

# Adult Social Work - Policy and Practice Lead

## Recruitment Pack

Dear Candidate,

Thank you for your interest in this post.

Social Work Scotland is the professional body for social work managers and leaders. We are a membership organisation with over 350 individual and corporate members. We exist to promote and support the development of the social work profession, and to inform, influence and improve public policy and public services.

We are excited to be recruiting for a new **Adult Social Work Policy and Practice Lead**. With cross-party support for the development of a National Care Service in Scotland, and the legacy of COVID-19 still unravelling, the next few years will present many opportunities to reassert the role and value of social work. For adult social care, new structures of governance, operations and scrutiny may be built; in each domain social work must articulate what it needs in order to deliver positive change for individuals and communities. This post with Social Work Scotland will be at the centre of those national debates, helping to facilitate the engagement and leadership of our Adult Social Care Standing Committee members, Chief Social Work Officers and the Social Work Scotland Board. In partnership with colleagues in Social Work Scotland and the Scottish Government's Office of the Chief Social Work Advisor, this post also offers a chance to join up interdependent but disconnected policy agendas, constructing a more coherent and enabling operational environment for social work as a whole. The post will have a role in supporting national projects currently hosted by Social Work Scotland, such as implementation of Self-Directed Support.

If successful in securing the post, you will have the opportunity to build relationships with the leadership of the social work profession in Scotland, in operations, regulation, advocacy, policy making, education and academia. You'll also build or strengthen links across the Adult Social Work and Social Care sectors, within Scotland, the UK and internationally. You will be a visible representative of the profession, and you will help Social Work Scotland's members to realise opportunities and resolve challenges. At the core of Social Work Scotland is a commitment to assisting the profession be the best it can be for the individuals, families and communities who need social work or social care support; the Adult Social Work Policy and Practice role is central to us delivering on that commitment.

To apply for this post, please submit a covering letter/email and a completed application form. Your covering letter should be between 800 and 1000 words and should set out why you want the job, summarise your relevant experience, and explain how you meet the job's 'Person Specification'. Please state in your application form if you do want us to contact references prior to interview. Secondments welcome.

Please find included in this pack:

1. Key information, including contact details and summary of the recruitment process
2. Information about Social Work Scotland
3. Job description
4. Person specification

Completed application forms and covering letters should be sent to [admin@socialworkscotland.org](mailto:admin@socialworkscotland.org) by 08:00 on Monday 21 June 2021.

I look forward to hearing from you.

**Ben Farrugia**

Director, Social Work Scotland

## 1. KEY INFORMATION

Adult Social Work Policy and Practice Lead	
<b>Employer</b>	Social Work Scotland Ltd
<b>Work location</b>	Mix of working from home and office-based (COVID-19 restrictions permitting)  Social Work Scotland office is based at the Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh, EH3 6BB
<b>Position type</b>	Full time (35 hours per week)
<b>Salary</b>	Within the range £50,000 to £60,000 per annum (depending on experience); for exceptional candidates salary may be negotiated outwith this band.  An annual 'cost of living' uplift to salary is normally paid, depending on inflation levels and Social Work Scotland finances.
<b>Contract</b>	24 months (with option of a further 12 – 24 month extension, funding permitting)  Secondments welcome.  All posts at Social Work Scotland are subject to a probation period, the precise length of which will be indicated in an offer letter.
<b>Pension</b>	Auto enrolment pension provided by The People's Pension, with an employer's contribution of 6% and an employee contribution of 5% as standard. (Pension contributions may be made to existing private pension schemes on request.)
<b>Equipment provided</b>	Mobile phone and laptop, Docking station and monitor (as required, for home working)
<b>Benefits</b>	Flexible working arrangements, in respect of the structure of your working week.  We also offer salary sacrifice schemes for: <ul style="list-style-type: none"> <li>• Bike to Work, including Cycle Miles</li> <li>• Childcare vouchers</li> </ul>
<b>Start date</b>	As soon as possible following a formal offer of the post. No later than October 2021.

