

Business Plan 2018/19

27 March 2018



NISCC BUSINESS PLAN 2018/19

Introduction

The Northern Ireland Social Care Council (NISCC) is an Arms-Length Body, sponsored by the Department of Health. NISCC published a four year Corporate Plan detailing its approach to delivering and developing services for the social care workforce from 2017/18 to 2020/21. The Corporate Plan took account of an evolving social care environment and the recommendations arising from a number of reviews and publications, most notably the Minister of Health's strategy 'Health and Wellbeing 2026' and the Bengoa Review of Health and Social Care.

This is the second annual Business Plan arising out of the Corporate Plan and, as with last year's Business Plan, takes account of the wider strategy and policy development in social care including any potential impact from the recently published 'Power to People' publication produced by the expert advisory panel on Adult Care and Support.

Strategic Context

The landscape for NISCC has significantly changed over the last twelve months with the further roll out of registration to include care staff employed in domiciliary, supported living and day care settings. This brings our register to almost 40,000 people engaged in social work and social care in Northern Ireland and registered with us. This is a powerful and important workforce, engaged in people's lives in delivering high quality, safe and effective social care. The introduction of registration and professional standards for this workforce provides a visible measure for everyone in Northern Ireland of the Standards of Conduct and Practice we can expect from each of these 40,000 registrants. It also strengthens safeguards and improves outcomes for service users, carers and the wider public.

During 2018/19 we will continue with our strategic objectives to strengthen communication and engagement with registrants, employers and the wider social care sector to increase confidence and understanding of the role NISCC plays in the safe and effective delivery of the model for regulation.

We have collaborated with social care and economic leaders to develop a strong, strategic voice for the workforce. Together we have produced the 'Social Care Matters' sector intelligence reports and symposium. This work brought together stakeholders, interested groups and the social care workforce to start sharing ideas on the current and future challenges around social care. This is an important dialogue which we will continue to support so that the sector can contribute effectively towards policy and decision making, in particular the Department of Health Reform of Adult Social Care. This year our priorities are focused on consolidating our learning about the registered social care workforce and listening to the views and experiences of all of those registered with us so that we are delivering the high quality services which meet our registrants' needs. We will also be making significant improvements to the way in which our IT systems support our registrants and their employers so that they are easily accessible, streamlined and available in a way that suits the needs of the users.

We are also mindful of the impact of BREXIT and its potential implications for social work and social care; its impact on regulation and other associated issues with regards to preparedness for exit from the European Union. NISCC will have an important role to play in engagement with employers in the sector and working with the Department of Health.

We know this will continue to be a difficult financial year with continued pressure on budgets and service delivery. NISCC are cognisant that with the increase to the register there will be additional impact on Fitness to Practise case work, continued need to raise awareness of the standards within the workforce and an ongoing need to continue with strategic partnerships to deliver improvements for citizens.

In setting out our objectives and actions for 2018/19 we recognise that we do not work in isolation but in order to be successful we operate in partnership with a number of important groups, most notably the Participation Partnership for Service Users and Carers, the Registrants' Forum, the Workforce Development Partnership and the Professional in Practice Partnership. The work and support of these Partnerships are fundamental to our vision and our purpose.

NISCC publications and progress against these Plans can be found on our website at www.niscc.info or email NISCC directly for more information at info@niscc.hscni.net

Assumptions for the Business Plan 2018/19

The following planning assumptions have been developed in consultation with NISCC's staff group, management team and Council and reflect the forecasted outlook for delivery of NISCC's services during 2018/19:

- NISCC will be allocated a revenue resource limit to maintain its services at the current level of performance and quality;
- No further statutory responsibilities will be assigned to NISCC without additional resources; and
- Workload activity will remain at current levels.

Outcomes and Impact - Evaluation Framework for the Business Plan 2018/19

Our Corporate Plan 2017–2021 has been developed using an outcomes based approach; ensuring we can clearly demonstrate the benefits of regulation and standards for the social care workforce and underpin the contribution of social care to improving and safeguarding the wellbeing of individuals, families and communities.

