

designs for the future: IRISS strategy 2012–2015



Who we are

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Knowledge and Information Assistant

Marta Ribeiro
Knowledge and Information Assistant

IRISS unique identity and particular strengths

- * The combination of knowledge and skills in the three core programmes: Innovation and Improvement; Evidence-informed Practice; and Knowledge Media – a unique blend of individuals and skills relating to policy, practice, research and evaluation, design and social media
- * The facility as a small independent organisation to be responsive, innovative and reflexive
- * Close partnership working – many of our projects are developed with expert practice partners
- * Network of local authority and independent sector Champions
- * Detailed development and piloting of initiatives which are then available to roll out on a national basis
- * Incorporation of service (re)design skills to develop service blueprints
- * Effective use of social media for rapid and widespread communication
- * Focus on project outcomes and impact, adopting implementation models shown to be effective.

The Institute for Research and Innovation in Social Services (IRISS) is a third sector organisation, promoting positive outcomes for the people who use Scotland's social services. Our focus is on supporting the social services workforce to create positive change through research, creativity and innovation.

The organisation was restructured and refocused in spring 2009. This has led to two years of energetic engagement which has galvanised stakeholders to innovate and experiment and has established IRISS as a vital and valued part of the landscape. The purpose of this Strategy is both to illustrate our activities through examples of our work from 2009–11 and to look forward to our plans for 2012–15.

The current structure of three interconnected programmes has established our unique identity, and has been highly effective in implementing our overall aim of embedding evidence-informed practice and innovative approaches through partnership working. We will therefore continue with this structure in order to build the concept of IRISS as both a hub for expertise and knowledge, and a bridge between research and practice and between ideas and implementation. This Strategy provides the foundation against which the detailed business plans for each year will be prepared.

Our activities support the 200,000 individuals in Scotland working in social services in the statutory, voluntary and private sectors. In doing this we seek to achieve a seamless transition from learning created in colleges and universities to application of this learning in the workplace. Most importantly, our support enables the workforce to deliver positive outcomes for people who use Scotland's social services.

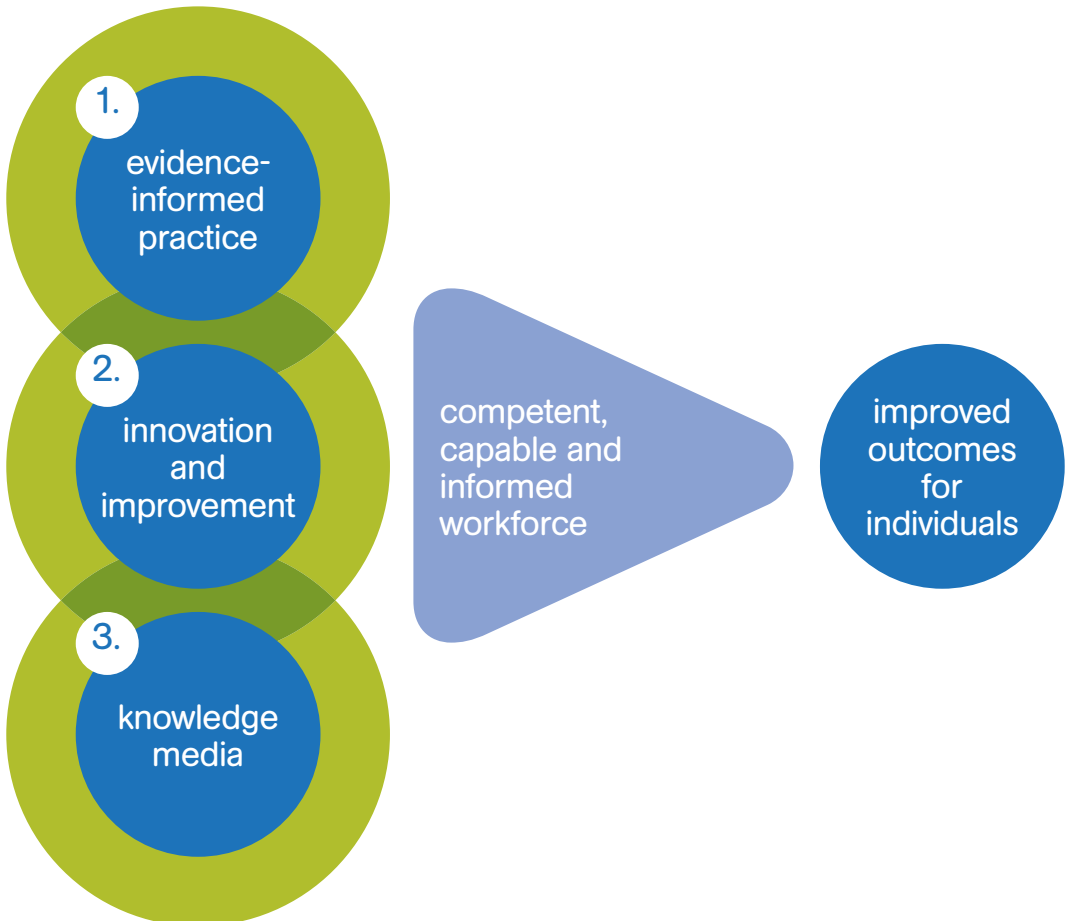
We work to deliver three key outcomes:

