



**STRENGTHENING LEADERSHIP AND MANAGEMENT CAPACITY
ACROSS SOCIAL WORK SERVICES**

1. Introduction

1.1 The Leadership and Management sub group of the Review ¹ was set up to consider how leadership and management should be strengthened across social work services and to make recommendations on a leadership and management development strategy for the social work services². The remit required the group to develop a draft strategy by September 2005. The group concluded that this was not achievable in the time available primarily due to the need to ensure that its work took account of, and was sufficiently aligned with, the emerging findings of the review. This paper therefore sets out 5 key recommendations for strengthening leadership and management across social work services.

1.2 The group took account of other aspects of the review since many of its strands are overlapping and complementary. In particular the role of social worker and performance improvement sub groups have significant implications for leadership and management and which were picked up by the group in its deliberations. This report makes reference to many of the issues identified by the review but does not restate them in detail.

1.3 The group met on 6 occasions April to September. To support its work it considered a range of evidence drawn from front line staff, managers, other professional groups and key stakeholders including the views of users and carers.

1.4 The work was informed by research undertaken both previously and specifically for the review by the Scottish Leadership Foundation³. It also considered the evaluation of Cohort 1 of Leading to Deliver⁴, a leadership development programme funded by the Scottish Executive. This report draws together the thinking of the group and makes recommendations on the way forward for developing and strengthening leadership and management in social work services.

1.5 Since the group has concluded its work the report by Audit Scotland "Leadership Development: How Government Works" has been published⁵. The main conclusions of that report echo many of the recommendations drawn by the sub group although Audit Scotland were looking at leadership development in a public sector context only.

¹ Membership of the Leadership and Management sub group is set out at Annex A.

² The remit of the group is at Annex B

³ Career Pathways and Development in Social work services, A Short Life Study, Scottish Leadership Foundation, Scottish Executive January 2003 and Leadership and Management Development in Social work services Organisations, A Short Life Study, Scottish Leadership Foundation, Scottish Executive, April 2005

⁴ Leading To Deliver, Evaluation Study Cohort One, Taylor Clarke Partnership and Robert Gordon University, Scottish Executive, April 2005

⁵ Leadership development: How Government Works – Audit Scotland, November 2005.

2. Context and Challenges for Leadership and Management in Social work services

2.1 Current and future demands on the provision of social work services requires change. The review makes clear that doing more of the same will not deliver what is required for the future. Increasing demand, greater complexity and rising expectations mean that the current situation is not sustainable. The focus for services will need to be on engaging people as active participants; on what actually improves outcomes for service users and ensuring that these are done consistently. It will require finding new ways of designing and delivering services in ways that make best use of skills across the public sector workforce with professionals, services and agencies working together. The focus of services is shifting away from welfare based approaches to services to those that promote wellbeing both for individuals and communities.

2.2 Professionals and services are under considerable pressure. There are often competing and conflicting demands made on social services and leaders and managers in that context – accountability and flexibility, choice and protection amongst others. They are also increasingly provided in a context of changing needs and opportunities. Good professional and practice leadership does exist and whilst there are many strengths from which to build, the scale of the challenges – demographic, social and political - that influence future design and delivery of services are such that the delivery of the vision set out by the 21st century review, particularly improving outcomes for users and carers and communities, must be underpinned by enabling and empowering leadership **and** effective management.

2.3 The 21st century review highlights certain key issues which have implications for leadership and management. These include:

- Need for effective professional leadership at all levels
- Strengthened local political leadership
- Enhanced culture of continuous professional development that balances need for generic competence and specialist knowledge and skills
- Development of career pathways in practice **and** in leadership and management
- Development of an accountability framework that builds from the SSSC Codes of Practice for employees and employers
- Increased delegation of decision-making and devolved budgets
- Empowered frontline staff
- Development of a learning culture and organisations learning from what works as well as “near misses”
- The drive to greater service user involvement in design and delivery of services
- Greater personalisation of services
- The need for increased capacity and skills in service redesign

- Increasing provision by multi disciplinary teams
- Greater partnership working
- Enhanced skills and capacity in strategic planning

2.4 These are not exhaustive but give an indication of the range of issues emerging from the 21st century review which were considered in thinking about how leadership and management in social work services should be strengthened. They can be characterised as a need to build the capacity of social work services at all levels and across all sectors for sustainable change. These are the challenges that current and future leaders and managers in social work services will face.