Developing our capacity to capture the outcomes that demonstrate the benefits of our work is an ongoing process. This year our Business Plan will be supported by an Evaluation Framework as well as a Performance Management Framework. The Evaluation Framework supports us to undertake evaluation on two levels:

- ✓ **Engage with our key stakeholders** – Department of Health (as our sponsor department), registrants, employers, partners, service users and carers - to gather their views on our progress against the five strategic themes,
- ✓ **Be a learning organisation** – evaluating the impact and quality of our work and using this to improve what we do in future.

Evaluation Framework for the Business Plan 2018/19

We have committed specific resources to ensure that this year we have the capacity to capture and report on progress towards our strategic outcomes. The simple logic model template used in this Business Plan for 2018/19 has been used to identify the required elements for evaluation as outlined in the Evaluation Framework sample page (Appendix 2).

To ensure that our evaluation activity is proportionate to the work we are undertaking, we will use three 'standards' of evaluation:

- ✓ Simple
- ✓ Intermediate
- ✓ Advanced

Our evidence base will be gathered using a combination of evaluation tools and activities including: analysing routinely generated business data; using targeted surveys, focus groups, audits and feedback from engagement.

Updates on progress against the Evaluation Framework will be included in quarterly performance reporting to Council. Mid and end of year reports will include any recommendations identified to improve our services based on the evidence provided.

Introduction and Context

Standards are the cornerstone of everything NISCC does to strengthen the professionalism of the registered workforce across NI. In this first of the five Strategic Themes for the Business Plan 2018/19, activity is focused on enabling NISCC registrants to recognise and understand the standards required of them. Alongside this, we will be working with employers and educators to develop the tools, knowledge and learning resources that will assist them to integrate the NISCC Standards into their organisational policies and practices.

To achieve the outcomes within Theme 1, which is to embed NISCC's Standards for the workforce and employers, NISCC has committed to an extensive range of Communications and Engagement across the registered workforce. Our aim is to raise awareness about the requirements for workforce regulation and to increase uptake in our services to help NISCC registrants to maintain their professional standards.

Through the audit and analysis identified in our Evaluation Framework, we will identify the incremental improvements in the use and application of the Standards for Workers and Employers. We will involve stakeholders in the development and testing of online and interactive workforce learning resources to ensure the 'lessons learned' from Fitness to Practise supports application of the Standards.

Strategic Theme

1

Putting Standards at the heart of social work and social care practice and education and training

Setting and raising standards in social work and social care practice, education and training and ensuring these are at the heart of the work of NISCC

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|--|--|---|---|
| <p>Develop a range of accessible and adaptable learning methods and models for the registered workforce and their employers to support the application of Standards in Practice.</p> <p>Work with registrants, employers and service users to support the consistent application of the Standards of Conduct and Practice.</p> | <p>1.1 During 2018/19, we will develop a suite of web-based resources which will include drawing on the 'lessons learned' from Fitness to Practise to support application of the Standards.</p> <p>1.2 By March 2019, we will deliver a programme of engagement across the social care sector to embed the Standards for registrants and raise awareness of the responsibilities and benefits of the Standards of Conduct and Practice.</p> <p>1.3 By March 2019, we will deliver a programme of engagement for employers to enable them to support their registered workforce to meet NISCC Standards.</p> <p>1.4 By March 2019 we will deliver a programme of engagement with service users and carers focused on the standards of conduct and practice.</p> | <p>There is evidence that NISCC learning resources are being used in the delivery of social work and social care training and development.</p> <p>There is evidence that our learning resources are used as part of social worker and social care worker CPD and supervision.</p> <p>Registrants report an improving awareness and understanding of the Standards and how they apply to their practice.</p> <p>Employers indicate they are better supported to use NISCC's Standards in staff development and integrate them into their organisational practices.</p> <p>Service user and carers report improved understanding of what to expect from their social worker and social care worker.</p> | <p>The Standards of Conduct and Practice are relevant, trusted, understood and embedded.</p> <p>NISCC Standards for Employers support the delivery of effective social work and social care services.</p> |