- > embed a culture of collaboration, open to new ideas
- > ensure everyone has the knowledge, tools and skills to effectively use evidence and to innovate
- > place people at the centre of the design of services and support.

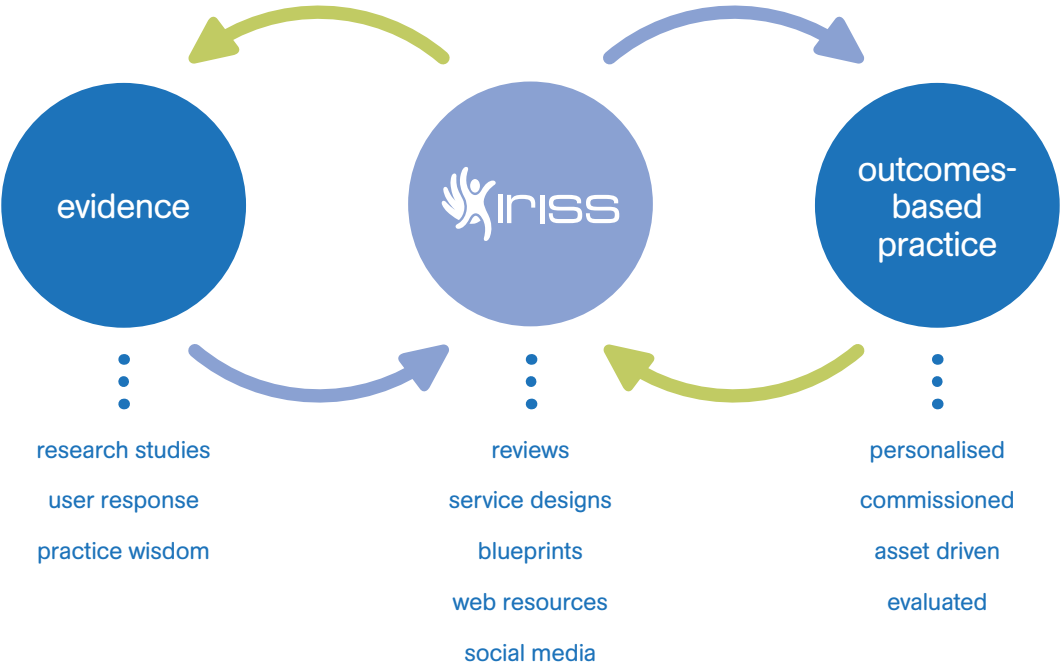
We focus on three key areas:

- evidence-informed practice
- innovation and improvement
- knowledge media.

The activities within and across these programmes all focus on the development of knowledge, strategies and resources which contribute to improving outcomes for individuals.



IRISS has a unique contribution to make. We act as a bridge between research and practice in the social services. We translate, for those in the workplace, the implications of research for their practice, and use this as a trigger for developing and embedding effective and new ways of working. The diagram below illustrates the iterative and interactive nature of this process.



policy drivers

The focus of IRISS is one that will be of critical importance over the next three years. The need to develop innovative responses has rarely been more important as public services must adapt to a new paradigm, accelerated by financial constraints. Individuals and communities must find ways to build and sustain their own resilience.

Our activities chime well with the remit and recommendations of the Christie Commission, namely to:

- address the role of public services in improving outcomes, what impact they make, and whether this can be done more effectively
- examine structures, functions and roles, to improve the quality of public service delivery and reduce demand through, for example, early intervention
- consider the role of a public service ethos, along with cultural change, engaging public sector workers, users and stakeholders.

We believe that our model of trying out various approaches to service innovation and improvement within social services will produce results and evidence that will have wider applicability, transferable to other services.

