

changing lives

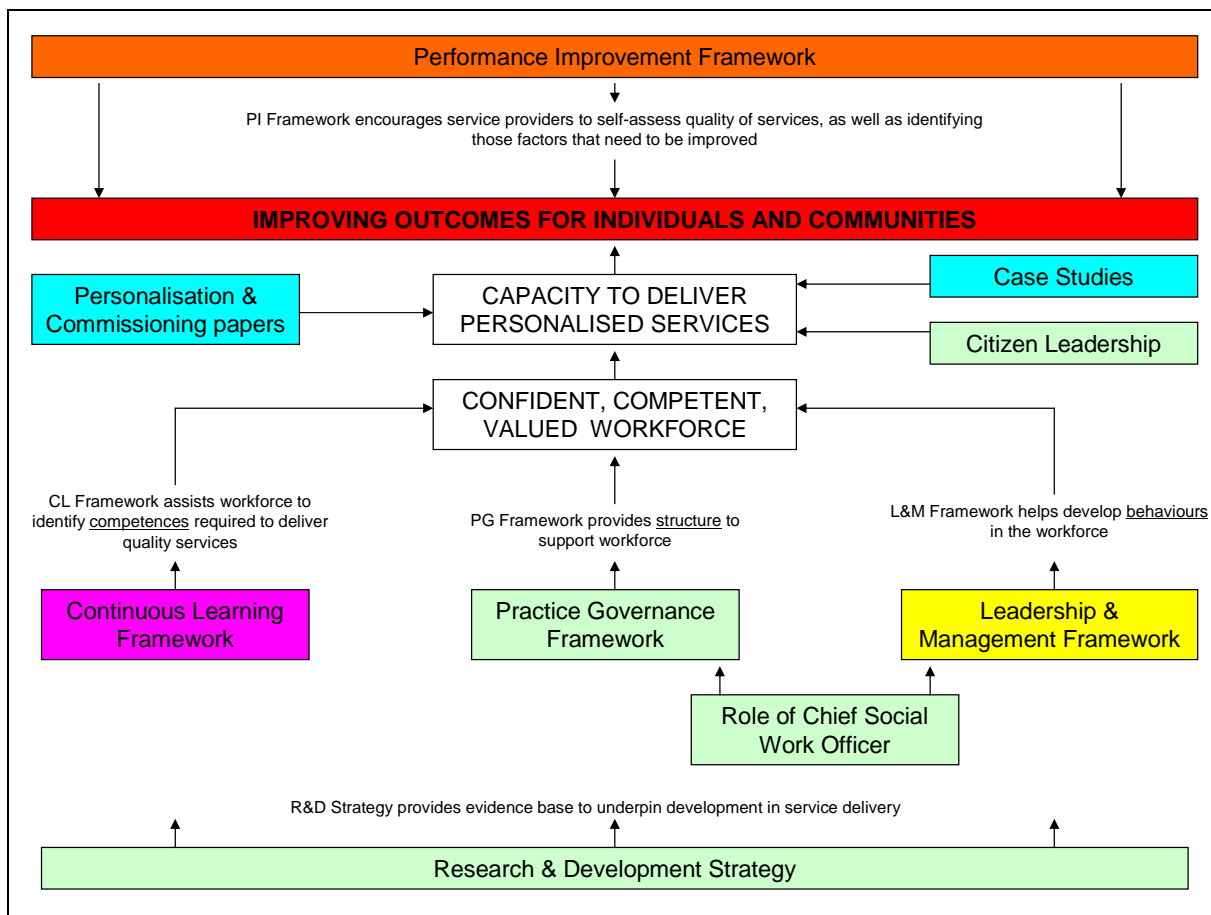
e-Bulletin – March 2008

Changing Lives – Next Steps

As previously reported, (*December 2007 eBulletin*) the Chairs of the 5 change programmes agreed that their work should focus on delivering a number of key strategic pieces of work which will be published over the course of 2008.

This approach has been developed further and was approved at the meeting of the National Social Work Services Forum, chaired by Minister Adam Ingram, on 30 January. It was agreed that the key aspiration of *Changing Lives*, to improve outcomes for individuals and communities, could be met through the delivery of 2 inter-related outcomes: building the capacity to deliver personalised services; and developing a confident, competent, valued workforce.

The diagram below shows how the ‘core products’ being worked on by the Change Groups are intended to support this approach.



This programme of work alone, however, will not fully deliver the outcomes set out above. This approach reflects the intention of the 5 Change Groups to focus on national and strategic work to help support local delivery. It remains the case that the *Changing Lives* agenda needs to be recognised and owned at local level, with service providers at all levels taking responsibility for making the aspirations of *Changing Lives* a reality.

For further information on the 'Next Steps' and the core products, please go to <http://www.socialworkscotland.org.uk/resources/meetingPapers/NSWSF%20Changing%20Lives%20-%20Next%20Steps%20-%20paper%20-%2030%20jan%202008.pdf>.

Performance Improvement

The commitment to develop a **Performance Improvement Framework** is being taken forward in partnership with SWIA's work to develop supported self-evaluation of social work services within local authorities. This will involve the production of a general guide to self-evaluation that would draw on the established performance inspection model (PIM) to create a tool that could be used by local authorities to help scrutinise their performance on an ongoing basis. The work will also involve developing a series of resources currently termed 'good practice self evaluation guides'. The first three will focus on commissioning, performance management and leadership in social work services.

