

NATIONAL SOCIAL WORK SERVICES FORUM

CHANGING LIVES: NEXT STEPS

Background

1. *Changing Lives* was widely welcomed by social work services - both as a recognition and validation of the importance of this sector and its work, and a demonstration of commitment at the highest level to a new direction for social work services. Building on strengths, encouraging challenge and innovation, building capacity in the workforce and in individuals and communities, is required to develop and deliver sustainable change to meet future need.
2. The Scottish Executive published a detailed implementation plan and the 5 Change Programmes were established to take forward work at national level. However, in the interests of securing stakeholder engagement and ownership, it was agreed that the Change Programmes themselves determine their key contributions in a way that ensured consistency, complementarity and cohesion across the piece.
3. It was also clear that, to make a real difference and ensure sustainability, the opportunity presented by *Changing Lives* had to be seized and exploited at local level. The undertaking of a self assessment against the recommendations in *Changing Lives* by each local authority provided a benchmark for local managers to consider what strengths could be built upon and what challenges needed to be tackled locally.
4. Encouragement was given to the setting up of local practitioner fora, to provide the space to consider local and national issues to influence and change. There are 13 LPFs up and running¹; 11 other local authorities have aspirations to set up a LPF; and there has been no indication of movement in the remaining 8 local areas (although we continue to copy papers etc to contact names we have in these).
5. The Change Programme groups have been working for about a year identifying their role, remit and key contribution. There are changes at a political and operational level with a new administration and moves towards changing the relationship between national and local government. Given this, Chairs and SG officials agreed to undertake a stocktake on progress and work in hand – including reflecting back on the original implementation plan - agree priorities for the next year or so and communicate this.
6. This paper sets out the programme of work for the next year or so; an indication of how this contributes to the 2 key themes of Workforce and Personalisation; provides an indication of other work; reinforces the fact that local leadership and ownership is key and that this work provides the context for local action and development.

Focus for action at national level

7. Reflecting on the work done to date, the new relationship being developed following the Concordat and in keeping with the strategy agreed with the Chairs for a way ahead on

¹ Angus, Clackmannanshire, East Lothian, Fife, Inverclyde, Moray, North Ayrshire, North Lanarkshire, Renfrewshire, Scottish Borders, South Ayrshire, South Lanarkshire and West Lothian.

Changing Lives, the 5 Change Programmes will focus on delivering a set of core ‘Products’ in 2008. These will be pitched at the strategic level and are intended to assist local activity to deliver the aspirations of *Changing Lives*.

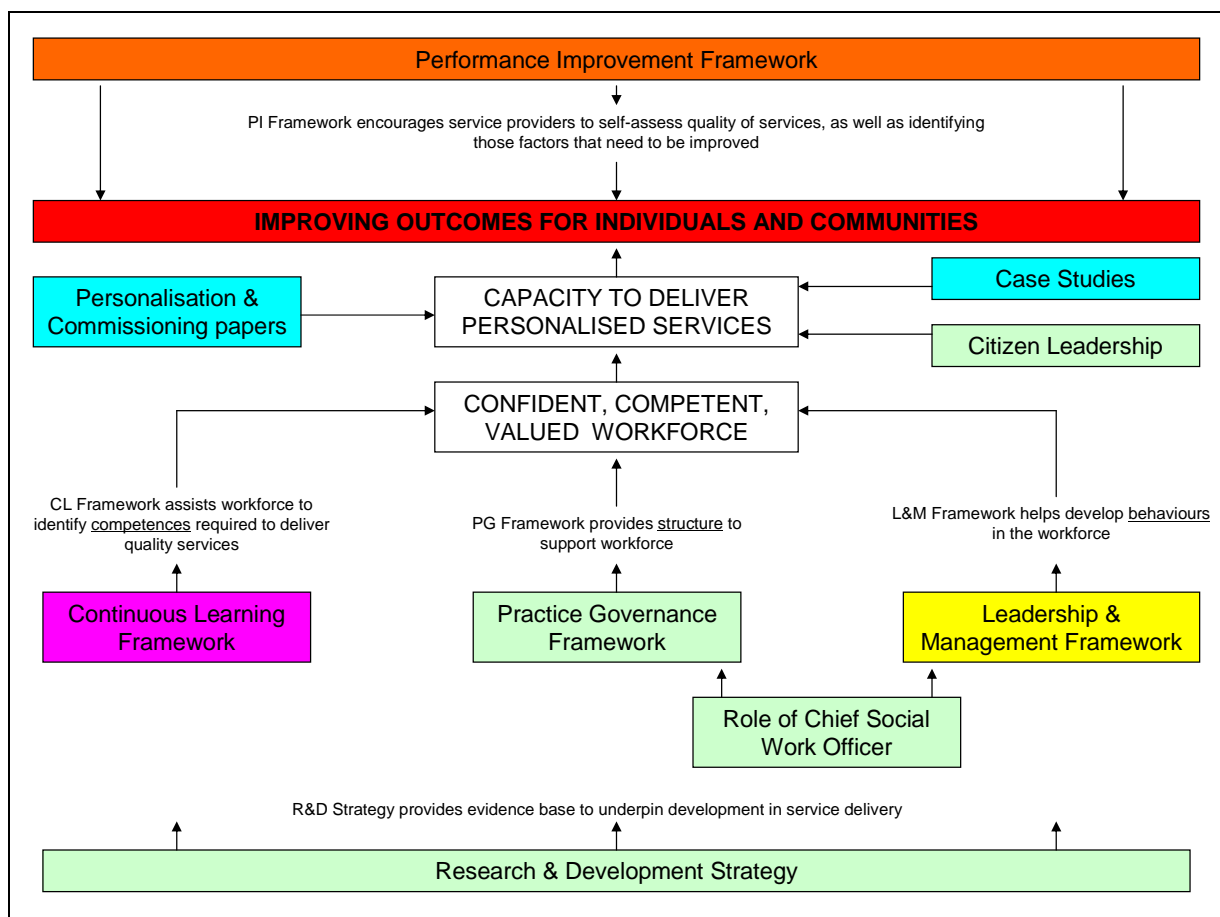
8. While identified as individual pieces of work, we will be working across the groups to ensure they reflect a single agenda and make the necessary connections and cross-references to provide a coherent context and suite of products to encourage and support local action.

