

SOUTH AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

SELF-DIRECTED SUPPORT IMPROVEMENT JUNE 2023 (Updated March 2024)

The following improvement plan will support the further development of Self-Directed Support processes within South Ayrshire Health and Social Care Partnership.

This updated plan is influenced by the recommendations resulting from the Care Inspectorate and Healthcare Improvement Scotland Joint Inspection of Adult Services (March 2023) across the partnership. The inspection found Self-directed Support to be embedded as an approach and recommended that the partnership should continue their monitoring and improvement of Self-directed Support processes.

In line with the National Self-Directed Support Improvement Plan 2023-2027 and the four outcome areas which were agreed based on consultation in development of the previous plan (The Change Map), four key areas where changes were required to take place in order to improve the application and processes of Self-directed Support were identified. These are:

1. Supported person and carer's choice and control.
2. Enhanced worker skills, practice and autonomy.
3. Systems and culture.
4. Leaders understand and help staff realise SDS principles and values.

Achievement of the high-level outcomes will in turn support the strategic objectives relating to Self-directed Support detailed in the South Ayrshire Health and Social Care Partnership Integration Joint Board Strategic Plan 2021-2031, particularly.

- Strategic objective 3 'We work together to give you the right care in the right place'. (Self-Directed Support)
- Strategic objective 5 'We are an ambitious and effective partnership' (Quality improvement and assurance)
- Strategic objective 6 'We make a positive impact beyond the services we deliver' (Outcomes based assessment and support)

The plan is further influenced by the values and principles of the South Ayrshire Wellbeing pledge, the aim of this being to empower our communities to start well, live well and age well. Achievement of the high-level outcomes will direct work within the parameters of this pledge.

BRAG Rating:

Blue – Complete

Red – No Progress

Amber – Some Progress

Green – Almost Complete

SOUTH AYRSHIRE HEALTH AND SOCIAL CARE OUTCOMES

CURRENT SELF-DIRECTED SUPPORT IMPROVEMENT ACTIVITIES

ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE
Benchmarking other local authority areas sharing of solutions, tools and good practice.	SDS Lead officer reached out to peers in East and North and the three have combined to create an Ayrshire SDS Leads group for networking, benchmarking, development and sharing of good practice.		SDS Lead Ayrshire SDS Leads Group	New Ayrshire SDS Leads group established. Ongoing meetings scheduled for support, sharing of practice and SDS development. Also, the Pan Ayrshire group share and monitor the contract for AILN
Develop an e-learning introduction to SDS module for COAST.	SDS Introductory module created by SDS Lead to cover the duties, values and principles of SDS and to ensure that all staff have a good general knowledge and awareness of how to promote and support service users curious about SDS.		SDS Lead Officer Organisational Development Team	Module created and uploaded onto COAST by Organisational development. Now reviewed and is now live on COAST (as of 29/06/2023). To date there have been around 450 completions by staff.
Create and promote a new public facing web page for SDS.	Update current web page to create a more interactive and user-friendly page in line with new corporate branding.		SDS Lead Officer Planning and Performance (Communications)	Web page is up and running and has been generating enquiries and feedback. The page takes the form of interactive buttons with information, hyperlinks and SDS service users experience videos.

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Design and disseminate new SDS leaflets.	New leaflets with up-to-date contact details to be created. Leaflets with mirror the webpage with the same branding and will be disseminated as required.		SDS Lead Officer Planning and Performance (Communications).	New leaflets created on completion of the web page. Leaflets mirror the branding and information of the site with QR codes to scan for information.
Promote SDS to the wider public via SAHSCP social media pages (Facebook and Twitter).	Plan a cycle of SDS social media posts with Planning and Performance (communications).		SDS Lead Officer Planning and Performance (Communications).	Social media presence for SDS up and running.
SAHSCP involvement in SDS national practice networks for the shared development of tools and practice in SDS.	SDS Lead officer involvement in national practice networks for shared development of tools and practice.		SDS Lead Officer Social Work Scotland SDS Practice Network SDS Community of Practice In Control Scotland Workstreams	Ongoing participation in the listed practice networks. This is generating shared practice, development ideas and good practice examples for adaptation.
SAHSCP key part of new pilot project 'Working Together for Change', facilitated by In Control Scotland and funded by Scottish Government.	Involvement in pan-Ayrshire collaboration of people who know best what needs to change in the delivery of social care through personal experience (service users, families, social work staff, service providers).		Ayrshire SDS Leads group (South, East and North SDS Leads) In Control Scotland (facilitator) AILN Community Brokerage Service providers (TBC)	Aim is to identify and facilitate change projects which will improve the way social care is delivered and experienced.
SDS System Review and develop of current SAHSCP processes for the planning of SDS, in particular, option 2 processes.	SDS System review of process.		TBC	Draft process procedure in place. Governance approval required. To be applied to all relevant social work teams supporting the use of SDS funding.