2.5 The group also considered the wider context and its implications for how work might be managed and organised in future⁶. The work of the "Tomorrow Project" accords with the findings of the review emphasising the need to develop people rather than control them and that the task of leadership and management will be to enable workers through the creation of the right culture and climate and by giving them the tools to work effectively. This will mean that leaders and managers will have to manage the tension between professional autonomy and the need for accountability within a focus on outcomes rather than task.

3. What do we mean by Leadership and Management?

3.1 The terms leadership and management are often used interchangeably and assumptions made that leadership only exists within management positions and that leadership can only be exercised by those at the very top of organisational structures.

3.2 Leadership whilst similar to management in many ways – for example both involve influence and achieving goals - is also different. The overriding function of management has been to provide order and consistency to organisations – transactional skills. Leadership is most often construed as seeking adaptive and constructive change – transformational skills.

3.3 Leadership is necessary at all levels of organisations – not just the top. As a result, effective organisations need to nourish both competent management and skilled leadership at all levels. Leadership needs to be visible across the whole organisation and wherever social work services are delivered and to articulate the vision of that organisation and how it will go about fulfilling that vision. Leadership at the top of organisations is critical – the styles and behaviours of those at the top set the tone for the culture, attitudes and behaviours of others across the organisation. They must provide effective models for the rest of the organisation. Thus what is required is both empowering, enabling leadership **and** effective management.

⁶ The Tomorrow Project, Michael Moynagh & Richard Worsley, ESRC 2005

4. Climate for change

4.1 A major challenge for leadership and management across social work services is one of change management. To deliver the vision set out in the 21st Century Social Work Review requires transforming how we think about services, how we deliver those services and a shared view of what the changes we are seeking to make should deliver. Establishing the right culture and climate for change to implement the review effectively is critical to its success.

4.2 This will mean individuals and organisations taking ownership of the change agenda across the sector and committing to making this happen. The experience of other sectors – notably the NHS ⁷ in implementing major change within their services has identified a critical need to build ownership and capacity within organisations in order to do this effectively. This means addressing for individuals, skills in change management, identifying the required behaviours and attitudes to create a climate in which change can flourish – a “can do” approach, as well as developing the capacity of organisations to develop and flex and adapt to changing needs and expectations. The shift needed is in leadership and management style to embrace a partnership approach that empowers staff, users and managers to participate in developing creative solutions, developing positive, supportive behaviours and environments to sustain leadership and management development in social work services.

4.3 In addition to building the right climate in which enabling and empowering leadership and effective management can flourish it is important that other factors which may be a barrier to success are addressed. This includes considering how leaders and managers could be best supported as they seek to implement the findings of the review. The research by SLF identified a fragmented and inconsistent approach to leadership and management development across the sector. Consideration should be given to bringing leaders and managers from all sectors together - nationally and locally - as a way of both helping to develop, and sustain, leadership and management development initiatives. The forums offered to participants of Leading to Deliver post completion of the programme have proved a useful continuing support mechanism with participants identifying its value in helping to sustain the behaviours and learning from the programme itself once back in the workplace. However, to be effective the active support of managers and leaders at all levels is needed to sustain individual and organisational change and development.

