



A MESSAGE FROM ALAN BAIRD, PRESIDENT, ADSW

In May of this year I became President of the Association of Directors of Social Work (ADSW). I listened carefully to the advice of many past Presidents. However, nothing quite prepares you for the rigours of office even taking into account the excellent support I receive from Dundee City Council where I am Director of Social Work and Health.

In my roles as Director and President I take my leadership responsibilities very seriously both in respect of the citizens of Dundee and, as President, to strengthen the role of social work in 21st century Scotland. I consider it a privilege to hold such positions which provide opportunities to influence change. There are few greater than the importance of *Changing Lives*. In May, in my speech to the ADSW Annual Conference, I told delegates that ADSW must take a strong lead to drive *Changing Lives* forward at all levels of our organisations – an opportunity for the social work profession to take responsibility for its own future.

In setting out a vision for a more cohesive social work services sector in Scotland, ADSW is determined not to undermine the significant amount of work which has gone on behind the scenes in constructing the building blocks essential in establishing a profession fit for the 21st century. As an Association we remain committed to helping create a momentum which must be owned and managed by the social care sector.

In May I made a number of commitments to take forward *Changing Lives* including:

- Building alliances across a sector through the 10 ADSW geographical areas across Scotland which make up ADSW's Executive Group.

- Encouraging and supporting the involvement of frontline staff through the Local Practitioner Forums (LPFs).
- ADSW to hold a minimum of two meetings with LPF chairs during the year.
- Strengthen communication between frontline practitioners and Directors/Chief Social Work Officers on issues relating to the *Changing Lives* report.
- Ensuring *Changing Lives* is part of every ADSW Executive meeting to track progress.
- Hold three one-day seminars on key themes from *Changing Lives*:
 - Personalisation
 - Risk
 - Workforce Development
- Hold three influencing dinners to examine how the sector takes forward key elements of *Changing Lives*.
- Establish a PR strategy for Social Work services in Scotland.

Considerable progress has been made in all of these areas, principally due to the positive contribution of ADSW's three Professional Development Managers – Romy Langeland, Wendy Harrington and Yvonne Robson, who are working hard on these priorities including supporting LPFs and ADSW's area meetings as well as each taking forward responsibility for one of the three seminars.

One of the most encouraging meetings I have attended over the past few months has been with 20 of the Chairs of the LPFs.

I found great enthusiasm for what LPFs can achieve particularly in how they can influence change, along with colleagues from the wider social care sector. I have stressed within ADSW the importance that LPFs place on

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regular meetings with Directors/Chief Social Work Officers, something which already takes place in a number of authorities across Scotland. As a result of the meeting's success I will be meeting with the Chairs on a further two occasions before I leave office.

On 25 September 2008, 150 delegates attended the first of these seminars supported by OLM on Personalisation. The seminar which received very positive feedback will be the subject of a paper which ADSW will set out with the Institute for Research and Innovation in Social Services (IRISS) and OLM to establish the future roadmap for Personalisation.

Sitting alongside the important work of *Changing Lives* is the public's understanding of what we do and much of the time do well. We have wonderful stories to tell, fantastic examples of that critical difference social work and social care makes to the lives of individuals and families. To this end ADSW has formed a small working group which has drawn together a PR Strategy for Social Work. The LPFs will play an important role identifying local stories which will assist in promoting the understanding and positive image of the work we do.

Finally, as President of ADSW my commitment to strong and effective leadership is absolute. In May I said:

"ADSW wishes to drive forward in an inclusive manner which makes sure we take all our partners with us. The leadership of the profession at this time is critical – that is leadership at all levels and ADSW will work with all stakeholders to make this as effective as possible."

