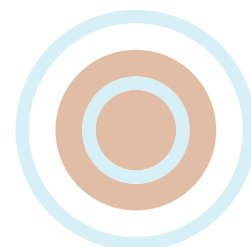
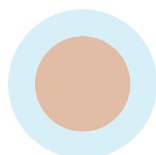
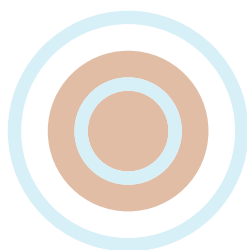


# **What do we know about the Voluntary Sector Social Services Workforce?**

**A Guide for Voluntary Sector Social  
Service Organisations**

**July 2010**



## What do we know about the Voluntary Sector Social Services Workforce?

### Introduction:

The voluntary sector is a major employer of social care staff, employing just under one-third of all social services workers in Scotland.

This report brings together current information about the voluntary sector social services workforce, and outlines key drivers which influence workforce development within the sector. The report is in three sections:

1. Developing a Profile of the Voluntary Sector Social Services Workforce
2. Key workforce issues which influence the development of the voluntary sector social services workforce
3. Looking to the future: Demographic Change and future policy direction for social services

### Section 1: Developing a Profile of the Voluntary Sector Social Services Workforce

Information about the size and characteristics of the voluntary sector social services workforce is drawn from a number of sources, including the *Labour Force Survey (2007)*; *Care Commission Returns (2007)*; *The Scottish Local Authority Social Work Services (SLASWS) Survey (2008)*; and the *Skills for Care and Development Sector Profile (2009)*, all of which have been analysed by Skills for Care and Development as part of the Sector Skills Assessment Report, published January 2010. This report focuses on the voluntary sector information extracted from these, and other, sources.

#### Definition of voluntary sector social services:

Voluntary sector social service organisations provide a range of services, including care homes for adults, residential child care services, day care, care at home and housing support services. Most services are regulated by the Care Commission, and are registered as charities with the Office of the Scotland Charity Regulator (OSCR). Many organisations employ staff who must register with the Scottish Social Services Council.

To be part of the voluntary sector, organisations must be non-profit driven; non-statutory; autonomous; and governed by non-paid board members.<sup>1</sup>

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<sup>1</sup> Further information and data about the voluntary sector as a whole can be found on the [SCVO website](#).

## Number of services

2850 social service organisations were registered with the Care Commission as of December 2009. These organisations are responsible for running approximately 8400 services, of which just over one third (~2800) are thought to be within the voluntary sector.<sup>2</sup>

## Small and medium sized enterprises

The voluntary sector as a whole is made up of a small number of large organisations, and a large number of small organisations, with the large organisations accounting for a significant proportion of the sector's workforce and funding<sup>3</sup>. Recent research by the SSSC which used a sample of 200 voluntary sector social service organisations showed that 51% of voluntary sector establishments employed 1-10 members of staff, while just 1% employed over 250 staff.<sup>4</sup> For small and medium organisations (SME's, defined as organisations employing less than 250 staff), proportional costs for training and workforce development are likely to be higher than for larger organisations. SMEs are also less likely to employ dedicated HR or training staff, meaning that responsibility for such often lies with the service manager.

## Size and characteristics of the voluntary sector social services workforce:

Current estimates suggest that there are approximately 198,680 people employed within the social services sector in Scotland.<sup>5</sup> Almost one third of these are thought to work in the voluntary sector. However these figures, which are derived from Care Commission annual service returns and information from the Scottish Local Authority Social Work Survey, do not include central or strategic staff working within many voluntary or private sector providers, nor do they include personal assistants employed by individuals in receipt of direct payments.

**Figure1: The social services workforce, 2007 (Care Commission / Scottish Government Data)**

| Type of employer           | Headcount      | Percentage |
|----------------------------|----------------|------------|
| Health Board               | 330            | 0.16%      |
| Local Authority            | 68,710         | 35%        |
| Private                    | 66,430         | 33.4%      |
| Voluntary / not for profit | 56,320         | 28%        |
| Not known                  | 840            | 0.4%       |
| Self-employed              | 6,050          | 3%         |
| <b>Total</b>               | <b>198,680</b> |            |

[Figure adapted from Sector Skills Assessment (Scotland) April 2010 Report, p16]

<sup>2</sup> Skills for Care & Development (2010), Sector Skills Assessment (Scotland): April 2010, p20

