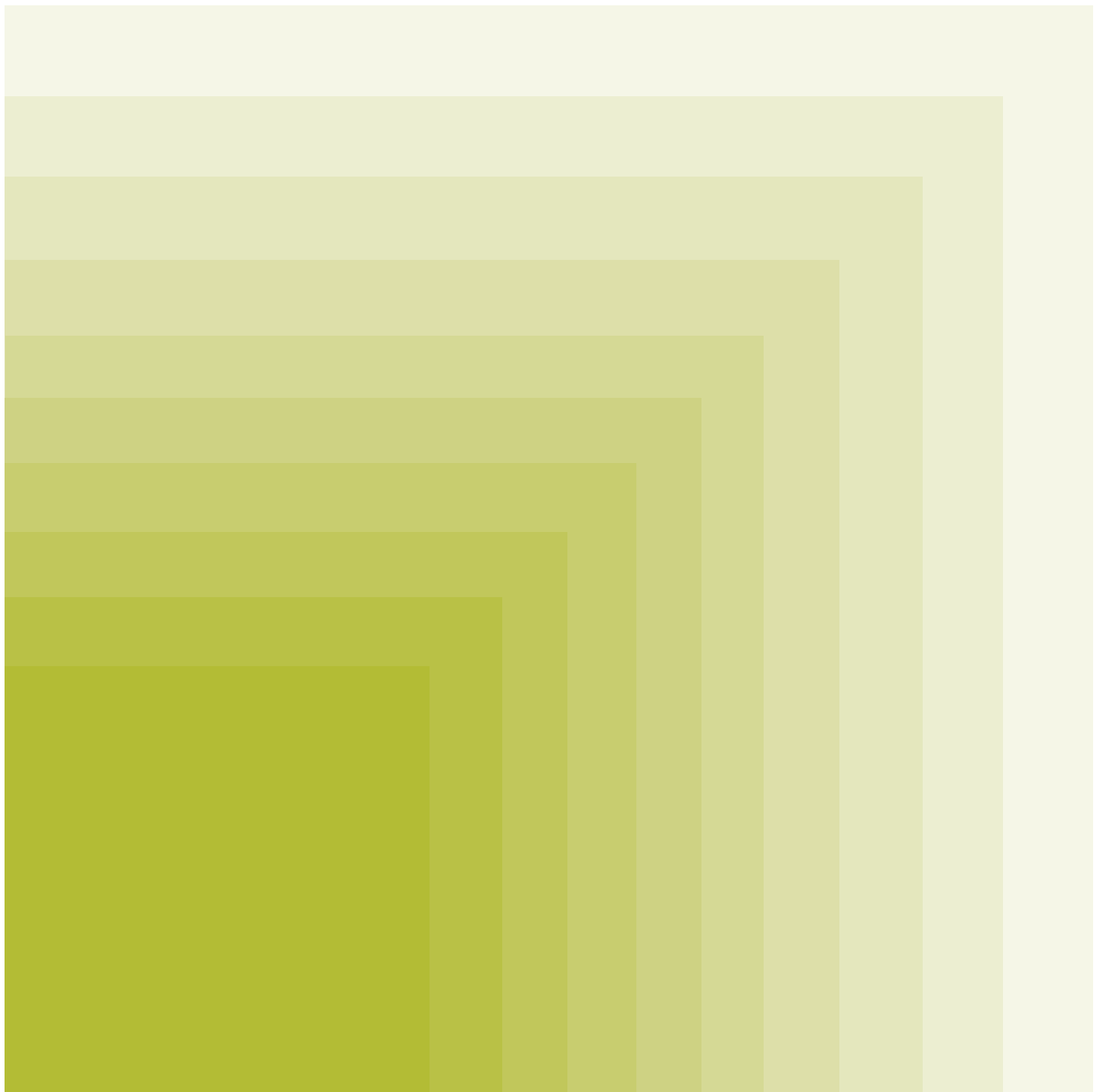
