



## Corporate Plan 2012 - 2015

Protecting the public by promoting high standards of education, training and practice for the social care workforce in Northern Ireland

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## Our Aim

The aim of the Northern Ireland Social Care Council (NISCC) is to protect the public through improving safeguards for vulnerable people, raising the standards of social care practice and strengthening the professionalism of the workforce.

### **Social Care Workers** include:

- Social workers and social work students
- People who work in or manage:
  - Children's homes
  - Residential care homes
  - Nursing homes
  - Day care settings
  - Residential family centres
- People who work for a domiciliary care agency to provide personal care to people in their own homes.

## Chair's Introduction

I am delighted to present to you the Northern Ireland Social Care Council's three year Corporate Plan for the period April 2012 to March 2015. The NISCC celebrated its 10 year anniversary in 2011 and this Plan begins a new decade in high quality service delivery and improvement for the NISCC.

Our many achievements over the last 10 years have set us in good stead for the challenges which we will embrace in the coming years. We have witnessed significant growth in the number of those registered to practise in social care, and by December 2012 around 20,000 of the entire social care workforce will be registered with NISCC. We are therefore looking at ways in which we can modernise and improve our service delivery to our Registrants, employers, key stakeholders, and partners by optimising the use of IT with a new ICT Registration system which will help us improve how we deliver our registration and regulation services. Our new systems will allow us to work smarter and better and allow us to improve our overall service delivery.

We are also building on our alliances with key stakeholders and others by strengthening our partnership engagement to ensure it is meaningful and continues to challenge how we operate as a regulator of social care.

We will also continue to work with the other Councils in England, Scotland, Wales and the Republic of Ireland to share best practice and ensure that we continue to deliver a high quality service.

As a regulator of training services to Social Workers and Social Care Workers we will continue to review the way in which these services are delivered to ensure they evolve alongside developments and changes in practice, demand, and need across the entire social care environment. As part of this, we will ensure that we set high standards in education and training for the entire social care workforce.

At the same time we will continue to invest in our workforce using the Investors in People standards as a measure of our own success and to build upon our recognition as a Bronze accredited Investors in People employer.

My colleagues on the Council and I look forward to leading the NISCC over the next 3 years and helping it deliver against the challenges which it will witness over this period of time. We are grateful to the commitment demonstrated by the NISCC workforce, the Council, and the stakeholders and partners who together support the wide range of strategic and business objectives contained in this Corporate Plan.



**James Perry -**  
*Interim Chair,*  
*Northern Ireland Social*  
*Care Council*

## Strategic Context

The Corporate Plan sets out how the Northern Ireland Social Care Council will deliver on its strategic objectives over the next three years. More specific details on the actions which will be taken are set out in the NISCC Business Plan.

The Plan is based on the core functions of the NISCC to protect the public and to promote high standards of practice in social care and is informed by and incorporates the key objectives set by DHSSPS. A key priority will be the implementation of the Minister's decision to introduce compulsory registration of the adult residential care workforce by December 2012.

Models of professional regulation need to be modernised to ensure that they are risk based, affordable and proportionate and offer real protection for people who use services. NISCC has commenced a review of its model of regulation to ensure that it is fit for purpose and is benchmarked against the highest standards on a national and international basis.

This is part of an overall commitment to ensure the work of the NISCC is informed by up-to-date and relevant information and intelligence from external bodies locally, nationally and internationally. To deliver against these challenges, it will be necessary to look at how the Council is funded and to review the fee structure for registrants to ensure that there is an appropriate balance between government funding and income from registrants.

As with all organisations in the public sector, NISCC is required to deliver savings and efficiencies in line with Departmental requirements and will face the challenge of delivering its core remit against a backdrop of tight financial constraint and increasing public scrutiny. This will place requirements on the Council to demonstrate that it operates effectively, efficiently and economically.



**Brendan Johnston -**  
*Chief Executive,  
Northern Ireland Social  
Care Council*



*Social Care at its Best - 2011 Conference*

## Our Strategic Objectives

Our aim is to protect the public through improving safeguards for vulnerable people, raising the standards of social care practice and strengthening the professionalism of the workforce.

