

Social Services in Scotland

a shared vision and strategy 2015-2020

A ONE YEAR ON PROGRESS UPDATE – MARCH 2016



INTRODUCTION

The Social Work Services Strategic Forum (the Forum) published ***Social Services in Scotland: a Shared Vision and Strategy 2015-2020*** in March 2015. This Strategy was developed by the sector, setting out the challenges to be addressed along with a range of actions to support the sector deliver its Vision:

“Our Vision is a socially just Scotland with excellent social services delivered by a skilled and valued workforce which works with others to empower, support and protect people, with a focus on prevention, early intervention and enablement.”

The Strategy was launched on 17 March 2015:

- **170 people attended**
- **95 organisations represented**
- **# scotsocserv**

Delivery of the actions in the Strategy involves contributions from a wide range of people and organisations in addition to the Forum partners. The Strategy's actions are ambitious and require time and partnership effort to be delivered. This report outlines the main areas of progress we have made one year on under each of the workstrands in the Strategy.

- Supporting the Workforce (page 3)
- Understanding Service Quality and Performance (page 7)
- Improving Use of Evidence (page 9)
- Promoting Public Understanding (page 11)

SCOPE OF THE REPORT

The report highlights the key areas of progress but does not include detail on all of the actions in the strategy – these are available in the Implementation Plan which is discussed at each of the Forum’s quarterly meetings – for information on the Forum see <http://www.gov.scot/Topics/People/social-services-workforce/SWSSF>.

It is also important to recognise that a far wider range of significant developments are underway across social services in Scotland. These wider developments are set out in Section 5 of the Strategy. Many of these have relevance for, or impact on, the areas of interest and action identified by the Forum. This report does not attempt to describe progress across all of the these wider developments but focuses in the main on the areas of action agreed and being specifically progressed by the Forum. Where wider developments during the year have been of particular significance and impact they have been noted in this report.

SUPPORTING THE WORKFORCE

Developing and valuing the social service workforce is integral to the overall success of the Vision and Strategy. This workforce, like most across public services, is facing significant requirements for change and development, as are the employers and learning providers. There are many complementary strands to this aspect of the Strategy, with a collective effort required across many organisations. Partners are working well and engaging widely to make sure that what we do and how we do it is informed by evidence and has buy-in. Some of it will not happen quickly but it is more important to get it right.

Major developments have taken place over the last year for example, with regards to development of guidance on the procurement of social care services which includes requirements for fair work practices. The Scottish Government has also allocated an additional £250m transfer from the NHS to Health and Social Care Partnerships to protect and grow social care services and to deliver our shared priorities in respect of reform to ensure improved outcomes for citizens. This realignment of resources will build the capacity of community based services and enact the most significant reform in health and social care since the creation of the NHS. These resources will help enable local authorities to commission adult social care on the basis that care workers are paid the Living Wage of £8.25 per hour from October 2016. These wider developments provide a much stronger basis on which to move forward.

The SSSC's review of the Codes of Practice for Social Service Workers and Employers is moving towards completion and the new Codes will underpin much of the other workforce actions. In addition to the specific work set out in the Implementation Plan, much work is happening on the ground to ensure the workforce is skilled and equipped to deliver key policy and strategic developments such as Self-Directed Support, Getting It Right For Every Child, the integration of social care and health, as well as new approaches in delivery of mental health and criminal justice support. It is also informed by key reviews such as the Siraj Review of the early years and out of school care workforce.

2016-17 will see the consolidation of some of this work as well as providing us with new evidence on areas like workforce planning and recruitment and retention. All of this will help to identify what additional actions might be required.