4.4 Issues of access to leadership and management development also need careful consideration. The vision for 21st century services – multi professional and provided on a cross sector, cross organisational basis means that initiatives for strengthening leadership and management need to be

⁷ Delivery through Leadership – NHS Scotland 2005

applicable and available to not just local authorities but independent sectors and take account of integrated models of service provision. In taking forward strengthening leadership and management care must also be taken to ensure that developments are appropriately phased so that the necessary foundations are in place from which to build sustainable change.

5. The role of Leadership and Management

5.1 The group identified that leaders and managers need to:

- have vision, which is informed by involving service users and other partners
- lead and support staff to work with service users and their carers to influence service developments and outcomes
- take responsibility and be accountable for good practice
- influence a wide range of stakeholders to promote a social model of care and its values
- be able to deal with the conflicts, tensions and gate-keeping roles in managing social work services, taking account of individual and community needs.

5.2 Professional leaders also have a clear role in developing and maintaining practice, which is self-aware, critically reflective, founded on, informed by, and capable of being judged against a clear value base.

5.3 Leadership and management practice should actively:

- inspire staff
- promote and meet service aims, objectives and goals
- develop joint working/partnerships that are purposeful
- empower staff and service users to develop services people want
- value people, recognise and actively develop potential
- develop and maintain awareness and keep in touch with service users and staff
- provide an environment and time in which to develop reflective practice, professional skills and the ability to make judgements in complex situations
- take responsibility for the continuing professional development of self and others.

5.4 Social work services have built on values such as choice and self-determination to develop practice that is person-centred and emphasises social inclusion, advocacy, engagement and partnership with service users. It is based on a social model, which underpins a range of interventions from skills in assessment, planning and review, supporting independent living and alternative care, networking, communication and partnership. Leaders and

managers need to support staff to develop good practice as an integral part of achieving good services.

6 Contribution of Leadership and Management

6.1 This paper covers some of the key features and elements of how strengthening leadership and management capacity across social work services should be taken forward as part of implementing the 21st Century Social Work Review.

6.2 A framework for leadership and management should be developed and located within a common approach to leadership and management development across public services, not just social work services and that integrates individual and organisational needs. It can be applied to all leaders and managers and any size of organisation across local authority and voluntary and private sectors. It must facilitate changing the current, inconsistent and fragmented approach to leadership and management development. It will expect individuals, teams and organisations to regularly assess and address learning needs and evaluate the impact this has on service delivery. This process should contribute to the development of learning organisations and enable employers to take responsibility for meeting learning needs in the most effective way.

6.3 The aim of strengthening leadership and management across social work services is to ensure there are sufficient effective and competent leaders and managers in the social service workforce. Lord Laming highlighted the issues in *The Victoria Climbié Inquiry: Summary Report of an Inquiry* (DH, 2003) when he said:

“What is needed are managers with a clear set of values about the role of public services, particularly in relation to addressing the needs of vulnerable people, combined with the ability to ‘lead from the front’.”

6.4 A leadership and management development framework will have to take account of:

- The current and future policy drivers for social work services in the context of cross-service boundaries with health, education, housing, police and other agencies including the voluntary and private sector
- The implementation of new inspection and performance improvement structures and processes
- Current developments in management and leadership standards and training, such as the revised SVQ's and the Management Standards Council standards for leadership and management
- Approaches being taken to leadership and management development in other sectors such as health, education, police as well as by SOLACE and

the Improvement Service to locate it within a wider public service approach to development

- Current understanding about leadership and management functions and development in the sector, what is actually happening in practice⁸ to determine what now requires to happen.

6.5 A number of key principles provide a starting point:

- the approach to leadership and management needs to be systematic and consistent, integrating individual, team and organisational development
- leadership and management should be seen as distinct but overlapping activities
- continuing professional development will be a core part of every leader's and manager's responsibility in the future.

6.6 We recognise that there are common behaviours, skills and knowledge required for leaders and managers across the public sector⁹. The framework should make explicit common qualities and behaviours that are required of all leaders and managers in a public sector context but also identify whether there are additional or specific needs for the social service context.

