

changing lives

newsletter

Spring/Summer 2009



Working Together to Improve Outcomes

We are clear that our Purpose is, “... to focus Government and public services on creating a more successful country with opportunities for all of Scotland to flourish, through increasing sustainable economic growth”.

This requires constructive partnerships, working at all levels:

- **national government with local government, as enshrined in the Concordat with CoSLA;**
- **local government with Community Planning Partnerships, meeting local needs through Single Outcome Agreements;**
- **integrated and collaborative working across local agencies, statutory and other, to deliver local and national outcomes;**
- **integrated and collaborative working across professions to make best use of resources and improve outcomes for individuals and communities; and**
- **real engagement with, and involvement of people, their families and carers with front line practitioners, planners and others to design and deliver personalised services.**

Scotland's social work and social care services significantly contribute to a smarter, healthier, wealthier, fairer, safer and stronger nation, helping us achieve this overarching Purpose and benefit all of Scotland's people.

The sector supports some of our most vulnerable people, as well as working with those who may harm themselves or others, helping them improve their life choice and opportunities.

Our focus for *Changing Lives*, and a wide range of other policies – whether *Getting It Right for Every Child*, the *Early Years Framework*, *Shifting the Balance of Care* or *Equally Well*, for example – is improving outcomes for individuals, families and communities.

Work remains focused on two key areas – developing the capacity to deliver personalised services; and building a confident, competent and valued workforce. I believe these get to the heart of *Changing Lives*. They reinforce the fact that this is all

about people – whether those who plan, manage or deliver services or the users of services, carers and families.

The national *Changing Lives* work is being delivered in the form of ‘core products’, providing the frameworks and mechanisms to support delivery at a local level. You will have seen the emergence of some of the products, such as the Continuous Learning Framework, Self-evaluation Guide and Guidance on the Role of the Chief Social Work Officer, and this will continue throughout 2009.

I was fortunate enough to speak at the launch of the **Continuous Learning Framework** on 3rd December. This will make a major contribution to ensuring that our vision for the workforce becomes a reality at all levels in social services.

It supports organisations taking increased responsibility for the development of their staff to deliver improved services and is consistent with Government's vision of embedding a culture of continuous performance improvement across all public services.

The arrangements for improving external scrutiny, announced before Christmas, are also part of that vision. The new scrutiny arrangements will be proportionate and based on risk. The reduced burden of scrutiny will free up time for organisations to deliver high quality services that improve people's quality of life.

Robust and reliable self-evaluation is important within the new scrutiny framework and the Social Work Inspection Agency (SWIA) published a Self-evaluation Guide earlier this year which can complement internal systems for performance management and continuous improvement.

We are all only too aware of some of the unhelpful media coverage around social work, in particular when things go tragically wrong.

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It is important that when this happens, we take swift action to understand why it happened and make whatever changes are necessary to avoid it happening again.

That said, for every one of these individual tragedies there are a thousand good news stories, *of lives improved through the commitment and professionalism of our front line workers.*

That is why I welcome the work ADSW and SSSC are doing in putting together a strategy to promote Social Work in Scotland, to be launched on 1st April. This will highlight the value of social work for individuals, families and communities, raise understanding and hopefully help improve perceptions of social work amongst the wider public.

We continue to engage with our strategic partners such as ADSW, CoSLA and SOLACE at the national level and work closely with bodies that can help reinforce and champion engagement at local level. But you who design and deliver services can lead change and improvement that will really make a difference.

I firmly believe that focussing on outcomes for our citizens; personalising services; supporting people to better help themselves; recognising and harnessing personal, family, carer, practitioners and community capacity and resilience; and appropriate intervention and prevention will not only build social work services that are fit for the future, but will contribute to the creation of a more successful Scotland with opportunities for all to flourish. We all have a part to play.

Adam Ingram,
Minister for Children and Early Years

CHANGING LIVES – FIVE CHANGE PROGRAMMES, A SINGLE AGENDA

Why is *Changing Lives* important?

The report of the review of social work, *Changing Lives*¹, made clear the need for social work to transform itself if it were to be able to meet the needs of 21st-century society. It identified some key messages:

- that increased complexity and expectation meant that doing more of the same was not sustainable;
- that social work was not in this alone. The complexity of cases needs real partnership working with other agencies, and users and carers. Collaboration and integrated approaches are key to the development and delivery of services and support;
- that better use needed to be made of social work skills.

