our work in a way that is customer-focused and evidence driven – making the best use of available technology to provide a seamless service that is based on the intelligence we hold. As a public sector body, we recognise the importance of best value services that are well governed and monitored.

**'As a public sector body, we recognise the importance of best value services that are well governed and monitored.'**



# Our purpose

We protect the public by registering the social work, social care and children and young people workforce, setting standards for their practice, conduct, training and education and by supporting their professional development. Where people fall below the standards of practice and conduct, we can investigate and act.

We approve and quality assure delivery of programmes, develop and maintain the National Occupational Standards, set qualifications and continuous professional learning (CPL) requirements for the workforce and develop and endorse training. We are the national lead for workforce development across public, voluntary and independent employers working in health and social care settings. We identify the professional learning needs of the social work, social care and children and young people workforce across Scotland and develop national resources to support practice improvement.

**'We are the national lead for workforce development'**

**We have a statutory responsibility to:**



→ publish the national Codes of Practice for people working in social work, social care and children and young people services and their employers



→ register this workforce and make sure they adhere to our Codes of Practice



→ promote and regulate their learning and development

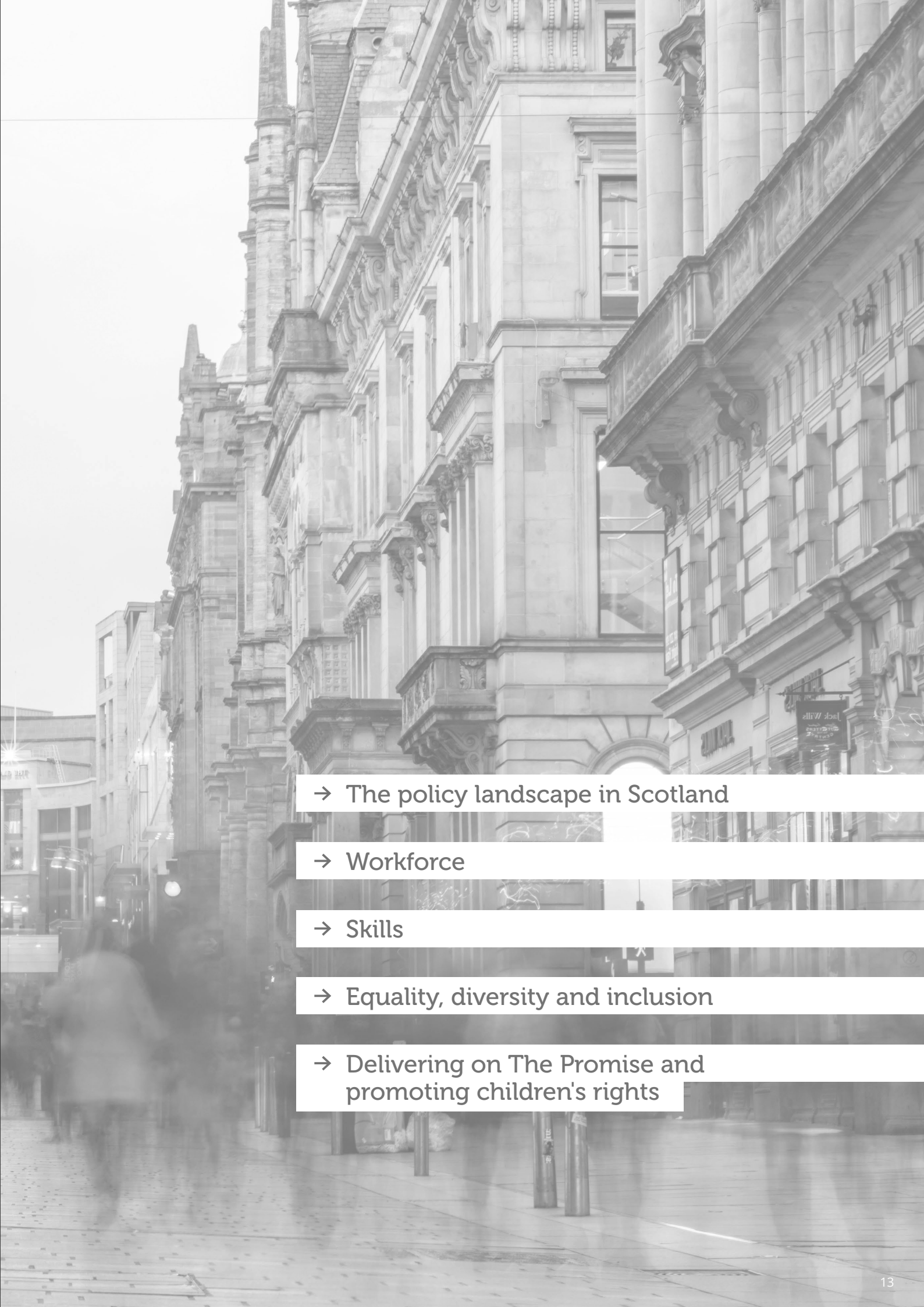


→ lead workforce development and planning for the social work, social care and children and young people workforce in Scotland and provide national statistics.



# Opportunities and our future





→ The policy landscape in Scotland

→ Workforce

→ Skills

→ Equality, diversity and inclusion

→ Delivering on The Promise and promoting children's rights

# The policy landscape in Scotland

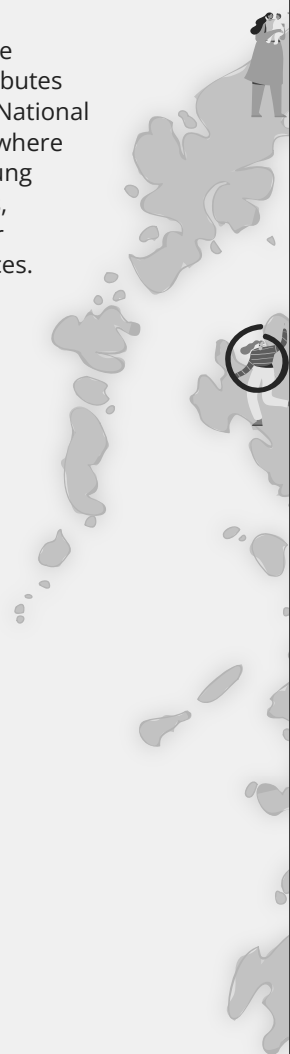
The social work, social care and children and young people workforce delivers critical and high quality services to hundreds of thousands of people across Scotland every single day. An estimated 1 in 25 people used or received social care or services at some point during 2020-21 and more than 210,000 children are registered with an early learning and childcare service. We expect the proportion of people over the age of 65 to grow, leading to increasing service demand.

The number of people employed in this sector has grown significantly over the past decade and we expect this will continue. The sector employs almost 210,000 people in Scotland, approximately 1 in 13 people in employment. The COVID-19 pandemic shone a light on the significant role of the social work, social care and children and young people workforce and its contribution to the Scottish economy.

