



Social Care Council Board Meeting
Unconfirmed Minutes
10.00a.m on Wednesday 24th April 2024
Virtual meeting - MS Teams

Present:

Gerard Guckian, Deputy Chair
Sarah Browne, Board Member
Roslyn Dougherty, Board Member
David Hayes, Board Member
Jacqueline McGarvey, Board Member

In Attendance:

Patricia Higgins, Chief Executive Officer, Social Care Council
Declan McAllister, Director of Registration and Corporate Services, Social Care Council
Marian O'Rourke, Director of Regulation & Standards, Social Care Council
Rita McCullagh, Head of Communication & Strategic Engagement
Anne McGlade, Research Lead, Social Care Council
Catherine Maguire, Head of Workforce Development, Social Care Council
Helen McVicker, Head of Fitness to Practise, Social Care Council
Sandra Stranaghan, Head of Business Services, Social Care Council
Hollie Bishop, Business Support, Social Care Council
Maureen Martin, Business Support, Social Care Council

Observer(s):

Lorraine Conlon, Government Liaison Officer
Shauna Carberry, Board Apprentice
Aoife Birmingham, Internal Auditor

Apologies:

None

Formalities

Item	Agenda
1.	Welcome and Apologies
1.1	The Deputy Chair welcomed everyone to the meeting and noted the attendance of Aoife Birmingham, Internal Audit Supervisor, who had joined the meeting in an observational capacity as part of the Internal Audit on Board Effectiveness.
1.2	The Deputy Chair reported that he was standing in for the Chair during a period of illness and sent best wishes on behalf of the Board and senior team.
1.3	Formal condolences were extended on behalf of the Board and senior team to the family of past Board member, Neil Bodger. Members expressed their sadness at the loss of a colleague who was remembered as an exemplary Board member who always gave the benefit of his wisdom and experience in a kind and measured manner. A condolence card has been sent to Mr Bodger's family on behalf of the organisation.
2.	Declarations of Interest
2.1	There were no Declarations of Interest for note.
3.	Board Minutes – Paper A for approval
3.1	<i>Minutes of the previous Board Meeting of 6th December 2023</i>
3.1.1	The Deputy Chair noted the replacement of Paper A with the correct version. The minutes of 6 th December 2023 were approved by the Board as a true and accurate record subject to any additional amendments received.
4.	Action List and matters arising
4.1	All actions arising from the Board meeting of 6 th December were noted as completed and closed.
5.	Deputy Chair's Report - verbal
5.1	<p>The Deputy Chair gave a brief update on the following meetings which he has attended on behalf of the Chair since the last Board meeting:</p> <ul style="list-style-type: none"> 22 March - NICON Chairs group The Health Minister, Robin Swann, delivered an update on his return to the N.I. Assembly. Although the main focus was around the current challenging financial position there were positive indicators around stabilisation and transformation within the current financial landscape. The Deputy Chair had emphasised to the group that the work on social care reform initiated by the Minister had continued in his absence. 27 March - Mid-Year Accountability with the Chief Executive and the Chief Social Worker. There were no issues or concerns raised and a

	positive and constructive conversation was held about the issues faced by the organisation and sector going forward.
Business Briefings	
6.	Chief Executive's Report – Paper B for information
6.1	<p>The Chief Executive advised that the report outlined key activity undertaken during the period December 2023 and March 2024.</p> <p>The Chief Executive noted that a separate paper (Paper F) on the achievement of Investors in People Platinum accreditation would be presented under agenda item 10.</p> <p>Key highlights from the Chief Executive's report were noted as follows:</p> <p>1. James House</p> <p>The one-year anniversary of the move to James House was celebrated on the 6th February. The agile working approach is working well and will continue to be monitored through pulse surveys to collect staff views on the office environment and agile working. Following a recent survey some of the space was reconfigured to introduce a small number of additional desks and soft seating to create a more user-friendly collaborative space.</p> <p>2. People Plan</p> <p>Happy Raspberry have been commissioned to assist with the development of a People Plan to support the Social Care Council's Strategic and Business Plans, in particular looking to future activity. The work will review the skills and capacity within the Social Care Council and a plan will be produced taking succession planning into account. A survey will be issued to staff and focus group meetings will be scheduled over the next few weeks to enable production of a final plan by June/July. A report will be brought to the Board for discussion when the work has been completed.</p> <p>3. Political Party and Stakeholder Engagement</p> <p>The Chair had initiated a round of political party engagement to deliver a briefing on the work of the Social Care Council and requested that this was continued in his absence.</p> <p>A series of update meetings have now concluded with both political parties and stakeholders about the role and work of the Social Care Council, and in particular work in supporting the reform of adult social care and the children's services review. Meetings were held with all of the Political Parties and the following stakeholders.:</p>