9. As discussed at an earlier meeting of the National Social Work Services Forum, 2 key areas which need to be addressed if there is to be real and sustainable improvement in social work services are:

- The workforce, and
- Personalised services and engagement of users/carers.

10. In the diagram below we have identified the relationship of the products to making a contribution to the delivery of 2 main outcomes which reflect these key areas:

- A confident, competent, valued workforce, and
- Capacity to deliver personalised services.



11. Annex 1 provides an outline of these pieces of work and an indication of the expected completion date (unless otherwise described) within each of the Change Programmes. Annex 2 provides a note on a range of other activity, much of which is ongoing, which also contributes to *Changing Lives*.

12. The suggested suite of materials, which are supported with a detailed Delivery Plan being managed by SG officials working with Chairs, reflects the need to:

- Identify and deliver key overarching products which, working together, will help direct and support local action in respect of meeting the 2 key desired outcomes identified for *Changing Lives* work as described earlier;
- Ensure the new relationship between national and local government is taken account of and the Government's desire to be strategic and not micro-manage is met;
- Reinforce the need for ongoing local leadership, ownership and action and the fact that, when these products are delivered, it will be for local implementation and development;
- Provide information for stakeholders on future direction and activity.

13. Coupled with this there is a need to work with bodies that can help reinforce and champion engagement with *Changing Lives* at local level, including through LPFs. SG officials have had preliminary discussions with ADSW and COSLA officials about the importance of leadership and engagement and potential roles they might have in this. Not only will this help progress *Changing Lives*, which the sector widely welcomed, it can also contribute to the achievement of the National Outcomes, and the local outcome agreements which will sit below this.

14. In addition:

- The focus on outcomes – at national and local level – provides an opportunity to reinforce messages on improving outcomes for clients and the key themes of workforce development and personalisation;
- We will work with SWIA and other scrutiny bodies, to learn from their findings and consider how we can facilitate and support improvement;
- We will continue to post information / tools / outputs on the socialworkscotland website, facilitate the NSWFSF and User and Carer Forum (facilitated by SCLD, work across SG to make the relevant connections.

Finally

15. Given developments to date, the changing environment and related activity, this forward programme provides a robust and useful suite of outputs which are already in development. These can make a significant contribution to helping those who ultimately have responsibility and accountability for the delivery of services realise the aspirations of *Changing Lives*.

January 2008

Core Products for 2008

Performance Improvement

Performance Improvement Framework – being produced in partnership with SWIA and will comprise self-evaluation guidance based on the Performance Inspection Model, as well as good practice self-evaluation guides for specific thematic areas relating to service delivery.
September 08.

Practice Case Studies – publishing a range of best practice performance improvement models in use across the public, private and voluntary sectors.
March 08.

Service Development

“Shared Understanding of Personalisation” Paper – provides a definition and understanding of what Personalisation means in social care from views widely canvassed from within and outwith Scottish Government. Purpose is to raise awareness and promote reflection on current practice against this.
February 08.

“Commissioning for Personalisation” Paper – a sister paper to *Shared Understanding* looking specifically at the commissioning process and implications for this of developing a personalised services approach.
June 08.

Practice Case Studies – publication of evidenced approaches /techniques that assist the shift towards more proactive and preventative work which delivers personalised services and help overcome barriers and constraints.
February 08.

Practice Governance

Practice Governance Framework – support governance arrangements that ensure and support the delivery of safe and effective practice and that allow professionals to deliver services in an innovative, responsible and accountable way. Will be closely aligned to Leadership & Management Framework in particular.
Draft - May 08.

Guidance on Role of the Chief Social Work Officer - strengthen the governance and leadership roles of the CSWO, and consistency across Scotland, through clarification of the role and function; scope, rights and responsibilities; and accountability and reporting arrangements.
August 08.