During the pandemic we responded quickly, adapting the way 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 training programmes and practice placements.

We continue to have a vital part to play in the delivery of social services. Our activity contributes to Scotland's National Outcomes within the National Performance Framework particularly those where social work, social care and children and young people services support tackling inequalities, building strong communities, living healthier lives and delivering high quality public services.

'The COVID-19 pandemic shone a light on the significant role of the social work, social care and children and young people workforce'







## What guides our work

- National Care Service
- Health and Care Workforce Strategy
- Promoting Fair Work
- Safe Staffing
- Delivering early learning and childcare
- Keeping The Promise
- A trauma informed workforce
- Incorporating the UN Convention on the Rights of the Child into law
- Modernising mental health law and promoting wellbeing
- Supporting carers
- Vision for community justice
- Mainstreaming equality, diversity and inclusion
- Promoting economic contribution of social work, social care and early years
- Education reform
- Scotland's National Strategy for Economic Transformation
- Modernising inspection, scrutiny and regulation
- Using data for public benefit

## Workforce

There are ongoing challenges around recruiting, retaining and developing the workforce of today and tomorrow. The development of the National Care Service (NCS) and the Independent Review of Adult Social Care (IRACS) both note that high quality personalised services are delivered by a workforce that feels engaged, valued and rewarded for the work that they do. A key part of this is about making sure the workforce also has the skills and qualifications that they need.

We will continue to make sure the regulated workforce is registered and fit to practise. We are modernising our Register and making sure that workers get the right qualification for their role. We are making qualifications more flexible so it is easier for people to move across different kinds of services, developing new qualifications and career pathways and looking at registering further groups of the workforce.

We continue to work in a rapidly changing environment and over the next five years we will see major changes to the way Scotland delivers health and social care as the NCS is established.

We are central to the process of developing the NCS with Scottish Government, our partners and other agencies. As part of the NCS, the legislation proposes establishing a National Social Work Agency (NSWA) to promote training and development, provide national leadership and support workforce planning. The NSWA will develop the proactive role, currently sitting with the Office of the Chief Social Work Adviser (OCSWA) at Scottish Government, around advanced practice and other developments for social work as a profession.



## Skills

We will work alongside OCSWA to set up the NSWA and continue to quality assure and approve social work degree and postgraduate programmes.

We look forward to working closely with the NCS to establish the skills and knowledge needed in the social care workforce and that need to be reflected in the qualification requirements we set. And we will also continue to work with our UK partners to maintain and develop the National Occupational Standards for the sector.

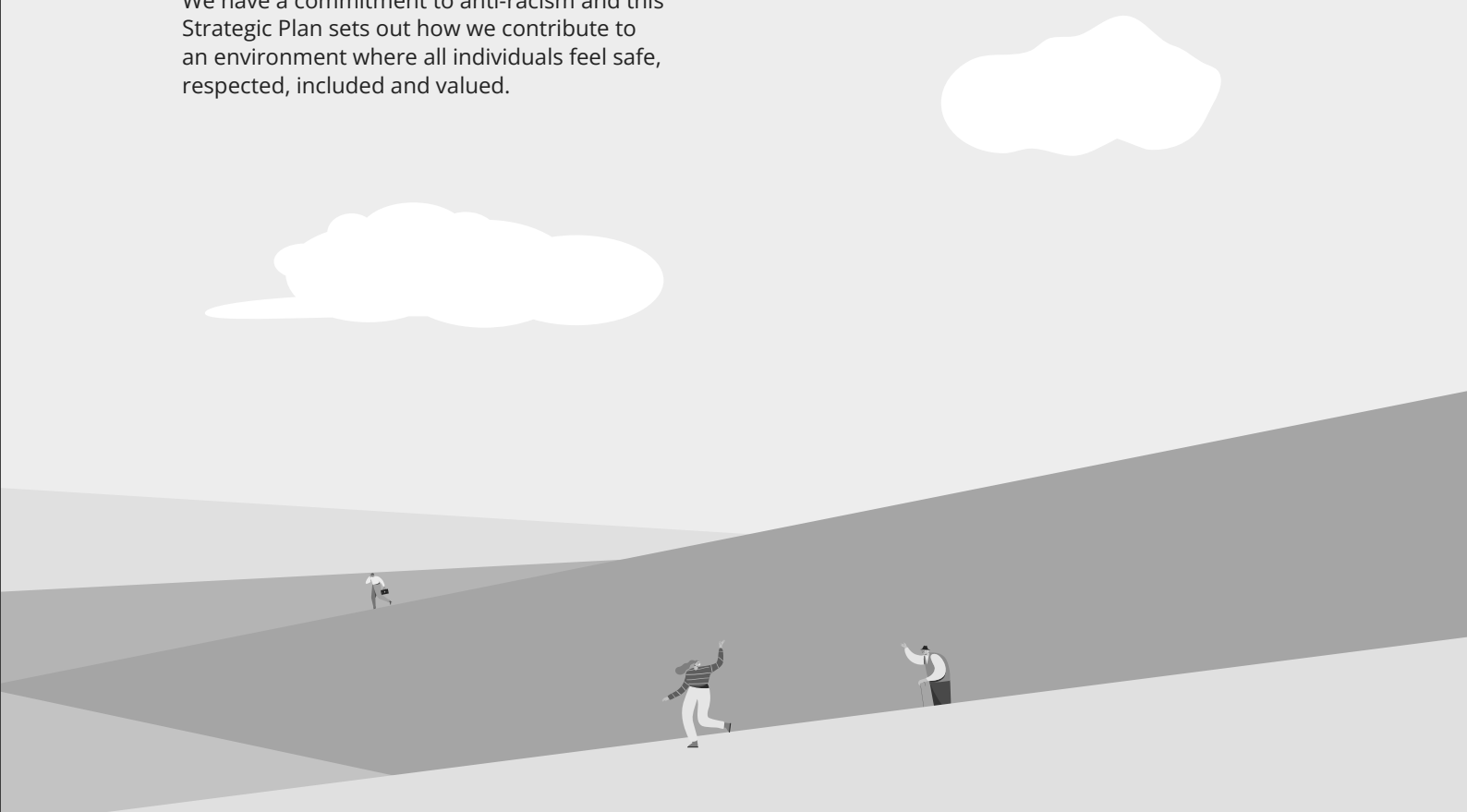
## Equality, diversity and inclusion

We are committed to equality, diversity, inclusion and human rights in our varied roles which include being a public body, a regulator and an employer.

We welcome the focus on a human rights-based approach for the NCS. The **SSSC Codes of Practice for Social Service Workers and Employers** (the Codes) and the Scottish Government's **Health and Social Care Standards** embed human rights-based approaches in the provision, regulation and planning of care. Our review of the Codes of Practice is looking at how we can strengthen and maintain that focus.