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| <p>Develop a range of accessible and adaptable learning methods and models for the registered workforce and their employers to support the application of Standards in Practice.</p> <p>Work with registrants, employers and service users to support the consistent application of the Standards of Conduct and Practice.</p> | <p>1.5 By June 2018, working jointly with RQIA, we will establish a mechanism to provide information in relation to compliance with the Employer Standards.</p> | <p>NISCC is better informed about how the Standards are meeting workforce needs.</p> <p>We have an improving evidence base to inform Employers about gaps in compliance and support more consistent application of the Standards across the workforce.</p> | <p>The Standards of Conduct and Practice are relevant, trusted, understood and embedded.</p> <p>NISCC Standards for Employers support the delivery of effective social work and social care services.</p> |

Introduction and Context

NISCC's role is to raise standards in social care practice; strengthening safeguards and improving outcomes for people who use social work and social care services. Activity within this second Business Plan Theme is primarily aimed at delivering our statutory functions of workforce registration, regulation and social work education. We will deliver these functions in accordance with the Rules and Standards.

We will involve our stakeholders in reviewing and improving our performance; looking to other regulators, and educators to ensure we can incorporate innovation and best practice in our regulation.

Successful achievement of these actions will ensure the integrity and effectiveness of our registration, regulation and social work education functions. It will provide assurance that NISCC is an agile regulator able to respond to changing need and demand; and confirm that social work and social care registration is valued and trusted.

Strategic Theme

2

Regulate the Workforce and Social Work Education and Training

The functions of Registration, Fitness to Practise and Regulation of Social Work education establish clear benchmarks for good social work and social care practice

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|---|---|--|--|
| <p>Ensure the integrity and effectiveness of our registration, regulation and social work education functions.</p> <p>Improve the understanding of the role and contribution of regulation in securing public protection and enabling professionalism to thrive in social work and social care.</p> | <p>2.1 During 2018/19, we will deliver our Registration functions in accordance with our Rules and Standards.</p> <p>2.2 During 2018/19, we will regulate registrants' adherence to the NISCC Standards.</p> <p>2.3 During 2018/19, we will work with registrants and employers to increase use of NISCC online services.</p> <p>2.4 During 2018/19, we will work with registrants and employers to ensure they are better informed about their responsibilities in maintaining social care registration.</p> | <p>Data quality audits indicate the accuracy and integrity of the Social Care Register. The Register reflects only those deemed fit to practise.</p> <p>Assurance is provided that registrants meet NISCC registration requirements and are 'fit to practise'.</p> <p>There is evidence of increased use of NISCC online registration services and learning resources by registrants and employers.</p> <p>We have a better understanding of the support needed by registrants and employers to enable them to maintain registration.</p> <p>There is evidence of improving understanding of registrants and employers in maintenance of the Social Care Register.</p> | <p>Social work and social care registration is valued and trusted</p> <p>NISCC is an agile regulator able to respond to changing need and demand</p> |

Strategic Theme

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| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|---|---|--|--|
| <p>Ensure the integrity and effectiveness of our registration, regulation and social work education functions.</p> <p>Improve the understanding of the role and contribution of regulation in securing public protection and enabling professionalism to thrive in social work and social care.</p> | <p>2.5 During 2018/19, we will deliver our Fitness to Practise functions in accordance with our Rules and Standards.</p> <p>2.6 By March 2019, we will develop a system to gather regular feedback from those who are involved in our Fitness to Practise processes.</p> <p>2.7 By March 2019, 'Standards of Acceptance' guidance will be published and disseminated through a programme of workshops and online engagement.</p> | <p>Appropriate actions are taken in relation to Fitness to Practise.</p> <p>Feedback processes are in place to inform continuous improvement in Fitness to Practise.</p> <p>Stakeholders indicate they are confident in the quality of our Fitness to Practise processes and decisions.</p> <p>There is evidence that employers are well informed about the FTP threshold levels and confident in making referrals to FTP which are appropriate to the threshold standard.</p> | <p>Social work and social care registration is valued and trusted</p> <p>NISCC is an agile regulator able to respond to changing need and demand</p> |

Strategic Theme

2

Regulate the Workforce and Social Work Education and Training The functions of Registration, Fitness to Practise and Regulation of Social Work education establish clear benchmarks for good social work and social care practice

