



# 2022/2023

# ANNUAL REPORT

Activities & Achievements



**Scottish Care**

Voice of the independent care sector

01292 270240

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[www.scottishcare.org](http://www.scottishcare.org)

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@scottishcare



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# FOREWORD

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**Professor Alan Baird**

Scottish Care Honorary President

I am delighted to provide the opening statement for this year's annual report.

As you read the report you cannot fail to be impressed by the reach, influence and innovation of the organisation whose membership accounts for more than 50% of home care hours across Scotland, 9 out of 10 care home places, as well as the employment of nearly 98,000 people across 920 individual services. Scottish Care is therefore not only an organisation which effectively supports its membership through some of the most challenging of times, but continues to hold a key position of influence, working tirelessly in partnership with many stakeholders to bring about much needed change across the sector.

This year's report continues to highlight the considerable challenges facing the sector including public sector finances, recruitment and retention, as well as the uncertainty surrounding plans for the National Care Service, post Covid-19 recovery and the associated forthcoming national inquiry. Despite these challenges, the annual report clearly demonstrates the continuing innovation and creativity which remains a hallmark of Scottish Care and in particular a staff group ably led by the Chief Executive, Donald Macaskill and Deputy Chief Executive, Karen Hedge and the wider team.

Scottish Care's commitment to bring about sustainable change to the sector remains undiminished, as is its support for the many organisations who have faced many difficult decisions over the past few years against a backdrop of increasing costs and difficulties filling essential posts.

On a positive note, Glasgow will host the prestigious Global Ageing Conference in September of this year. This opportunity reflects the international reputation of Scottish Care and a chance to show off what is great about Scotland and my home city, Glasgow.

I commend the annual report to you.

# 1.1 BUSINESS SUMMARY

The voice of the independent care sector in Scotland

Scottish Care is a charity and registered with OSCR. It is the membership organisation and the representative body for independent social care providers in Scotland.

We represent just under 320 organisations – around 860 individual services, delivering residential care, nursing care, day care, care at home and housing support services.

Membership covers private, voluntary sector and employee-owned provider organisations. It includes organisations of varying types and sizes, single providers, small and medium sized groups, national providers and not-for-profit voluntary organisations and associations.

Members deliver a wide range of registered services for older people and those who access care and support with long term conditions, learning disabilities, physical disabilities, dementia, or mental health needs. We work with members and stakeholders across the social care landscape, with the aim of creating the conditions for sustainable human-rights based care and support and in doing so, meet our charitable purpose.

The Scottish independent social care sector contributes to:



The employment of over

**97,700** people

The employment of approximately

**4,110** nurses



The provision of

**90%**

of care home places in  
Scotland



The delivery of

**51%**

of home care hours for  
older people

## OUR VISION

To shape the environment in which care services can deliver and develop the high-quality care that people and communities deserve.

## OUR AIM

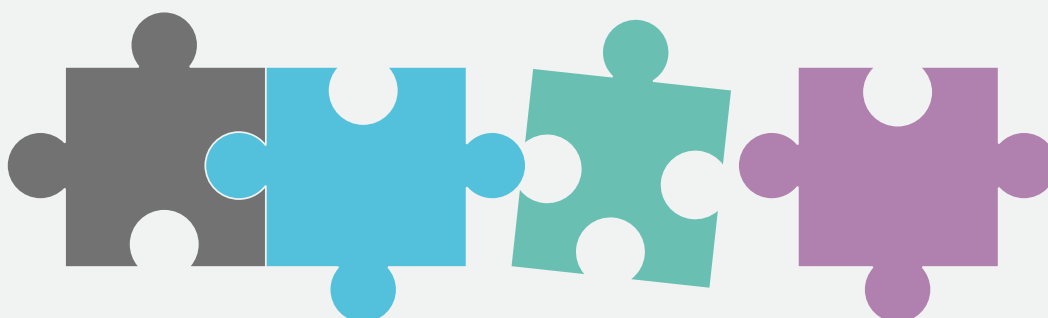
Scottish Care is committed to supporting a quality orientated, independent sector that offers real choice and value for money.

## OUR OBJECTIVES ARE:

- To develop a positive partnership with key stakeholders
- To support members in key areas of business and professional activity
- To effectively lobby, negotiate and represent the sector
- To support providers' ability to develop and deliver quality care services

To do this effectively, we are keen that the value of high-quality independent care services is understood by commissioners, partners, people who use services and their families. Within an integrated setting, providers need to be seen as part of the collaborative and co-production processes, contributing to the overall strategic direction of integrated health and social care services.

Care services must be fairly funded and resourced with public care service funding sustained at a level which meets the true cost of providing a safe and quality service for all, that allows the care sector workforce access to Fair Work conditions.



