



Scottish Care
Voice of the independent care sector

MANIFESTO

2021



Table of Contents

Summary: A Social Care Covenant	1
A Human Rights and Equality-Based Approach to Social Care	2
Self-Directed Support	3
Workforce and the Value of the Social Care Sector	4
Collaborative Commissioning - Partnership, Integration & Interface	5
Financial Sustainability and Resourcing	6
Environmental Sustainability	7
Technology and Digital Choice	8
National Care Service	9
‘Coileanadh’: A Collective Care Future	10
About Scottish Care	11

Summary

A Social Care Covenant

The theme of our manifesto echoes that of the call for a Social Care Covenant, included in the [Independent Review for Adult Social Care](#). We welcome the concept of a social covenant ensuring that everyone can get the social care support they need to live their lives as they choose and to be active citizens.

A Social Care Covenant of and for social care is an agreement by all of society that places the autonomy and priority of those who use care at the forefront of decision-making; it is a collective commitment to not only reform and change the system, but take the vision of a rights-based, person-centred social care sector forward and continue to build upon and implement the recommendations that Scottish Care have long called for. A Covenant would highlight what is distinct about social care and place care as a national outcome.

Within such an agreement, individuals would:

- Be protected and free from discrimination.
- Have their human rights guaranteed with full access to their rights.
- Have continually available support if and when needed.
- Be recognised and valued for their work in the adult social care sector, feel fulfilled in their role and are most able to care for those that they support.

A Covenant must embed structures, models and frameworks, be adhered to in practice and ultimately place human rights at the heart of everything.

A Human Rights and Equality-Based Approach to Social Care

“A society that does not value its older people denies its roots and endangers its future.”

- Nelson Mandela

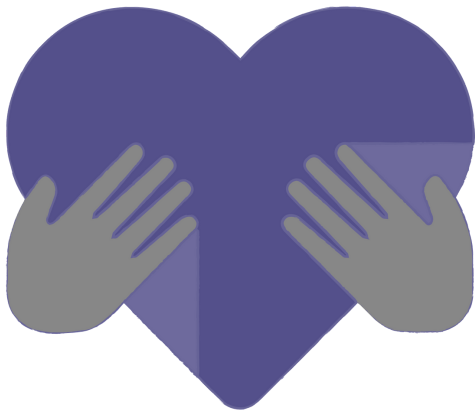


Human rights are often mentioned in relation to social care but there has been less success in their robust application to both the design, resourcing, planning and delivery of social care in Scotland. Scottish Care believes that there is a real opportunity for the next Scottish Parliament to design and deliver social care based on a robust human rights approach. A fuller articulation of our arguments can be found [here](#). In brief, we are calling for the following:

- The establishment of clear human rights budget allocation system to enable fiscal allocation of resource to social care and any new National Care Service to be rights-based.
- That every citizen in receipt of social care support, regardless of age, should be given a human rights care statement to evidence their involvement, informed choice & agreement.
- Introduction of mandatory human rights impact assessments for all social care policy and practice with an independent body developed to assess and monitor these.
- The proposed incorporation of the UN Convention on Economic, Social and Cultural Rights into Scottish law through the creation of a Scottish Human Rights Act to place in legislation the human right to social care. This to be further delineated to include a human right to palliative care and bereavement support.
- That care is a [new national outcome](#) as we, Oxfam Scotland and others have advocated.
- That every care home resident and user of homecare services should be entitled to a Human Right Statement which shall detail how any organisation, public or private, will uphold their human rights, including access to visitors etc.
- Given the critical future role of Infection, Prevention and Control models that all stakeholders work together to develop a human rights-based approach IPC framework which upholds the autonomy and human rights of each individual.

Human right obligations must speak to the heart of any social care system where the control, choice and direction of the individual is person-led and not person-centred care support.

Self-Directed Support



“For choice to mean anything it has to be informed and meaningful.”

The future of adult social care support must be centred around the needs and wishes of the individual citizen and not the system, workforce, acute sector NHS or providers. It should embed the principles of informed choice, individual control and autonomy which lie at the heart of the self-directed support (SDS) legislation. Access to and a guarantee of SDS must be implemented to ensure people’s human rights are not denied. The following areas outline our priorities for SDS improvement:

Enabling Choice, Equality and Parity

- Equitable SDS funding regardless of the age of the individual, and of the service needed to support their citizenship.
- People should not have less ‘choice’ because of their location; we need to end the SDS lottery, whereby budgets vary dependent upon which local authority you live in
- SDS access for individuals requiring care and support in care homes where it simply not happening. This is wrong.
- Fiscal fairness to enabling people to live independent lives in the community and not to assume price determines choice. To strengthen SDS as person-centred, rights-based and enabling of individual choice means allowing people to have individual budgets.

