

professionalism  
excellence  
inclusivity  
compassion  
unity  
transparency  
integrity  
ethics  
accountability  
competence

South African  
Council for Social Service Professions

# Strategic Plan 2016 to 2021

# Strategic Plan of the South African Council for Social Service Professions 2016 to 2021

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## **ABOUT THE SOUTH AFRICAN COUNCIL FOR SERVICE PROFESSIONS**

The South African Council for Social Service Professions (SACSSP/ Council) is a statutory body established in terms of section 2 of the Social Service Professions Act No. 110 of 1978 (the Act). Council has two professional boards under its auspices: the Professional Board for Social Work and the Professional Board for Child and Youth Care Work.

Council, in conjunction with its two professional boards, guides and regulates the professions of social work and child youth care work in aspects pertaining to registration; education and training; professional conduct and ethical behaviour; ensuring continuing professional development; and fostering compliance with professional standards. It protects the integrity of the social service professions as well as the interest of the public at large.

In order to safeguard the public and indirectly the professions, registration with Council in terms of the Act is a prerequisite before practising social work and child and youth care work. Registration is mandatory for social workers, social auxiliary workers, student social workers, student social auxiliary workers, child and youth care workers, auxiliary child and youth care workers, student child and youth care workers, and student auxiliary child and youth care workers.

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## Acronyms

ETD: Education, training and development

SACSSP: South African Council for Social Service Professions

IT: Information technology

## Definitions

“Act” means Social Service Professions Act 110 of 1978

“Council” means South African Council for Social Service Professions (SACSSP)

“Committee” means a committee of Council established in terms of section 9 or 10 of the Social Service Professions Act No. 110 of 1978

“Professional Board” means a professional boards established in terms of section 14A of the South African Council for Social Service Professions (SACSSP);

“public” means any person from the public, whether a user of professional services regulated by the Council or not.

“registrant” means a person registered with Council as required by the Social Service Professions Act 110 of 1978;

“staff” means persons employed by Council’s Administration. Act means the Social Service Professions Act No. 110 of 1978

“stakeholder” means a person(s), groups, organisations that have an interest in Council, or whom Council has an interest in. This may include, but is not limited to, registrants, employers of the professions that the Council is responsible for, other regulatory bodies such as SACE, HPCSA, etc., training institutions, government departments, professional associations, international affiliates or partners, unions, etc.

## Objects of Council

Section 2(a) of the Social Service Professions Act 110 of 1978 establishes Council as a "juristic person to be known as the South African Council for Social Service Professions..."

Section 3 of the Act sets out that the objects of Council, which are summarised below:

1. to protect and promote the interests of the professions in respect of which Professional Boards have been or are to be established and to deal with any matter relating to such interests;
2. to maintain and enhance the prestige, status, integrity and dignity of the professions in respect of which Professional Boards have been established;
3. to advise the Minister in relation to any matter affecting the professions in respect of which Professional Boards have been established;
4. to control and to exercise authority with regard to all financial matters relating to Council and the professional boards;
5. to consult and liaise with relevant authorities on matters affecting the Professional Boards in general;
6. to determine, on the recommendation of the Professional Boards, the qualifications for the registration persons practising professions in respect of which Professional Boards have been established;
7. to regulate the practising of the professions in respect of which Professional Boards have been established and the registration of persons practising other professions in respect of which Professional Boards have been established;
8. to determine the standards of professional conduct of persons practising professions in respect of which Professional Boards have been established and to ensure that they are maintained;
9. to exercise effective control over the professional conduct of persons practising professions in respect of which Professional Boards have been established;
10. to encourage and promote efficiency in and responsibility with regard to the practice of the professions in respect of which Professional Boards have been established;
11. to assist in the promotion of social services to the population of the Republic;
12. to advise the Minister on the amendment or adaptation of this Act, in particular to place greater emphasis on professional practice, democracy, transparency, equity, accessibility and community need and involvement;
13. to control and to exercise authority in respect of all matters affecting -
  - the training of persons in accordance with the developmental social welfare approach; and
  - the manner in which the practices pursued in the promotion of social services to the population of the Republic are exercised;
14. to investigate additional sources of funding for Council;
15. to promote liaison in the field of training relating to social services both in the Republic and elsewhere, and to promote the standards of such training in the Republic;
16. to promote and to regulate inter-professional liaison between registered professions in respect of which Professional Boards have been established in the interest of the public; and
17. to co-ordinate the activities of the Professional Boards and to act as an advisory and communicatory body for such Professional Boards.