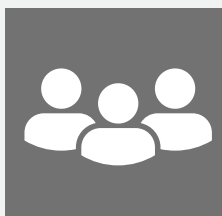
## 1.2 STRATEGIC PRIORITIES



MEMBERSHIP



VISIBLE, VALUED &  
SUSTAINABLE CARE



WORKFORCE



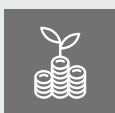
FLOURISHING SCOTTISH  
CARE STAFF TEAM





## 1.3 ADDITIONAL WORKSTREAMS

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BUSINESS SUSTAINABILITY AND INVESTMENT



CARE INSPECTORATE JOINT WORKING GROUP



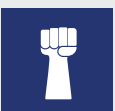
COMMERCIAL



COMMUNICATIONS



FINANCE & STAFFING



HUMAN RIGHTS



NURSING



PARTNERS FOR INTEGRATION



POLICY & RESEARCH

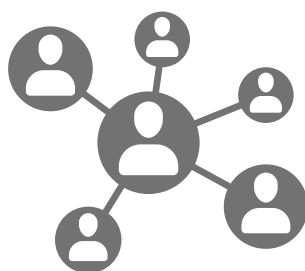


TECHNOLOGY & DIGITAL INNOVATION

## 1.4 ACHIEVEMENTS



Continued support to members, both nationally and locally.



Connected membership via branches, strategic working groups and events.

Positive communication and media presence, particularly around Covid-19 response and recovery, and sector sustainability related to workforce and financials in the context of cost-of-living increases and retained pandemic response costs such as insurance.



Support to members through direct support, and influence at a strategic level.



Regular surgeries for members, to respond to member questions and act as a sounding board.

# 15+

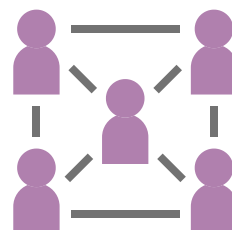
webinars held in partnership with decision-makers and partners on key issues including Covid-19 testing guidance, international recruitment and legal issues.



#### Research grants:

- Kings College London – Researcher
- Bounce Back Better: Bespoke HR & Recruitment support Grant
- Care Technologists Proof of Concept
- Socitm Advisory
- New and Developing Social Care Managers Programme – Dumfries & Galloway
- Exploring future workforce roles in care at home- Aberdeen
- Introduction of digital care planning - Dumfries & Galloway

Progressing working relationships with Scottish Government, Local Government and Health and Social Care Partnerships (HSCP) and other stakeholders to influence policy e.g., on resource for the sector, including weekly Fair Work Group agenda meetings.



Sustained and developed better partnership working across HSCPs.



Quarterly bulletins, triweekly e-bulletin and monthly Workforce Matters e-bulletin.

#### Published a publication on:

[Hearing the nursing voice: listening to independent sector social care nurses: A Scottish Care Insights Report](#)  
(May 2022)



#### University collaborations with:

**UWS** UNIVERSITY OF THE WEST of SCOTLAND



THE UNIVERSITY of EDINBURGH

UNIVERSITY of STIRLING



UNIVERSITY of BIRMINGHAM

**Conferences and Awards:**

- Care Home Conference & Awards 2021 (April 2022)
- Care at Home & Housing Support Conference & Awards 2022 (May 2022)
- Care Home Conference & Awards 2022 (November 2022)

**Other events:**

- Devoted & Disgruntled: Social Care Workforce Open Space Event (April 2022)
- Celebrating Nursing in Social Care (May 2022)
- Scottish Social Care Nurses Conference (March 2023)



Timely processing of Disclosure as Lead signatory.



Updated membership database.



surveys issued between April 2022 - March 2023.

**Submission of 11 consultations:**

- Scottish Covid-19 Inquiry: Rule 8 request (March 2022)
- Proposed Freedom of Information Reform (Scotland) Bill (March 2022)
- Trusts and Succession (Scotland) Bill (March 2022)
- Draft Energy Strategy and Just Transition Plan (April 2022)
- Health & Sport Committee: Inquiry into Health Inequalities (April 2022)
- Health and Social Care Strategy for Older People (June 2022)
- Data Strategy for Health and Social Care (August 2022)
- National Care Service (Scotland) Bill (September 2022)
- A new Mental Health and Wellbeing Strategy (September 2022)
- A national conversation to inform a new Dementia Strategy (December 2022)
- Covid-19 Commemoration Consultation (December 2022)



A blue-tinted photograph of a workspace. In the foreground, a person's hand is writing in a white notebook with a pencil. To the right, a laptop is partially visible. In the bottom left corner, a smartphone lies on the desk. The background is slightly blurred, showing more of the desk and possibly another person's arm.

# STRATEGIC PRIORITIES

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# MEMBERSHIP

## ACTIVITIES & OUTPUTS

Membership Support offers a range of activities to help support our membership base from:

- Reinforcing the value proposition that Scottish Care offers to members, particularly during these difficult times with closures, mergers and acquisitions, and in particular surrounding the Branch Chair network for branch chairs themselves and also for members to understand the value this network brings to the organisation; advocating on issues that impact providers at a national level, with governing bodies & local authorities; providing a trusted go-to support structure on issues ranging from financial, regulatory, policy and more.
- Reviewing how we currently interact with members, identifying the areas where members most need our support, defining themes that arise on consistent basis, which providers utilise our resources, and where we see most engagement around key topics and why.
- Promoting the services of Scottish Care's Membership Support team more publicly to new audiences, with recently launched web section on the Scottish Care site that offers a comprehensive overview of why independent providers should be members of this vibrant community.