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|---|--|--|--|
| <p>Ensure the integrity and effectiveness of our registration, regulation and social work education functions.</p> <p>Improve the understanding of the role and contribution of regulation in securing public protection and enabling professionalism to thrive in social work and social care.</p> | <p>2.8 During 2018/19, we will build on our relationships with other workforce regulators to ensure that our regulatory model reflects current and best practice.</p> <p>2.9 During 2018/19, we will work to improve awareness of NISCC Model of Regulation and its contribution to workforce professionalism and public safety.</p> | <p>Through high level engagement with other regulators, we have assurance that our regulation model is consistent with best practice.</p> <p>NISCC uses an evidence base to support model of regulation and inform changes to Rules and practices.</p> <p>Key stakeholders indicate increased understanding of our role in raising standards and strengthening professionalism in social work and social care and the contribution of workforce regulation towards improving standards in social care.</p> | <p>Social work and social care registration is valued and trusted</p> <p>NISCC is an agile regulator able to respond to changing need and demand</p> |

Strategic Theme

2

Regulate the Workforce and Social Work Education and Training

The functions of Registration, Fitness to Practise and Regulation of Social Work education establish clear benchmarks for good social work and social care practice

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|---|--|--|--|
| <p>Ensure the integrity and effectiveness of our registration, regulation and social work education functions.</p> <p>Improve the understanding of the role and contribution of regulation in securing public protection and enabling professionalism to thrive in social work and social care.</p> | <p>2.10 During 2018/19, we will approve and monitor social work education and training at qualifying and post qualifying levels to ensure it meets our quality standards and supports safe and effective practice.</p> <p>2.11 During 2018/19, we will work with the NI Degree Partnership to support collaborative working to deliver the Degree.</p> <p>2.12 By March 2019, the 5-year Review of the Degree in Social Work for 2013-2018 will be completed.</p> | <p>External and internal quality assurance confirms quality of delivery.</p> <p>Feedback from social workers and employers confirms social work training meets practice needs.</p> <p>There is consistency in the development and delivery of the Degree in Social Work in Northern Ireland.</p> <p>The Degree continues to ensure that new social work graduates are fit and ready to practise.</p> <p>A plan of ongoing improvement and development for the Degree is delivered.</p> | <p>Social work and social care registration is valued and trusted</p> <p>NISCC is an agile regulator able to respond to changing need and demand</p> |

Develop the Social Work and Social Care Workforce

Better outcomes for people who use social care services will be achieved by a regulated workforce that delivers safe, effective and values led care.

Introduction and Context

This third Strategic Theme is focused on how NISCC works in partnership with a wide range of stakeholders and interest groups to create a culture of continuous learning and development for social workers and social care workers throughout their professional career.

A programme of communications and engagement will also be delivered to engage more social workers with the PiP Framework to support their development as competent, compassionate and values-led social workers who are confident and skilled in their practice. Throughout the year, we will evaluate our engagement activity to identify the most effective mechanisms to increase the number of social workers logging their CPD online and able to claim recognition of their learning and development through PiP Credits, Requirements and Professional Awards.

Throughout the year, we will be creating a Learning and Improvement Framework for social care to help develop a skilled, confident and competent workforce. As a Sector Skills Council, we will lead on the review of learning mechanisms and qualifications to help our registrants develop the skills and competencies needed to meet the increasingly complex care and support needs of people in our community.

We will work with other public bodies, government agencies, employers and educators to professionalise the social care career structure and promote the benefits of careers in the sector. Together we aim to influence those making career choices to consider social care as a worthwhile career; helping to support value-based recruitment and retention in social care.

Strategic Theme

3

Develop the Social Work and Social Care Workforce

Better outcomes for people who use social care services will be achieved by a regulated workforce that delivers safe, effective and values led care.