Alan Baird,
Director of Social Work and Health,
Dundee City Council
President, ADSW

IMPROVING OUTCOMES FOR INDIVIDUALS AND COMMUNITIES

CORE PRODUCTS TIMELINE 2008-09

MARCH 08

SHARED UNDERSTANDING OF PERSONALISATION PAPER

<http://www.socialworkscotland.org.uk/resources/pub/Shared%20Understanding%20of%20Personalisation%20paper%20%20Version%20%20%20September%202008.pdf>

Released – March 2008

APRIL 08

PRINCIPLES & STANDARDS OF CITIZEN LEADERSHIP PAPER

<http://www.socialworkscotland.org.uk/resources/pub/CitizenLeadershipPrinciples&StandardsPaper.pdf>

Published and Launched – 23 April by SCLD

DECEMBER 08

CONTINUOUS LEARNING FRAMEWORK

Lead by IRISS & SSSC
Launches – 3 December 2008

GUIDANCE ON THE ROLE OF THE CHIEF SOCIAL WORK OFFICER

<http://www.scotland.gov.uk/Publications/2008/09/chief-social-worker-cons>
Full public consultation – Ends 19 December

RESEARCH & DEVELOPMENT STRATEGY

Lead by IRISS
Embedding and Engagement Strategy – Launches December 2008 (ongoing throughout 2009)

This chart is the follow up to the Core Products timeline, last updated in August 2008, available at <http://www.socialworkscotland.org.uk>. It highlights the proposed (and passed) release/launch/publication of the *Changing Lives* core products and some other key activities.

*Please note: dates are accurate at time of going to print, and are subject to change. Some activities expected to continue beyond June 2009.



THE RESEARCH AND DEVELOPMENT (R&D) STRATEGY FOR SOCIAL SERVICES IN SCOTLAND

Work completed by the R&D Steering and Working Groups will soon be widely available across the sector. Scottish Government have funded the Institute for Research and Innovation in Social Services (IRISS) to arrange meetings, seminars and conferences to draw as many people as possible into a debate about the Strategy. The Strategy's purpose is to improve outcomes for service users by ensuring that services are evidence-based. This will mean increasing investment in research, raising the quantity and quality of research produced, involving more people in researching and improving evidence use in policy, planning and practice.

IRISS is working with groups of social services staff in small projects that will contribute to solving practice problems or creating knowledge about intervention approaches.

These are helping us understand how best to support practitioners and managers to use evidence in their decision-making.

The Scottish Government has commissioned a Review of research capacity in Scottish universities which will report shortly.

The Strategy debate will increase awareness and seek commitment of key groups – service users and carers, employers and employees, colleges, universities, regulators, funders – to its implementation.

So prepare to participate in the debate and look out for events coming to a venue near you!

Article: Kate Skinner, IRISS, Institute Lead: Research Development and Application

COMMUNITIES

JANUARY 09

FEBRUARY 09

MARCH 09

APRIL 09

MAY 09

SELF EVALUATION GUIDE

Lead by SWIA
Proposed launch –
February 2009

COMMISSIONING FOR PERSONALISATION PAPER

Proposed publication – Early 2009

LEADERSHIP & MANAGEMENT FRAMEWORK

And associated activities
Prototype launches –
February 2009

CITIZEN LEADERSHIP TRAINING MATERIAL

Developed by consortium including SCLD, Heartfelt, Edinburgh Development Group, Ark Community Networks and Progress Scotland – in partnership with the User and Carer Forum Proposed Launch – February/March 2009

PRACTICE GOVERNANCE 'PACK':

- Practice Governance Framework
- Social Work's contribution to delivering better outcomes paper
- Guidance on the Role of the Chief Social Work Officer
- Principles & Standards of Citizen Leadership paper

Scheduled for release – April/May 2009

socialworkscotland.org.uk/resources/private/ChangingLivesCoreProductsDescription_Timeline2008.pdf
Some of the other work to emerge from the *Changing Lives* programme.*

CONTINUOUS LEARNING FRAMEWORK (CLF)

On 3 December 2008 the Minister for Children and Early Years launches the *Continuous Learning Framework (CLF)*. The *Framework* aims to improve the quality of outcomes for people who use social services by supporting the people who are delivering these services to be the best they can be. It sets out what people in the social service workforce need in order to be able to do their job well now and in the future and describes what employers need to do to support them.