Underpinning this also was the need for social work to take on a leadership role, for the profession, for partners and for the development of services.

While the core values of social work – respecting the right of the individual to self-determination; promoting participation; taking a whole-person approach; understanding each individual in the context of their family and community; and identifying and building on the strengths of the individual – are of enduring relevance, there needs to be an emphasis on capacity building to ensure:

- **the development and delivery of personalised services**, and
- **a confident, competent and valued workforce**, so as to
- **achieve improved outcomes for individuals, families and communities.**

These aims support developments such as the Concordat and achievement of national and local outcomes, as well as reflecting the key aspirations of *Changing Lives*.

How have we been taking this forward?

Focussing on national action, 5 Change Programmes, chaired by leaders from the world of social work, were set up with membership from across relevant interests, to focus on key areas for development: Performance Improvement, Service Development, Leadership & Management, Practice Governance and Workforce². Clearly there are significant overlaps and linkages across these areas. The products that are being produced at national level, individually and jointly, promote and support a single change agenda with key themes of personalisation, professional practice, workforce development and leadership.

At a local level, the setting up of Local Practitioner Forums (LPFs) was facilitated. These provide an opportunity for practitioners to consider the findings of *Changing Lives* and what they might mean for practice; look at local and national issues and provide comment; develop solutions for local problems; and identify areas for improvement and development.

A User and Carer Forum, facilitated on behalf of government by the Scottish Consortium for Learning Disability (SCLD), contributes comment and advice on developing products and has taken the lead in developing the notion of ‘Citizen Leadership’³.

A communication strategy, agreed with the National Social Work Services Forum (NSWSF)⁴, maximises the sharing of information and provides the opportunity to engage with ongoing work – not just in social work or social care but across a wide range of partners.

Where are we now?

Having agreed to focus on a number of key strategic pieces of work and activities, these have been, or will shortly be, produced by the groups. Each of these contributes to building capacity to deliver personalised services and/or having a confident, competent, valued workforce. Effectively these are a suite of enabling tools and approaches. They are mutually supportive and, if taken together and applied, could lead to real changes being made in the outcomes for individuals, families and communities – as well as ensuring a significant contribution to the achievement of national and local outcomes.

These products and activities include:

- Continuous Learning Framework (launched December 2008)
- Leadership & Management Framework & Toolkit (available later this year)
- Leading to Deliver Programme (ongoing for past 3 years)
- Leadership Communities (ongoing)
- Shared Understanding of Personalisation (published Spring 2008)
- Commissioning for Personalisation (expected March/April 2009)
- SWIA self evaluation and toolkit (launched February 2009)
- Citizen Leadership (launched April 2008)
- Citizen Leadership Training Toolkit (expected Summer 2009)
- Guidance on the role of the Chief Social Work Officer (launched February 2009)
- Social Work’s contribution to improving outcomes paper (expected August 2009)
- Practice Governance Framework (expected August 2009)
- Towards a Research & Development Strategy (expected routemap May 2009)
- Local Practitioner Forums (ongoing).

