### Summary Checklist

**Included paperwork (please tick):**

1. Completed & signed PAF
2. Costing in excel & in PDF (where RE &/or Dean signature is required)
3. Which corresponds to the awarded amount
4. Where the staff recharges reconcile to the summary costing
5. Which has been signed by the Dean when additional payments noted
6. Official award letter and/or contract with T & C's & VAT requirements.
7. Funding body budget/application page which includes costs/schedule 1
8. Application
9. Payment details (method & timescale)
10. Signed partnership/consortium agreement
11. Signed joint commitment statement
12. Reference no. of credit check* from shared fig
13. HESA code noted & checked
14. Company type noted on PAF & checked
15. Risk Assessment

**Research**

<table>
<thead>
<tr>
<th></th>
<th>Consultancy</th>
<th>Contract Research</th>
<th>Normal KTP's</th>
<th>Shorter KTP's</th>
<th>EU &amp; Overseas Project</th>
<th>CPD</th>
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<tr>
<td>Y</td>
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</table>

- **When collaborative - funds coming indirectly to GCU:**
  
  16. Main award including duration dates
  17. Signed contract with the co's that are paying GCU the funds
  18. Payment method

- **When collaborative - funds going from GCU:**
  
  19. Signed contract with the co's that are receiving the funds
  20. Payment method

**Link: to contribution**

**Time:**

**Other:**

**Any additional comments:**

---

**Checklist sign by RIE representative:**

[Signature]

**Date:** 10/10/14

**Key:**

- Y: Paperwork required
- N: Paperwork not required
- IA: If applicable

*Credit checks are required for non-public funding bodies where value is in excess of £2,000 (net of VAT).
Martin Kettle  
Glasgow Caledonian University  
Cowcaddens Road  
Glasgow  
G4 0BA  
18th September 2014  
1415/May/002/SSSC

For the attention of Martin Kettle

INVITATION TO TENDER FOR: DEVELOP AND DELIVER AN AWARD FOR CHIEF SOCIAL WORK OFFICERS

1. **Agreement**

On behalf of Scottish Social Services Council, I am pleased to accept your quotation for the above requirement. The documents listed below shall be deemed to form and to be read and to be construed as part of the Contract:

- This letter
- The Invitation to Tender dated 8th July 2014
- Your response to the Invitation to Tender dated 1st August 2014
- Scottish Social Services Council’s Terms & Conditions of contract for the supply of services attached.

The contract will commence on 8th September 2014 irrespective of the date this agreement is signed, and as per above the value for year one of the contract shall be £8,800 exclusive of VAT, which will expire 31st August 2015. As per the Invitation to Tender this contract will be extended for 2015-2016 and 2016-2017 dependent upon confirmation from Scottish Government of finance for these stages.

2. **Agreement Supervision**

During the course of the Agreement, Frances Scott will act as the Primary Contact for Scottish Social Services Council. As Primary Contact, Frances Scott will conduct regular review meetings which will be attended by senior representatives from the Supplier, as required by Scottish Social Services Council. Review meetings will consider progress to date to ensure service delivery and account management are performed to a satisfactory level.
3. **Variation to the Agreement**

Should Scottish Social Services Council wish to amend the Contract where such amendments shall realise additional costs for the Supplier, the Supplier shall submit a detailed variation quotation. Such a quotation shall clearly identify those additional costs, and shall be submitted to the Primary Contact for approval.

Please confirm receipt of this contract award letter to the following address: Compass House, 11 Riverside Drive, Dundee, DD1 4NY by return in order to act as an acknowledgement of receipt of this contract award letter.

Furthermore no action should be taken by your company at this time in respect of this contract until the official contract start date. Scottish Social Services Council accept no responsibility or liability for any actions which you may take based on information detailed in this letter. Any such actions and their financial consequences will be entirely at your own risk.

Please do not hesitate to contact me directly should you have any questions about the content of this letter.

Yours faithfully

Gordon Weir  
Director of Corporate Services

On behalf of Glasgow Caledonian University I hereby accept and agree to the terms and conditions of contract as set out in this contract award letter.

[Signature]
(signed)

[Print Name]
(Print Full Name)
Authorised signatory on behalf of Glasgow Caledonian University

16.10.2014
(Date)
CONDITIONS OF CONTRACT FOR THE SUPPLY OF SERVICES - SSSC

These Conditions may only be varied with the written agreement of the Purchaser. No terms or conditions put forward at any time by the Supplier shall form any part of the Contract unless specifically agreed in writing by the Purchaser.

1. DEFINITIONS

In these Conditions:

'Purchaser' means on behalf of the Scottish Social Services Council;

'Supplier' means the person, firm or company to whom the Contract is issued;

'Services' means the services to be provided as specified in the Purchase Order and shall, where the context so admits, include any materials, articles and goods to be supplied thereunder;

'Premises' means the location where the services are to be performed, as specified in the Purchase Order;

'Contract' means the contract between the Purchaser and the Supplier consisting of the Purchase Order, these Conditions and other documents (or parts thereof) specified in the Purchase Order;

'Purchase Order' means the document setting out the Purchaser's requirements for the Contract.

omissions, alterations, substitutions to the Services and changes in quality, form, character, kind, timing, method or sequence of the Services.

2.2 Save as otherwise provided herein, no variation of the Services as provided for in Condition 2.1 hereof shall be valid unless given or confirmed in the form of an order given by the Purchaser. All such orders shall be given in writing provided that if for any reason the Purchaser shall find it necessary to give any such order orally in the first instance the Supplier shall comply with such oral order which must be confirmed in writing by the Purchaser within 2 working days of the giving of such oral order by the Purchaser, failing which the variation made by such oral order shall cease to have effect on the expiry of the said 2 working day period.

2.3 Where any such variation of the Services made in accordance with Condition 2.1 and 2.2 has affected or may affect the costs incurred by the Supplier in providing the Services, the Supplier will notify the Purchaser in writing of the effect which it has had or may have on the said costs and such notification shall be considered by the Purchaser, who shall take all of the facts into account (including such information as may be provided by the Supplier in respect of the effect which such variation has had or may have on the costs incurred by the Supplier in providing the
service) and may authorise such alteration to the sums to be paid to the Supplier in accordance with the provisions of the Contract as are, in the Purchaser's opinion, appropriate and reasonable in the circumstances.

3. INSPECTION OF PREMISES AND NATURE OF SERVICES

3.1 The Supplier is deemed to have inspected the Premises before tendering so as to have understood the nature and extent of the Services to be carried out and is deemed to be satisfied in relation to all matters connected with the Services and Premises.

3.2 The Purchaser shall, at the request of the Supplier, grant such access as may be reasonable for this purpose.

4. SUPPLIER'S STATUS

In carrying out the Services the Supplier shall be acting as principal and not as the agent of the Purchaser. Accordingly:

(a) the Supplier shall not (and shall procure that the Supplier's agents and servants do not) say or do anything that might lead any other person to believe that the Supplier is acting as the agent of the Purchaser, and

(b) nothing in this Contract shall impose any liability on the Purchaser in respect of any liability incurred by the Supplier to any other person but this shall not be taken to exclude or limit any liability of the Purchaser to the Supplier that may arise by virtue of either a breach of this Contract or any negligence on the part of the Purchaser, or the Purchaser's staff or agents.

5.1 The Supplier shall take the steps reasonably required by the Purchaser to prevent unauthorised persons being admitted to the Premises. If the Purchaser gives the Supplier notice that any person is not to be admitted to or is to be removed from the Premises or is not to become involved in or is to be removed from involvement in the performance of the Contract, the Supplier shall take all reasonable steps to comply with such notice and if required by the Purchaser the Supplier shall replace any person removed under this Condition with another suitably qualified person and procure that any pass issued to the person removed is surrendered.

5.2 If and when instructed by the Purchaser, the Supplier shall give to the Purchaser a list of names and addresses of all persons who are or may be at any time concerned with the Services or any part of them, specifying the capacities in which they are so concerned, and giving such other particulars and evidence of identity and other supporting evidence as the Purchaser may reasonably require.

5.3 The decision of the Purchaser shall be final and conclusive as to whether any person is to be admitted to or is to be removed from the Premises or is not to become involved in or is to be removed from involvement in the performance of the Contract and as to whether the Supplier has furnished the information or taken the steps required of the Supplier by this Condition.

5.4 The Supplier shall bear the cost of any notice, instruction or decision of the Purchaser under this Condition.

6. MANNER OF CARRYING OUT THE SERVICES
6.1 The Supplier shall make no delivery of materials, plant or other things nor commence any work on the Premises without obtaining the Purchaser's prior consent.

6.2 Access to the Premises shall not be exclusive to the Supplier but only such as shall enable the Supplier to carry out the Services concurrently with the execution of work by others. The Supplier shall cooperate with such others as the Purchaser may reasonably require.

6.3 The Purchaser shall have the power at any time during the progress of the Services to order in writing:

(a) the removal from the Premises of any materials which in the opinion of the Purchaser are either hazardous, noxious or not in accordance with the Contract, and/or

(b) the substitution of proper and suitable materials, and/or

(c) the removal and proper re-execution notwithstanding any previous test thereof or interim payment therefor of any work which, in respect of material or workmanship is not in the opinion of the Purchaser in accordance with the Contract.

6.4 The Supplier shall forthwith comply with any order made under Condition 6.3.

6.5 On completion of the Services the Supplier shall remove the Supplier's plant, equipment and unused materials and shall clear away from the Premises all rubbish arising out of the Services and leave the Premises in a neat and tidy condition.

7. HEALTH AND SAFETY

The Supplier shall perform the Services in such a manner as to be safe and without risk to the health or safety of persons in the vicinity of the place where the Services are being performed (whether such persons are in the vicinity of the said place at the time when the Services are being performed or otherwise) and in such a manner as to comply with any relevant health and safety or other legislation (including Statutory Instrument, Orders, or Regulations made under the said legislation) and any requirements imposed by a local or other regulatory authority in connection with the performance of services of the type supplied to the Purchaser, whether specifically or generally. The Supplier shall indemnify the Purchaser against all actions, suits, claims, demands, losses, charges, costs and expenses which the Purchaser may suffer or incur as a result of or in connection with any breach of this Condition.

8. TIME OF PERFORMANCE

The Supplier shall begin performing the Services on the date stated in the Purchase Order and shall complete the Services by the date stated in the Purchase Order or continue to perform them for the period stated in the Purchase Order (whichever is applicable). Time is of the essence of the Contract. The Purchaser may by written notice require the Supplier to execute the Services in such order as the Purchaser may decide. In the absence of such notice the Supplier shall submit such detailed programmes of work and progress reports as the Purchaser may from time to time require.

9. PAYMENT

9.1 Unless otherwise stated in the Contract, payment will be made
within 30 days of receipt and agreement of invoices, submitted monthly in arrears, for work completed to the satisfaction of the Purchaser.

9.2 Value Added Tax, where applicable, shall be shown separately on all invoices as a strictly net extra charge.

9.3 Notwithstanding Condition 20 (Assignation and sub-contracting) of this Contract the Supplier may assign to another person (an "assignee") the right to receive payment of the Price or any part thereof due to the Supplier under this Contract subject to (i) deduction of sums in respect of which the Purchaser exercises the right of recovery under Condition 19 (Recovery of sums due) of this Contract and (ii) all the related rights of the Purchaser under this Contract in relation to the recovery of sums due but unpaid. The Supplier shall notify or procure that any assignee notifies the Purchaser of any variations to the arrangements for payment of the Price or for handling invoices, in each case in good time to enable the Purchaser to redirect payments or invoices accordingly. In the absence of such notification the Purchaser shall be under no obligation to vary the arrangements for payment of the Price or for handling invoices.

10. FREE-ISSUE MATERIALS
Where the Purchaser for the purpose of the Contract issues materials free of charge to the Supplier such materials shall be and remain the property of the Purchaser. The Supplier shall maintain all such materials in good order and condition and shall use such materials solely in connection with the Contract. The Supplier shall notify the Purchaser of any surplus materials remaining after completion of the Services and shall dispose of them as the Purchaser may direct. Waste of such materials arising from bad workmanship or negligence of the Supplier or any of the Supplier's servants, agents or sub-Contractors shall be made good at the Supplier's expense. Without prejudice to any other of the rights of the Purchaser, the Supplier shall deliver up such materials whether processed or not to the Purchaser on demand.

11. AUDIT
11.1 The Supplier shall keep and maintain until 5 years after the Contract has been completed records to the satisfaction of the Purchaser of all expenditures which are reimbursable by the Purchaser and of the hours worked and costs incurred in connection with any employees of the Supplier paid for by the Purchaser on a time charge basis. The Supplier shall on request afford the Purchaser or the Purchaser's representatives such access to those records as may be required by the Purchaser in connection with the Contract.

11.2 The provisions of this Condition 11 shall apply during the continuance of this Contract and after its termination howsoever arising.

12. CORRUPT GIFTS OR PAYMENTS
The Supplier shall not offer or give, or agree to give, to any employee or representative of the Purchaser any gift or consideration of any kind as an inducement or reward for doing or refraining from doing or for having done or refrained from doing, any act in relation to the obtaining or execution of this or any other contract with the Purchaser or for showing or refraining from showing favour or disfavour to any person in relation to this or any such contract. The attention of the
Supplier is drawn to the criminal offences created by the Bribery Act 2010.

13. PATENTS, INFORMATION AND COPYRIGHT
13.1 It shall be a condition of the Contract that, except to the extent that the Services incorporate designs furnished by the Purchaser, nothing done by the Supplier in the performance of the Services shall infringe any patent, trade mark, registered design, copyright or other right in the nature of intellectual property of any third party and the Supplier shall indemnify the Purchaser against all actions, claims, demands, costs and expenses which the Purchaser may suffer or incur as a result of or in connection with any breach of this Condition.

13.2 All rights (including ownership and copyright) in any reports, documents, specifications, instructions, plans, drawings, patents, models or designs whether in writing or on magnetic or other media:

(a) furnished to or made available to the Supplier by the Purchaser shall remain vested in the Purchaser absolutely.

(b) prepared by or for the Supplier for use, or intended use, in relation to the performance of this Contract are hereby assigned to and shall vest in the Purchaser, the Supplier shall not and shall procure that the Supplier’s servants and agents shall not (except to the extent necessary for the implementation of this Contract) without the prior written consent of the Purchaser use or disclose any such reports, documents, specifications, instructions, plans, drawings, patents, models, designs or other material as aforesaid or any other information (whether or not relevant to this Contract) which the Supplier may obtain pursuant to or by reason of this Contract, except information which is in the public domain otherwise than by reason of a breach of this provision, and in particular (but without prejudice to the generality of the foregoing) the Supplier shall not refer to the Purchaser or the contract in any advertisement without the Purchaser’s prior written consent.

13.3 The provisions of this Condition 13 shall apply during the continuance of this Contract and after its termination howsoever arising.

14. INDEMNITY AND INSURANCE
14.1 Without prejudice to any rights or remedies of the Purchaser the Supplier shall indemnify the Purchaser against all actions, suits, claims, demands, losses, charges, costs and expenses which the Purchaser may suffer or incur as a result of or in connection with any damage to property or in respect of any injury (whether fatal or otherwise) to any person which may result directly or indirectly from any negligent or wrongful act or omission of the Supplier.

14.2 Except in the case of loss, damage or personal injury (including death) suffered by an employee of the Supplier (in respect of which the indemnity in Condition 14.1 shall apply whether or not the loss, damage or personal injury was caused by the negligent or wilful act or omission of the Purchaser, the indemnity contained in Condition 14.1 shall not apply to the extent that the loss, damage or injury is caused by the negligent or wilful act or omission of the Purchaser.
14.3 The Supplier shall have in force and shall require any sub-Contractor to have in force:

(a) employer's liability insurance in accordance with any legal requirements for the time being in force, and

(b) public liability insurance for such sum and range of cover as the Supplier deems to be appropriate but covering at least all matters which are the subject of indemnities or compensation obligations under these Conditions in the sum of not less than £1 million for any one incident and unlimited in total, unless otherwise agreed by the Purchaser in writing.

14.4 The policy or policies of insurance referred to in Condition 14.3 shall be shown to the Purchaser whenever the Purchaser requests, together with satisfactory evidence of payment of premiums, including the latest premium due thereunder.

15. DISCRIMINATION
The Supplier must not unlawfully discriminate against any person within the meaning of the Equality Act 2010 in its activities relating to the Contract or any other contract with the Purchaser.

16. BLACKLISTING
The Supplier must not commit any breach of the Employment Relations 1999 Act (Blacklists) Regulations 2010 or section 137 of the Trade Union and Labour Relations (Consolidation) Act 1992, or commit any breach of the Data Protection Act 1998 by unlawfully processing personal data in connection with any blacklisting activities. Breach of this clause is a material default which shall entitle the Purchaser to terminate the Contract.

17. CONFIDENTIALITY

17.1 The Supplier shall keep confidential and not disclose and shall procure that the Supplier's employees keep confidential and do not disclose any information of a confidential nature obtained by the Supplier by reason of this Contract except information which is in the public domain otherwise than by reason of a breach of this provision.

17.2 All information related to the Contract will be treated as commercial in confidence by the parties except that:

(a) The Supplier may disclose any information as required by law or judicial order to be disclosed.

(b) The Purchaser may disclose any information as required by law or judicial order to be disclosed, further the Purchaser may disclose all information obtained by the Purchaser by virtue of the Contract to the Scottish Parliament or any other department, office or agency of Her Majesty's Government in Scotland, and their servants or agents, when disclosing such information to the Scottish Parliament it is recognised and agreed by both parties that the Purchaser shall if the Purchaser sees fit disclose such information but is unable to impose any restrictions upon the information that the Purchaser provides to Members of the Scottish Parliament (MSPs). Such disclosure shall not be treated as a breach of this agreement.

17.3 It will be at the discretion of the Purchaser to determine whether any exemption under the Freedom of Information (Scotland) Act 2002 applies.
17.4 The provisions of this Condition 17 shall apply during the continuance of this Contract and after its termination howsoever arising.

18. TERMINATION

18.1 The Supplier shall notify the Purchaser in writing immediately upon the occurrence of any of the following events:

(a) where the Supplier is an individual and if a petition is presented for the Supplier’s bankruptcy or the sequestration of the Supplier’s estate or a criminal bankruptcy order is made against the Supplier, or the Supplier is apparently insolvent, or makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignation for the benefit of creditors, or if an administrator or trustee is appointed to manage the Supplier’s affairs; or

(b) where the Supplier is not an individual but is a firm, or a number of persons acting together in any capacity, if any event in (a) or (c) of this Condition occurs in respect of the firm or any partner in the firm or any of those persons or a petition is presented for the Supplier to be wound up as an unregistered company; or

(c) where the Supplier is a company, if the company passes a resolution for winding-up of dissolution (otherwise than for the purposes of and followed by an amalgamation or reconstruction) or the court makes an administration order or a winding-up order, or the company makes a composition or arrangement with its creditors, or an administrator, administrative receiver, receiver or manager is appointed by a creditor or by the court, or possession is taken of any of its property under the terms of a floating charge.

18.2 On the occurrence of any of the events described in Condition 18.1 or, if the Supplier shall have committed a material breach of this Contract and (if such breach is capable of remedy) shall have failed to remedy such breach within 30 days of being required by the Purchaser in writing to do so or, where the Supplier is an individual if the Supplier shall die or be adjudged incapable of managing his or her affairs within the meaning of the Adults with Incapacity (Scotland) Act 2000 or the Mental Health (Care and Treatment) (Scotland) Act 2003, the Purchaser shall be entitled to terminate this Contract by notice to the Supplier with immediate effect. Thereupon, without prejudice to any other of the Purchaser’s rights, the Purchaser may complete the Services or have them completed by a third party, using for that purpose (making a fair and proper allowance therefor in any payment subsequently made to the Supplier) all materials, plant and equipment on the Premises belonging to the Supplier, and the Purchaser shall not be liable to make any further payment to the Supplier until the Services have been completed in accordance with the requirements of the Contract, and shall be entitled to deduct from any amount due to the Supplier the costs thereof incurred by the Purchaser (including the Purchaser’s own costs). If the total cost to the Purchaser exceeds the amount (if any) due to the Supplier, the difference shall be recoverable by the Purchaser from the Supplier.

18.3 In addition to the Purchaser’s rights of termination under Condition 18.2, the Purchaser shall be entitled to terminate this Contract
by giving to the Supplier not less than 30 days notice to that effect.

18.4 Termination under Condition 18.2 or 18.3 shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereupon accrue to the Purchaser and shall not affect the continued operation of Conditions 11 (Audit), 13 (Patents, information and copyright), and 25 (TUPE).