### Strategic Objective 1

To strengthen public protection through the registration of the social care workforce

### Strategic Objective 2

To improve the quality of social care through the development, promotion and regulation of education and training

### Strategic Objective 3

To strengthen and support the professionalism of the social care workforce

### Strategic Objective 4

To ensure that social care staff, supported by employers, meet agreed standards of conduct and practice

### Strategic Objective 5

To discharge its responsibilities informed by the views of users of social care services, carers, registrants and other key stakeholders

### NISCC People and Resources

To Ensure NISCC has the People, Systems and Resources needed to deliver its Business Objectives



*Practice Learning at its Best - 2012 Conference*



## Strategic Objective I

***“To strengthen public protection through the registration of the social care workforce”***

### Principles of Delivery –

**In strengthening public protection through the registration of the social care workforce we will ensure that:**

- Only those people who are judged to be suitable as social workers or social care workers form part of the workforce;
- Social workers and social care workers are required to demonstrate that they have the training and competence to enter the workforce and to demonstrate that they remain competent, through ongoing training and learning;
- Social workers and social care workers will adhere to high standards of conduct and practice

***Social workers and social care workers registered with the Council will be regarded safe and competent to practise.***

### Growth in Registration 2008/09 – 2011/12

**2008/09  
12,784  
Registrants**

**2009/10  
13,219  
Registrants**

**2010/11  
14,189  
Registrants**

**2011/12  
15,500  
Registrants**

## Strategic Objective I

*“To Strengthen public protection through registration of the social care workforce”*

### Performance & Achievements - 2009-2011 Highlights

#### 2009

- Developed an online registration form for student applicants to increase the way in which applications can be made and making it more convenient for the applicant

#### 2010

- Extended the way in which payments can be made including the introduction of telephone payments
- Introduced new standards to support newly qualified social workers to complete the Assessed Year in Employment (AYE)
- Introduced revised guidance & standards for Post Registration Training and Learning (PRTL)

#### 2011

- Rolled-out compulsory registration to the additional groups as specified by the Minister for Health, Social Services and Public Safety
- Procured a new ICT (Information Communications Technology) Registration System
- 3,000 social workers registration renewed

Objective	How we will deliver this objective	Outcome
<p>I.1 To maintain the Social Care Register and ensure it is fit for purpose.</p>	<p>We will ensure the Social Care Register is maintained, accurate and up to date.</p> <p>We will ensure employers and the public are aware of the Public Facing Register, and know how to access it.</p> <p>We will maximise the new ICT registration system to meet the needs of our customers.</p>	<ul style="list-style-type: none"> <li>➤ <b>A Registration ICT system will be in place that meets our statutory obligations.</b></li> <li>➤ <b>The Registration ICT system will be accessible by employers and the public to check whether social workers, students and social care workers are registered.</b></li> <li>➤ <b>The Registration ICT system meets the needs of its users.</b></li> </ul>
<p>I.2 To ensure that registration requirements are in place to appropriately regulate newly qualified social workers.</p>	<p>We will ensure appropriate systems and standards are in place for the Assessed Year in Employment (AYE) to properly regulate newly qualified social workers.</p>	<ul style="list-style-type: none"> <li>➤ <b>Newly qualified social workers will be assessed as fit to practice.</b></li> </ul>
<p>I.3 To roll out Registration in line with the Ministerial Programme.</p>	<p>We will deliver the phased programme for rolling out compulsory registration to the groups as announced by the Minister for Health, Social Services and Public Safety and implement the programme in an economic, efficient and effective manner.</p>	<ul style="list-style-type: none"> <li>➤ <b>All those who are required to be registered are provided with the opportunity to register with the Council in line with the timetable.</b></li> </ul>
<p>I.4 To increase the financial independence of the NISCC of its registration functions through income generation.</p>	<p>We will review the fee structure for registration and undertake a consultation with key stakeholders and present findings to Council.</p>	<ul style="list-style-type: none"> <li>➤ <b>A fee structure will be in place that is fair and transparent, and is equitable.</b></li> <li>➤ <b>The financial independence of the NISCC will be increased.</b></li> </ul>