The Scottish Social Services Council (SSSC) and the Institute for Research and Innovation in Social Services (IRISS) developed the *Framework* through a process of consultation with the social service sector.

As part of this process, a number of organisations from across the sector tried out the *Framework* in practice. Angus Council had recently won an award for their performance appraisal and development system. They were keen to use the *Framework* to further strengthen performance appraisal and supervision in practice.

A group of staff used the personal capabilities in discussions with their line manager and

found these became more meaningful as a result. The personal capabilities enabled them to focus on how staff put their knowledge, skills, values, understanding, qualifications and training into practice, resulting in better outcomes for people who use services. Staff reported that the process of supervision was a more shared experience. Both they and their manager worked as hard as each other to build on skills and improve practice. There was great enthusiasm for the trial and there has been a positive outcome for everyone involved.

The Scottish Government recently agreed to provide resources to the SSSC and IRISS to take forward a strategy to promote ownership of the published *Framework*. This Strategy will support

social service employers to decide how best to use the *Framework* in their organisation and support social service workers and their employers to use it in practice. As part of the strategy a website is being developed. This will include information, tools and resources, good practice examples and opportunities for discussion. In the meantime you can find out more information about the strategy and the *Framework* and view the feedback from the consultation process on the SSSC website www.sssc.uk.com and the IRISS website www.iriss.ac.uk. Copies of the *Framework* are also available from the SSSC by emailing L&D.Admin@sssc.uk.com

LOCAL PRACTITIONER FORUMS



AN UPDATE ON... LOCAL PRACTITIONER FORUMS

In September 2008, President of ADSW, Alan Baird, met with local practitioner forums at the first National Practitioner Forum. The event proved a great success, and a second event is due to take place in Edinburgh at time of going to print. The Scottish Government was also represented at the event, and, with ADSW, has provided updated guidance on LPFs that replaces the 'toolkit2', a list of LPF contacts and a timeline of the Core Products. All of these have been sent directly to LPFs and are also available on the LPF page of the website:

www.socialworkscotland.org.uk/forum2.php

There are now at least 17 LPFs active and every local authority area throughout Scotland is engaged in some way.

THE ANGUS LOCAL PRACTITIONER FORUM (LPF) STORY

Following attendance at the first National Practitioner Conference in June 2006, three front line practitioners set about planning the launch of an Angus LPF. Time was set aside in their already very busy working lives to meet at regular intervals to plan the event, and a working party of six was set up to represent various sections of Angus Council.

The role of the working party was to inform all statutory and voluntary sector front line workers with professional qualifications of the Changing Lives Agenda and the setting up of a LPF. Many teams were visited personally and others contacted by phone or email.

The launch was then planned. It was felt appropriate that the venue would be independent of social work offices and with ease of travelling and parking. A crucial factor was thought to be the main speaker, and Prof. Bart McGettrick, who had given an inspirational address at the National Practitioner Conference in 2006, agreed to attend the launch which was set for 1 June 2007.

Emails and reminders were sent to colleagues and to all workers known of in the voluntary sector who held professional qualifications, encouraging them to attend the forthcoming launch. The constant drive of the working group resulted in an attendance of 74 at the launch. Prof. McGettrick presented the same address as at the National Practitioner Conference on



'Being a Professional' and participants then split into discussion groups to highlight important issues, which were fed up to local management and to the Scottish Government.

Following the success of the event, a committee was set up to progress further events. Co-Chairs for the committee were identified and arrangements made for one of the Chairs to represent the forum on the department's *Changing Lives* implementation group.

Throughout the year events have been run every few months and topics for discussion raised through the group. Events have always had a focus:

- Risk Management – a speaker from CAA attended.
- Personalisation – *How to maximise face to face contact with service users.*
- Time Study – Members completed a questionnaire.
- Caseloads/Supervision/Support – members asked to highlight strengths and weaknesses.



Events have always been held in the same venue, outwith social work offices and have been attended by an average of 30 to 40 practitioners, including members of the voluntary sector.