19. RECOVERY OF SUMS DUE
Wherever under this Contract any sum of money is recoverable from or payable by the Supplier, that sum may be deducted from any sum then due, or which at any later time may become due, to the Supplier under this Contract or under any other agreement or contract with the Purchaser.

20. ASSIGNMENT AND SUB-CONTRACTING
20.1 The Supplier shall not assign or sub-contract any portion of the Contract without the prior written consent of the Purchaser. Sub-contracting any part of the Contract shall not relieve the Supplier of any obligation or duty attributable to the Supplier under the Contract or these Conditions.

20.2 Where the Purchaser has consented to the placing of sub-contracts, copies of each sub-contract shall be sent by the Supplier to the Purchaser immediately it is issued.

20.3 Where the Supplier enters into a sub-contract must ensure that a provision is included which:

20.3.1 requires payment to be made of all sums due by the Supplier to the sub-contractor within a specified period not exceeding 30 days from the receipt of a valid invoice as defined by the sub-contract requirements and provides that, where the Purchaser has made payment to the Supplier in respect of Services and the sub-contractor's invoice relates to such Services then, to that extent, the invoice must be treated as valid and, provided the Supplier is not exercising a right of retention or set-off in respect of a breach of contract by the sub-contractor or in respect of a sum otherwise due by the sub-contractor to the Supplier, payment must be made to the sub-contractor without deduction;

20.3.2 notifies the sub-contractor that the sub-contract forms part of a larger contract for the benefit of the Purchaser and that should the sub-contractor have any difficulty in securing the timely payment of an invoice, that matter may be referred by the sub-contractor to the Purchaser; and

20.3.3 in the same terms as that set out in this clause 20.3 (including for the avoidance of doubt this clause 20.3.3) subject only to modification to refer to the correct designation of the equivalent party as the Supplier and sub-contractor as the case may be.

21. NOTICES
Any notice given under or pursuant to the Contract may be sent by hand or by post or by registered post or by the recorded delivery service or transmitted by telex, telemessage facsimile transmission or other means of telecommunication resulting in the receipt of a written communication in permanent form and if so sent or transmitted to the address of the party shown on the Purchase Order, or to such other address as the party may by notice to the other have substituted therefor, shall be
deemed effectively given on the day when in the ordinary course of the means of transmission it would first be received by the addressee in normal business hours.

22. DISPUTE RESOLUTION

22.1 The parties must attempt in good faith to resolve any dispute between them arising out of or in connection with the Contract.

22.2 Any dispute or difference arising out of or in connection with the Contract, including any question regarding its existence, validity or termination which cannot be resolved in good faith, shall be determined by the appointment of a single arbitrator to be agreed between the parties, and failing agreement within 14 days after either party has given to the other a written request to concur in the appointment of an arbitrator, by an arbitrator to be appointed by the Scottish Arbitration Centre on the written application of either party. The seat of the arbitration shall be in Scotland. The language used in the arbitral proceedings shall be English.

22.3 Any arbitration under 22.2 is subject to the Arbitration (Scotland) Act 2010.

25. TUPE

25.1 The Supplier recognises that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply in respect of the Contract, and that for the purposes of those Regulations, the undertaking concerned (or any relevant part of the undertaking) shall (a) transfer to the Supplier on the commencement of the Contract; (b) transfer to another supplier on the expiry of the Contract.

25.2 During the period of six months preceding the expiry of the Contract or after the Purchaser has given notice to terminate the Contract or the Supplier stops trading, and within 20 working days of being so requested by the Purchaser, the Supplier shall fully and accurately disclose to the Purchaser or to any person nominated by the Purchaser information relating to employees engaged in providing the Services in relation to the Contract in particular, but not necessarily restricted to, the following:

(a) the total number of personnel whose employment with the Supplier is liable to be terminated at the expiry of this Contract but for any operation of law; and

(b) for each person, age and gender, details of their salary, date of commencement of continuous employment and pay settlements covering that person which relate to future dates but which have already been agreed and their redundancy entitlements (the names of individual members of staff do not have to be given); and

23. HEADINGS

The headings to Conditions shall not affect their interpretation.

24. GOVERNING LAW

These Conditions shall be governed by and construed in accordance with Scottish law and the Supplier hereby irrevocably submits to the jurisdiction of the Scottish courts. The submission to such jurisdiction shall not (and shall not be construed so as to) limit the right of the Purchaser to take proceedings against the Supplier in any other court of competent jurisdiction, nor shall the taking of proceedings in any one or more jurisdictions preclude the taking of proceedings in any other jurisdiction, whether concurrently or not.
(c) information about the other terms and conditions on which the affected staff are employed, or about where that information can be found; and

(d) details of pensions entitlements, if any.

25.3 The Supplier shall permit the Purchaser to use the information for the purposes of TUPE and of re-tendering, which shall include such disclosure to potential suppliers as the Purchaser considers appropriate in connection with any re-tendering. The Supplier will cooperate with the re-tendering of the contract by allowing the transferee to communicate with and meet the affected employees and/or their representatives.

25.4 The Supplier agrees to indemnify the Purchaser fully and to hold it harmless at all times from and against all actions, proceedings, claims, expenses, awards, costs and all other liabilities whatsoever in any way connected with or arising from or relating to the provision or disclosure of information permitted under this Clause.

25.5 In the event that the information provided by the Supplier in accordance with this Clause becomes inaccurate, whether due to changes to the employment and personnel details of the affected employees made subsequent to the original provision of such information or by reason of the Supplier becoming aware that the information originally given was inaccurate, the Supplier shall notify the Purchaser of the inaccuracies and provide the amended information. The Supplier shall be liable for any increase in costs the Purchaser may incur as a result of
SUPPLEMENTARY NOTICE

LATE PAYMENT OF INVOICES
Suppliers to the Scottish Social Services Council are requested to address complaints regarding late payment of invoices to, in the first instance, the addressee of the invoice and, in the second instance to the Head of finance & Corporate Governance, Compass House, 11 Riverside Drive, Dundee DD1 4NY. This procedure is suggested as the best practical way of ensuring problems of late payment are resolved, and is not intended to interfere with Suppliers legal rights.

THIS NOTICE DOES NOT FORM PART OF THE CONDITIONS OF CONTRACT
1. PRINCIPAL INVESTIGATOR

Name: Martin Kettle

School: HLS  Dept: Psychology, Social Work and Allied Health  Tel No: 8819

2. TITLE of PROPOSAL  Development of Post Graduate Diploma for CSWO

3. Anticipated START and END Dates  from: 01/10/14  to: 01/09/15

4. ARE THERE ANY IPR/CONFIDENTIALITY ISSUES  (Y/N) If yes, please state (see guidance notes)

5. DOES THIS PROPOSAL PRESENT A CONFLICT OF INTEREST  (Y/N)

If yes, please state here any potential conflict of interest which may arise or be perceived to arise in undertaking this project.

6. For research grants and contract research:

FUNDING BODY (IES) Name (s)

Funding body type (please tick)  Research Council  Government  Charity  Industry

KTP  European (Research)  European (Non Research)  Other  (please state)

HESA Code(s)  (see page 4) (please indicate HESA code for EACH funding body if more than one funding source)

7. PRINCIPAL INVESTIGATOR

SIGNED PRINCIPAL INVESTIGATOR

Date 17/9/14

8. ASSOCIATE DEAN/DIRECTOR

SIGNED ASSOCIATE DEAN (confirming application is in line with School strategy and objectives)

Date 18/9/14

9. PROPOSAL APPROVED by RIE

SIGNED on BEHALF of RIE (confirming all aspects of financial and contractual compliance with University and funding body requirements).

Date 23/09/2014

10. PROPOSAL APPROVED by EXECUTIVE DEAN of SCHOOL

SIGNED Exec. DEAN of SCHOOL (or nominated other)

(confirming on behalf of School, all aspects of strategic financial and contractual compliance)

Date 19/9/14

11. UNIVERSITY AUTHORISATION

(to submit a proposal externally)

(nominated signatory for and on behalf of the University)

Date 30/09/14

UNIVERSITY CHARITABLE STATUS: All research activity is undertaken in order to enhance knowledge and understanding for educational purposes, and for wider public benefit (please refer to PAF guidance notes for further information).
RESEARCH / OTHER EDUCATIONAL GRANTS

PART B

Note 1: In instances where GCU are not the lead applicant on a project, a PAF should still be completed at application stage, in order that GCU may be fully informed of their commitment of resources to the project.

Note 2: Contract research and consultancy must be approved via PART C of the project approval system. Please refer to PAF guidelines for clarification on definitions of contract research and consultancy activity.

1. INTERNAL COAPPLICANT(s) Name ................................................ Dept ................................
   Name ................................................ Dept ................................

2. EXTERNAL COLLABORATOR(s) Please give names of ALL external collaborators
   Name ...................................................
   Address ..............................................
   Name ...................................................
   Address ..............................................

3. PROPOSAL TYPE (Please tick all that apply)
   Research Grant [ ]  EU Research [ ]  EU Non Research [ ]  Travel [ ]  Consumables [ ]
   Studentship [ ]  KTP [ ]  Education & Training [ ]  Collaboration Lead [ ]
   Collaboration Non Lead [ ]  Community Engagement [ ]  Cultural Engagement [ ]  Other [ ]

4. PEER REVIEW (please tick if applicable)
   Has your project undergone a process of peer review? Yes [ ] No [ ]
   If yes, was this process: internal [ ]  external [ ] to GCU
   Contact details of peer reviewer: ..............................................................................

5. FEC of GRANT PROPOSAL ..............................................

6. GCU MATCH FUNDING (including equipment and/or infrastructure requirements) ......................

7. TOTAL VALUE OF PROPOSAL ...................... TOTAL AMOUNT TO GCU ......................
   Deadline submission date (if applicable) ..................................................

8. ADDITIONAL CONTRIBUTION FROM 3rd PARTY (if any) ..........................................................

9. ETHICS
   Does this proposal require ethical approval? Y/N (delete as appropriate)
   Does the proposal involve clinical trials? Y/N (delete as appropriate)
   Does the proposal involve the use of human tissue? Y/N (delete as appropriate)

Important: When you receive notification of your successful proposal, a copy of the ethical approval documentation should be forwarded to RIE PRIOR to the start date. Failure to supply this information may result in a delay to project commencement.
COMMERCIAL ACTIVITIES
CONSULTANCY, CONTRACT (COMMISSIONED) RESEARCH & OTHER SERVICES

(please tick one) Consultancy ☐ Contract Research ☐ Other Services ☑

Tender document for bid [ ] – please supply this for review by RIE Risk Assessment attached [ ]

1. EXTERNAL CLIENT CONTACT DETAILS (address for correspondence)

Contact Name: Frances Scott
Workforce Development and Planning Manager
Organisation: Scottish Social Services Council
Telephone: 01382 207154/0131 552 9623
Email: frances.scott@sssc.uk.com

Address: Compass House
11 Riverside Drive
DD1 4NY

2. COSTING

Please attach either a completed consultancy summary spreadsheet, or contract research summary spreadsheet. These can be found within the University fEC costing model spreadsheet at www.gcu.ac.uk/rie/riedocuments

Important: Proposals will only be approved if a University authorised costing is submitted. This costing model must be completed with and formally approved by RIE.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>fEC of activity (contract research only)</td>
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</tr>
<tr>
<td>Total income for activity</td>
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<tr>
<td>Total costs for activity</td>
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<tr>
<td>Surplus</td>
<td>£-1,851/-21%*</td>
</tr>
<tr>
<td>Overhead rate applied</td>
<td>80%</td>
</tr>
</tbody>
</table>

*overhead rate not to be applied – see Janette Evans

Please attach any other relevant project description documents. It is the responsibility of the PI to inform RIE who ID?

3. C

Discussion with Janette

Imp
RRI
ext
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GC
Int
Ex
Other

[ ] (please state) ____________________________

Notes: A definition of contract research and consultancy can be found within the "University Requirements for the Conduct of Commercial Activities, which can be found at www.gcu.ac.uk/rie/riedocuments
<table>
<thead>
<tr>
<th>Costs</th>
<th>Actual Cost to University</th>
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</thead>
<tbody>
<tr>
<td>GCU Staff</td>
<td>4,150</td>
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<tr>
<td>GCU Travel &amp; Subsistence</td>
<td>200</td>
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<tr>
<td>GCU Equipment</td>
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<td><strong>Description:</strong></td>
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<tr>
<td>Other Costs</td>
<td></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>University of Dundee</td>
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<table>
<thead>
<tr>
<th>Costs before Overheads</th>
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<td>Overheads</td>
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<td><strong>Choose School</strong></td>
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<tr>
<td>School/Dept. Rate (%)</td>
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<tr>
<td>School/Dept. Rate (£)</td>
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<tr>
<td>Total Actual Costs</td>
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<tr>
<td>Price Charged / Income</td>
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<tr>
<td>Surplus / Deficit (£)</td>
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Costing Approved by RIE: [Signature]
Date: [Date]

Additional Payments / PD T'fer | £0

Final Surplus To School/Dept. | -£250
### GCU Staff Costs

<table>
<thead>
<tr>
<th>Current Salary point</th>
<th>Current Salary</th>
<th>Number of Days Working on Project</th>
<th>Calculated Base Salary Cost</th>
<th>Superannuation</th>
<th>National Insurance</th>
<th>Total Salary Cost</th>
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<td>1</td>
<td>49</td>
<td>£54,840</td>
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<td>£32,277</td>
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<td>£440</td>
<td>£70</td>
<td>£61</td>
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<tr>
<td>5</td>
<td>31</td>
<td>£32,277</td>
<td>3</td>
<td>£440</td>
<td>£70</td>
<td>£61</td>
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<td>£32,277</td>
<td>3</td>
<td>£440</td>
<td>£70</td>
<td>£61</td>
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**Total Staff Costs**  **£4,150**

### Price Calculator

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<th>Daily Rate</th>
<th>Number of Days Worked</th>
<th>Total</th>
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<td>0</td>
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<tr>
<td>6</td>
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<td>0</td>
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</table>

**Total**  **0**
### Additional Payments to Staff

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<tr>
<th>Name</th>
<th>Personal Development Account</th>
<th>Additional Salary Payment (inclusive of 12% NI Contribution)</th>
<th>Pension Contribution (AVC's)</th>
<th>Personal Development Account Code</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
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</table>

**Sub-Totals**

**Total Payments to Staff**

**Payments to Staff Authorised by Dean**

**Date**

---

### Staff Time Recharges

<table>
<thead>
<tr>
<th>Name</th>
<th>Salary Charged Direct to Project Account</th>
<th>Payroll Recovery</th>
<th>Payroll Recovery Account Code</th>
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<tbody>
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<td>Martin Kettle</td>
<td>£</td>
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<td></td>
</tr>
<tr>
<td>Marty Wright</td>
<td>£</td>
<td>£</td>
<td></td>
</tr>
<tr>
<td>Ruth Whittaker</td>
<td>£</td>
<td>£</td>
<td></td>
</tr>
<tr>
<td>HLS Prog Admin</td>
<td>£</td>
<td>£</td>
<td></td>
</tr>
</tbody>
</table>

| Sub-Totals        | £                                       | £                |                               |
| Total Charges     | £                                       |                  |                               |


<table>
<thead>
<tr>
<th>No.</th>
<th>GCU Strategic Goal</th>
<th>Specific Risk</th>
<th>Impact (i.e., severity)</th>
<th>Likelihood</th>
<th>Cross Risk Score AS PER MATRIX (1-5)</th>
<th>Mitigation Actions, Procedures/Controls/In Place</th>
<th>Mitigational Risk Score AS PER MATRIX (1-5)</th>
<th>Early Warning Mechanisms &amp; Actions Planned</th>
<th>Risk Owner</th>
<th>Control Owner / Co Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategy 1</td>
<td>1.2.3.4</td>
<td>H</td>
<td>M</td>
<td>6</td>
<td>List all mitigating actions, procedures and controls which are to be implemented.</td>
<td>5</td>
<td>List early warning mechanisms and other planned future actions which enhance the management of this risk, providing timelines where appropriate.</td>
<td>Name</td>
<td>Name(s)</td>
</tr>
<tr>
<td>2</td>
<td>Development board is unable to create award within timeframes</td>
<td>L</td>
<td>L</td>
<td>1</td>
<td>1</td>
<td>Board made up of multiple academics - to avoid over-representation on individuals.</td>
<td>1</td>
<td>Development Board/Exco and milestones as per University quality and governance.</td>
<td>Martin Kettle/Alex McKay</td>
<td>Development Board/SSC</td>
</tr>
<tr>
<td>3</td>
<td>Programme not approved</td>
<td>H</td>
<td>L</td>
<td>6</td>
<td>1</td>
<td>Ensuring highly skilled team members with relevant experience in these sectors work closely with clients. Client equally provides content points with necessary experience and competencies</td>
<td>1</td>
<td>Regular consultation with client to ensure expectation are being met, and clear communication between both sides. Consistent application of processes and tools.</td>
<td>Martin Kettle/Alex McKay</td>
<td>Development Board/SSC</td>
</tr>
<tr>
<td>4</td>
<td>Inadequate funding to support students</td>
<td>H</td>
<td>M</td>
<td>6</td>
<td>1</td>
<td>Ongoing negotiations with ISGC, Scottish Government and local authorities</td>
<td>1</td>
<td>Regular consultation with ISGC to ensure expectation are being met, and clear communication between both sides to secure funding.</td>
<td>Martin Kettle/Alex McKay</td>
<td>Development Board/SSC</td>
</tr>
<tr>
<td>5</td>
<td>Low student uptake of approved course</td>
<td>M</td>
<td>M</td>
<td>8</td>
<td>1</td>
<td>Monitoring and utilisation of programme model for water group than CWEO - with recruitment deadlines</td>
<td>1</td>
<td>Deadlines for applications opened 1st April and closed 31st August</td>
<td>Martin Kettle</td>
<td>ISGC</td>
</tr>
</tbody>
</table>

**Overall Project Risk:**

**GCU Strategic Themes:**

1. Globally Networked
2. Excellence in Education
3. Excellence in Research
4. Delivering for Business, the Public and Voluntary Sectors
5. Valuing our People
6. Committed to the Common Good
7. Sustainability

---

This risk assessment form must be completed and submitted with every Research, Innovation and Enterprise (RIE) Proposal Approval Form for Commercial Proposal authorisation.

Signed: Principal Investigator
Signed: Executive Dean / Head of Function

Note: Date: 12/09/2014

In signing this form the Dean of School or Head of non-School University function confirms that an assessment of risk in relation to the proposed activity has been appropriately undertaken.

[Signature]

---

Project Risk Register - September 2013
Concept Paper

Health and Life Sciences/ Centre for Work Based Learning

Chief Social Work Officer (CSWO) Award (Postgraduate Diploma)

Market for the programme
CSWOs are senior leaders of the social work profession in Scotland, and provide professional as well as managerial leadership. Their role is enshrined in statute. GCU and the University of Dundee (UoD) have been jointly commissioned by the Scottish Social Services Council (SSSC) to design and deliver the above award for existing and aspiring CSWOs. (The joint delivery was a stipulation of the tender process). This joint delivery will be enshrined in a MOU between the two partner HEIs. The proposal is that the award is accredited by GCU, but jointly developed and delivered by the two HEIs.

This award builds on previous work undertaken by GCU in respect of the drawing up of the Standard for CSWOs and an option appraisal of how an award might be delivered. The process of that work involved extensive consultation with a range of stakeholders, including CSWOs themselves, individually and collectively, the Chief Social Work Advisor to the Scottish Government, Social Work Scotland (previously the Association of Directors of Social Work) and the SSSC. That consultation culminated in a consultation event. The development of this award is very much informed by that consultation, and in that sense the market research has already been done. The requirement of the tender is that this award is ready for recruitment in September 2015.

The commission is for a 120 credit award at level 11 (Postgraduate Diploma) targeted at existing CSWOs and those aspiring to the role. The proposal that was presented to the SSSC includes 'new' learning as well as a strong element of Work Based Learning, as well as 50% based on Recognition of Prior Learning. The aspiration of both partner HEIs is that there will be opportunities for progression to Masters level awards and possibly the Professional Doctorate Programme.

The market for this award is limited. There are 31 CSWOs (2 local authorities share a CSWO) and a roughly equivalent number of aspiring CSWOs. However, the model that has been developed would be easily transferable to other leadership groups, and this represents a further development opportunity.

Fit with the University mission and with the University and School portfolio
Drawing from the expertise from GCU and UoD in terms of professional education for social work, professional leadership and management and WBL this bid combines the strengths of both of these institutions in putting together a proposal for the development and delivery of a bespoke postgraduate professional development programme for Chief Social Work Officers (CSWO) in Scotland that articulates with wider Masters frameworks within respective universities. This proposal therefore aligns very closely with the educational portfolios of both HEIs.
In terms of aligning with School and University mission and portfolio, there is a very strong fit. This proposed programme draws on:

- The specific knowledge of Social Work at both HEIs
- GCU's mission of the Common Weal
- Leadership and management training at both HEIs
- The strong tradition of Work Based Learning at GCU
- Expertise in RPL

It is further suggested that the development of this programme offers opportunities to develop the knowledge base around WBL.