## MESSAGE BY THE PRESIDENT OF COUNCIL



Dr Maria Mabetoa  
President of the  
SACSSP

On behalf of the 4<sup>th</sup> South African Council for Social Service Professions and its Professional Boards for Child and Youth Care Work and for Social Work, I am pleased to present to our registrants and stakeholders this strategic plan which we have developed to guide our work during 4<sup>th</sup> Council's term of office as we deliver on the mandate as spelled out in the Social Service Profession's Act 110 of 1978.

The development of this strategic plan was guided by our vision, mission, ethos and objectives that encapsulate our statutory obligations such as registration, professional conduct, education and training as well as the administrative functions of Council which ensure the execution of our obligations.

The strategic plan provides an indication of the key focus areas over a five year term and how Council strategically deals with challenges in the sector including the strengthening of existing systems. We are sure that this will enable you to understand the work of Council and the Professional Boards better and that the strategic plan will also keep us accountable to you, the registrants, and relevant stakeholders through our reporting mechanisms. It is therefore expected that the activities of all different divisions, committees and professional boards of Council will be informed by this strategic plan for the optimal functioning of the entire Council.

I also need to indicate that Council and the Professional Boards have already progressed significantly on some of the areas presented in this strategic plan. You can read more about this in the report on the first 365 days which was published in our Newsletter during September 2017.

As indicated in the introduction below this strategic plan is designed to be the starting point for implementation by the 4<sup>th</sup> Council and therefore it is regarded as a living document. We also plan to undertake a midterm review of the strategic plan next year and we would therefore welcome constructive comments which would be taken into consideration during the review.

Dr Maria Mabetoa  
President of the South African Council for Social Service Professions  
2016 to 2021

# 1. INTRODUCTION

## 1.1 Background and context

The South African Council for Social Service Professions is a statutory body instituted by the Social Service Professions Act No 110 of 1978. This Act provides the statutory framework within which Council and its Professional Boards operate and derive their authority, as well as forming the foundations of its policies. In legal terms Council is the juristic person, with the Professional Boards the juristic person's delegates.

The Act determines how Council is constituted, its term of office (five years), its objectives and administration. The Act specifically describes Council's statutory obligations concerning the registration of persons practicing the professions for which Professional Boards are established, its disciplinary powers as well as certain additional matters.

There is currently a process underway to establish a new Act for the regulation of the social service professions, guided by the Policy for Social Service Practitioners, which was approved by Cabinet on 1 March 2017. The current Act underwent several amendments, with the last amendment through the Social Work Amendment Act 102 of 1998, which established the Council for Social Service Professions. The current Council is the 4<sup>th</sup> Council since the 1998 amendment to the principal Act. The 1<sup>st</sup> Council tenure was from 1998 to 2004, the 2<sup>nd</sup> Council from 2005 to 2009, the 3<sup>rd</sup> Council from 2010 to 2015 and the 4<sup>th</sup> Council's term is from 2016 to 2021.

## 1.2 Purpose of this document

The 4<sup>th</sup> Council is committed to meet its statutory obligations whilst responding to the expectations of its registrants, stakeholders and community at large. This requires the development of a Strategic Plan for its term, taking into account the work done by previous Councils, current challenges and the carving of a strategic role for itself.

The strategic plan presented in this report was derived from the Council's report *Review of the current 5 Year Strategic Plan in light of the Outcomes of the Internal Audit Report Workshop Process and Outcomes* (March 2014) and the *Handover Report of the 3<sup>rd</sup> Council to the 4<sup>th</sup> Council* (April 2016), which provided detailed analysis of progress, critical issues for consideration and recommendations on what needed to be addressed linked to the 3<sup>rd</sup> Council's term. The Council and its Professional Boards agreed that the aforementioned requires a focused and practical plan that will prioritise the closing of identified outstanding matters, enable Council to deliver on its mandate and to foster confidence again from stakeholders, thus providing the road map for a turnaround strategy rooted in the work of previous Councils and the 4<sup>th</sup> Council's vision and mission.

The purpose of the Strategic Plan is to:

- Give clear direction on the 4<sup>th</sup> Council's strategic focus (vision, mission, values);
- Provide a clear and practical plan with detailed actions, timelines and responsibilities;
- Set strategic milestones for the next five years linked to deliverables;
- Provide an implementation plan for the first year of operation;

- Set specific deliverables for the first 100 days of the Council and its Professional Boards; and
- Establish a monitoring and evaluation framework supporting the implementation of the strategic plan.