## Strategic Objective 2

*“To improve the quality of social care through the development, promotion and regulation of education and training”*

### Principles of Delivery –

**In improving the quality of social care through the development, promotion and regulation of education and training we will ensure that:**

- Social workers and social care workers have access to a framework of qualifications that are underpinned by National Occupational Standards which prepares them to meet the needs of service users;
- Social workers continue to demonstrate their competence through continued training and learning;
- Social workers have the knowledge and skills to practise competently.

*Social workers and social care workers will be provided with the opportunity to avail of a wide range of education and training opportunities that meets their needs.*

## Performance & Achievements 2009 - 2011 Highlights

**2009**

- Widened access to the Degree in Social Work by approving a part-time route for the Honours Degree in Social Work in Queen's University Belfast (QUB) and University of Ulster, Magee Campus (UUM)

**2010**

- Incorporated the Post Qualifying (PQ) partnership into the NISCC
- Implemented the Regional Practice Learning Strategy in collaboration with employers to secure quality Practice Learning Opportunities for social work students

**2011**

- Delivered a programme of post qualifying social work awards in Northern Ireland
- Established a Strategic Advisory Group to ensure strategic priorities for education & training are reflected in the delivery of qualifying training

Objective	How we will deliver this objective	Outcome
<p>2.1 To ensure social work training at qualifying level is fit for purpose and meets the needs of employers and service users.</p>	<p>We will ensure the Degree in Social Work and practice learning provision is fit for purpose through regulation.</p> <p>We will carry out a five year review of the Degree in Social Work during 2013/14.</p> <p>We will work with the Degree Partnership to ensure that the partnership arrangements deliver regional consistency in social work education and training.</p> <p>We will ensure the priorities for education and training are given strategic oversight and direction through the Strategic Advisory Group.</p> <p>We will publish an annual report on the regulation of social work education and training.</p>	<p>➤ <b>NISCC will provide assurance to government, employers, students and the public that the quality of social work education meets the required standards.</b></p>
<p>2.2 To continue to work in partnership with employers and the Higher Education Institutions to implement, co-ordinate, monitor and oversee the Regional Practice Learning Strategy.</p>	<p>We will continue to implement the targets in the 2010-2015 Regional Practice Learning Strategy.</p> <p>We will ensure the information systems that support this work are robust, cost effective and aid the future development of practice learning provision.</p> <p>We will continually regulate all Designated Practice Learning Providers against the targets in the Strategy.</p>	<p>➤ <b>All students undertaking the Degree in Social Work will be provided with high quality practice learning opportunities which will support their learning needs.</b></p>
<p>2.3 To provide a professional framework for post qualifying education and training.</p>	<p>We will effectively discharge our functions as the Awarding Body for professional post qualifying social work awards.</p> <p>We will work with the PQ Partnership to ensure the NI PQ Framework and its content remains fit for purpose and meets the diversity of workforce needs.</p> <p>We will provide access to the NI PQ Framework which is flexible, accessible and responsive to need.</p> <p>We will ensure the NI PQ Framework is fit for purpose through regulation.</p>	<p>➤ <b>NISCC will provide assurance to government, employers, social workers and the public that the professional framework for post qualifying education and training meets required standards.</b></p> <p>➤ <b>The recommendations arising from the 2011/12 Review of Post Qualifying Education and Training Framework will be implemented.</b></p>

## Strategic Objective 3

*“To strengthen and support the professionalism of the social care workforce”*

### Principles of Delivery –

**In strengthening and supporting the professionalism of the social care workforce we will ensure that:**

- Standards of practice and training for social workers and social care workers are appropriate to their role and function;
- Social workers and social care workers have the knowledge, skills, values and attitudes to perform their roles competently and professionally;
- Social workers and social care workers are recognised through continued registration for training undertaken.