Holistic Care Planning

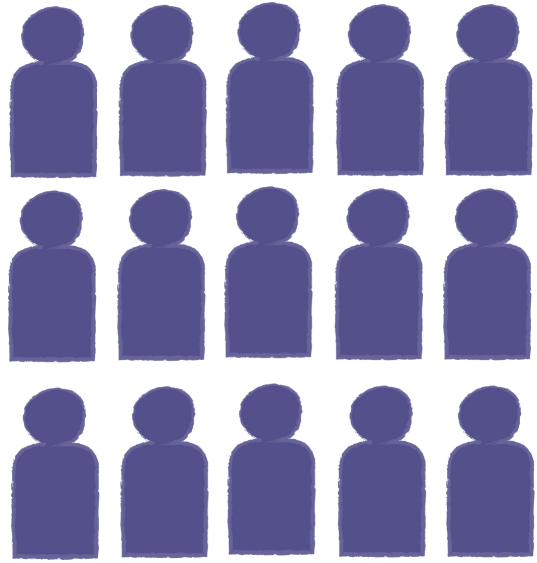
- Social care assessments and planning must take an all-encompassing approach and be outcomes rather than needs focussed. Individual wellbeing must be considered, not solely physiological health.

Experiences of the Experienced

- Constructive and collaborative work to understand the experiences of SDS from different perspectives and to establish clear monitoring processes regarding the fulfilment of legal duties by various parties in relation to the legislation.

Workforce and the Value of the Social Care Sector

To maximise the potential of the social care workforce, we need a leadership vision for better quality care, to influencing culture change within social care by supporting workforce wellbeing and to understand the impacts of recruitment and retention on social care delivery.



Leadership

Promoting compassionate leadership creates a culture of openness, trust and creativity.

Building leadership in the sector is critical to quality care. We need to see:

- A renewed focus on leadership learning and development opportunities with appropriate funding to resource.
- The creation of peer support networks and mentoring opportunities with identified role models and experienced workers currently in the sector.
- Sharing of good and innovative practice to widen the knowledge and skills of staff and improve integration of services.

Wellbeing

The significant impact COVID has had on the workforce cannot be understated. Wellbeing must be addressed to support individual health. Investing in a healthy workplace culture can empower, support and value staff and improve retention. Future workforce strategies must include:

- Organisational policies that prioritise workforce wellbeing from the point of recruitment and recognise the value of the workforce by professional bodies with mutual respect.
- Access to wellbeing learning and development to promote overall culture change.
- Appropriate support for staff who have experienced severe COVID or have long COVID.

Recruitment and Retention

The professionalism and diversity of the social care workforce is not recognised and they are undervalued for the highly skilled work they do; significant culture change is needed to help address issues of turnover, retention and safe staffing. We recommend:

- Delivery of Fair Work Convention recommendations that set standard terms and conditions, rate of pay, and guarantee effective voice to the independent care sector
- Standardising induction training and core skills that are transferrable across care organisations.
- Developed career pathways both into social care employment and for career advancement.

Collaborative Commissioning - Partnership, Integration and Interface



“Coming together is a beginning; keeping together is progress; working together is success.”

– Henry Ford

Older people are at the heart of our society and ageing is a natural journey, yet can we say we take the time to understand their experiences, needs and likes? That we empathise, listen, and respect their individuality?

Older people do not want to be passive recipients on their care support journey. We need to have a system that delivers the right support in the most appropriate setting with a skilled, knowledgeable, and innovative workforce. A positive journey needs everyone - regardless of sector - to work in partnership and be truly integrated for the journey to be seamless.

Improvements in the integration process are still needed to achieve true integration where the experience of the citizen is a continuum of care and support regardless of who offers it. We are calling for:

- Services across all provider organisations be supported to re-design and become more innovative to meet the needs of our ageing population. The creation of a Social Care Support Innovation Fund would help to foster and promote exploration in practice.
- Increased and timely access to care support, ensuring that we listen to people receiving support, their families, and carers. This requires all parties to work together to develop new models of residential and nursing home support, which can happen when trust is fostered and risk in development is shared.
- Commissioning must be transparent and consistent and cannot be based on market-reliance. Those in receipt of care support, their families and carers must be empowered to be a valued part of this process.
- A social care service that anticipates, prevents, and works together to design a system that thrives on ensuring a personalised approach, with individual needs met and care solutions derived from multi-agency, multi-disciplinary means. We cannot have a reactive, rigid service that manages crisis after crisis.