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|--|---|--|---|
| <p>Promote and enable a culture of continuous learning and development in social work through the Professional in Practice framework.</p> | <p>3.1 During 2018/19, we will deliver a programme of targeted engagement to raise awareness of the PiP Framework.</p> <p>3.2 During 2018/19, we will work to strengthen integration between PiP and PRTL requirements for registration.</p> <p>3.3 By March 2019, we will develop the PiP Framework to recognise the whole continuum of learning and development throughout the social work career.</p> | <p>There is evidence of improvement in the number of registered social workers achieving PiP recognition.</p> <p>There is evidence of increasing use of PiP Credits as part of PRTL.</p> <p>PiP Framework supports and recognises a wider range of learning options for social work CPD.</p> | <p>Social workers and social care workers are competent, compassionate, values led, confident and skilled in their practice.</p> <p>Social workers and social care workers will have the knowledge, skills and competencies to be able to respond and adapt to changing service needs in social care.</p> |

Strategic Theme

3

Develop the Social Work and Social Care Workforce

Better outcomes for people who use social care services will be achieved by a regulated workforce that delivers safe, effective and values led care.

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|---|--|---|---|
| <p>Work in partnership with stakeholders to create a learning and improvement framework to ensure the social care workforce is skilled, confident and competent.</p> | <p>3.4 During 2018/19, we will work with key stakeholders to support recruitment in the social care sector.</p> <p>3.5 During 2018/19, we will engage with the sector to develop a Learning and Improvement Framework for social care to support continuing professional development of the workforce.</p> <p>3.6 During 2018/19, we will work with social care employers and Government to better engage with established workforce skills initiatives.</p> <p>3.7 We will deliver our Sector Skills Council responsibilities through our partnership with Skills for Care and Development.</p> | <p>NISCC has contributed to delivery of a suite of events and resources to promote social work and social care as worthwhile career opportunities.</p> <p>A Learning and Improvement Framework for Social Care will be available.</p> <p>There is evidence that social care workers and employers have greater access to learning, development and employment resources.</p> <p>The qualifications, training and learning needs of the social care sector are analysed and learning shared to support workforce recruitment, development and retention.</p> | <p>Social workers and social care workers will have the knowledge, skills and competencies to be able to respond and adapt to changing service needs in social care.</p> |

Introduction and Context

NISCC is uniquely placed to gather workforce intelligence and provide insight for the sector to effect real, meaningful and positive change in social work and social care standards and practice. In Strategic Theme four, we state our commitment to building our capacity to effectively analyse our workforce information and share this knowledge with the Department of Health and our partners to inform the strategic development of the social work profession and the social care workforce.

To help shape the vision, and foster the innovation needed to support the transformation of social care, NISCC leads strategic partnerships from within and outside our sector. Together we will facilitate new thinking and fresh perspectives to reduce harms, minimise risks and improve quality in the delivery of social care services.

We will also build on the strategic alliances and networks we have established to strengthen leadership capacity across the social care sector.

Strategic Theme

4

Promote a Systems Leadership Approach across the Social Care Sector
Through collaborative partnership working, the NISCC will facilitate new thinking and fresh perspectives to reduce harms, minimise risks and improve quality in the delivery of social care services

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|--|--|--|--|
| <p>Use our sector intelligence, engagement, networks and alliances to promote a collaborative working environment that will enable fresh ideas and approaches to inform the strategic development of the social care workforce.</p> <p>Work in partnership with employers to strengthen capacity building to support and develop leadership at all levels across the sector as part of our agenda to deliver high quality standards in social care services.</p> | <p>4.1 During 2018/19, we will seek ways to work across system boundaries to contribute to the transformation of the social care sector in Northern Ireland.</p> <p>4.2 By March 2019, we will develop our capacity to produce data and sector intelligence in relation to social work and social care.</p> <p>4.3 During 2018/19, we will work with Government to inform, and contribute to implementation of workforce planning and development for social work and social care.</p> <p>4.4 During 2018/19, we will continue to work with our key partnerships to strengthen the capacity of the sector to build a culture of collective leadership.</p> | <p>There is evidence that we are building on our unique access to workforce intelligence to lead and develop sector insight.</p> <p>There is evidence that a leadership network is in place for the sector to support a more coherent approach to the development of the sector.</p> | <p>A systems leadership environment is created which provides for improved understanding and connection across the sector</p> <p>Capacity is built to use collective intelligence to effect real, meaningful and positive change in social work and social care standards and practice</p> |

Introduction and Context

Success across the Strategic Themes and ongoing evaluation and improvement is dependent on the strength of our communications and engagement with internal and external stakeholders. A key element of our communications and engagement plans is to be more responsive to our stakeholders; focusing on listening, learning and evolving to effect real, meaningful and positive change in social work and social care standards and practice. Through this work, we will be better informed about registrants' views and perceptions about NISCC and the value and contribution it provides.