## OUTCOMES & IMPACT

The outcomes of our membership support efforts have been demonstrated as follows:

**Greater understanding of and engagement with both current and new members:**

Growth of new resources e.g. membership outreach materials for interested providers who are not yet members, database analytics mined to better understand where demand for support is coming from, creation of membership drop-in sessions, 2x monthly emails distributed to Executive, National, Independent Sector Leads (ISL's) and senior level management teams across our membership base outlining strategic and tactical updates across the organisation.



Negotiated with UK-wide Concerts for Carers to offer free concerts to carers through lottery system at a wide range of locations across the country.



Branch Chair Network expansion in terms of strategic priority, scope, resources and expectations with 85% of all positions filled across the country. Strategic approach to the network as a whole. Reviewed the role of the branch chairs over the past year, making sure the chairs are aware of their responsibility to the membership and the Executive is aware of the importance of the role along with its challenges and successes. Solidified with members that chairs should have 4 branch meetings each year that feed into National Committee meetings, focused on grass roots insight and issues. Utilising this engaged group for key initiatives and key working groups - from Fair Work to Brand Development Campaign to local area collaboratives.



Stronger connectivity with national team colleagues to receive timely, relevant answers to our members enquiries - ranging from workforce policy, nursing, technology, regulatory issues, commercial and business advice.

**With the growing awareness of how Membership Support offers value to members, we have seen a parallel growth in participation and engagement:**

- In communication channels (webinars, surgeries, drop-in sessions).
- In the growth of inbound enquiries from existing members and interested non-members & general public on what Scottish Care has to offer.
- In how members are utilising the Membership Support team to answer more complex queries affecting their businesses - on governmental guidance, regulatory body oversight, legal issues and more.

## MEMBERSHIP TESTIMONIALS



*Abbotsford Care is a member of Scottish Care. It is important to work together to ensure our voice is heard in the challenging climate we are presented with. The network and connection of members and the support given by the Scottish Care team is vital to us as we continue to navigate our way in these unprecedented times. Together our voice is stronger, and as a leader of a Care Organisation, it is important for my wellbeing to be surrounded by those who listen and understand the difficulties we face on a daily basis reaching out regularly to provide unwavering support.*



— Alyson Vale, Business and Operations Director of Abbotsford Care (Glenrothes) Ltd



“Baillieston Community Care was founded in 1992 and is a charitable organisation providing a range of services including care at home, housing support, short breaks and day services within Glasgow and the surrounding areas.

We became a member of Scottish Care in June 2011, and the support, guidance and advice we have been given during the last 12 years has enabled us to expand our organisation with confidence, ensuring that we continue to meet the needs and expectations of our diverse client group.

In the current challenging policy, procurement and fiscal climate, our organisation has made significant progress, and we can honestly say that being a member of Scottish Care has helped us achieve this. We have been involved in a number of projects with Scottish Care including Self Directed Support, Workforce Matters, SSSC Regulatory Forum, Dementia and Palliative Care, Technology Enabled Care and Human Rights. Being part of these projects has encouraged us to make radical and transformational changes to our core services, embedding a personalised, compassionate and rights-based approach to all we do.

I would like to take this opportunity to thank Scottish Care for everything they have done for us. ”

— David Reilly, Chief Executive Officer of Baillieston Community Care





## VISIBLE, VALUED AND SUSTAINABLE CARE

The purpose and value of social care is often misunderstood and underestimated. It is an incredible sector to work in, one where you know you can make a difference every single day. In addition, social care contributes more to the economy than agriculture forestry and fishing yet is missing from Scotland's 10-year economic strategy. Scottish Care acts as a subject matter expert for social care and support.

## ACTIVITIES & OUTPUTS

Scottish Care created and hosted the Social Care Campaign, an initiative created with members with the aim to raise awareness and advocate for social care services in Scotland. By engaging with policymakers, stakeholders and the public, the campaign strives to bring positive change and address the challenges facing the social care sector through 3 key themes: critical role of care, funding/commissioning and procurement and fair work.

In addition, Scottish Care contributed to raising the profile and having influence through other work such as:

- Scottish Care contributed to the debate around the development of the National Care Service. This included giving evidence, in Parliament, to inform the development of the Bill and representation at a key stakeholder reference group. It is anticipated that this work will remain of significance in Scotland and therefore require an ongoing commitment.
- Scottish Care has supported the 'Scotland that Cares' Campaign to implement a National Outcome for Care.
- Scottish Care has represented the sector in meetings with local and national government, CoSLA and Scotland Excel on matters of sector sustainability including on workforce matters and arrangements to support delayed discharge.