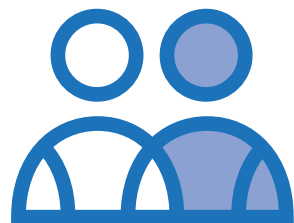
Within the Scottish policy context there are major initiatives to which we can make a valuable contribution, for example Reshaping Care for Older People and the Change Fund, Self-directed Support, the GIRFEC agenda, Protecting Scotland's Communities, Road to Recovery, and the Government's National Outcomes and Performance Framework. Moreover the drive for partnership working, not only with health but across the public sector, engages directly with our principles of common purpose and outcomes.

how we work

IRISS has a diverse staff group; our expertise includes a wide range of research and evaluation skills, knowledge brokerage, service design, project implementation, and a variety of web design and social media skills. People have worked previously in a variety of settings including policy and practice, academic and provider sectors.

A feature of many of our projects is that they develop and test ideas in one or two areas before being available for wider application, for example work on creating a culture of innovation, on mapping individual and community assets, and on redesigning the support for young people leaving care.

We work in partnership, embracing common interests, drawing on the strengths of the individual organisations, and avoiding duplication. Reflective practice is a core element in our approach.



our partners and networks

We work in partnership on many of our projects, embracing common interests, drawing on the strengths of the individual organisations and avoiding duplication. Key partners are outlined here:



An invaluable feature of our partnership working is the network of IRISS Champions. Champions act as a conduit, promoting the resources, approaches and opportunities offered by IRISS and feeding back to us responses on our work and suggestions for future projects and initiatives.

The network of Champions has been extended from local authorities to include Champions from major independent sector agencies; during 2012 a third phase will see recruitment of citizen Champions to ensure co-production of our activities across all sectors.

IRISS indicators

- ★ In the first six months of 2011 there were 22,911 visits to the Learning Exchange (<http://lx.iriss.org.uk>) and 5,878 searches; around 50 items are added to the Learning Exchange each month
 - ★ The most popular collections on the Learning Exchange are IRISS Insights; evidence-informed practice; the SCLD Citizen Leadership Gallery; and the Practice Enquiry Gateway
 - ★ Between September 2010 and June 2011 IRISS organised 26 events; the majority were fully booked and several could have been filled two or three times over
 - ★ The IRISSNEWS mailing list has 1020 subscribers, representing 315 different organisations
 - ★ 130 delegates attended Emtech 11, addressing the use of emerging technologies in social services and run in collaboration with SSSC and the Learning Networks; feedback was very positive
 - ★ Out of 72 responses to a questionnaire sent to participants in the social media workshops, 64% considered them 'excellent' and 36% 'good'
 - ★ In the year 2010-11, social media and information literacy workshops were delivered in Orkney, Moray, Aberdeen, Dundee, Perth, Edinburgh, Glasgow and East Lothian; attendees embraced statutory and voluntary bodies, central government and higher education
 - ★ An IRISS seminar on the use of social media acted as the trigger for its adoption by Princess Royal Trust for Carers (PRTC) in its 'Carers' Votes Count' campaign
 - ★ Of the participants in our six Embracing Change workshops, 86% were able to identify where they could apply the new knowledge and learning, and 80% said the seminars would have a direct impact on their effectiveness and results
- In 2010–11 80 audio recordings were added to the IRISS website; the IRISS podcast collections extends to over 270 items and 628 videos can be accessed via vimeo

IRISS snapshots 2009–2011

- _ Money Matters
- _ Social Innovation Camp
- _ IRISS Forum 2010
- _ Leading for Outcomes
- _ Asset Mapping
- _ Redesigning Support
for Care Leavers
- _ Hack Social
- _ Data Visualisation
- _ Community Research
- _ Mindreel
- _ Making a Difference:
Innovation by Design
Master Classes

Money Matters

What?

A set of case studies of initiatives which detailed costings have shown to be cost effective, produced for IRISS by the Institute of Public Care. The eight case studies comprise: Shared Lives, Extra-care housing, Health in Mind, LinkAge Plus, Care and Repair, Self assessment, Individual Budgets and Southwark hospital discharge.

Why?

It is essential that scarce resources are targeted on initiatives that will deliver desired outcomes in the most economical way. The series is designed to promote initiatives which meet these conditions.



Social Innovation Camp

What?

Social Innovation Camp (SiCamp) matches software developers and designers with those seeking solutions to social problems. IRISS partnered with SiCamp to hold a weekend camp in Scotland in June 2011. From the 97 ideas submitted, six were selected for the Camp. All the teams involved people who would potentially use the services in the design of their projects.