- CEO Commissioner for Older People NI
- NI Commissioner for Children and Young People
- Chief Commissioner, Equality Commission for NI
- The Mental Health Champion
- CEO NICVA
- Chair SOLACE (Society of Local Authority (local council) CEO's)

4. All Party Group (APG) on Skills

An APG on Skills has been established by Sorcha Eastwood MLA. Social Care has been designated as the first skills area for review and the APG will commence engagement with a broad range of key sector organisations, skills and education providers as well as government departments and agencies.

5. Research Conference

The Social Care Council hosted the 11th Annual Social Work and Social Care Research Conference on 20th March at Belfast Castle: *Collaborating to deliver safe and effective services: how research supports identity and addresses challenges?*

131 social workers and social work academics attended the conference from across the UK, Ireland and USA and the conference organisers were commended on the quality and broad range of content.

6. Leadership Programme

The Social Care Council successfully completed an in-house Managers Leadership Programme which was run over the last year with leaders from across the organisation from team leader level to Chief Executive. The programme focused on compassionate and collective leadership based on the work of Professor Michael West. Professor West delivered a 'masterclass' at the final session and a meeting will be scheduled to consider the next steps in leadership development work. **ACTION: It was agreed that Board members would be invited to a future Managers Leadership Network session in order to understand and consider how they can use their leadership role to support the programme**

The Board noted the Chief Executive's Report.

Business Matters

7.	Financial Performance Report at March 2024 – Paper C for approval
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7.1	<p>The Director of Registration & Corporate Services thanked colleagues within the organisation and Business Services Organisation (BSO) for their work toward achieving the year-end breakeven position.</p> <p>The report reflects the detail of a large number of non-recurrent allocations for agreed projects.</p> <p>Registration fee income received to date is higher than expected and is mainly due to timing of fee payments and an increase in register numbers and this will continue to be monitored.</p> <p>The closing position at month 12 shows an actual year to date credit of £5K which confirms breakeven position.</p> <p>On behalf of the Board, the Deputy Chair formally congratulated the senior leadership team and supporting colleagues for the delivery of a breakeven position and the continued delivery of a high level of activity particularly given such a challenging financial context.</p> <p><i>The Board approved the Financial Performance Report at March 2024</i></p>
8.	<p>Progress Report on the Risk Assurance Framework and Strategic Risks Review – Paper D for review</p>
8.1	<p>The Director of Registration and Corporate Services presented the Risk Progress Report for review and noted the following key highlights:</p> <ul style="list-style-type: none"> • Financial risk is included in the report • The Risk Progress report was last presented to the Audit & Risk Assurance Committee on 7th February and reviewed by the Risk Management Committee at its meeting on 23rd April. • The Board reviewed and set 8 new strategic risks last year and as of this month there are 2 risks set as high and 6 risks set as medium; • Management of financial resources has been reduced from high to medium risk due to a clearer line of sight on the break-even position. The risk will be kept under regular review and updated to take funding allocations and pressures throughout the year into account. The budget allocation letter from the Department of Health is expected over the next few weeks; • There are 2 high – level risks reported in the operational risk register: <ul style="list-style-type: none"> ✓ Regulatory Fitness to Practise resourcing; and ✓ Resourcing the development of the social care workforce