Financial Sustainability and Resourcing

Social Care contributes £3.4 billion to the Scottish economy and provides 198,600 jobs. Despite this being more than agriculture, forestry and fishing combined, its' importance is rarely recognised, in part due to gender blindness of a sector whose leadership and workforce is mostly female.



Independent providers offer choice and control to citizens who access care and support at half the cost of a Local Authority run equivalent. As most providers in Scotland are small and medium-sized establishments (SMEs), there is an even greater local investment involved.

The demographics and needs of those accessing care and support has changed over the years and become increasingly complex. Despite the emphasis on 'Home First', in recent years there has been a significant reduction in funding relative to inflation. Additional resource investment by the next Government is needed to support independent living. We are calling for:

- Recognition of the real value of the social care sector and its relevance in the business sector in terms of impact, learning and investment.
- Recognition of the importance of social care as a solution for an ageing population through prevention and enabling them to contribute to the economy for longer.

Care Homes

The current National Care Home Contract cost model does not reflect the diverse range of care and support offered by care homes. It no longer provides stability to the sector, and as inequities rise care homes see a need to prioritise private funders. Additional resources are needed to support those living with dementia or advanced neurological conditions. We need:

- Urgent completion of an updated Contract which reflects care home reality
- The establishment of an independent review of residential costs for care home residents based on equity and fairness.

Home Care

Home care commissioning and contracting between authorities and providers has been one-sided, creating a sense of mistrust and preventing opportunity for open collaboration to stimulate innovation, maximise potential and reduce bureaucracy. We are calling for:

- An ethical and relationship-based approach to procurement, with reciprocal contracting
- A collaborative approach to commissioning including space for innovation & improvement.
- Movement away from the time and task model which prioritises completing procedures and tasks rather than meeting the individual needs of people.

Environmental Sustainability



"You must unite behind the science. You must take action. You must do the impossible. Because giving up can never be an option."
- Greta Thunberg

Social care has long been missing from the climate debate. Currently, there is no disaggregation of health and care data on areas of concern so identifying impact is a challenge. We can effect change in use of energy, chemicals, pharma, food, and procurement practices, all of which have implications and opportunity for social care.

Provider Initiative

Providers have been implementing sustainable options in care homes and housing support for many years. New-build care homes are now adopting 'smarter designs' which optimise natural light to reduce electricity use and in turn positively affects body function regulation, keeping people healthier for longer. We need to:

- Support sustainable options in older properties as long-term investments without compromising resource access
- Recognise environmental sustainability as equal importance for commissioning authorities as for providers and staff.

Social Justice

We must address social justice issues: those who access care and who work in care experience poverty and to promote safer conditions to support individual [sustainable] choice we must:

- Explicitly incorporate the Net Zero vision and other green policy into social care.
- Include poverty as a barrier to overcome when addressing environmental sustainability.
- Have environmental sustainability as a costed component in social care support commissioning and procurement.

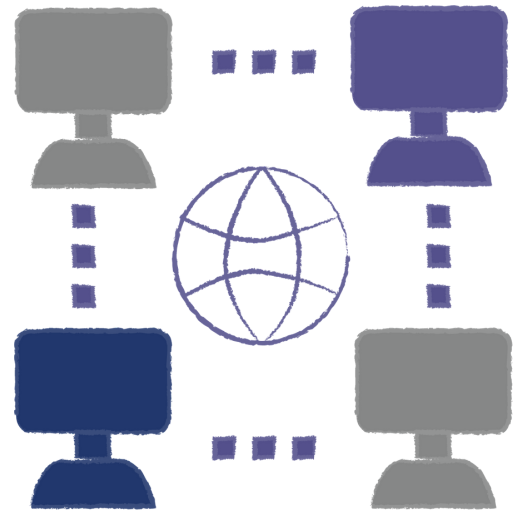
We must also invest in and make resources available to the sector to tackle climate change by:

- Benchmark environmental impact of the sector and introducing ongoing measures.
- Providing sector funding to work with experts to produce guidance in adopting a net zero approach.
- Support social care workforce upskilling to introduce sustainable practice, and support those who access care and support who choose to prioritise a sustainable lifestyle.

Technology and Digital Choice

Our relationship with technology and digital has changed significantly over the past year.

We have an opportunity to capture learning on the meaning and value of technology and digital in augmenting our interactions and experiences of care and support. The dynamism, creativity and willingness to embrace technology and digital across the social care sector presents a timely opportunity to build on and progress this journey. However, this requires a strategic, systematic and collaborative approach, driven by human-rights to ensure the principles of digital choice, autonomy, control and appropriateness are upheld.