7. Professional autonomy, accountability and governance

7.1 A framework for leadership and management development must set out clearly what is meant by good governance, provide clarity about accountability and be underpinned by values and ethical considerations. The report "Good Governance Standard for Public Services (2004) outlines six core principles of good governance, each with a set of supporting principles.

The report describes the function of governance as ensuring:

"that an organisation or partnership fulfils its overall purpose, achieves its intended outcomes for citizens and service users, and operates in an effective, efficient and ethical manner. This principle should guide all governance activity."

and outlines the six core principles of good governance as follows:

1. Focusing on the organisation's purpose and on outcomes for citizens and service users;
2. Performing effectively in clearly defined functions and roles;

⁸ See Scottish Leadership Foundation, April 2005

⁹ The use of the term "public sector" also includes those organisations that provide services on behalf of local authorities. This covers the voluntary and voluntary and private sectors.

3. Promoting values for the whole organisation and demonstrating the value of good governance through behaviour;
4. Taking informed, transparent decisions and managing risk;
5. Developing the capacity and capability of the governing body to be effective;
6. Engaging stakeholders and making accountability real.

7.2 Increased political and media interest in the effectiveness of social work services in recent years has been mirrored by increased public expectation of services. This scrutiny can negatively affect the confidence of all those within organisations. Clarity of roles, the accountability of both individuals and organisations and their respective responsibilities are particularly important within this environment.

7.3 Increasingly, since the establishment of the SSSC and publication of the Codes of Practice, social work services are moving from committing voluntarily to standards, ethics and values on an individual basis to a professional and organisational environment that is firmly and explicitly embedded within a clearly stated legal and statutory context. Recent inquiries highlighted particular issues for leaders and managers. The SLF report comments on the O' Brien Inquiry that:

"Again the underlying theme for leadership and management is about securing not just the development of a vision for services but also leadership behaviours that will instil a culture of challenge, learning and sharing supported by robust management systems. These systems should be created and actively managed both within each of the agencies and across agency boundaries, with clear protocols on sharing information, communicating, assessing and managing risk, decision making and accountability."

(Zwanenberg, SLF 2005 page 19)

7.4 Practice across the broad range of social work services brings with it complex and challenging situations, which demand a high level of analytical and ethical skills by all leaders and managers. The ability to take on board a range of different and possibly conflicting perspectives, to frame the problem with a depth of understanding and to communicate this in a transparent manner is an indication of good governance by a confident and competent leader and manager. The framework should give consideration to ensuring that issues of governance form part of the contractual obligations for all staff working in social work services.

7.5 All of this must be underpinned by clear frameworks of accountability which set out the responsibilities of individuals, including managers at all levels as well as the organisation itself in order to provide clarity about what is meant by individual professional autonomy, management and organisational accountability. Consideration should also be given as whether we could learn from the experience of the NHS in developing clinical

governance and its applicability for developing sound professional governance.

8. Framework for Delivery

8.1 A framework for leadership and management development needs to be broad in its scope given the breadth of change that is already taking place across social work services and the demands this creates for effective leadership and management. The framework should therefore address the following areas:

- Professional and Practice Leadership
- Political Leadership
- Strategic Leadership
- Operational management
- Academic Leadership
- Citizen Leadership

Professional and Practice Leadership

8.2 Professional leadership is a key issue within the 21st century review. For social workers this means developing social work as a strong profession underpinned by a clear evidence base and development of social workers exercising professional autonomy within a clear framework of accountability – individual and organisational. To support this social workers require effective professional support which focuses on 3 core elements – performance management including accountability, staff development and staff support. It must deal with all these aspects and ensure that staff are enabled to deliver high standards of practice and enhanced outcomes for service users. This will be critical as multi professional teams become further established and social workers are increasingly employed in a range of different settings. Evidence from other sectors suggests that if you want to achieve sustainable service change and continuous improvement then this requires clear professional leadership¹⁰.