	<ul style="list-style-type: none"> • There has been a 17% increase in Fitness to Practise referrals in the current year and the position on trends will be monitored in case an additional resource is required. Happy Raspberry have been commissioned to produce a People Plan and they will look at any skills gaps in the organisation and how we might best maximise our internal resources. • The Risk Management Committee considered the increased risks related to changes at Board and the Senior Leadership team levels. The risk will be shared with ARAC at their next meeting including actions to mitigate against the risk – this will include assurance that the business and ethos of the organisation will continue as usual; • Resourcing of Workforce Development team – an increased risk was identified as one of the Professional Advisors will be on a short-term period of sickness absence which will be mitigated. A watching brief on staffing and funding will be maintained to continue activity; • All controls assurances in the report are RAG rated and managed on a daily basis by managers; <p>Following discussion, it was agreed that the wording of the risk on Resourcing the development of the capability of the social care workforce should be amended to '<i>resourcing our work to support the development of the social care workforce</i>' to more accurately reflect the work of the Council.</p> <p>ACTION: wording of the risk on 'Resourcing the development of the capability of the social care workforce' to be reviewed at the next ARAC meeting and feedback brought back to the Board.</p> <p><i>The Board noted the Progress Report on the Risk Assurance Framework and Strategic Risks Review,</i></p>
9.	Quarter 4 Business Performance Report – Paper E for information
9.1	<p>The Director of Registration & Corporate Services presented the Quarter 4 Business Performance Report and noted the following key highlights:</p> <ul style="list-style-type: none"> • Key Performance Indicators (KPIs) have all been achieved by year end despite challenging financial environment and an increase in activity; • Significant progress was made against the Business Plan 2023/24 across all business areas and strategic themes, with a new Business Plan for 2024/25 being developed.

	<ul style="list-style-type: none"> • A financial break-even position at year end was achieved • The organisation assumed responsibility for the Leadership in Social Work Framework and the Social Work and Social Care Research Strategy during the year. <p>The Deputy Chair commented on the significant level of business reflected in a very positive report.</p> <p><i>The Board noted the Quarter 4 Business Performance report.</i></p>
10.	Investors in People update – Paper E for decision
10.1	<p>The Director of Registration & Corporate Services commended the Head of Business Services for her commitment in driving the Investors in People Platinum accreditation.</p> <p>Formal acknowledgement of the IIP Platinum accreditation and Gold award in Health & Wellbeing standard have been received.</p> <p>The Head of Business Services gave some background on the organisation's journey toward the Investors in People Platinum award which is the top accolade on the IIP framework. It was advised that the Health and Wellbeing accreditation was just shy of Platinum status which was likely due to the short assessment time frame and therefore the Health & Wellbeing aspect will be reassessed during the coming year when actions can be progressed.</p> <p>Two IIP assessors attended the office over a period of three days to meet with a range of individuals and groups to gather evidence and provide a detailed assessment report. The report will be reviewed and brought to the Board alongside an action plan to identify how it links with the People Plan. Comments from the assessors reflected the strong inter relationships at different levels and the positive culture and common purpose of the organisation.</p> <p>Next steps will include consideration of the best way to celebrate the award and a date has been held in September for a whole organisation celebration. Board members were invited to attend.</p> <p>An action plan to achieve Platinum award in Health & Wellbeing and maintain Platinum IIP accreditation will be developed.</p> <p>The Chief Executive noted the importance of the award in that it reflects the message that the Social Care Council also holds itself as a regulator to the highest standards and that it is possible to be a model of excellence in challenging circumstances.</p>

	The Board formally noted congratulations for the achievement of the whole organisation in gaining the Investors in People Platinum award.
11.	Draft Annual Report – Paper G for review
11.1	<p>The Deputy Chair noted that the draft Annual Report had been provided for review and invited members to feedback to the Head of Business Services by Friday 3rd May in order for an updated draft to be available for review alongside the Annual Accounts at the Audit & Risk Assurance Committee meeting on 8th May.</p> <p>The Deputy Chair highlighted the earlier timetable and submission date of 20th June for the Annual Report and Accounts and thanked all colleagues involved in the preparation of the report.</p> <p>An updated version of the Annual Report and Accounts will be presented to the Board at their June meeting for approval.</p>
BREAK – Director of Registration & Corporate Services left the meeting.	
Governance	
12.	Draft Business Plan – Paper H for approval
12.1	<p>The Head of Business Services presented the draft Business Plan for 2024/25 and confirmed that it had been developed following consultation with staff and Partnerships.</p> <p>The following key highlights were noted:</p> <ul style="list-style-type: none"> • A copy of the draft Business Plan has been shared with the Department of Health; • The draft Business Plan will be formatted and reviewed for any typos/grammar/plain language and a final designed version will be shared once the content is approved by the Board; • It is planned to have a final approved version available for sharing with the Board and staff and uploaded to the Social Care Council website by the end of April 2024; • The Business plan better reflects the scope and impact of activity across Registration, Fitness to Practise, Committee and Workforce Development teams to deliver statutory functions. • As the organisation has taken on responsibility for the Leadership in Social Work Framework and the Social Work and Social Care Research Strategy, some minor edits have been made to the strategic objectives

