

Scottish Social Services Leadership and Management Strategy

Progress report

December 2011

Vision for leadership development in Scotland's social services

The SSSC will seek to achieve better outcomes for people who use services, their families and carers by developing leadership at all levels of the social services workforce, with citizen leadership as an integral part of this vision.

Progress between September and December 2011

- A leadership reference pool, which includes individuals from across the social services sector, has been developed as a mechanism for engagement and consultation on development of the leadership and management project work. Discussions are hosted via a community of practice on the Social Services Knowledge Scotland website. Initial areas for feedback have included the structure of the leadership pathways resource, the draft leadership capabilities, and ideas for a name for the pathways resource.
- A company called Aurion Learning won the tender for the development of the leadership pathways tool. Their project team includes a leadership expert as well as those with relevant technical expertise. As a result of advice and feedback from stakeholders we now have four pathways. The design specification is almost complete and the building of the application is due to start. The SSSC project team has been busy identifying which leadership resources should be included in the pathways and writing contextual content to accompany these where required. Piloting of the pathways is due to commence in the New Year.
- NHS Education Scotland (NES) are helping the SSSC to identify relevant material from the extensive SSKS library of resources and map these to the leadership capabilities.
- Development is under way for a recording tool to enable users of the pathways to identify, record and reflect on their learning and make links as appropriate to the NOS, SCQF level descriptors, PRTL, and the CLF, to support recognition of prior learning.
- The Scottish Consortium for Learning Disability (SCLD) is assisting the SSSC to integrate the principles of citizen leadership and accompanying resources into the pathways. Members of the User and Carer Forum based at SCLD will be central to this work.
- A set of six leadership capabilities has been developed and will underpin the leadership pathways structure. At the time of writing the draft capabilities were with the reference pool for comment.

- The childhood practice mentoring pilot led by the Care and Learning Alliance on behalf of the Coalition of Childcare Umbrella Organisations (CCUO) is proceeding as planned. The SSSC will be undertaking a piece of work to bring together existing guidance on mentoring and contextualise it for social services.
- Five leadership masterclasses will take place in the New Year and will be publicised shortly. Links will be made to the other strands of leadership work.
- The CHP action learning sets are for the most part underway. The SSSC and NES are currently reviewing how best to take forward this important work next year. The action learning sets commissioned by ADSW from SOLACE are also proceeding and the fourth set with members across the public, private and voluntary sectors is formed.
- Work is underway for a pilot to develop an approach to build capacity for action learning within social services. This work is being undertaken in partnership with NES and the Improvement Service and will be part of a joint approach to develop collaborative leadership capacity, which is currently under discussion.
- A useful meeting with colleagues from education was held in September to explore areas of commonality in leadership development between the two sectors, including the recommendations of the Donaldson Report. Liaison with the Scottish Government leadership sub group set up to implement recommendations from the Donaldson Report and further discussions on mentoring and coaching collaboration are to be discussed further.
- The SSSC is working in partnership with IRISS on leadership in a number of ways including encouraging their champions network to support the leadership agenda, identifying good practice examples, and effective evaluation.
- The leadership evaluation plan continues to take shape with identification of baseline information on target for this year.
- Approximately thirty videos of stakeholders talking about their experiences of leadership and their own leadership journeys have been filmed and are currently being edited. Some of these will be used in the pathways application and others may be used on the SSSC website.

Ongoing work in 2011/12

- Guidance for employers which makes the organisational capabilities of the CLF explicit to supporting the development of leadership capacity will be completed alongside the leadership pathways as the two are mutually supportive. This will need to be done once the structure and content of the pathways application has been finalised.
- Promoting collaborative leadership development opportunities for social services continues to be developed and much of this is now likely to be undertaken in partnership with other public service organisations through the new Collaborative Leadership Development Board. This group is committed to taking a more focused approach to its predecessor and work is already underway to build capacity for action learning and mentoring across sectors.

- The NES/SSSC led Reshaping Care for Older People workforce workstream has as one of its recommendations 'Support provision of effective Leadership'. Leadership is recognised as underpinning this joint work and a more integrated care and support environment. It has been identified as a knowledge and skill need during engagement events and links to the leadership projects in SSSC and NES will be explored further by this group.