Citizen Leadership: Principles & Standards – developing a shared understanding of the concept of Citizen Leadership and how it can be embedded, as well as encouraging the development of structures and processes for users and carers to have a positive input into the

planning, design and delivery of social work services. Being led by the User and Carer Forum facilitated by SCLD.

April 08.

Research and Development Strategy – the strategy is being developed by the Institute for Research and Innovation in Social Services (IRISS) and will aim to: increase the knowledge and evidence base for social services; build the capacity for research, not just in the academic community but across the social services community; and build the capability for the wider workforce to engage with the evidence.

March 09.

Workforce Development

Continuous Learning Framework – describes each role in the social services workforce and its requirements in terms of knowledge skills and understanding; qualifications and standards; and personal capabilities. It will be applicable to learning development, career planning and progression as well as standards. It will also be closely connected to the Leadership & Management Framework, as leadership capabilities are integral to it.

Draft - May 08.

Leadership and Management

Leadership and Management Framework – dynamic model that provides a set of diagnostic tools which allow users to reflect on, and assess, where they are as an individual, as a team, as an organisation, and/or as a social services community. It will also include a toolkit, which will provide a range of practical tools that will assist leaders in meeting their development needs. A number of these tools – *Leading To Deliver*, *Leadership Communities* and the pilot *Mentoring project* – have already been introduced across the sector and will be subject to robust evaluation to determine their future development.

Draft - April 08.

Additional Work

In addition to the Core Products listed above, the Change Groups and Scottish Government officials from the Workforce & Capacity Issues Division have been engaged in a range of other projects and activities which have contributed to the *Changing Lives* agenda. These include:

Risk Management – a literature review paper was published in Spring 07 which examined current risk assessment approaches and reviewed the development and provision of accessible resources to support professional judgement.

Vision for Education, Training & Development Infrastructure – this visioning work is about encouraging partners on the education, training and development landscape to understand their roles and responsibilities as part of the overarching infrastructure and to work together more effectively to meet the needs of the workforce. This will be taken forward over the course of 08.

Recruitment and Retention Strategy - sets out national and employer roles in developing recruitment and retention, incorporating activity being developed to support the promotion of careers within social work and social care, as well as responsibilities in relation to ***Safer Recruitment and Workforce Planning***.

Change Academy – this project will help to strengthen academic leadership within social work and to address key issues about delivery of the social work degree and its alignment with *Changing Lives* through the engagement of those Universities offering the social work honours degree. This is an ongoing process which the week-long residential event taking place in January 08 will help to sustain and develop.

Social Care Portal – this project is a partnership which includes IRISS, SCIE, the SSSC and the Learning Networks and which will be hosted by the NHS e-library. It aims to provide a technological resource that will comprise access to a vast range of resources, as well as allowing social networking.

Workforce Planning - SSSC launched a guide to workforce planning in December 2007 and the *Changing Lives* Workforce Intelligence Group has worked with the Care Commission to further develop the availability, scope and quality of data on the social services workforce.

Leading To Deliver - this is an accredited postgraduate certificate for leadership development for social service managers with the 5th cohort of students currently proceeding through the course. A final evaluation report will be produced in May 08 which will be key in determining the cost effective design and delivery of any future programme.

Leadership Communities – this work aims to create and support a community of connected, open-minded and motivated leaders who share ideas, knowledge and experiences, and who seek to be the best they can be at delivering social services in a way that meets the needs of service users.

Mentoring project - some 21 senior leaders in social work services are now undergoing a mentoring programme. Evaluation will enable us to establish the role and value of mentoring in senior leader development.

Self- Assessment Returns – analysis of the returns from local authorities at the beginning of 2007. key points fed into each of the Change Programmes for their consideration / follow up as appropriate.

Local Practitioner Fora (LPFs) – provided pump-priming funding to support the setting up of LPFs in local authority areas. LPFs are intended to bring practitioners together from across the social work spectrum to provide the opportunity to discuss how *Changing Lives* affects their day to day work, to share experiences and ideas and to discuss local and national issues and support change happening on the ground. There are currently 13 LPFs up and running with 11 other local authorities intending to set up a LPF.

Communications activity – Chairs of the 5 Change Groups and officials from the Workforce & Capacity Issues Division have been engaged in a range of activities designed to build awareness of the *Changing Lives* agenda and to communicate progress to date. This has included running a National Practitioner Conference in June 07, producing external newsletters, and building an external communications network including key stakeholders from across the social services sector, numerous presentations to a wide range of external groups, including those in the voluntary and independent sectors.

Reserved Functions of the Social Worker Consideration – initial discussion with ADSW (Practice Governance group meeting on 28 January) with the possibility of reviewing reserved functions of the social worker.

Personalisation event – consideration being given as to how to engage with wide audience to discuss and reflect on issues/practice – possibly through an event. Important linkages with other work across SG including Independent Living, Self-Directed Support, Shifting the Balance of Care. Discussion at next meeting of Service Development Group on 25 February.