SSSC review of the Codes of Practice Review – consultative approach:

- **400 people attended engagement events**
- **735 individual responses**
- **90 responses from organisations**
- **92% of responses agreed with the proposed changes**

ACTION	PROGRESS IN YEAR 1
Review the Codes of Practice for Social Service Employees and Employers and ensure they are fit for purpose and properly enforced.	Extensive consultation on the existing Codes of Practice took place in 2015. The revised Codes will be presented to the SSSC Council in March 2016 for implementation from September 2016.
Work with partners on improved approaches to workforce planning (in line with the recommendation from the Residential Care Task Force and the needs of IJBs).	Research being commissioned in early 2016 to review current approaches to social care workforce planning and assess whether there is a case for a national workforce planning tool. Findings are expected in July 2016. Effort being made to join up with others working in this area.
Commission work to better understand recruitment and retention across Scotland including recommendations for enhancing career pathways and ways of retaining experienced social service workers on the frontline.	<p>Research being commissioned in early 2016 to review the recruitment and retention challenges facing social services. Findings are expected in July 2016.</p> <p>The SSSC is working with partners to develop career pathways within social services and across public services more widely. The first phase is Foundation Apprenticeships. This is a vocational pathway taken in addition to the academic pathway in senior school, enabling young people to experience work in the care sector, and encourage care as a positive career choice. Every college in Scotland has, or is working towards having a Foundation Apprenticeship programme in place.</p>
Review existing workforce surveys and, if considered useful, undertake a workforce survey across the sector to better understand key issues for staff. In the light of findings, look at how support for workers could be improved to help address the issues identified e.g. caseload issues and complexity of implementation of new policy development.	<p>IRISS national workforce study View from Here completed and results disseminated at national event October 2015.</p> <p>Work to review the View from Here approach and workforce surveys which employers already use in order to consider potential requirements and options for a survey across the whole sector commenced in early 2016.</p>

ACTION	PROGRESS IN YEAR 1
<p>Work to influence improvement to procurement approaches to ensure they incorporate ways of addressing workforce matters which supports fair and equitable pay and other work conditions.</p>	<p>Statutory guidance under the Procurement Reform (Scotland) Act 2014 issued in October 2015. This provides guidance to public bodies on evaluating fair work practices, including the Living Wage, when selecting tenders and awarding contracts. http://www.gov.scot/Resource/0048/00486741.pdf</p>
<p>Support the implementation of the recommendations agreed as an outcome of the current review of the social work degree.</p>	<p>Work has continued during 2015 with academics, employers, service users and practitioners. On 23 March 2016, the evidence will be presented to a stakeholder group. Key recommendations will then be developed to shape future work. Some recommendations have already commenced – the revision of the Standard in Social Work Education will be implemented by the end of March 2016.</p>
<p>Explore the benefits and related costs of strengthening and improving the mandatory, structured framework for newly qualified social workers.</p> <p>Work with partners to ensure that similar work is taken forward for newly qualified occupational therapists working in social services.</p>	<p>This is part of the review of social work education. A research report will complete in March 2016 which will explore the benefits of strengthening the mandatory structured framework for NQSWs and make recommendations for implementation. A proposal and action plan will be submitted to the Scottish Government.</p> <p>SSSC is liaising with health colleagues to explore alignment with approaches being taken to post-registration education of occupational therapists and nurses.</p> <p>New approaches in learning will also be key to this area. For example the evaluation of the free online Open University course Foundations for Self-directed Support found that participants had changed their own practice and influenced their organisational structures to better support Self-directed Support.</p>

ACTION	PROGRESS IN YEAR 1
<p>Review current guidance and approaches to recruitment of social services workers, particularly to more strongly incorporate values-based recruitment approaches.</p>	<p>A project is now underway to refresh the guidance on safer recruitment. This will establish an online hub/website where all relevant recruitment material can be accessed.</p>
<p>Commission work to update existing induction guidance and consider a shared/multi professional induction “passport” with other public sector workers where there are common core elements.</p>	<p>The Common Core Values and Behaviours that everyone working with Scotland’s people should have, has been completed and is now available.</p> <p>To support this a set of online resources will be developed by the summer of 2016 for employers to use as part of their induction process. Work continues on a multi-professional induction passport and this will carry on into next year.</p>
<p>Deliver the leadership event “Imagining the Future” over a period of two years to support the development of future leaders as part of the ongoing implementation of the <i>Leadership Strategy for Social Services</i>.</p>	<p>Two programmes delivered in 2015/16 to 40 participants. An evaluation report has been produced to inform thinking by the Social Services Leadership Strategy Group on possible future events.</p> <p>Learning from a further session exploring the meaning of risk in the context of Self-directed Support may also inform national actions.</p>