## OUTCOMES & IMPACT

- Uplift for social care workers including differentials.
- Financial support to care providers to enable pathways to support delayed discharge.
- Scottish Care has been granted core participant status in the public inquiry into Covid-19.



# WORKFORCE

## ACTIVITIES & OUTPUTS

- Scottish Government Social Care International Recruitment Group.
- Social Care Campaign Films sharing the skilled work and professionalism of social care staff.
- Developing Young Workforce Network.
- Fair Work Convention – Work streams terms and conditions and effective voice.
- National Leadership Development Programme and Leading 2 Change Programme.
- IMProving Adult Care Together Network researching Value Based Recruitment.
- Healthy Working Lives Project – co-designing services or products for in work support of care home staff over 50.
- SSSC Codes of Practice review & CPL Design Consultations.
- Healthcare Framework – My Life, My Care, My Home.
- Speaker at external conferences to raise workforce issues in social care.

## OUTCOMES & IMPACT



### **Scottish Government Social Care International Recruitment Group**

Workforce Matters is a member of the international recruitment working group focusing on developing pathways of support for care providers interested in becoming sponsorship employers for overseas workers. This work comprises of a pilot where organisations work with Scottish Government to identify key barriers employing staff from overseas and create measures of support to facilitate this form of recruitment.



### **Social Care Campaign Films**

The aim of the campaign is to raise the visibility of the social care workforce and improve how they are valued. Films have been created to highlight the vast and diverse highly skilled practice undertaken by social care workers. Vox pop video interviews with social care leaders were produced to highlight systemic issues facing the sector around funding and commissioning of care services.



### **Developing Young Workforce Network**

Workforce Matters has collaborated closely with SSSC and other key social care stakeholders to develop content and participation of the sector in the DYW Social Care Careers Week 5- 9th December. This is to increase the profile of the role of social care worker within high schools and among school leavers to encourage them into a career in social care.



### **Fair Work**

We are working in collaboration with Scottish Government among other social care stakeholders to progress the Fair Work, work streams on Terms and Conditions and Effective Voice. This work will shape and improve the working environment for the social care workforce including increasing the rate of pay and improving terms and conditions of work.



### **Leading 2 Change Programme**

Workforce Matters has been working with Scottish Government to develop appropriate leadership learning and development resources for the social care workforce. This has included connecting the sector with the Developing Senior Systems Leadership programme and encouraging applications into cohorts 1 & 2.



### **IMPACT Value Based Recruitment**

Participating as a Local Network Coordinator with the IMProving Adult Care Together network, we have collaborated with members using four workshop sessions that have discussed value-based recruitment and its potential positive application in social care recruitment.



### **Healthy Working Lives Project**

This collaborative research policy with Edinburgh and Reading Universities has entered the second phase. Work over this period has focused on co-design workshops with care home staff over the age of 50 to develop projects that can be taken forward in partnership with digital and tech trailblazer organisations.



### **SSSC Codes of Practice Review & CPL Design**

Workforce Matters continues to work in close collaboration with SSSC colleagues and has participated in consultations this last year reviewing the codes of practice and developing CPL design for the social care workforce to improve learning and development and outcomes for those receiving social services.

### **Participation/Speaker at external conferences to highlight/raise current workforce issues in social care:**

- Transforming health and social care conference
- Implementing the new workforce strategy for Health and Social Care in Scotland
- Digital Health and Care Scotland Conference
- Adult Social Care Reform Conference

## FLOURISHING SCOTTISH CARE STAFF TEAM

Many people around the globe experienced post-pandemic response fatigue and the Scottish Care team were no different. For this reason, Scottish Care committed to making our staff one of our strategic priorities. More information can be found in the Finance, Staffing and Governance annual report.



## ACTIVITIES & OUTPUTS

- External HR consultant Realise HR enlisted to undertake an independent assessment of staff satisfaction.
- Wellbeing session incorporated into annual whole team planning event.
- Organisational sign up to 'the pledge' to support those experiencing menopause.

## OUTCOMES & IMPACT

- 10 members of staff took part in a Mental Health Awareness session.
- Introduction of a menopause policy.



A background image showing several hands assembling white puzzle pieces on a light surface. The image is overlaid with a semi-transparent dark blue rectangle containing the text.

# ADDITIONAL WORKSTREAMS

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# BUSINESS SUSTAINABILITY & INVESTMENT

## AIMS & OBJECTIVES

The purpose of the business sustainability and investment groups (one for care homes and one for care at home and housing support) is to collate challenges and explore opportunities of financial sustainability and investment. The group also acts as a sense check for reporting to external stakeholders such as CoSLA, Scottish Government, the Competition and Marketing Authority and the Trade Unions as well as groups such as the National Care Home Contract Negotiation Team. For more information see priority of visible valued and sustainable social care.

## OUTCOMES & IMPACT

This has supported:



Policy and troubleshooting on pandemic recovery and current pressures financial sustainability arrangements.



Troubleshooting around issues in relation to implementation of uplift to the social care workforce.