8.3 Professional and practice leadership demands critical self evaluation and evaluation against benchmarks. It has to be supported by a learning culture which enables individuals to develop their skills, knowledge and expertise as part of a commitment to continuous improvement. There is a need for practitioner career pathways which allow for social workers to develop roles as consultant practitioners and so provide practice leadership to others within social work services as well as those in other professions. This however needs to be supported by building the evidence base to

¹⁰ Evidence drawn from Veterans Service USA; Institute of Health Improvement and Kaiser Permanente. Issues also emerging from NHS UK marking tension between general management and clinical leadership.

underpin practice in social work services, based on evaluative research and knowledge building. This will require a greater partnership between employers, practitioners and academics to build the required knowledge base for the practice and professional leadership that is now needed. The higher education sector should provide leadership in taking this forward and in ensuring that the social work degree equips social workers from early on with a clear understanding of professional and practice leadership. Every front line practitioner must understand the need for, and demonstrate in practice, professional leadership.

8.4 The group also considered the role of the Chief Social Work Officer within local authorities in the context of professional leadership. The Local Government Act 1994 (Scotland) required local authorities to appoint a chief social work officer to oversee social work services and fulfil other specific responsibilities. However, clarity as to what the role meant in practice was not evident and what level the role occupies within organisations varies across Scotland.

8.5 To enhance senior professional leadership in social work services the Chief Social Work Officer has a key role to play in ensuring that standards of professional practice are maintained and developed within local authorities and that this includes identification of adherence to the SSSC Codes of Practice. The Chief Social Work Officer role should be held by a single person in each authority reporting directly to Chief Executives and elected members for the quality of all social work services – whether provided directly or commissioned on behalf of the local authority. The role of the Chief Social Work Officer should be further examined to provide clarity and consensus about their responsibilities and accountability, the needs of Chief Executive's, elected members and others such as partner organisations and partner providers for standards of professional practice, service delivery and workforce development at all levels. This should then be set out in guidance defining the rights, responsibilities required competencies and accountabilities. The Chief Social Work Officer must be a visible, credible social work professional – one who has the time and resources to fulfil this important role effectively.

Political Leadership

8.6 Developing a practical and critical understanding of the leadership and management challenges faced by social work services will need visible and committed political leadership and support at a national and local level. The shift from representative democracy to more participative democracy will bring increased challenges and demand greater leadership at local levels. The capacity of elected members to provide effective leadership to transform the provision of social work services, to deliver improved outcomes for users and carers and to effectively involve users and carers in this also needs to be developed. Elected members have a key role to play and their needs should not be overlooked in developing a framework for leadership and management

development. The framework should identify how best to assist enhanced understanding of the key drivers and barriers to change across social work services and its partners. This model operates elsewhere in Europe, e.g. Germany where those wishing to be an elected member at a federal level are expected to undertake a course. However, there is a need for leaders and managers to be politically aware and skilled in order to better understand, anticipate issues and build strategic alliances as necessary.

Strategic Leadership

8.7 A key issue identified by the experience of Leading to Deliver (see evaluation) and identified within the review itself is the need to enhance the capacity for, and understanding of, strategic leadership and management at all levels across social work services. This should include key areas such as setting direction, service redesign, organisational development, capacity to lead change, performance management and building and leading effective partnerships. It should also cover issues of governance and accountability particularly in multi – service structures. Whilst some understanding of these key issues is critical across all levels of an organisation a key priority for development in this regard should be senior managers as they will need to address the implications of the 21st century review particularly in service redesign, complex partnerships (including collaborative leadership and leadership without formal authority) and personalisation of services. Such skills will be particularly critical as local authorities develop their role in community planning with an emphasis on social models of need and risk. This will also be influential in taking forward more collaborative models of commissioning with the voluntary and private sector and in placing users centre stage. Particular attention should be paid to succession planning and strategic leadership skills across all sectors - public, private and voluntary – to ensure that leaders are prepared and have the skills necessary to operate in complex partnership environments.