Strategic Theme five focuses on building more effective and supportive relationships with service users, carers, registrants, employers and other stakeholders in order to enhance their understanding of the role and contribution of workforce regulation in social care.

To support this objective, we will transform our digital platforms to develop a modern, user friendly and informative digital footprint across our website, social media and e-communications. Growth in our digital communications will provide cost-effective and real-time opportunities to support two-way conversations.

We will also support direct engagement opportunities with our stakeholders, registrants, service users and carers through a series of events, seminars, workshops and knowledge sharing activities.

Strategic Theme

5

Communicate, Connect and Engage

Effective and meaningful communication and engagement will support the delivery of this Corporate Plan.

| Strategic Actions | Business Objectives for 2018/19 | Impact/Outcomes by 31 March 2019 | Strategic Outcomes by 31 March 2021 |
|---|--|---|---|
| <p>Through the delivery of our Communications and Engagement Strategy:</p> <ul style="list-style-type: none"> Create a new and progressive understanding of the role and contribution of workforce regulation in social care. Build, develop and maintain effective and supportive relationships with service users, carers, registrants, employers and other stakeholders focusing on listening, learning and evolving. | <p>5.1 By September 2018, we will deliver a Digital Transformation Project to support communications and engagement with our stakeholders.</p> <p>5.2 By March 2019, we will deliver a campaign to increase awareness of the benefits that workforce standards and regulation bring and promote the positive contribution of social care.'</p> <p>5.3 By March 2019, we will use feedback from our registrants to develop a coherent picture of their needs, experiences and expectations of NISCC and its services.</p> <p>5.4 By March 2019, we will build on our established partnership arrangements with our registrants, service users and carers to ensure we maximise their involvement to co-produce our business objectives.</p> <p>5.5 By March 2019, we will have improved our internal communications with NISCC staff, Council and our Partnership Members.</p> | <p>A modern, user friendly and informative digital footprint exists.</p> <p>There is evidence that our key stakeholders can indicate greater awareness of the benefits of regulation and the contribution of social care.</p> <p>We are better informed about registrants' views and perceptions about NISCC and there is evidence that they are influencing delivery of our services.</p> <p>There is evidence that we have improved our capacity to use partnership, and co-production more effectively.</p> <p>Staff, Council and Partnerships are effectively engaged in the delivery of NISCC Business Objectives.</p> | <p>Improved public perception of social workers and social care workers as a workforce that is committed to upholding standards.</p> <p>Increased confidence in the contribution of workforce regulation in serving and protecting the public, minimising risk and reducing harms by embedding and raising standards.</p> <p>The views, experience and expertise of service users and carers in informing our business is valued and can be evidenced.</p> |

Structure and Leadership

NISCC will ensure it has the right infrastructure and leadership in place across NISCC so that the resources available to it are deployed in the right way against our business priorities.

Introduction and Context

For NISCC to deliver effectively on the Business Plan 2018/19, we must ensure we have the right infrastructure and leadership in place so that the people, resources, governance, quality and systems available to us are deployed in the right way against our business priorities. The Public Sector across Northern Ireland is operating within a challenging economic environment and is also faced with additional financial, legal and workforce complexities with the onset of Brexit. NISCC will manage its resources on Operational and Strategic levels to ensure that we monitor progress against Business Plan KPIs, meet our legal and governance obligations and maintain a strategic, risk based view of the environment to ensure we are skilled and resourced to meet longer term demands.

Early in 2018/19, the introduction of the new Information System will provide new, more efficient ways of working for staff, registrants and employers. Technology and innovation is critical to the development of our registration and regulation functions. We will continue to identify opportunities to transform our business processes in association with a supportive staff training and development programme that will bring additional efficiency and confidence in the delivery of our statutory functions.