	<p>to ensure activity in these areas are captured in the Business Plans;</p> <ul style="list-style-type: none"> • The organisation is starting to look at the Equality, Diversity & Inclusivity (EDI) agenda in relation to the organisation's role as a system leader and employer. The Equality Unit will support the Social Care Research lead to on building the model and template and an action plan will be developed; • New developments including the scoping of a new Registration and CPD system have been captured in the Business Plan. The Board will be engaged in the development of a new registration and renewal App for registrants which is planned for launch in June 2024; • A company has been engaged to support the development of a sustainable People Plan and all teams will be consulted with as part of this work. • The Board will be included in the next stage of the Managers Leadership Network; • Two new forums for social care and social work respectively will be established to replace the Registrants Forum. An additional partnership will be put in place to take forward the research and evidence agenda; • A review of Key Performance Indicators (KPIs) is underway; <p>Following a query on the 10% KPI target for the uptake of the new Registration App by March 2025, the HoBS noted that although there will be a number of campaigns to promote the uptake of the App, the KPI had been set as the resource is untested and the evidence base may not currently support an increased target.</p> <p>ACTION: It was agreed that the HoBS and DoRCS would review the Registration App KPI target.</p> <p><i>The Board approved the draft Business Plan 2024 - 25</i></p>
13.	Board Self-Assessment Review – Paper I for approval
13.1	<p>The Head of Business Services presented the Board self-assessment for consideration and approval and noted the following:</p> <ul style="list-style-type: none"> • Internal Auditor are carrying out a Board Effectiveness audit (this is done once every 3 years) and the Self-Assessment will form part of that evidence;

	<ul style="list-style-type: none"> • The Social Care Council is required to carry out an annual Board Self-Assessment as best practice; • There are four compliance assessment RAG ratings; <ul style="list-style-type: none"> ✓ Green - good practices in place and no red flags identified ✓ Amber Green - good areas but 1 red flag identified ✓ Amber Red- some good areas but 2 or more red flags identified ✓ Red - no good practice evidence in any areas • Since the last Self -Assessment in April 2022 the Board have completed an independent assessment review of Board skills and approved the Strategic Plan; • All three actions from the action plan developed by the Board last year have been completed. <p>The Deputy Chair invited members to feedback on the review to the Head of Business Services. The final Board Self–Assessment review and draft Action Plan will be presented for approval at the June Board meeting. It is expected that the Deputy Chair will be able to give an update at that time on the status of the CEO recruitment process.</p> <p>Following a query on whether the pending vacancies of the Chief Executive and Director of Regulation & Standards posts should be raised as a potential risk, it was agreed that the initial view is that the vacancies are not in place at the time of the Board Self-Assessment however further reflection on this point may be needed.</p> <p><i>The Board approved the Board Self-Assessment and draft Action Plan</i></p>
14.	Shared Intelligence Framework/Emerging Concerns Protocol – Paper J for approval
14.1	<p>The Head of Fitness to Practise sought Board approval for the Shared Intelligence Framework/Emerging Concerns Protocol and for this to be made available for publication on the Social Care Council’s website.</p> <p>It was explained that RQIA, in collaboration with the NI Joint Regulator’s Forum, has developed the Framework and Protocol to support regulators of health and social care in Northern Ireland to share information that may indicate risks to people who use services, their carers, families or staff.</p> <p>The Protocol provides a trigger mechanism for responding to new areas of concern relating to patient/service user safety whereby partner organisations can be brought together swiftly to share information and respond early to any safety concerns.</p> <p>As a co-signatory to the Framework and Protocol, the Social Care Council will</p>