Workforce

The **Change Academy** project is now well underway, and the main residential event took place January 12th – 15th 2008. The project is being steered on behalf of the workforce change programme by a group comprising IRISS, SSSC, Universities Scotland, the Quality Assurance Agency and the Scottish Funding Council.

During the residential event university teams were brought together with employers and other stakeholders and began to think about how they might work together across key themes from *Changing Lives*. The Change Academy is thus opening up some innovative thinking and opportunities for active policy delivery and partnership working.

The NHS e-library, in partnership with IRISS, SCIE, and the SSSC Learning Networks, has established a short-life working group in order to develop the **Social Services Knowledge Scotland (SSKS)** portal, to map on to the SSSC community. The SSKS will give access to a vast range of bibliographic data, as well as allowing social networking (communities of practice/learning communities) and links to information and learning resources. It will also provide information for users and carers. It is hoped that it will go live by the end of April 2008.

The **Recruitment and Retention Sub-Group** continues to meet and is currently considering how it can support employers. Consideration is being given to developing materials to improve information available on the internet in relation to careers in the sector. Research is also being considered which would help support employers' recruitment and retention practice.

The **Workforce Intelligence Group** has held an event to consider issues around improving workforce planning and the use of workforce data. Consideration is being given as to how new data on the workforce can be utilised to advance workforce planning in the sector.

Service Development

The group last met on 25 February and work is ongoing on a number of core products to be launched by summer 2008, including the 'Shared Understanding of Personalisation' paper, Practice Case Studies and the 'Commissioning for Personalisation' paper.

Practice Governance

The Practice Governance Group met on 29th January and discussed the principles and requirements of the role of the **Chief Social Work Officer**. Following discussions with ADSW and SOLACE, the proposals regarding the role of the CSWO will now go out for wider consultation. The group is also commissioning work on populating a **Practice Governance Framework** that has been developed.

Leadership and Management

A **Leadership model** has been developed. The **Leadership Framework** itself will comprise the model, a section focusing on diagnosis and reflection, and signposts to a range of supporting tools and resources for individuals, teams and organisations.

Four regional events have been planned (4th March – Glasgow, 17th March – Dundee, 2nd April – Edinburgh, 24th April – Inverness). Each event will comprise about 30 to 40 invited individuals across a wide cross section of the social services workforce. The events' purpose is twofold:

- to feed back information to us for the further development of the framework; &
- to create leadership ripples (to enable us to identify activity and champions in order to continue the work beyond the Leadership and Management Group).

The **Leading to Deliver** 5th cohort of 100 students have just completed the accredited postgraduate certificate for leadership development. A post - Leading to Deliver event will take place in Glasgow on 29th April. Drawing together participants with their line managers, the event aims to ensure that learning and expertise developed through the programme is transferred, developed and sustained back in the workplace.

An independent evaluation of Leading to Deliver is under way through York Consulting. The evaluation involves the 5th cohort, samples from previous cohorts, as well as other stakeholders. An interim report is due in April, with the final report in May. Key findings will inform any further development of the programme.

In March 2007, seven champions emerged from a Leading to Deliver event in Glasgow and, working in partnership with the Scottish Government and the Scottish Leadership Foundation, they have determined the principle on which the **Leadership Community** will be based: individuals who wish to join the community must contribute to it. Thus the community provides a means to draw on and share the leadership knowledge, understanding and skills of its members.

Two regions are currently taking this agenda forward. In SE Scotland a leadership event was organised in November in partnership with the SE Learning Network. This is being followed up by a further event on 12th March in Edinburgh organised by two Leading to Deliver graduates. This will be the first step in establishing the core of a SE regional leadership network.

In the West of Scotland an event is being planned for 1st May in Glasgow. The approach here is for each member of the project team to lead an interactive workshop. The aim is to develop networks of interest around “hot topics” .

Research & Development Strategy

The latest meeting of the steering group took place on 6th December 2007. It discussed the approach to the strategy, based on a document which had drawn together the findings from the three working groups. The Executive Summary of the draft document will form the core of an engagement with wider communities. This engagement will commence in May 2008.

Events & Publications

A date has been agreed for the **National Practitioner Conference 2008**. The event will take place on 25th June 2008 at the BLCC, Halbeath. A Flyer for the conference will be distributed shortly, and made available on the website www.socialworkscotland.org.uk.

Minister Adam Ingram has spoken at a number of events recently, including BASW, SWIA and CCPS events. Transcripts of his speeches are available in the news section on the website www.socialworkscotland.org.uk.

There are a number of social work related events taking place in March and April. Go to the events page of the website <http://www.socialworkscotland.org.uk/news.php> for further information.

Work has begun on the **Changing Lives Spring/Summer 2008 Newsletter** which is planned for distribution at the end of April. If you would like to comment on the last newsletter or contribute to the forthcoming newsletter, please contact Ben Coburn – ben.coburn@scotland.gsi.gov.uk.

The User and Carer Forum, in collaboration with SCLD and the Changing Lives team, are launching the Citizen Leadership Paper on 23rd April at the Crowne Plaza Hotel, Glasgow.

Kirkcaldy LAC Team hosted a visit for six members of the Workforce & Capacity Issues Division on 21st February. The day gave those involved an opportunity to shadow front line practitioners on a typical day.

Local Practitioner Forums

In keeping with the original intentions of Changing Lives and the Concordat, and the need to encourage increased ownership of the Changing Lives agenda at the local level, we are currently in discussions with key partners regarding the future support and facilitation of LPFs.

Perth & Kinross are launching their LPF on 26 March, and West Dunbartonshire are poised to follow suit in the summer.

Next edition – May 2008