*Social workers and social care workers will have the skills necessary to carry out their job to a high standard at all times.*

## Performance & Achievements 2009 - 2011 Highlights

### 2009

- Promotion of all age apprenticeships resulting in an overall total of 1,352 apprenticeships in Health and Social Care

### 2010

- Produced Post Registration Training and Learning Guidance for social workers which provides advice on the processes to evidence training and learning
- Agreed a Memorandum of Understanding (MoU) with the Regulation & Quality Improvement Authority (RQIA) to include protocols for sharing information and improved co-operation

### 2011

- Consultation on Continuous Learning Framework for social care workers
- Identified areas of training need and skills gaps for the development of qualifications and training for social care workers from the findings of Labour Market Intelligence

Objective	How we will deliver this objective	Outcome
3.1 To contribute to the implementation of the Social Work Strategy as appropriate to the role and functions of the NISCC.	We will work with the Department of Health, Social Services and Public Safety (DHSSPS) to implement the Social Work Strategy.	➤ <b>The NISCC will meet the targets agreed with the DHSSPS to support the successful implementation of the Social Work Strategy.</b>
3.2 To develop National Occupational Standards (NOS) for social care and early years.	We will work in partnership with employers, UK partners and others to ensure NOS are updated and meet the needs of the workforce.	➤ <b>The Qualification and Credit Framework (QCF) qualifications are underpinned by relevant NOS.</b>
3.3 To work, as part of Skills for Care and Development, to ensure that NI skills needs are reflected in the UK context.	We will work with UK partners and the Alliance of Sector Skills.	➤ <b>Northern Ireland is a respected partner and NI needs are reflected in the UK agenda</b>
3.4 To ensure the priorities for social work and social care training align with government policies and strategies.	<p>We will work with government departments, employers and the Health and Social Care Board to identify priorities for training and qualifications.</p> <p>We will work in partnership with key stakeholders to co-ordinate, monitor and report on progress regarding the achievement of strategic priorities in the Personal Social Services Development and Training Strategy.</p>	<p>➤ <b>Training reflects government priorities and workforce needs.</b></p> <p>➤ <b>The skills profile of the NI social care workforce is raised.</b></p> <p>➤ <b>Regular reports to government, employers and the public on the outcomes of the Personal Social Services (PSS) Development and Training Strategy.</b></p>
3.5 To provide information and guidance to employers and registrants to support continuous improvement of social work and social care practice.	We will work collaboratively with other regulators and key stakeholders to identify trends and issues.	➤ <b>Lessons learned from regulation are disseminated to promote best practice.</b>
3.6 To implement the new Continuous Learning Framework (CLF) for Social Care Workers.	We will ensure the revised PRTL requirements for social care workers are informed by the new CLF.	➤ <b>A CLF is in place which supports registrants' competence to practise.</b>

## Strategic Objective 4

*“To ensure that social care staff, supported by employers, meet agreed standards of conduct and practice”*

### Principles of Delivery –

**In ensuring that social workers and social care workers, supported by employers, meet agreed standards of conduct and practice we will make certain that:**

- Social workers and social care workers adhere to a Code of Practice and are fit to practise;
- Employers of social workers and social care workers adhere to an Employers Code of Practice.
- Social workers and social care workers who are judged to be unsuitable are removed from the Register and prevented from working in social care;
- Service users and carers are provided with a route through which they can raise concerns about the practice of social workers or social care workers.