**Will the programme compete internally with other programmes at GCU?**
No. This is a unique award with a very specific market, and as such there are no competitor programmes, either within GCU or in other HEIs.

**Does the programme compete directly with known/strong/local competitors?**
See above. The unique nature of the award, plus SSSC endorsement, eliminates the issues of competition for this group of learners. Careful consideration requires to be given.

**If new investment is required where will the resource come from?**
Development funding of £9,000 has been made available by the SSSC, and the Scottish Government have agreed funding of £2,000 per candidate. The initial discussions with the SSSC have indicated that the expectation is that local authorities themselves will contribute to the funding of the award, but the exact amount of that is still to be determined, and the detailed costings for the delivery of the programme are still to be determined, but indicative costings indicate £3,500 in total for the full programme.

**Conclusion**
This award is a specific commission by the SSSC. The development phase of the work has involved extensive research of the market to ensure that the learning needs of this particular group of learners are met by the programme, and there is a strong alignment with the portfolio and mission of both HEIs.

The development of the tender and the winning of the commission has allowed the two HEIs to develop a fruitful partnership that will be very helpful in the delivery of the award. The detailed design of the award and preparation for the approval process will involve the SSSC and other key stakeholders in ensuring continued ownership of the award and the best fit with the needs of this particular group of learners.
Proposal for Postgraduate Diploma for Chief Social Work Officers (CSWO) in Scotland (with SSSC recognition)

Michael Nauty - University of Dundee
Dr Martin Kettle - Glasgow Caledonian University
Contents

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Rationale p.3
Glasgow Caledonian University p.4
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Workplace Mentor p.5
The Academic Adviser p.5
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Procedures for monitoring and controlling progress developing the award p.7
Evaluation p.7
Personnel with relevant experience p.7
Creativity and innovation in the delivery and assessment of the award p.8
Development and delivery of the award p.9
Added value and sustainability p.9
Exit Strategy p.10
Testimonials p.11
References p.12
Appendix 1 Key terms used in this proposal p.13
Appendix 2 CVs of team for delivery p.14

Jon Bolton
Fiona Clark
Dr. Martin Kettle
Michael Naulty
Linda Walker
Ruth Whittaker
Marty Wright
1. Introduction

This proposal is presented jointly by Glasgow Caledonian University (GCU) and the University of Dundee (UoD). It draws upon the expertise of both institutions in:

- Delivery of professional education
- Design and delivery of Work Based Learning (WBL) programmes
- Recognition of Prior Learning (RPL)
- Working with senior leaders in the public sector

This proposal is also strongly influenced by the process of the development of the CSWO standard, which was led by one of the authors of this proposal. Discussion with CSWOs around their learning needs and continuing professional development (CPD) indicated that the demands of their role often meant that their CPD needs were neglected, and that much of their learning was informal.

Further, consultation with CSWOs indicated that there was a perceived need for 'new learning' and not just a portfolio approach. In addition it was recognised that the role of the CSWO could be a very isolated one, and that there would be distinct benefits to an element of working as a peer group either physically or virtually, and it is anticipated that a cohort of participants working together through the programme would add value.

The reference point for the programme is the Standard for Chief Social Work Officers. It is intended that this programme would be accessed by CSWOs who are already in post, and also by senior leaders working within social work contexts within local authorities who aspire to the role of CSWO. The diversity of learning needs of this group of senior leaders, combined with the considerable variation within the role of CSWO makes it imperative that learning is tailored closely to the learning needs of the individual candidate.

In addition it is essential to recognise that this programme will be delivered within a context of substantial change in respect of the integration of health and social care and a very challenging financial climate and that requires to be acknowledged at the outset, whilst retaining a focus on the role of the CSWO. The terminology that has been adopted for the purposes of this document for participants in the programme is 'candidate'. Appendix 1 contains definitions of the terminology used throughout this proposal.

2. Rationale

Drawing from the expertise from GCU and UoD in terms of professional education for social work, professional leadership and management and work-based learning this bid combines the strengths of both of these institutions in putting together a proposal for the development and delivery of a bespoke postgraduate professional development programme for Chief Social Work Officers (CSWO) in Scotland that articulates with wider Masters frameworks within respective universities. This proposal therefore aligns very closely with the educational portfolios of both HEIs.
2.1 Glasgow Caledonian University, School of Health and Life Sciences and Centre for Work Based Learning  www.gcu.ac.uk/hls

GCU provides pre and post-qualifying education in Social Work and a range of Nursing and Allied Health Professions, including a Masters Framework and the MSc in Social Work. Further, GCU delivers the MSc in Leadership and Management in the Public Sector, and hosts the Centre for Work-Based Learning, which is a recognised centre of excellence in the design and delivery of WBL programmes. Within GCU there is also considerable expertise in RPL.

2.2 University of Dundee, School of Education, Social Work and Community Education. www.dundee.ac.uk/eswce

The School provides qualifying and post qualifying professional education and inter-professional education for teachers, social workers, community learning and development workers, educational psychologists and police personnel. It works closely on inter-professional education programmes and developments with a range of schools and colleges across the university including work with the School of Nursing and Midwifery on the integrated health and social care agenda. It also has a portfolio of international consultancy work and programme delivery for professional development.

3. The Learning Contract
In line with the approach to be taken with respect to the candidate constructing their programme learning around personal and professional development needs within their work context as chief officers and the need for elements of ‘new learning’ expressed through the consultations with CSWO’s the Learning Contract will be used a tool to analysis learner need and to negotiate the learning and learning outcomes required to meet the expectations of the candidate, the Standard for CSWO and the academic requirements of study at Scottish Credit Qualifications Framework (SCQF) Level 11. This initial negotiation and on-going review and re-negotiation of learning will be a three way process between the candidate, their work-place mentor, and academic adviser based on the following
- The learning objectives or goals agreed
- The strategies and resources available to achieves these objectives
- The evidence which will be produced to indicate the objectives have been achieved
- The criteria which will be used to assess this evidence
  (Anderson, Boud & Sampson 2004)

4. The Work-place Mentor
Work-place mentoring will take a developmental approach and be used to support the development of candidate in their role as a chief officer and how their working context can be used to help them meet the expectations of the programme. The characteristics of mentoring in this context is:
- a supportive form of development
• a focus on helping an individual manage their personal and professional development
• a foundation of activities that have both individual and organisations goals
  (Adapted from Alred, Garvey and Smith, 1998).

5. The Academic Adviser
The Academic Adviser is there to support and guide on how the candidate is progressing with respect to the development and accreditation of their learning and professional development through meeting the Standard for CSWO and satisfying the SCQF Level 11 requirements for the programme. Academic Advisers (see CV’s attached) will be drawn from both GCU and UoD in line with a memorandum of understanding to be finalised between the two institutions.

6. Learning Material (subcriteria 35%)
The proposal is for the development and delivery of a bespoke postgraduate diploma for CSWO’s in Scotland based on a 4 x 30 credit module framework to be taken over one calendar year. It is based on an underpinning ethos of WBL which puts the learner and their working context at the centre of the learning process. This proposal adopts the definition of learning as, “an interaction between an agentic individual’s mind and a socially constructed community of practice” (Cairns and Malloch, 2011, p. 9).

This programme is predicated on the development of a learning contract that would be a three way relationship between the candidate, their work context and mentor, and the Pg Diploma programme support tutor and academic staff. In diagrammatic form the programme would look like this:

Building on the work carried out by GCU in the development of the Standard for CSWO and Options Appraisal found in the Chief Social Work Officers-Standards and Accreditation Pathway-Final Report (Kettle and Mills, 2014). This proposal puts forward an accredited work-based learning model that is designed around the notions of negotiated learning, work-based mentoring and the re-contextualising of learning through the adaptive release of knowledge enabling new ways into longstanding and seemingly intractable problems of relating theory to practice (Evans, Guile & Harris, 2011).

6.1 Module One – The Chief Officer as Learner.
The module title has been chosen deliberately to position the candidate as learner from the outset of the programme, and will be a new module designed specifically to address the context of CSWOs, and will draw on the feedback from CSWOs over the development of the standard.
This module will be developed to support the candidate in orientation or reorientation into professional education and scholarship and the expectations and demands of postgraduate level study and the Standard for CSWO. It starts with the development of a ‘learning contract’ which is a three way agreement between the participant, their working context and mentor, and the partner university. The learning contract will be seminal to the learning process for the programme to orientate and re-orientate the learning journey through the programme and used as a major reflective process for meaning-making and critical appraisal of the participant’s progress against the Standard for CSWO and the characteristics of postgraduate study. The module will also engage the participant in the concepts of experiential learning, RPL and how to turn experience into learning through portfolio development and how to theorise practice. This 30 credit module will also explore models of professional development and adult learning (Erut, 2004, Dreyfus and Dreyfus, 1986, Boud and Solomon, 2001) and encourage the participant to consider themselves as a learner and facilitator of learning and how they learn both personally and within a community of learning through the process of inquiry and evidence-based learning.

The assessment of the module will be the production of a learning contract and, at the end of the module, a critical appraisal of the participant against the Standard for CSWO and how they will meet the Standards requirements through overtaking the learning outcomes of the programme and the module requirements. This critical appraisal with also ask participants to draw from relevant professional development and adult learning theory to support their analysis of their own learning plan and its development.

6.2 Modules 2 & 3 – Recognition of Prior Learning (RPL) or taught optional modules.
These two modules are for participants to make claims against for prior learning and drawing from an understanding of the theory and practice of learning from experience explored in Module One the putting together via a portfolio of evidence including a critical reflective referenced commentary of learning gained through this experience, how it meets the related elements of the Standard for CSWOs. The reference point will be the Standard for Chief Social Work Officers and RPL will be mapped across to that standard in a very similar way to other areas of work, for example Higher Education Academy membership.

However, in line with a flexible approach to learning, candidates who either have insufficient relevant experience to convert into learning through RPL or they wish to take a more formal taught approach to learning then there is an opportunity with this diet of modules to either take one or both from a range of modules that are offered as part of the Masters frameworks from either GCU or UoD. In particular, if participants are considering progressing further with their studies beyond the postgraduate diploma onto masters and doctorate level guidance would be given regarding module choice around research methods teaching.

6.3 Module 4 – Structured Professional Discussion
This would be the final module in the suite of modules for the postgraduate diploma. The focus of this module is on how a participant can synthesis their learning with respect to the programme learning outcomes, the Standard for CSWO and an evaluation of their learning over the preceding three modules. The module would take as its starting point a critical evidence-based reflection of the candidate’s learning journey and examine in an evaluative way the progress a participant has made with respect to a review of their learning contract, how they have met the Standard for CSWO and what underpinning knowledge and insight they have gained in re-contextualising their practice through the process of the programme. Key components of the assessment of this module will a structured professional discussion, this being ‘a structured review of practice and learning conducted between an assessor and/or a verifier and a candidate’ (Kettle & Mills 2013, Whittaker & Brown 2012). This would enable the candidate both to look back over the programme, and to look forward to future learning.

6.4 Procedures for monitoring and controlling progress for developing the award
If the contract were to be awarded, an inception meeting would be put in place as soon as possible. A clear timeline and project plan would be identified at the outset, with key milestones identified. Regular reports would be provided for the SSSC. Any potential difficulties would be identified and flagged up early with a view to speedy resolution. Regular reports would be provided to the Steering group for the research.

7. Evaluation
It would be important to assess the impact of the programme, that is to measure what difference it makes to the leadership of the candidates. Baseline data, both qualitative and quantitative, would be gathered at the outset of the programme as part of the negotiation of the learning contract, and further data would be gathered upon completion of the programme.

8. Personnel with relevant experience (subcriterion 5%)
The profile of the UoD staff that will be involved in the development and delivery of the award range from those that have extensive involvement in the qualifying and post qualifying training of social work professionals coming from a social work background to those that have a wealth of experience and expertise in organisational and professional leadership from both a professional and inter-professional basis.

Similarly, the profile of the GCU staff involved in the design and delivery of the programme in the includes substantial direct experience of delivery of local authority social work services, teaching at SCQF level 11, and facilitating and assessing WBL. This is across single and multi-agency contexts. Please see CVs attached for selection of academic staff from UoD and GCU.

9. Creativity and innovation in the delivery and assessment of the award (subcriterion 15%)
In developing the programme thus far, a balance has been sought between ensuring that the programme meets the requirements of working at SCQF level 11 and recognising the demands of the role of CSWO. The development of a new module specifically tailored to this group of senior leaders
that takes account of their practice leadership and the value-focused nature of the social work task is an important component.

The programme design allows for participants to construct their learning around the context of their work situation and experience and in the process of doing allows for creativity and innovation in the construction of personalised learning journeys based on the learning outcomes of the programme and the Standard for CSWO. This allows for creativity and innovation in the construction and reconstruction of practice and how it is theorised.

A balance has been sought between the consultation response for a need for an emphasis on ‘new learning’ and RPL. The ‘sandwiching’ of the RPL element of the programme between a bespoke module, strategically identifying the CSWO as learner and the Structured Professional Discussion, which both will review learning undertaken to date and look forward to the identification of future learning needs. In particular, the development of a module based largely on a Structured Professional Discussion represents innovation in the assessment of WBL.

10. Development and delivery of the award (subcriteria 40%)
The Postgraduate Diploma for Chief Social Work Officers will be academically approved as a discrete but articulated award through Glasgow Caledonian University in partnership with the School of Education, Social Work and Community Education at the University of Dundee. A Memorandum of Understanding will be established between the two institutions for the purpose of this development and a detailed implementation plan established for the development and approval of the programme in line with the timescales articulated in the tender document and for the start of the programme in August/September 2015.

Ownership of the programme amongst CSWOs is a crucial factor in its success, and this would be a major consideration for design and delivery. Building upon the work undertaken by one of the partners in the development of the standard for CSWOs, it is envisaged that consultation would take place at three levels:

- A Technical Working Group would be established as a reference point for the design of the Programme. This would include representation from CSWOs themselves, the SSSC, both HEIs and other key stakeholders as appropriate
- CSWOs would be invited to comment on proposals for the programme at key stages
- A consultation event would be organised at a key point in the process, as an active means of involvement of key stakeholders.

Approval would be achieved through the GCU programme approval process, and an essential part of that process would be the establishment of a Programme Board to monitor and evaluate the programme. That would include the appointment of external examiners, and careful consideration would be given to how those appointments would help to situate the programme firmly in its context and add value.
Equality and diversity would be addressed from the outset. As part of the development of the learning contract at the outset of the programme any learning needs would be identified, and as part of the selection process for the programme transparent criteria would be developed along with key stakeholders to ensure equality of access. Further, issues of equality and diversity would be explicitly addressed as part of the learning programme.

11. Added value and sustainability (subcriteria 5%)

It is contended that this programme of itself represents added value in that it addresses the learning needs of CSWOs and other senior leaders in social work in a creative and flexible manner. Environmental impact would be minimised through the keeping of the requirement for travel and production of hard copies of documentation to an absolute minimum. The use of electronic communication, including Adobe Connect, use of social media and blogging will reduce the requirement for direct face-to-face communication. Further, the use of electronic portfolios would reduce the necessity for printing hard copies of documentation.

12. Exit strategy

The fact that this submission is being offered by two HEIs that have considerable experience in delivering education to senior leaders in a variety of contexts and is also not dependent upon one or two individuals means that the chance of failure are very slim, and every effort would be made to avoid that. However, in the unlikely event of this happening all documentation and or evidence that had been accumulated at that point would be given over to the SSSC to allow any successor organisation the best chance of success.

13. Testimonials

Testimonials are available from the following (for Professor Whittaker)

Julie Cavanagh
j.cavanagh@scqf.org.uk
0141 225 2925
07825 054 990

Scottish Credit and Qualifications Framework Partnership
39 St Vincent Place
Glasgow
G1 2ER

Heather Gibson
h.gibson@qaa.ac.uk
0141 572 3420

QAA Scotland
183 St Vincent Street
Glasgow
G2 5QD
(for UoD)
Pam Linton
Service Manager
Social Work
Angus Council
Orchardbank Business Park
Forfar
DD8 1WS
Email: lintonp@angus.gov.uk

Frances Greig
Learning & Workforce Development
Service Manager
Dundee City Council
Dundee House
50 North Lindsay Street
Dundee
DD1 1NF
Email: frances.greig@dundee.ac.uk

Dr. Martin Kettle, Senior Lecturer Glasgow Caledonian University
Michael Naulty, Senior Lecturer, University of Dundee 1.8.14.
12. References


Appendix 1- Key terms used in this proposal

Work Based Learning.

Work Based Learning now covers a wide variety of learning programmes. It is most commonly used in relation to competence based programmes that form the basis of Vocational Qualifications (VQs and SVQs) on which Modern Apprenticeships are built. Assessment requires evidence of competence in the area of expertise being considered, in the way, for example, the driving test assesses competence to drive, which includes performance and evidence of underpinning knowledge.

However, although there are competence based programmes in Higher Education (HE) the term ‘Work Based Learning’ is used differently. In HE it is used to cover a range of different approaches which can be best summed up as learning programmes that are flexible, accredited, relevant to the workplace and partnership based. These can be individually based ‘learning contracts’ where typically an individual agrees a personalised learning programme based on work based projects, or undergraduate or post graduate qualifications for a group of learners from the same or different organisations where the learning outcomes are in common.

Forms of delivery and support include the extensive use of Virtual Learning Environments (like Blackboard and Moodle) and increasingly, interactive webinars through Adobe connect or Skype. In addition, it is common, in group based approaches to work based learning, to use ‘blended’ approaches – in other words the use of face to face engagement in group settings, as well as learning sets, groups of learners voluntarily coming to get for mutual support, forming kinds of communities of practice. To facilitate these, providing organisations often offer ‘flexible learning opportunities’ - days when learners have the opportunity to undertake lectures or seminars based on face to face delivery, as well as less formal sessions with fellow learners.

Both individual and group work based learning share a common approach to pedagogy and that is that the learners are encouraged to use academic theories and models to frame and analyse work based problems and practice with a view to enhancing practice and addressing complex problems.

Recognition of Prior Learning

Part of the flexibly of work based learning qualifications is the use of Recognition of Prior Learning (RPL).

In order to understand how RPL works we need to accept the range of ways that adults learn and that not all of these are in formal teaching situations. Like the term ‘Work Based Learning’ there are different typologies offered in relation to how adults but perhaps the most influential of these is that contained in the Memorandum on Lifelong Learning issued by the European Commission in 2000. It specifies three categories of purposeful learning activity:

- **Formal learning** in educational settings that leads to recognized qualifications
- **Non-formal learning** that takes place alongside the mainstream education and which does not normally lead to formal qualifications (learning at work, in the community, in private classes);
• **Informal learning** which is a natural accompaniment to everyday life including working life and which is frequently unintentional and not recognised as learning.

RPL is the process that is put in place for recognising learning that emerges from previous formal, non-formal and informal learning contexts.

The SCQF RPL guidelines make a distinction between two forms of recognition:

• RPL for personal/career development or formative recognition and
• RPL for credit, or summative recognition

For the purposes of this report, it is the second of these which is important. RPL for Credit or summative recognition is a process of assessing learning achieved outside of formal education which is recognised for academic purposes. So, for example, the learning gained through the activities of a senior manager in a local authority and having to deal with a range of complex, professional issues over a significant period of time, could be used to gain credit within a programme, if the outcomes of the prior learning are judged as broadly equivalent to the outcomes of the programme for which the learner is seeking credit. There is a range of ways this learning can be assessed for academic purposes, for example, the use of a reflective report or interview may generate the necessary evidence to allow credit to be allocated. This can then become part of the credit necessary to gain a specific award. It should be noted that Universities generally have regulations about the amount of credit gained through RPL that is allowable in the achieving of an award.
CVs

Curriculum Vitae: Jon Bolton

1. Personal Details
   Jon Bolton
   
   Telephone: Mobile: 07515 290202
   Home: 01592 570991
   Email: jon.bolton@focusedonlearning.com

Current Positions

2010 – date  Director of Focused on Learning, a consultancy and training services company working mainly with clients in the public, academic and not-for-profit sectors, particularly in health and social care.

2010 – date  Lecturer Teaching & Scholarship (Social Work), University of Dundee (.5 Fixed term)

2. Higher Education

2010 – ongoing  MA in Online and Distance Education
   Open University.