<sup>3</sup> SCVO Sector Factfile 2008

<sup>4</sup> SSSC (2008) Migrant Workers Research, p24

<sup>5</sup> Skills for Care & Development (2010), Sector Skills Assessment (Scotland): April 2010, p17

## Recruitment and Turnover

Studies show that people are attracted to work in the voluntary sector for a variety of reasons. Individuals often say that they identify with the mission and client group of the organisation that they have chosen to work for,<sup>6</sup> or that they are looking for a job that gives them 'something to believe in'.<sup>7</sup>

Research from the Workforce Unit into turnover in 2007 showed that 68% of new recruits into voluntary sector organisations had come from within the social services sector.<sup>8</sup> Within voluntary sector social services, the turnover rate was 17%. This figure is slightly lower than the turnover rate of 19% identified by *Futureskills Scotland* for the whole of the social services sector, and also lower than the average 22% turnover rate of the rest of the economy at that time.<sup>9</sup> The Workforce Unit research found that turnover was not seen as a major problem by employers. However the main reason cited for turnover was low wages, with anti-social hours, lack of career progression and lack of full time opportunities also seen as problematic. The majority of leavers were thought to be making a sideways move within the sector, with slight variations in pay being a significant factor in decisions to move on.<sup>10</sup>

The most recent figures in relation to vacancies, suggest that an average of 3% of social services posts were vacant at any time during 2009. This figure is similar to that of the wider Scottish economy.<sup>11</sup>

Given the current recession, and the significant rise in unemployment rates, it might be reasonable to assume that turnover and vacancy rates have become even less of an issue for employers than they have been in the past, and that social care organisations may be able to benefit from an increased pool and diversity of candidates applying for jobs.

However, a "Monthly Unemployment Report (June 2010)" produced by Skills Development Scotland suggests that there is a significant mis-match between supply and demand of jobs, with many claimants of job seekers allowance seeking employment in manual occupations in the manufacturing and construction sectors, whereas the demand from employers is primarily for sales and care occupations in the service sector, based on jobs advertised within Job Centre Plus.<sup>12</sup>

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<sup>6</sup> Cunningham & Nickson (2009). *A Gathering Storm? Procurement, re-tendering and the voluntary sector social services workforce*, p4

<sup>7</sup> Scottish Centre for Employment Research (2005), *Something to Believe In*, p1

<sup>8</sup> VSSSWU (2007). *Voluntary Sector Social Service Organisation Staff Turnover*, p12-13

<sup>9</sup> Skills for Care & Development (2010). *Sector Skills Assessment (Scotland): April 2010*, p22

<sup>10</sup> VSSSWU (2007). *Voluntary Sector Social Service Organisation Staff Turnover*, p12-13

<sup>11</sup> Skills for Care & Development (2010). *Sector Skills Assessment (Scotland): April 2010*, p23

<sup>12</sup> Skills Development Scotland (2010), *Monthly Unemployment Update: June 2010*, p4

## Staffing Patterns:

In relation to staffing patterns, at present there is no data which enables us to isolate figures for the voluntary sector. The following figures relate to the social services sector as a whole within Scotland:

- Data from the Labour Force Survey 2007 suggests that approximately eighty one percent of the social services workforce in Scotland is female.<sup>13</sup> This is significantly higher than the average of 51% across all industries in Scotland<sup>14</sup>.
- The age profile of the social services sector is higher than that across all sectors: data from the Scottish Employers Skills Survey suggests that approximately forty six percent of the social services workforce is aged 45+ compared to thirty four percent across all industries.<sup>15</sup>
- In 2007, 36% of workers within the social services sector as a whole were employed on a part-time basis. This is compared with just under 25% of part-time employees within the Scottish workforce as a whole.<sup>16</sup>
- A survey of six hundred employers suggests that 3% of the Scottish social services workforce are migrant workers, although research from the SSSC suggests that this may be as high as 5% within Care Homes for Adults. This is still considerably lower than the 11% of migrant workers employed within the British workforce as a whole.<sup>17</sup>
- Data from the Scottish Employers Skills Survey suggests that approximately sixty four percent of social services employers that recruited new employees during the past three years had sought applicants with a particular qualification, compared to a Scottish industry-wide average of thirty seven percent.<sup>18</sup>