*Social workers and social care workers registered with the Council will be fit to practise.*

## Performance & Achievements - 2009 - 2011 Highlights

### 2009

- Over a 100% increase in the number of complaints received relating to social workers and social care workers (increasing from 35 in 2008/09 to 90 in 2009/10)

### 2010

- Carried out a consultation on Indicative Sanctions and Use of Interim Suspension Orders
- Hosted a Registrants Roadshow to promote the Codes of Practice for social care workers and their employers

### 2011

- Commenced a review of the NISCC Model of Regulation
- Completed the implementation of the actions arising from the review of the NISCC against the Council for Healthcare Regulatory Excellence (CHRE) performance standards



Objective	How we will deliver this objective	Outcome
4.1 To ensure that the Model for the Regulation of the social care workforce is proportionate and risk based and reflects best practice in regulation.	We will put in place a programme of continuous improvement that is visible and accessible for all registrants and employers.	➤ <b>A Model for Regulation is in place for the social care workforce that is robust, risk based, proportionate and affordable and that will enable the NISCC to fulfill its statutory functions efficiently, effectively and economically.</b>
4.2 To collaborate with Councils in Scotland, Wales and England and the Republic of Ireland to share information and best practice in respect of professional regulation.	We will work with the Health Professions Council, the Scottish Social Services Council, the Care Council for Wales and the Health and Social Care Professionals Council in the Republic of Ireland (CORU) to develop a MoU and put systems in place to share information.	➤ <b>Close collaboration with the other Social Care Councils in the UK and the Republic of Ireland will ensure systems are in place to protect service users and the public.</b> ➤ <b>A MoU is in place and regularly reviewed.</b>
4.3 To work in partnership with the Regulation and Quality Improvement Authority (RQIA) to ensure that the standards of practice for social care workers and employers are upheld.	We will work collaboratively with RQIA through an agreed MoU.	➤ <b>A joined up approach to regulation is in place to protect the public.</b>

## Strategic Objective 5

*“To discharge its responsibilities informed by the views of users of social care services, carers, registrants and other key stakeholders”*

### Principles of Delivery –

**In discharging our responsibilities informed by the views of users of social care services, carers, registrants and other key stakeholders we will ensure that:**

- Registrants and social care users and carers are involved in influencing, challenging and advising the work of NISCC through meaningful participation and through the NISCC Participation Group for Service Users and Carers;
- The Council’s responsibilities and work are informed by the needs of people who use its services and the perspectives of those who provide services;
- We actively promote and educate our customers, stakeholders and the wider public on the role of the NISCC, its work and how it contributes to the protection of the public through its overarching strategic aim.

*The NISCC will deliver its strategic objectives in a way that takes cognisance of the views and experiences of all its users and key stakeholders.*

### Performance & Achievements 2009 - 2011 Highlights

#### 2009

- First NISCC/HSC joint conference ‘Social Work at its Best’ to provide an opportunity for practitioners and service users to share and celebrate good practice in social work
- Developed the NISCC website as a portal of useful and relevant information for all users

#### 2010

- Hosted the 2010 Post Qualifying Awards Ceremony which was attended by around 300 people and at which 167 awards were given out
- Supported NISCC stakeholders to contribute to the DHSSPS Social Work Strategy consultation

#### 2011

- Established a Customer Enquiry Line to improve service delivery and response times
- Hosted a ‘Social Care at its Best’ Conference to coincide with the NISCC’s 10 year Anniversary
- Launched a joint agreement between NISCC, NIPSA, UNISON & NIASW on each organisations roles and responsibilities

Objective	How we will deliver this objective	Outcome
5.1 To have an ongoing commitment to partnership working with users and carers and registrants.	<p>We will continue to work in partnership with service users and carers and registrants in ensuring their views are represented in the NISCC work.</p> <p>We will widen stakeholder participation and engage with stakeholders from 'hard to reach groups' through contacts on the service user database.</p>	<ul style="list-style-type: none"> <li>➤ <b>Registrants will have an opportunity to inform, comment on and influence the work of Council.</b></li> <li>➤ <b>Service users will have an opportunity to inform, comment on and influence the work of Council.</b></li> <li>➤ <b>Stakeholder experience will be evaluated against agreed service standards.</b></li> <li>➤ <b>Continued support for NISCC, RQIA, Skills for Care and Development (SfCD) and User Conferences.</b></li> </ul>
5.2 To implement the NISCC Communication Strategy to include promotion of the Codes of Practice.	We will implement the NISCC Communication Strategy to include the promotion of the Codes of Practice by working with employers, users and carers, registrants, council and staff groups through the partnership arrangements.	<ul style="list-style-type: none"> <li>➤ <b>The public and service users will be informed of the standards they can expect of social care workers and their employers.</b></li> <li>➤ <b>Employers and registrants will be informed of their responsibilities under the Codes of Practice.</b></li> </ul>