- **Invisible Ramps** – a resource to understand the invisible barriers in the physical environment experienced by those with cognitive and psychological disabilities
- **Share Care Club** – a website and messaging tool for carers to ask their network of family, friends and neighbours for help with a specific task at a specific time
- **Bubble** – a mobile phone application that visually represents the strength of an individual's social network, encouraging social contact between individuals
- **Room for tea** – a website designed to reduce social isolation by matching older people who have a spare room with unpaid interns who need somewhere to stay
- **Volunteer impact** – a mobile phone application to allow individuals to assess the impact of their volunteering on their health, well-being, social connections, skills and confidence
- **Foodini** – a website to help minimise food waste in shops by enabling them to offer deals to local people on food that would otherwise be thrown away

Share Care Club won the IRISS Social Isolation award; City of Edinburgh learnt of the project through the IRISS social media coverage and will work with the team to pilot the idea.

Why?

SiCamp allows rapid generation and testing of new ideas, essential to the transformation of public services.

“Why can't all work be like @sicamp?”

“Yeah! Team just won the IRISS prize at #sicamp! @sharecareclub is going to happen. On total high.”

IRISS Forum 2010

What?

Challenging Times: Creative Solutions – an event at the Dovecot Studios designed both to inspire and to provoke discussion. Contributors included Caroline Tomlinson (in Control), Andy Gibson (Mind Apples), Janice Galloway, Projectability, and Moveable Feast Theatre. The conference departed from the usual format in order to provide space and time for reflection and inspiration.

Why?

Showcasing achievements and innovations demonstrates what is possible and should encourage people to think differently and to be creative.

“I manage six teams and I really want then to see IRISS as a tool for them to use. There are lots of things to pick off that and so much potential to improve their expertise, build up their evidence-based practice and use some of the social media networking skills.”



Leading for Outcomes

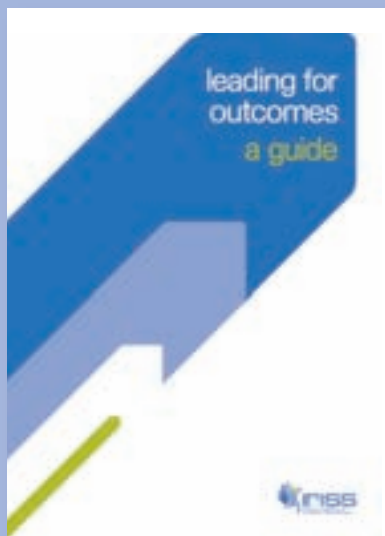
What?

IRISS has produced a series of manuals to assist team leaders, managers and trainers in establishing a culture of outcomes-focused practice across their staff. Building on the evidence base on individual outcomes and on effective leadership, the resources can be tailored to local needs. Each guide is produced and piloted in partnership with one or more agencies working in the field. The core manual, *Leading for Outcomes: a guide*, is supplemented by a number of specialist guides. The first of these focus on parental substance misuse and on dementia; further guides are addressing integrated health and social care, involuntary service users, and children and young people. A related project is focusing on commissioning for outcomes.

Why?

Achievement of the desired focus on outcomes-based practice and on personal outcomes for individuals requires a major cultural shift. These resources are designed to achieve that shift.

“The move to a greater focus on outcomes is a priority for social work. South Lanarkshire Council have found the Leading for Outcomes guide extremely helpful in developing training for staff in this area.”



Asset Mapping

What?

Asset mapping encourages a focus on the skills and strengths of individuals and the social capital within communities rather than their problems and deficits. We have worked with people who use services and practitioners in East Dunbartonshire to map the personal and community assets that are available to support positive mental health and well-being and then enhancing these with local support services.

Why?

Recognition of available assets both within the local community and within the individual should foster resilience and enable individuals to achieve more of their personal outcomes.

“I am just back today and have just read your blog from the workshops – it is exceptionally good and very thought provoking as well.”



Young people leaving care often feel isolated, depressed and lonely; providing appropriate support has been an ongoing challenge. In partnership with the Scottish Throughcare and Aftercare Forum, The Debate Project and Argyll and Bute Council, we are working with care leavers, practitioners and service designers from Snook to develop and test ideas for effective ways of responding to this gap.

Appropriate support that meets individual needs at the point of transition and beyond will enhance wellbeing and foster independence.

“Interesting to see how IRISS is using user involvement all the way through. We call it co-creation but nice to see other organisations working the same way.”



Hack Social

What?

Hack Social is a series of 'hack days', events where small, local, third sector organisations are paired up with developers, designers and social media experts to spend the day finding a solution to a specific problem. During each event several 'breakout sessions' are staged, for example: using social media tools, demystifying the internet, and developing social capital.