   Robert Gordon University, Aberdeen

3. Experience and Employment History


10/2001 – 01/2010  **Service Manager**  
**Information Services**  
Responsible for social work information, service user consultation, complaints, data protection, eCare, IT systems, internal and external communications strategies and media relations. Managed 2 team leaders (11 staff) and £2.7m budget.

Fife Council  
Social Work Service  
5th Floor (North Wing)  
Rothesay House  
Rothesay Place  
Glenrothes KY7 5PQ

11/2000 – 10/2001  **Project Leader**  
**Social Work Information Review**  
Led a project concerned with the specification and acquisition of a comprehensive, integrated information system for a complex, multifunctional Service.

Fife Council  
Social Work Service  
5th Floor (North Wing)  
Rothesay House  
Rothesay Place  
Glenrothes KY7 5PQ
3. Experience and Employment History (continued)

05/2000 – 11/2000 **Social Worker**  
*Children & Families*  
Provided access to services for children in need, as well as protection for children at risk of abuse and neglect.  
Fife Council  
Social Work Service  
5th Floor (North Wing)  
Rothesay House  
Rothesay Place  
Glenrothes KY7 5PQ

09/1995 – 10/1996 **Systems Moderator**  
*– Carers Connect Scotland*  
Programme managed a Scotland-wide project linking up 40 carers organisations with Internet and email facilities. Also provided both on-site and off-site support and training for representatives of all participating organisations.  
Coalition of Carers in Scotland  
c/o VOCAL Carers Centre  
8-13 Johnstone Terrace  
Edinburgh, EH1 2PW

03/1995 – 10/1996 **Fun Club Co-ordinator**  
*Princess Royal Trust for Carers*  
Led a group of staff and volunteers to provide a safe respite environment for children with severe physical and learning disabilities.  
Voluntary Service Aberdeen  
The Carers Centre  
24-28 Belmont Street  
Aberdeen, AB10 1JH

**Residential social worker**  
*Linn Moor School*  
Worked with up to 30 young people aged from 5 to 18 years of age with autism and related disorders who had severe or complex support needs.

06/1993 – 03/1995 **Finance & IT Manager**  
CountryWays Ltd  
Nuneaton
preparation of accounts and statutory returns, as well as contributing to business redevelopment and co-ordinating move to bigger premises. Specification and provision of IT systems as well as application, workstation and infrastructure support for both office and mobile sales staff across the UK.

02/1992 – 04/1994  Support Worker (Voluntary)
Providing information, advice and a range of services for disabled people, their families and service providers.

Disability Rights Advisory Service
Kingston Chambers
Land of Green Ginger
Hull, HU1 2EG

12/1989 – 06/1993  Accounting Technician
Responsible for preparation of client accounts, VAT analysis, PAYE returns, cashflow and budgeting advice as well as the auditing of accounts of limited companies.

Majors Chartered Accountants
8 King Street
Hull, HU1 2JJ

06/1986 – 12/1989  Deputy Manager
(Financial Systems & IT)
Responsible for finance, stock control, budget management, preparation and submission of statutory returns (VAT, PAYE) etc. and provision of IT application, workstation and infrastructure support.

Good News Trust
67 Wright Street
Hull, HU2 8JD

4. Teaching Experience

a) Programme Delivery within the University of Dundee
Since appointment as an associate lecturer I have been significantly involved in the delivery of the BA (Hons) Social Work and the MSc Social Work programmes. I have often covered teaching and placement visits at extremely short notice and am now very familiar with university processes and procedures.
I am currently teaching on both social work programmes, and have lead responsibility for law teaching on the MSc Social Work programme and the Reflective Practice 4 module for final year students on the BA (Hons) Social Work programme.

I have also acted as a tutor to a significant number of under-graduate and post-graduate students at various stages of progression, providing academic, professional, and personal guidance as appropriate.

Within each programme, I have demonstrated a commitment to effectiveness and excellence in the quality of teaching, and a capacity to develop and apply innovative and teaching technologies and material (e.g. problem based learning, electronic portfolios, Blackboard, Moodle).

b) Other teaching criteria
In my specialist areas of interest (social work legislation, policy, information governance, and technology) I have developed effective networks with practitioners, managers, academics and policy makers across the UK and beyond.

I am also a guest lecturer on the BA (Hons) Social Pedagogy at the University of Aberdeen.

6. Professional Status

I am a consultant to the Scottish Social Services Council and the Institute for Research and Innovation in the Social Services. The consultancy role involves innovation and service design, and workforce development.

7. Membership of Professional Bodies

2010 – date Association of Learning Technology (Member)
2010 – date eLearning Alliance (Member)
               Elected to Board of Directors from 24 November 2011)
2008 – date Association of Social Care Communicators
8. **Training and Development**

2005    ITIL Service Management Course
2004    Multi-Agency Strategic Leadership Development Course
2004    Assyst Second Line Support (Help Desk and IT Service Management)
2001    Prince2 Foundation Exam Project Management (P2R/005345)
1997    Stage 1 CACDP British Sign Language
1994    Certificate in Supervisory Management

9. **Publications**

a) **Books:**

b) **Professional Publications:**


c) Conference Presentations:

10. **Community Involvement (Voluntary)**

2010 – date  
Trustee of Fife Gingerbread, an association to support lone parents in Fife.

2011 – date  
Management Committee member of Parkinson's UK, Fife Branch

2011 – date  
Management Committee member of Dyslexia Scotland, Fife Branch

2007 – date  
Management Committee member of British Computer Society, Tayside and Fife Branch
Curriculum Vitae - Fiona Clark

1. Personal Details

Fiona Clark
Lecturer

School of Education, Social Work and Community Education

University of Dundee
Dundee, DD1 4HN
Email: f.z.clark@dundee.ac.uk
Tel: 01382 381456

2. Higher Education

2004-2011 BA (Honours), 1st class, in Modern Language Studies with French and Spanish, The Open University

1996 CCETSW Practice Teaching Award, South East Scotland Training Consortium

1993 Certificate in Child Protection Studies, University of Dundee

1987-1989 Certificate in Applied Social Studies (CQSW), University of Aberdeen

1982-1986 MA (Honours), class 2:1, in History and Sociology,

University of Aberdeen

3. Employment

2007-2013 Senior Adviser, Workforce Development and Planning, Scottish Social Services Council (SSSC). Led the SSSC’s work on leadership and continuous learning in Scotland’s social services

2001-2004 Childcare Partnership National Development Officer (secondment), Scottish Executive Education Department, Early Education & Childcare Division. Supported the development of the 32 Childcare Partnerships across Scotland

1998-2004 Child Care Training and Planning Officer, Perth and Kinross Council Education and Children’s Services. Responsibilities included practice learning, in service training and strategic planning of services to children and families (e.g. Children’s Services Plan, Best Value reviews)

1994-1998 Registration and Inspection Officer (Early Years), City of Edinburgh Council. Registration, inspection and complaints investigation for early years services.

1994 Locum Children and Families Social Worker, Lothian Regional Council, Greendykes Road Social Work Centre. Children and families work

1989-1993 Social Worker, Lothian Regional Council, Dalkeith Area Office. Generic and then children and families work.


4. **Teaching**

BA Social Work

BA1 Working Together to Achieve Social Justice, joint module leader, over 100 students from Education, Social Work and CLD, weekly 3 hour session throughout semester 1. Assignment marking.
BA2 Practice Learning module leader, 32 students, matching of students to Practice Learning Opportunities (PLOs), 2 week intensive preparation for practice then managing PLOs and integration day. Moderation of portfolios.

BA4 Professional Practice module leader, 48 students, preparing and teaching 10 child protection sessions and organising 7 adult protection sessions. Assignment marking.

BA2 tutor, 7 students, tutorials and practice learning visits

Examination Board

BA Community Learning and Development

BA1 Developing communication skills and safe inclusive practices in CLD, module leader, 31 students, preparing and teaching weekly 2 hour session throughout semesters 1 and 2. Assignment marking and moderation.

BA2 Developing Sustainable Organisations in CLD, 18 students, preparing and teaching 4 2 hour sessions. Assignment marking and moderation.

Examination Board

MSc Social Work

MSc1 Community Care and the Caring Experience, 25 students, preparing and teaching one full day on caring over the lifecourse.

MSc1 and MSc2 portfolio marking

5. Research / Professional and Public Engagement Activities

Research

January 2014 project lead for submission of (unsuccessful) tender to Scottish Social Services Council (SSSC) for ‘Scoping of the role of middle managers across the social services workforce in Scotland’.
April 2014 part of project team for submission of (unsuccessful) expression of interest to Shared Lives Plus for the delivery of ‘The state of shared lives in Scotland’ report.

Initial meeting with Research Mentor on 30.5.14 and participation in relevant training (see Development Programme Plan)

PPE

‘Home not Housing: Engaging with wellbeing outcomes’ programme funded by Scottish Universities Insight Initiative. Aim is to get a better understanding of the links between home and well-being from an individual as well as a community perspective. I will be involved in 3 workshops: the first was held on 13.5.14 and was attended by HEIs, a range of professionals, housing associations, tenants groups and community organisations. The second will take place on 8.7.14 and the date of the final one is to be confirmed.

C12 social work conference on 1.11.13 – organised and hosted by ESWCE. Interesting guest speakers and participated in workshops.

Dundee City Council Practice Learning Forum on 29.11.13 – attended on behalf of School to discuss issues, enhance practice and network with agencies providing PLOs for our students.

Attended launch of cross-university Transformative Change: Educational and Life Transitions (TCELT) research centre on 26.5.14, hosted by Dundee.


6. Administrative and Community Contributions

Joint staff liaison for the School’s Carer and User group – involves supporting regular group meetings and individual group members as well as facilitating the development of the group and the link between staff and group members.

Admissions panel for Social Work BA and Msc – full day
Review of BA Social Work - played active role in meetings and drawing up new and revised module descriptors as well as participating in the review event as a member of the staff team.

Review of BA Community Learning and Development – participated in the review event as a member of the staff team.

Regular participation in BA and CLD Programme Boards, BA and CLD staff meetings and ‘All School’ meetings

7. **Professional Status**

Participated in Social Work Academics meeting on 22.5.14 in Glasgow to discuss and contribute to the review of social work education in Scotland with other social work academics and representatives from Scottish Government and the Scottish Social Services Council.

8. **Publications List**


(SSSC has IPR but the publication was principally authored by me, although not published until after I left to join the university)


(SSSC has IPR. I led the project team which developed the website)


(SSSC and IRISS have IPR but the publication was authored by myself and Jayne Dunn, then of IRISS)

Conference presentations


Walker, L. and Clark F. (April 2011) Reflecting forward: Exploring how to support social work students to transfer their reflective skills into the workplace 9th International Practice Teaching Conference, Bournemouth

Jindal Snape, D. Walker, L. and Clark, F. (November 2010) Reflecting forward: Exploring how to support social work students to transfer their reflective skills into the workplace, EAPRIL conference, Lisbon

9. Special Factors

None
# CV  Dr Martin Kettle

## Academic Qualifications

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<td>November 2013</td>
<td>Professional Doctorate, Glasgow Caledonian University</td>
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<tr>
<td>2007</td>
<td>MSc in Local Government Management Studies, Strathclyde</td>
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<tr>
<td>2003</td>
<td>M Phil Child Protection Studies, University of Dundee</td>
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<tr>
<td>2000</td>
<td>Diploma Child Protection Studies, University of Dundee</td>
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<tr>
<td>1993</td>
<td>Certificate Child Protection Studies, University of Dundee</td>
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<tr>
<td>1981</td>
<td>BA (Hons) Applied Social Studies. 1st Class, University of Bradford</td>
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## Professional Qualifications

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<td>1981</td>
<td>Certificate of Qualification in Social Work, Bradford</td>
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## Current Post

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<tr>
<td>2009- present</td>
<td>Glasgow Caledonian University</td>
<td>Lecturer (0.6) GCU on MSc and BA Social Work programmes, Programme Lead MSc in Social Work</td>
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<tr>
<td></td>
<td>South Lanarkshire Council (SLC)</td>
<td>Service Manager (0.4) Responsibility for the research and evaluation agenda –</td>
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## Previous Employment

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<td>2005-2009</td>
<td>South Lanarkshire Council</td>
<td>Child and Family</td>
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<tr>
<td>Year</td>
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<tr>
<td>2003- 2005</td>
<td>Scottish Executive</td>
<td>Professional Adviser-Child Protection Reform</td>
</tr>
<tr>
<td>2001-2003</td>
<td>Glasgow City Council</td>
<td>Area Services Manager</td>
</tr>
<tr>
<td>1999- 2001</td>
<td>Aberlour Child Care Trust Stirling.</td>
<td>Assistant Director (Children and Families Affected by Parental Substance Misuse),</td>
</tr>
<tr>
<td>1981- 1999</td>
<td>Strathclyde Region, Glasgow City Council.</td>
<td>Various posts as social worker, senior social worker and area manager in Glasgow</td>
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**Teaching Experience**

I have taught 0.6 at GCU since September 2009, having made guest lecturer presentations before that.

I am Programme Lead for the MSc in Social Work. In terms of my teaching I am currently responsible for leading modules on the Social Work programmes on Risk and Protection Social Work Law and Practice (at undergraduate level), and Effective Practice (at Masters level). I also tutor on the Research Methods module Methods (at Masters level) and contribute to a range of other modules including Law, Skills and Partnership modules. I also contribute to teaching on the Interprofessional Education.

In 2012 I was short-listed for a student led teaching award in the Blended Learning category.

As well as teaching I support students on Practice Education and supervise students on Honours projects and MSc Dissertations.

As well as my teaching workload I am responsible for developing the partnership between GCU and SLC, including facilitating MSc students
undertaking dissertation research in SLC.

### Recent Research and Scholarly Activities, Advanced/Professional Practice

I was Principal Investigator in a project with the Scottish Social Services Council to develop Accreditation for Chief Social Work Officers.

I completed my Professional Doctorate at GCU in November 2013.

I have recently been granted a Caledonian Scholar award “Enhancing student learning in decision making about risk”

### Recent Publications

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<td>2014</td>
<td>Professional Identity. Ayrshire Practitioners’ Conference, Ayr</td>
<td></td>
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<td>2014</td>
<td>Kettle, M., Frontline services- the person in their community. University of Shebrooke, Quebec.</td>
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### Consultancy and Other Relevant Activities

n/a
Curriculum Vitae

June 2014

MICHAEL NAULTY

School of Education, Social Work and Community Education
Curriculum Vitae

Personal academic details (name, School/Department/Unit, academic and professional qualifications)

Michael Peter Naulty

Associate Dean (Business Development), School of Education, Social Work and Community Education, 2011 -2014

Associate Dean for Continuing and Advanced Professional Studies, School of Education, Social Work and Community Education, 2008 - 2011

Senior Lecturer, School of Education, Social Work and Community Education, 2004 -

Programme Director, MSc Applied Professional Studies, 2006 - 2009

Programme Director, BA Professional Development 2002 – 2008

Depute/Programme Director, BA in Community Education, 1998 – 2002

Lecturer in Community Education, 1996 -2004

Fieldwork Tutor, Tayside Regional Council 1992 - 1996

Coordinator of Tayside Regional Council’s Community Economic Development Unit, 2006 - 1992

Diploma in Community Education, Dundee College of Education ,1981
Postgraduate Diploma in Management Studies, Dundee Institute of Technology, 1992

MBA (with distinction) in Business Administration, University of Abertay, Dundee, 1994

SQA Internal Verifier Award D34, 1997

Details of research and professional development activities

past

1987-91 Between 16-20 feasibility and business plans for community economic initiatives in Tayside and reports to the Education Committee of Tayside Regional Council.

1992 Towards a strategic management approach to management information within the Community Education Service in Tayside, DMS Project, Dundee Institute of Technology

1993 Competency in Question? A critical review and evaluation of competency-based approaches to management development in further and community education in Scotland, MBA Project, University of Abertay

1994 Training consultancy for Tay Training Ltd on staff development and review systems

1995 & 96 Scottish Police College, assessment training for instructors

1996 Evaluation and report of Muirfield Community Nursery Project

1997 Evaluation and report of Dundee Money Advice Project

1997 Evaluation and report of Fife Activists Scheme of Training (FAST)
1997  Training the Trainers course with Stirling Council and Falkirk Council

1997  Planning the Strategic Development of Angus Council's Community Education Service.

1998  Evaluation and reports for three neighbourhood centres in Dundee on behalf of Dundee City Council

1998  Training consultancy on 'Managing Volunteers' for Highland Council

1998/99  Evaluation of the 'Management of Volunteers' training programme run by Volunteer Development Scotland

1999  Supervision training for Community Service Volunteers Fife

2000  Evaluation of PPA project in Dundee for Dundee City Council

2001  Interim Evaluation of the Great Northern Partnership as part of the National Evaluation of Social Inclusion Partnerships commissioned by the Scottish Executive

2003  Training Consultancy and development of training material in collaboration with Falkirk Community Learning & Development Partnership

2003  Development and Review of BA Professional Development Programme

2006  Development and Approval of the MSc Applied Professional Studies programme
2008 Development and Review of the MSc Applied Professional Studies/PG Diploma in Community Learning and Development

2008 Development, Review and Integration of the BA Professional Development and BA Professional Development in Early Childhood Studies

Research and Development Work:

Current

Member of the TCELT research group, School of Education, Social Work and Community Education, University of Dundee

Business development support to school undergraduate and postgraduate programmes through provision of curriculum development guidance, business feasibility and market development analysis

Short course and CPD provision development for the school such as Community Engagement Training with SHC (2012), Collaborative Leadership with the Standards Council for Community Learning and Development for Scotland (2011, 2013)

Outline of teaching and management/administrative responsibilities

Teaching

Tutor for range of modules in the BA in Professional Development.

Carry out consultancy and training with outside agencies
Module Leader for the Leadership, Change and Organisational Development module within the MSc Applied Professional Studies/ MSc Quality Improvement programmes

Module Leader for the Health Systems and Project Management within the MSc Global Health & Wellbeing programme run through the School of Nursing and Midwifery

Revising and negotiation of Institutional Agreements between the University of Dundee and Belfast Metropolitan College

Training consultant for Scottish Health Council in the development and delivery of training programmes in community engagement training for public health practitioners.

Negotiating and Contracting of Institution Agreements/Service Level Agreements between the University and the Ministry for Health in Eritrea and formerly with the Ministry for Education in Botswana

Negotiated and Contracting of agreement for range of ESWCE programmes and projects in Greece

Management/administration

Associate Dean for Business Development

Member of the School Senior Management Committee

Former member of College of Arts and Social Sciences College Board

Chair of the Board of Examiners for the Certificate in the Teaching Qualification in FE (undergraduate and postgraduate levels)

Chair of the Board of Examiners for the PG Certificate in Higher Education
Chair of the Board of Examiners for the MSc in Educational Psychology

Acting Chair of the Board of Examiners for the Masters of Education

Member of the School of Education, Social Work and Community Education School Board

Member of the School of Education, Social work and Community Education, Teaching, Learning and Recruitment Committee

Member of the School of Education, Social work and Community Education Research and Consultancy Committee

Member of the Board of Studies for the School of Nursing and Midwifery

Member of the CASS Taught Postgraduate Committee

Co-chair of the Hellenic Association for Education and University of Dundee Steering Group

*Publications (normal citation details)*

1992 Towards a Strategic Approach to Management Information within the Community Education Service in Tayside, DMS Project, Dundee Institute of Technology

1994 Project Management in the Public and Third sectors, BA in Professional Development Module, Northern College of Education

1994 A question of competence? An investigation with competency-based approaches to management development, MBA Project, University of Abertay
1996  Fairweather I and Naulty M, Competence Based Assessment in Fieldwork Learning - an evaluation of competence-based approaches and their impact on the assessment of competence in community education, Northern College


2002  Ball I, Macdonald E & Naulty, Engaging Communities – the Community Learning and Development Approach, a training pack for interdisciplinary practice, Falkirk: Falkirk Council

2003  Naulty M, Beyond Competence - the need to conceptualise a model of CPD for community education professionals in Scotland, paper to SERA conference, Perth November 2003


2004  Naulty M, (2nd ed) Project Management in the Public & Third Sectors, distance learning module, BA Professional Development, Dundee: University of Dundee

2005  Barber T and Naulty M (2005) Your Place or Mine? A research study exploring young people's participation in community planning, Dundee: YouthLink Scotland and University of Dundee


2009  McLuckie JA, Naulty M, Luchoomun D and Wahl H (2009), Scottish and Austrian perspectives on delivering a Master’s: from paper to virtual and from individual to collaborative, Industry & Higher Education, Volume 23, Number 4, August 2009


*Personal distinctions and awards*

Formerly (2002 -2006) the External Examiner for the BA in Community Education, Faculty of Education, University of Strathclyde

Winner of the Tayside Branch of the Institute of British Management Award for MBA students 1994.

