

FOCUS

Winter Edition - December 2014



Welcome from STRADA Director, Tracey McFall

It's been quite a while since STRADA has created an update for all of our colleagues, stakeholders and partners across Scotland and since then there has been some significant changes to STRADA. We are hoping to create two updates a year that will allow you to be kept up to speed in relation to STRADA activities, work and progress.

Firstly, there have been some changes to the staff team within STRADA. My role has changed to Director of the organisation, Joy Barlow's role has changed to support with strategic development, George Burton has been promoted to Operations Coordinator and Lauren Johnston is working to support our data collection, evaluation, monitoring and reporting. The rest of the staff team has not changed – John Honey and Alan McRobbie are still responsible for delivery of our core and income generation learning and development across Scotland, and Archie Fulton continues to lead the academic programmes with Joyce Nicholson and Alice Russell. Lastly, as ever important are Vicky Hamilton and Juliet Westwood who support STRADA administratively across all activities.

We are still delivering a range of activities that will be familiar to you, however for the last couple of years we have been embarking on some very exciting work with our ADP partners in Scotland. With the changes to some of our activities a few infra-structural changes have had to take place within the organisation.

Since 2009 STRADA has been supporting Alcohol and Drug Partnerships (ADPs) with the development of Strategic Workforce Outcomes/Models. This work has been underpinned by national policy and strategy and the Scottish Government implementation of Quality Improvement framework. This work has resulted in STRADA having to change our organisational focus to be more strategic, and in turn this has resulted in new strategic outcomes for the organisation.

These are:

- 1. ADPs have increased understanding of strategic workforce development, workforce planning and priorities of local workforce in line with ROSC and government policy*
- 2. ADPs have an increased skills base in the development and delivery of strategic workforce development outcomes in line with SG reporting outcomes and national frameworks*
- 3. ADPs have a more co-ordinated approach to the development and delivery of learning and development at a local level*
- 4. Increased strategic collaboration/co-ordinated approach with relevant National Commissioned Organisation (NCOs) in relation to strategic and operational workforce development.*

Through the work with ADPs STRADA has developed a range of strategic workforce development models/frameworks that we hope to share with a wider number of ADPs throughout 2014-2015 and beyond. STRADA are currently working to prepare a number of ADPs for Strategic Workforce Development Support in 2015-2016.

Strategic Workforce Development

As part of STRADA's strategic outcomes, we are working with a number of ADP's to develop workforce development models. As part of this work we will help ADP's identify local and relevant outcomes and indicators for the local drug and alcohol workforce that correspond with Scottish Government Core National Outcomes.

All models that STRADA and ADPs develop will take account of an approach to Recovery Orientated Systems of Care (ROSC) however they will be unique to the local area.

STRADA is currently working with Perth and Kinross and Angus ADP to develop a workforce development logic model. STRADA is using a phased approach in partnership with ADPs to develop a range of local ADP Strategic Workforce Development Outcomes. The phases form part of the blueprint that STRADA is developing as strategic workforce development work progresses throughout the year.

By conducting this work STRADA has learned that it is vital that there is strategic and local buy in from all relevant ADP and local partners. Learning from other areas in Scotland has identified that leadership is critical to drive forward this process and ADP partners are key to this. This work is time intensive and a high level of commitment and prioritising is required. STRADA has also learned that although the topic of workforce development is a priority for many ADPs it can often be a challenge to know where to begin with such a large area.

STRADA is currently working with the following ADPs:

- Forth Valley ADPs
- Perth and Kinross and Angus
- Mid and East Lothian
- West Lothian
- Edinburgh City
- Moray

For further information about this strand of work please contact STRADA Director Tracey McFall.



Learning about Strategic Workforce Development

There is already learning from our work in relation to Strategic Workforce Development.

Through undertaking strategic workforce development projects in various ADPs we understand that ADPs are at different stages in terms of workforce development. It takes approximately 4-6 months to fully engage with an ADP prior to starting this type of work as ADPs require preparation in terms of their understanding of workforce development. STRADA can provide this support. It takes 1 year to complete this work, excluding implementation.