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Develop an e-learning practitioner level SDS training module on COAST.	SDS practitioner level training modules to be developed. These to include topics such as Equal conversations, outcomes and support planning.		SDS Lead Officer Organisational Development	The SDS Practitioner Toolkit from Social Work Scotland has now been published. This has been shared via email, by communications, on the staff newsletter and is also available in the Staff Zone of the SDS Webpage.
Facilitate the creation of an SDS Champions Group for SAHSCP.	Identify key people to join the champions group who are best positioned to promote and support SDS values and principles and to share good practice and our own success stories.		TBC	Link in with existing Champions groups

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SCOTTISH GOVERNMENT SELF-DIRECTED SUPPORT IMPROVEMENT PLAN

ACTIVITIES FOR IMPROVEMENT AND HOW THESE WILL BE ACTIONED IN SOUTH AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

<u>NATIONAL OUTCOME AREA 1</u>				
Supported person and carers' choice and control over their support				
ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE

<u>1.1 Access to SDS support, brokerage, advice, advocacy and tools.</u>				
<p><u>1.1.2</u> Provision of access to SDS advice, independent advocacy, brokerage and preventative support.</p>	<p>Pan-Ayrshire agreement in place with Ayrshire Independent Living Network (AILN), providing free guidance, advice and support for Options 1 and 2.</p>	<p>Ongoing commissioned service agreement in place.</p>	<p>Pan Ayrshire – Contract managed by NAHSCP</p> <p>Ayrshire SDS Leads group involvement.</p> <p>Julie Gerrard / Claire Jarman</p>	<p>Meeting organised with AILN to discuss barriers and progress.</p> <p>Information about SDS advice through commissioned service (AILN) added to new webpage and will also feature on leaflets.</p> <p>Contract has been extended for another year</p>
<p><u>1.1.4</u> Brokerage: continue to deliver the SQA award for brokerage, develop a National Brokerage Framework for Scotland. Support Practitioner</p>	<p>Link with Brokers when in place</p>		<p>TBC</p> <p>This is led by East Ayrshire</p>	<p>Community Brokerage Network were non-operational. There is now a new service manager in place and there have been all new Brokers employed.</p>

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<p>understanding and knowledge of community brokerage and develop the approved Brokers Community of Practice.</p>				<p>East Ayrshire are taking the lead on this work. One Broker has been assigned to South Ayrshire. Contact made and now awaiting feedback. Response from Brokerage received from email sent Nov 2023 seeking intro meeting April 2024.</p>
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<p align="center">1.2 Improving the availability and flexibility of SDS options.</p>				
<p>1.2.1 Work to address key barriers to use of SDS Option 2 in Adults' and Children's services.</p>	<p>Investigate lengthy processes and extended paperwork linked to delays in provision of support.</p> <p>Develop safe systems for e-signatures to prevent delays in providing care.</p> <p>Authorisation for increased practitioner autonomy. Blanket budget ceiling for team leader approval?</p> <p>Electronic v pen and ink signature</p>		<p>Social Work Scotland Practice Network</p> <p>SDS Lead Officer – Julie Gerrard</p> <p>Ayrshire SDS Leads</p>	<p>SDS Lead part of Social Work Scotland National Workstream on Option 2- sharing solutions to address barriers (series of 5 sessions facilitated).</p> <p>Ayrshire SDS leads group set up and running to share solutions and developments to address key issues.</p> <p>New SDS procedures have been approved by governance. Additions to be made with regards to CF, MH and LD. Awaiting additional narrative from LD and MH services. This had</p>

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				been received for CF services.
1.2.2 Support provider engagement with Option 2			Key providers, social work staff, senior management, finance SDS Lead Officer	Working together for change pan Ayrshire project
1.2.3 Develop and roll-out of tools and contractual models for Option 2 to increase workforce confidence and efficiency in offering it.	<p>Develop better working processes for option 2. Support and participate in a review of process facilitated by In Control Scotland. Link in with EAHSCP current review.</p> <p>Electronic v pen and ink signature For ease of completion and to aid the speed of putting SDS in place.</p> <p>Quality Assurance procedures and framework for option 2 providers. LD Pilot work</p>		<p>SDS Lead Officer</p> <p>In Control Scotland</p> <p>Finance / Revenues and Benefits</p> <p>Social Work teams</p>	<p>System review facilitated by In Control Scotland. Initial discussion held with regards to their facilitation due to colossal task. Links made with EAHSCP who are currently undergoing this review process. Meeting with In Control, Contracts and Commissioning and SDS Lead 12Apr 2024.</p> <p>Ayrshire SDS leads group to support, share and develop tools and models.</p> <p>SDS Lead involvement within the Social Work Scotland Workstreams 2 (Resources and Tools), 3 (Self-evaluation and Improvement) and 6 (Budget approval processes-RAS or equivalent). Sessions progressing well and useful tools, information and</p>