Gathered concerns and data on rising cost of living to feed into funders such as - insurance costs leading to increased coverage in NCHC.



Guest speakers – Ryan Richards of Knight Frank, Amanda Nurse and Stacey Jeffries at Carterwood Analytics.



# CARE INSPECTORATE JOINT WORKING GROUP

## AIMS & OBJECTIVES

To create a collaborative working place where the Care Inspectorate and Scottish Care, alongside provider members can come together on issues of regulation and improvement. Membership of this group also contains members from the Workforce regulatory forum and the Partners for Integration Team to ensure appropriate connection and governance.

## OUTCOMES & IMPACT

The joint working group committed to a workplan progress against which is governed at each meeting. This resulted in:



Meeting between Care Inspectorate Improvement Team and the Scottish Care Partners for Integration Team.



Reviewed role of Care Inspectorate relationship manager for adults' services.



Joint webinars to the sector on inspection and improvement of care and support.



Membership of the the stakeholder reference group for the Independent Review of Inspection, Scrutiny and regulation.

# COMMERCIAL

## ACTIVITIES & OUTPUTS

Our Sales, Marketing and Events team works with a variety of suppliers and partners to maximise benefits for Scottish Care and our members. The scope of activities is varied, and includes:

- Working with carefully selected Preferred Suppliers to enhance membership benefits and revenue for our organisation, including several key Gold Tier suppliers.
- Hosting National events across the calendar year, highlighting the work of our vital sector, and providing a vital revenue stream for Scottish Care.
- Planning of the upcoming Global Ageing Conference in September 2023.
- Specific focus on key areas impacting our membership, and connecting with key suppliers to support.

## OUTCOMES & IMPACT



The Sales, Marketing and Events department oversees many of the Scottish Care commercial activities, including management of Preferred Supplier relationships, planning of event exhibitions and sponsorships and identification of new areas of opportunity for Scottish Care and our members.



We continue to work closely with existing and new Preferred Suppliers to support our members in key business areas. Our Preferred Supplier relationships play a key role in the commercial revenue stream for Scottish Care, with several suppliers supporting across a range of activities annually. With the return to in-person events this year, we have further developed many of our existing relationships with suppliers and partners.





Scottish Care was pleased to host several events in venue this year, with the return of our National Care Home and National Care at Home and Housing Support events. With the postponed National Care Home 2021 event taking place in April 2022, we were pleased to host 3 National Conferences over the last year. With each conference, we also welcomed the return of our Awards evenings, celebrating the successes of our vital sector. In addition to an increase in revenue generation, our events have provided an opportunity to showcase the social care sector, and to bring our members together once again. Plans are underway for the international Global Ageing Conference in September 2023, which will welcome delegates from across the world to Scotland, and will be hosted by Scottish Care, the National Care Forum and the Global Ageing Network.



Connecting with members throughout the year is a key area of focus and allows relationships to be forged with suppliers who can support members with specific areas of need. Recent feedback from our members has advanced our relationships with suppliers in key areas such as energy, insurance and recruitment. We continue to engage with members to identify new opportunities to support.



# COMMUNICATIONS

## ACTIVITIES & OUTPUTS

- Maintained a strong and consistent media and social media presence
- Implemented a streamlined communications approach, ensuring efficient and effective dissemination of information.
- Developed and promoted materials for various events, including our conference and awards, as well as the highly anticipated Global Ageing Conference 2023.
- Led the 'Social Care Campaign' with the following key initiatives:
  - Created comprehensive campaign toolkits for care home and homecare services, featuring hints, tips, informative social media graphics, and infographics.
  - Designed an adaptable letter template, encouraging our members to advocate for the cause by easily customising and sending out letters to MSP's.
  - Developed a webpage that serves as a centralised resource hub, offering convenient access to downloadable materials and a pledge form to show support for our cause.

## OUTCOMES & IMPACT



Scottish Care is dedicated to effective communication, ensuring our members receive timely and relevant messages. We employ a streamlined strategy, using various communication channels.



With a strong media and social media presence, we handled inquiries on critical topics like Covid-19 guidance, workforce, sustainability, and addressing the pressing issue of the cost-of-living crisis and the impact it has on the social care sector. Our engagement on social media platforms has experienced steady growth, as evidenced by a year-on-year increase in followers for both our Twitter and LinkedIn accounts.

Twitter followers:



12,980 → 13,921

LinkedIn followers:



1,727 → 2,526

Scottish Care collaborated with members to launch the 'Social Care Campaign' to amplify the visibility of social care in Scotland. Through this initiative, our aim is to showcase best practices, share positive stories, and demonstrate the sector's significance.

As part of the campaign, we conducted interviews with those working in the care home and homecare sectors, providing authentic insights into their experiences, motivations, and challenges. These interviews shone a light on the highs and lows of working in social care, highlighting personal stories that resonate with a wider audience.