We will continue with our investment in our staff by providing personal development opportunities and supporting each person to develop their leadership role under the principles of collective leadership. Our aim is to develop high performing individuals who understand the NISCC values and principles and who actively contribute to making a positive impact in the delivery of our services.

Structure and Leadership

NISCC will ensure it has the right infrastructure and leadership in place across NISCC so that the resources available to it are deployed in the right way against our business priorities.

| Strategic Actions | Business Objectives <i>for 2018/19</i> | Impact/Outcomes <i>by 31 March 2019</i> | Strategic Outcomes <i>by 31 March 2021</i> |
|---|--|---|---|
| Effectively deploy and engage our Corporate Services to support the successful delivery of our Corporate Plan | Our People | | |
| | <p>6.1 During 2018/19, we will progress our Leadership and Development agenda for all staff in line with the HSC Collective Leadership Strategy and the 6th Generation IIP Framework.</p> <p>6.2 By March 2019, we will embed our agreed values and behaviours across all aspects of our organisation both internally and externally.</p> | <p>Staff understand how NISCC will support them in developing their leadership role; and how their personal development needs will be met.</p> <p>Staff actively contribute to their own and their team development.</p> <p>Staff know, understand and demonstrate our agreed values and behaviours.</p> <p>There is a measurable improvement in staff satisfaction levels.</p> | <p>NISCC is an employer of choice, and will employ, develop and retain hard working, skilled staff who are committed to delivering quality services.</p> |
| | Our Resources | | |
| | <p>6.3 During 2018/19, we will manage our available resources to maximum effect and within regulatory and statutory guidelines and legislation to ensure we are able to successfully deliver our Business Plan.</p> | <p>Our finances are managed effectively in line with departmental and legislative guidance.</p> <p>There is internal and external assurance of our deployment, use and management of our resources.</p> | <p>NISCC will deploy its resources within robust and accountable governance frameworks to ensure it delivers value for money and is capable of delivering its commitments over the next 4 years.</p> |

Structure and Leadership

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| Strategic Actions | Business Objectives <i>for 2018/19</i> | Impact/Outcomes <i>by 31 March 2019</i> | Strategic Outcomes <i>by 31 March 2021</i> |
|--|---|---|---|
| Effectively deploy and engage our Corporate Services to support the successful delivery of our Corporate Plan | Governance | <p>We are an accountable and transparent organisation that manages its operations in line with legislation and regulation at all times.</p> <p>We are fully compliant with all relevant Information Governance legislation and all staff will understand their personal responsibilities in this area.</p> <p>There is internal and external assurance of our risk and Information Governance operating arrangements.</p> | <p>NISCC will make better use of technology to develop and invigorate systems, including IT systems that are focused on those who use its services and can enable staff to focus on front line services.</p> |
| | Quality Improvement | <p>There is demonstrable evidence of how we deliver and contribute to quality services.</p> <p>All staff are aware of their personal responsibility for ensuring high quality services are delivered in all aspects of their work.</p> <p>We are better informed on how an accredited quality service model could support continued improvement.</p> | <p>NISCC will deliver all its business against good governance best practice to meet its statutory, legal and professional obligations to ensure it provides safe and effective regulation to help protect the public and safeguard service users.</p> |

Structure and Leadership

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| Strategic Actions | Business Objectives <i>for 2018/19</i> | Impact/Outcomes <i>by 31 March 2019</i> | Strategic Outcomes <i>by 31 March 2021</i> |
|---|---|--|---|
| <p>Effectively deploy and engage our Corporate Services to support the successful delivery of our Corporate Plan</p> | <p>Our Systems</p> <p>6.8 During 2018/19, we will deliver our ICT Improvement Project to enhance the automation, data intelligence and user experience of our Registration and Regulation system.</p> | <p>End users indicate a better experience when accessing our services through the ICT system.</p> <p>There is improved confidence in the quality of our information.</p> | <p>NISCC will develop and demonstrate a strong position on quality improvement through the Quality 2020 Attributes Framework to ensure quality improvement is fully integrated in all aspects of its business.</p> |