An anniversary of the launch, opened and attended by Angus' Director of Social Work, took place in July 2008. Prof. McGettrick was invited back due to popular demand and delivered an address on 'Professional Ethics', in his position as chair to the Scottish Ethics Group. Graham Ogilvie, a Creative Visioner, was also invited along to assist stimulation of discussion and display feedback on posters in the form of cartoons. This was very effective and the resultant posters are now available on file (through Angus LPF).

Funding for events has always been crucial. Angus Social Work Department has sponsored the events held to date by providing funding for venues and speakers (and the LPF received some funding from the Scottish Government in 2008) and a commitment has been given by the Director of Social Work and Health to continuing funding to ensure continuation of the Angus LPF for 2008-09.

The success of the Angus LPF has been due to the fact that it is run by frontline staff for frontline staff. Senior management are very helpful and supportive. There is a process in place to feed back information and the opportunity to have a budget and be able to invite speakers is a bonus.

Feedback from practitioners has been very positive. The LPF has given staff a voice and has also allowed the opportunity to provide for very positive networking, peer support, to share knowledge, experience and discuss common themes. The LPF has been able to give extremely busy workers the time to reflect on their practice and has given the opportunity to create healthy debate and discussion.

The future of the LPF can only go from strength to strength. Further linkage with the National Practitioner Forum will be a great asset and information can be put forward to influence change.

Article courtesy of Joan Forson, Grace Robertson and Shauna Mcleod – Angus LPF.

INTERESTED IN JOINING A LPF?

WANT TO SET ONE UP IN YOUR AREA?

Local practitioner forums are keen to encourage a mixed membership and are looking for people from the voluntary and private sectors to get involved. If you work in the social care sector and want to find out more, please contact your local practitioner forum contact:

<http://www.socialworkscotland.org.uk/resources/private/LPFContactlist4September2008.pdf>

or visit the local practitioner forum page on our website:

<http://www.socialworkscotland.org.uk/forum2.php>

NATIONAL PRACTITIONERS CONFERENCE 2008

The third National Practitioners Conference was held at the Carnegie Conference Centre, Halbeath, Dunfermline, on 25 June, for social work practitioners, managers and occupational therapists from local authorities, voluntary organisations and the private sector.

For access to video clips from the Conference and more, please visit our website:

<http://www.socialworkscotland.org.uk/programmesB.php>

NEWS

LEARNING ABOUT CITIZEN LEADERSHIP

An exciting new training opportunity has been piloted promoting the development of Citizen Leadership in Scotland. The National Citizen Leadership Training Programme is being delivered by a consortium of training organisations – the Scottish Consortium for Learning Disability, the Edinburgh Development Group, Heartfelt, and Ark Community Networks – in partnership with the User and Carer Forum. Progress Scotland has now joined this group.

HOW HAS IT WORKED?

This project has piloted a training programme in Citizen Leadership, as a way of developing the leadership potential of people who use social work and social care services and their families. The programme provides training both for people who use services and their families and for staff. It has three main aims:

1. to give an understanding of the Principles and Standards of Citizen Leadership
2. to develop the leadership skills of people who use services and their families
3. to help create a service culture where Citizen Leadership can thrive.

It builds on the work on Citizen Leadership which fed into the 21st Century Review – in particular the document *Principles and Standards of Citizen Leadership* which the User and Carer Forum developed and published in April this year.

The training has been piloted in two areas: in North Ayrshire and the Scottish Borders.

In both of these pilots, there were three components to the training:

- training for practitioners/staff (3 days)
- training for people using the service and their families (3 days)
- both groups working together (2 days).

There were also follow up events in both areas planned (a further 2 days) to evaluate the difference that the training has made:

- to the opportunities people have to show leadership in how they live their lives
- to the level of user and carer involvement in the design and delivery of services.

All of the training was designed and delivered by people who use social work and social care services or are family carers.