We have a commitment to anti-racism and this Strategic Plan sets out how we contribute to an environment where all individuals feel safe, respected, included and valued.

We promote diversity and inclusion in the sector in several ways, including the Codes. We also do this as an employer, with our staff regularly undertaking training around fairness and equality for all.



## Delivering on The Promise and promoting children's rights

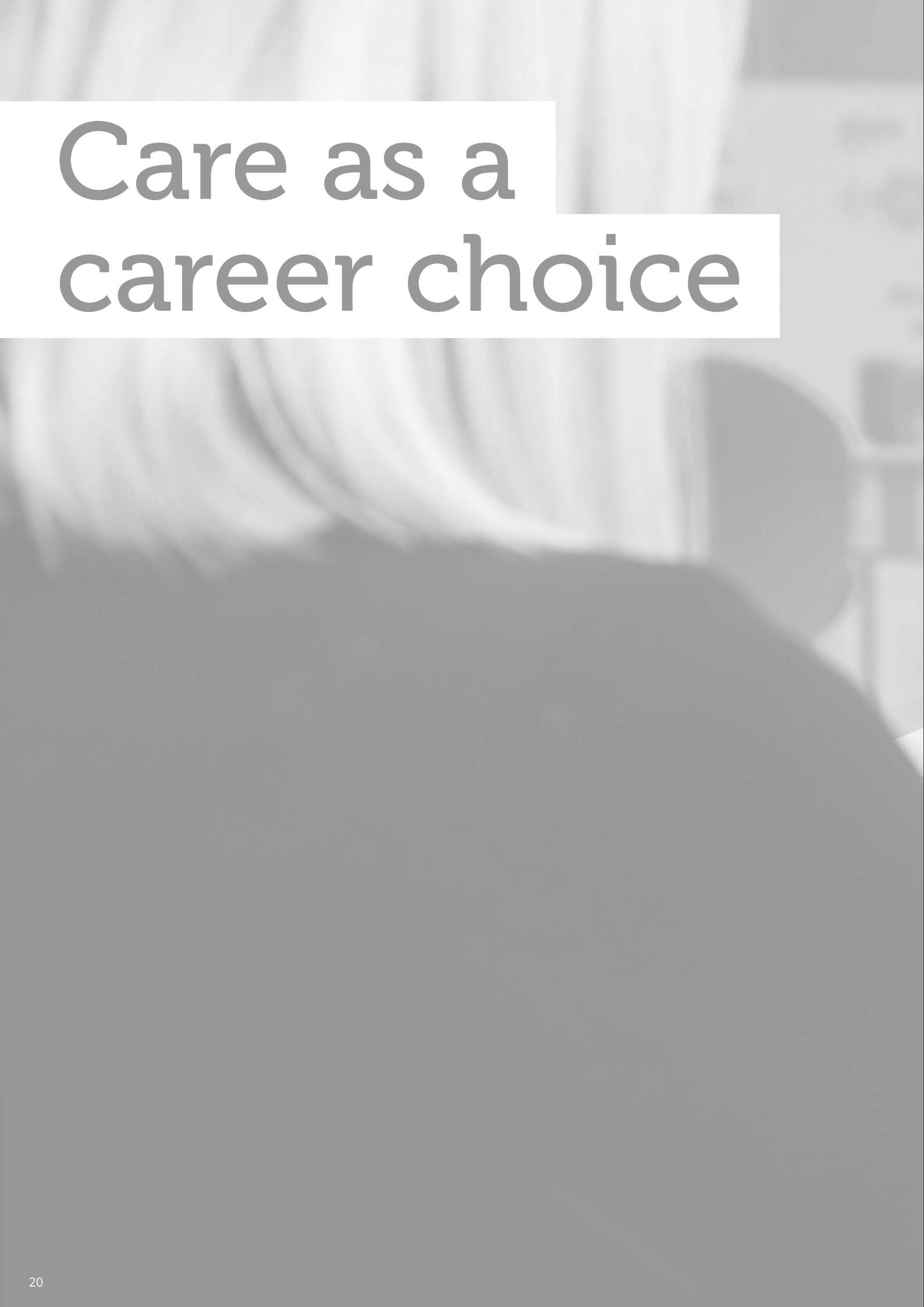
The Promise is about transforming the care system in Scotland and making sure that all children feel safe, healthy and have a good education. It is also about making sure that children know and feel that they are loved. We all need to work together to **Keep The Promise** for care experienced children, young people and their families.

One of the key actions identified by The Promise is our review of the **Codes of Practice for Social Service Workers and Employers**. We're working with The Promise and others to show how regulation helps employers and employees give children the care and support they need.

We continue to support the shift towards relationship-based practice and the focus on ensuring that the children's voice is at the centre throughout. We are supporting Change Programme One by leading the review of the Common Core for children and young people. This will set a national framework of the values, knowledge and skills we expect of everyone working with children and young people.

We are proud to be a corporate parent and we have an important role in promoting children's rights in Scotland. Our regulatory and workforce development roles all play a part in promoting the UN Convention on the Rights of the Child (UNCRC).

'We continue to support the shift toward relationship-based practice and the focus on ensuring that the children's voice is at the centre throughout.'



# Care as a career choice

## Care as a career choice

With increasing demand on services, current shortages within the workforce and further forecasted workforce capacity issues, it is essential that we work with partners to promote care as a career of choice. Working with our Scottish Government colleagues we will develop new approaches to supporting recruitment, making sure those who are considering a career in care understand how they can join the sector to undertake life changing work.

There are significant opportunities that come from working in the care sector. There are many routes into careers in the social work, social care and children and young people workforce and different paths to take to build a long-term career in this sector. A skilled population is key to business productivity and economic prosperity. Developing a professional, skilled and confident workforce will contribute to the Scottish Government's ambition in Scotland's National Strategy for Economic Transformation. Alongside Scottish Government, our partners and employers we will do more to encourage people to consider careers in this sector and make a very real difference to their own lives, as well as the people they will work with and support. This will include a focus on those who are looking to return to work or looking to change careers.

As we further understand the recruitment and retention challenges faced by the sector, we will explore and develop ways to attract young people into the workforce. Focusing on school leavers, we will work with colleagues across Scotland to help them understand the rewards a career choice in care can bring.

Through outcomes three and four of this plan, we will continue to develop new qualifications, apprenticeship routes into careers and support the development of practice frameworks.

**'Developing a professional, skilled, and confident workforce will contribute to the Scottish Government's ambition in Scotland's National Strategy for Economic Transformation'**



# Understanding the value of the workforce



## Understanding the value of the workforce

We have a unique role to develop and shape the landscape for this sector in Scotland. We bring intelligence from regulation, qualifications and quality assuring education and training to inform how we can develop a skilled and professional workforce that is ready to meet Scotland's needs now and for the future.