ADP workforce development needs differ. STRADA's internal monitoring and evaluation data support that ADPs require different models of collaboration. STRADA has learned that working alongside an ADP to establish their needs and develop a brief helps ADPs identify their workforce development priorities, their needs and what process they would like to engage in to meet their workforce development requirements. This helps increase local buy-in and engagement, which is crucial for the success of work being driven forward locally.

Commitment, buy-in and leadership from partners are critical for strategic workforce development work to be driven forward and implemented in an ADP. It is a time-intensive process and STRADA has learned that this needs to be communicated clearly from the out-set. It is important that leaders themselves engage in the work so it is viewed as important and is recognised as a priority that will be taken forward. Leaders also need to recognise the value of strategic workforce development and permit their workforce time to commit and to engage in the full process.

STRADA is learning as it develops and refines this work. STRADA is evidencing the rationale, methodology and learning for every ADP area we are working with to ensure guidance and blueprints can be accessed by other ADPs. Similarly, STRADA quality assures every session delivered as part of this work. We have learned that this is an important process in developing and refining our methods. STRADA is receiving excellent feedback for the strategic work it has developed thus far.

Learning and Development



Learning and development provision for the alcohol and drug workforce has always been at the core of STRADA's activities. This has traditionally been in the form of academic programmes in partnership with the University of Glasgow, and face-to-face events and bespoke commissions across Scotland. Recently STRADA has been exploring different ways in which the workforce, service managers and commissioners can be supported to improve outcomes for people directly and indirectly affected by alcohol and other drug use, and this is evident in the range of commissions we have been asked to develop and deliver.

Core Learning and Development

This year, the four Scottish Government funded core courses are:

- ***Working with Drug and Alcohol Users***
- ***Children and Families Affected by Parental Substance Misuse***
- ***Introduction to Motivational Interviewing***
- ***Intermediate Motivational Interviewing Practice-Based Workshop.***

Our colleagues in the Alcohol and Drug Partnerships across Scotland have scheduled events in their areas. If you would like to attend any of these events please visit our website: <http://www.projectstrada.org> to book your place.

Bespoke Learning and Development

There are three key themes which encapsulate much of the bespoke work STRADA has been asked to develop this year. These are Recovery Oriented Systems of Care (ROSC), Children and Families and Developing and Supporting Volunteers.

ROSC: Several ADPs have asked STRADA to develop and deliver ROSC learning and development to the frontline workforce, to ensure that the principles of ROSC are embedded across the entire system across all relevant disciplines. This is encouraging as it shows a real commitment to establishing ROSC across Scotland.

Children and Families: In response to Forrester and Galvani research (2013) North Ayrshire Council asked STRADA to develop and deliver a series of events that would support a range of staff who worked directly with children and their families. This commission was different as the same group of staff went through the whole series of events over a 6 month period.

Developing and Supporting Volunteers: As more and more people in recovery enter the workforce or become more visible, ADPs and services have realised that many existing policies, procedures and learning and development opportunities need to be reviewed to accommodate this. STRADA has been involved in several pieces of work to help our partners navigate this changed environment. A particularly innovative piece of work with Turning Point Scotland's *South East Alternatives* service in Glasgow initiated real positive change and has been very well received.

If you would like more information with regards to ROSC, supporting volunteers or any other bespoke learning and development opportunities, please contact George Burton to discuss: george.burton@glasgow.ac.uk

New Developments

In conjunction with our partners at the Scottish Drugs Forum, and in response to the demand from the workforce, STRADA are pleased to announce the development of a New Psychoactive Substances e-Learning module. The module will be free to access for most groups including NHS, Local Authority, Voluntary Organisations and Housing via the STRADA website in early 2015.