<p><b>Application process</b></p>	<p>To apply, please provide the following</p> <ol style="list-style-type: none"> <li>1. A covering letter/email explaining why you want the job, highlighting relevant experience, and explaining how you meet the 'Person Specification' (detailed below). The letter should be between 800 and 1000 words.</li> <li>2. A completed application form, including details of two work or education related references. (Please state clearly if you do want us to contact references prior to interview.)</li> </ol> <p><b>Completed applications should be sent to: <a href="mailto:admin@socialworkscotland.org">admin@socialworkscotland.org</a> by 08:00 on Monday 21 June 2021</b></p>
<p><b>Interviews</b></p>	<p><b>Interviews will be held on Wednesday 30 June 2021.</b></p> <p>Shortlisted candidates will be invited for a 45 – 60 min interview (involving a mix of competency and scenario based questions).</p> <p>Interviews will be held online.</p> <p>Prior to an offer being made, Social Work Scotland may invite candidates to participate in a second, shorter interview. COVID-19 restrictions permitting, this will take place at the Social Work Scotland offices in Edinburgh.</p>
<p><b>Contact information</b></p>	<p>If you have any questions please contact:</p> <p>Ben Farrugia (Director, Social Work Scotland) <a href="mailto:ben.farrugia@socialworkscotland.org">ben.farrugia@socialworkscotland.org</a></p>

## 2. ABOUT SOCIAL WORK SCOTLAND

### Who are we and what do we do?

Social Work Scotland is the professional body for social work managers and leaders. We are a membership body, with members coming from across the public, private and voluntary sectors. We exist to promote and support the development of the social work profession, and to influence and inform public policy affecting social workers, social services and local communities.

Upholding the values which underpin the social work profession, we give importance to every individual's experiences and voice, and seek to make social justice real through all that we do. We embrace change and encourage collaboration. We are committed to creating opportunities for our members and team through which individuals can develop as compassionate, creative and effective leaders.

### Our core objectives (as set out in Social Work Scotland's Articles of Association)

- a) Pursue social justice, human rights and equality for all of Scotland's citizens
- b) Promote the unique role, value and contribution of social work
- c) Articulate the expertise and insight of social work managers
- d) Inform the development and implementation of policy, at national and local levels
- e) Support high-quality and effective leadership within social work and social care
- f) Champion research and evidence as the basis of policy and practice
- g) Facilitate collaboration and practice improvement among social work and social care providers
- h) Shape the direction and development of social work in Scotland

To help deliver these objectives we facilitate a large number of committees and sub-groups, populated by our members. Among these is the Chief Social Work Officers network. Governance is provided primarily by the Social Work Scotland Board, which is made up of company and non-executive directors; it is chaired by Social Work Scotland's Convenor.

### Our Team

We have a small core team consisting of:

- Director
- Head of Policy and Workforce
- Administration and Finance Officer
- Communications and Events Manager
- Modern Apprentice (Administration and Communications)

We are (or will be soon) recruiting for four new posts in our core team: a Children and Families Social Work Policy and Practice Lead; an Adult Social Work Policy and Practice Lead; a Justice Social Work Policy and Practice Lead; and a Protecting Children Policy and Practice Advisor.

We also host a number of other staff who are with us for a fixed time, working on a specific project (usually in partnership with Scottish Government or other national partner). At the moment we have eight staff in these posts:

- Joint Investigative Interviewing of Children Project x 3

- Self-Directed Support Project x 3
- Social Work Education Partnership x 2

### 3. JOB DESCRIPTION

As Social Work Scotland's **Adult Social Work Policy and Practice Lead** you will provide the national team and partners with operational insight and expertise across the diverse range of issues which, on a day-to-day basis, social work is involved in. You will play a key role in national discussions around the reform of adult social care, development of a National Care Service, adult support and protection, workforce capacity and the ongoing development of the profession. You will assist project leads in the delivery of their work programmes, and support colleagues and Social Work Scotland members to realise our organisation's objectives; that includes playing a role in public facing communication about the role and value of social work.

You will link in directly with Social Work Scotland's Adult Social Care Committee, our Board, local authority Chief Social Work Officers and key partners (such as the Office of the Chief Social Work Advisor) to progress the national agenda. You will be a visible representative of the profession, and you will assist others to articulate Social Work Scotland's positions in a number of high-profile forums and settings.

In helping to support effective national leadership of social work in Scotland, you will be expected to ensure the voices of individuals, carers and communities inform all aspects of this role.

You will be supported by, and report to, Social Work Scotland's Head of Policy and Workforce.