Furthermore, we worked on producing 'Day in a life' videos, capturing the daily realities of care home and homecare settings. Draft versions were shared with campaign group members, and we are currently finalising the details for the official release in 2023. Footage from these videos, combined with the interviews, were also used to create mini films, which were showcased at the Care Home Conference 2022 and the Care at Home & Housing Support Conference 2023.

March 2023 saw our lobby month, encouraging participation from members and others. We sent an open letter to the First Minister leadership candidates, urging them to prioritise social care. Key requests included a financial uplift for social care staff, cost transparency, investment, and raising public awareness of social care's contribution.

While direct responses from the candidates were not received, both the letter and the campaign garnered media attention, contributing to the broader discourse on social care.

We are facing an unprecedented crisis in social care, through workforce shortages, escalating living costs, and other challenges that threaten its sustainability. The Social Care Campaign serves as a catalyst for change and a call to action.

Throughout 2022 and 2023, Scottish Care maintained a strong media presence, optimised our communication channels, and fronted the Social Care Campaign, demonstrating our commitment to promoting awareness and driving positive change in the field of social care.

# HUMAN RIGHTS

## ACTIVITIES & OUTPUTS

- Commissioned and helped publish a bereavement report.
- Consultation leading up to SNAP 2.
- Involved in roundtable on the International Covenant on Economic, Social and Cultural Rights.
- Campaigned for the Good Food National Bill.

## OUTCOMES & IMPACTS

### **Bereavement Support**

In 2022 the bereavement report was published; our CEO, Donald Macaskill was one of the commissioners of the report. The report sought to outline what principles that describe what bereavement support and care should look like. With one of the key recommendations recognising bereavement support should be seen as a human right.

### **SNAP 2**

We were involved in the consultation process leading up to SNAP 2, which will run from 2023 to 2030. Building on SNAP 1, SNAP 2 aims to increase awareness and understanding of human rights, advancing their realisation for people across the country.

### **ICESCR**

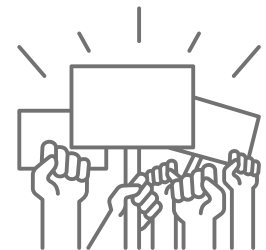
The UN Committee on Economic, Social and Cultural Rights is currently carrying out a routine review of the UK's performance under the International Covenant on Economic, Social and Cultural Rights. This review is to ensure that the people in the UK are able to enforce and enjoy their rights, and to make recommendations for the UK government to improve their protection of these rights. Scottish Care was involved in a roundtable held by the Scottish Human Rights Commission to feedback what areas they felt the Scottish Government could improve under this convention.

**Scottish Food Coalition**

As a part of the Scottish Food Coalition, we were able to successfully campaign for the Good Food Nation bill to be introduced into law in June 2022. With this achievement, there is still more to be done, as a coalition we continue to campaign for the right to food to be recognised in Scotland, by facilitating the appropriate environments for the right to be enjoyed.

**The Right to Social Care**

We believe that a right to social care should be embedded in our legislation, to help recognise the important contributions needed to assist those who rely on social care services. As Scotland moves towards incorporating international human right conventions into national law, we have a opportunity as a nation to create a more holistic understanding of the right to health. The right to social care should be framed as a right with the core elements of the ability of citizens to exercise choice and control, independence and autonomy at its heart.





# NURSING

## ACTIVITIES & OUTPUTS

- Online conference – celebrating International Nurses Day ‘I feel, I see, I imagine, which launched the publication – [Hearing the Nursing Voice: Listening to Independent Sector Social Care Nurses](#).
- Presented at the ENRICH – conference on the finding of the ‘Hearing the Nursing Voice’
- Launched the Scottish Social Care Nursing Network online community and Twitter page
- Development and publication of the Scottish Social Care Nurses Journal, first editions published in 2022/23.
- Co-ordinated Scotland’s first conference for Nurses working in Social Care, held in March 2023.
- Promoting social care nursing as a career option for student nurses, presented to 700 first year student nurses.
- Awarded funding following an application to research nursing models in Basel, Switzerland.
- Contributed to the development of Healthcare Framework.
- Continued to promote and further development of the Strategic Nursing Group.

## OUTCOMES & IMPACT



Transforming nursing in social care has really expanded and developed over the last 12 months. The widening of the membership of the Strategic Nursing Group (SNG) has enabled Executive Nurse Leaders in the sector to have a voice and feel listened to. Members of the SNG have represented social care nursing on external nursing groups, thereby enabling a more collaborative approach to nursing across sectors of Health and Social Care.



The launch of the Social Care Nursing Network, along with the social care nursing journal has enabled nursing in social care to be transformed through visibility.



There has been engagement with pre-registration students, presenting to 700 Student Nurses from Robert Gordon University, about nursing in a care home. Further presentations have taken place at career fayres. There is a need to increase the number of social care learning environment for student nurses and the joint working group, with NHS Education Scotland assisted with widening access. The conference held in May 2022, 'I feel, I see, I imagine', was well attended with a focus in the afternoon on care Hhmes and a practice learning environment.