Trustee of the Rio Community Centre, Newport on Tay, Fife

Member of the Children’s Hospice Association Scotland (CHAS) Research Advisory Group
Member of the CPD Committee of the CLD Standards Council for Scotland

Mike Naulty

June 2014
PERSONAL PROFILE

A dynamic Senior Manager and established Academic with a robust social work research and practice background. Substantial experience and knowledge in leadership, academia, policy development, service delivery within an inter-disciplinary context. Skilled in change management and strategic planning, with an ability to turn strategy into successful action. A rational thinker who displays vision, drive and creative qualities and a can-do attitude. An excellent team motivator and communicator both verbally and in writing, emotionally intelligent, politically aware and diplomatic at all levels.

KEY SKILLS, KNOWLEDGE and EXPERIENCE

Leadership

• Integral role in developing organisation from embryonic stage to a respected national body responsible for developing world-class social services
• Devised and implemented change management programmes to integrate new regulatory body – Care Commission
• Provided leadership for multi-professional teams and project staff in the development of new services, research and teaching activities and evidence-based practice
• Networked, developed and led multi-agency partnerships and collaboration to influence, inform and contribute to national social services policy and research developments
• Led key areas of politically sensitive social services policy, practice and academic developments
• Provided organisational leadership in implementation of national policies such as ‘Changing Lives – Report of the 21st Century Social Work Review’
• Instrumental in realising the vision of the first Change Academy for Social Work in partnership with Higher Education Leadership Foundation, QAA, SFC, SSSC and Scottish Government

Project Management and Organisational Development

• Project management utilising PRINCE 2 project management methodology – qualified to P2 practitioner level
• Developed and implemented operational plans that achieve strategic objectives
• Contributed, as a senior management team member, to operational policies, procedures, targets and cross-cutting work areas to ensure business efficiency and strengthen research outputs
• Continually seek business development opportunities that maximise income generation / external funding and partnership working to enhance capabilities within the social services
sector while informing and improving research and evidence based practice

- Managed project staff teams ensuring appropriate alignment of skills and people to achieve project and organisational outcomes and targets
- Contributed to the improvement and development of individuals and organisations through devising and integrating learning and development frameworks, research opportunities, educational standards and qualifications
- Ensured that discrete operational activities provide synergy in meeting overall strategic planning objectives
- Ensured that communication and marketing are an integral part to organisational and business development activities promoting the corporate brand and optimising public relations opportunities where appropriate

Teaching, Learning and Inter-disciplinary Developments

- Comprehensive knowledge of UG/PG programme development to QAA, professional body and specific HEI quality assurance standards from leadership perspective
- Established robust, sustainable modules and programmes within and across social work and early years education
- Extensive teaching to UG, PG and CPD students within social work, education and inter-disciplinary contexts (including health, police, education, social work, community learning)
- Ensure that students and staff are abreast of and integrating latest e-learning techniques within teaching, research and learning opportunities
- Led and contributed to multi-agency employer and university / academic led projects to produce educational qualifications such as new BA Social Work and Practice Learning Qualifications that meets regulatory and registration requirements
- Developed and delivered HEI credit rated supervision and management CPD training to residential childcare managers across Scotland
- Influential in the development of national and pan European projects that inform the development of educational modules
- Provided vision and innovation in leading the development of educational frameworks such as Key Capabilities in Child Care and Protection that ensure that qualifying social workers have knowledge and understanding of child protection across all areas of practice
- Set up inter-disciplinary health and social care team within major health setting
- Initiated inter-professional teaching and learning across social work, education and community education departments
- Comprehensive knowledge of and experience in working within collaborative partnerships with employers, regulatory bodies, government departments and other key agencies
- Member of the core team with the Higher Education Academy to deliver the first discipline specific Change Academy in Scotland

External Relations

- Member of team tasked with establishing new regulatory body – Care Commission
- Comprehensive knowledge of professional body registration requirements and inspection agency regulations
- Ensured that students, service users and carers are involved, consulted, listened to, heard and that their rights are respected
- Establishment of service user and carer groups to inform social work education ultimately impacting on the development of quality services
- Undertaken comprehensive risk management of all service development and organisational activities
- Overseen all aspects of health and safety in the context of service delivery and physical resource management
- Liaison with key stakeholders in the commissioning of services and contractual arrangements
- Managed local authority referral and placement systems within a child protection and
fostering/adoption context
- Contributed to the development of quality assured systems to ensure that all stakeholder voices are heard and acted upon
- Networked with inter-disciplinary, regulatory, academic and human services sector agencies to develop creative, innovative and effective practices

Resource Management – Financial and Human Resources
- Contributed to HR policy development and implementation to establish and promote, modern working practices, effective recruitment and deployment, learning and development and reward and recognition
- Ensured policy and procedural directives are developed and implemented which reflect legislation, regulation, best value and good practice
- Overseen disciplinary and grievance procedures, appeals and if required tribunal representation
- Supported and supervision of multi-disciplinary human services staff teams to ensure appropriate skills match, deployment and effective resourcing of personalised service delivery and development
- Undertaken training needs analysis and design, delivery and evaluation of training within local authority teams
- Participated in developing new financial systems and procedures to maximise efficiency and effective stewardship of organisational resources
- Deployed organisational resources to optimise achievement of strategic and operational business planning objectives
- Commissioning of activities / services to maximise best value
- Effective budget management identifying shortfalls and virement / remedial action required
- Managed multi-funded projects and provided comprehensive reporting to external funding agencies

Strategic Development and Partnerships
- Contributed as a Senior Management Team member to the development, implementation and monitoring of Strategic and Operational Plans within a change management environment
- Developed new business opportunities, income generation and operational activities through alliances, partnership and collaboration that underpin strategic objectives
- Established successful networks nationally and internationally with local authorities, central government, government agencies, social services employers and academic institutions to maximise operational efficiencies, strategic working collaborations, pooling of resources, commissioning and improvement of educational and social services practice to benefit users of services
- Wide knowledge of organisations delivering services for children within early years, education, health, social services and criminal justice
- Knowledge of funding streams to enhance business development and provide added value across human services

Research, Publications and Professional Developments

1996  Supervision & Management Skills in Residential Childcare. Report to the Scottish Office following national delivery of training to managers in Residential Child Care Settings


1999  Mc Ardle K, Walker L & Snape D, ‘Values in Education’* A report for the Gordon Cook Foundation following research into how values were taught within the former Northern College BEd undergraduate programme.


2001  European Funded ODL Collaborative Minerva Project.

Co-authored a report to the European Social Funding.


2002  Training Needs in Early Years, European Social Fund (Objective 3) in collaboration with University of Aberdeen and Dundee City Council – production of training materials at SCQF level 7

2003  Walker L ‘Reflections in the Mirror: An Inquiry into How a Group of Professionals from Different Disciplines used Collaborative Inquiry to Reframe their Perception and Understanding of Inter-professional Collaboration’. University of Dundee MSc dissertation

2003/4  Consultant to Play@Home Project (3 year research evaluation by University of Strathclyde) in relation to collaborative inquiry as a method of research.

2003/4  Learning for Effective & Ethical Practice. Co-fundholder of Scottish Institute for Excellence in Social Work Education Project 1.2 (£89,000)

2005 Walker L & Howden M, Harnessing the Energy: how two National Initiatives, both with the aim of improving Practice Learning across Scotland, have worked Collaboratively with Others to Effect Change, paper delivered at the 7th PEPE Conference in New Zealand and published in the peer reviewed conference proceedings journal, (collaboration with Scottish Social Services Council)

2006 Key Capabilities in Child Care and Protection, Edinburgh, HMSO, (a collaboration between IRISS and University of Dundee Centre for Child Care and Protection)

2006 Developing People: case-studies illustrating how vocational qualifications have made a positive difference to individuals, organisations and service delivery, Dundee, IRISS (in collaboration with Perth and Kinross Council)

2008 New Degree, New Standards? A research project investigating the alignment of the Standards in Social Work Education (SiSWE) to the Scottish Credit and Qualifications Framework (SCQF), Dundee, IRISS


2008 Embedding Key Capabilities, Action Research Project to support HEIs embed Key Capabilities in Child Care and Protection into social work degree programmes, IRISS (in collaboration with Universities of Dundee and Stirling)

2011 Walker L & Fenton J When is a Personal Care Task not a Task?, paper presented at 9th International Practice Teaching & Field Education in Health & Social Work Conference, Bournemouth, April 2011 (paper submitted for publication June 2011)
2011 Walker L, Divya J, Clarke F & Deacon F Using Reflection for Transition from University to Practice, workshop presented at 9th International Practice Teaching & Field Education in Health & Social Work Conference, Bournemouth, April 2011

Employer Engagement

2010 Developing Common Needs Assessment Interviews, Dundee Pipeline, Craigowl, 1 day workshop for 10 staff within voluntary sector supporting the completion of an assessment tool

2010 Developing Common Needs Assessment Interviews, Dundee Pipeline, Dundee City Council(DCC), 2 day workshop for 60 staff within DCC supporting the completion of an assessment tool

2010 Developing Common Needs Assessment Interviews, Dundee Pipeline, Dundee College, 1 day workshop for 15 staff within Dundee College supporting the completion of an assessment tool

2011 Walker L & Naulty M Leading & Managing in Collaborative Settings, workshops for staff in Community Learning & Development settings in Aberdeen & Edinburgh

EDUCATION and QUALIFICATIONS

2011 Certificate in Coaching (SCQF level 9), Rowan Consultancy

2006 PRINCE2 Project Management (Practitioner Level)

2000-2002 MSc in Applied Professional Studies, University of Dundee (Inter-professional Collaboration)

1996-97 Accredited Practice Teaching Award, Tayforth Area Partnership
1974-78 Certificate of Qualification in Social Work (CQSW) University of Hertfordshire (formerly Hatfield Polytechnic)

1974-78 BA in Social Work, University of Hertfordshire (formerly Hatfield Polytechnic)

CAREER HISTORY

2004 – date Senior Manager (secondment)
Institute for Research and Innovation (IRISS) (Formerly Scottish Institute for Excellence in Social Work Education0 (SIESWE)

1999 – 2004 Lecturer/Senior Lecturer
University of Dundee (incorporating Northern College)

1996-99 Freelance Consultant/Trainer
Universities of Dundee, Stirling and Aberdeen, Healthcare Trusts, Local Authorities, Police

1994-96 Teaching Fellow (secondment) University of Stirling
Lead on National Scottish Office Project ‘Supervision and Management Skills for Residential Childcare Managers’
Programme Director ‘Management Development Programme for Women’

1993-97 Social Work Training Officer, Tayside Regional Council/Dundee City Council
Developing organisational training strategies: HIV/AIDS, Children and Young people

1978 – 93 Social Worker / Senior Social Worker
Local Authorities – Residential Young people’s Units, Child Protection, Out of Hours, Fostering/Adoption and NHS Paediatric Teams

LEISURE INTERESTS
Running, walking, cycling, kayaking,

PERSONAL DETAILS
Health: Good (Non-smoker)
Driving Licence: Full and clean

REFERENCES
Current Employer/ Academic
Professor Timothy Kelly
School of Education, Social Work and Community Education
University of Dundee
Dundee DD14HN

Academic
Professor Brigid Daniel
Colin Bell Building
University of Stirling
Stirling
FK94LA
Curriculum Vitae

Professor Ruth Whittaker

Director of GCU LEAD (Learning Enhancement and Academic Development)

Glasgow Caledonian University

Recent Academic roles

2011-present  Director of GCU LEAD (Learning Enhancement and Academic Development)

2009-11  Head of Widening Participation and College Liaison, Glasgow Caledonian University

2008-11  Deputy Director, Centre for Research in Lifelong Learning, Glasgow Caledonian University

2006-08  Senior Lecturer, Caledonian Academy, Glasgow Caledonian University

2004-06  Senior Lecturer, Academic Practice, Glasgow Caledonian University

1993-04  Lecturer, Learning and Educational Development, Glasgow Caledonian University

Current External Professional Designations

• Chair of Quality Assurance Agency Scotland and Universities Scotland RPL Higher Education Institutes (HEI) Network (2008-present)

• Universities Scotland nominated representative on Scottish Credit and Qualifications Framework RPL Network (2009-present)

• HE representative on SQA HN Key Partners Group (2008-present)

• Member of national Articulation Inter-hub Network (2009-present)

• Board Director for Prior Learning International Research Centre (PLIRC) (2009-present)

• Expert Member of Social Services RPL Interest Group (Scottish Social Services Council) (2010-present)

• Member of QAA Work-based Learning Forum (2010-present)

• Steering Group Member for European RPL Network (Bologna Structural Reform Group) (2010-present)

• Universities Scotland/QAA Scotland HE Representative on SCQF Forum (2011)

• Guest Editor, Journal of Workplace Learning (2011)

• PhD External Examiner, University of Stirling, Institute of Education (2011)

• PhD Assessor, University of New South Wales (2013)

• Expert member of QAA Code of Practice review group for Assessment and RPL (2013)

Current GCU Professional Designations

• Chair of Learning and Teaching Forum (2013-present); Chair of GCU Learning and Teaching Sub Committee (2012-present; Vice Chair of GCU Academic Policy
Committee (2012-present); Member of Senate (2012-present)

- Strategic Director of Greater Glasgow Articulation Partnership (GGAP) and the new GCU College Connect Strategy; Vice Chair of GGAP Advisory Group (2008-present)
- Chair of GCU’s Academic Advising Project Steering group (2013-present)
- Member of ELIR Steering Group (2010-11; 2013-14)
- Member of Frank Buttle Trust Steering Group (2010-present)
- Member of GCU Quality Enhancement Theme group (2010-13)
- Member of Feedback Enhancement Implementation Group (2011-present)
- Member of Student Experience Framework Steering Group (2013-present)

Recent Research and Development - Externally funded (last 3 years included only)

2013-14  Project Director National RPL Framework for HE project QAA-funded

2013-14  Project Director Development and implementation of training workshops for the My Skills, My Future RPL toolkit for organisations across Scotland SCQF-funded

2012  Project Director, Guidelines for Streamlining RPL for Scottish Higher Education QAA-funded

2011  Principal Investigator/Project Director Streamlining RPL Processes: facilitating the award of credit for prior informal learning QAA-funded research project

2008-present  Strategic Director Greater Glasgow Articulation Partnership, SFC-funded

2008-14  Project Director My Skills My Future RPL profiling tool: supporting young people in schools at risk of leaving with no positive destination. Skills Development Scotland- and SCQF funded

Recent External consultation and collaboration (last three years included only):


2011-present  Expert Advisor to Learning & Teaching Scotland and Strathclyde Centre for Excellence for Looked after Children

2010-11 supporting the Finnish University Sector to develop institutional systems for RPL

2011 Organised European RPL Network workshop at GCU in partnership with QAA Scotland and Scottish Government

2011 Conference Organiser and Chair CRLL International Research Symposium Learning through Experience

2010 Member of Steering Group of European RPL Network (Bologna Follow Up Working Group)

2010-present Expert member of Social Services RPL Interest Group to support the sector in the further development and evaluation of RPL, linked to workforce development and access to learning and qualifications
Selected Publications (last five years only)


National RPL Framework for Higher Education Gloucester: QAA,


**CV Marty Wright**

### Academic Qualifications

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<tr>
<th>Year</th>
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<td>1999</td>
<td>MPhil (Research)</td>
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<td>1993</td>
<td>BSc (Hons) Health Studies</td>
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<td>1988</td>
<td>Diploma in Nursing</td>
<td>University of London</td>
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### Professional Qualifications

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<tr>
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<tbody>
<tr>
<td>1981</td>
<td>Registered Nurse</td>
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<tr>
<td>1991</td>
<td>Registered Nurse Teacher</td>
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### Current Post

2014 Head of Scottish Centre for Work Based Learning; Glasgow Caledonian University

### Previous Employment

2011-2014 Senior Lecturer and Business Development Lead, Glasgow Caledonian University

1999 Senior Lecturer; Coordinator Nursing Education Development Unit, Glasgow Caledonian University;

1996 Lecturer (Nursing); Glasgow Caledonian University

### Teaching Experience

Responsible for the development, delivery and quality assurance of bespoke flexible work based learning programmes. Main teaching responsibilities utilise the pedagogies of Work based learning (WBL) and Recognition of prior learning (RPL). Work at all Higher Education Levels (SCQF 7-11). In the main the RPL and WBL relates to role and skills development alongside innovative practice and practice development models, strategies and processes in Public Sector, in Businesses and Enterprise. The student base encompasses new employees, modern apprentices, through to Senior staff aspiring to or in Leadership and Management roles. In addition to the knowledge and skills development the confidence, responsibility and accountability (decision making) that practice and work related developments require are major foci of teaching responsibilities.
Current Research and Scholarly Activities, Advanced/Professional Practice

Doctoral Thesis: Utilising the accreditation of RPL and WBL as a strategy for determining if professionals are fit for role.

Exploring the effectiveness of Pedagogical drama as a means of changing workplace practices for professionals and their teams.

QAA flexible curriculum:

Support and strategies for wider utilisation of RPL by Professional Bodies and Employers.

Determining HEIs WBL readiness using the JISC WBL toolkit

Revision (June 2014) of University Recognition of Prior Learning processes and documentation

Recent Publications

'Why here and why stay? Students' voices on the retention strategies of a widening participation university.' Stephanie McKendry, Marty Wright, Keith Stevenson. Nurse education today 09/13

Developing a national computerised absence monitoring and management system to reduce nursing student attrition: Evaluation of staff and student perspectives.
Kay Currie, McCallum J, Murray J, Scott J, Strachan E, Yates L, Wright M.

Nurse Education Today 08/2013

Section of the QAA RPL Framework: Professional Statutory and Regulatory Bodies (PSRB) and Employers. Launched April 2014
Recent Presentations

Poster: 1st Global Conference on Emergency Nursing and Trauma Care: Dublin, September 2014.
Title: Flying high...advanced critical care practitioners
Authors: M.A. Cooper, N. McMahon, S. Daly, S. Hearns, M. Wright

RCN Jobs Forum; April 2014; Seminar on Lifelong learning and CPD, including RPL

Oslo, Norway; October 2013; RPL and RPL processes: Scotland leading the way.

ENTER; November 2012: Pedagogy according to WBL and RPL

NET Conference; Cambridge; September 2012 ‘Promoting student retention; is the student really at the centre? Symposium: Kay Currie, Fiona Kennedy, Marty Wright

NET Conference; Cambridge; September 2011: Using writing to prompts model to award academic accreditation for work based learning.

Association of Orthopaedic Practitioners; Annual National Conference; June 2011
The role of academic accreditation as a route to professional recognition

Consultancy and Other Relevant Activities

2012 – current External Examiner; Liverpool John Moore’s University
(Bowel Cancer Screening)
Member of the HEI / RPL network
Member of the European RPL network
I coordinate RPL activity at university level; advise and support university staff development in RPL, particularly the student advisory role. I devised an RPL module shell to permit student to enrol at the University and access university resources to support RPL claim development. I have worked closely with the RPL administrators to set up online RPL claims and online RPL payment systems which ensure RPL claims are managed in a well-informed and timely way and all authorising signatories have access to the details and nature of the claim in order to determine if appropriate to accept/reject.
Develop and Deliver an Award for Chief Social Work Officers

Invitation to Tender

Tender Publishing Date: 8th July 2014
Tender Closing Date: 1st August 2014
Tender Reference: 1415/May/002/SSSC

Jan 12 V2
1. Invitation to Tender

1.1 Introduction

The Scottish Social Services Council (SSSC) is seeking tenders from Higher Educational Institutes or other awarding bodies to develop and deliver an accredited learning pathway and award for Chief Social Work Officers (CSWO). The pathway, which must allow for the Recognition of Prior Learning (RPL), will lead to a 120 credit Scottish Credit and Qualifications Framework (SCQF) level 11 award. 60 of the 120 credits will be derived from RPL.

Every local authority must appoint a professionally qualified Chief Social Work Officer (CSWO) (Section 3 of the Social Work (Scotland) Act 1968 as amended by Section 45 of the Local Government (Scotland) Act 1994). The overall objective of the CSWO post is to ensure the provision of effective, professional advice to local authorities in their discharge of their statutory social work duties.

Following the recommendations of the Changing Lives 21st Century Review and the subsequent Implementation Plan (both 2006), Scottish Government issued Guidance on the Role of the Chief Social Work Officer in February 2009 and the Role of the Registered Social Worker in Statutory Interventions: Guidance for Local Authorities in March 2010. They were followed in March 2011 by the Practice Governance Framework. Together these documents are designed to clarify the role of the CSWO, make sure that employers and employees are clear about accountability and governance and establish a framework for professional leadership for social work in Scotland.