Leading from the front – Citizen Leadership in the Scottish Borders

The feedback from these follow-up days will inform a toolkit of good practice and a training template that will be disseminated across Scotland. This will be done by the production of an interactive DVD combining film and a range of downloadable materials to support local authorities and other organisations implement citizen leadership across Scotland. The DVD and accompanying materials will be ready in the New Year.

For further information please contact:

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GETTING IT RIGHT

THE *CHANGING LIVES* AGENDA IS INTERTWINED WITH A NUMBER OF OTHER POLICIES ACROSS GOVERNMENT.

GETTING IT RIGHT FOR EVERY CHILD IS ONE SUCH PROGRAMME...

Ensuring every child has the best start in life is part of the Government's strategic goal for economic prosperity for all and presents a huge opportunity for those involved in children's services. *Getting it right for every child* (GIRFEC) takes this aspiration and translates it into a meaningful, practical and cost effective way of working that benefits all children, young people and families.

GIRFEC is a fundamental approach to working with children and young people and their families that builds on good practice and research on what works. It reinforces many of

the recommendations from *Changing Lives* and applies them to all practitioners and agencies working with children and their families. It encourages action to improve the well-being and well-becoming of all children and young people whatever their needs, and is underpinned by a model of practice that can be applied in all services and by shared principles and values.

The approach has at its heart eight indicators of well-being: healthy, achieving, nurtured, active, respected, responsible, included and, above all, safe. In supporting their well-being we ensure all children and young people grow and develop

and reach their full potential; to become successful learners, confident individuals, effective contributors and responsible citizens. The indicators are incorporated into the *Getting it right for every child* practice model, which all practitioners can use in single agencies or on a multi-agency basis to assess, plan and take action to promote children's well-being.

The personalisation of services around the needs of the child, young person and/or family is at the centre of the approach. This requires a shift in culture, systems and practice across all children's services changing the way support is provided to children so their needs are met in an appropriate, proportionate and timely way.

It is clear from emerging lessons that change is helped by mapping existing single agency and multi-agency processes and streamlining them to remove overlap and duplication. In addition, children's experiences of services



The Care Commission - Regulating for Improvement and Changing Lives

MAJOR CHANGES IN THE WAY THE CARE COMMISSION INSPECTS CARE SERVICES WERE INTRODUCED IN APRIL 2008. THESE CHANGES HAVE IMPLICATIONS FOR THE SOCIAL SERVICES WORKFORCE AND THIS ARTICLE OUTLINES THE NATURE OF THESE CHANGES AND HOW THEY LINK TO *CHANGING LIVES*.

Involving people who use services and their carers. Traditionally participation has sometimes amounted to little more than involving people in their own individual care planning and review. This basic approach fails to sufficiently empower users of services.

Changing Lives envisages that Citizen Leadership contributes to the development of personalised services, and the changes in the way the Care Commission inspects care services requires that services involve people who use the service and their carers in its design, delivery and assessment of quality.

The new approach uses a **Framework of Quality Themes**. These are headline groupings of related areas of performance

are improved by involving children, young people and families in all aspects of assessment and developing a single plan to meet their own needs.

The pathfinder areas have developed the GIRFEC approach and it is being tested by learning partners. The approach is currently being evaluated and a report will be made available next year. Early indications are that the GIRFEC approach delivers positive results for individual children and families that can be achieved quickly and with fewer reports, meetings and planning processes.

A Guide to *Getting it right for every child* is available at:

www.scotland.gov.uk/gettingitright/publications/guidetogettingitright

which provides an overview of the GIRFEC approach and developments so far and can be used to complement practitioners' own materials and processes.

identified through consultation with people who use care services.

Each Quality Theme contains a small number of **Quality Statements**. Typically there are four of these for premises based services – Quality of Care and Support, the Environment, Staffing, Management and Leadership. The framework does not replace the National Care Standards, but provides a streamlined framework for assessing and reporting performance.

Services self assess using the framework and must evidence their performance. Some services were already committed to meaningful self assessment but many were not. Good quality services which undertake rigorous self assessment, involve people who use the service, and who show self driven improvement will experience lighter touch inspection.

