

Social Work in the 21st Century

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Introduction

CATALYST FOR CHANGE

'At crisis there is a break in normal functioning. It is a turning point or testing point. It can lead either to 'breakdown' or to ...growth and increased competence'

Crisis Intervention



Social Work in Northern Ireland

*People Work **not just** Paperwork*

↓
POLICY PAPER

↓
Role of Social Work
Challenges
Future Direction



Expectations

' A hallmark of a maturing and self-confident profession is the ability to transcend a task-based approach to professional practice'

Respondent to NISCC consultation



The Scope of Social Work

- **Enabling** - helping individuals, families and communities to take responsibility for themselves and live their lives with maximum independence and autonomy.
- **Care** - helping people who can't fend for themselves, who can't manage on their own.
- **Protection** - working alongside others in close partnerships, to take all reasonable steps to reduce and minimise the risk of harm to children and vulnerable adults.
- **Control** - helping people take responsibility for their actions and decisions and, where necessary, taking action to manage and minimise risky behaviours and harm to themselves or others.
- **Professional value base** - respect, human dignity, rights, partnership working and social justice.



Supply, Capacity and Demand

- **Recruitment** – frontline and management
- **Retention** – turnover & deployment
- **Demand** - increasing
- **Workload** - demanding & variable



Professional Supports

- Availability
- Inconsistency
- Professional leadership & management
- Education and training
 - *qualifying*
 - *post-qualifying*
- Social care governance



Quality and Effectiveness

- Service user feedback
- Inspections, inquiries
- Accessibility and availability
- Service Design
- Prevention and early intervention
- Affordability and prioritisation
- Purpose and outcomes
- Information and evidence



A Framework for Action

- 1 clarity and understanding of what's expected
- 2 evidence of effectiveness and outcomes
- 3 improved consistency, access to and uptake of professional supervision, supports and training
- 4 strong professional leadership and management capacity



A Framework for Action

- 5 systems and structures to ensure continuing direct contact and connection with frontline practice and professional activity for all social workers, including the most senior and experienced
- 6 transparent, fair and effective allocation and distribution of work
- 7 better workforce planning



A Framework for Action

- 8 more flexible services and working patterns
- 9 more effective and standardised approaches to information and management systems
- 10 a focus on prevention and early intervention.



Building Blocks

- Social work career structure
- Assessed Year in Employment
- Strong education partnerships
- Reconfigured Health and Social Care
- Committed and professional workforce
- High standards



The Challenges

'If we keep on doing what we've always done, we'll always get what we've always had.'

'Be the change that you want to see in the world' (Mahatma Gandhi).



Service Improvement In Northern Ireland

Brian Doman
Director of Children & Young People's
Services/
Executive Director of Social Work

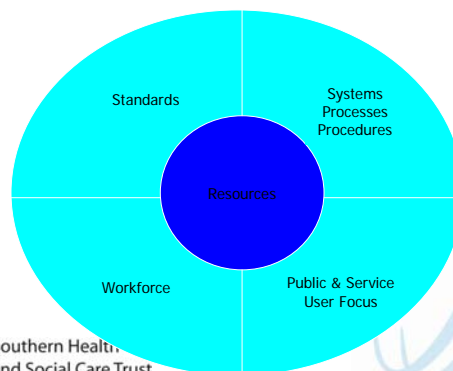
The Context for Social Work

- Change is the normal state
- Social Work is at an early stage in development
- Managing the process of change itself
- Our professional base had not been a strength
- Reliance on managerial structures

Managing Change

- Two decades characterised by:
 - Target focused general management able to achieve change quickly
 - Efficiency, cost reduction and resource management
 - Government desire to empower service users
 - Service improvement and performance management
- Pragmatic management of change
- Learning from other disciplines

A Model For Change & Improvement



Standards

- Sources of standards:
 - Legislation and regulations
 - DHSSPS guidance
 - RQIA
 - Service Frameworks
 - Commissioner Standards
 - NISCC
 - Best Practice and Research



Systems, Processes & Procedures

- Based on standards
- Care pathways
- Framework for professional practice
- Procedures and protocols:
 - Up to date
 - Reviewed
 - Clear



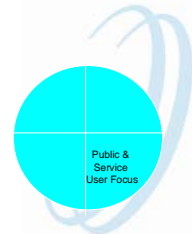
Workforce

- Right number of staff
- Working in the right roles
- Supervised, supported, appraised, personal development plans, training
- Special nature of the workforce-commitment
- Respect and engagement
- Partnership – trade unions and professional organisations

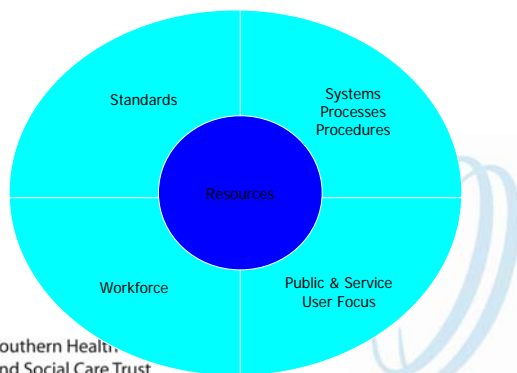


Public & Service User Focus

- Control of own care and treatment
- Engaged in the planning, design and delivery of services/care