UNDERSTANDING SERVICE QUALITY AND PERFORMANCE

As this set of actions identify, understanding quality and performance needs to happen at a number of levels and in different settings. The September 2015 meeting of the Forum was presented with a very wide range of published material which together provide a rich picture of what is happening across social services. The meeting also recognised that the range of information makes it potentially hard to get a clear picture. The documents considered included those listed in the actions tabled below as well as a range of other material. The September discussion served to demonstrate the value in both promoting this material but also the value in organisations working together to “stocktake” the current picture to clarify what is useful and necessary, what might be stopped and where there are gaps.

As part of this work consideration is being given specifically to the range of information routinely collected by the Care Inspectorate as they undertake their work and whether more of this could be made available for use in different ways.

During 2015 the Office of the Chief Social Work Adviser facilitated a number of events with frontline practitioners to discuss and gather their perspectives on how services and support were being delivered in their areas. Feedback from all the events goes to members of the Forum to ensure that the frontline perspective influences the implementation of Strategy as it goes forward.

Practitioner Engagement Events

- **Five Venues, 500 participants**
- **Enables the voice of frontline workers to be heard and feeds into the implementation of the Strategy**

“good opportunity to meet others from across social services and share experience and learning”

“felt like frontline workforce views were being valued and considered in policy and strategy”

“useful collaborative discussions between students and practitioners”

ACTION	PROGRESS IN YEAR 1
<p>Develop a summary of qualitative evidence from Chief Social Work Officer Annual Reports, Care Inspectorate information, SSSC workforce data, CCPS and Scottish Care sector reports and from user feedback to give an overview of performance across the sector.</p>	<p><i>Care Inspectorate Triennial Review</i> published August 2015.</p> <p>A summary of the CSWO Annual reports for 2014-15 will be published in April 2016.</p> <p>Work is underway to develop a central webpage to signpost/provide gateway access to all performance related information.</p>
<p>Develop an annual summary paper which collates key social services statistics and data using data from specific, already existing datasets.</p>	<p>The first <i>Annual Summary of Social Services Key Statistics for 2015</i> is now completed.</p>
<p>Undertake a series of Practitioner Engagement events, building on the 2014 exercise, to ensure that front line practitioners are engaged in identifying what works and what can be improved.</p>	<p>Complete. Five events held attended by approximately 500 frontline participants. A <i>Practitioner Engagement Summary Report 2015</i> is available. Two further engagement events for Occupational Therapists held in February 2016. 120 Care Inspectorate inspectors participated in seminars to explore the impact of Self-directed Support on their approach to inspections in December 2015.</p>

IMPROVING USE OF EVIDENCE

In November 2015, a Stakeholder Scoping Workshop took place, involving 40 representatives from key organisations: service user and carers; academics; third sector and local authority practitioners; centres of excellence and intermediary organisations; Scottish Government; regulators; and funders. This workshop considered the findings from two pieces of preparatory work: a mapping of organisations with a stake in improving the use of research and evidence for social services, and a questionnaire circulated to capture information about organisations' and individuals' perceptions of evidence use. The [Findings Report](#) is now available.

The workshop endorsed the four actions in the vision and strategy and identified specific steps to be taken forward to achieve the research and evidence strand action points. A working group has been formed to progress this work and has drawn up a detailed development plan which will be available in April 2016.