Council adopted the principle that this strategic plan provides the starting point for implementation, but will remain a living document that evolves as implementation unfolds.

## 2. VISION, MISSION AND ETHOS

The 4<sup>th</sup> Council and its Professional Boards agreed that the following will guide it over the next five years. Due cognisance was taken of the vision and mission of the 3<sup>rd</sup> Council.

### VISION

Social service practitioners united in excellence.

### MISSION

Serving the best interests of the social service practitioners, professions and service users by regulating, leading and promoting the social service professions in an innovative and responsive manner.

### ETHOS

Council established the following Ethos that guides the spirit of the culture, beliefs, values and practices of Council for the duration of its five-year term:

- Integrity
- Accountability
- Ethical conduct
- Professionalism
- Service excellence (innovative, responsive, quality, appropriateness, flexibility to respond to dynamics, efficiency and effectiveness)
- Transparency
- Unity
- Inclusivity
- Compassion
- Competence

## 3. STRATEGIC APPROACH

Council adopted the following phased approach for its five-year term:

### Immediate priorities (Year 1):

- Address the legacy issues that carried over from previous Council.
- Address all the foundational issues that will allow Council to operate.

### Medium-term priorities (Year 2):

- Address those issues that will enable Council to implement its mandate in a sustainable manner.
- Continue with the maintenance of Year 1 priorities.

### Medium- to long-term priorities (Year 3):

- Implement interventions to improve efficiency and effectiveness of services.

- Continue with maintenance of Year 2 priorities.

**Long-term priorities (Years 4 and 5):**

- Implement further interventions that enable expansion of services and increased impact (ramp up operations).

This approach will guide Council’s implementation of a turnaround approach in its strategy. The sentiment in this regard is that Council can be likened to a ship that is leaking / sinking and pointing in the wrong direction.

Using this analogy:

- Year 1 must stop the leaking and ensure the ship is able to float whilst turning the rudder so that it is pointing in the right direction.
- Year 2 must ensure the ship is able to move forward albeit at a slow but sustainable speed.
- Year 3 must bring about an increased speed and efficiency of operations.
- Year 4 and 5 must bring the results that the Captain and the crew have set out for themselves.