Why?

The Hack Social events are designed to deliver innovative solutions to technological problems or questions that small, third sector organisations do not have the skills or resources to deal with themselves. By partnering third sector organisations with developers, designers and social media experts, Hack Social provides a low cost route for these organisations to launch projects (such as creating a website or digital newsletter) that previously seemed technologically challenging.

The events promote confident and competent use of social media, building the capacity of people to experiment, discover, prototype and become advocates for using technology as a driver for positive social change.



Data Visualisation

What?

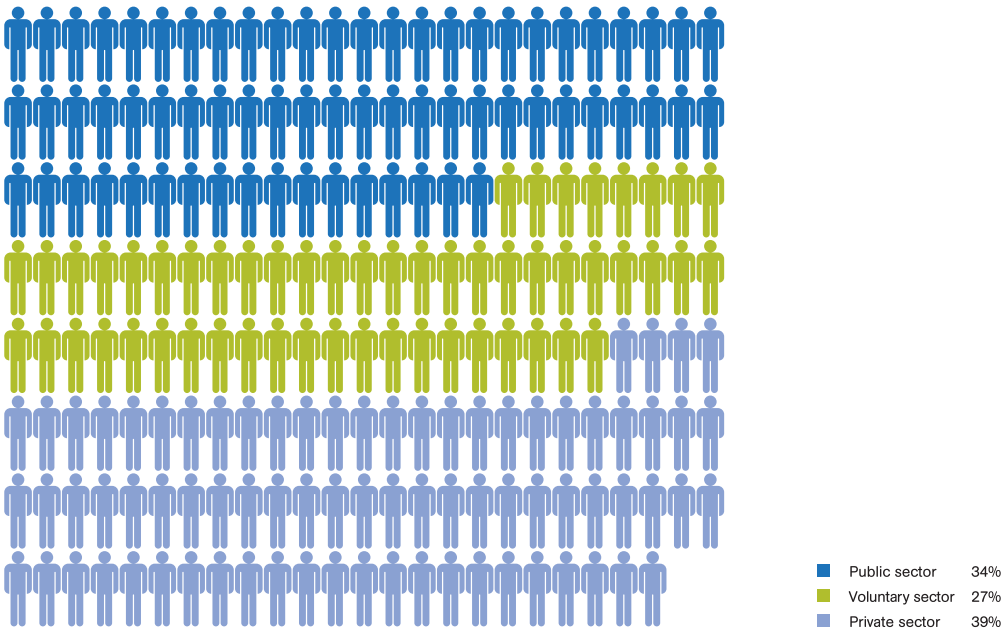
IRISS has developed an open source data visualisation tool designed to help people make better use of the data they gather (<http://look.iriss.org.uk>).

Why?

The aim of the tool is to increase the use of data for decision-making, make data more accessible to social services staff, and enable the communication of ideas in different ways.



The social services workforce



Community Research

What?

IRISS worked with young people supported by Who Cares? Scotland to develop their research skills. The group then evaluated the advocacy services provided by Who Cares? to young people who were or had been in care in Scotland and presented their findings to the organisation.

Why?

This project had twin outcomes. It equipped the young people with skills, a qualification and confidence that will be valuable to them in the future. It also demonstrated ways in which people using services can design and conduct a research project and provide findings that influence future development.

“ I liked hearing all the young people’s views and things. It was a good thing to come to. I ended up really enjoying myself and I gained a lot of confidence.”