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				<p>solutions are being networked and shared.</p> <p>Practitioner toolkit – SDS Lead part of review group</p>
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1.3 Increase public information about SDS and improve its reach.				
<p>1.3.1 Promote SDS using agreed common language reflecting good practice, including through information sessions.</p>	<p>Develop a new, user friendly public facing webpage. Ensure that this includes key messages about SDS, FAQ and answers and links to supporting organisations.</p> <p>Promote SDS through SAHSCP social media pages.</p> <p>Leaflets and related printed information, including Easy Read, to be developed alongside the webpage with SDS branding across both.</p>		<p>SDS Lead – Julie Gerrard Planning and Performance Officer (Communications)</p>	<p>New SAHSCP webpage has been up and running for some time now. Request made to the comms team with regards to content and frequency of social media SDS posts.</p> <p>Initial enquiries made with regards to Easy read licence and supported use of this to create documents.</p> <p>Colour branding for SDS promotion highlighted for incorporation into webpage and related documents and leaflets.</p> <p>SDS Posters, leaflets and postcards have been printed to co-ordinate with the web page.</p>

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<p><u>1.3.2</u> Ensure SDS communications are in accessible formats. This includes communication about support planning and the promotion and signposting of appropriate tools and language services.</p>	<p>Development of Easy Read document formats.</p> <p>Creation of SDS handout to be available to those who prefer not to access the information online</p> <p>Addition of SDS content to the Strictly Seniors publication</p>		<p>SDS Lead – Julie Gerrard</p> <p>LD Service (license holder for Easy Read).</p> <p>Planning and Performance Officer (Communications)</p>	<p>Initial enquiries made with regards to Easy read licence and supported use of this to create documents.</p> <p>This will be on consideration of legal requirements with regards to capacity and with acknowledgement that overall responsibility of consent may lie with someone other than the service user (POA/Guardian). To support service user to be informed but not necessarily to the level of consent.</p>
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<u>1.4</u> Support Personal Assistant employers.				
<p><u>1.4.1</u> Maintain and develop the Personal Assistant Employer Handbook and related Personal Assistant Employer resources.</p>	<p>Promotion of the Personal Assistant Employed Handbook and resources via webpage and leaflets and also through good conversations when assessing care and planning support.</p> <p>Ensure highlighted documents remain the most up to date.</p>		<p>SDS Lead Officer</p> <p>Planning and Performance Officer (Communications)</p>	<p>Links to these documents included on the COAST e-learning module and on the SDS webpage.</p> <p>New SDS Handbook is due to be published. To sit with PA Employer and Employee handbooks and the SDS Practitioner Toolkit.</p>

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NATIONAL OUTCOME AREA 2 Enhanced worker skills, practice and autonomy				
ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE

2.1 Improve SDS Practice Resources				
<p><u>2.1.1</u> Finalise, publish online and promote practitioner toolkit as a guide to SDS practice resources.</p>	<p>Monitor the progress of publication of this documentation and ensure that it is highlighted to staff – via SAHSCP communications and also used to update staff training- in particular practitioner level SDS training.</p>		<p>SDS Lead Officer</p>	<p>Involvement in national networks tasked with creating tool kit – Social Work Scotland Practice Network, SDS Community of Practice.</p> <p>Practitioner Tool kit has been published and widely shared throughout the partnership (email, electronic, web page, HSCP communications, and staff newsletter).</p>
<p><u>2.1.2</u> Update and roll-out of practice guidance to support implementation consistent with the refreshed SDS statutory guidance and revised SDS Framework of</p>	<p>Communicate this information throughout relevant staff teams.</p> <p>Ensure information is tailored to role and at</p>		<p>SDS Lead Officer</p> <p>Social Work teams</p> <p>Finance / Revenues and Benefits</p>	<p>COAST e-learning module contains this information and is due to be rolled out live.</p> <p>SAHSCP SDS Web page now has a staff zone with practice guidance</p>