	<p>participate in bi-annual Shared Intelligence Meetings and Emerging Concerns meetings which will be managed by a secretariat provided by RQIA. The Social Care Council will be able to trigger an Emerging Concerns meeting where an emerging risk or concern to patient/service user safety is identified. Any issues or concerns regarding individual registrants will be managed through existing Fitness to Practise processes</p> <p>The Deputy Chair noted that section 4.3 – section 5 refer to ‘health care systems’ and recommended that the wording should be amended to ‘health and social care systems’ to reflect inclusivity towards the social care sector.</p> <p>ACTION: It was agreed that the Head of Fitness to Practise will feedback on the proposed amendment to the wording.</p> <p>It was clarified that the version control table on Page 2 will be removed in the final draft of the protocol.</p> <p><i>The Board approved the Shared Intelligence Framework/Emerging Concerns Protocol and for publication on the Council’s website subject to the proposed amendment.</i></p>
15.	Unconfirmed minutes of Audit & Risk Assurance Committee meeting of 7th February 2024 – Paper K for approval
15.1	<p>The Chair of the Audit and Risk Assurance Committee (ARAC) gave a verbal update on the meeting of 7th February 2024 and highlighted the following key matters discussed:</p> <ul style="list-style-type: none"> • Internal Audit had presented the Financial audit report which reflected an overall satisfactory assurance with two key findings. These related to an update to the partnership agreement with the Northern Ireland Degree in Social Work Partnership (NIDSWP) and regular review of Staff in Post reports by the Professional Officer in the Partnership. Management have accepted all recommendations; • The Risk Progress report was considered in detail; • The Head of Business Services had presented the Risk Management procedure document which had been drafted in response to a previous recommendation. The document was approved by ARAC members and has subsequently been shared with Sponsor Body; • The Procurement Assurance report was reviewed and noted; • The updated Travel & Subsistence policy was approved. <p><i>The Board approved the Audit & Risk Assurance Committee minutes of the meeting of 7th February 2024.</i></p>

16.	Unconfirmed Remuneration Committee minutes of 10th January 2024 – Paper L for information
16.1	<p>The Chief Executive declared a conflict of interest and recused herself for agenda item 16.</p> <p>The Head of Business Services presented the unconfirmed Remuneration Committee minutes of 10th January 2024 and noted the following key matters that had been discussed:</p> <ul style="list-style-type: none"> • The Deputy Chair of the Remuneration Committee had covered the meeting in the absence of the Chair; • An overview was given on the Sommerville v NMC Case and work continues with the Directorate of Legal Services (DLS) on progress around the implications of the judgement. Costs for annual leave and pension entitlement for 27 Committee members has been accrued and the Social Care Council will work with other regulators to affect a unified approach to the judgement. An update will be provided at the June Board meeting and the Remuneration Committee following meetings with DLS and other regulators. • An update on the status of the Chief Executive Pay Award is anticipated for the June Board meeting; • The Deputy Chair has agreed to lead on the Chief Executive recruitment process as the timing has now been confirmed. Department of Health and BSO HR officials have been engaged in the evaluation of the job description for the Chief Executive post which has been approved by the Permanent Secretary with a recommendation for a review of the post's banding. The review is underway and, subject to timely completion, the re-evaluated post will be advertised otherwise it will be advertised as post 'under review'. It was noted that the post has been revised to expand the criteria to allow for a social work qualification or 8 years' experience of delivery of social care services at Assistant Director or Director level which aligns with other regulators and may broaden the candidate base. <p>The Deputy Chair confirmed his availability should the Chair not be in a position to chair the interview panel.</p> <p><i>The Board noted the unconfirmed Remuneration Committee minutes of 10th January 2024.</i></p>

Subcommittees

17.1	Professional in Practice unconfirmed minutes of the meeting of 27th March 2024 – Paper M for information
17.1.1	<p>The Chair of the Professional in Practice (PiP) Partnership gave an overview of the meeting of 27th March 2024.</p> <ul style="list-style-type: none"> • A high level of attendance at PiP Committee meetings was noted; • Changes in PiP Committee membership is due to the movement within participating organisations; • Members spent time reviewing and discussing the paper on PiP governance arrangements for Joint Management Boards and the proposal will be refined and shared with the Chairs of the Joint Management Groups; • Work is ongoing on the value of Post- Registration Training & Learning (PRTL) engagement; • Members were encouraged to consider the interlink between the work of the PiP Partnership and the Research & Evidence Partnership; • Board members were invited to diarise 25th September to attend the PiP Awards at the Tullyglass Hotel, Ballymena. The theme of the awards will be ‘<i>Showcasing Leadership in Social Work</i>’. <p><i>The Board noted the unconfirmed minutes of the Professional in Practice meeting of 27th March 2024.</i></p>
17.2	Leaders in Social Care Partnership minutes of meeting of 16th January 2024 - Paper N for information
17.2.1	<p>The Chair of the Leaders in Social Care Partnership presented the minutes of the meeting of 16th January and highlighted the following key matters discussed:</p> <ul style="list-style-type: none"> • The Head of Workforce Development gave an update to members on the work in progress to map children's social care to the Safe and Effective Care Practice certificate. Work is underway on the narrative of the Care in Practice Framework and more information about the pilot of the certificate will also be made available before it commences. • The Head of Comms & Strategic Engagement provided a presentation evaluating the social care campaign 2023/24 and outlined recommendations, lessons learned and next steps for the campaign in 2024/25; • Ryan Williams, Connected Health delivered a presentation as Chair of the Social Care Data & Intelligence group, to discuss the value of data and how it could be used to support the work of the Partnership;