Operational Management

8.8 A move to management should be a positive decision and one for which individuals are prepared and can acquire the skills and knowledge needed as they progress. This is not the case currently and where management development programmes exist within local authorities and voluntary and private sectors their focus is often on orientating the individual to the procedures and processes of that organisation and not on wider leadership and management skills and behaviours that meet both individual and organisational needs. Managers have little access to opportunities to understand the management role and develop their skills. Therefore more attention needs to be paid to induction into management and transitions across management levels. This highlights the need for effective systems for continuing professional development and the development of specific career pathways for those moving into management roles. Management development at this level must pay particular attention to management of

people, management of resources and management of procedures and processes.

8.9 The move to integrated service delivery with greater emphasis on multi professional teams and increased skill mix requires a broader approach to leadership and management development at all levels. It should also encompass what it means to lead without formal authority. In this context both leaders and managers need to know how to devolve responsibility, empower staff and understand how to work effectively to improve outcomes for service users through promoting effective practice. It should also have a focus on accountability, governance and performance management.

8.10 The development of standards for leadership and management should be used to underpin this development and which would allow for local flexibility of delivery and tailoring to local circumstance but set against a consistent framework of standards. This would allow for cross sector recognition of experience and qualifications held by individuals and enable greater movement between sectors. It is vital that the leadership and management standards capture the importance of leading and managing complexity and diversity; this may be across agencies, in integrated services and through contracts. Any leadership and management standards/competences framework should promote:

- flexible career pathways across integrated services
- transferable skills across agencies
- applicability to diverse organisations and individuals.

8.11 Systems also need to be in place for leaders and managers to have access to support and mentoring as part of their development and to ensure accountability for service delivery. Occupational standards and competences for specific roles and functions need to reflect the wider organisational business and workforce plans. Competences need to be reviewed regularly to ensure the leader or manager has the appropriate knowledge and skills as roles and plans change. Effective operational management is critical as the challenges of managing complex services and service delivery increase.

Academic Leadership

8.12 Identified above is the need for greater partnership between employers, practitioners and academics to build the required knowledge base for the practice and professional leadership. It also identified that the higher education sector should provide leadership in taking this forward and in ensuring that the social work degree equips social workers from early on with a clear understanding of professional and practice leadership. Academic leaders therefore have a vital contribution to make. They must assist professional leadership by taking social work services forward in the 21st century – helping to shape future practice and service delivery and embracing the involvement of users and carers in that process. They must

influence through rigorous evaluation improving our understanding of what constitutes effective practice. Attention should also be paid to developing future academic leaders. This requires thinking creatively about improved partnerships between practice and academia and enabling career pathways that assist those that wish to move between direct practice and educating future practitioners.

Citizen Leadership

8.13 The shift from welfare models of provision to one which promotes wellbeing and inclusion needs to be underpinned by the effective engagement of those who use services to help shape the design, delivery and quality of services. Increased personalisation of services and the shift to viewing users as partners will mean that users also need to be identified as leaders in the co-creation of services that meet their needs. At its simplest it means seeing users as experts in their own needs but also that leadership can be found amongst those who use services and the carers and not just from within professional ranks of social work services. This means the meaningful engagement of users and carers at an individual, operational and strategic level. For example, users and carers should contribute to designing, delivering, evaluating and inspecting social work services. Users and carers should also have a role in developing professional leadership within social work services through active involvement in the delivery of training.