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Standards (See also theme 4.3).	different levels according to involvement. Ensure all practitioners are			documentation at the touch of a button. New SDS operating procedures to be included on this also.
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2.2 Social work education and incorporation of practice development for SDS.				
<u>2.2.1</u> Ensure the principles of SDS are reflected in the emerging post-qualifying Advanced Practice Framework for Social Work, including describing the knowledge, competencies and skills required across the full breadth of social work roles (to be launched Sep 2024).	Promote SDS learning within the SAHSCP student social work cohorts. Link in with Practice Development Officer (Social Work) to provide pan Ayrshire SDS intro sessions as part of induction.		SDS Lead Officer Practice Development Officer (Social Work)	Session with Pan Ayrshire Social Work Students reserved for SDS workshop. Workshop delivered March 14 th 2024. This comprised of an introduction and discussion around SDS and also a session on good conversations. The SDS Practitioner toolkit was also shared with the student group. Further links/sessions will be available.
<u>2.2.2</u> Review of current SDS training at both local and national level, consistent with an alignment to the developing Advanced Practice Framework for Social Work.	As above. Link in with Practice Development Officer to create and facilitate SDS Workshops for social work student cohorts across Ayrshire.		National Practice Networks SDS Lead Officer Social work teams	Involvement with national networking streams for national level training updates. Benchmarking with East and North AHSCP via the newly

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	Further develop SAHSCP SDS training to include both introductory training suitable for all relevant staff as well as a practitioner level training, both via COAST e-learning modules.		D/SMT support for mandatory role specific roll out	created Ayrshire SDS Leads group. Introductory training completed and live on COAST. The SDS Practitioner Toolkit has been published and shared widely as per 2.1.1.
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NATIONAL OUTCOME AREA 3				
Systems and Culture				
ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE

3.1 Improved involvement of supported people in planning.				
<u>3.1.1</u> Review the involvement of supported people and carers in planning and evaluating social care support services and make improvements where identified.	TBC		TBC	Working together for change project This has reached an end for the partnership involvement. In Control Scotland are now finishing the final part of the work which should be presented on completion.
<u>3.1.2</u> Enabling flexible use of individual budgets in	Progress work towards practitioner confidence in		SDS Lead Officer	Web page has a 'Spending Your Personal Budget' sheet

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<p>accordance with the supported person's choice, outcomes identified in their support plan and desired degree of control.</p>	<p>supporting the flexible use of SDS budgets.</p> <p>Ensure that staff understand the requirements when using a budget and the rules safeguarding the use of this.</p>		<p>Social Work team leads</p> <p>Principal Social Workers</p>	<p>which outlines what service users can, can't and may be able to use their SDS budget on.</p> <p>Staff Zone on SAHSCP SDS webpage- full of tools, guidance, legislative information etc.</p> <p>Introductory COAST SDS course online and also the Practitioner Toolkit is available to give further practical guidance for staff (tying this in with statutory duties, SDS principles and values).</p>
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3.2 More ethical and equitable processes for commissioning, resource and budget allocation.				
<p><u>3.2.1</u> Develop and share good practice on commissioning for SDS, and ensure processes align with the most up-to-date guidance and principles.</p>	<p>Continue SDS Lead involvement in national SDS networks which are currently focussing on</p>		<p>National Practice Networks</p> <p>SDS Lead Officer</p> <p>Social Work Teams</p>	<p>SDS Lead involvement with national networking streams which are currently focussing on good practice and commissioning.</p> <p>SDS Lead focus on the promotion of guidance and principles. Highlighting that these have recently been updated and ensuring that</p>

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				all relevant staff (including frontline and senior management) complete the introductory training course. This will start the process and support the required culture change to ensure SAHSCP truly embrace the principles and values of SDS.
3.2.2 Work to further develop the flexible use of budgets for short breaks for carers, for example promoting examples where positive outcomes have been achieved, and sharing learning about the flexible use of SDS budgets.	Creation/ adaptation of innovative projects which capture the flexibility of budgets and provide the best possible solutions for service users and their families.		SDS Lead Officer	SDS Lead involvement in the In Control Scotland 'Good Practice in Option 3' project (seeking to gather and share information on innovative use of flexible budgets under option 3). SDS Option 2 quality assurance audit work; Collation and sharing of real examples of flexibility, how this was achieved and the outcomes this has given to service users.
3.2.3 Supporting local review, good practice and improvement of Resource Allocation Systems, for example, testing of calculation methodology, and sharing learning and good practice more widely.	Conduct a review of system facilitated by In Control Scotland.		SDS Lead Officer Contracts and Commissioning Finance Legal	Progression towards culture change and increase of SDS knowledge and understanding required firstly. Involvement in national Social Work Scotland

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			In Control Scotland	Improvement network workstreams
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3.3 Improving referral pathways.