ACTION	PROGRESS IN YEAR 1
<p>Develop a forum of key stakeholders to develop priorities for a research agenda for all aspects of social services in Scotland. This will include identifying gaps in knowledge and developing resources for identifying and sharing evidence of what works. Ensure opportunities to explore integrated research options are exploited via integration of adult health and social care.</p>	<p>Scoping work is under way to identify the best format for the Research and Evidence Priorities Forum – membership, structure, remit and resources.</p>
<p>Adopt a strategic approach to the education of social services workers which identifies and embeds best practice in knowledge exchange, mobilisation, engagement and in research implementation models.</p>	<p>Working with the SSSC to link with the Review of Social Work Degree and broader activities on training and development. This will consider steps to empower students and practitioners to better engage with research and evidence.</p> <p>Mapping the range and levels of training and education of social services workers, and auditing the research and evidence elements of this training is underway.</p>

ACTION	PROGRESS IN YEAR 1
<p>Engage with social services leadership development so that leaders in the sector promote and embed evidence-informed policy and practice across their organisations.</p>	<p>Currently mapping the range of leadership programmes and initiatives across social services and auditing the research and evidence elements of this.</p>
<p>Establish a research and knowledge exchange funding forum to maximise and co-ordinate the use of existing funding opportunities for research, identify new opportunities and promote and support collaborative applications.</p>	<p>Scoping work is under way to identify the best format for the Research and Knowledge Exchange Funding Forum.</p> <p>A mapping exercise of the range of funder and research networks in Scotland/UK/International contexts has started. A scoping exercise is also under way to look at a digital resource to support this e.g. funding opportunities, collaboration opportunities.</p>

PROMOTING PUBLIC UNDERSTANDING

Work on promoting the public understanding of social services, reached a significant stage with the issue of a tender for researching public views in February this year. In developing the tender we were clear that we should start from the point of view that we should not start with an assumption of a negative perception of social services, although there may be tendencies within some groupings to do so. We should find out what people think, but then go deeper and understand why they hold those views. Are negative perceptions held by people who have had bad experiences; are positive views held by people who work in the sector; what about people who don't know anything about social services: do they have views and what are they shaped by: perhaps TV, or a neighbours account of their experience?

The results will be fascinating and could well challenge what we in the sector think of ourselves. We hope to report to the Forum by the end of the year. We can now also look to support the presentation of a positive image the sector needs to recruit staff, keep them enthused and maintain trust from people who need support. Over the coming months we'll be developing plans to develop a short statement on the sector itself, core media briefing and a media engagement plan.

ACTION	PROGRESS IN YEAR 1
Undertake research into public understanding and value of the sector. This will involve collation of existing evidence and might involve engaging with specialist public engagement researchers to identify key areas to focus on in terms of improving public understanding and evaluating public value.	A research project to examine public perceptions and the reasons behind these perceptions was commissioned in February 2016 and is due to report in October 2016. The evidence from this will inform how we take forward the other actions under this workstrand.

Report collated by the Office of the Chief Social Work Adviser, Scottish Government based on contributions from members of the Social Work Services Strategic Forum

March 2016

SOCIAL WORK SERVICES STRATEGIC FORUM – MEMBERSHIP AT MARCH 2016

- Minister for Children and Young People (Chair)
- Scottish Government – Alan Baird, Chief Social Work Adviser
- Scottish Social Services Council – Anna Fowlie, Chief Executive
- Scottish Care – Randal Mair, Chief Executive
- Coalition of Care & Support Providers Scotland (CCPS) – Annie Gunner Logan, Chief Executive
- Social Work Scotland President – Alistair Gaw (City of Edinburgh Council) and Jane Devine, Business Manager
- COSLA – Paula McLeay, Chief Officer
- SOLACE representative – Michelle Miller (City of Edinburgh Council)
- Care Inspectorate – Robert Peat
- UNISON – Stephen Smellie
- Scottish Association of Social Work – Trisha Hall
- University Schools of Social Work Representative – Trish McCulloch, Dundee University
- Strathclyde University – Andy Kendrick
- Institute for Research and Innovation in Social Services (IRISS) – Jackie McKenzie
- Scottish Government Directors/Deputy Directors for: Children and Families; Health and Social Care Integration; Community Justice; Health Workforce; Chief Health Professions Officer and Care; Support & Rights Division