Later in 2011, the National Leadership Steering Group for Social Services proposed that the professional leadership role of the CSWO should be further recognised through a work-based accredited learning pathway. Discussions between the SSSC, the Association of Directors of Social Work (ADSW) and Chief Social Work Officers have confirmed broad support for the proposal.

The Standard for Chief Social Work Officers

The focus of this initiative is the development and delivery of an accredited work-based award and modules for CSWOs which recognises competence in professional and organisational leadership. This is part of the development of a broader professional development pathway for social workers, which will provide a post-qualifying professional development structure and promote succession planning in the sector. The award will focus on engendering a culture that promotes positive outcomes for individuals. It should be stressed that achievement of the CSWO learning award will not be a pre-requisite to employment in the role but will be undertaken by CSWOs once in post. The award will also be available for aspiring CSWOs who are likely to be senior managers at Head of Service level.

In 2013-2014 SSSC commissioned a project which was the first phase in the development of the CSWO award. This project scoped the professional knowledge, skills and values required of CSWOs and developed an occupational standard based on these findings. This project also considered some options for the delivery and assessment of the Standard. The CSWO learning pathway and award will be based on this Standard. (Appendix 4)
The next phase of this initiative is in two stages: STAGE 1- the development of the standard into modules leading to an award of 120 credits at SCQF level 11 of which 60 must be derived from RPL (September 2014 - August 2015) and, STAGE 2- the delivery of the modules and/or award. The standard and requirements for delivery (from August 2015- August 2016 with the likelihood of a further year until August 2017) are outlined in Section 2 and Appendices 3 and 4.

Scope

We are inviting submissions from Consortia of Higher Education Institutes or awarding bodies. The contract will be for two years from September 2014 until August 2016, with the likelihood of a further year until August 2017.

Evaluation of tenders will be based on the response to the Specifications set out in Section 2 and the ability of those who tender to demonstrate their capacity to meet the aims and objectives as defined in the tender.

The costs for individual CSWOs to undertake the learning, assessment, accreditation and support to candidates will be agreed with Scottish Government in 2014-2015. However tenderers should specify in their submission the costs of a) each module and b) the full award.

1.2 Contracting authority

The contracting authority for this procurement is the Scottish Social Services Council (the SSSC).

1.3 Definitions used in this document

"Higher Education Institute(s)" as defined by the Quality Assurance Agency Scotland.

"Awarding Body" includes the Scottish Qualifications Authority and other institutions with the power to award qualifications.

"Proposal" means a response to the Invitation to Tender submitted by a Tenderer to the SSSC through the formal tendering process set out in this document.

"Tenderer" includes any person to whom this Invitation to Tender is addressed and any person who proposes to, or does, submit a Tender for the goods and services detailed in Section 2 of this document.

"ITT" means this Invitation to Tender.

"Key Personnel" means any person who, in the SSSC's opinion is fundamental to the performance of the proposal.

"Work Based Learning (WBL)" means learning based within the working environment and directly linked to work related issues.
"SSSC" means Scottish Social Services Council

"Recognition of Prior Learning (RPL) is the process for recognising learning that has come from experience and/or previous formal, non-formal and informal learning

"Articulate with the award" means how other modules or awards relate to the new award, leading to another award or as a mechanism to achieve another award

1.4 Approach to Procurement

The SSSC’s approach to procurement is to promote open and fair competition between Tenderers in order to achieve the best value for money. To support this philosophy, Tenderers must refrain from taking any action which may impede the ability of the SSSC to conduct the tender in a fair and open way. Tenderers who persistently obstruct the SSSC in ensuring a fair and open competition may be eliminated from participation in the tender process.

1.5 Communication

Tenderers may submit enquiries, regarding clarifications or an interpretation of any aspect of this ITT using the facilities available on the “Public Contracts Scotland” portal, from where responses will be distributed to all parties who have noted an interest in the ITT. This will ensure that all potential suppliers are treated equally. **All enquiries must be submitted by 5 pm on 17 July 2014 and responses will be made no later than 5 pm on 22 July 2014.**

Tenderers who attempt to circumvent this formal communication process may be eliminated from participation in the tender.

1.5 Mistakes and Costs

Information supplied to Tenderers in writing, or contained in any publication notified to the Tenderer, is only for general guidance in the preparation of a Proposal. Tenderers must satisfy themselves, by their own investigations, with regard to the accuracy of any such information, and no responsibility is accepted by the SSSC for any direct or consequential loss or damage, of whatever kind and howsoever caused, arising from the use by Tenderers of such information.

The SSSC is not responsible for any costs incurred in responding to this ITT or incurred by the Tenderer in subsequent negotiations.

1.7 Evaluation of Proposals

Tenderers’ Proposals may be reviewed and evaluated by any person or organisation which the SSSC, at its sole discretion, deems necessary for the proper evaluation of the tender.

The evaluation criterion will include consideration of:

- Cost criteria 30%
- cost competitiveness
Quality criteria 70%
- learning material (subcriteria 35%)
- personnel with relevant experience (subcriteria 5%)
- creativity and innovation in the delivery and assessment of the award (subcriteria 15%)
- development and delivery of the award (subcriteria 40%)
- Added value and sustainability (subcriteria 5%)

In order to aid evaluation please complete the following tables in relation to quality criteria (70% of total evaluation criteria). Please see appendix 3 before completing this table.

<table>
<thead>
<tr>
<th>Proposal one --: Development and delivery</th>
<th>Details</th>
<th>Key Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning Materials (35%).</strong> Please detail what information including the Work based Learning content of learning materials you will provide for each module and how they might be assessed, and how they relate to the day to day practice of the CSWO. You should include other resources to be made available. Include information on on-line learning resources. Include details of procedures for monitoring and controlling progress developing the award.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personnel with relevant experience (5%)</th>
<th>Details</th>
<th>Key Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>State the relevant experience staff have working in partnership with employers to develop and deliver work based learning programmes. Please give CVs of personnel involved in design and delivery and examples of work based learning programmes. Detail relevant experience of staff delivering social work and public service leadership awards. Please name these awards, their SCQF levels and outline their objectives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creativity and innovation in the delivery and assessment of the award (15%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Please detail the range of arrangements for the delivery and assessment of work-based learning, and for evidence gathering and assessment towards the Recognition of Prior non-formal and informal Learning</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Development and delivery (40%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please detail the methods of standardisation in delivery and assessment of the standard through an individualised learning pathway with an overall work-based learning portfolio approach.</td>
</tr>
<tr>
<td>Please detail how the modules in the award will cover the range of roles and responsibilities of the CSWOs and aspiring CSWOs undertaking it. Demonstrate how it will incorporate work based assessment against the CSWO standard.</td>
</tr>
<tr>
<td>Detail the support and mentoring that will be offered to CSWOs.</td>
</tr>
<tr>
<td>Detail the processes to ensure that 60 credits of the award will be derived from RPL from informal and non-formal learning for CSWOs undertaking the award. Detail the RPL processes for aspiring CSWOs.</td>
</tr>
<tr>
<td>Please give details of how equality and diversity will be addressed in the delivery of the award.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Added value and Sustainability (5%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please demonstrate any added value or sustainability components ie web-conferencing, e-billing etc</td>
</tr>
</tbody>
</table>
This Invitation to Tender, including the requirements in Section 2 and Appendix 3, does not constitute a contract, agreement, offer or representation by the SSSC to a Tenderer. The SSSC reserves the right not to accept the lowest, or any Proposal, or to accept a part or parts of any Proposal.

Supplier Presentations

Following the evaluation of all proposals submitted, the SSSC will select one or more short-listed tenderers based on the proposals received. These short-listed Tenderers will be asked to give a presentation of their proposal and capabilities to the selection committee. The SSSC reserves the right to award contracts after conducting a thorough review of the materials submitted, an assessment of the methodologies and tools proposed and possible site visits.

1.8 Contract

This ITT is not a contract offer by the SSSC and therefore, a response to this ITT does not bind the SSSC in any way. Any contract arising from this invitation to tender shall be on terms as set out in Appendix 5.

Tenderers should note that it is a condition of this ITT that the Tenderer acts as a prime contractor who is solely responsible for performing the contractor's obligations under the contract.

1.9 Publicity

Tenderers may not make any statements, speeches or broadcasts or issue any news releases, articles, brochures, advertisements, or any other written material, or cause any information to be published electronically, with respect to any matter regarding this ITT, including a Tenderer's participation in the ITT, any decision of the SSSC, and any subsequent award of contract or activity relating to this ITT without the prior written approval of the SSSC.

Tenderers must not use any logo or other artwork where the copyright is held by the SSSC in any communication, including the Proposal.

1.10 Expenses

All costs, expenses or charges incurred by the Tenderer in the preparation of a Proposal, whether a Proposal is submitted to the SSSC or not, must be borne by the Tenderer and may not be charged by the Tenderer to the SSSC under any circumstances.

1.11 Notices

Any notice to a Tenderer required to be given in writing shall be deemed to be duly served at the time of actual delivery if delivered at, or at the time of delivery in ordinary course of post if posted to the Tenderer by name to the Tenderer's last known place of business as stated on this invitation to tender.

1.12 Proposal Submission and Arrangements

Proposals must be arranged so as to be directly and organisationally responsive to this ITT. One copy of the Proposal, together with one signed copy of the bona fide
tender certificate (at Appendix 2), must be submitted to the electronic tender box using the facility available on the 'Public Contracts Scotland' portal. The page size of the proposal must be A4.

Proposals must be received at the address for submission before the date and time specified as being the latest time and date for the receipt of tenders. Tenderers should note that the person submitting the tender to the SSSC is solely responsible for that tender being received in accordance with the above conditions.

THE CLOSING DATE FOR RECEIPT OF PROPOSALS IS:
7 PM FRIDAY 1 AUGUST 2014

Late Proposals will not be considered. E-mailed or facsimiled Proposals, or unsolicited amendments, will not be considered.

The Proposal must include the following:

**A. Compliance with the Project Requirements**

Proposals must be for the delivery of the requirements outlined in Section 2 (and Appendix 3). Proposals for part or parts only of the requirements, or at a different standard than that required by the requirements, may be rejected.

**B. Pricing Information**

To facilitate comparison of tenders, Tenderers must include pricing information as per the pro forma in Appendix 1.

**Price Basis and Validity**
All prices must be firm and valid until January 31st 2015

**VAT**
All prices quoted must show prices exclusive of VAT, state the amount of VAT due and gross costs including VAT.

**C. Other Required Information**

Tenderers must also include in their Proposal:

- **testimonials from two previous clients (for information only)**

**1.13 Budget**

The amount currently available in the budget for the development work is £9k inclusive of VAT. This is for the development of the award from September 2014 - August 2015.

We anticipate that there will be additional support funding for the first cohort of 25-30 CSWOs and aspiring CSWOs of £2k per person, totalling £50-60k for 2015-2016 for the delivery of the award. There is the likelihood of further similar funding for a second cohort of 25 to finish in August 2017. However this is still subject to Scottish Government agreement.
1.14 Certification

The Proposal must contain a front page identifying the Proposal as originating from the Tenderer. In addition, the attached bona fide tender certificate (Appendix 2) must be completed and included. The front page of the Proposal, the bona fide tender certificate, and every page of the Proposal, which contains pricing information, must be signed in accordance with the following:

- where the Tenderer is a partnership, by a duly authorised partner (the partnership name must also be written);
- where the Tenderer is a company, by a director or by the secretary of that company, or by a person authorised to sign the document on its behalf.
- Where the Tenderer is a consortium, by the designated lead partner or authorised parent organisation.

1.15 Procurement Timetable

This procurement process is based upon the timetable as shown below which may be subject to change, at any time, by the SSSC. Tenderers will be advised of any amendment.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Responsibility</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return of Proposal</td>
<td>Tenderer</td>
<td>Issue Date + 24 days</td>
</tr>
<tr>
<td>Evaluation of Proposals, Clarification and short listing</td>
<td>SSSC</td>
<td>7 business days from closing date</td>
</tr>
<tr>
<td>Notify whether short listed</td>
<td>SSSC</td>
<td>Evaluation date + 3 business days</td>
</tr>
<tr>
<td>Presentations (if appropriate)</td>
<td>Short listed Tenderers</td>
<td>Minimum of 3 business days from date of notification</td>
</tr>
<tr>
<td>Award of Contract</td>
<td>SSSC</td>
<td>Within 20 business days of final evaluation</td>
</tr>
</tbody>
</table>

2. Project Requirements

2.1 Background to the SSSC

The Scottish Social Services Council (SSSC) was established in October 2001 by the Regulation of Care (Scotland) Act 2001. We are responsible for registering
people who work in social services and regulating their education and training. Our work will increase the protection of people who use services by ensuring that the workforce is properly trained, appropriately qualified and effectively regulated. The SSSC’s vision is a competent, confident and valued social service workforce.

ABOUT US

OUR AIMS:
1. to protect those who use services
2. to raise standards of practice
3. to strengthen and support the professionalism of the workforce.

To achieve our objectives we have a number of responsibilities:
• to set up registers of key groups of social service staff
• to publish Codes of Practice for all social service workers and their employers
• to regulate the training and education of the workforce
• to promote education and training
• to undertake the functions of the Sector Skills Council; Skills for Care and Development (SFCD), this includes workforce planning and development.

WE WILL ACHIEVE THIS BY:
• putting people who use services and carers at the heart of everything we do
• raising awareness of the work carried out by the social service workforce
• promoting the importance of education, training and workforce development as part of the drive to raise standards
• being responsive to policy developments and wider initiatives in the sector
• regulating and registering the social service sector
• being open, accountable, accessible and responsive
• working in partnership with our stakeholders.

2.2 Requirements Context

It is anticipated the market for this will be all CSWOs and aspiring CSWOs across Scotland’s 32 Local Authorities. The potential candidate numbers are anticipated to be in the region of 50-60 in the first 2 years of delivery.

The delivery programme would be planned to commence August 2015, with the first cohort completing by September 2016. The second cohort will be from September 2016 - August 2017.

The CSWO Accredited Learning Pathway and award of 120 credits at SCQF level 11 will be based on the Standard for CSWOs (Appendix 4). In general terms the remit of the tender will include the following:

• develop a work based learning award based on the CSWO Standard;
• outline routes to the award through individualised learning pathways/ modules, arrangements for Recognition of Prior Learning (RPL) and for evidence of new learning;
• the route for current CSWOs will include 60 credits awarded through a Recognition of Prior Learning process (for non-formal and informal learning.)

• the route for aspiring CSWOs will include bespoke RPL of up to 60 credits depending on experience and role.

• The routes for both CSWOs and aspiring CSWOs will include new learning for individuals

• the learning pathway will include modules(s) to enable aspiring CSWOs to undertake the award

• sources of evidence to meet the requirements of the standard to include formal, non-formal and informal learning; artefacts; direct observation; reflective accounts; structured professional discussions

• the award will meet the principles and criteria governing qualifications outlined by the SSSC. Principles include the integration of practice and learning, recognition within the SCQF national qualifications framework, relevant underpinning knowledge and a value base consistent with the SSSC Codes of Practice. Criteria include incorporating assessment against the National Occupational Standards, matching a particular function or range of functions;

• the award will be accredited at level 11 on the Scottish Credit and Qualification Framework and amount to 120 credits;

• the modules and award will be delivered commencing August 2015

• the modules and award will be available to all CSWOs and to aspiring CSWOs.

2.3 Requirements

Please see Appendix 3 for full Specification.

2.4. Contract Performance & Monitoring

Regular monthly meetings between the Contractors and the SSSC Contract Manager will be scheduled in order to

• agree a partnership working approach;
• facilitate collaborative working;
• monitor and assess progress;
• identify and resolve any difficulties; and
• ensure that the targets are being met.

The successful contractor will be expected to develop the programme under the guidance of the CSWO Development Group.

Contract monitoring will include a process for resolving any disputes or problems which arise during the course of the contract.

Appropriate management information, linked to an agreed Service Level Agreement (SLA), will be required. Please provide examples of best practice SLA you operate
to for the goods/services required by the SSSC and management information you provide to report on performance.

2.5 Business Continuity

The SSSC places a high level of importance on the ability of the chosen supplier to maintain business continuity to the agreed service levels and have in place a robust, financially secure disaster recovery plan.

2.6 Exit Strategy

Suppliers are asked to propose an exit mechanism detailing their obligations and the assistance they would provide in the event of a contract termination. In the case of such an eventuality, it is of paramount importance that this be handled in a manner that does not disrupt or jeopardise the SSSC’s operations.

The SSSC requires that all suppliers guarantee the same level of access to a third party that the SSSC subsequently requests to supersede the supplier following termination of contract.

APPENDIX 1 PRICING INFORMATION

Stage One – Proposal: The development of the CSWO learning pathway and award – maximum available funding £9k inclusive of VAT and any additional costs.

In order to aid evaluation please complete the following table in relation to cost criteria (30% of total evaluation criteria).

<table>
<thead>
<tr>
<th>Development Stages</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage One Total (Cost of developing proposal)</td>
<td>£</td>
</tr>
</tbody>
</table>

Development costs will be paid on completion of the criteria set out in section 2, and appendix 3 after the development has been completed. (15th - 30th January 2015)

Stage Two - Delivery:
We anticipate that there may be additional funding for 2015-2017 for the delivery of the award for the first 2 cohorts of 25-30 per year CSWOs and aspiring CSWOs. Support will be £2k per person. However this is still subject to Scottish Government agreement.

Please outline the stages of development and provide a breakdown of anticipated total hours, key personnel and hourly rates applicable.

<table>
<thead>
<tr>
<th>Delivery Method</th>
<th>Cost per candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage Two Total (delivery of award)</td>
<td>£</td>
</tr>
</tbody>
</table>

**APPENDIX 2 STATEMENT OF BONA FIDE TENDER**

**SCOTTISH SOCIAL SERVICES COUNCIL**

**STATEMENT OF BONA FIDE TENDER**

**TENDER FOR:** Develop and Deliver an Accredited Learning Pathway and Award for Chief Social Work Officers

**CLOSING TIME/DATE:** 7 pm on 1st August 2014

The essence of selective tendering is that the client shall receive bona fide competitive tenders from all firms tendering. In recognition of this principle, we certify that this is a bona fide tender, intended to be competitive, and that we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we have not done and we undertake that we will not do any time before the returnable date for this tender any of the following acts:-

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>communicating to a person other than the person calling for these tenders the amount or approximate of the tender herewith submitted;</td>
</tr>
<tr>
<td>b)</td>
<td>entering into agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted;</td>
</tr>
</tbody>
</table>
c) offering or paying or giving or agreeing to pay or give any sum of money or consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above;

In this certificate, the word "person" includes any persons and anybody or association, corporate or incorporate and "any agreement of arrangement", includes any such transaction, formal or informal, whether legally binding or not.

SIGNED ____________________________________________

NAME (Please Print) ____________________________________________

DESIGNATION ____________________________________________

NAME OF ORGANISATION/COMPANY ________________________________

DATE ____________________________________________
APPENDIX 3 SPECIFICATION OF SERVICES

Context

The requirements are for the development and delivery of a an accredited work-based learning pathway and award for Chief Social Work Officers of 120 credits at SCQF level 11. 60 credits of this for current CSWOs must be derived from RPL. Stage 1 is the development of the learning modules and award with a range of methods for delivery and work-based assessment. The routes to achieving the award will be through individualised modules, arrangements for Recognition of Prior Learning (RPL) and for learning evidence through new learning. The sources of evidence to meet the requirements of the CSWO standard will include formal, non-formal and informal learning; artefact; direct observation; reflective accounts; structured professional discussions. There will be two routes to the award, one for current CSWOs and one for aspiring CSWOs. Stage 2 is the delivery of the CSWO accredited learning pathway and award. The award will be delivered across Scotland maximising the use of e-learning and flexible approaches in order to reach candidates who have considerable work commitments and who are geographically dispersed. The delivery will be on-going and will initially target current CSWOs and then aspiring CSWOs. Delivery will support succession planning for CSWOs in Scotland.