<p>5.3 To optimise developing technology to assist stakeholder engagement and communications across NISCC services.</p>	<p>To further enhance stakeholder engagement the NISCC will work with service users and carers and registrants to ensure the NISCC website is delivering through maximising the use of the website via technological advances and legislative requirements for accessibility.</p>	<ul style="list-style-type: none"> <li>➤ <b>The NISCC website will be fit for purpose and will be viewed by users as a valuable source of information.</b></li> <li>➤ <b>Registration services will be adapted to incorporate appropriate technology</b></li> <li>➤ <b>Communications with stakeholders will be assessed to identify opportunities to use Email and online communications to complement printed communications.</b></li> </ul>
<p>5.4 To promote awareness across the Social Work and relevant Social Care Professions of their responsibilities as a regulated profession.</p>	<p>We will work with registrants, employers, Trade Unions and Professional bodies to promote awareness of the responsibilities of registered Social Workers and Social Care Workers as members of a regulated profession.</p> <p>We will do this through the provision of information and guidance.</p> <p>We will actively promote careers and training opportunities in the social care sector.</p>	<ul style="list-style-type: none"> <li>➤ <b>Every registered social worker and social care worker in Northern Ireland will be required to demonstrate through renewal of registration their adherence to their responsibilities as a regulated professional.</b></li> </ul>



*Joint User & Carer - 2012 Conference*

## Our Organisation and our People

*“To ensure NISCC has the people, systems and resources needed to deliver its business objectives”*

### Principles of Delivery –

**In ensuring that we have the people, systems and resources required to deliver our business objectives we will –**

- Have robust governance infrastructures in place, including around finance and risk management, that is effective and transparent;
- Regularly review our policies and systems;
- Demonstrate our values and principles in working with others and each other
- Engage staff in the development of corporate policies;
- Empower staff to take ownership for decisions appropriate to their grade and their learning and development; and
- Deliver our corporate services economically, efficiently and effectively.

*The NISCC will deliver its strategic objectives in an efficient and effective way and within its resources and allocation.*

## Performance & Achievements 2009 - 2011 Highlights

### 2009

- Carried a review of NISCC's governance arrangements and developed an Assurance Framework
- Implemented the Agenda for Change process

### 2010

- Carried out an Inequalities Audit and Action Plan
- Carried out a review of NISCC accommodation needs over the next 10 years to ensure value for money was being delivered
- Implemented a new organisation structure to better align resources with priorities

### 2011

- Achieved Investors in People (IIP) Bronze status in recognition of NISCC's commitment to the learning and development of its staff
- Reviewed the NISCC Standing Orders to ensure they reflected best practice
- Transferred NISCC ICT services to ITS BSO (Business Services Organisation) to deliver efficiencies