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<sup>13</sup> Skills for Care & Development (2010). *Sector Skills Assessment (Scotland): April 2010*, p27

<sup>14</sup> *Ibid.* p27

<sup>15</sup> *Ibid.* p 26

<sup>16</sup> *Ibid.* p 24

<sup>17</sup> *Ibid.* p29

<sup>18</sup> *Ibid.* p30

## Section 2: Key workforce issues which influence the development of the voluntary sector social services workforce

### Skills and Qualifications: Responding to the Scottish Social Services Council's registration agenda

Registration with the Scottish Social Services Council continues to be a major driver for skills demand within the sector. In early 2009, the Scottish Government introduced "required registration" dates, after which all workers within a given category must be registered in order to stay within the workforce.<sup>19</sup>

In its work on the Sector Skills Agreement, Skills for Care and Development estimated that between 2008 and 2012 a minimum of 25,000 staff (approx 5000 a year) would have to achieve the qualifications necessary for them to remain registered and therefore be able to stay within the workforce. The report also identified a lack of SVQ assessors within the sector, suggesting a requirement for capacity building within the qualifications infrastructure.<sup>20</sup>

In 2006 the Workforce Unit conducted a sample survey, covering approximately 1/3rd of the voluntary sector social services workforce, to establish readiness for registration with the SSSC. The results showed that only 21% of the workforce at that time held qualifications with which they could register with the SSSC. Surveys by CCPS (2004) and the Supporting People Enabling Unit (2005) showed similar findings.

Further research from the Workforce Unit in 2007 provided a comparative study of the adult residential care workforce in urban and rural Scotland.<sup>21</sup> Qualifications Gaps (ie the percentage of the workforce not holding and SSSC eligible qualification or not engaged in working towards one) were shown to be:

- no significant gap at care manager level
- a 2% gap at supervisor level
- a 25% gap at practitioner level
- a 41% gap at support worker level

Only 1/3rd of managers consulted had a full understanding of the SSSC registration requirements. However, more positively, 97% of establishments surveyed had a plan or strategy in place to comply with SSSC registration requirements.

Recent analysis of organisations applying for Voluntary Sector Development Fund monies suggest that qualifications rates within organisations are improving. Of the organisations who applied to the fund, staff requiring qualification for registration reduced from 81% in 2004 to 61% in 2007, before climbing slightly to 64% in 2008.<sup>22</sup>

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<sup>19</sup> Details of required registration dates can be found at [www.sssc.uk.com](http://www.sssc.uk.com)

<sup>20</sup> SSSC *Sector Skills Agreement: Stage 5 Report*, p14

<sup>21</sup> VSSSWU (2007) Voluntary Sector adult Residential Care Workforce in Urban & Rural Scotland, p26

<sup>22</sup> VSSSWU (2009) Analysis of the VSDF

This rise may be explained by the inclusion of Housing Support managers for the first time in this fund.

### **Sector Skills Assessment**

Research from Skills for Care and Development has confirmed that the skills needs identified as part of the Sector Skills Agreement process remain relevant across the social services sector<sup>23</sup>:

- Registration requirements
- Other obligatory training demands
- Soft skills (including interpersonal skills, team working skills, literacy and numeracy)
- Service design and effective use of workforce skills
- Commissioning & contracting skills / tendering skills
- Skills in partnership working
- Ability of staff to operate autonomously
- Developments in technology
- Skills needs of migrant workers
- Client specific skills
- Workforce of the future – recruitment and training
- Accessibility of training for the rural workforce
- Government funding for training specifically aimed at the social services sector

In addition to regulation and registration, major drivers for skills demand identified in the Sector Skills Assessment include changes in legislation (eg training needs as a result of the Adult Support and Protection (Scotland) Act 2007), changing standards, personalisation and expectations.

The personalisation agenda in particular is likely to significantly change the demand for skills within the workforce, with implications for service redesign and future planning. In partnership with the Scottish Centre for Employment Research, the Workforce Unit is currently undertaking research to establish the workforce implications of developing personalised services. The results of this study will be launched in autumn 2010.