Output Specification:

The following lists the Mandatory and Desirable outputs and duties required. Please state how you would deliver all of these requirements; including timescale, resources, input from all partners in delivery and any other key factors.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Description</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory 1</td>
<td>Accredited work-based modules leading to an award of 120 credits at SCQF level 11 to meet the requirements of the CSWO standard.</td>
<td>15 January 2015</td>
</tr>
<tr>
<td>Mandatory 2</td>
<td>Optional modules(s) to support succession planning and to enable aspiring CSWOs to embark on the CSWO award</td>
<td>15 January 2015</td>
</tr>
<tr>
<td>Mandatory 3</td>
<td>Arrangements for the Recognition of Prior Learning (RPL) - from both non-formal and informal learning. Route one for current CSWOs will include 60 credits awarded for RPL. Route two for aspiring CSWOs will include bespoke RPL of up to 60 credits depending on experience and role</td>
<td>15 January 2015</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Mandatory 4</td>
<td>Awarding body arrangements for the delivery and assessment of award finalised and approved by internal awarding body systems.</td>
<td>01 June 2015</td>
</tr>
<tr>
<td>Mandatory 5</td>
<td>First cohort of CSWOs start on learning pathway</td>
<td>August/September 2015</td>
</tr>
</tbody>
</table>

**Performance Requirements:**

<table>
<thead>
<tr>
<th>Reference (In order of importance)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Mandatory 1</td>
<td>Consortia of Higher Education Institutes or awarding bodies accredited to deliver awards at SCQF level 11</td>
</tr>
<tr>
<td>Performance Mandatory 2</td>
<td>Experience of developing and delivering work-based learning programmes in partnership with employers</td>
</tr>
<tr>
<td>Performance Mandatory 3</td>
<td>Experience of delivering the social work degree and public service leadership programmes</td>
</tr>
</tbody>
</table>

**Delivery Location & Time:**

<table>
<thead>
<tr>
<th>Unit A, B</th>
<th>Address</th>
<th>Contact Name</th>
<th>Telephone Number</th>
<th>Delivery Time / Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location A development</td>
<td>SSSC, Compass House, 112 Riverside Drive, Dundee DD1 4NY</td>
<td>TBA</td>
<td>TBA</td>
<td>15 January 2015</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------------------------</td>
<td>-----</td>
<td>-----</td>
<td>----------------</td>
</tr>
<tr>
<td>Location B delivery</td>
<td>Appropriate locations throughout Scotland</td>
<td>TBA</td>
<td>TBA</td>
<td>Starting 28 August 2015</td>
</tr>
</tbody>
</table>

**Supplier Activities**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Requirements</th>
<th>Client/Supplier / Both</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning Requirements:</td>
<td>Regular project planning meetings with the SSSC CSWO working group</td>
<td>both</td>
</tr>
<tr>
<td>Design Requirements:</td>
<td>Award to be 120 credits at SCQF level 11 and meet the requirements of the CSWO standard through an individualised learning pathway and to be based on work based modules approach. Two routes to the award, for current CSWOs with 60 credits through RPL and for aspiring CSWOs with up to 60 credits through RPL depending of experience and role. The award to include modules(s) which will support succession planning and support aspiring CSWOs to undertake the award</td>
<td>supplier</td>
</tr>
<tr>
<td>Implementation Requirements:</td>
<td>Design and delivery of award to meet with SSSC’s principles and criteria for qualifications</td>
<td>both</td>
</tr>
<tr>
<td>Delivery Requirements:</td>
<td>Plans for modules and award to be delivered by a consortium of HEIs/awarding bodies</td>
<td>supplier</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Exit Requirements:</td>
<td>Details of award and modules to be approved by SSSC and CSWO working group</td>
<td>both</td>
</tr>
</tbody>
</table>

**Stage 2**

<table>
<thead>
<tr>
<th>Planning Requirements:</th>
<th>Develop award delivery plans and Quality Assurance and arrange for all accreditation necessary for the start of delivery in August 2015</th>
<th>Supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regular project planning meetings with the SSSC CSWO working group</td>
<td>both</td>
</tr>
<tr>
<td>Design Requirements:</td>
<td>Design and delivery of award to meet with SSSC's requirement for qualifications</td>
<td>both</td>
</tr>
<tr>
<td>Implementation Requirements:</td>
<td>Design and delivery of award to meet with SSSC's requirement for qualifications</td>
<td>both</td>
</tr>
<tr>
<td>Delivery Requirements:</td>
<td>Learning pathway and award to be available to CSWOs and aspiring CSWOs across Scotland</td>
<td>supplier</td>
</tr>
<tr>
<td></td>
<td>Learning pathway and award to be delivered by a consortium of HEIs/awarding bodies</td>
<td></td>
</tr>
<tr>
<td>Exit requirements:</td>
<td>First year of delivery of learning pathway and award to be successfully delivered and completed to the first cohort of CSWOs by end of August 2016</td>
<td>supplier</td>
</tr>
</tbody>
</table>
**Service Deliverables:**

<table>
<thead>
<tr>
<th>Output Description</th>
<th>Frequency</th>
<th>Quality</th>
<th>Time for delivery</th>
<th>% Minimum Performance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A: Accredited work-based learning modules leading to an award for CSWOs and aspiring CSWOs of 120 credits at SCQF level 11. Route one for current CSWOs will have 60 credits through RPL and route two for aspiring CSWOs will have up to 60 credits through RPL depending on experience and role.</td>
<td></td>
<td>Award to meet the requirements of the CSWO standard- see Appendix 4</td>
<td>15 January 2015</td>
<td></td>
</tr>
<tr>
<td>B: Routes to the award through individualised learning pathways, arrangements for Recognition of Prior Learning (RPL) and for evidence of new learning</td>
<td></td>
<td>Be based on QAA Scotland RPL guidance</td>
<td>15 January 2015</td>
<td></td>
</tr>
<tr>
<td>C: Evidence for individual assessment leading to the award to came from a range of sources</td>
<td></td>
<td>An emphasis on work based learning</td>
<td>15 January 2015</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Performance Indicator</td>
<td>Requirement</td>
<td>Target</td>
<td></td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------</td>
<td>-------------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1.1 | Briefing meeting/description/advice  
     • urgent  
     • immediate  
     • standard (depending on the requirement) | • within 1 working day  
     • within 2 working days  
     • within 1 week | > 98% |
<p>| 1.2 | Post meeting briefing notes to be produced and sent to customer | • within 2 working days | &gt; 98% |
| 1.3 | Cost estimate with full production schedule and forwarded as above | • 5-7 working days (depending on complexity of requirement) | &gt; 98% |</p>
<table>
<thead>
<tr>
<th>2</th>
<th>Delivery</th>
<th>• All service requirements are delivered within the agreed timescales</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Invoices</td>
<td>• All invoices submitted with 2 working days of date of invoice</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• All prices invoiced are correct</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disputed invoices resolved within 1 week</td>
<td>98%</td>
</tr>
<tr>
<td>4</td>
<td>Quality</td>
<td>• All services are as specified in the technical specification</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Illustrative:**

The CSWO standard is attached as Appendix 4

**Performance Monitoring**

The Contractor will at all times monitor and seek to improve its own performance and quality assure performance and delivery.

Performance will be measured against the agreed service deliverables. The Contractor will also provide the SSSC with performance reports 5 days in advance of any contract review meeting.

**Management Information**

Following commencement of the contract the Contractor will provide a performance report to the contract manager.

On a regular basis (to be determined), contractors shall submit management information relating to the charges incurred, the services supplied and the performance of the contractor in relation to the agreed service standards. This management information shall be submitted in electronic form to individuals as required from time to time by the SSSC.

**Management of the [Contract/Framework Agreement]**

The Contractor will nominate an individual (the Account Manager) who will be the point of contact for all matters relating to the [Contract]

The Account Manager may be required to attend a minimum of four meetings per annum with the organisations nominated Procurement Lead. The timing and frequency of the meetings will be reviewed and jointly amended as appropriate. The
purpose of the meetings includes discussion on contracted work undertaken, any issues or problems, and areas for development and future and timescales. Ad hoc meetings during the year may also be required.

**Variations to the [Contract]**

Any variations required to must follow the Change Control Procedures detailed in the Terms and Conditions. Detail any requirements for demonstrating how variations will be translated into practice i.e. process to be used, how and when staff will be notified and receive any appropriate training, etc.

**Inspection and Review of the Contractor's Records**

The organisation's contract manager may undertake, at a frequency to be advised, an inspection and review of the Contractor's records and performance reports to verify their contents. For the avoidance of doubt, this requirement will be in addition to any audit requirement detailed in the Terms and Conditions.

**Invoicing Procedures**

All invoices shall be submitted in accordance with the frequency and timing agreed in the contract. Our standard payment terms are payment within 30 days of receipt of a valid invoice. The SSSC endeavours to meet the Scottish Government's payment target of payment within 10 working days of receipt of valid invoice. Contractors should also advise of their experience of submitting electronic invoices to Public Bodies, and receiving electronic payment.

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**Appendix 4**

**Standard for Chief Social Work Officers**

**The interrelationship of aspects of professional development**

The learning pathway leading to the award for Chief Social Work Officers will promote three main aspects of professional development:

- professional values and personal commitment
• professional knowledge and understanding
• professional skills and abilities.

These three aspects are placed in a single structure in order to emphasise that they are not simply lists of competences or outcomes. They are inherently linked to each other in the development of the professional, and one aspect does not exist independently of the other two. It is the interrelationship among all three which develops professionalism and leads to appropriate professional action.

![Diagram showing the interrelationship of professional values and personal commitment, professional action, professional knowledge and understanding, and professional skills and abilities.]

**The Chief Social Work Officer Standard**

The CSWO standard is based on the specific requirements of the role of the CSWO. There are four aspects of the standard. Each of the aspects has attached to it an overall descriptor and a number of competencies, which overlap is overlain by modelling values..

• Modelling values
• Setting direction
• Achieving outcomes
• Self-leadership
• Working with others
1.0 Modelling values

Promoting values, professional ethics and standards is integral to the current CSWO guidance, and this aspect of the standard integrates the four aspects of the Standard. The Benchmark Statement for Social Work delineates key social work values as including the moral concepts of rights, responsibility, freedom, authority and power inherent in the practice of social workers as moral and statutory agents, as well as exploring the complex relationships between justice, care and control in social welfare. Further issues arise in respect of the practical and ethical implications of these, including roles as statutory agents, as well as in upholding the law in respect of discrimination. CSWOs are required to model these values.

He/she:

- Demonstrates an extensive, detailed and critical understanding of core social work values and professional ethics
- Takes significant responsibility for the promotion of core social work values within multi-agency contexts
- Uses a significant range of advanced and specialised skills to actively communicate and promote social work values to staff
- Models and communicates those values to a range of audiences that include politicians, people that use services and their representatives, other agencies and their own staff
- Advocates for the most vulnerable in the community
- Demonstrates the ability to manage complex ethical and professional issues.

2.0 Setting Direction
This aspect of the standard relates to the ability of the CSWO to set direction, both for the services for which they are responsible, and for those delivered in partnership with others.

It has five aspects:

- Reading the context
- Creating the vision
- Embodying the vision
- Communicating the vision
- Managing change.

2.1 Reading the context

A CSWO demonstrates an extensive, detailed and critical knowledge and understanding of the context within which they are working, as well as an evidence informed reading of the dynamic and complex nature of that context.

He/she:

- Seeks, and critically analyses and evaluates, a wide range of data relating to the delivery of social work services
- Anticipates and prepares for the future, dealing with complex issues, sometimes in the absence of complete data
- Engages effectively with local politicians and community representatives, demonstrating leadership and organisational astuteness and makes a significant contribution to change and development
- Anticipates and actively explores the financial context of services
- Demonstrates extensive, detailed and critical awareness of the national context of social work services.

2.2 Creating the vision

A CSWO is able to demonstrate a significant range of specialised skills, clearly articulate and communicate the strategic vision for the services for which they are responsible.

He/she

- Creates, and is able to communicate, a vision that reflects core social work values
- Demonstrates the ability to work effectively with partners to develop a shared vision
- Ensures that the vision is informed by the promotion of a culture of excellence
• Ensures that a culture is created that allows staff and people who use services to take risks appropriately.

2.3 Embodying the vision
A CSWO embodies the strategic vision for social work services, and demonstrates strong and trustworthy leadership towards the achievement of that vision. He/ she:
• Promotes behaviour in others that is consistent with the vision
• Acts as a role model for the vision
• Demonstrates confidence and self-belief in respect of the vision.

2.4 Communicating the vision
A CSWO has an extensive, detailed and critical knowledge and understanding of the impact of their strategic vision on the services offered to people who use services, their carers and the communities that are served. He/ she:
• Is able to clearly articulate and communicate the vision in a range of contexts and for different audiences
• Takes responsibility for ensuring that awareness of the vision is promoted both within and outwith the organisation
• Demonstrates leadership in building support for the vision

2.5 Managing change
A CSWO demonstrates the ability to lead, manage and make an identifiable contribution to change. He/she:
• Clearly communicates the need for change and inspires commitment to the change process
• Makes a clear and identifiable contribution to the process of change
• Retains a focus on people who use services and their carers during the change process
• Clearly communicates with those concerned by change throughout the process
• Demonstrates responsiveness to the concerns of those affected by change.

3.0 Achieving Outcomes
This aspect of the standard relates directly to achieving outcomes for social work services, those people who use their services and their carers. It has four aspects:
• Managing resources
• Managing people
• Managing performance
• Managing risk

3.1 Managing resources
A CSWO takes significant responsibility for the use of available resources, or influences the management of those resources in a creative but prudent way. He/she:
• Takes responsibility for ensuring that clear structures are in place to effectively manage resources directly under their control
• Takes responsibility for decisive action when resources are not being used effectively or efficiently
• Demonstrates that they have a clear commissioning strategy in place that is guided by Best Value Principles
• Demonstrates the effective use of influencing skills in respect of resources not directly under their control.

3.2 Managing people
A CSWO takes significant responsibility for the human resources that are available to them.
He/she:
• Takes significant responsibility for ensuring high standards of service delivery in social services practice
• Takes significant responsibility for ensuring that a learning culture is in place for the organisation
• Demonstrates leadership in commitment to the learning and development of staff
• Maintains a focus on improving outcomes for people who use services and their carers.
3.3 Managing performance

Through ensuring a focus on outcomes, CSWOs have clear mechanisms in place to appraise, report on and manage performance leading to improvement. He/she:

- Demonstrates optimum use of available information, both quantitative and qualitative to generate improvement.

- Ensures structures and processes are in place to critically reflect upon experience.

- Demonstrates a commitment to self-evaluation leading to improvement throughout the organisation.

3.4 Managing risk

CSWOs have well-developed arrangements in place to assess and manage risk, both within social work services and in inter-agency contexts. He/she:

- Demonstrates leadership in inter-agency safeguarding and risk management fora

- Demonstrates a clear knowledge of the legislative framework within which risk is managed

- Takes responsibility for ensuring that systems and processes are in place to assess and manage risk as effectively as possible

- Takes responsibility for ensuring that front-line staff and managers receive the support that they require to manage risk

- Demonstrates the ability to deal with complex ethical issues and make informed judgements in areas of uncertainty

- Demonstrate the ability to manage tensions and conflict, while recognising that there may not always be one right answer

- Where required to make decisions directly, does so ensuring that they have access to the best available information, whilst at the same time recognising that decisions may require to be made in the absence of complete information.
4.0 Self-leadership

This aspect of the standard relates to self-leadership, and is about establishing and developing the personal qualities of the CSWO. It has four aspects:

- Self-awareness and critical reflection
- Managing self
- Integrity
- Continuing professional development

4.1 Self-awareness and critical reflection

A CSWO is self-aware. He/she:

- Demonstrates the ability to recognise and articulate their own values and principles, understanding how these may differ from those of other disciplines and agencies
- Demonstrates a strong sense of their own professionalism and confidence in their own authority
- Demonstrates a critical awareness of their own strengths and limitations and the impact of their behaviour on others
- Takes responsibility for their own emotions and prejudices and understands how these can affect their judgment and behaviour
- Takes responsibility for obtaining, analysing and acting on feedback from a range of sources
- Demonstrates the ability to critically reflect on their leadership and management practice and to act on that reflection

4.2 Managing self

CSWOs demonstrate a personal resilience and confidence, particularly in the face of challenging circumstances. He/she:

- Critically reflects upon the impact of their behaviour on others and acts on this reflection
• Demonstrates reliability in meeting their responsibilities

• Demonstrates a commitment to consistently high standards

• Demonstrates creativity by ensuring that their plans and actions are flexible, and takes account of the needs and work patterns of others.

4.3 Integrity

A CSWO behaves in an open, honest and ethical manner.

He/she:

• Demonstrates the ability to uphold personal and professional ethics and values

• Communicates effectively with staff, community representatives and service users

• Demonstrates the upholding of social work values, the respecting and promotion of equality and diversity

• Demonstrates an appropriate use of authority

• Demonstrates the ability to take appropriate action if ethics and values are compromised.

4.4 Continuing professional development

A CSWO take responsibility for their professional development.

He/she:

• Actively seeks opportunities and challenges for personal learning and development

• Critically reflects and acts on satisfactory and unsatisfactory outcomes.

• Takes responsibility for their own participation in continuing professional development activities

• Demonstrates the ability to adapt their own behaviour in the light of feedback and reflection

• Demonstrates a commitment to high standards and quality service improvement on the basis of the best available evidence

• Demonstrates the ability to apply learning they have gained in practice.
5.0 Working with others
This aspect of the standard relates to the capabilities required for effective working
with others, both within and outwith social work organisations.
It has four aspects:

- Developing networks
- Working in partnership
- Building and maintaining trusting relationships
- Building capacity.

5.1 Developing networks
An effective CSWO provides leadership in the development of networks.
He/she:

- Takes significant responsibility for the articulation and promotion of a shared
  strategic vision
- Demonstrates the ability to identify and to act upon opportunities for
  collaboration and co-operation across organisational boundaries
- Takes responsibility for ensuring that structures are in place to promote joint
  working.

5.2 Working in partnership
A CSWO works well with colleagues in partner organisations to build collaborative
leadership capacity and enable innovation and appropriate risk-taking across
organisational boundaries. He/she:

- Demonstrates a clear sense of their own role within the partnership
  arrangement
- Takes responsibility for retaining a focus on outcomes for service users and
  their carers
• Promotes self-determination and autonomy for people who use services and their carers

• Takes responsibility for the management of collaboration within partnerships.

5.3 Building and maintaining trusting relationships

A CSWO builds and maintains trusting relationships across organisational boundaries based on clear communication.

He/she

• Demonstrates the ability to listen to, and take account of, differing perspectives

• Communicates clearly and effectively across boundaries

• Gains, and maintains, the trust of colleagues in their own, and other agencies

• Demonstrates the ability to builds commitment to the shared vision.

5.4 Building capacity

A CSWO supports the building of capacity across partnerships.

He/she

• Takes responsibility for the provision of encouragement and opportunity for users, carers and communities to engage in partnerships

• Actively promotes participation by modelling behaviours which inspire confidence in others

• Demonstrates the ability to create a culture of collaboration and co-operation.
APPENDIX 5

CONDITIONS OF CONTRACT FOR THE SUPPLY OF SERVICES - SSSC

These Conditions may only be varied with the written agreement of the Purchaser. No terms or conditions put forward at any time by the Supplier shall form any part of the Contract unless specifically agreed in writing by the Purchaser.

1. DEFINITIONS

   In these Conditions:
   'Purchaser' means on behalf of the Scottish Social Services Council;

   'Supplier' means the person, firm or company to whom the Contract is issued;

   'Services' means the services to be provided as specified in the Purchase Order and shall, where the context so admits, include any materials, articles and goods to be supplied thereunder;

   'Premises' means the location where the services are to be performed, as specified in the Purchase Order;

   'Contract' means the contract between the Purchaser and the
Supplier consisting of the Purchase Order, these Conditions and other documents (or parts thereof) specified in the Purchase Order;

'Purchase Order' means the document setting out the Purchaser's requirements for the Contract.

2. CHANGE TO CONTRACT REQUIREMENTS
2.1 The Purchaser may order any variation to any part of the Services that for any other reason shall in the Purchaser's opinion be desirable. Any such variation may include (but shall not be restricted to) additions, omissions, alterations, substitutions to the Services and changes in quality, form, character, kind, timing, method or sequence of the Services.

2.2 Save as otherwise provided herein, no variation of the Services as provided for in Condition 2.1 hereof shall be valid unless given or confirmed in the form of an order given by the Purchaser. All such orders shall be given in writing provided that if for any reason the Purchaser shall find it necessary to give any such order orally in the first instance the Supplier shall comply with such oral order which must be confirmed in writing by the Purchaser within 2 working days of the giving of such oral order by the Purchaser, failing which the variation made by such oral order shall cease to have effect on the expiry of the said 2 working day period.

2.3 Where any such variation of the Services made in accordance with Condition 2.1 and 2.2 has affected or may affect the costs incurred by the Supplier in providing the Services, the Supplier will notify the Purchaser in writing of the effect which it has had or may have on the said costs and such notification shall be considered by the Purchaser, who shall take all of the facts into account (including such information as may be provided by the Supplier in respect of the effect which such variation has had or may have on the costs incurred by the Supplier in providing the service) and may authorise such alteration to the sums to be paid to the Supplier in accordance with the provisions of the Contract as are, in the Purchaser's opinion, appropriate and reasonable in the circumstances.