Other issues

8.14 The framework should also encompass a range of development tools and techniques as part of an overall approach to leadership and management development. The group was clear that leadership and management development is not about training programmes alone. It requires a whole systems approach – one which is closely tied to the development of learning organisations and the embedding of a learning culture. There are a number of approaches. They include action learning, mentoring, coaching, stretch assignments/projects and secondments. Such approaches should form part of an overall strategy for leadership and management development. We need to develop a clearer understanding of what kinds of learning and development are most effective in supporting leaders and managers better understand what works best and when. This is critical to achieving a balance between authoritative and adaptive leadership responses. In addition the use of IT to support the provision of leadership and management development needs further consideration. The use of IT through e-learning has gained ground but works best when part of a blended learning approach which includes some face to face teaching and peer review. IT should also be used in the support of ongoing development for leaders and managers such as online peer networks and advice forums.

9. Implementation

9.1 The recommendations from the leadership and management group will form part of the overall report of the 21st century review of social work. Further detailed work will be needed to implement the recommendations. Resources to underpin it and to ensure that the key features can be effectively implemented should be identified as part of the implementation plan. This plan must identify priorities for action, including short as well as medium to longer term goals. Action will be required at a number of different levels – local, regional and national and learning from elsewhere suggests that leadership and management development must be owned by the sector itself. Establishing a clear understanding and support across the sector of what needs to be done to strengthen leadership and management is a pre-requisite in order to take forward the other developments.

9.2 Evaluation of the framework for leadership and management development as it is implemented is also recommended to ensure that it achieves the aims identified, meets the identified needs and that it continues to be relevant. Evaluation will be critical to understanding what is successful and where blockages occur. This will assist in identifying what further action is needed to ensure empowering and enabling leadership **and** effective management is in place to deliver improved outcomes for users and carers in the 21st century.

9.3 In the interim, consideration should be given to continued provision of Leading to Deliver across the social service sector. Key aspects of the programme may need rethought to take account of the recommendations from the 21st century review, but as the SLF report makes clear it is by and large the only major development programme currently taking place for the sector that is addressing many of the challenges identified by the review and which is positively regarded and achieving results at an individual and organisational level. The potential time lag between the 21st century review reporting and development of the framework for leadership and management development should not give rise to a hiatus for the sector in addressing key leadership and management challenges that exist now.

9.4 Similarly, the Collaborative Leadership Programme being piloted by SLF and Lancaster University and targeted at senior managers across the public sector is unique in Scotland. It will be an important source of learning as it is delivered and evaluated and should be used to inform thinking on the need for cross service/cross organisational development, particularly in the context of community planning and working in complex partnerships, for senior managers. The programme only commenced in June 2005 and was not a stage where the leadership and management group could make detailed recommendations about this particular programme. The costs of this programme per individual participant at this pilot stage would also need examined to ensure that if the programme were continued issues of costs and equity of access are properly considered. However, it is clear skills in

leading collaboratively will be highly relevant to shaping the future design and delivery of social work services.

10. RECOMMENDATIONS

10.1 Action will be required at a number of levels to ensure that enabling leadership and effective management are put in place. These are integral to a culture of continuous improvement focusing on delivery of improved outcomes for service users and carers. The group's recommendations for how leadership and management development for social work services could best be taken forward are set out below.

“Empowering and enabling leadership and effective management should be developed at all levels of social work services:”

(a) Establish national “pan sector” **leadership and management forums**, to achieve broad sector “buy in”, providing equity in terms of access and contribution. Early establishment of a “pan sector” leadership and management steering group to take forward the strengthening of social work services leadership and management.

(b) Develop a national **framework for leadership and management development**, which supports flexible career pathways across integrated services, and encompasses personal, organisational and professional drivers/guidance, criteria and competences.

(c) Address the need for **cultural and behavioural change**, that enables a shift in management styles to include a partnership approach. This would empower staff, users and managers to participate in developing creative solutions, assist development of positive, supportive behaviours and environments to sustain leadership and management development in social work services.

(d) Strengthen **strategic professional leadership**, including developing leadership capabilities around political and non-executive leaders.

(e) Build **organisational development capacity** in social work services, to initiate and sustain the change process.