The final event for this year was the conference for Social Care Nurses, 'Celebrating the art of the phenomenal' where 261 delegates attended. The conference was opened by Scotland Chief Nursing Officer, Professor Alex McMahon and signed off by Scottish Care's Deputy Chief Executive.



Work is beginning to commence on a model of care made possible with an application to the GNC for Scotland (Education) Fund 1983. The money will support a study tour to Basel University Switzerland to learn about the Intercare Nurse – a nurse led model for care homes.



The collection impact of these initiatives has created a movement which is ensuring social care nursing is regarded as a speciality, no longer forgotten, or hidden but beginning to be viewed equitably as a valued peer in the nursing world.



# PARTNERS FOR INTEGRATION

The National Leads are funded by the Scottish Government and the Partners for Integration (Pfi) team are employed by Scottish Care but funded by local HSCP's. Their role is to ensure local effective representation of all independent sector care providers.

## Partners For Integration Map

- East Ayrshire
- West Lothian
- Dundee
- Renfrewshire
- West Dunbartonshire
- Aberdeen City
- Edinburgh
- Dumfries and Galloway
- Glasgow
- North Lanarkshire
- Fife
- South Ayrshire
- Angus
- Highland
- Perth & Kinross
- South Lanarkshire
- Argyll & Bute
- Falkirk
- East Renfrewshire
- Scottish Borders
- No Posts





## ACTIVITIES & OUTPUTS

- The Partners for Integration team continue to work to establish relationships and ensure their knowledge of any initiatives or intelligence from sector are being taken forward nationally and is then communicated within these networks, this is enabling progress towards a national care service, sustainability, recovery, and a culture of sharing best practice.
- National Leads chair the Scottish Care Integrated Joint Board (IJB) Reps group which meets quarterly. The group offers support to members and ISLs who sit on IJBs across Scotland. This group acts as a mechanism to share good practice, intelligence and offer support to members and ensures the IJB reps can participate fully in their IJB role.
- Pfl continue to act as the conduit between all sectors within the HSCP where we have a presence this creates the conditions for independent sector providers to be full and effective partners. Sharing intelligence, innovation, and best practice via various for, media and reports.
- Held a recent webinar on delayed discharge which 76 individuals attended from across all H&SC sectors. The webinar encourages the sharing of best practice and cross fertilisation of ideas, innovations and solutions.

## OUTCOMES & IMPACT



Innovative practice is being increased across local areas.



ISL representation on IJBs & Strategic Planning Groups is being maximised.



Increased engagement and representation of Pfl National Leads and ISLs on national and local planning groups.



Intelligence on service users' needs is being shared at local and national.



# POLICY AND RESEARCH

## ACTIVITIES & OUTPUTS

- Continued collaboration with partner organisations and progression of work around policy and campaign agendas, including online and Parliamentary events supporting the 'A Scotland that Cares' campaign.
- Development of materials relating to the introduction of the National Care Service (Scotland) Bill, including a briefing paper for Scottish Care members and online engagement opportunities.
- Preparatory work for the Covid-19 inquiries with Brodies LLP
- Expansion of the Policy & Research team to increase capacity to engage with a busy policy and research agenda.
- Programme development for conferences, including planning for the Global Ageing 2023 Conference.
- Policy and member engagement and development of responses to 11 consultation exercises.

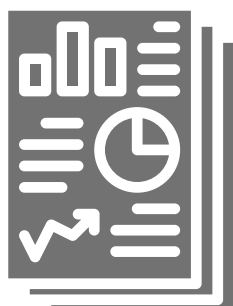
## OUTCOMES & IMPACT



The ongoing focus on social care reform and the future of care require continued engagement with national processes, bodies and consultation exercises to ensure that the sector's views, realities, priorities and contributions are effectively represented. It continues to be important to monitor and contribute to wider policy reform opportunities and to shape these where possible, as well as to understand wider narratives to inform and direct how Scottish Care may wish to influence or position itself.



Participating in collaborative campaign approaches both serves to prioritise longer term change impacting the sector alongside more urgent reforms. It enables the creation of new, important relationships with other organisations which can support with emphasising and spreading key messages as well as organisational knowledge-sharing opportunities. It also provides opportunities for Scottish Care to learn from and evaluate the impact and effectiveness of different approaches to lobbying and influencing policy.



Scottish Care continues to develop resources in the form of reports, briefings, data analysis and statements that increase the evidence base and shape the policy and research landscape, seeking to ensure that the sector's voice is heard and accounted for.



# TECHNOLOGY AND DIGITAL INNOVATION

## ACTIVITIES & OUTPUTS

### Representation of the sector on:

- TEC Social Care Portfolio Board
- Digitally Enabled Workforce Board
- Care Technologist Steering Group
- Digital Front Door Service Group
- Digital Front Door Equalities Group

### Support for sector representation and engagement:

- Digital Systems mapping in Social Care, now complete - informing the development of digital component of National Care Service.
- [Data Strategy in Health and Social Care published in February.](#)
- Organisational Digital Maturity within Social Care Organisations - Survey.