The future role of technology and digital in social care support must progress with human rights, partnership and empowerment at the core to ensure value for people who access and people who provide care and support. It is also important to prioritise understanding the intention, outcomes and appropriateness of any proposed technological or digital solution when considering design, development and implementation. To realise the potential of technology and digital in social care, we recommend the following priorities:

- Digital services and solutions must be designed, developed and implemented with those who will use or be impacted by them to ensure they are accessible and driven by the needs, wishes and preferences of the people and context.
- Technology and digital should be designed to enable and empower the workforce through developing appropriate tools that build capacity and confidence and offer new ways of integrated working and support in the delivery of relational care.
- Opportunities to engage in technology and digital should be available to all by ensuring fundamental underpinning of appropriate infrastructure that supports accessibility and connectivity, and technical integration.
- Parity of funding and innovation opportunity must be ensured to enable investment by the social care sector in technology and digital, and to support the associated learning and development required.
- Technology and digital solutions must be evaluated and the learning shared to ensure appropriateness, with detailed and nuanced understanding of the people, situation and context in which they are applied.
- Understanding the role of social care data in informing the design of services and planning and informing the indicators of performance and success, with individuals having control over their own data and how this is shared to initiate care and support on their own terms.

National Care Service



The Independent Review for Adult Social Care called for the creation of a National Care Service. We believe such a service can drive consistent, high quality social care support if its role and remit is clear and it is developed in partnership with people who have a right to receive that support, the social care workforce and providers. We are presented with an opportunity to improve relationships and understanding, and to rightly elevate social care to equal status with NHS Scotland in terms of leadership and accountability.

The following areas will require immediate attention in the creation of a National Care Service:

National Accountability

- The creation and instalment of Social Care Minister role at earliest opportunity. Such title would enhance the status of this sector and provide parity of social care with health care.
- A systematic approach to implementation and improvement in social care support to provide appropriate national quality and accountability with local flexibility. Such approach must be sensitive to, informed by and oriented around the needs of those who use care and support.

Role of Local Authorities

We cannot ignore the role of national and local government failure over several decades and need to ensure consistency of approach, equity of provision regardless of geography or local circumstance and ensure the success and longevity of approach.

- Local authorities should continue to have an important role, second to that of those who use services and supports.

Implementation Gap

- A National Care Service must be a vehicle for collaboration, transformation and bridging the implementation gaps that currently exist
- Build upon the learning from Health and Social Care Integration and the establishment of IJBs and learn the lessons of what enables true effectiveness, engagement, and partnership, including retaining a focus on people and individual outcomes.
- Movement away from health-designed approaches and clinicalised social care support.
- Continuous improvement must be linked to commissioning processes, resources, and wider support.

Representation of the Independent Care Sector

- The independent sector must be fairly represented at all levels to improve fair work, collaboration and procurement.

‘Coileanadh’ - Accomplish, Achieve, Fulfil



Andthen.

'Building our collective care future' is a collaborative programme which commenced in June 2020 with the intention of capturing the experiences of social care during COVID-19 to build on this learning towards developing a positive vision for the future social care.

The findings of this programme are articulated in a future change landscape that embodies the contributions of a diverse range of expertise and experiences from providers, staff, people supported, families and wider partners in care and support in Scotland. The landscape includes eight concepts and three priority areas of focus relating to the overarching philosophy and culture, the policy and partnership enablers, and the way in which change can be enacted in social care practice.

The insights and expertise shared from our engagements have been translated to inform actions that can allow decision-making and change to materialise. The 39 actions roadmap the ways in which practice-based change can be achieved, implemented and sustained, resulting in a more equal, rights-based and wellbeing focussed society.

To explore these concepts and the actions for change identified and to read more about our collaboration with Andthen, please click this [link](#).

About Scottish Care

Scottish Care is a membership organisation and the representative body for independent sector social care services in Scotland. We represent over 400 organisations, which totals almost 1000 individual services delivering residential care, nursing care, day care, care at home and housing support services. Our membership includes organisations of varying types and sizes, amongst them single providers, small and medium sized groups, national providers and family run services. Our members deliver a wide range of registered services for older people as well as those with long term conditions, learning disabilities, physical disabilities, dementia or mental health problems.

Working on behalf of a range of providers, Scottish Care speaks with a single unified voice for both members and the independent care sector. This includes staff working in and those who access support through independent sector care services. For the purposes of clarity and understanding, the independent sector covers private, charitable and not for profit social care organisations.

The Scottish independent social care sector (private, charitable and not for profit) contributes to:

- The employment of over 103,000 people, which is more than half of the total social services workforce, including approximately 5,000 nurses
- The provision of 90% of care home places for older people
- The delivery of over 55% of home care hours for older people



If you have any questions relating to this Manifesto,
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