### **Workforce Planning**

Recent research from Tayforth Learning Network looking at Workforce Planning in the Tayforth area (across voluntary, statutory and private organisations) shows that the vast majority of organisations (81%) have clear priorities for workforce planning. The majority of learning providers in the area (77%) believed their centre had re-designed its learning programmes to align them with the planning needs of the sector. The Tayforth study also showed a significant amount of current workforce planning activity going on within agencies<sup>24</sup>:

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<sup>23</sup> Skills for Care & Development (2010). *Sector Skills Assessment (Scotland): April 2010*

<sup>24</sup> Tayforth (2009) Tayforth Workforce Planning Project 2008-9

- 45% had identified 'jobs for the future' for current workers to consider
- 71% had developed initiatives to 'grow their own' workforce
- 57% had developed initiatives to attract new workers to critical job groups

### **Funding Issues for Voluntary Sector Providers**

Funding is a major issue for voluntary sector providers, with many sources of funding either being short term in nature, or vulnerable to a changing policy landscape.

### **Impact of Local Government Concordat, and removal of ring-fenced funding**

In 2007/8 the removal of ring-fenced funding (including Supporting People funds) as part of the Local Government Concordat changed the funding relationships between central and local government and the voluntary sector. A survey by CCPS found that 96% of its members had been in receipt of funding from a ring-fenced source in 2007/8, with the Supporting People grant being the single biggest source of funding, followed by the Mental Health Specific Grant and the Changing Children's Services Fund. The survey found that, in November 2008, seventy-four per cent of social care providers reported that since the ring-fence was removed in April of that year, relevant service budgets were at a standstill; 42% reported inflationary uplifts being awarded; and 39% reported funding cuts [this adds up to more than 100% because many providers reported different circumstances in relation to different services and different authorities].<sup>25</sup>

### **Single Outcome Agreements**

The development of Single Outcome Agreements (SOAs) by local authorities and their community planning partners is becoming an increasingly important area for influencing local planning, development and funding.

Recent research from CCPS analysed the coverage of social care in the 2009-10 SOAs in comparison to that of the 2008-9 documents. The study showed that issues relevant to social care received broadly the same level of coverage in the second round of SOAs as they did in the first, and that this was not as high as those in social care might wish. Furthermore, there was little mention within the SOAs of key issues such as personalisation and self-directed support. The study concluded that it is still too early to tell what impact SOAs will have on voluntary sector social service providers.<sup>26</sup>

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<sup>25</sup> CCPS (2009), *The Scottish Budget Spending Review & Concordat: Impact on Social Care Providers: CCPS Members Survey 2008: Key Findings*, p1

<sup>26</sup> CCPS (2009), *Single Outcome Agreements 2009-10: An analysis by Community Care Providers Scotland, November 2009*, p9

## Voluntary Sector Development Fund

Since 2004 the Voluntary Sector Development (VSDF) has been a vital source of funding for workforce development within the sector. The fund contributes to the costs associated with meeting required registration qualification criteria set by the Scottish Social Services Council. Approximately £1m has been awarded each year by the VSDF, with eligibility criteria agreed on an annual basis to respond to the changing needs of the registration agenda.

In 2009 the Workforce Unit carried out an analysis on behalf of the Scottish Government of the impact the fund has had in supporting the training and development needs associated with meeting the qualifications requirement for registration with the Scottish Social Services Council.

The study (which looked at the fund between 2004-2008) found<sup>27</sup>:

- a high percentage of applications (58%-78%) in all years were from small and medium sized organisations
- of the organisations that applied to the fund, staff requiring qualifications for registration reduced from 81% in 2004 to 61% in 2007. This figure rose slightly to 64% in 2008, which may be explained by the inclusion of Housing Support Managers within the fund's eligibility criteria for the first time that year
- A significant minority of applications (14%-34%) were refused each year. The main reasons for rejection were requests for funding staff outwith the funds eligibility criteria; applications from private sector organisations; requests for funding of qualifications not covered by the fund.

Analysis of the applications made for the 2009 round of VSDF funds gives an interesting indication of the gaps that organisations are experiencing in relation to funding qualifications for registration (table 1).

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<sup>27</sup> VSSSWU on behalf of Scottish Government (2009), Analysis of the Voluntary Sector Development Fund: 2004-2008.