Your **key responsibilities** will be to:

#### *[Strategic / Policy / Workforce]*

1. In partnership with relevant Social Work Scotland Chair/s, lead on adult social work issues for the organisation, establishing working relationships with key partners (including SG Policy Teams and Social Work Professional Advisors, OCSWA, COSLA, Alliance Scotland, etc.).
2. Provide advice and guidance on matters of adult social work policy and practice to colleagues, Social Work Scotland members and partners.
3. Engage with and take direction from Chief Social Work Officers and the Adult Social Care Standing Committee, helping to establish, communicate and deliver on Social Work Scotland priorities / objectives / positions.
4. When required, represent Social Work Scotland's members on national groups and forums, or in collaborative work with national partners, or giving evidence to parliamentary or other inquiries.

#### ***[Member Engagement and Support]***

5. Support Social Work Scotland members to represent the association on national groups and forums, providing briefing and guidance as required.
6. Provide practical support to the Social Work Scotland Adult Standing Committee and its Sub-Groups, assisting the Chair(s) and administrative colleagues to set the agenda, agree work-

plans / outputs, organise and facilitate meetings, keep records (of meetings and membership) and manage member engagement / participation.

7. Support Social Work Scotland Chair/s to provide professional social work leadership at the national level, by maintaining connections with relevant partner organisations and Scottish Government's policy teams and Office of the Chief Social Work Advisor, taking ownership of and delivering on discrete outputs, keeping Committee and Sub-Group members informed about relevant research and national developments, etc.
8. Maintain active connections with Social Work Scotland colleagues and members to ensure cross-Committee issues (e.g. transitions, substance misuse, mental health, etc.) are given attention and profile; includes the establishment of ad-hoc Special Interest Groups, as required.
9. Facilitate the drafting of responses to consultations and calls for evidence, on behalf of Social Work Scotland.
10. Develop briefings and learning opportunities (e.g. seminars, workshops) for Social Work Scotland members and partners, in collaboration with SWS' Communications and Events Manager.

***[Management]***

11. Provide line management to relevant project leads and other staff as identified by the Director. (Line management includes development of work-plans, coaching and support, supervision and feedback. For social work qualified staff, you will support them to maintain their SSSC registration.)
12. When required, hold corporate responsibility for specific national projects hosted at Social Work Scotland.



#### 4. PERSON SPECIFICATION

A qualified, experienced social worker (ideally up to team leader level), you are passionate about the value of social work and the development of the profession and social services. You are familiar with the policy development and implementation cycle, keen to bring your insight and experience into national discussions. You are a proven leader, able to take people with you, but also able to reflect and adjust your own position when necessary. You are a credible representative of the profession, able to secure the trust and confidence of your peers.

You must be interested in expanding your knowledge base and understanding other's perspectives. Sound research and analytical skills help you do this. You are sensitive to others positions and needs, and able to plan and facilitate strategies which move us, with partners, towards shared goals. You are excited about this chance to assist Social Work Scotland's members to think through the issues of the day, and to support them to realise the opportunities that are available.

The post holder will have the following attributes:

##### **Essential Criteria**

1. Strong interpersonal skills, able to quickly build relationships and trust.
2. Broad but nuanced understanding of contemporary adult social work and social policy issues, across national, local and practice levels.
3. Educated to a degree level, with a professional social work qualification.
4. Minimum of two years' experience in an adult social work management position.
5. Demonstrable experience in leading change, influencing colleagues and partners to achieve specific outcomes.
6. Coaching and mentoring skills, able to support colleagues to develop and improve.
7. Demonstrable high-quality spoken and written communication skills, able to synthesise varied information (including research and statistics) to construct coherent, evidence-based positions.
8. Highly organised, able to plan and deliver to specific timescales.
9. An ability to work flexibly and proactively, using initiative to manage a diverse workload.
10. Competent using MS Office (Outlook, Word, Excel, Powerpoint, etc.)

##### **Desirable criteria**

1. Experience in a senior management position within a Scottish local authority, with responsibilities relating to adult social work and / or social care.

2. Experience of working at the national level, engaging with Scottish Government, the Scottish Social Services Council, Care Inspectorate, etc.
3. Project management skills and/or experience.
4. Familiarity and knowledge with change methodologies, including specifically quality improvement and implementation science.
5. A track record of written output (including local policies and procedures, consultation responses, etc.)