We have a direct connection to the workforce and employers through our Register and significant insight into the makeup of the workforce, including how it changes and develops over time.

Developing our insights, sharing intelligence from our work and collaborating with partners, means we can influence the context for learning and care. We will continue to develop and promote our role, adding expertise and value to this sector which benefits from the unique insight we bring.



As at December 2021, the social service sector employs more than 208,000 people which represents approximately 8% of all employment. Our 2018 research into the value of this workforce indicates that adult social care alone contributes £3.4 billion to the Scottish economy (Economic Value of the Adult Social Care sector - Scotland).

The sector is currently facing significant recruitment and retention challenges with increasing vacancies, particularly in the adult social care workforce. Alongside this, the continuing cost of living crisis is increasing pressure on the viability of services. Providers are seeing increasing difficulties in meeting the rising demand for the quality and choice of services available to the people of Scotland. Our research will support wider work around Fair Work by helping people to understand and value social services that support people to live well at any age and contribute to our economy.

We acknowledge the great contribution, commitment and compassion of the workforce throughout the COVID-19 pandemic. Those working in the sector showed immense resilience and navigated huge emotional and physical challenges to ensure the safety and wellbeing of those they were supporting during this time. The impact of COVID-19 on the sector will be long lasting. With our partners we will promote the role the sector plays in the lives of the people of Scotland. We continue to learn from the pandemic and develop support that will help the sector move through the changing landscape.

**'Our research will support wider work around Fair Work by helping people to understand and value social services'**



# Our contribution to the Scottish Government National Outcomes

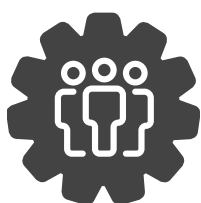




→ Scottish Government National Outcomes

# Scottish Government National Outcomes

Our work contributes to delivering the aims set out for Scotland by the Scottish Government. We align our work with the following key National Outcomes to demonstrate how we support registrants, employers and policy makers to delivery high quality and safe care.



**We live in communities that are inclusive, empowered, resilient and safe.**

Through our social care workforce regulation and development activities we will support the workforce to deliver the Scottish Government's aim that people are happy and fulfilled and Scotland is seen as the best place in the world to grow older.



**We grow up loved, safe and protected so that we realise our full potential.**

The social care workforce we register aim to do all they can to ensure our children and young people grow up in an atmosphere of happiness, love and understanding. Through our learning and development workstreams we will support the professional recognition and resources needed to do this work.



**We have thriving and innovative businesses with quality jobs and fair work for everyone.**

We develop and support the social service workforce so that it attracts and retains new talent. Our aim for the sector is to provide good quality care, fair work, training and employment support for all.



**We are well educated, skilled and able to contribute to society**

We set the standards for education and qualifications and develop the skills and confidence of the social work, social care and children and young people workforce. We work with stakeholders across education and learning to develop career pathways for a qualified workforce.



# National Performance Framework



**OUR PURPOSE**  
To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth

## OUR PURPOSE

**OUR VALUES**  
We are a society which treats all our people with kindness, dignity and compassion, respects the rule of law, and acts in an open and transparent way

## OUR VALUES

# Our ambition





→ Using intelligence

→ Engaging and involving people

# Using intelligence

We have a significant role in supporting and influencing evidence-based national policy development across the social work, social care and children and young people sector. Our work generates a wide range of data and intelligence that can help us and partners improve our understanding of the sector and its workforce. This includes data and intelligence about learning and development, the workforce, their qualifications, registration and fitness to practise that all contribute to a skilled workforce and, in turn, to improved public protection.

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. Using the full range of data – national and local, quantitative and qualitative – we can offer vital intelligence to our partners. This will inform their decisions and influence the development of the sector and care services across Scotland.

'Using the full range of data – national and local, quantitative and qualitative – we can offer vital intelligence to our partners'



# Engaging and involving people

**We are serious about listening to our customers and stakeholders so that we meet their needs as we develop. We carried out independent research to help us to plan this strategy for the next three years.**

Our key stakeholders, including registrants, people with experience of using this sector's services, organisations, employers and representative bodies, provided their insight into what our strategic focus should be for the next three years. And through our Future Proofing Programme we established a national advisory group to support consultation and engagement. The perspective and intelligence gathered from this forum also informs this plan.

We continue to encourage people to get involved with us, to formalise, coordinate and evaluate our approach to involving people in our work and organisational development at all levels. Our ambition is to fully embed the Scottish Approach to Service Design in our work so that all our stakeholders are empowered to actively participate in the design and delivery of our services. This helps us to develop a culture where our customer's voice is listened to. We will carry out research and ask for feedback to understand the impact of our work and identify where we can continue to improve.

This intelligence also means we can influence policy and decision making nationally and support the redesign of social work, social care and children and young people services using evidence we gather from the sector.

**'Stakeholders are empowered to actively participate in the design and delivery of our services.'**

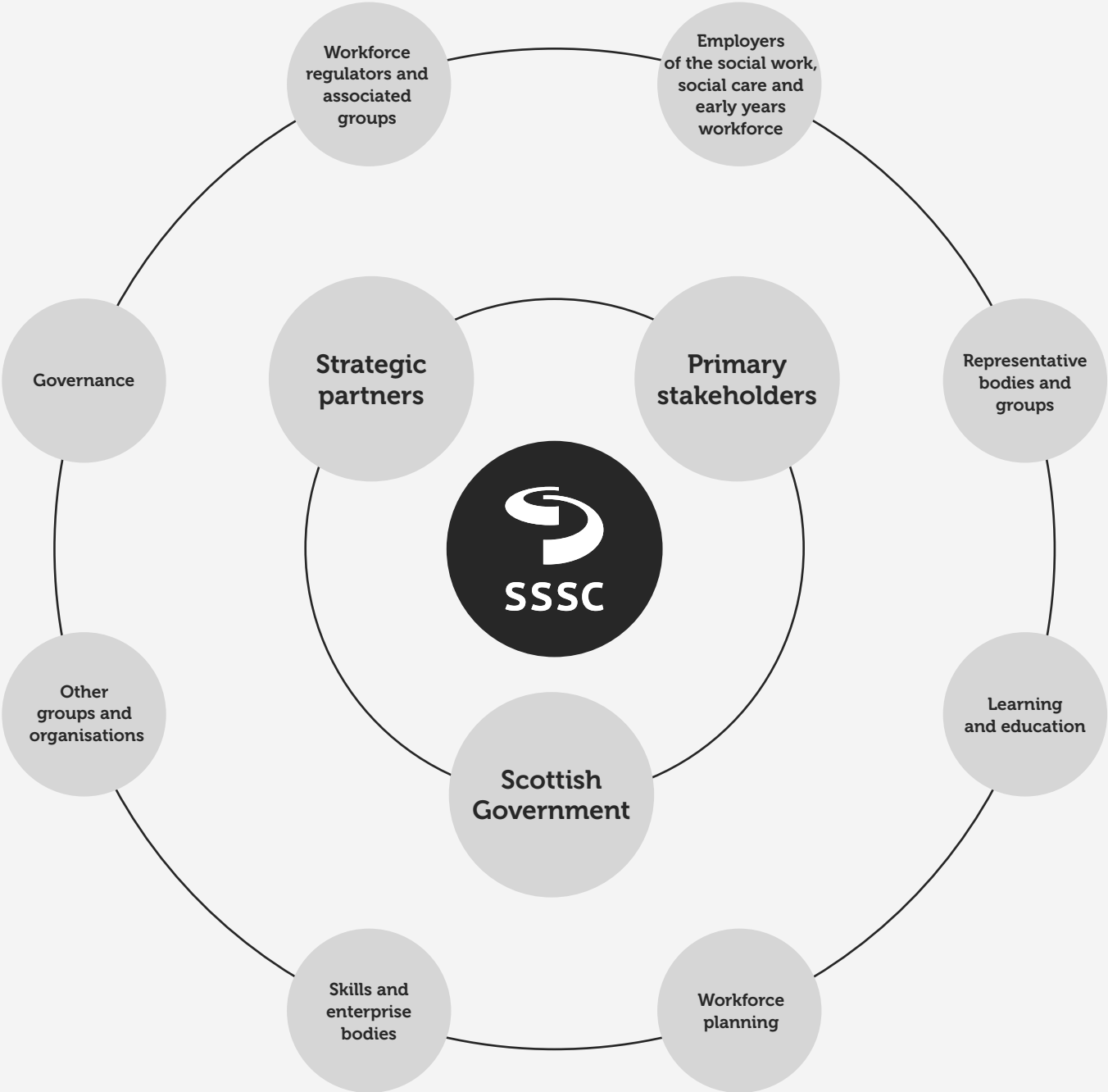
**To involve people in our work, during this strategic plan we aim to:**