3. INSPECTION OF PREMISES AND NATURE OF SERVICES
3.1 The Supplier is deemed to have inspected the Premises before tendering so as to have understood the nature and extent of the Services to be carried out and is deemed to be satisfied in relation to all matters connected with the Services and Premises.

3.2 The Purchaser shall, at the request of the Supplier, grant such access as may be reasonable for this purpose.

4. SUPPLIER'S STATUS
In carrying out the Services the Supplier shall be acting as principal and not as the agent of the Purchaser. Accordingly:

(a) the Supplier shall not (and shall procure that the Supplier's agents and servants do not) say or do anything that might lead any other person to believe that the Supplier is acting as the agent of the Purchaser, and

(b) nothing in this Contract shall impose any liability on the Purchaser in respect of any liability
incurred by the Supplier to any other person but this shall not be taken to exclude or limit any liability of the Purchaser to the Supplier that may arise by virtue of either a breach of this Contract or any negligence on the part of the Purchaser, or the Purchaser's staff or agents.

5. SUPPLIER'S PERSONNEL
5.1 The Supplier shall take the steps reasonably required by the Purchaser to prevent unauthorised persons being admitted to the Premises. If the Purchaser gives the Supplier notice that any person is not to be admitted to or is to be removed from the Premises or is not to become involved in or is to be removed from involvement in the performance of the Contract, the Supplier shall take all reasonable steps to comply with such notice and if required by the Purchaser the Supplier shall replace any person removed under this Condition with another suitably qualified person and procure that any pass issued to the person removed is surrendered.

5.2 If and when instructed by the Purchaser, the Supplier shall give to the Purchaser a list of names and addresses of all persons who are or may be at any time concerned with the Services or any part of them, specifying the capacities in which they are so concerned, and giving such other particulars and evidence of identity and other supporting evidence as the Purchaser may reasonably require.

5.3 The decision of the Purchaser shall be final and conclusive as to whether any person is to be admitted to or is to be removed from the Premises or is not to become involved in or is to be removed from involvement in the performance of the Contract and as to whether the Supplier has furnished the information or taken the steps required of the Supplier by this Condition.

5.4 The Supplier shall bear the cost of any notice, instruction or decision of the Purchaser under this Condition.

6. MANNER OF CARRYING OUT THE SERVICES
6.1 The Supplier shall make no delivery of materials, plant or other things nor commence any work on the Premises without obtaining the Purchaser's prior consent.

6.2 Access to the Premises shall not be exclusive to the Supplier but only such as shall enable the Supplier to carry out the Services concurrently with the execution of work by others. The Supplier shall cooperate with such others as the Purchaser may reasonably require.

6.3 The Purchaser shall have the power at any time during the progress of the Services to order in writing:

(a) the removal from the Premises of any materials which in the opinion of the Purchaser are either hazardous, noxious or not in accordance with the Contract, and/or

(b) the substitution of proper and suitable materials, and/or

(c) the removal and proper re-execution notwithstanding any previous test thereof or interim payment therefor of any work which, in respect of material or workmanship is not in the opinion of the Purchaser in accordance with the Contract.

6.4 The Supplier shall forthwith comply with any order made under Condition 6.3.
6.5 On completion of the Services the Supplier shall remove the Supplier’s plant, equipment and unused materials and shall clear away from the Premises all rubbish arising out of the Services and leave the Premises in a neat and tidy condition.

7. **HEALTH AND SAFETY**
The Supplier shall perform the Services in such a manner as to be safe and without risk to the health or safety of persons in the vicinity of the place where the Services are being performed (whether such persons are in the vicinity of the said place at the time when the Services are being performed or otherwise) and in such a manner as to comply with any relevant health and safety or other legislation (including Statutory Instrument, Orders, or Regulations made under the said legislation) and any requirements imposed by a local or other regulatory authority in connection with the performance of services of the type supplied to the Purchaser, whether specifically or generally. The Supplier shall indemnify the Purchaser against all actions, suits, claims, demands, losses, charges, costs and expenses which the Purchaser may suffer or incur as a result of or in connection with any breach of this Condition.

8. **TIME OF PERFORMANCE**
The Supplier shall begin performing the Services on the date stated in the Purchase Order and shall complete the Services by the date stated in the Purchase Order or continue to perform them for the period stated in the Purchase Order (whichever is applicable). Time is of the essence of the Contract. The Purchaser may by written notice require the Supplier to execute the Services in such order as the Purchaser may decide. In the absence of such notice the Supplier shall submit such detailed programmes of work and progress reports as the Purchaser may from time to time require.

9. **PAYMENT**
9.1 Unless otherwise stated in the Contract, payment will be made within 30 days of receipt and agreement of invoices, submitted monthly in arrears, for work completed to the satisfaction of the Purchaser.

9.2 Value Added Tax, where applicable, shall be shown separately on all invoices as a strictly net extra charge.

9.3 Notwithstanding Condition 20 (Assignation and sub-contracting) of this Contract the Supplier may assign to another person (an "assignee") the right to receive payment of the Price or any part thereof due to the Supplier under this Contract subject to (i) deduction of sums in respect of which the Purchaser exercises the right of recovery under Condition 19 (Recovery of sums due) of this Contract and (ii) all the related rights of the Purchaser under this Contract in relation to the recovery of sums due but unpaid. The Supplier shall notify or procure that any assignee notifies the Purchaser of any variations to the arrangements for payment of the Price or for handling invoices, in each case in good time to enable the Purchaser to redirect payments or invoices accordingly. In the absence of such notification the Purchaser shall be under no obligation to vary the arrangements for payment of the Price or for handling invoices.

10. **FREE-ISSUE MATERIALS**
Where the Purchaser for the purpose of the Contract issues materials free of charge to the Supplier such materials shall be and remain the property of the Purchaser. The Supplier shall maintain all such materials in good order and condition and shall use such materials solely in connection with the Contract. The Supplier shall notify the Purchaser of any surplus materials remaining after completion of the Services and shall dispose of them as the Purchaser may direct. Waste of such materials arising from bad workmanship or negligence of the Supplier or any of the Supplier’s servants, agents or sub-contractors shall be made good at the Supplier’s expense. Without prejudice to any other of the rights of the Purchaser, the Supplier shall deliver up such materials whether processed or not to the Purchaser on demand.

11. AUDIT
11.1 The Supplier shall keep and maintain until 5 years after the Contract has been completed records to the satisfaction of the Purchaser of all expenditures which are reimbursable by the Purchaser and of the hours worked and costs incurred in connection with any employees of the Supplier paid for by the Purchaser on a time charge basis. The Supplier shall on request afford the Purchaser or the Purchaser’s representatives such access to those records as may be required by the Purchaser in connection with the Contract.

11.2 The provisions of this Condition 11 shall apply during the continuance of this Contract and after its termination howsoever arising.

12. CORRUPT GIFTS OR PAYMENTS

The Supplier shall not offer or give, or agree to give, to any employee or representative of the Purchaser any gift or consideration of any kind as an inducement or reward for doing or refraining from doing or for having done or refrained from doing, any act in relation to the obtaining or execution of this or any other contract with the Purchaser or for showing or refraining from showing favour or disfavour to any person in relation to this or any such contract. The attention of the Supplier is drawn to the criminal offences created by the Bribery Act 2010.

13. PATENTS, INFORMATION AND COPYRIGHT
13.1 It shall be a condition of the Contract that, except to the extent that the Services incorporate designs furnished by the Purchaser, that nothing done by the Supplier in the performance of the Services shall infringe any patent, trade mark, registered design, copyright or other right in the nature of intellectual property of any third party and the Supplier shall indemnify the Purchaser against all actions, claims, demands, costs and expenses which the Purchaser may suffer or incur as a result of or in connection with any breach of this Condition.

13.2 All rights (including ownership and copyright) in any reports, documents, specifications, instructions, plans, drawings, patents, models or designs whether in writing or on magnetic or other media:

(a) furnished to or made available to the Supplier by the Purchaser shall remain vested in the Purchaser absolutely.

(b) prepared by or for the Supplier for use, or intended use, in
relation to the performance of this Contract are hereby assigned to and shall vest in the Purchaser, the Supplier shall not and shall procure that the Supplier's servants and agents shall not (except to the extent necessary for the implementation of this Contract) without the prior written consent of the Purchaser use or disclose any such reports, documents, specifications, instructions, plans, drawings, patents, models, designs or other material as aforesaid or any other information (whether or not relevant to this Contract) which the Supplier may obtain pursuant to or by reason of this Contract, except information which is in the public domain otherwise than by reason of a breach of this provision, and in particular (but without prejudice to the generality of the foregoing) the Supplier shall not refer to the Purchaser or the contract in any advertisement without the Purchaser's prior written consent.

13.3 The provisions of this Condition 13 shall apply during the continuance of this Contract and after its termination howsoever arising.

14. INDEMNITY AND INSURANCE

14.1 Without prejudice to any rights or remedies of the Purchaser the Supplier shall indemnify the Purchaser against all actions, suits, claims, demands, losses, charges, costs and expenses which the purchaser may suffer or incur as a result of or in connection with any damage to property or in respect of any injury (whether fatal or otherwise) to any person which may result directly or indirectly from any negligent or wrongful act or omission of the Supplier.

14.2 Except in the case of loss, damage or personal injury (including death) suffered by an employee of the Supplier (in respect of which the indemnity in Condition 14.1 shall apply whether or not the loss, damage or personal injury was caused by the negligent or wilful act or omission of the Purchaser, the indemnity contained in Condition 14.1 shall not apply to the extent that the loss, damage or injury is caused by the negligent or wilful act or omission of the Purchaser.

14.3 The Supplier shall have in force and shall require any subcontractor to have in force:

(a) employer's liability insurance in accordance with any legal requirements for the time being in force, and

(b) public liability insurance for such sum and range of cover as the Supplier deems to be appropriate but covering at least all matters which are the subject of indemnities or compensation obligations under these Conditions in the sum of not less than £1 million for any one incident and unlimited in total, unless otherwise agreed by the Purchaser in writing.

14.4 The policy or policies of insurance referred to in Condition 14.3 shall be shown to the Purchaser whenever the Purchaser requests, together with satisfactory evidence of payment of premiums, including the latest premium due thereunder.

15. DISCRIMINATION

The Supplier must not unlawfully discriminate against any person within the meaning of the Equality Act 2010 in its activities relating to the Contract or any other contract with the Purchaser.

16. BLACKLISTING

The Supplier must not commit any breach of the Employment Relations
1999 Act (Blacklists) Regulations 2010 or section 137 of the Trade Union and Labour Relations (Consolidation) Act 1992, or commit any breach of the Data Protection Act 1998 by unlawfully processing personal data in connection with any blacklisting activities. Breach of this clause is a material default which shall entitle the Purchaser to terminate the Contract.

17. CONFIDENTIALITY

17.1 The Supplier shall keep confidential and not disclose and shall procure that the Supplier's employees keep confidential and do not disclose any information of a confidential nature obtained by the Supplier by reason of this Contract except information which is in the public domain otherwise than by reason of a breach of this provision.

17.2 All information related to the Contract will be treated as commercial in confidence by the parties except that:

(a) The Supplier may disclose any information as required by law or judicial order to be disclosed.

(b) The Purchaser may disclose any information as required by law or judicial order to be disclosed, further the Purchaser may disclose all information obtained by the Purchaser by virtue of the Contract to the Scottish Parliament or any other department, office or agency of Her Majesty's Government in Scotland, and their servants or agents, when disclosing such information to the Scottish Parliament it is recognised and agreed by both parties that the Purchaser shall if the Purchaser sees fit disclose such information but is unable to impose any restrictions upon the information that the Purchaser provides to Members of the Scottish Parliament (MSPs). Such disclosure shall not be treated as a breach of this agreement.

17.3 It will be at the discretion of the Purchaser to determine whether any exemption under the Freedom of Information (Scotland) Act 2002 applies.

17.4 The provisions of this Condition 17 shall apply during the continuance of this Contract and after its termination howsoever arising.

18. TERMINATION

18.1 The Supplier shall notify the Purchaser in writing immediately upon the occurrence of any of the following events:

(a) where the Supplier is an individual and if a petition is presented for the Supplier's bankruptcy or the sequestration of the Supplier's estate or a criminal bankruptcy order is made against the Supplier, or the Supplier is apparently insolvent, or makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignation for the benefit of creditors, or if an administrator or trustee is appointed to manage the Supplier's affairs; or

(b) where the Supplier is not an individual but is a firm, or a number of persons acting together in any capacity, if any event in (a) or (c) of this Condition occurs in respect of the firm or any partner in the firm or any of those persons or a petition is presented for the Supplier to be wound up as an unregistered company; or
(c) where the Supplier is a company, if the company passes a resolution for winding-up of dissolution (otherwise than for the purposes of and followed by an amalgamation or reconstruction) or the court makes an administration order or a winding-up order, or the company makes a composition or arrangement with its creditors, or an administrator, administrative receiver, receiver or manager is appointed by a creditor or by the court, or possession is taken of any of its property under the terms of a floating charge.

18.2 On the occurrence of any of the events described in Condition 18.1 or, if the Supplier shall have committed a material breach of this Contract and (if such breach is capable of remedy) shall have failed to remedy such breach within 30 days of being required by the Purchaser in writing to do so or, where the Supplier is an individual if the Supplier shall die or be adjudged incapable of managing his or her affairs within the meaning of the Adults with Incapacity (Scotland) Act 2000 or the Mental Health (Care and Treatment) (Scotland) Act 2003, the Purchaser shall be entitled to terminate this Contract by notice to the Supplier with immediate effect. Thereupon, without prejudice to any other of the Purchaser's rights, the Purchaser may complete the Services or have them completed by a third party, using for that purpose (making a fair and proper allowance therefor in any payment subsequently made to the Supplier) all materials, plant and equipment on the Premises belonging to the Supplier, and the Purchaser shall not be liable to make any further payment to the Supplier until the Services have been completed in accordance with the requirements of the Contract, and shall be entitled to deduct from any amount due to the Supplier the costs thereof incurred by the Purchaser (including the Purchaser's own costs). If the total cost to the Purchaser exceeds the amount (if any) due to the Supplier, the difference shall be recoverable by the Purchaser from the Supplier.

18.3 In addition to the Purchaser's rights of termination under Condition 18.2, the Purchaser shall be entitled to terminate this Contract by giving to the Supplier not less than 30 days notice to that effect.

18.4 Termination under Condition 18.2 or 18.3 shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereupon accrue to the Purchaser and shall not affect the continued operation of Conditions 11 (Audit), 13 (Patents, information and copyright), and 25 (TUPE).

19. RECOVERY OF SUMS DUE
Wherever under this Contract any sum of money is recoverable from or payable by the Supplier, that sum may be deducted from any sum then due, or which at any later time may become due, to the Supplier under this Contract or under any other agreement or contract with the Purchaser.

20. ASSIGNATION AND SUB-CONTRACTING
20.1 The Supplier shall not assign or sub-contract any portion of the Contract without the prior written consent of the Purchaser. Sub-contracting any part of the Contract shall not relieve the Supplier of any obligation or duty attributable to the Supplier under the Contract or these Conditions.
20.2 Where the Purchaser has consented to the placing of sub-contracts, copies of each sub-contract shall be sent by the Supplier to the Purchaser immediately it is issued.

20.3 Where the Supplier enters into a sub-contract must ensure that a provision is included which:

20.3.1 requires payment to be made of all sums due by the Supplier to the sub-contractor within a specified period not exceeding 30 days from the receipt of a valid invoice as defined by the sub-contract requirements and provides that, where the Purchaser has made payment to the Supplier in respect of Services and the sub-contractor's invoice relates to such Services then, to that extent, the invoice must be treated as valid and, provided the Supplier is not exercising a right of retention or set-off in respect of a breach of contract by the sub-contractor or in respect of a sum otherwise due by the sub-contractor to the Supplier, payment must be made to the sub-contractor without deduction;

20.3.2 notifies the sub-contractor that the sub-contract forms part of a larger contract for the benefit of the Purchaser and that should the sub-contractor have any difficulty in securing the timely payment of an invoice, that matter may be referred by the sub-contractor to the Purchaser; and

20.3.3 in the same terms as that set out in this clause 20.3 (including for the avoidance of doubt this clause 20.3.3) subject only to modification to refer to the correct designation of the equivalent party as the Supplier and sub-contractor as the case may be.

21. NOTICES
Any notice given under or pursuant to the Contract may be sent by hand or by post or by registered post or by the recorded delivery service or transmitted by telex, telemessage facsimile transmission or other means of telecommunication resulting in the receipt of a written communication in permanent form and if so sent or transmitted to the address of the party shown on the Purchase Order, or to such other address as the party may by notice to the other have substituted therefor, shall be deemed effectively given on the day when in the ordinary course of the means of transmission it would first be received by the addressee in normal business hours.

22. DISPUTE RESOLUTION
22.1 The parties must attempt in good faith to resolve any dispute between them arising out of or in connection with the Contract.

22.2 Any dispute or difference arising out of or in connection with the Contract, including any question regarding its existence, validity or termination which cannot be resolved in good faith, shall be determined by the appointment of a single arbitrator to be agreed between the parties, and failing agreement within 14 days after either party has given to the other a written request to concur in the appointment of an arbitrator, by an arbitrator to be appointed by the Scottish Arbitration Centre on the written application of either party. The seat of the arbitration shall be in Scotland. The language used in the arbitral proceedings shall be English.

22.3 Any arbitration under 22.2 is subject to the Arbitration (Scotland) Act 2010.
23. HEADINGS
The headings to Conditions shall not affect their interpretation.

24. GOVERNING LAW
These Conditions shall be governed by and construed in accordance with Scottish law and the Supplier hereby irrevocably submits to the jurisdiction of the Scottish courts. The submission to such jurisdiction shall not (and shall not be construed so as to) limit the right of the Purchaser to take proceedings against the Supplier in any other court of competent jurisdiction, nor shall the taking of proceedings in any one or more jurisdictions preclude the taking of proceedings in any other jurisdiction, whether concurrently or not.

25. TUPE
25.1 The Supplier recognises that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply in respect of the Contract, and that for the purposes of those Regulations, the undertaking concerned (or any relevant part of the undertaking) shall (a) transfer to the Supplier on the commencement of the Contract; (b) transfer to another supplier on the expiry of the Contract.

25.2 During the period of six months preceding the expiry of the Contract or after the Purchaser has given notice to terminate the Contract or the Supplier stops trading, and within 20 working days of being so requested by the Purchaser, the Supplier shall fully and accurately disclose to the Purchaser or to any person nominated by the Purchaser information relating to employees engaged in providing the Services in relation to the Contract in particular, but not necessarily restricted to, the following:

(a) the total number of personnel whose employment with the Supplier is liable to be terminated at the expiry of this Contract but for any operation of law; and

(b) for each person, age and gender, details of their salary, date of commencement of continuous employment and pay settlements covering that person which relate to future dates but which have already been agreed and their redundancy entitlements (the names of individual members of staff do not have to be given); and

(c) information about the other terms and conditions on which the affected staff are employed, or about where that information can be found; and

(d) details of pensions entitlements, if any.

25.3 The Supplier shall permit the Purchaser to use the information for the purposes of TUPE and of re-tendering, which shall include such disclosure to potential suppliers as the Purchaser considers appropriate in connection with any re-tendering. The Supplier will cooperate with the re-tendering of the contract by allowing the transferee to communicate with and meet the affected employees and/or their representatives.

25.4 The Supplier agrees to indemnify the Purchaser fully and to hold it harmless at all times from and against all actions, proceedings, claims, expenses, awards, costs and all other liabilities whatsoever in any way connected with or arising from or relating to the provision or disclosure of
information permitted under this Clause.

25.5 In the event that the information provided by the Supplier in accordance with this Clause becomes inaccurate, whether due to changes to the employment and personnel details of the affected employees made subsequent to the original provision of such information or by reason of the Supplier becoming aware that the information originally given was inaccurate, the Supplier shall notify the Purchaser of the inaccuracies and provide the amended information. The Supplier shall be liable for any increase in costs the Purchaser may incur as a result of the inaccurate or late production of data.

25.6 The provisions of this Condition 25 shall apply during the continuance of this Contract and after its termination howsoever arising.
SUPPLEMENTARY NOTICE

LATE PAYMENT OF INVOICES

Suppliers to the Scottish Social Services Council are requested to address complaints regarding late payment of invoices to, in the first instance, the addressee of the invoice and, in the second instance to the Head of finance & Corporate Governance, Compass House, 11 Riverside Drive, Dundee DD1 4NY. This procedure is suggested as the best practical way of ensuring problems of late payment are resolved, and is not intended to interfere with Suppliers legal rights.

THIS NOTICE DOES NOT FORM PART OF THE CONDITIONS OF CONTRACT