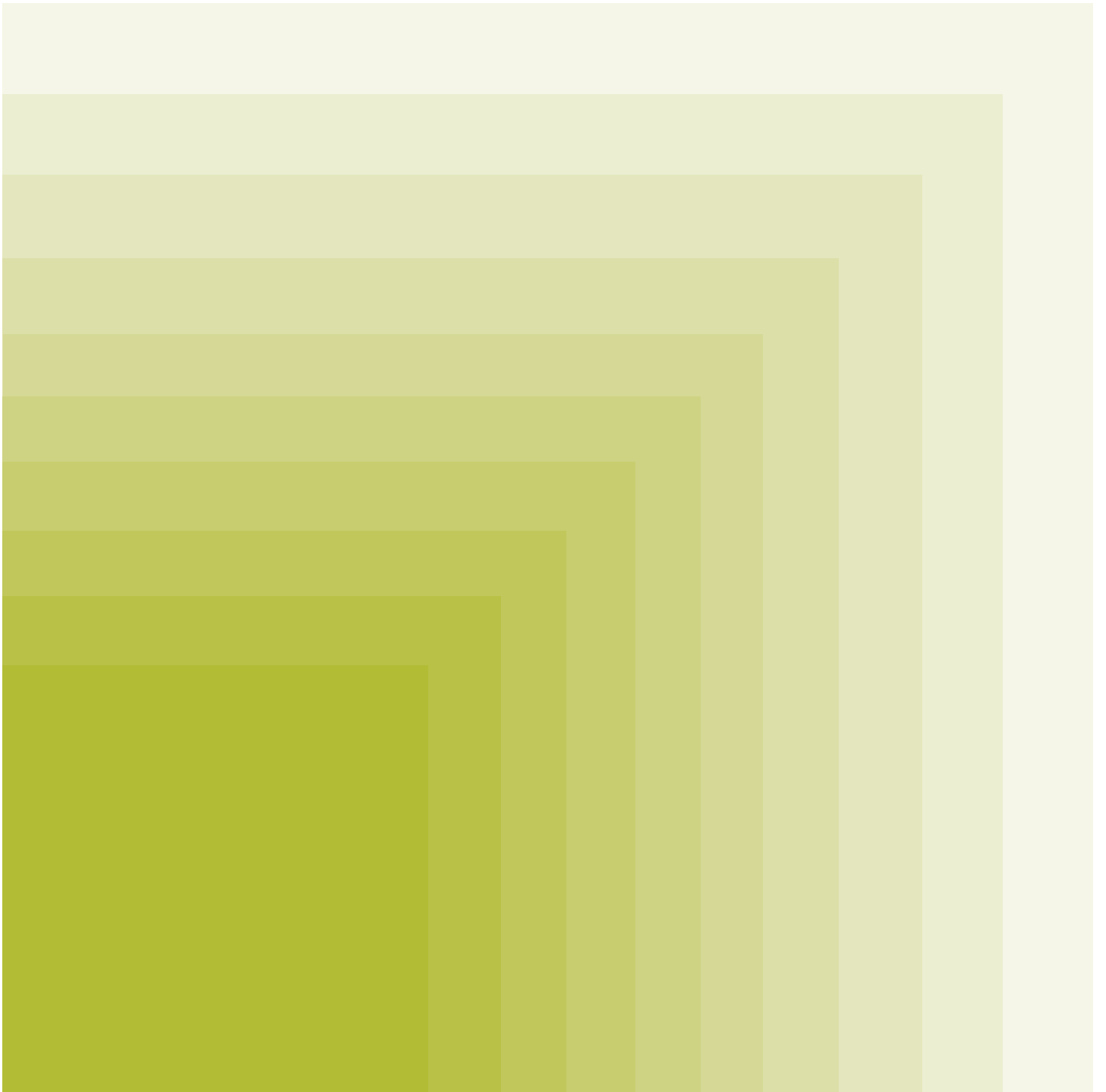