- establish an SSSC Advisory Forum of registrants, people with lived and learned experience of using social services and carers who will work with us on a range of activities, bringing their voice and experience into the heart of our work
- build and develop our relationships with the national network of service user and carer organisations and groups
- develop a permanent Stakeholder Advisory Group
- review our sector liaison framework and develop further capacity to build on our existing processes.





Our stakeholder map



# Our strategy



# Our strategy

We have four strategic themes each with its own outcome. The work we will deliver through this strategic plan will have a positive impact on the safety and wellbeing of people using social work, social care and children and young people services.

## Trusted

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



## Skilled

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



## Confident

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



## Valued

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



# Trusted



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

## What will this look like?

We deliver a public protection function by making sure the regulated workforce is registered and fit to practise, abiding by the SSSC Codes of Practice. We concluded the final planned phase of registration in October 2020 with care at home and housing support services.

Alongside the development of the NCS, we will look at scoping new groups to be registered. This new phase will see us working with national partners to determine the need for further registration in social work, social care and children and young people services and to develop models of registration for these groups.

In the final year of our Strategic Plan 2020-2023, we implemented a new programme of work to look at the future of registration. The Future Proofing Programme consulted in 2022 on the future of the Register to see where we could improve. This strategic plan will see us implement changes to the Register and how it is structured and managed.

These changes will make registration as simple and as effective as possible for the people on our Register. Ultimately employers and workers will spend less time completing applications for registration, processing time will improve and they will become part of the regulated workforce more quickly.

We will continue to investigate concerns about workers and act where necessary to ensure that the right people are on the Register. Alongside this we will progress our work on improving our fitness to practise and hearings processes and timescales. We will continue to provide support to those involved in the process and to further develop a human rights-based approach to regulation.

The voice of those who use social work, social care and children and young people services are key to us making sure the sector is supported and ensuring the safety and wellbeing of those that use services. We will continue to enhance our relationships with the sector and to involve people in the future design of our services.

## What will be different?

- 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



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

### What will this look like?

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.

As part of the Future Proofing Programme, we will launch and implement our redesigned Codes of Practice for registrants and their employers and continue to review the Codes regularly as the landscape changes. As we review the need to register new groups, we will develop their qualification requirements and standards.

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. We work collaboratively with SWEP partners to develop and agree proposals for national and regional approaches to practice learning and other aspects of qualifying programmes and post qualifying frameworks for practice. Through this work we use our intelligence and data to monitor supply and demand of qualified social workers, which will contribute to effective workforce planning for social workers at national level.

Through our co-production approach with employers and the workforce, we can set standards of professional practice and develop resources that will be led by the needs of the sector. We will be agile and responsive in our delivery of data and how we use it to support skills development. Using our approach to co-production and data we will use the intelligence from our fitness to practise work, Care Inspectorate inspections and analysis of CPL submissions and sampling to inform our workforce development and improvement activity. This will support us to produce a targeted approach to delivering meaningful CPL to our registrants.

Following on from the early implementation phase of the supported year for newly qualified social workers (NQSWS) during our last strategic plan, we will continue to work with Scottish Government and partners to develop capacity and progress towards a full rollout of the programme. This national best practice model supports NQSWS' transition to the workforce and ensures an increasingly confident and competent workforce for people who use services and their families.

Continuing our work with stakeholders to develop career pathways, we will develop new qualifications, review current qualifications and the underpinning National Occupational Standards. We will develop new apprenticeship frameworks that support recruitment and retention in the sector and will look to develop and pilot a new graduate apprenticeship route for social work over the course of this strategic plan.

### What will be different?

- 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 practise.
- 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



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

### What will this look like?

We are committed to collaboration and co-production of initiatives set out in our strategic partnerships with NHS Education for Scotland (NES) and others to deliver on key policy work nationally. We are accountable for delivering outcomes for Scottish Government policies and strategies for health and social care, early years and childcare, wellbeing, The Promise and Programme for Government.

We introduced our **MyLearning** online platform during our last strategic plan with marked success. We continue to improve the continuous professional learning (CPL) experiences for registrants and will develop our digital platforms in partnership with our stakeholders to streamline the experience for those who need to evidence their CPL.

As we continue to develop resources and products that increase confidence and empower those who deliver care services, we will ensure all workers whether registered or not, paid or unpaid, can access these resources.

We continue our role as an official national statistics provider and in line with our responsibilities, we will publish data and intelligence about the workforce for use by stakeholders and planning partners.

Our focus moves to supporting the wellbeing of those working in the sector. The COVID-19 pandemic highlighted the importance of the working environment on the delivery of high quality, safe care. We are committed to supporting staff to recover from their extraordinary role in helping the country through the pandemic. Their wellbeing remains a priority and we will work with our partners to develop local and national wellbeing resources.

Our shared goal is to put wellbeing at the heart of providers, commissioners, regulators and policy makers' thinking, focusing on the importance of investment in leadership at all levels and in culture to improve workforce health and wellbeing.