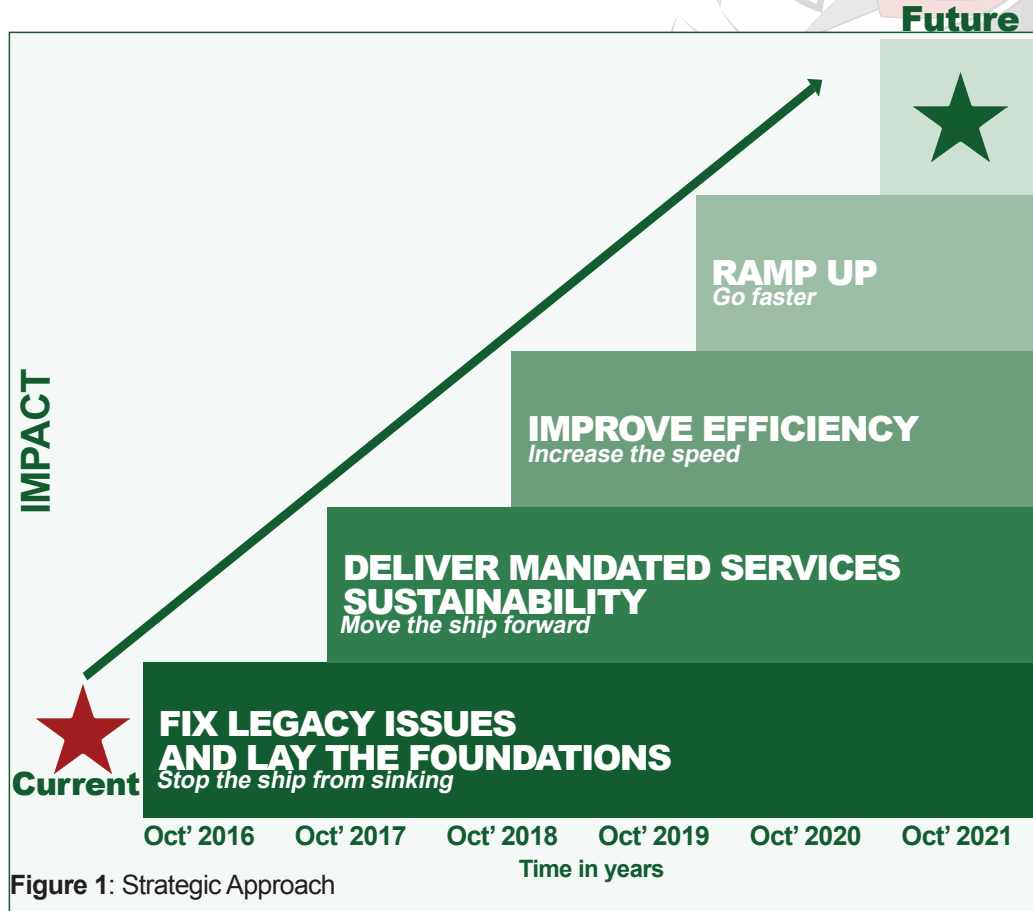


Figure 1: Strategic Approach

**4. STRATEGIC OBJECTIVES**

Council’s strategic objectives for its term (five years) are:

1. Develop an effective, efficient and accountable administration (structure, systems, policies, governance, procedures, competency, capacity, staff morale and infrastructure).
2. Ensure an effective financial management system compliant with applicable and appropriate financial frameworks is in place and fully functional.
3. Ensure an efficient registration system and process for social service practitioners.
4. Ensure that education and training of social service practitioners meets the required standards.
5. Nurture and consolidate partnerships and stakeholder relations (nationally, regionally and internationally).
6. Communicate in a transparent, consistent and responsive manner.
7. Contribute to policy and legislative developments and implementation.
8. Ensure Council operates in an integrated, unified and supportive manner with all its components (Council, Professional Boards and Administration).
9. Promote innovative, indigenous methods of multi-disciplinary practice.

**5. FIVE YEAR STRATEGIC PLAN**

Each of the strategic objectives was unpacked into milestones for the five-year term. These milestones provide direction and guidance for implementation of the vision and mission of the 4<sup>th</sup> Council and describe the impact Council would like to make in each successive year.

The following table provides the detailed milestones for the full term of the 4<sup>th</sup> Council.

Strategic Objective	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/2021)
	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>
<b>1. Develop an effective, efficient and accountable Administration</b> ( <i>structure, systems, policies, governance, procedures, competency, capacity, staff morale and infrastructure</i> )					
<b>Administration</b>	<p><b>Organisational structure, capacity and skills matching</b></p> <ul style="list-style-type: none"> <li>• Organisation development process reviewed.</li> <li>• Assessment of human resource component completed.</li> <li>• An informed human resource plan in place.</li> <li>• Critical parts of the human resource plan implemented.</li> <li>• Assessment of capacity needs conducted.</li> <li>• Organisation development process implemented.</li> <li>• Succession plan in place.</li> <li>• Performance management system implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Second phase of implementation completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-term evaluation completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation report recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan completed and prepare for handover.</li> </ul>
	<p><b>Systems and Procedures</b></p> <ul style="list-style-type: none"> <li>• All administrative processes / Standard Operating Procedures (SOPs) assessed.</li> <li>• All administrative processes / SOP's documented and implemented.</li> <li>• Monitoring of all administrative processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Systems and SOP's functioning effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-term evaluation completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation report recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan completed and prepare for handover.</li> </ul>
	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• All draft policies reviewed.</li> <li>• All new policies developed.</li> <li>• Monitoring of all policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Policies being implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-term evaluation completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation report recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan completed and prepare for handover.</li> </ul>
	<p><b>Staff matters</b> <i>(trust, respect, teamwork, openness, equality, stress management, lack of integrity, empowerment and culture)</i></p> <ul style="list-style-type: none"> <li>• Staff related issues assessed</li> <li>• Staff intervention plan developed.</li> <li>• Critical interventions implemented.</li> <li>• Staff issues monitored.</li> </ul>	<ul style="list-style-type: none"> <li>• Interventions to address staff issues implemented.</li> <li>• Improvement in morale monitored.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing staff interventions implemented.</li> <li>• Mid-term evaluation completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation report recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan completed and prepare for handover.</li> </ul>
	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• All administrative functions related to the governance structure working efficiently.</li> <li>• Relevant governance issues covered in the internal audit report implemented.</li> <li>• Regularly monitoring of all governance procedures.</li> </ul>				