**Table 1: Qualification Status for Employees of Care Home Services For Adults whose organisation applied for VSDF funding 2009**

|  | <b>Supervisors</b>                | <b>Practitioners</b>              | <b>Support Workers</b>                |
|--|-----------------------------------|-----------------------------------|---------------------------------------|
| <b>Qualified</b>                                       | 52%                               | 47%                               | 41%                                   |
| <b>Qualification Ongoing</b>                           | 19%                               | 12%                               | 15%                                   |
| <b>No funding in place</b>                             | 19%                               | 34%                               | 38%                                   |
| <b>Qualification not started, but funding in place</b> | 6%                                | 4%                                | 3%                                    |
| <b>Vacant Posts</b>                                    | 4%                                | 3%                                | 3%                                    |
| <b>Required Registration Date</b>                      | <b>30<sup>th</sup> March 2012</b> | <b>29<sup>th</sup> March 2013</b> | <b>30<sup>th</sup> September 2015</b> |

It is encouraging that an average of 47% of supervisors, practitioners and support workers within these organisations already hold qualifications, but it is also clear that there is still a significant gap in relation to funding qualifications.

### **Re-tendering of social care services**

Re-tendering of social care services can have a substantial impact on employers' ability to ensure that they have a skilled workforce to deliver services.

In 2008, a report on care service re-tendering by Community Care Providers Scotland (CCPS) highlighted the disruption caused by re-tendering exercises<sup>28</sup>. The report presents the findings of a survey conducted among Scotland's most substantial voluntary sector care providers, and focuses on 14 separate re-tenders across 10 local authority areas. It identifies 24 separate transactions in which over 360 individuals and 500 staff were transferred to a new provider following tendering exercises.

Following the publication of this report, the Workforce Unit carried out research with the University of Strathclyde to gain insights into the impact of re-tendering on the voluntary sector workforce.<sup>29</sup> The findings raise a number of concerns regarding employment conditions and service quality within voluntary organisations, and provide early insights for policy-makers, employers and trade unions within the Scottish voluntary sector as the implications of the phenomenon of re-tendering emerge.

<sup>28</sup> CCPS (2008) Re-tendering of Social Care Services: Service Provider Perspectives

<sup>29</sup> Cunningham & Nickson (2009) A Gathering Storm? Procurement, re-tendering and the voluntary sector social care workforce

The report's key findings highlight how re-tendering has significant implications for those organizations and employees involved, both winners and losers. These include:

- An intensification of competitive pressures in the sector
- Increased resources being put into re-tendering exercises to the detriment of the development of services
- Evidence of a break down in previously co-operative relationships between voluntary sector providers;
- Concerns for service quality
- Tensions emerging over the interpretation of TUPE regulations
- The loss of experienced and highly motivated staff
- Evidence of continued undermining of terms and conditions of employment for the voluntary sector workforce.

Interviews with employees revealed that there is a highly committed and motivated workforce within the sector, willing to undertake a range of additional responsibilities above their contracted obligations, such as working without a break, working additional hours without pay, and/or taking on additional shifts. At the same time, the re-tendering process has had implications for this high level of commitment and morale, with the majority of the workers revealing a profound sense of shock, disappointment and dismay at news that their services were being put out for tender. Employees expressed concerns about their own job security and the future of service users. These concerns led to a minority considering leaving even before the result of the re-tender was heard.

The evidence from the case studies reveals obvious dangers for employee morale from reduction in terms and conditions to secure competitiveness. Individuals reported a large degree of discomfort about their future working conditions and services to clients if their employers had to continue to make cost savings to secure contracts during re-tenders.

Overall, if re-tendering is the future, the report raises concerns that such exercises could contribute to the erosion of employee morale within the sector that ultimately would have detrimental consequences for service quality.

## Care Commission Regulation and Inspections

The majority of voluntary sector social care services are regulated by the Care Commission.

In March 2010, the Care Commission published the findings of its first year of graded results for care services in Scotland. The “Making the Grade?” report shows that the majority of care services in Scotland are providing good quality of care for people who use care services, while only a small minority are performing below acceptable standards.

The report demonstrated the outstanding performance of the voluntary sector for adult services – who present with a much lower proportion of the poorest performing services and a higher proportion of services with high grades. The private sector has the highest proportion of services receiving poor grades in this area.