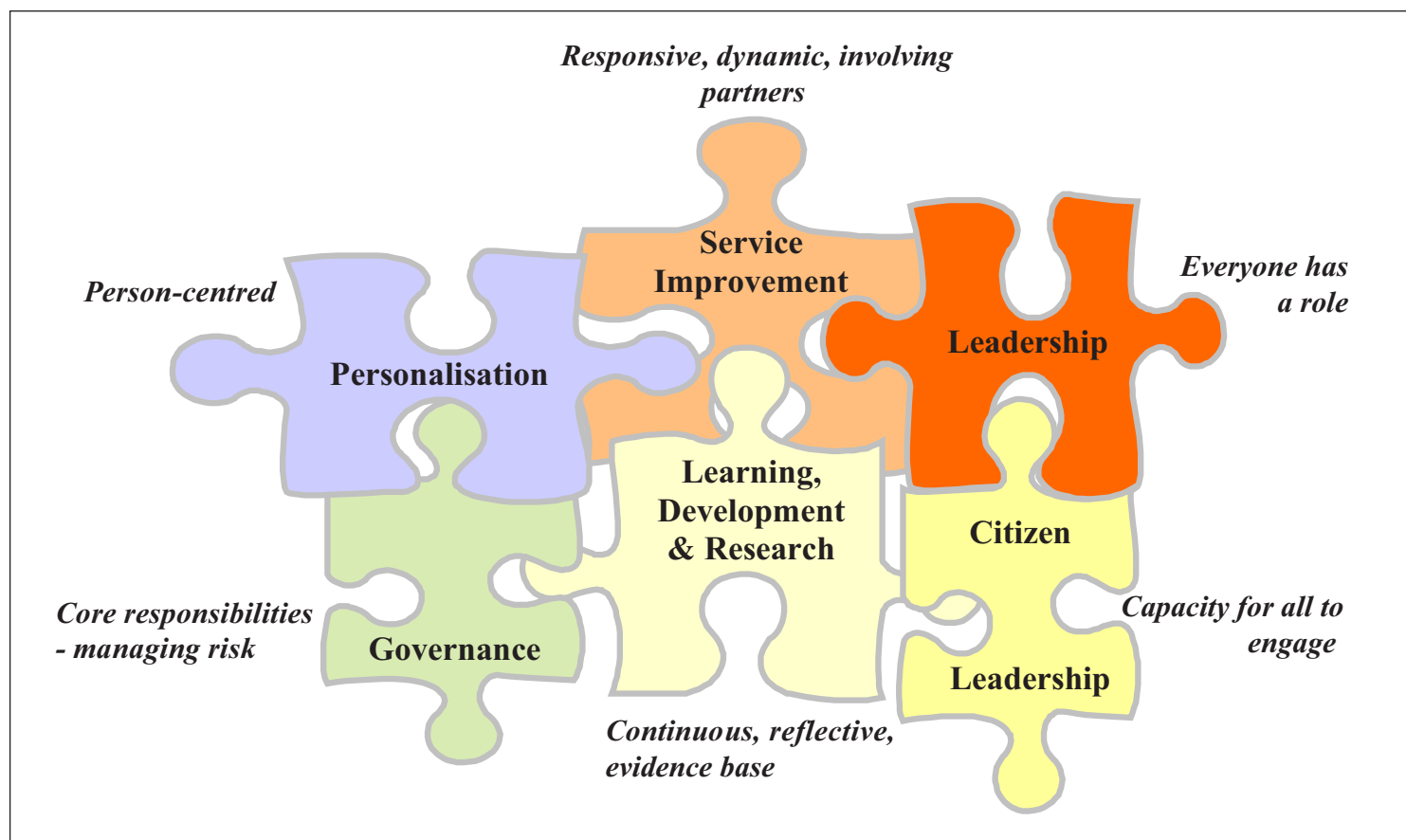
1 Scottish Executive, February 2006, available at <http://www.scotland.gov.uk/Publications/2006/02/02094408/o>

2 Membership can be found at <http://www.socialworkscotland.org.uk/programmesC.php>

3 *Citizen Leadership – principles and standards*, published April 2008 and available at <http://www.socialworkscotland.org.uk/resources/pub/CitizenLeadershipPrinciples&standardspaper.pdf>

4 Chaired by Minister, meets 3-4 times per year and has representatives from across a wide range of social work/social care interests and their partner agencies. Membership available at www.socialworkscotland.org.uk as is copy of Communication Strategy

Underpinning all of these, regardless of whether the product or activity's main focus is personalisation or workforce development, are six core elements. These are:



Through the use of seminars, conferences, newsletters, the website and presentations we have been raising awareness of, and encouraging engagement with, *Changing Lives*. This includes across the Scottish Government as well as with a wide range of other interests.

However, to make the changes needed to make a real difference requires leadership and local ownership so we have been working with the Association of Directors of Social Work (ADSW), along with COSLA, LPFs and others to encourage this.

What next?

As recognised in *Changing Lives*, sustainable change requires long term commitment and vision not only from Government but from leaders of the profession, from all those who work in or with social work services and from the people who use services. Government has provided the environment for change with our focus on national and local outcomes to improve the life chances and life choices of all

our citizens. The work from the national Change Programmes points the way forward for social work services and provides some tools and approaches that can help local development. But key is what individual practitioners, teams, service leaders, corporate services and partners do to realise this on the ground.