Courtney, 16



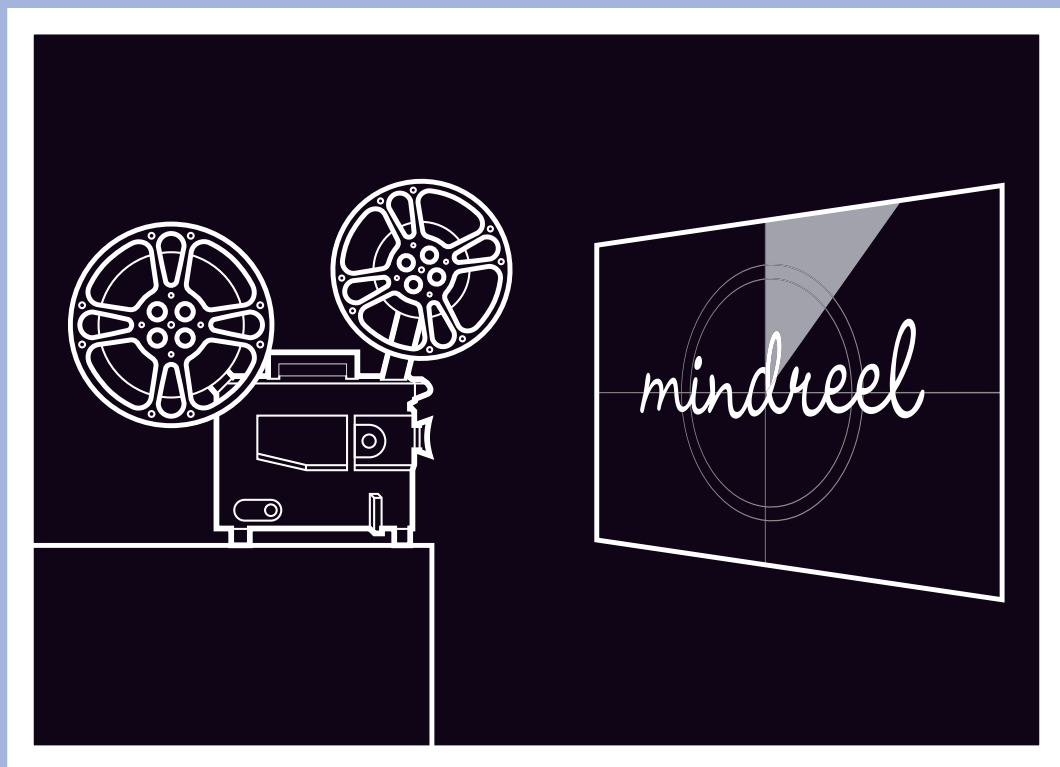
Mindreel

What?

The Scottish Mental Health Arts and Film Festival (SMHAFF) was established in 2007 to change attitudes towards mental health through the use of the arts. Over 500 films have been submitted to the festival in the five years to date. These have embraced a wide range of topics, from autism, sexual abuse, and alcohol-related brain damage to stigma amongst ethnic minority communities and a series of films focusing on dementia. IRISS is working with SMHAFF and Strathclyde University to make a selection of the films freely available at www.mindreel.org.uk and to encourage their use as a learning and development resource.

Why?

The resource will promote effective training and learning across mental health issues and should reduce the stigma encountered by those experiencing ill-health.



Making a Difference: Innovation by Design Master Classes

What?

The Innovation and Improvement team hosted six master classes on innovation, bringing some of the foremost and progressive thinkers to speak to a group of senior managers. Euan Semple's Working in a Wired World master class focussed on embedding social media in the workplace and has had a profound impact on the staff and organisation of C-Change for Inclusion.

The CEO recounted how the masterclass challenged her perception of social media, and made her realise that it could provide opportunities to democratise the playing field by enabling C-Change to have a much greater impact than their size had previously allowed and also encouraging the organisation to engage with service users and other stakeholders in different ways. On returning from the master class, C-Change organised an internal workshop to discuss and plan how social media could be used. As a result, their new marketing strategy includes social media, they have developed light touch rules for staff using social media, they have set up a C-change media project, and they use Facebook and other social media applications.

The CEO also contacted Euan Semple after the session, and C-Change were offered support through his organisation Not for Profit Voices – which helps charities, NGOs and government develop their use of social media. C-Change are now making social media a significant part of how they work and their Board has endorsed this through creating a budget specifically for social media development.

“Excellent – learning about things that up until now have been ‘double Dutch’ to me for the most part. May be beneficial in the work setting and in the wider field - Thank you all.”

“Really good – I came in not having a clue about any of this and went away feeling I had learnt a lot.”

“Very good and interesting and glad to see social networking can and ‘will’ be used in the future! Very good indeed many thanks.”

our priorities for 2012–2015

Our over-riding priority for the next three years is to assist individuals to achieve a good quality of life through:

- > Enabling individuals and organisations to work together effectively
- > Supporting new ways of working across the statutory, voluntary and private sectors, promoting transformational change to reach all parts of the workforce
- > Supporting organisations to embed evidence-informed practice at the heart of their activity
- > Continued support to embed outcomes-focused work as routine
- > Promoting people-led design and delivery
- > Promotion and demonstration of the benefits of approaches focused on early intervention and prevention
- > Ensuring ready access across organisations in Scotland to web-based and social media resources
- > Developing new technology applications for social services, for example computer simulation focusing on the experience of dementia
- > Further exploitation of the potential of data visualisation, both through demonstration of its use across a variety of situations and development of new options
- > Systematic evaluation of the impact of IRISS as a whole and of specific projects within each programme



programme one

Embedding evidence-informed practice



Outcomes for people who receive support will be improved through practice informed by the creation, use and sharing of evidence

Supporting the creation, the use and the sharing of evidence is at the heart of the Evidence-informed Practice programme. Our activities will focus therefore on highlighting evidence gaps, on creating the resources to fill these gaps, and on strengthening the awareness of evidence across the social services. We will further develop a culture of using and sharing evidence, encouraging both practitioners and policy makers to reflect on and respond to the evidence base for everything they do.