	<ul style="list-style-type: none"> • Due to the cancellation of the Partnership meeting in March 2024, an update on the work of the Social Care Collaborative Forum will be given at the next scheduled meeting in June. The Chief Executive confirmed that a final draft of the report on the work of the Forum will be shared with Board and Partnership members after it is finalised in June. • An invitation to the launch of the social care campaign 2024/25 in the Long Gallery will follow. <p><i>The Board noted the minutes of the Leaders in Social Care Partnership meeting of 16th January 2024.</i></p>
17.3	Confirmed Minutes Participation Forum 12 December 2023 & Unconfirmed Mins 12 March 2024 - Papers O1 & O2 for information
17.3.1	<p>The Chair of the Participation Forum gave an overview of discussion from the meeting of 12th March and noted the December 2023 minutes were provided for information as they had not been available at the previous Board meeting.</p> <ul style="list-style-type: none"> • Several members have agreed to work with the Communications team on the Care to Chat planned podcasts as part of the Social Care promotion campaign; • A presentation on the Social Care Council Registration App was well received and discussion took place around the potential wider applications; • Participation Forum member, Joanne Sansome had been part of the review of the degree in social work team and a presentation of key findings from the review was delivered by Professional Advisor, Tricia Devlin. A key message arising from the review is the importance of service user involvement and input • Members discussed the Participation Forum engagement plan and how to link with service users and carers going forward. The forum is considering how to best capture the broad range of engagement and activity undertaken by members and how the importance of this in informing the overarching Council activity could be reflected to the Board. <p><i>The Board noted the confirmed minutes of the Participation Forum meeting of 12th December 2023 and the unconfirmed minutes of the meeting of 12th March 2024.</i></p>
17.4	Update on Registrant Engagement - verbal

17.4.1	<p>The Director of Regulation & Standards advised that the outworkings of the review of the Registrants' Forum has indicated a preference for a change to a more participatory dynamic model.</p> <p>It was noted that it had been agreed that registrant engagement will form part of a wider engagement strategy led by the Head of Communication & Strategic Engagement. A number of staff across a range of functions have agreed to participate in registrant engagement work going forward and this will be coordinated with the Head of Communication & Strategic Engagement, Head of Fitness to Practise and Workforce Engagement Officer.</p> <p>An internal meeting will be scheduled to plan a workshop with social work stakeholders to explore what a social work registrant group could look like.</p> <p>Board members will be kept updated and the Director of Regulation & Standards will provide a briefing in due course.</p> <p><i>The Board noted the Registrant Engagement update.</i></p>
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Closing Formalities

18.	Any Other Business
18.1	There were no further matters discussed.
19.	Dates of next meetings
19.1	<p>The Board noted the following key meeting dates:</p> <p>Audit & Risk Assurance Committee</p> <ul style="list-style-type: none"> • 10:30a.m Wednesday 8th May • 10:30a.m Wednesday 12th June <p>Remuneration Committee</p> <ul style="list-style-type: none"> • 9:30a.m Wednesday 12th June <p>Board meeting</p> <ul style="list-style-type: none"> • 2:00p.m Wednesday 19th June *please note time change to afternoon session*

ANNEX 1 – ACTION LIST

ITEM	NEW ACTIONS 24th April 2024	OWNER	PROGRESS
6.1	<i>Board members to be invited to a future Managers Leadership Network session</i>	Head of Business Services & Director of Registration & Corporate Services	Open
8.1	<i>Wording of the risk on ‘Resourcing the development of the capability of the social care workforce’ to be reviewed at the next ARAC meeting and feedback brought back to the Board</i>	Director of Registration & Corporate Services	Open
12.1	<i>10% KPI target for Registration App to be reviewed</i>	Head of Business Services & Director of Registration & Corporate Services	Open
14.1	<i>Amendment wording in sections 4.3 – 5 of the Shared Intelligence Framework/Emerging Concerns Protocol from ‘health care systems’ to ‘health and social care systems’ to be proposed for consideration.</i>	Head of Fitness to Practise	Open