

NATIONAL STRATEGY FOR THE DEVELOPMENT OF THE SOCIAL SERVICE WORKFORCE IN SCOTLAND

A Plan for Action 2005 - 2010

AN OVERVIEW



LIFELONG LEARNING FOR LIFE CHANGING WORK



one
scotland
SCOTTISH EXECUTIVE

NATIONAL STRATEGY FOR THE DEVELOPMENT OF THE SOCIAL SERVICE WORKFORCE IN SCOTLAND

A Plan for Action 2005 - 2010

AN OVERVIEW



LIFELONG LEARNING FOR LIFE CHANGING WORK

Scottish Executive 2005

© Crown copyright 2005

This document is also available on the Scottish Executive website:
www.scotland.gov.uk

Astron B42962 10/05

Further copies are available from
Blackwell's Bookshop
53 South Bridge, Edinburgh EH1 1YS

Telephone orders and enquiries
0131 622 8283 or 0131 622 8258

Fax orders 0131 557 8149

Email orders business.edinburgh@blackwell.co.uk

The text pages of this document are printed on recycled paper and are
100% recyclable.

AN OVERVIEW

The *National Strategy for the Development of the Social Service Workforce in Scotland: A Plan for Action 2005-2010* is aimed at everyone who has an interest in developing the workforce and improving the quality of services. The strategy will also be of interest to service users and unpaid carers.

The strategy has been developed by the National Workforce Group's Education, Training and Development sub-group.

This leaflet provides an easy and accessible overview of the national strategy, highlighting the key messages and actions that are required to take the strategy forward. It also identifies the outcomes the strategy is seeking to achieve.

We would like this overview to be made available to all staff working in the social service sector, to ensure they are aware of the strategy and what now needs to be done by:

- ▶ organisations;
- ▶ managers;
- ▶ individual employees; and
- ▶ service users and carers

to develop a competent, confident and valued workforce fit for the 21st century.



WHY DO WE NEED A STRATEGY?

We have an ambitious vision for the social service workforce. That is of a workforce which is **competent** to respond to changing needs, **confident** that it can make a positive difference to people's lives and **valued** for the contribution it makes to Scottish society. Learning and development is integral to this vision and to equipping the sector to respond to the challenges of the 21st century.

The strategy focuses on the development of the social service workforce and to support all those involved in delivering social services to give of their best. It puts forward positive solutions to the challenges facing the whole workforce.

KEY MESSAGES

- Everyone with an interest in social services now needs to make sure the workforce is able to develop and respond positively to changing demands.
- Developing the workforce is critical to ensuring we have the right people, with the right skills, in the right place, at the right time.



EFFECTIVE WORKFORCE DEVELOPMENT

In an environment that is changing as rapidly and as frequently as the social service sector, the workforce needs to be highly flexible. It needs to be forward looking, adapting traditional roles and professional boundaries or practices to address the changes in the sector. Care needs to be delivered through a team-working approach, which simplifies the service user's path through the social service maze. This means forging multi-disciplinary, multi-skilled and multi-professional working stretching across the health, education, justice and housing sectors as well as the social service sector and oriented around seamless and efficient service provision at the 'front end', rather than staff demarcations. This is a challenging change to make, but much is already happening to make it a reality.

KEY MESSAGES

- ▶ To be successful in developing a learning culture everyone must play their part.
- ▶ Opportunities and choices for staff to choose how to progress in their careers must be developed.
- ▶ Users and carers must be involved in workforce development to make sure that we are able to offer services that are suited to their needs.



SPECTRUM OF LEARNING AND DEVELOPMENT

Even with policies in place and managers and the organisation committed to the principle of actively supporting learning and development, it is important to acknowledge the challenging agenda presented by the need to address the full spectrum of learning and development needs in organisations ranging from induction, core social services qualification provision and continuing employee development for all staff.