Strategic Objective	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/2021)
	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>
<b>Administration</b> <i>(continue from previous page)</i>	<b>Competency</b> <ul style="list-style-type: none"> <li>Skills audit conducted.</li> <li>Plan developed to address the gaps.</li> <li>Staff development programmes implemented and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation continues.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-term evaluation completed.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation report recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Plan completed and prepare for handover.</li> </ul>
	<b>Infrastructure</b> <ul style="list-style-type: none"> <li>Fast track the moving to the new facilities.</li> <li>Allocate proper office space.</li> <li>New / proper office furniture.</li> <li>Adequate infrastructure in place.</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure reviewed to establish compliance with needs.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-term evaluation completed.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation report recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Plan completed and prepare for handover.</li> </ul>
<b>2. Ensure an effective financial management system compliant with applicable and appropriate financial frameworks is in place and fully functional</b>					
<b>Finances</b>	<ul style="list-style-type: none"> <li>All internal audit findings resolved.</li> <li>User friendly integrated financial systems implemented.</li> <li>Monitoring of financial systems.</li> <li>Fundraising strategy is approved for diversified income streams.</li> <li>Cost saving strategy approved.</li> <li>Identify and establish risk tolerance levels.</li> </ul>	<ul style="list-style-type: none"> <li>Unqualified financial audit and Audited Financial Statement.</li> <li>All receipts to registrants issued on time.</li> </ul>	<ul style="list-style-type: none"> <li>Increased additional income through fundraising by 10% of annual income.</li> </ul>	<ul style="list-style-type: none"> <li>Increased additional income through fundraising by 15% of annual income.</li> </ul>	<ul style="list-style-type: none"> <li>Reserve (annual income plus six months) increased by 10% (sustainability).</li> </ul>
<b>3. Ensure an efficient registration system and process for social service practitioners</b>					
<b>Registration</b>	<ul style="list-style-type: none"> <li>Effective IT system in place.</li> <li>Internal IT division established.</li> <li>Standard operating procedures for management of applications implemented.</li> <li>Backlog of new application until July 2016 eliminated.</li> <li>Increase staff capacity through permanent staff appointment for registration, including profession specific staff to manage profession specific requirements of registration.</li> <li>Digital filing system in place.</li> <li>Effective maintenance of database based on annual fees.</li> <li>All annual fees processed by 31 March 2017.</li> <li>Finalisation and implementation of registration policy.</li> <li>Improved and expanded office space for registration (link to strategic objective 1 on infrastructure).</li> </ul>	<ul style="list-style-type: none"> <li>Performance of system, process and staff assessed.</li> <li>Increase in compliant applications.</li> <li>Increase in online applications.</li> <li>Reviewed child and youth care work registration regulations before 31 October 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Further automation of registration process and documents developed</li> <li>Deregister of non-compliant practitioners in terms of regulations requirements (granny clause).</li> </ul>	<ul style="list-style-type: none"> <li>Fully automated annual renewal of fees with documents.</li> </ul>	<ul style="list-style-type: none"> <li>Fully automated application process</li> <li>Fully automated annual renewal of fees with documents.</li> </ul>



Strategic Objective	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/2021)
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<b>4. Ensure that education and training of social service practitioners meets the required standards</b>					
<b>Education &amp; Training</b>	<ul style="list-style-type: none"> <li>• Purpose and mandate of the education committee (as interface for the Council and Boards) established.</li> <li>• Process for endorsement of qualifications developed and approved.</li> <li>• Expansion of opportunities for the education and training facilitated.</li> <li>• Networking activities with education institutions completed</li> <li>• Contribution to the gazetting of the establishment of a board for community development practitioners</li> <li>• Draft standards approved and communicated to the Higher Education Institutions and Further Education and Training sector for implementation.</li> <li>• Finalisation and approval of Education, Training and Development Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Memorandum of Understanding between Council and education institutions finalised.</li> <li>• Consultation completed with relevant bodies that represent the majority of persons affected by the establishment of a Professional Board to determine their views and inputs on the establishment of a Professional Board</li> <li>• Further Education and Training Colleges quality assurance body in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulations for the establishment of two additional Professional Boards based on Year 2's consultations finalised.</li> </ul>	<ul style="list-style-type: none"> <li>• Two additional Professional Boards established.</li> </ul>	<ul style="list-style-type: none"> <li>• Relations with all relevant training institutions maintained.</li> </ul>
<b>5. Nurture and consolidate partnerships and stakeholder relations (nationally, regionally and internationally)</b>					
<b>Partnerships &amp; stakeholder relations</b>	<ul style="list-style-type: none"> <li>• Applicability of existing stakeholders reviewed.</li> <li>• Impact and value of existing stakeholder relationships analysed.</li> <li>• National and international stakeholder database developed.</li> <li>• Stakeholder engagement strategy developed.</li> <li>• Relations improved through planning, communications and formalised engagements with stakeholders.</li> <li>• Meeting schedule developed.</li> <li>• Monitor and evaluate stakeholder relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings and consultations with stakeholders held.</li> <li>• Memoranda of Understanding with appropriate stakeholders developed.</li> <li>• Input from stakeholders consolidated into an action plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Research conducted to identify international partners.</li> <li>• Issues raised by stakeholders and partners (during meetings / consultations) addressed.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing implementation of the stakeholder engagement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidated partnerships exist.</li> </ul>