### Support for sector innovation:

- Future workforce. Oversight and line management of the Care Technologist roles and activities. Co-design and prototyping of next iteration of Future of Care roles – Care Technologist, Care Connector, Care Navigator. Recommendations for next steps.
- Care Homes Data Sharing in D&G with DHI (Digital Health and Care Institute)
- Co-design and testing of Robotics in care settings with National Robotarium
- Significant Conferences and events:
  - Public Sector Data Summit, COSLA 14th March 2023 – Data within Scottish Health and Social Care





## OUTCOMES & IMPACTS

There is a saying that if you stand still, you go backwards and that is true for technology and digital innovation. In the past year we have supported a significant number of surveys and calls for engagement and participation of the sector, related to mapping systems and data used by Social Care. In addition to supporting and influencing in this area we were able to cite our previous publication from 2021 [Seeing the Diamond in Social Care Data](#), a human rights-based perspective on creating value in social care data, which helped to inform the [Data Strategy in Health and Social Care published in February](#).

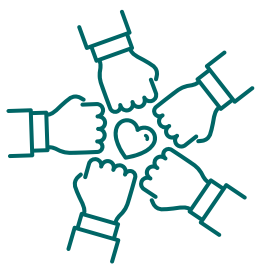
On the technology front, Chat GPT-3 (and now 4) promises to be the most disruptive innovation since Steve Jobs launched the iPhone in 2007. It will undoubtedly change the way we work and live in ways that we don't quite yet comprehend, making some tasks more efficient and some technologies more human. We have been enjoying 'playing' with it and are finding the outcomes mixed, but the potential is there if you want to create content quickly. This generative AI will accelerate innovation at a blistering pace and has prompted some to raise concerns, with the EU and UK taking steps to regulate Artificial Intelligence (AI) with Global Standards. Could be time to update our [Human Rights Charter for Technology and Digital in Social Care](#).

Future workforce is another sizable strand within the Technology and Digital Innovation portfolio, and we have been working closely with NES Digitally Enabled Workforce, DHI (Digital Health and Care Innovation) and with the Scottish Digital Academy to understand and influence National priorities around Digital, Data and Technology and how to align these with the needs and aspirations of the sector. Previous work with Glasgow School of Art's Innovation School and the sector led to the creation of [Care Technologist](#) role, part of a job family of roles, which includes a Care Connector and a Care Navigator, and is being trialled in Care at Home and Care Homes.

Another busy year and some exciting work planned for the year ahead, with a focus on data driven innovation and preventative and proactive care using AI and sensing technology.

## CARE TECHNOLOGIST PROJECT

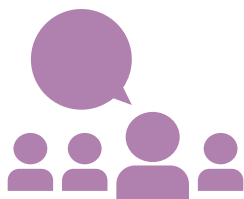
The Care Technologist project has ran from July 2022 and will run in its current capacity until July 2023. The team, consisting of Katherine Long, Cheryl Stevenson, Dan Plant and Jenny Li, have worked with individuals, services and care homes across Scotland to provide technology designed to enable independence and improve wellbeing.



As of April 2023, the Care at Home team (consisting of Cheryl, Dan and Jenny) had delivered technology and provided support to use it to over 60 individuals accessing support through Baillieston Community Care, HRM Services and SRS Care Solutions. Also as of April 2023, Care home lead technologist Katherine had provided the delivery and set up of technology and devices to over 18 care homes in East Ayrshire, Aberdeen and Glasgow. These numbers are expected to meet original targets of 80 individuals and 20 care homes nationwide by July 2023.



The project has maintained an online newsletter with over 60 subscribers, produced various blog posts, hosted in person and online drop-in information sessions, and delivered multiple resources for those interested in what the team do and how they do it.



The team have represented in panel conversations for nationwide conferences, hosted insight sessions, and delivered presentations for Scottish Stakeholders including the Health and Social Care Alliance, NES, SSSC, NHS and local HSCPs.





## CLOSING REMARKS

**Dr Donald Macaskill**

CEO, Scottish Care

Social care is about change. It is part of our DNA. Change not for the sake of change but to enable lives to be lived for the better, to allow independence and to foster the ability of folks to achieve to their fullest potential.

Anyone reading this Annual Report and the range of activities and projects, events, and experiences which Scottish Care and its staff have been engaged in over the last year cannot but conclude that there has been so much work which is directed at allowing people to change their negative circumstances into ones which let them flourish and thrive.

It has not been easy because it goes without saying that we live in challenging circumstances, not least in relation to issues of workforce and sector sustainability, but this last year has shown how determined frontline practitioners, providers and managers are to not only survive but to grow and flourish.

Scottish Care as a charity through its staff and Trustees will continue to turn our face to the future in the knowledge of the creativity and humanity which is shown in this report. I hope that whether you are a partner or stakeholder, provider, or frontline worker, that you will see through these pages a continued commitment to ensure that social care and support in Scotland goes from strength to strength.





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