The actual **inspection** involves considering the service self assessment, contact with service users and carers and direct examination of the service. Judgments about frequency and intensity of inspections are evidence based using a system called the **Regulatory Support Assessment** which was the subject of a recent academic evaluation report (available from the Care Commission website: www.carecommission.com).

The Care Commission Officer inspects how the service involves people and chooses additional Quality Statements as the focus for inspection. Performance against Quality Statements is graded and a grade calculated for each Quality Theme. Quality Theme Grades are published on the Care Commission website and in inspection reports. The Care

Commission does **not** publish one overall grade for a service.

A more substantial expectation is built in to the new system and better grades can only be achieved by the service demonstrating good quality participation. This new approach strongly supports Citizen Leadership and personalisation.

Grades are awarded using a six point scale and Quality Theme grades calculated in a way which ensures that poor performance is not masked by areas of better performance. Any service given a Quality Theme grade of *Weak* or *Unsatisfactory* has aspects of performance below a level which the Care Commission deems adequate. Social Workers and their clients may wish to take account of this when deciding which services to use.

Grades for a service may change in other circumstances, for example following an upheld complaint. The most up to date grades for a service and additional information about the new process is available from the Care Commission website.

How can the social services workforce contribute to these changes? People who use services need to have raised expectations of their right to be involved. The workforce can contribute considerably to this by helping clients understand their right to influence services and encourage them to exercise this right in the knowledge that the regulator is strongly supportive of this.

Article: Bill Duncan, Project Manager Regulating for Improvement Project, Care Commission



USER AND CARER FORUM UPDATE

April – September 2008

In the last four months the focus of the User and Carer Forum has again been on **Citizen Leadership**. The work that the Forum had done on developing principles and standards for citizen leadership came to fruition in April, when the *Principles and Standards of Citizen Leadership* were published and launched at a national event in Glasgow. The aim of producing these standards was to make the idea of Citizen Leadership more real for people, and to show organisations how they could make Citizen Leadership more of a reality for the people they support.

Since then the interest shown in this book has been fantastic. Over 2000 copies of the *Standards* have been disseminated in a targeted distribution, and the Forum has been extremely busy promoting Citizen Leadership “live”. They have delivered a number of presentations and workshops to explain and promote the *Principles and Standards*. One of these was at the *Changing Lives* National Practitioners Conference in June. They have also appeared at provider conferences and at the ADSW Personalisation event in September, and will be speaking at the Community Care Providers Conference in November.

In addition, the Forum has been heavily involved in delivering the National Citizen Leadership training programme that is being piloted in North Ayrshire and the Scottish Borders. Along with the Forum, this programme is being delivered by a consortium of training organisations: the Scottish Consortium for Learning Disability, the Edinburgh Development Group, Heartfelt, and Ark Community Networks.

The initial programme has been delivered, and is currently being evaluated to see what impact the training has made three months on.

Following this evaluation, a report will be delivered to *Changing Lives*, along with the training materials including an interactive DVD that we hope will allow organisations and local authorities to use this training programme themselves. (Further information on the programme is available on page 6 of this newsletter.)

Despite all this activity, the User and Carer Forum hasn't just been focussing on Citizen Leadership. They have met twice with the SSSC to discuss the proposed Continuous Learning Framework. And they have met with the Practice Learning Network North's new Development Officer Lynsey Turner to hear what her post involves, and to look at some possibilities for some joint working.

The Forum remain keen to strengthen links with those involved with *Changing Lives*, and ensure that people who use services and family carers are given the opportunity to influence all areas of the agenda.

NATIONAL SOCIAL WORK SERVICES FORUM (NSWSF)

– 2009 MEETING DATES

Tuesday, 28 April 2009

2-4pm

Scottish Government
Victoria Quay, Edinburgh

Tuesday, 15 September 2009

2-4pm

Scottish Government
Victoria Quay, Edinburgh

Tuesday, 8 December 2009

2-4pm

Scottish Government
Victoria Quay, Edinburgh

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