A number of our well-established core activities will continue: the IRISS Insights series (accessible evidence reviews); the 'what works' workshops; the research advice service; and student engagement.

Further initiatives will include:

> **Leading for outcomes**

our existing generic and specialist manuals will be supplemented by further specialist manuals and associated development work to embed outcomes-based delivery

> **Practitioner research**

the capacity of those in practice to evaluate and reflect on their own practice will be developed through training and a range of focused projects

> **Evidence audit**

organisations will be offered the opportunity to examine the extent and ways in which they use evidence and to develop mechanisms for ensuring that the use of evidence is both widely understood and implemented

> **Synergy with academics and other researchers**

providing support to improve engagement and maximise the impact of their research and offering to policy and practice a gateway to academic expertise

> **Development and support of an independent evaluation network.**

To achieve all of our priorities we will need to strengthen and improve our organisational capacity.

We will develop a range of initiatives to further enhance partnership working and to strengthen our unique position as a central point linking and co-ordinating individuals, organisations, interests and expertise. We will seek to strengthen the collaborations with SSSC and NES and to promote further joint working with universities and colleges. We will develop an IRISS Associates programme and explore opportunities for individuals to spend time working at IRISS, structured around specific projects.

Most importantly we will work to ensure that IRISS is seen as an innovative and creative organisation to work with, and one from which the workforce can learn in a way which will have a direct impact on those they support.



programme two

Promoting innovative support provision

Outcomes for the people who use social services
will be improved by innovative organisational cultures,
thinking differently and new ways of working

The Innovation and Improvement team demonstrates new ways of designing and delivering support. Using Service Design strategies and processes we work with other organisations to develop effective ways of implementing change. Visual tools such as blueprints, data visualisation, guides and toolkits are produced to assist with this process, making it as transparent and inclusive as possible. We are one of the first organisations in Scotland to pioneer this way of working with social services.

We will build on our existing projects which have included reshaping care and support for older people (in a partnership with Glasgow City Council and Glasgow School of Art), using an assets based approach to personalise support for people who use mental health services, and re-designing services to respond to the social and emotional support needs of young care leavers.

We plan to develop our projects to focus on effective partnership working between health and social care and on the achievement of personalisation in general, and self-directed support in particular. A project facilitating collaboration and learning across statutory, voluntary and private sectors will be particularly valuable.

The programme will focus on the issues of social isolation, user-centred support and capacity building approaches in future work.



2

Projects to be developed include:

> Asset mapping and positive mental health

we will test this approach of using assets to promote well-being and positive mental health in other local areas and develop the capacity for organisations to use this approach as a core element of support provision

> Transitions

we will build on the blueprint for effective support for young care leavers and look at developing other services that can help organisations support and communicate with young people through and after care

> Self directed support

we will continue our design work on how self directed support can work for people with complex mental health problems and will develop a project looking at design for rural areas

> Changing behaviours

we will develop initiatives that encourage positive behavioural change, combating difficult challenges for public services

> Culture of innovation

building on the creating a culture of innovation approach piloted with criminal justice in South Lanarkshire and adult care in Moray, an open innovation project will be developed with people using support and carers to generate new ideas

> Social innovators

a programme for nurturing social innovators and entrepreneurs will be developed, building a social innovators network.



programme three

Maximising the potential of technology

Improved productivity of the workforce through better understanding and application of information and communication technologies

IRISS is unique in being able to harness the skills of the Knowledge Media team alongside the knowledge and skills of evidence-informed practice and innovation and improvement.

Knowledge Media is focused on four main areas:

- enabling effective use of web-based and social media resources – this includes providing training in information literacy and social media training, and promoting responsible access policies
- developing interactive learning resources, for example on person-centred support for support workers, on reablement, and on LGBT people and public services (for Stonewall)
- recording and editing audio and video resources and promoting the use of audio and video for local knowledge sharing and exchange
- sustaining the Learning Exchange and contributing to Social Services Knowledge Scotland in partnership with NHS Education Scotland (NES).

Over the next three years we will build on this work by continuing to demonstrate the practical application of new and innovative ways to harness technology to create learning resources and communication channels that benefit the lives of individuals.