That is why we will have an ongoing focus on leadership and management. This will include continued development of the Leadership Framework which will provide a clear narrative and the production of leadership tools that have been tried and tested in Scotland.

Knowledge management provides the essential underpinning infrastructure to support the developments in leadership, research and continuous learning. IRISS and NHS Education for Scotland are therefore undertaking consultation through a series of engagements to support the development of a Knowledge Management Strategy and Action Plan for social services.

We will also continue to work with the Scottish Social Services Council, employers, Learning Networks and others to help ensure we have a competent, confident and valued workforce, where everyone's skills and knowledge are used effectively and lifelong learning and development is the norm. A newly constituted workforce group will provide a forum to address current and future workforce challenges.

The User and Carer Forum will continue to provide a voice, particularly in respect of personalisation and Citizen Leadership and we will work across policy areas to ensure these aims are reflected and supported.

New technological developments offer opportunities for users and carers and practitioners to be better informed, access services, enhance learning and development and share research and evidence-based practice. We will continue to collaborate to develop the infrastructure and resources that people can draw on to help improve understanding and practice.

LOCAL PRACTITIONER FORUMS – AN UPDATE

Changing Lives proposed that its implementation should harness the active involvement of frontline professional practitioners in the development of social work, and that **Local Practitioner Forums** (LPFs) were the vehicle to deliver this.

Since then, with the support of Scottish Government and the Association of Directors of Social Work (ADSW), a number of LPFs have developed across Scotland.

A recent ADSW report involving all 32 local authority areas identified 16 LPFs as operational, 14 as ‘operational within 6 months’ and two areas in the early stages of engagement.

The **National Practitioner Forum** (NPF), made up of LPF members, met with Chief Social Work Officers in Crieff in March, a working group has met to develop a National Practitioner Conference that will be run by local practitioners for local practitioners, and LPFs have been represented by the NPF Chair at the quarterly National Social Work Services Forum meetings.

Here, the Chair of the National Practitioner Forum, Justin McNicholl, and the President of ADSW, Alan Baird, reflect on the year past and look towards the future of LPFs...

Local Practitioner Forums – the Future is Unwritten

If an animal analogy was required, the modern-day social worker would be defined as an octopus. With many wide frantic motions we attempt as always to balance heavy case loads, client expectations, bureaucratic red tape and innumerable variations of many tentacled things. As we attempt to wade through these murky waters, encountering new approaches to the concept of defining and delivering personalisation, whilst also taking care to avoid the hazardous abyss that is adverse negative publicity, we search as ever with the noblest of intentions to reaffirm our place within the ever tumultuous ocean of modernity.

So, how do we test the sea legs of the Local Practitioner Forums as we currently know them? Well, it seems that, although we perhaps lost our bearings for a period of time as a collective, we have of late seen a resurgence in terms of both unity, agreed direction and definition of future intentions. Aided, in part, by the much welcomed input of ADSW, we have been outted from our designated hiding place amongst the dark shadows of local authority offices and ministerial meetings where the decisions were made and our presence ignored. Now we are firmly established as contributors to be heard and, consequently, our front line status has been recognised and embraced by those previously ignorant of our capabilities and ambitions, often through no fault of their own.

Where do we set sail for now? The promised lands of handshakes and agreements that seek to change forever the way we are recognised, publicised, and politicised across the width and breadth of Scotland? From my vantage point, it does seem that we have secured, at least in part, the anchor that secures us a steady place from which to launch our next flotilla of ideas. We have engaged with politicians and raised

awareness of our right to a Voice; one which resounds loud and clear with the collective call for action. Our next step is to simply continue to walk forward without detour or sidetrack. To stand united, not apart. And to recognise our potential, and harness it, creating an impervious force to be reckoned with both in the corridors of commerce as well as in the offices of policy makers as yet unknown to us. We are short of Time, but not of passion or ideas, and our idealistic proposals will one day, bit by bit, begin to resemble our daily practice if we stay on course and manage to catch the wind of progress and momentum in our sails.

The future is still waiting to be written. As a collective, the LPFs could help to shape the promise of a better tomorrow for all those struggling to navigate the current waters of a sector which in many ways has lost its own sense of direction, forgetting the effort made by each and every one of us on each and every day and case. And it's up to us to remind them. Please support us in our every effort to do so.