Motivational Interviewing

STRADA deliver a number of Motivational Interviewing courses. This article will highlight what is known about developing proficiency in Motivational Interviewing (MI) for practitioners, policy and decision makers who are arranging for learning and development in MI practice. If you are interested in MI the full article by Alan McRobbie, Professional Development Consultant, STRADA and Member of the International Motivational Interviewing Network of Trainers (MINT) is available at 'Latest News' on the STRADA website: www.projectstrada.org

Academic Programmes



The Certificate of Higher Education: Drug and Alcohol Practice introduces students to studying drug and alcohol misuse at an academic level at University. This programme of study is unique and is designed to introduce students to key concepts and ideas aiming to provide students with specialist knowledge and transferable skills relevant to the Drug and Alcohol field. A major focus of the programme is the integration of theory into practice and students are regularly encouraged to demonstrate the links between their learning and current practice in the drugs and alcohol field.

Below is a testimonial from a previous student of the course who wanted to share their experiences of engaging in the programme.

"2013 was a time in my life when something pretty significant and life changing occurred. This was the year I graduated from an undergraduate course with distinction, through STRADA accredited through The University of Glasgow. This may seem, nor write as a great, magnificent or life changing event on paper although that statement could not be further from the truth.

I am a person in long term recovery and recovery for me is 12 years separated from problematic addictive behaviours. I left school un-officially at age 14, and by this I mean I did not attend school. I gave up on the education system as I believed the education system had given up on me. Hopefully, you are thinking right now, how could someone so young reach the conclusion to

give up? Well, a combination of competing needs which I now know to be pretty important, biological, psychological and social. Needless to say by the time I left school, I left with no tools, no skills and no qualifications that would support me in my young adult life to successfully develop or progress in life.

For me, the course changed a long legacy of stigma, low self-worth and non-striving to achieve that kept with me for many years into my adult hood. I can honestly say for the first time in my life I feel equipped through the teaching, the support of the teaching staff, motivating expectations and the standards that are set when you are a University of Glasgow student. Being a student through STRADA raised my aspirations, motivated me and gave me hope and faith in education. I had no faith or hope within the education system so it is not something I say lightly, without passion or conviction as for someone like me, who would look at the university (literately) as something so far away from my reach, wondering what it was like to be a student at such a great university, respected across the world. This was a concept that I could not embrace as it hurt too much.

The course gave me that opportunity, removing the capped opportunity my existence in this world had taught me to expect, and changed me in so many ways. Education, knowledge and experiential learning in drug and alcohol studies is fundamental in making communities in Scotland resilient to the problems we face through excessive substance, harmful substance use and illegal substance use, and for me STRADA is the asset for both the current workforce and the emerging workforce. I am a recovery activist in my spare time and now a full time addiction worker in my paid time. My experiences within the sector teaches me there is a need for academic courses, delivered through STRADA and the University of Glasgow to ensure an independent asset, not affiliated to any secular strategies or statutory services to ensure opportunity exists for people like me, who have a track history of falling outside of the net."

Academic programmes for this intake have started. For further enquires about STRADA academic programmes, such as the Certificate in Higher Education please contact Joyce Nicholson or check out the STRADA website:

<https://www.projectstrada.org>



Important Events

Alcohol and Drug Partnership Reference Group

STRADA host biannual ADP Reference Groups. This year's group took place on *Wednesday 29th October 2014* at The University of Glasgow. This event was a true success with very interesting dialogue taking place between ADPs and STRADA. It is expected that the format of the next meeting will change to incorporate on learning sets and peer support/mentoring.

STRADA Masterclass: *What's this thing called Strategic Workforce Development*: *Wednesday 11th February 2015*. *Please note this event is by invitation only.

Forth Valley ADP Logic Model Launch Event: *Friday 27th February 2015*.

Scottish Training on Drugs and Alcohol (STRADA)
University of Glasgow
11 Eldon Street
Glasgow G3 6HN

0141 330 2400
strada@gla.ac.uk
www.projectstrada.org

Please feel welcome to pass this issue of the Focus to your colleagues and to those that may be interested in our work.