Strategic Objective	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/2021)
	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>
<b>6. Communicate in a transparent, consistent and responsive manner</b>					
<b>Communication</b>	<ul style="list-style-type: none"> <li>Current communication policy, strategy and protocol reviewed.</li> <li>Council's communication policy implemented.</li> <li>Communication strategy and plan developed and implemented.</li> <li>Quarterly and annual newsletters distributed.</li> <li>Council and Professional Board's statements published.</li> <li>Publication of Annual Reports.</li> <li>Review Council's current social media platforms.</li> <li>Implement improved social media platforms for Council.</li> <li>Distribution of organisational communication via all approved social media platforms.</li> <li>Professional website with relevant content developed.</li> <li>Administration responds to enquiries without delay.</li> </ul>	<ul style="list-style-type: none"> <li>Professional Boards with support from Council are responding to the issues pertaining to the professions it represents.</li> <li>First inaugural national Council conference.</li> </ul>	<ul style="list-style-type: none"> <li>Council and Professional Boards methods of communication is green with a reduced carbon footprint.</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction is more than 60% against all indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Council and Professional Boards are sought after to respond to strategic issues at a national and international level.</li> </ul>
<b>7. Contribute to policy and legislative developments and implementation</b>					
<b>Policy and legislation</b>	<ul style="list-style-type: none"> <li>Contribution to applicable national policy and legislation.</li> <li>Contributions regarding Department of Social Development's Draft Policy for Social Service Practitioners and Draft Social Service Practitioners Bill, submitted to Department of Social Development.</li> <li>Engaged with Department of Social Development to initiate the consultation process for the first draft of the regulations of the different specialisations.</li> <li>Engaged with Health and Welfare Sector Education and Training Authority (HWSETA) for input into the Recognition of Prior Learning Policy for Child and Youth Care Work.</li> <li>Implementation of the ministerial determination explored.</li> </ul>	<ul style="list-style-type: none"> <li>Further inputs submitted on Draft Social Service Practitioners Bill, 2016.</li> <li>Input into the regulations of the professional specialisations submitted.</li> <li>Recognition of Prior Learning Policy for Child and Youth Care Work implemented.</li> <li>Ministerial determination implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Regulation for new fields of specialisation developed.</li> <li>Monitor changing legislation and respond to it.</li> </ul>	<ul style="list-style-type: none"> <li>Regulation for new fields of specialisation developed</li> <li>Monitor changing legislation and respond to it.</li> </ul>	<ul style="list-style-type: none"> <li>Regulation for new fields of specialisation developed</li> <li>Monitor changing legislation and respond to it.</li> </ul>

Strategic Objective	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/2021)
	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>	<i>What would be evidence of success</i>
<b>8. Ensure Council operates in an integrated, unified and supportive manner with all its components (Council, Boards, and Administration)</b>					
<b>Integrated operations</b>	<ul style="list-style-type: none"> <li>• Induction and training of Council and Professional Board Members</li> <li>• Improvement of communications between the components:                             <ul style="list-style-type: none"> <li>* Distribution of Council and Professional Board minutes, as appropriate, to staff members</li> <li>* Biannual strategic reviews for staff</li> <li>* Annual strategic planning session for staff</li> <li>* Inclusion of union representative in Human Resource and LR committees</li> </ul> </li> <li>• Roles and expectations clarified.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved trust between the components.</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive structure in place</li> <li>• No more “us” and “them”.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated model of operation sustained.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated model of operation sustained.</li> </ul>
<b>9. Promote innovative, indigenous methods of multi-disciplinary practice</b>					
<b>Multi-disciplinary practice</b>	<ul style="list-style-type: none"> <li>• Continuous professional development (CPD) training includes all social service practitioners and multi-disciplinary practice.</li> <li>• Council’s capacity and understanding of innovative approaches to multi-disciplinary practice strengthened and improved.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal training programmes for social service practitioners including common/ shared courses/ modules.</li> </ul>	<ul style="list-style-type: none"> <li>• Council policies reflect indigenous concepts, processes and practices.</li> <li>• Council’s contribution to national legislation and policies should emphasise innovative indigenous methods of multi-disciplinary practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint research conducted within multi-disciplinary team context.</li> <li>• Funding to support this strategic objective in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective multi-disciplinary assessment and case management is evident in practice.</li> <li>• Indigenous knowledge and methodologies are integrated at all levels of training and development.</li> </ul>