KEY MESSAGES

- ▶ We need to find effective ways for people to gain recognition for the skills they already have.
- ▶ It's everyone's responsibility to make sure that employee development happens.
- ▶ We need to create opportunities for learning and development that allow people to learn in more flexible ways.



SUPPORTING WORKFORCE DEVELOPMENT

People who use services and carers need to know that those delivering social services bring with them the necessary skills and knowledge to meet their needs. Also that organisations support their workforce in their day to day roles by providing an environment which supports their learning and development throughout their careers. Then we will be able to make sure we have a workforce that is fit for purpose in the 21st century.

KEY MESSAGES

- ▶ We need to diversify the workforce to fully reflect Scotland's population and to respond to demographic challenges.
- ▶ Supporting workforce development can benefit employers through improved staff retention and through improved service delivery.
- ▶ Employers and training providers need to work in partnership to ensure learning supply meets the needs of employers.



RESOURCES

This strategy makes it clear that investment in the training of the social services workforce is vital for the future. Substantial resources are already available and come from a wide variety of sources. We need to make best use of existing resources, as well as currently under used sources of both funding and other assistance that are available, if we are to achieve a competent, confident and valued workforce. This will mean looking differently at how we currently use a range of resources and finding more effective ways of meeting the challenges.

KEY MESSAGES

- ▶ Effective use must be made of existing and under used resources to support workforce development.
- ▶ Training and workforce development must be integral to service planning.

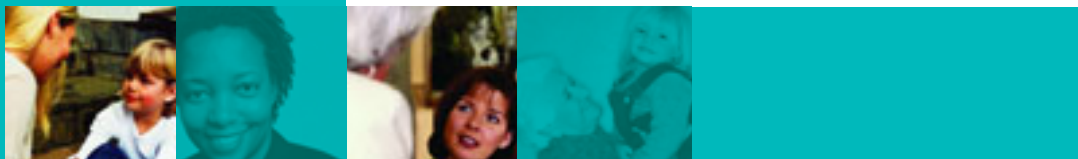


WHAT MIGHT SUCCESS LOOK LIKE?

Workforce development is important if we want to realise our ambition for a confident, ambitious Scotland with stronger, safer communities and a socially just and tolerant society. Social services have a key role to play in building the kind of Scotland we want to see in the 21st century. However, ensuring we have the right people, with the right skills, in the right place, at the right time is not just about providing high quality services for the most disadvantaged groups and individuals in our communities. It is about improved quality of life and enhanced opportunities for all in society.

KEY MESSAGES

- ▶ Leaders need to have a clear vision, be realistic about challenges and inspire and support staff to deliver the desired outcomes for service users and carers.
- ▶ Managers must see continuous improvement and development as the norm and take their staff with them to deliver their goals.
- ▶ Staff need to share the vision, contribute to making it happen, feel valued and supported and be well equipped.




A PLAN FOR ACTION

The strategy is based on the belief that the success of social services in Scotland depends on all the people who work in them. The social service workforce is charged with delivering a wide range of services to meet the increasing and diverse needs of service users and carers, often in the most challenging and complex of circumstances. It is vital that we make sure we have the right people, with the right skills, in the right place, at the right time. Much has already been achieved.

ACTIONS ALREADY ACHIEVED IN 2004-2005

- Sector Skills Council for the social service workforce now in place.
- Supporting Frontline Staff toolkit produced.
- Recognition of Prior Learning Guidelines published.
- Employers issued with SSSC Codes of Practice for issue to all staff.
- The Black and Minority Ethnic (BME) Sub-Group has initiated a pilot project in association with PATH Scotland to support BME fast track social work students.
- Discussions held with Scottish Enterprise to look at support for the independent sector.
- Scottish Practice Learning Project has developed an audit tool of key features of a learning organisation for use by all social service organisations.
- Core projects managed by the Scottish Institute for Excellence in Social Work Education have been completed.
- Voluntary Sector Social Services Workforce Unit established on 1 April 2005.