We seek to lead the way in inspiring the workforce to see the potential of tablet devices such as the iPad.



3

We are particularly interested in the application of computer gaming skills to model specific environments to aid decision-making.

Specific projects are likely to include:

> **Enabling access**

ongoing championing and demonstration on access to social media in order to enable the engagement which will allow effective use of resources; this will include finding ways to involve those who might otherwise be excluded

> **Care homes and technology**

combating social isolation by promoting the use of video communication through mobile devices and broadband

> **Living with dementia**

simulation of how environments are experienced by individuals with dementia in order to inform planning, commissioning and design

> **Digital story telling**

illustrating innovative solutions or personal or community capacity, resilience and autonomy; this can include production by individuals or groups of their own 'guerilla reports'

> **IRISS Academy**

a blend of web-based training and a 'drop-in centre' to develop a workforce confident and competent in the use of knowledge media, creating and sharing multimedia content to support workplace learning and development.



resources and publications

IRISS website
www.iriss.org.uk

Learning Exchange
lx.iriss.org.uk

Data visualisation
look.iriss.org.uk

IRISS Insights

- 01 Assisting those with mental health problems into employment
- 02 Effectively engaging and involving seldom-heard groups
- 03 Effectiveness of reablement services
- 04 Supporting those with dementia: reminiscence therapy and life story work
- 05 Transition to adulthood for young people with autistic spectrum disorder (ASD)
- 06 Life after stroke: the long-term emotional and psychological needs of stroke survivors and their carers
- 07 Improving support for black and minority ethnic (BME) carers
- 08 Supporting unpaid carers: the benefits of telecare
- 09 Intensive, supervision, surveillance and monitoring of young people
- 10 Attachment-informed practice with looked after children and young people
- 11 Permanence and stability for disabled looked after children

Evidence-informed Performance Improvement

- 1 National Performance Indicator: increase the overall proportion of local authority areas receiving positive child protection inspection reports
- 2 National Performance Indicator: increase the percentage of people aged 65 and over with high levels of care needs who are cared for at home

Embracing Change

- Why innovate? Why now?
- Balancing innovation and risk in social services
- How do you create the right conditions for innovation?
- Developing a framework for innovation
- Rising to the challenge: where can ideas come from?

Money Matters

- 1 Shared Lives
- 2 Extra-care housing
- 3 Health in Mind
- 4 LinkAge Plus
- 5 Care and Repair
- 6 Self Assessment
- 7 Individual Budgets
- 8 Southwark Hospital Discharge

Core principles and ways of working

A number of principles are core to the work of IRISS and provide the framework and rationale within which we seek to work.

- The work of IRISS will complement rather than duplicate that of other agencies. We will work in partnership, when appropriate.
- The work will be responsive to a wide range of stakeholders - these include Scottish Government, the IRISS Board, people who use services and unpaid carers, local authority social services staff at all levels, provider agencies, national bodies, universities and colleges and the wider community.
- IRISS will capture stakeholder feedback and make that feedback visible.
- The contribution of the three programmes will be seen as interlocking, coherent and contributing to an overall set of strategic objectives.
- Work will focus on the core business of the social services community and its partners.
- Approaches will be varied, selected on the basis of appropriateness for a particular function; they may range from large scale surveys, for example to evaluate the state of play nationally, to digital story telling, for example to illustrate specific policies or areas of need.
- IRISS will monitor the impact of its projects and the extent to which they make a difference.
- The activities and approach of IRISS should together create a high profile for the organisation.
- All staff within the organisation should feel a sense of ownership in respect of IRISS activities. Individuals will be visible and able both to promote the activities of IRISS and to respond to questions and comments.
- There should be a focus on cost effectiveness in respect of all the activities of IRISS.
- A range of funding streams will be accessed to finance the work of the organisation.
- IRISS will promote the effective and appropriate use of technology, will seek to demystify the application of information technology, and will work towards the removal of barriers that prevent the use of web-based knowledge sharing services.
- IRISS will communicate effectively using a variety of forms of social media.

learning
partnership
creativity

“In a time of enormous economic challenge, the role which IRISS will play in helping sustain and reshape services will be of great importance. I am delighted that the organisation is in place to make a contribution across the sector to taking on the financial challenges which services will face over the coming years. This Strategy document lays out what we will do and what assistance we can make available. The ever growing confidence which people at every level in the social services have in the work of IRISS means that we are well placed to be a key contributor to innovation.”

Professor Sandy Cameron
IRISS Chair

www.iriss.org.uk

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