Enhancing leadership capability

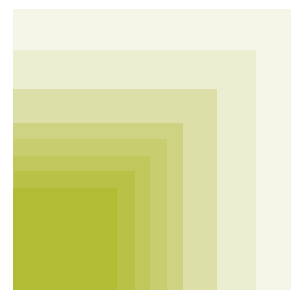
The strategy for enhancing
the leadership capability of
Scotland's social services

Delivery plan 2017-2020





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Foreword from the Scottish Social Services Leadership Strategy Group

This refreshed strategy and delivery plan sets out what will happen over the next three years to continue to develop leadership capability in social services in Scotland. It has been developed in partnership by the members of the Scottish Social Services Leadership Strategy Group (see appendix one) and we look forward to working with organisations and people across the sector and beyond to deliver the actions.

The key aim of the strategy is to improve outcomes for people receiving social services, families and communities by supporting the development of effective leadership; not only at all levels of the workforce but also with the people the workforce supports.

Sector feedback, evaluations and the findings of the **Enabling leadership** research have been invaluable in helping to inform the strategy. It builds on the progress that has already been made in developing leadership capability in the social service sector, initially through **Changing Lives** and more recently as a result of the work to implement the aims of the **Strategy for building leadership capacity in Scotland's social services 2013-2015** and **Social Services in Scotland: a shared vision and strategy 2015-2020**. This strategy continues to focus on embedding a model of distributed leadership and builds on the progress made to date so it is a refreshed strategy rather than a new one; some of the work of the first strategy is ongoing.

What this refreshed strategy does highlight are specific areas of leadership activity that need to be addressed and types and styles of leadership identified as being currently important for the social service workforce. Two of these are situational and systems leadership. Work will focus on developing

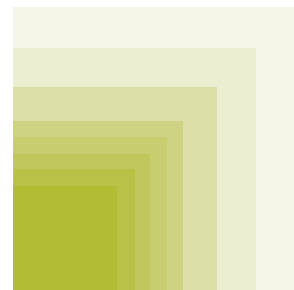
leadership and personal capability that is especially relevant to the social service ethos and the social model of care, for example, socially aware models of leadership, leadership based on trust and long-term relationships, and authentic leadership. Given the importance of strengthening professional identity, there is a need to develop professional leadership for social services as well as the shared leadership needed for integrated working.

While the development of leadership at all levels is important, the development of strong strategic leadership in an integrated context must be a priority. Strategic leaders must increasingly work in multi-professional and multi-organisational contexts. For example, the leadership role of the chief social work officer (CSWO) is crucial and the development of current and emerging CSWOs, enhanced by the introduction of the CSWO qualification, continues to be a focus of the strategy.

The strategy also highlights the importance of working with different parts of the sector to support them to develop the types and styles of leadership they need in their particular contexts. As members of the Scottish Social Services Leadership Strategy Group we are committed to working with different types of service to engage in leadership development activity that supports specific settings.

What this refreshed strategy aims to do is further develop our workforce and take leadership in Scotland's social services to the next level. We look forward to working collaboratively on the actions and will monitor progress to make sure that the leadership activity set out here delivers meaningful change and supports the implementation of **Social Services in Scotland: a shared vision and strategy 2015-2020**.

What will we achieve with this strategy?



Our **vision** is for frontline workers, managers and strategic leaders to recognise, understand, develop and use their leadership capability to contribute to service design and delivery that meets the personal outcomes of people using services. In doing so it is anticipated that people receiving services have the opportunity to develop their own leadership capability and influence the design and delivery of the services they receive.

Leadership outcomes

The **Enabling leadership** research illustrates how good leadership contributes to positive outcomes in the logic model. The revised **leadership outcomes** are taken from this model and describe the effect we anticipate the strategy having, which is:

- ✦ a workforce that is trusted, skilled, confident and continually improving
- ✦ services that are responsive and that provide people with good support
- ✦ an open and transparent culture where feedback and dialogue are valued.

Leadership objectives

The Scottish Social Services Leadership Strategy Group will work together to steer the work from this strategy and delivery plan. The group has identified four **leadership objectives** to meet by the end of 2020.

Objective 1: Support strategic leaders and managers in Scotland's social services to develop and improve their leadership capability so they lead dynamic and responsive services that meet the needs of people using them.

Objective 2: Continue to raise awareness, and support the implementation, of a model of distributed leadership throughout Scotland's social services.

Objective 3: Develop and engage with the sector to use tools, resources and support for leadership learning and development that are sustainable and contribute to career development in Scotland's social services.

Objective 4: Improve the use of evidence to inform leadership and leadership development in Scotland's social services.