We are supporting the ambition of the Scottish Government and our partners across Scotland for a trauma informed and trauma responsive workforce and services. As a major partner we will focus our efforts on supporting services to develop trauma informed practice that ensures services are delivered in ways that reduce barriers and prevent further harm or trauma for those who have experienced psychological trauma or adversity at any stage in their lives. We will also make sure we work in a way that is trauma informed and trauma responsive.

### What will be different?

- 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



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

## What will this look like?

Our contribution to national workforce recruitment and retention will see a further emphasis on supporting people to be suitable and ready to work in social work, social care, or children and young people services. We will do this by working with Scottish Government to deliver national recruitment campaigns, promoting careers in the sector and continued involvement in the Fair Work agenda.

With our partners we will support improved entry routes to careers in the workforce. We will further develop and promote the employability, recruitment, induction and career pathways. We will continue to work closely with Careers Ambassadors to promote careers in social work, social care and children and young people services.

We understand the value the sector plays in the health and social care landscape in Scotland. In 2018 the adult social care workforce contributed £3.4 billion to the Scottish economy. We continue to explore the economic value of the sector further and work with partners to use this information to support the development of the sector.

We will continue our role in the Fair Work agenda. Through our contribution to its Effective Voice workstream, we will work with stakeholders to ensure the workforce experiences a safe working environment where dialogue and challenge are dealt with constructively and where employee views are sought out, listened to and used to influence positive change.

Effective employee voice and representation can support wider social priorities in terms of equal opportunities, pay equality, learning and skills acquisition and occupational health and safety. Our role in this promotes the value of the sector in how they feel and how they are viewed.

As the lead for national workforce planning for social services and building on our previous work nationally to improve data collection, we will contribute to workforce planning at a national level and support workforce planners in social work, social care and children and young people services to increase their knowledge and capability around workforce planning. The continued development of our workforce planning network will support this. We will also continue to work with partners to ensure effective implementation of the Health and Care (Staffing)(Scotland) Act.

## What will be different?

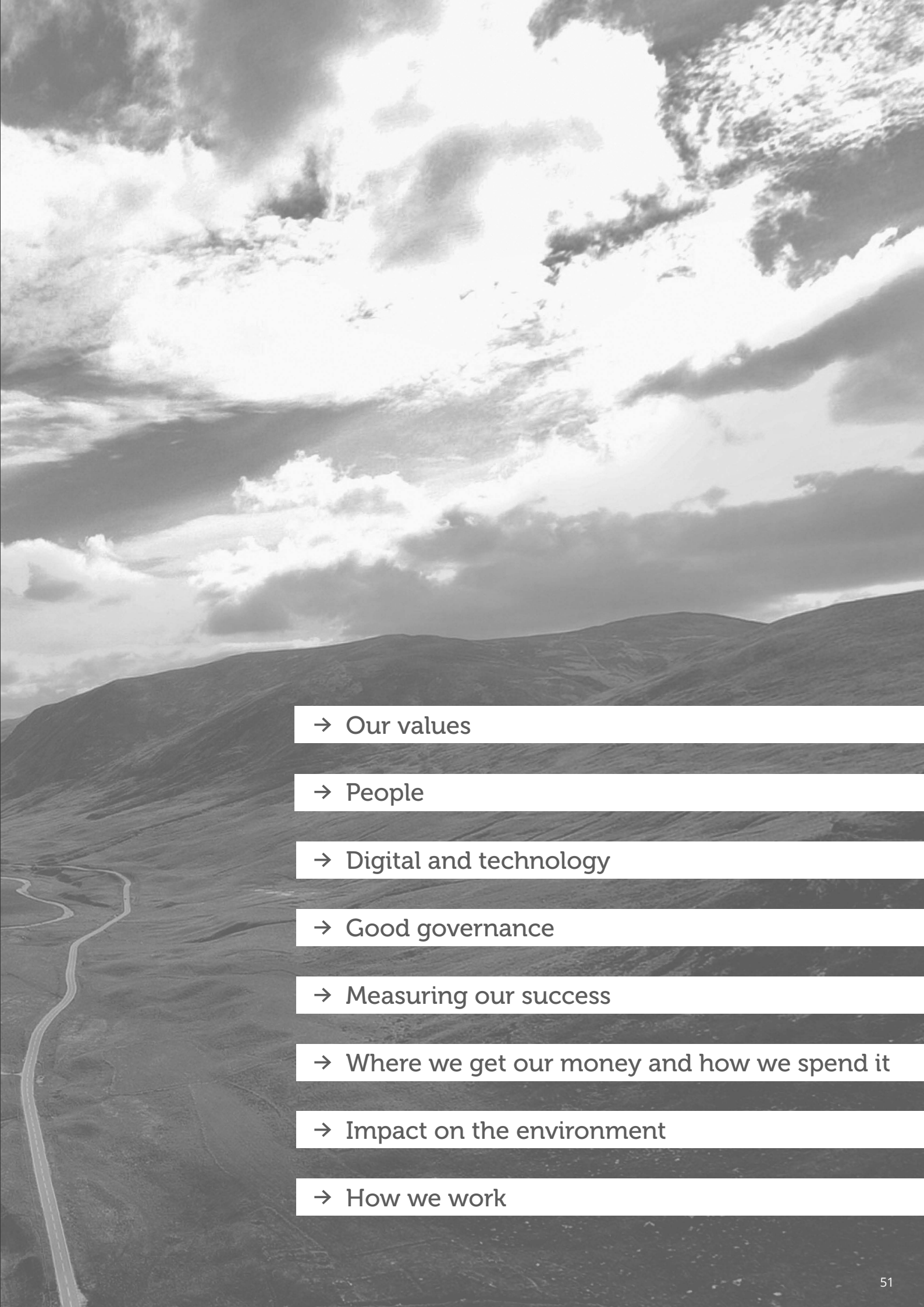
- Career pathways will be increased, well defined and easy to understand.
- The sector across Scotland will feel more valued for the work they do.
- There will be more people working in the social work, social care and children and young people workforce.
- The social work, social care and children and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





# Delivering our strategy





→ Our values

→ People

→ Digital and technology

→ Good governance

→ Measuring our success

→ Where we get our money and how we spend it

→ Impact on the environment

→ How we work

# Delivering our strategy

We are a **strong, sustainable organisation** that will deliver our outcomes through our underpinning strategies and frameworks.

- People Strategy
- Digital Strategy
- Communications Strategy - internal and external
- Equality Mainstreaming Action Plan
- Stakeholder Engagement and Involving People Framework
- Financial Strategy
- Procurement Strategy
- Counter Fraud, Bribery and Corruption Framework
- Data and Intelligence Strategy
- Corporate Governance Framework



# Our values

Our values as an organisation are to:

**listen, learn and then do the right thing.**

In doing this we will

## Work together

- At the SSSC we treat each other with kindness and respect and value the contribution every member of staff makes.