<u>3.3.1</u> Work to improve referral pathways by embedding choice and control early in the hospital discharge process, including linking to community-based initiatives and support to facilitate early intervention.	Develop processes and pathways within the Racecourse Road facility for SDS		TBC	Initial discussions and meeting held with Racecourse Road Unit. Training to be completed by staff within the team. This will be easily facilitated via the COAST e-module.
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3.4 Effectively mainstreaming SDS principles into relevant policies.

<u>3.4.1</u> Ensure that SDS is embedded into key national priorities including NCS, the Promise, Dementia Strategy, Ethical Commissioning and GIRFE themes as they develop, drawing on stakeholder evidence and expertise.	SAHSCP improvement projects focused embedding SDS principles and values into practice.		TBC	Key individuals identified to take part in each project.
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NATIONAL OUTCOME AREA 4
Leaders understand and help staff realise SDS principles and values

BRAG Rating: Blue – Complete Red – No Progress Amber – Some Progress Green – Almost Complete

ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE
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4.1 Supporting local authorities to ensure principles of SDS are incorporated into local planning systems.

4.1.1 SAHSCP to embed SDS within relevant local policies and plans reflecting SDS as the way social care support should be delivered, including access to peer support to share learning.	Development of culture change to progress thinking around SDS and to embrace this into everyday practice for all relevant staff.		All SAHSCP staff and leaders	This includes frontline/carer staff who have good relationships and daily contact with potential and current SDS users and so can offer initial point of contact/direction for further advice. SDS Procedures in place. Updated SDS Policy completed
4.1.2 Support SAHSCP leaders to innovate, embed, implement and sustain good practice to ensure that all care groups have access to SDS, incorporating good practice on self-evaluation and evidence on where challenges and opportunities exist.	Development of culture change to progress thinking around SDS and to embrace this into everyday practice for all relevant staff. Promotion of the SDS Framework of Standards and SDS Practice Guidance.		SAHSCP Leaders SDS Lead Officer All SAHSCP staff	Phased improvement plan highlights and prioritises improvement activity. Regular attendance/input to Governance meetings, DMT, PAC etc.

4.2 Improved data and reporting on information, choice and quality of options to aid planning.

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<p>4.2.1 Improve data-gathering approaches to better determine extent that individuals are accessing their preferred option and their personal outcomes are being met.</p>	<p>Established baseline on current SDS users for each of the options.</p> <p>Awareness that different figures for options do not show trends or reasons for selection of each option. This can vary due to a number of socioeconomic circumstances.</p>			<p>Baseline of current service users by SDS option established using Care First data May 2023.</p> <p>Revisit of data at regular interval (every 3 months) to allow trends of uptake to be identified and followed.</p> <p>Involvement in SDS Social Work Scotland improvement work, including the development of KPI around SDS.</p>
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4.3 Ensuring leaders are supported through access to shared good practice.				
<p>4.3.1 Promote the SDS Standards. The refresh will use the principles of Equalities Impact Assessment, Fairer Scotland Action Plan and Islands Community Impact Assessment to ensure that they cover all equality groups, care groups including informal carers,</p>	<p>Promote the SDS Framework of Standards through online training.</p> <p>Develop this within practitioner level training once the introductory module has gone live.</p>			<p>Promotion of standards through training and awareness.</p> <p>Pan Ayrshire Social Work Student group SDS workshop on SDS Framework of Standards and Good Conversations (March 2024).</p>

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islands and diverse geographies.				
<p>4.3.2 Continue to support local areas to embed the 12 Standards. Where relevant and appropriate, support local authority implementation of SDS Framework of Standards in three priority areas:</p> <p>4.3.2.1 <i>Standard 3: Relationship-and strengths-and asset-based approaches across care groups and across all SDS options.</i></p> <p>4.3.2.2 <i>Standard 8: Worker Autonomy (particularly in assessment, support planning and determining personal budgets).</i></p> <p>4.3.2.3 <i>Standard 12: Access to Budgets and Flexibility of Spend (including improving processes and approaches to approving personal budgets).</i></p>	<p>Promote the SDS Framework of Standards through online training.</p> <p>Develop this within practitioner level training once the introductory module has gone live.</p> <p>Development of systems and processes that better align with the standards and legislation, in particular option 2 processes.</p>			<p>Promotion of standards through training and awareness.</p> <p>Pan Ayrshire Social Work Student group SDS workshop on SDS Framework of Standards and Good Conversations (March 2024).</p>

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