Appendix 1 - Key Performance Indicators

| KPI'S 2018/19 | What we will measure? | What is our target? |
|---|---|--|
| <p>We will measure and monitor our performance using a range of business activity KPI's.</p> | <ul style="list-style-type: none"> We will process 95% of applications/renewals within 20 working days of receiving the completed application. | 95% within 20 working days |
| | <ul style="list-style-type: none"> We will update the register for all Fitness to Practise decisions within 2 working days of receipt of the information. | 2 working days |
| | <ul style="list-style-type: none"> We will triage all referrals to the Fitness to Practise Team within 3 working days. | 3 working days |
| | <ul style="list-style-type: none"> We will conclude 90% of Fitness to Practise cases within 15 months of opening the case. | 90% within 15 months |
| | <ul style="list-style-type: none"> We will conclude 100% of ISO hearings within 4 weeks of referral. | 100% within 4 weeks |
| | <ul style="list-style-type: none"> We will ensure the NISCC Online Registration Portal is available at least 95% of time during the year. | 95% |
| | <ul style="list-style-type: none"> We will provide quality customer services that achieve a minimum of 85% customer satisfaction throughout the year. | 85% |
| | <ul style="list-style-type: none"> We will manage our staff well-being to ensure our absence levels do not exceed 3.5% during the year. | 3.5% |
| | <ul style="list-style-type: none"> We will ensure we achieve the minimum standard of paying 95% of undisputed invoices within 30 days and 75% of the 10 day prompt payment target in accordance with Departmental and Legislative guidance). | 95% within 30 days (invoices); and 75% within 10 days (payments) |
| | <ul style="list-style-type: none"> We will manage our finances to achieve financial breakeven target of 0.25% or £20k (whichever is greater). | 0.25% |

Appendix 2 – Evaluation Framework (sample page)

This has been provided to give an indication of how we will analyse our data sources and gather information to evaluate progress towards the outcomes in the 2018/19 Business Plan.

| Strategic Theme 1 | | Putting Standards at the heart of social work and social care practice and education and training Setting and raising standards in social work and social care practice, education and training and ensuring these are at the heart of the work of NISCC | | |
|--|---|--|---|---|
| <p>Strategic Actions:</p> <ul style="list-style-type: none"> • Work with registrants, employers and service users to support the consistent application of the Standards of Conduct and Practice. • Develop a range of accessible and adaptable learning methods and models for the registered workforce and their employers to support the application of Standards in Practice. | | | | |
| Expected Outcome 2018/19 (Impact of the change activity) | Population (Target for change activity) | Information Sources (How/where it will be measured / gathered) | Evaluation Complexity (Simple, Intermediate, Advanced) | Frequency (Timescales for measurement) |
| NISCC learning resources are becoming an integral part of social work and social care training and development. | <ul style="list-style-type: none"> • Social workers • Social care workers • Employers • Educators | • User analytics for NISCC digital resources | S | Monthly |
| | | • Targeted surveys | S | Quarterly |
| | | • Audit Submissions (PRTL and AYE) | I | Annually |
| | | • PiP Submissions | I | Annually |
| | | • Degree /PiP Quality Assurance | I | Annually |
| | | • Focus groups | A | Annually |

Appendix 3 – Glossary of Terms

| | |
|-------------------|--|
| CPD | Continuing Professional Development |
| DoH | Department of Health |
| FTP | Fitness to Practise |
| HSC | Health and Social Care |
| ICT | Information and Communications Technology |
| IIP | Investors in People |
| ISO | Interim Suspension Order |
| IT | Information Technology |
| KPI | Key Performance Indicator |
| NI | Northern Ireland |
| NISCC | Northern Ireland Social Care Council |
| PiP | Professional in Practice |
| PRTL | Post Registration Training and Learning |
| Registrant | A person approved for registration on the NISCC Register |
| RoI | Republic of Ireland |
| RQIA | Regulatory and Quality and Improvement Authority |
| SCIE | Social Care Institute for Excellence |
| UK | United Kingdom |
| WDP | Workforce Development Partnership |

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