**Leadership and Management sub group
21st Century Review of Social Work**

September 2005

Annex A

Leadership and management sub group		
Name	Job Title	Organisation (s)
Stephen Moore (Chair of Group)	Head of Social Work (CSWO)	Fife Council
Robin Burgess	Lecturer	University of Stirling
Tom Cowan	Area Service Manager	North Lanarkshire Council
Ashleigh Dunn	Head of Leadership Development	Scottish Executive Health Department
Kate Gibson	Head of Service Development and Training	Aberdeenshire Council
Norma Graham	Assistant Chief Constable	Central Scotland Police
Colin Maier	Chief Executive of Improvement Services	Convention of Scottish Local Authorities
Mandy McDowell	Regional Officer	UNISON
Alan McKeown	Team Leader Health and Social Care team	Convention of Scottish Local Authorities
Steve Mostyn	Head of Organisational Development	Motorola
Philip Rycroft	Head of Schools Group	Scottish Executive Education Department
Elinor Smith	Director of Nursing	NHS Grampian Primary Care Division
Addie Stevenson	Director of Children and Family Services	Aberlour Childcare Trust
Alex Taylor	Service Manager	Argyll and Bute Council
Zoe Van Zwanenberg	Chief Executive	Scottish Leadership Foundation

21st Century Social Work Review

LEADERSHIP AND MANAGEMENT WORKING GROUP REMIT

Background

The 21st century Review of Social Work has six broad objectives. These are:

- To clearly define the role and purpose of social workers and the social work profession
- To identify improvements in the organisation and delivery of social work services
- To develop a strong quality improvement framework and culture, supported by robust inspection
- To strengthen leadership and management giving clear direction to the service
- To ensure a competent and confident workforce
- To review and if necessary to modernise legislation.

Remit

The overall remit of the group will be to make recommendations that support the review's objective on improving leadership and management across social work services in Scotland. It will do this by developing a draft strategy for leadership and management in social work services on behalf of the Review Group by September 2005.

To assist the group in its consideration of leadership and management in social work services in Scotland research has already been commissioned from the Scottish Leadership Foundation (SLF). This research builds from previous research undertaken by SLF on behalf of the SE and which was published in January 2003. (See Annex 1) The research draws together a number of strands to help inform the groups thinking on key questions and areas. These include:

- leadership and management development in the wider public services, nationally and internationally;
- leadership and management development in leading edge private and not-for-profit organisations working both within the UK and on a global basis;
- key leadership and management issues that should be addressed through a comprehensive leadership and management development strategy;

- current leadership and management theories and skills that are most applicable to the social work context and that could underpin the national strategy; and
- roles taken by different parties in the development and implementation of training and development strategies including the role of central government, local service systems and provider organisations.

As part of its work the group will need to:

- work closely with the main review group and other sub groups to ensure regular exchange of ideas as they develop;
- provide feedback to the Review Group on, and be informed by the Review Group, of key issues emerging that relate to other work streams of the review, in particular performance improvement and role of chief social work officer;
- make recommendations to the Review Group on issues arising from the group's work outwith their remit which the Review Group could take forward;
- consider how it should engage with a wide range of stakeholders to inform its thinking as work progresses;
- consider what improved leadership and management means for people who use services and their carers.

The strategy will need to address key issues including:

- What do we mean by improved leadership and management?
- Differentiating between different aspects of leadership and management including leadership styles, leadership role of all staff, operational management and professional leadership
- What would improved leadership and management look like across social work services?
- What are the key factors associated with effective governance, accountability, authority and decision making in social work services?
- What is needed to achieve improved leadership and management?
- Are there particular leadership and management issues that need to be addressed linked to integrated services agenda?

Annex B

- What are the key actions required to deliver improved leadership and management and by whom?
- What are the key links that need to be made with other leadership and management development activity in the public sector?
- What might be the barriers to improved leadership and management and how should the strategy and/or the Review seek to address these?