Approach

The group's **approach** to this work will be to model the **six leadership capabilities** which are vision, self-leadership, motivating and inspiring, empowering others, collaborating and influencing, and creativity and innovation. The group will work collaboratively and creatively, motivate and inspire, encourage the development of leadership in all people and ensure that the vision for leadership in the sector, as highlighted in this strategy, is recognised and realised.

Context

Work has been undertaken to realise the vision and leadership outcomes of the **Strategy for building leadership capacity in Scotland's social services 2013-2015**, as informed by the **Leading together** research. Since the publication of the first leadership strategy there have been significant changes and challenges in the social service sector and these have implications for leadership. To address some of these challenges, there is a need to innovate and collaborate in response to the financial and changing political context, public service reform and changes in the way services are delivered, for example integration and developments in early learning and child care. To work effectively in a way that is constructive and adaptable, there is a need for social services to influence partners in inter-professional teams, see the bigger picture, look to the future, be brave and challenge, and manage risk and barriers.

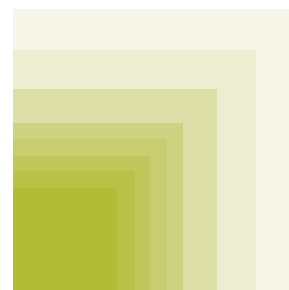
The Scottish social services leadership story from 2010-2016 provides context to the leadership structures and frameworks developed so far to realise the vision for leadership in Scotland's social services and highlights some of the outcomes achieved to date. However, as the political, economic, social and technological landscape in Scotland changes and develops, the need for strong leadership at all levels becomes even more crucial and the need to review the vision and leadership outcomes becomes more pressing.

Social Services in Scotland: a shared vision and strategy 2015-2020 sets a clear context for the need to develop stronger leadership at all levels across different parts of the sector. The shared

vision is for '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'. To achieve this vision there needs to be effective and authentic leadership of self and others and professional integrity at all levels of the workforce, as well as people feeling they are able to influence the type of service they, or those they care for, receive. Collaborative working and different types and styles of high quality leadership will be required to enable people to deliver the level and kind of transformation the sector is currently experiencing. The Scottish Social Services Council (SSSC) updated **Codes of Practice for Social Service Workers and Employers** support the ongoing development of effective leadership in Scotland's social services and the need for a values-based, collective approach to leadership.

As well as developing frontline and citizen leadership to encourage early intervention, leaders will be required to lead the system and culture change needed to embrace the changing environment. The approach to public sector reform, as identified in the **Commission on the future delivery of public services**, has led to significant change in strategic leadership in the public and social service sectors in recent years and this will continue to develop. For example, the need to support and develop strategic leaders, and commissioners, to lead change around the integration of health and social care services and the development and growth of the early learning and child care sector must be prioritised.

What good leadership looks like in Scotland's social services



The SSSC commissioned research in 2015 to identify what good leadership looks like in Scotland's social services and how we know it is making a difference. **Enabling leadership** looked at how to define good leadership in social services. It found that:

'... there was a sense that people know when they experience good leadership. It is present when people are committed to their work and feel valued for their contribution. It shows itself when people using services feel respected and have their voices heard even if resources are limited or decisions are made they do not agree with. Good leadership seems easier to define when it stands out in marked contrast to poor leadership, for example a care home which has turned itself around or a team where staff morale is high after being very low. These are the places where you can appreciate the difference effective leadership can make.'

The research also found that:

'Good leaders in social services care passionately about improving the lives and opportunities of people who face disadvantage and inequality. They hold true to values of respect, compassion and fairness even when they have to take difficult decisions. They strive to work in open and honest partnership with people even when there is conflict and disagreement. They are able to be vulnerable as well as powerful. They are ready to challenge and be challenged. Good leaders in social services have faith in what people can achieve in their lives and they inspire others to give of their best and reach for that potential.'