Justin McNicholl
Chair, Local Practitioner Forums

‘GOOD ENOUGH IS NOT GOOD ENOUGH – LPF’S STRIVING FOR THE BEST.’

As I come to the end of my term of office as President of ADSW it is inevitable that I will reflect upon the association’s priorities and achievements during 2008-9.

Working within the field of social care has never been more challenging. Staff strive to meet raised public expectations for prompt services characterised by choice, yet delivered within an environment of finite resources. I would argue, however, that it is the very complexity of the tasks that we undertake – the high-level skills required to effectively balance needs, wants and risks – that makes our work so challenging, rewarding and compulsive to those of us who have chosen this career. Across social work services, despite their many challenges, staff reject the notion of providing a ‘good enough’ service in favour of helping people to find quality of life and achieve their goals – even to aspire for more.

Time and time again throughout my Presidency of ADSW I have been impressed by the creativity, resourcefulness, tenacity, commitment and intelligence of our workforce. Achievement within this context deserves no small recognition and I have taken great pleasure in attending many award ceremonies where the work of our staff is celebrated.

However, this too is not enough. We must also aspire to more **within** our organisations. We must acknowledge and value how much more front line staff can contribute if they are supported to have a voice in service and policy development.

Of the many agendas within *Changing Lives*, a commitment to harnessing the skills and knowledge of front line practitioners must be a priority for ADSW. Call it ‘increasing capacity’; call it ‘integrity of approach in the way organisations deliver for staff and for services users’ ... call it what you will, but the position that was highlighted in the *Changing Lives* report...

“... we have concluded that we are not making the most effective use of social work skills ...”

... must not remain unchanged.

During my term of office as President, therefore, the ADSW team has dedicated time and energy to the further development and support of Local Practitioner Forums. LPFs, identified as an essential element of the *Changing Lives* programme, offer an opportunity for ‘change’ to be informed and influenced by the staff who will actually directly deliver new ways of working to service users and carers.

As part of this work, I have met with the LPF chairs across Scotland on a regular basis, supported by ADSW staff and the Scottish Government. The LPF’s commitment to delivering improved services is clear. They should be congratulated for what they had already managed to achieve largely through their own commitment and energy and this stands as a testimony to the *Changing Lives* message of untapped social work skills.

We have worked together to raise awareness of the importance of LPFs and establish mechanisms for sharing ideas between practitioners and managers on local and national issues. ADSW has been privileged to have a role in supporting or re-invigorating a process that will undoubtedly be beneficial to social work staff, to organisations that are responsible for providing services and to those who rely upon us for support.

If we are to invest fully on improved communications and relationships within our organisations, we also need to consider the way we relate externally. The role of the media in increasing public understanding of our role and in galvanising support for the tasks we undertake on society’s behalf can not be underestimated. For too long the public’s largely negative perception of social work has gone unchallenged – distorted by the widespread reporting of a small number of serious cases where children have suffered serious harm, and an equivalent under-reporting of good practice.

It is not good enough to excuse our silence by saying that ‘prevention can not be measured’ or that ‘people who have been helped to achieve a better quality of life are often those who fear publicity.’ Improving the image of social work is undoubtedly a difficult task, but no where near as challenging as many of the others we take undertake on a daily basis and the time to act is now.

I am delighted, therefore, that ADSW, in partnership with SSSC, will launch a new PR strategy on 1st April this year, attended by the Minister. The aim is to establish a wider understanding of the difficult work that social work staff undertake on a professional manner each day – often with great success. People across Scotland should know that, on a daily basis, we are much better than ‘good enough’ – but we could be even better again with their support.

ADSW has taken a whole system approach to supporting staff and improving our services. LPFs can be assured that the incoming President, Harriet Dempster, has already stated her intention to continue and extend this work.

I wish the LPFs every success in coming years and will be pleased to help support their further development.

Alan Baird
President, ADSW

PRACTICE GOVERNANCE – ENSURING AND SUPPORTING THE DELIVERY OF SAFE, INNOVATIVE AND EFFECTIVE PRACTICE

The Practice Governance Group is one of the five change programmes set up to lead the Scottish Government's response to *Changing Lives*. The Group is chaired by Andrew Lowe, Director of Social Work at Scottish Borders Council, and includes a number of senior figures from the social work sector.