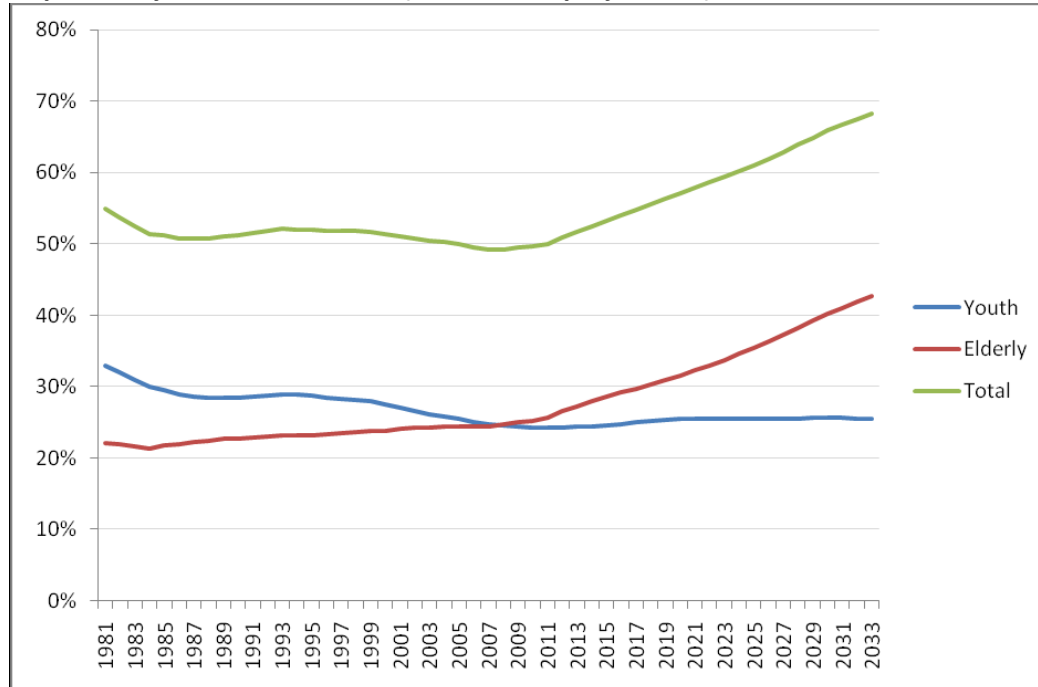
The report also shows the voluntary sector having the highest concentration of highly performing services for housing support, with a similar pattern for care homes for adults and care at home services. For children’s services, the report finds that the voluntary sector has the highest proportion of poorly graded services and the lowest proportion of highly performing services., However, this picture is somewhat confused due to both the inclusion of child minders (who are categorised as private sector) and the fact that not all voluntary sector children and family services are registered by the Care Commission.

### Section 3: Looking to the future: Demographic Change and future policy direction for social services

#### Demographic Change

The Sector Skills Assessment (2009) identifies that demographic change in Scotland is likely to have a significant impact on demand for social care services in the future.

#### Dependency Ratios, 1981-2033 (2008-based projections)



(General Register Office for Scotland, 2009; Figure taken from Sector Skills Assessment)

The figure above highlights the implications of an aging population in Scotland. Dependency ratios are a measure of the proportion of people who are dependents (the youth and the elderly) and the numbers of people who are of working age. The data suggests that the elderly population will increase from approximately twenty percent to approximately forty percent of the working population, suggesting that the ratio of pensioners to working people will rise from approximately one in five to two in five.<sup>30</sup>

Skills for Care and Development have identified the following issues as likely consequences of demographic change:

- increase in demand for social services, particularly care services for older people. This may have implications for the skills requirements of workers (eg increased need for dementia training)

<sup>30</sup> Skills for Care & Development (2010). *Sector Skills Assessment (Scotland): April 2010*, p39

- implications for workforce providing care to children and young people who will form a smaller proportion of the overall workforce
- given that the age profile of the social services workforce is higher than average, it is likely that there will be a higher level of retirements within social services than in other sectors<sup>31</sup>

The social services sector is therefore likely to have to respond to both “replacement demand” (caused by individuals leaving employment) and “expansion demand” (caused by growth in demand for services).<sup>32</sup>

### **Workforce Projections**

Various attempts have been made to try and establish what the actual impact of demographic change may be on the size of workforce required in the future.