The research explored the use of contribution analysis and logic modelling to understand and illustrate leadership development in social services. Appendix two illustrates a logic model which captures

the links between inputs, activities and outputs and illustrates how good leadership contributes to positive outcomes for people. It also highlights the factors that can encourage or hinder the development and implementation of good leadership and to which the sector must pay greater attention. This logic model, feedback from the sector, the findings of the **Enabling leadership** research and the evidence available about the presence, development of, and further need for, effective leadership across Scotland's social services, are the key elements used to inform development of this strategy and delivery plan. The research highlighted why there is a need for continued evidence in this area:

'... there is evidence to suggest the attention given to leadership development over recent years has made a difference; it is harder to be sure of the breadth of impact. A worthwhile aspiration would be to see similar examples of good leadership practice across the diversity of Scotland's social services including workplaces which have, so far, engaged less actively in building leadership capacity.'

This strategy continues the work already started to embed good leadership across social services and must also support different parts of the sector and workforce to develop leadership capability and capacity in line with their particular needs. A particular focus of leadership activity to 2020 must be to support the development of strategic leaders, including CSWOs and commissioners, who face specific demands working in an increasingly integrated context across the sector.

Frontline workers, managers, strategic leaders and people who use services all have valuable skills and experience that contribute to improving how services are delivered in Scotland.

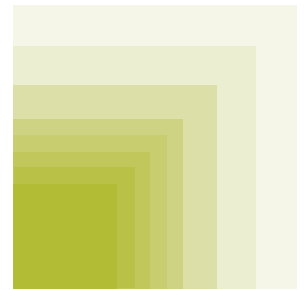
Leadership delivery plan for Scotland's social services

The delivery plan for this strategy focuses on areas and actions identified by the sector itself and members of the Scottish Social Services Leadership Strategy Group. Group members will work together to develop a detailed implementation plan which will identify actions to be done in collaboration and those to be led by specific partners. It will detail how to address each of the four leadership objectives, who will be responsible for leading and supporting related leadership activity and timescales for completion to the end of 2020. It will also specify which groups of worker or parts of the sector each leadership activity will support. Examples of activities which will support achievement of each objective are noted in the delivery plan below.

Objective 1: Support strategic leaders and managers in Scotland's social services to develop and improve their leadership capability so they lead dynamic and responsive services that meet the needs of people using them.

Details of leadership actions to support this will be in the implementation plan and will include activity related to the following.

- ✎ Working with social service and wider public service partners via Workforce Scotland to develop the connection between individual and organisational leadership development. Further supporting social service employers to engage with Workforce Scotland activity to enhance existing leadership development provision.
- ✎ Supporting strategic leaders to develop appropriate types and styles of leadership and management, including situational and systems leadership and recognise the importance of emotional intelligence in their leadership capability. Supporting them to use their leadership and management capability to develop alternative delivery models and implement joint commissioning models that support integrated health and social care services and integrated early learning and child care services. This includes engaging in the Leadership for Integration programme and building on the work of the Imagining the Future programme developed by the Institute for Research and Innovation in Social Services.



Objective 2: Continue to raise awareness, and support the implementation, of a model of distributed leadership throughout Scotland's social services.

Details of leadership actions to support this will be in the implementation plan and will include activity related to the following.

- ✎ Continuing to develop a distributed leadership model and actively engaging with different parts of the sector to support sustainable leadership learning. Supporting and enabling frontline workers to recognise and use their leadership potential and develop and use different types and styles of leadership.
- ✎ Drawing on the recommendations of the Independent Review of the Scottish Early Learning and Childcare Workforce and Out of School Care Workforce, work closely with partners to develop leadership capability in early learning and child care.
- ✎ Developing approaches to talent management and succession planning to alleviate resource and recruitment issues faced by the sector and promoting and developing leadership learning pathways for workers in different parts of the sector.
- ✎ Continuing to engage in activities that promote citizen and community leadership, innovation, risk enablement, resilience and reflective learning.

Objective 3: Develop and engage with the sector to use tools, resources and support for leadership learning and development that are sustainable and contribute to career development in Scotland's social services.

Details of leadership actions to support this will be in the implementation plan and will include activity related to the following.

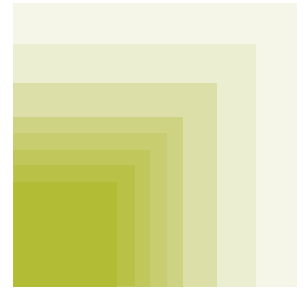
- ✎ Continuing to raise awareness of the Step into Leadership website and developing further leadership resources when needed.
- ✎ Continuing to use the Continuous Learning Framework (CLF) personal and organisational capabilities and the updated SSSC Codes of Practice for Social Service Workers and Employers to underpin leadership learning.
- ✎ Continuing to support employers, workers and learning providers to understand and use different leadership learning activities and approaches.