## 5. RISKS AND MITIGATION STRATEGIES

In order to implement the Strategic Plan effectively, Council needs to be aware of the potential Risks that may hamper implementation and to commence implementing mitigation strategies to counter these risks.

Possible risks for implementation	Impact of SACSSP if risk materialises	Mitigation actions	Due date	Responsible
<b>1. Develop an effective, efficient and accountable Administration</b>				
Failure to achieve an efficient and effective human resource function.	Council will continue to be seriously affected by poor administration.	Close management by Council and Registrar.	31 December 2016	Council & Registrar
No synergy between systems.	Inability of Council to function properly.	Ensuring that the proper systems are in place.	31 March 2017	Registrar & Council
Insufficient funding (possibility of not receiving funding).	Council will not be able to fulfil its mandate.	Putting proper systems in place and account for received funds.	31 March 2017	Registrar & Finance Manager
Deficit in financial policies and management.	Poor management of finances leading to adverse audit outcomes.	Review, develop and implement financial policies.	31 March 2017	Finance Manager
<b>2. Ensure an effective financial management system compliant with applicable and appropriate financial frameworks is in place and fully functional</b>				
No adherence to policies	No financial reporting, which leads to financial mismanagement.	Performance reviews of responsible staff.	Immediately	Registrar
	Lack of financial management systems and accountability.	Monthly monitoring and evaluation system in place.	Monthly	Registrar
		Monthly financial reports.	30 September 2016 onwards	Financial Manager
Staff without the required skills and knowledge	Poor financial management.	Training of staff.	30 November 2016	Financial Manager
		Supervision of staff.	Ongoing	
Lack of staff	Poor financial management.	Appoint staff.	Immediate / 31 December 2016	Registrar
Delay in implementation	Impact on financial sustainability.	Expediting resolutions and decisions.	Immediate	Council Professional Boards
Inconsistency	Impact on financial sustainability.	Uniform and consistent implementation of policies.	Immediate	Registrar Financial Manager
<b>3. Ensure an efficient registration system and process for social service practitioners</b>				
Inadequate IT System	Further reputational damage and poor functioning.	Review and re-engineer registration process and online system.	30 November 2016	Registrar Registration Manager with service provider
Insufficient/ inexperienced staff	Loss of revenue.	Recruit, employ and train (if required) a short-term staffing solution for backlog.	30 November 2016 and quarterly thereafter	Registration Manager with service provider
		Regular verification of database.		
Inadequate/ unreliable database	Unreliable database – no understanding of the status of social service professions in the country, inability to respond to queries.	Resolve database issues – quality of information, functionality of database and process for data update.	31 December 2016	Registration Manager