## Accept responsibility and accountability

- We recognise the trust placed in us to ensure the safety and wellbeing of people who use social services and that is our guiding mission.



## Recognise and respect others.

- We value the social service workforce and the life changing work they do. Our work increases recognition of their role and further develops that role. All our stakeholders contribute to our success and we recognise and respect their views.



## People

**We are a people focused, agile, innovative and collaborative organisation and our people are skilled, professional and passionate about the work we do.**

Across the organisation there is a shared commitment to achieve our vision. We will work together to make the SSSC a great place to work, where everyone is supported and provided with the tools, training and development, effective leadership and infrastructure to do their best work as we know that is what motivates us all. We come to work to do a great job that makes a real difference.

Our People Strategy underpins the strategic plan by committing to deliver six internal strategic themes:

- effective leaders and managers
- recruit and develop excellent people
- a healthy and inclusive organisation
- informed, involved and engaged employees
- investing in young people
- an agile and innovative workforce.

**'We will work together to make the SSSC a great place to work, where everyone is supported and provided with the tools, training and development'**

## Digital and technology

**We have achieved a significant digital transformation programme over the last three years. We continue to build on this success and are developing technologies to allow us to deliver our activities in an agile and responsive way. Through delivery of our Digital Strategy 2021-2024 the activities of the organisation will enhance our relationships with stakeholders, the workforce and the wider social care system.**

We align our own digital strategy with Scottish Government's drive to forge a future in a digital world. The principle of our digital ambition is taken from the **Scottish Government's digital strategy - A changing nation: how Scotland will thrive in a digital world**. Basic digital skills are required for nearly every job, and in supporting the social care sector, our own strategy must support the digital capability of our own staff and that of the social work, social care and children and young people workforce.

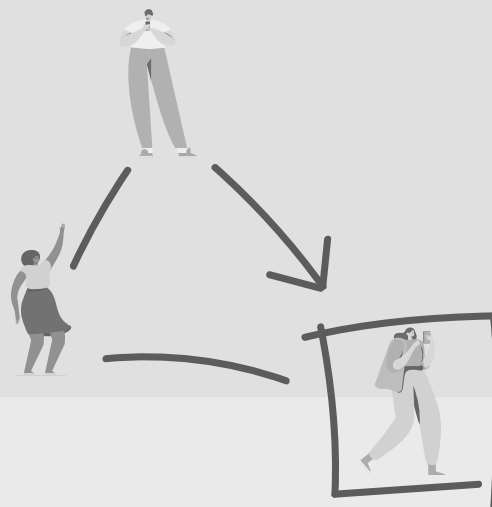
The Independent Review of Adult Social Care highlighted the need to embed digital technology and process improvements in adult social care but reiterates that the services provided need to remain person-centred. We will support the social care workforce to increase their digital capacity and capability to allow them to deliver technology enabled care as set out in **Scotland's Digital Health and Care Strategy: enabling, connecting and empowering**.



## Good governance

Our corporate governance framework of structures, strategies, policies and procedures make sure we have robust scrutiny and accountability for delivering the work we do.

We will work to the highest standards of integrity in the public interest. Our Audit and Assurance Committee and Council regularly monitor and review the performance of our strategic plan. We take the action required to deliver what we set out to do. We introduced assurance mapping to understand the different levels of internal and external scrutiny and assurance across the organisation to provide our Council with confidence that we are doing the right thing.



## Measuring our success

**We deliver our strategy through an annual operational plan.**

Our quarterly performance reports monitor our progress against the strategic performance indicators (SPIs) set for each outcome. We report to our Council on our performance through our Audit and Assurance Committee.

Our annual report and accounts provides our Council and Scottish Ministers with a yearly overview of our performance.

Each year we agree our operational plan with our Scottish Government sponsor team. We set our activities alongside our annual grant in aid budget and the specific funding that may be allocated to us for workforce development activities.