Objective 4: Improve the use of evidence to inform leadership and leadership development in Scotland's social services.

Details of leadership actions to support this will be in the implementation plan and will include activity related to the following.

- 👤 Testing the leadership logic model for social services to understand the difference that good leadership makes to Scotland's social services. Using the intelligence gained to motivate and inspire others to develop our approach to leadership and leadership development.
- 👤 Commissioning research where required to support the development of leadership and leadership activity.
- 👤 Publicising examples of good practice which illustrate how people and organisations are developing their leadership capability and the difference it is making to people's lives.

Evaluating the effectiveness of the strategy



The Scottish Social Services Leadership Strategy Group will identify areas of connection, collaboration and difference in partner work plans to achieve the outcomes and objectives set out in this strategy. Using the leadership logic model, partners will work together to evaluate and evidence the impact of specific leadership activities always asking the question: 'How do we know any of our leadership activity is making a difference to people who use our services?'. The group will develop a detailed leadership evaluation plan alongside the implementation plan to provide a structure to this evaluation activity and the logic model used to establish indicators of success. Group members will manage and analyse their collective knowledge in a more considered way and use this shared intelligence to establish conclusions about the impact leadership activity is having on the workforce and ultimately the people who use services. Progress towards achievement of the three leadership outcomes will be reported annually as part of this work.

In the longer term, the impact of the strategy should be reflected in improvements in leadership and management in the sector and the quality and sustainability of social services provided in Scotland. Evidence already available includes the Care Inspectorate's report **Inspecting and improving care and social work in Scotland: Findings from the Care Inspectorate 2011-2014** which found many care services in Scotland had demonstrated significant improvement and sustained high levels of performance in a number of important areas including leadership and management and quality of care. Additionally, illustrations of good leadership in practice provided by employers demonstrate that when organisational culture supports the development of leadership at all levels, outcomes for people who use services are improved. Several examples are included on the Step into Leadership website and more are added each year.

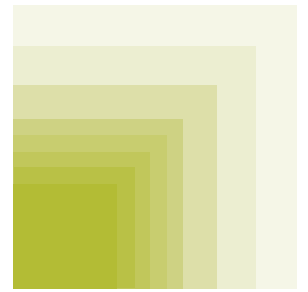
Conclusion

By 2020, we aim to have a social service sector where frontline workers, managers and strategic leaders recognise, understand, develop and use their leadership capability to contribute to service design and delivery that meets the personal outcomes of people who use services. In doing so it is anticipated that people using services have the opportunity to develop their own leadership capability and influence the design and delivery of the services they receive.

Leadership learning, tools and resources for the workforce will be relevant, structured, continuously developing and sustainable and will contribute to career progression. Managers and strategic leaders will be aware

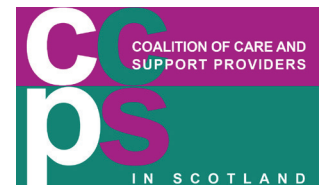
of the connection and difference between their management and leadership role and will use their knowledge and skills in these areas appropriately. The workforce will recognise different types and styles of leadership and use them in ways that are relevant to different types of practice. Strategic leaders will use their leadership capability to shape and define organisational cultures which support and encourage leadership learning and development. Leadership development activity in Scotland's social services will be contributing to the outcomes of the public service reform agenda and improvements in the quality of social services in Scotland.