Part 5 of the Skills for Care and Development Sector Skills Agreement (Scotland, 2008) (SSA) used the Range and Capacity Review report (Scottish Executive, 2004) to examine the impact on adult residential care, adult day care and domiciliary care, drawing on various scenarios for future service delivery. These included a continuation of current practices; increased emphasis on residential care; and increased emphasis on maintaining people in the community. The report’s baseline scenario assumed that prevalence rates will remain the same and that so will current policies on service delivery. On this basis they identified the following increases in staffing by 2017<sup>33</sup>:

- residential care – 37%
- day care – 32%
- domiciliary care - 32%

This “expansion demand” is thought to be roughly equivalent to a further 27,000 full time jobs in these sub-sectors alone by 2017. Given the high levels of part-time working (38%) within the social services sector, the number of workers required is likely to be significantly higher. There are no current projections for Housing Support in which the voluntary sector is a major player.

As part of its work to support the “Reshaping Care for Older People” agenda, the Joint Improvement Team published its outline report on workforce issues in December 2009. In terms of workforce projections, JIT has examined the ratios of workers to those over 65 now and in the future.

The table below shows the total number of workers estimated to work with older people in the NHS and social care sectors, and the Scottish population aged 65 or above.

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<sup>31</sup> *Ibid.*

<sup>32</sup> *Ibid.*

<sup>33</sup> SSSC (2008) *Sector Skills Agreement: Stage 5 Report*, p12

**Table 1: Workforce to population ratio, 2008**

|   |         |
|---|---------|
| Workforce working with older people (Social Services + NHS) | 127,009 |
| Population over 65  | 858657  |
| Workforce to population ratio                               | 0.13    |

Table 2 shows how many workers would be required to keep this ratio constant in 2031. The number of staff would have to be around 204,000, an increase of 60% on 2008 levels. This calculation does not take account of the high number of people that are likely to exit the sector in the next 20 years, suggesting that even greater numbers will be required to maintain the workforce.<sup>34</sup>

**Table 2: Workforce to population ratio, 2031**

|   |           |
|---|-----------|
| Workforce working with older people (Social Services + NHS) | 204,016   |
| Population over 65  | 1,360,111 |
| Workforce to population ratio                               | 0.15      |

Both sets of workforce projections reinforce the findings of the Changing Lives Report which stated strongly that simply doing more of the same is not an option; service redesign will be necessary to meet the workforce challenges of the future.

### **Future Policy Direction**

There are a number of key policy areas which are already influencing workforce development within the voluntary sector, and are likely to continue to do so in future. These include:

- **Reshaping care for older people** – work is being co-ordinated by the Joint Improvement Team (JIT) to explore what services and support for older people might look like in future. In December 2009 JIT published a report outlining issues for the Workforce.<sup>35</sup>
- **(Draft) Self-directed Support Strategy** – in April 2010 the Scottish Government consulted on its draft national strategy for self-directed support. The 10 year strategy aims to set out and drive a cultural shift around the delivery of care and support that views people as equal citizens with rights and responsibilities. In its response to the consultation, the Workforce Unit identified a number of areas within the strategy which might influence the development of the workforce, including a need to safeguard funding for training within direct payments and the need to ensure that the development of an unregulated Personal Assistant sector does not lead to a two-tier workforce. The strategy also states that staff at all levels will need to be

<sup>34</sup> JIT (2009) Workforce Work-stream Report, 3.43-3.45

<sup>35</sup> JIT (2009) Workforce Work-stream Report – available from [www.jit.org.uk](http://www.jit.org.uk)

trained in the values and principles of self-directed support, and that strong leadership throughout the sector will be critical to the strategy's success. One possible consequence of Self-directed Support is that, in the future, some support that is currently provided by paid staff may potentially be provided by volunteers, with circles of support including community members, family and friends. This may go some way to reduce the projected numbers required in the workforce to meet future demand.

- **The Leadership Agenda** – the Scottish Social Services Council and the four regional Learning Networks are tasked with taking forward and promoting leadership within the social services sector. The action plan for this work is under development, and it is likely that stakeholders will be consulted on plans during summer 2010.

### **Summary and Conclusions**

The voluntary sector is an important contributor to the mixed economy of care, employing nearly one third of the social services workforce in Scotland. Workforce planning and development remain priority areas for voluntary sector employers, with the recent introduction of 'required registration' giving further emphasis to this agenda, while demographic change, the difficult financial climate, and the drive towards self-directed support will provide significant challenges for both the design and sustainability of services. The voluntary sector needs to be recognised for its part in the mixed economy of care and funded and supported at a level that optimises provision to service users and carers. Crucially, this funding must include the full costs associated with training and developing the workforce.

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