Practice governance is about ensuring and supporting the delivery of safe and effective practice through allowing professionals to deliver services in an innovative, responsible and accountable way. Practice governance impacts on, and relates to, every strand of social work services. *Changing Lives* visualises social work practitioners who are responsible and accountable practitioners. This means that they need to be equipped and supported to make decisions with their clients safely and effectively. It also means that they must have greater freedom to find innovative solutions to complex problems. This vision creates significant challenges for organisational leadership and management.

In order to help meet these challenges, the Practice Governance Group is committed to delivering four core products:

- The Principles and Standards of Citizen Leadership
- Guidance on the Role of the Chief Social Work Officer
- The Contribution of the Social Work Profession to Delivering Better Outcomes for Scotland
- Practice Governance Framework for Social Work Services

Citizen Leadership

The Citizen Leadership work has been led by the User and Carer Forum. An update on this work is provided on *page 8*.

Guidance on the Role of the Chief Social Work Officer

This Guidance flows from the recommendation contained in *Changing Lives* to strengthen the governance and leadership roles of the Chief Social Work Officer. This will help build a new organisational approach to managing risk, which ensures the delivery of safe, effective and innovative practice in social work services.

The Guidance aims to assist local authorities in the discharge of their social work responsibilities, as well as to help local authorities maximise the added value of the Chief Social Work Officer – both at a corporate and professional level.

The Guidance was drafted by the Practice Governance Group and, following Cabinet approval, a full public consultation

took place at the end of last year. 48 responses were received in total, including replies from most local authorities as well as other key stakeholders including COSLA, SOLACE, ADSW, Unison, BASW and CCPS. These responses will be available on the Scottish Government website shortly. The responses were generally very positive, welcoming the guidance and the strengthened role of the Chief Social Work Officer, whilst also offering suggestions as to how the final document might be strengthened.

The Guidance was revised in the light of the consultation and the final version approved by Adam Ingram, Minister for Children and Early Years. The Guidance was published on 27th February and is available on the [socialworkscotland](http://socialworkscotland.org.uk) website¹.

The Role of Social Work in Delivering Better Outcomes for Scotland

Following the work of the 'Role of the Social Worker' sub-group, which informed the *Changing Lives* report, the Practice Governance Group has been working on a guidance paper setting out the social work profession's contribution to delivering better outcomes for Scotland. The purpose of this paper is to set out the vital contribution that social work makes to delivering the Government's strategic objectives as set out in the National Performance Framework, whilst also identifying those social work functions which only registered social workers should be accountable for.

This complements the Guidance on the Role of the Chief Social Work Officer and will be subject to a formal consultation likely to commence in May.

Practice Governance Framework for Social Work Services

The Practice Governance Framework for Social Work Services will seek to describe the appropriate balance between two complementary perspectives:

- The *responsibility* of the **employer** to create a structure that supports the practitioner to deliver effective and accountable practice;
- The *expectation* that the **practitioner** will exercise their personal professional responsibilities in response to the needs of service users, in accordance with the relevant codes of practice.

The Framework is currently under development and is likely to be published in the summer of this year.

¹ <http://www.socialworkscotland.org.uk/resources/pub/GuidanceRoleCSWODocMarch2009.pdf>

“It’s a People Business”

The Service Development group identified the theme of ‘Personalisation’ as the key focus for its work. As some people have commented, this can mean many things to many people and the group struggled to identify a definition which might capture what this should mean – not just for social services, but across public services more generally.

The definition adopted is that: “... *it enables the individual alone, or in groups, to find the right solutions for them and to participate in the delivery of a service. From being a recipient of services, citizens can become actively involved in selecting and shaping the services they receive.*” To help explore the implications of such an approach, *Personalisation – A Shared Understanding*¹ was issued last year to help raise awareness and prompt discussion suggesting that:

- Personalisation means that people become more involved in how services are designed and are most suited to them.
- Personalisation means enabling people and professionals to work together to manage risk and resources.
- Personalisation should lead to services which are person-centred, are planned, commissioned and sometimes delivered in a joined-up way, and which can change as required.

It has been suggested that the acid test for all of us is whether what is offered is what we would want for ourselves or our families. If not, then why should we expect others to accept it.