A Model For Change & Improvement



RIT Programme

- UNOCINI, the common assessment framework
- Gateway Teams
- Roles and Grades – job descriptions and specifications for key roles
- Supervision policy
- Recording policy
- Caseload Management Model
- Information Sharing Policy
- Quality Assurance and Performance Management Policy
- Training Programme
- Information systems development
- Guide to Case Management (Courts) Implementation Project
- Childrens Services Planning Reform
- Residential Care Strategy
- Protocol for Unallocated Cases

Standards

- Child Protection Standards
- Leaving & After Care
- Early Years
- RIT Gateway Model – staffing standards
- UNOCINI Pathways – timescale standards

Systems, Processes & Procedures

- UNOCINI
- Gateway Teams
- Supervision Policy

Workforce

- Roles and Grades
- Supervision Policy
- Training Programme
- Retention of Gateway and Family Support/Intervention Team staff strategy

Public & Service User Focus

- UNOCINI – sign off of plans
- Residential Strategy – Young Peoples Group
- Family Group Conferencing
- Childrens Services Planning – inclusion of children/young people
- Partnership Network

Service Improvement In Northern Ireland

Brian Doman
Director of Children & Young People's
Services/
Executive Director of Social Work

SCIE in Northern Ireland

SCIE in Northern Ireland Future Directions

Capture-Communicate-Catalyse

Ian Sutherland
NI Trustee
SCIE Board.

SCIE: a brief history



- Launched in October 2001 as part of Government's drive to improve social care
- An independent body (registered charity, governed by a board of 15 trustees)
- Regarded as key part of national architecture of UK social care bodies

SCIE's priorities for 2009-11.



- Support the transformation of social care services to enable adults to lead full and independent lives
- Support the delivery of services to transform the lives of families Our Principles
- The development of a social care workforce which can innovate and share knowledge to improve their practice

Personalising adult social care in England

- Joint strategic needs assessment required
- Integration with NHS
- Commissioning as lever
- Third sector involved early
- 'First Stop Shop' approach
- Social work role as broker, advocate, supporter
- Self directed support the norm
- Personal budgets rolled out
- Carers as expert partners

Where are we now on Personalisation?



- User views are positive
- Balancing safeguarding and choice
- Support arrangements vital to individuals and carers
- Older people and people with complex needs may need greater time and support
- Central government leadership is vital
- Time, local leadership, support for frontline staff
- Individual budgets have 'potential' to be more cost effective - improved satisfaction

Support for Children's and Families' Services

- SCIE's 'Think child, think parent, think family: a guide to parental mental health and child welfare' guide was published on the 7th July. Northern Ireland will be one of six implementation sites.
- SCIE will also be supporting the evaluation of pilots established in response to the workforce strand of the 2007 Regional Review of Residential Childcare (RRRCC).

Spreading the Word about Social Care -new approach to SCIE resources on line

Current work will deliver:

- Increasing interactivity with communities of practice, on line tools
- Use of different media including Social care TV
- Good practice framework

Future work

- To add news & hot topics/features, briefings to SCO
- NHS Evidence – a degree of quality assurance/ kite marking/ accrediting of some content and reach into health
- A workforce channel – interactivity and engagement with the workforce

SCIE in Northern Ireland

- Funded by the DHSSPSNI
- Agreed objectives through SLA
- NI Specific Projects
 - Social Care Governance Handbook
 - Parental Mental Health Project
- Appointment of a SCIE Officer for NI.
- Review of the NI SCIE Reference Group
- Engagement with the Social Care Leadership Community.

How Can you help us to achieve our Mission in Northern Ireland

- Become familiar with the SCIE resources and use them to support your practice
- Be a champion for the use of evidence based approaches in your work setting.
- Work with the SCIE Officer [NI] -post advertised this week – to inform the devp. of guidance and support dissemination

Further information

- Sign up for email alerts www.scie.org.uk
- Visit Social Care Online via www.scie.org.uk
- Give us your feedback info@scie.org.uk

Developing a Strategy for Social Work in Northern Ireland

Fionnuala McAndrew

1

Why a Strategy?

- Respond to forthcoming policy paper
- Respond to views of users, carers, staff (People Work not Just Paperwork, NISCC)
- Build on current Trust/agency strategies
- Develop agreed action plans
- Focus on outcomes, effectiveness and quality

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Our vision for social work is a profession:

- confident about its values, purpose and identity;
- working in partnership with people who use its services, so that they can take control of their situation and improve the outcome;
- working cohesively with other professions and agencies in the best interests of people in need of support;
- demonstrating its impact and effectiveness and, therefore, its value to the public;

3

- committed to continuous improvement, with the training and resources it needs to be effective and a vigorous culture of professional development;
- understood and supported by employers, educators, government, other professionals and the wider public; and
- well led at every level: in frontline practice; in influencing the shape and priorities of local services; in setting and maintaining the highest possible standards within the profession; and in influencing policy developments and priorities at national and political level.

Social Work Task Force, Interim Report, July 2009

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Building Blocks

High quality, appropriate initial training	Resources which support and enable effective practice	Strong national professional leadership
High quality ongoing training and development	Supply strategy – understanding demand and influencing supply	Public value and understanding
Clear roles and career structure	Inspection and accountability to support improved outcomes	Delivery system providing strong local leadership

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First Steps

- Understanding demand in childrens services
- Review of social work capacity at all levels
- Defining job plans
- Reviewing work patterns
- Agreeing pathways
- Indicators of effectiveness

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- Career development and progression for all staff
- Management development programme
- Social care governance
- Out of hours social work