Objective	How we will deliver this objective	Outcome
<p><b>Governance</b></p> <p>1. To ensure robust and effective governance, performance management and information systems are in place in respect of all aspects of the Council's business, including Skills for Care and Development.</p> <p>2. To contribute to the Departmental Review of the NISCC.</p>	<p>We will continue to review our governance arrangements to ensure it meets the standards set down by government.</p> <p>We will work with the DHSSPS to deliver savings and efficiencies.</p> <p>We will work with the DHSSPS to put in place an action plan to address issues arising out of the Departmental Review.</p>	<p>➤ <b>For each year of this Corporate Plan an Assurance Framework is produced and the Annual Report and Accounts are produced according to the Financial Reporting Manual (FRM) and within agreed timescales.</b></p> <p>➤ <b>The NISCC will be an efficient and effective organisation.</b></p>
<p><b>Funding</b></p> <p>3. To secure the necessary funding to be able to deliver on the NISCC's strategic objectives and priorities.</p>	<p>We will agree an appropriate level of funding with the Department that enables us to meet our strategic objectives and priorities.</p> <p>We will undertake a review of our non grant-in-aid income.</p>	<p>➤ <b>The NISCC will continue to operate effectively and efficiently within its allocated budget</b></p> <p>➤ <b>The NISCC will continue to deliver against the budget 2010 process.</b></p>
<p><b>People</b></p> <p>4. To ensure appropriate people management strategies are in place to support the NISCC workforce to deliver against NISCC's strategic and business objectives.</p>	<p>We will continue to work to the IIP standards.</p> <p>We will work in partnership with our key stakeholders to implement our Human Resources Strategy.</p>	<p>➤ <b>The NISCC's investment in its workforce is recognised by its continued accreditation as an IIP (Bronze) status employer.</b></p> <p>➤ <b>An effective and meaningful Human Resources Strategy is in place which supports career development, progression and succession planning.</b></p>

Objective	How we will deliver this objective	Outcome
<b>Infrastructure</b>		
<p>5. To ensure the NISCC’s business processes are fit for purpose and make best use of developments in ICT systems to utilise e-enablement</p>	<p>We will review our business processes to optimise ICT technology by reviewing –</p> <ul style="list-style-type: none"> <li>• the Registration ICT system;</li> <li>• the PQ ICT Database; and</li> <li>• the internal ICT infrastructure that supports our day to day business processes.</li> </ul> <p>We will operate our ICT network within the new contract with ITS (BSO).</p>	<ul style="list-style-type: none"> <li>➤ <b>The Registration ICT system will deliver the projected anticipated business and customer benefits.</b></li> <li>➤ <b>The NISCC’s business continuity requirements will be supported through stable ICT provision.</b></li> <li>➤ <b>The NISCC will make best use of e-enablement in the way it transacts its business.</b></li> </ul>



## Appendix I – Glossary of Terms and Abbreviations

<b>AYE</b>	<b>Assessed Year in Employment</b>	<b>NIASW</b>	<b>Northern Ireland Association of Social Workers</b>
<b>BSO</b>	<b>Business Services Organisation</b>	<b>NIPSA</b>	<b>Northern Ireland Public Service Alliance</b>
<b>CHRE</b>	<b>Council for Healthcare Regulatory Excellence</b>	<b>NISCC</b>	<b>Northern Ireland Social Care Council</b>
<b>CLF</b>	<b>Continuous Learning Framework</b>	<b>NOS</b>	<b>National Occupational Standards</b>
<b>DHSSPS(NI)</b>	<b>Department of Health, Social Services &amp; Public Safety (Northern Ireland)</b>	<b>OSCAR</b>	<b>Online Social Care Register</b>
<b>FReM</b>	<b>Financial Reporting Manual</b>	<b>PQ</b>	<b>Post Qualifying</b>
<b>H&amp;SC</b>	<b>Health and Social Care</b>	<b>PRTL</b>	<b>Post Registration Training and Learning</b>
<b>HEI's</b>	<b>Higher Education Institutions</b>	<b>PSS</b>	<b>Personal Social Services</b>
<b>HR</b>	<b>Human Resources</b>	<b>QCF</b>	<b>Qualification and Credit Framework</b>
<b>ICT</b>	<b>Information Communication Technology</b>	<b>QUB</b>	<b>Queens University of Belfast</b>
<b>IIP</b>	<b>Investors in People</b>	<b>RQIA</b>	<b>Regulation and Quality Improvement Authority</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>	<b>SfCD</b>	<b>Skills for Care and Development</b>
<b>NDPB</b>	<b>Non-Departmental Public Body</b>	<b>UK</b>	<b>United Kingdom</b>
<b>NI</b>	<b>Northern Ireland</b>	<b>UUM</b>	<b>University of Ulster, Magee Campus</b>



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