Appendix one: Scottish Social Services Leadership Strategy Group

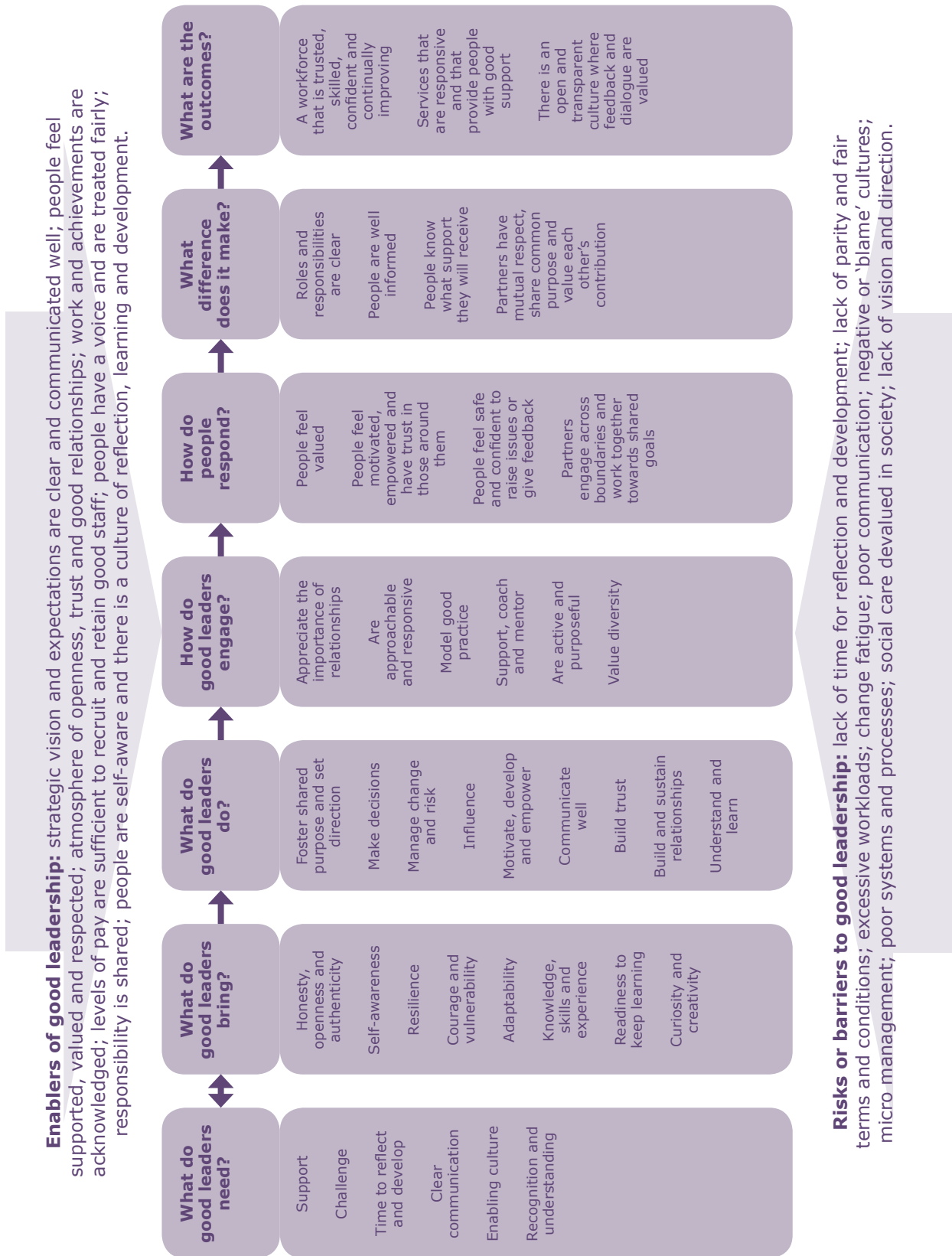


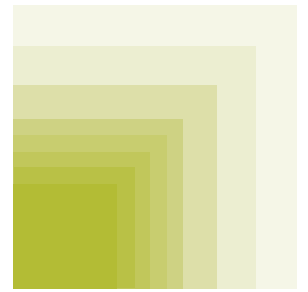
The Scottish Social Services Leadership Strategy Group has representatives from the following organisations:

- ✦ Scottish Government
- ✦ Scottish Social Services Council
- ✦ Care Inspectorate
- ✦ Social Work Scotland
- ✦ Scottish Care
- ✦ Coalition of Care and Support Providers in Scotland (CCPS)
- ✦ Institute for Research and Innovation in Social Services (IRISS)
- ✦ Improvement Service.



Appendix two: Leadership logic model





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