However, there is still much to be done to ensure that the momentum everyone has worked hard to build continues and that our long term plans become a reality. It is important that the actions identified are taken forward to turn the strategy into reality. Effective partnerships between a range of organisations will be needed to ensure success of the strategy. Monitoring and evaluation will also be important to ensure we are moving in the right direction.

This Plan for Action will be underpinned by an implementation plan and which will set out how progress in implementing the strategy will be monitored and evaluated. This will take account of any implications for the development of the social service workforce arising from the 21st Century Social Work Review and the National Review of the Early Years and Childcare Workforce.



A PLAN FOR ACTION¹

MAXIMISING THE POTENTIAL OF THE SCQF

| Action | Timescale | Staff | Employers | Sector Skills Council | SSSC | Scottish Executive | Training Providers | SIESWE |
|---|------------------|-------|-----------|-----------------------|------|--------------------|--------------------|--------|
| Information and advice about the SCQF to be made available by the SSSC to employers to help them to understand how SCQF can be used to increase learning opportunities. | By June 2006 | | | | X | | | |
| SSSC to work with universities, Colleges, SQA and Training Providers to maximise use of SCQF across the sector. | By June 2006 | | | | X | | | |
| SSSC to develop and implement Recognition of Prior Learning (RPL) pilot projects and disseminate findings to the sector. | By December 2006 | | | | X | | | |

¹ The relevant lead organisation is identified in the Action Plan by an X.

BEING A SECTOR SKILLS COUNCIL

| Action | Timescale | Staff | Employers | Sector Skills Council | SSSC | Scottish Executive | Training Providers | SIESWE |
|---|---|-------|-----------|-----------------------|------|--------------------|--------------------|--------|
| Employers to have in place plans to support Practice Learning with evidence of the number of learning opportunities to be offered to meet specific demands, in line with the Confidence in Practice Learning paper. | By February 2006 | | X | | | | | |
| Social service employers to have in place plans to address targets for workforce registration for workers in phase 1 and 2 and which take account of other regulators recognised for employment in this sector. | Phase One by March 2006 Phase Two by August 2006 | | X | | | | | |
| Employers to identify and develop internal systems and structures required to support employee development for all staff (including the requirements for post registration training & learning). | By October 2006 | | X | | | | | |

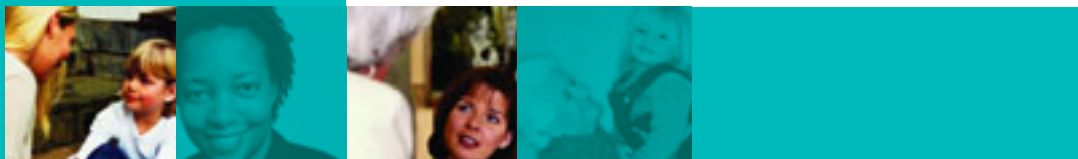


FUNDING

| Action | Timescale | Staff | Employers | Sector Skills Council | SSSC | Scottish Executive | Training Providers | SIESWE |
|---|-------------------|-------|-----------|-----------------------|------|--------------------|--------------------|--------|
| Scottish Executive, in partnership with key stakeholders, to review existing funding streams for social services (Section 9, Specific Grant Training Fund, etc) and to identify how they should best support the strategy. | By September 2006 | | | | | X | | |
| Employers to review current spend and available monies to ensure alignment with registration requirements of SSSC and other regulatory bodies, including CPD and other training requirements, e.g. health and safety, etc. | By October 2006 | | X | | | | | |
| Organisations to identify a percentage of their total service budget for workforce development and link this to their workforce development plans. This should take account of any training that is funded and provided nationally. | By January 2007 | | X | | | | | |
| Scottish Executive to identify opportunities for streamlining and simplifying diverse funding streams. | By July 2007 | | | | | X | | |