While there are a range of areas that can impact on whether people are engaged in personalising services, the group identified Commissioning as a key factor. Commissioning can transform services and impact directly on continuity of care, wellbeing, choices and outcomes for individuals. Consequently it is important that commissioning strategies support the personalisation agenda. The group has now developed two papers on this theme to be published shortly.

Linked with this is the work of the User and Carer Forum on Citizen Leadership which you can read more of on page 8. The theme reads across to the work of the other Change Programmes and we have been working to ensure this approach is reflected in other products.

Similarly, linkages have been made with other developments across Government, such as work on *Self Directed Support, Getting It Right For Every Child, Independent Living, Shifting the Balance of Care* and the *Rehabilitation Framework*. While the language can sometimes differ, the direction of travel is the same – engaging with users, carers and others to deliver better outcomes for children, families and communities.

Learning Network North Conference – What has *Changing Lives* Changed?

The Learning Network North hosted a major conference on 3rd March 2009 in Aberdeen, with over 100 people in attendance. This conference was a follow-on from the conference that took place in March 2007.

The Chairs of each of the five *Changing Lives* Change Programmes – Carole Wilkinson, Andrew Lowe, Nigel Henderson (co-chair with Janet Birks), Sandy Cameron and Gordon Watt (representing David Crawford) – attended the event. They all agreed that the Learning Network North had, in this conference, provided a unique opportunity for delegates to consider all five *Changing Lives* work streams in one event.

‘What has *Changing Lives* Changed?’ enabled the Chairs and their representatives to provide information and updates on the progress of their Groups to the delegates, as well as the opportunity to reflect on the way ahead. The workshops provided delegates with the opportunity to consider the range of themes and core products being delivered through *Changing Lives* – the **Continuous Learning Framework, Personalisation, the Leadership and Management Framework, Citizen Leadership** and the **SWIA Self-evaluation Guide**.

As an outcome of the conference, the Learning Network North will be looking at ways to work with partner organisations to move this agenda forward regionally and locally.

A post conference report, powerpoint presentations and materials provided on the day are all available on the Learning Network North website <http://www.learningnetworks.org.uk/>.

¹ <http://www.socialworkscotland.org.uk/resources/pub/SharedUnderstandingofPersonalisationpaper.pdf>

USER AND CARER FORUM UPDATE

Citizen Leadership: Preparing for Change

In the last edition of the newsletter we told you about the Citizen Leadership training course, “Preparing for Change”, that was being piloted in North Ayrshire and the Scottish Borders. This has now been completed, and we are ready to take the next steps with it.

This course is for staff, people who use services and family carers, and the main aim is to equip everyone to make Citizen Leadership more of a reality. The response to the course was very positive:

“I was slightly cynical to begin with, but this was a different experience – what an enthusiastic, brilliant group – I’m far more optimistic now”

“I feel like a sponge soaking in all this information, it was amazing to see all the work and plans”

“... very well organised and well run”

“Life changing. Thanks to B for inviting me. I believe we can work in partnership to change things”

A number of people who used services and carers were involved in delivering the course, many of them

members of the User and Carer Forum. This aspect of the course was very well received:

“Inspirational co-speakers”

“The co-trainers were great, thanks to C. in particular”

“The session by I. ‘My Journey’ was very powerful”

Part of this pilot included a three-month assessment of the impact that the training made. All participants, people who use services, family carers, staff, had made collective Action Plans. After three months, everyone reported making progress with these actions. Some of these actions were focussed on giving people more of a say in the services they use. For example, one service agreed to have service users involved in recruiting staff – a big change in culture for that service. Other actions were more community focussed: some participants of the course had started a challenge to a bank that refused to do business with disabled people inside the building.

The final part of the course consisted of participants organising a local event to broaden support for Citizen Leadership. This has now happened very successfully in both pilot areas.

DVD

All the training materials from this course are being collated onto a CD-Rom. These materials will be illustrated and enriched by filmed presentations given by the citizen leaders who were involved in the training. This DVD will be complete and delivered to the *Changing Lives* team by the end of March. We have also had discussions with IRISS about their hosting these materials to be used as online learning resources. More information about this will be available in the next edition of this newsletter.

If anyone wants to know more about this training course, you can contact:

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