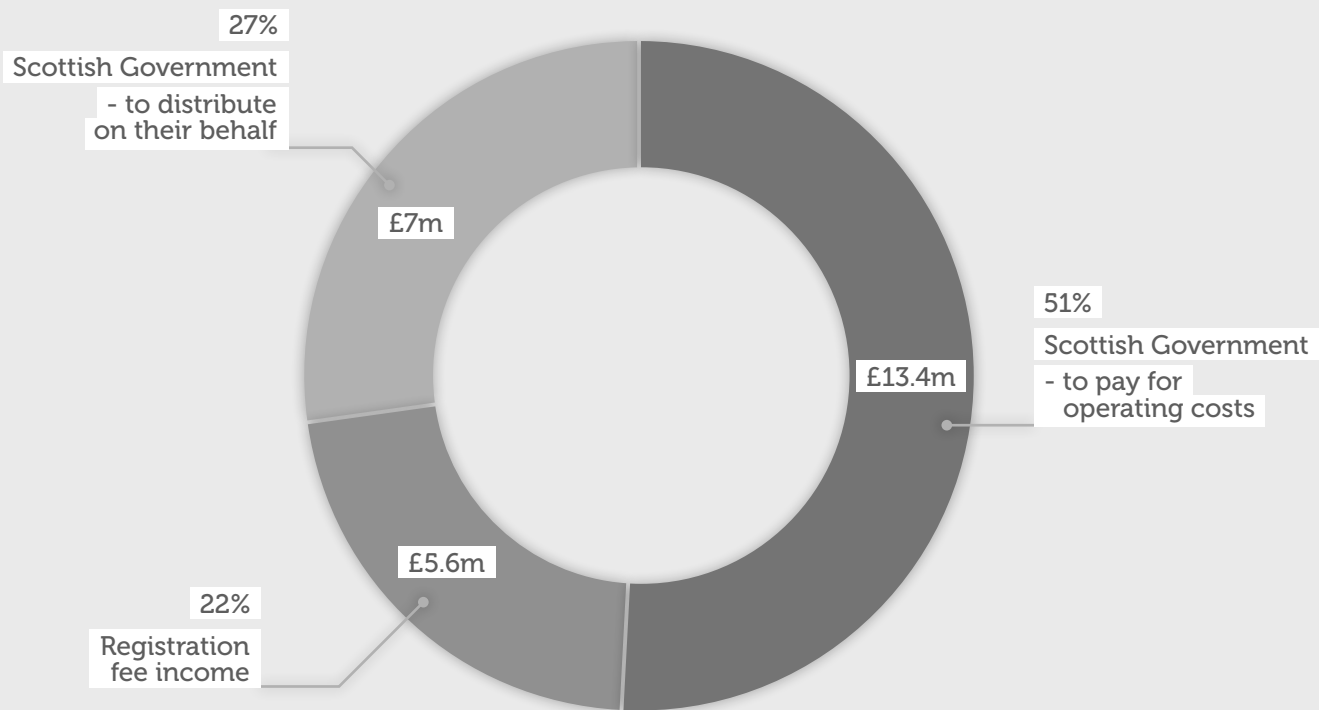




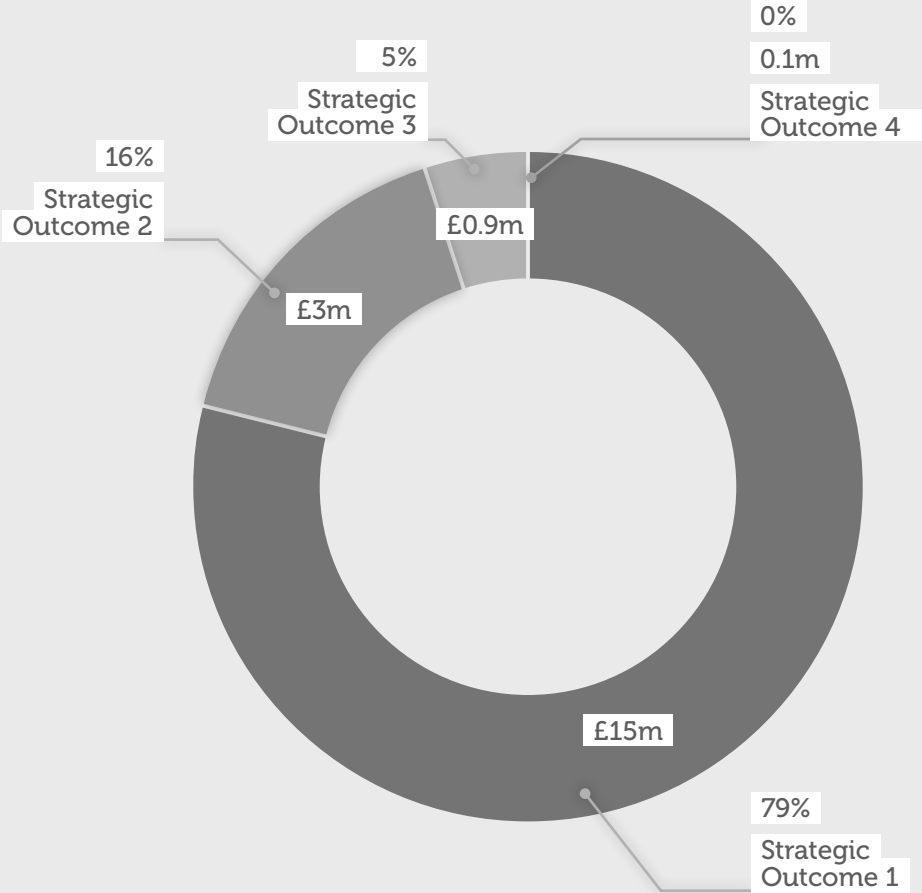
# Where we get our money and how we spend it

We have an annual budget of approximately £19m (based on 2022/23) to deliver our work. We also receive £7m from Scottish Government to distribute to others on their behalf, for example, postgraduate bursaries, practice learning fees and the Voluntary Sector Development Fund. The charts below show how our budget is funded, how we spend it and how we have allocated funding across our strategic outcomes.

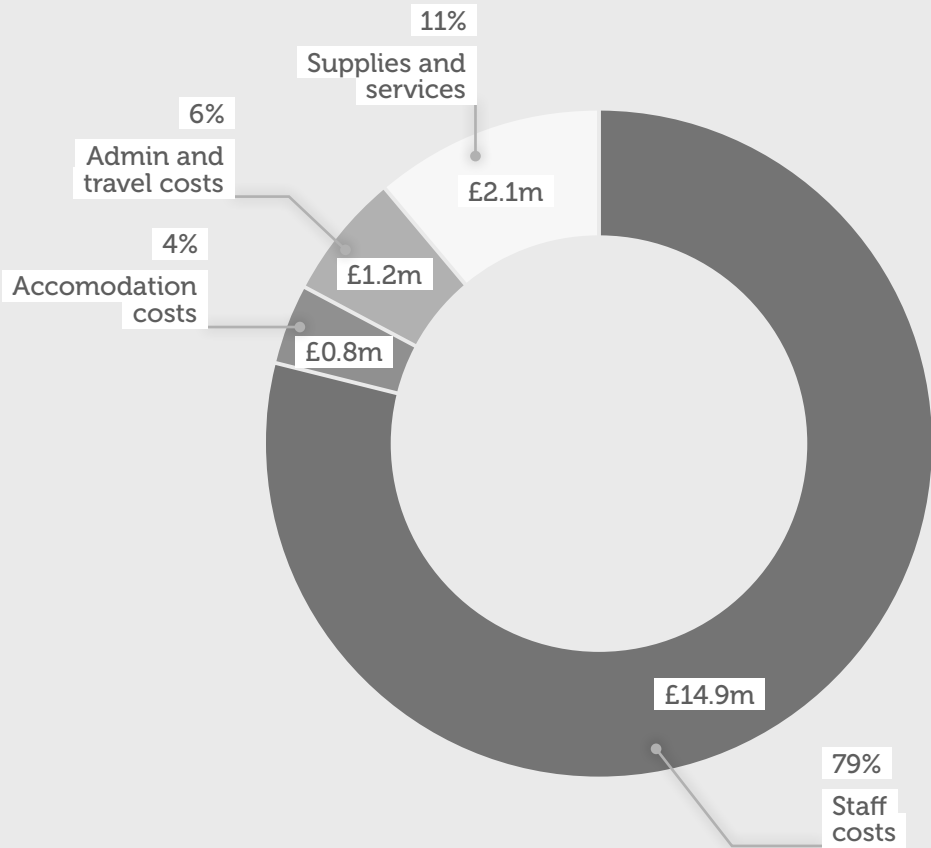
## Source of funding



Spend by strategic outcome



Type of spend



## Impact on the environment

We have adopted an agile approach to the way we work since the start of the COVID-19 pandemic in 2020. Our facilities are available for staff to use as we move into a formal hybrid working environment, mixing remote with in-person work. These changes mean that our contribution to reducing emissions continues to be positive.

We manage our carbon emissions in partnership with the Care Inspectorate as part of our shared services provision. We will develop our new 2023-2026 Carbon Management Plan, which will set out how we will deliver our Climate Change (Scotland) Act 2009 duties.

## How we work

We are a Scottish Government non-departmental public body, sponsored by the Office of the Chief Social Work Adviser at the Directorate for Children and Families. We are governed by a council of 10 members, including a convener, who are appointed by Scottish Government.

We have 303 full time equivalent employees. Our staff cover the whole of Scotland to meet with registrants and stakeholders, to deliver learning and development events and to conduct hearings.

Our staff are split between four directorates to deliver our business functions. We also share some corporate services with the Care Inspectorate, such as human resources, procurement, finance and estates.





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