Possible risks for implementation	Impact of SACSSP if risk materialises	Mitigation actions	Due date	Responsible
<b>4. Ensure that education and training of social service practitioners meets the required standards</b>				
Different expectations from the various sectors due to lack of proper engagement.	Delay in the completion of activities and reduce customer satisfaction.	Regular communication with relevant stakeholders and establish clear processes for all engagements.	Immediate and ongoing	ETD Manager.
Over- and under-estimating of need for specific training programmes.	Lack of funding and limited or no availability of bursaries.	Accurate needs analysis and survey completed on the needs for training of professionals.	31 May 2017	Professional Board for Social Work and Professional Board for Child and Youth Care Work
Higher Education Institutions do not have an interest in offering coursework and bursaries are not obtained at Universities for child and youth care workers and for CDP.	Unable to provide qualified practitioners.	Lobby and advocate with both Department of Higher Education and Training and Social Development.	31 May 2017	Council
<b>5. Nurture and consolidate partnerships and stakeholder relations (nationally, regionally and internationally)</b>				
Lose valuable stakeholders, breakdown in trust in the sector, negative publicity.	Negative image of Council.	Improve relations with stakeholders.	Immediate and ongoing as per the Stakeholder Management Plan.	Communication & Public Relations Committee
<b>6. Communicate in a transparent, consistent and responsive manner</b>				
Poor or no internal and external communication	Council and Professional Boards are seen as non-responsive and non-representative.	Communications strategy implemented and monitored.	Immediate and ongoing as per the Communications and Public Relations Plan. (31 December 2016)	Registrar Communication Manager Communication & Public Relations Committee
		Established processes for less red tape and delays in critical and immediate responses.		
	Divisions and tension between Council, registrants and other stakeholders.	Communications strategy implemented and monitored.	Immediate and ongoing as per the Communication and Public Relations Plan. (31 December 2016)	
		Established processes for less red tape and delays in critical and immediate responses		
<b>7. Contribute to policy and legislative developments and implementation</b>				
Time constraints or delays regarding approval and promulgation of legislation.	It will affect the implementation of the legislation (delay processes)	Regular communication with the relevant authorities	Ongoing	Registrar – and in certain instances ETD Manager
Current policies pose potential risks to the administration of Council	It will impact on financial management, recruitment of suitable personnel, failure to deliver on Council's strategic objectives.	Timeous contribution to the Department of Social Development's Draft Policy for Social Service Practitioners and Draft Social Service Practitioners Bill.	Immediate and ongoing	Registrar
<b>8. Ensure Council operates in an integrated, unified and supportive manner with all its components (Council, Boards, Administration)</b>				
Breakdown of communication between structures of Council	Non-delivery on mandate and related obligations	Employ competent staff.	Immediate and ongoing as per Plan (31 January 2017)	Human Resource Committee Council, Professional Boards and Administration
		Implement communication plan for internal communication		

Possible risks for implementation	Impact of SACSSP if risk materialises	Mitigation actions	Due date	Responsible
Conflicting decisions between structures	Non-functioning organisation.	Implement communication plan for internal communication.	Immediate and ongoing as per Plan	Registrar Communication & Public Relations Committee
Council's resolutions not implemented.	No service delivery.	Put in mechanism to ensure accountability of all parties.	31 December 2016	Council
<b>9. Promote innovative, indigenous methods of multi-disciplinary practice</b>				
Lack of understanding by Council and Professional Board members regarding innovative, indigenous methods of multi-disciplinary practice	Practitioners continue to work in silos, not providing comprehensive, integrated services. Tensions regarding turf will continue.	Combined learning opportunities activities addressing innovative, indigenous multi-disciplinary practice.	30 September 2017	Registrar ETD Manager
		Regular communication and sharing of innovative, indigenous multi-disciplinary practice.		
Passive resistance to embrace other professions and new approaches to practice	Will continue to work in silos not providing comprehensive, integrated services. Tensions regarding turf will continue.	Combined opportunities and activities addressing innovative, indigenous multi-disciplinary practice.	As per plan	Council Professional Boards Communication & Public Relations Committee Registrar
		Regular communication and sharing of innovative, indigenous multi-disciplinary practice.		

## 7. CONCLUSION

The 4<sup>th</sup> Council has developed a clear view and direction on what needs to be done to address the historical, legacy issues and shortcomings and “turn Council around”. The vision, mission and ethos provide strategic direction whilst the implementation plan and risk analysis provide implementation clarity. Council has developed a plan for the next 12 months as well as a plan to deliver on its expectations in the “*First 100 Days*”.

This strategic plan will be communicated to all key stakeholders and the implementers of the activities need to engage with it to unpack further levels of detail where necessary. The monitoring and evaluation framework (inputs to which are incorporated in the Implementation Plan) needs to be unpacked to the next level of detail and signed off.

Most importantly, there is no time to waste. Implementation must start immediately on the activities identified in the “*First 100 Day*” plan. With focus and drive, and building on the passion and commitment from all Members of Council, Professional Boards and the Administration’s staff, Council will be able to elevate itself and inhabit the space that it is mandated to occupy.



*Vision*

**Social service practitioners united  
in excellence**

*Mission*

**Serving the best interests of the social  
service practitioners, professions and  
service users by regulating, leading and  
promoting the social service professions in  
an innovative and responsive manner.**

# SOUTH AFRICAN COUNCIL FOR SOCIAL SERVICE PROFESSIONS

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professionalism  
excellence  
inclusivity  
compassion  
unity  
transparency  
integrity  
ethics  
accountability  
competence