EDUCATION AND DEVELOPMENT

| Action | Timescale | Staff | Employers | Sector Skills Council | SSSC | Scottish Executive | Training Providers | SIESWE |
|---|------------------|-------|-----------|-----------------------|------|--------------------|--------------------|--------|
| Black and Minority Ethnic working group to identify and make recommendations on key actions to support diversification of the workforce. | By February 2006 | | | | | X | | |
| The Scottish Executive to work with the Centres for Excellence to identify how they can best support implementation of the National Strategy for Development of the Social Service Workforce. | By March 2006 | | | | | X | | |
| SIESWE to work closely with HE and college sectors to identify opportunities for increased flexibility of learning provision at registration levels. | By November 2006 | | | | | | | X |
| The outcomes of the core projects managed by SIESWE are embedded in the educational practice of universities and partner agencies and rolled out to the whole social service workforce. | By August 2007 | | | | | | | X |



OUTCOMES FOR SOCIETY

Ministers' vision for Scotland was set out in the Partnership Agreement for a Better Scotland and underpinned by a range of ambitious targets designed to close the opportunity gap for the most disadvantaged and socially excluded in society. Social services have a key role to play in building the kind of Scotland we want to see in the 21st century. Services need to respond to the needs of individuals and communities with staff empowered and equipped to provide high quality services that the people of Scotland need and deserve.

OUTCOMES FOR THE SECTOR

Excellent services will be delivered by a workforce which:

- is flexible, responsive and prioritises service users needs and those of unpaid carers;
- is competent and confident with the knowledge and expertise required to meet the needs of the changing environment;
- takes responsibility for their own learning by seeking out opportunities that meet their personal and professional aspirations and responsibilities;
- fulfils their professional responsibility of registration with the SSSC or other regulators recognised by the SSSC for work in this sector;
- is supported by organisations that prioritise employee development and have workforce plans in place;
- is supported to maximise its potential and has clear career pathways;
- maintains and develops positive working and learning partnerships with a range of other professions and across local authority and independent sectors; and
- values itself and is valued by others.

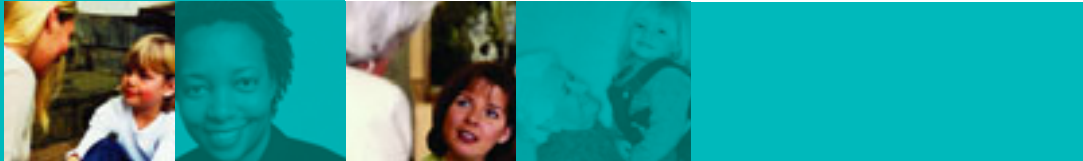


OUTCOMES FOR USERS AND CARERS

A more valued, competent and confident workforce will help users and carers to feel:

- valued and respected;
- part of society;
- supported to achieve their goals;
- able to make choices;
- involved in the selection and training of staff; and
- more in control of their lives.

Much has already been achieved. However, the learning and development needs of **all** staff in the social service sector must be addressed as part of developing the versatile and skilled workforce we need in the 21st century.



The full document *National Strategy for the Development of the Social Service Workforce in Scotland: A Plan for Action 2005-2010* can be found at www.scotland.gov.uk

The full document contains signposting to a number of useful websites and organisations where further information can be found on a range of topics relevant to workforce development.

Useful information on what needs to be taken into account in developing the social service workforce – labour market trends, key policy documents and other initiatives – can also be found on the Scottish Executive website:

www.scotland.gov.uk

© Crown copyright 2005

This document is also available on the Scottish Executive website:
www.scotland.gov.uk

Astron B42962 10/05

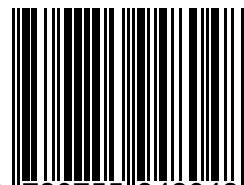
Further copies are available from
Blackwell's Bookshop
53 South Bridge, Edinburgh EH1 1YS

Telephone orders and enquiries
0131 622 8283 or 0131 622 8258

Fax orders 0131 557 8149

Email orders business.edinburgh@blackwell.co.uk

ISBN 0-7559-4804-1



9 780755 948048

w w w . s c o t l a n d . g o v . u k