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An Roinn Sláinte

Mánnystrie O Poustie

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IMPROVING AND SAFEGUARDING SOCIAL WELLBEING A STRATEGY FOR SOCIAL WORK

2012 - 2022

GOVERNANCE SYSTEM FOR STAGE 2 DELIVERY

October 2016

FINAL VERSION

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OVERVIEW OF GOVERNANCE SYSTEM FOR STAGE 2 DELIVERY

1. Introduction

- 1.1 This paper sets out the broad framework of a governance system to support Stage 2 delivery.
- 1.2 The governance system for Stage 2 will support frontline workers and service users to be more connected to and part of the Strategy's drive to strengthen the effectiveness and impact of their practice in improving people's social wellbeing in partnership with service users and carers.
- 1.3 Governance arrangements should also support the aim of aligning and embedding strategy delivery into mainstream activity so that work to strengthen the impact and effectiveness of social work will become self-sustaining and an integral part of every social worker's job and existing reporting and accountability arrangements.
- 1.4 The theme of Stage 2 is 'Putting Improvement at the Heart of Social Work'. There will be a sustained focus on the delivery of the following priorities, which are highlighted in bold upper case.

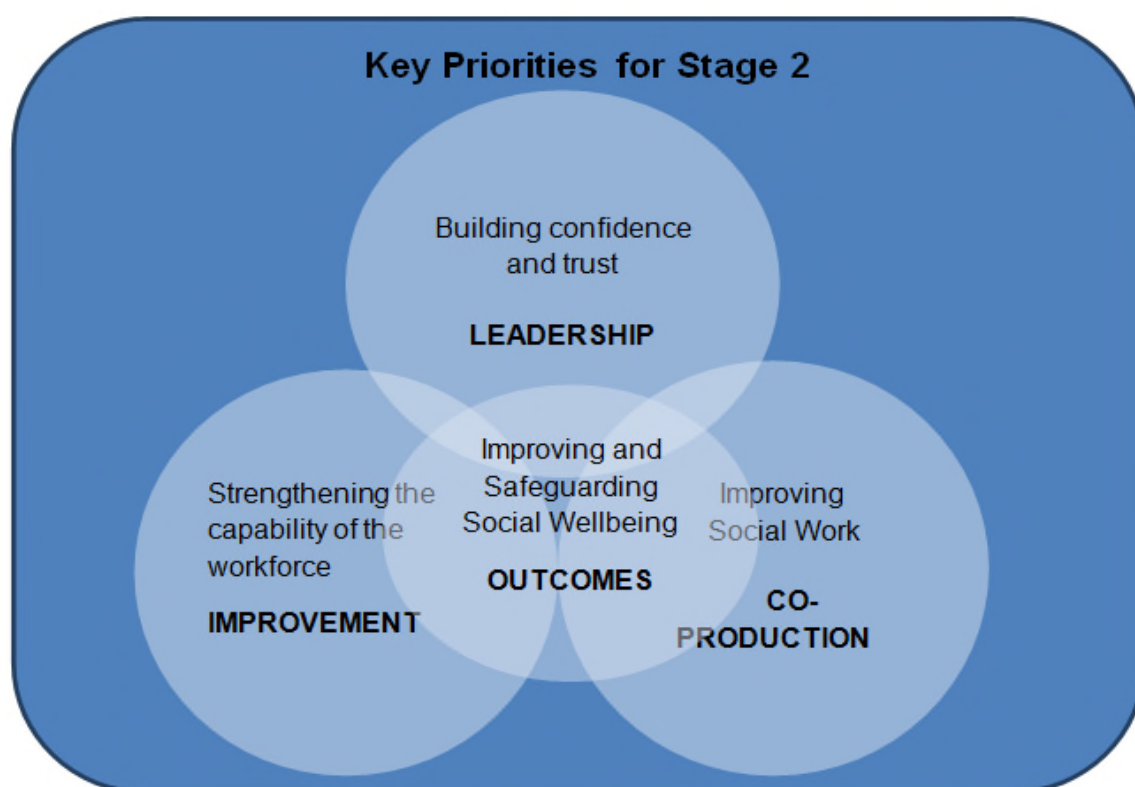


Diagram 1¹

¹ 'Putting Improvement at the Heart of Social Work' - the proposals paper for Stage 2 Strategy delivery, can be accessed on the Department of Health website: www.health-ni.gov.uk

2. Proposals for Governance System for Stage 2 Delivery

- 2.1 The governance system has been informed by the feedback from the review of Stage 1 as well as the themes and guiding principles that emerged from a stakeholder workshop held on 7th July 2016 which are summarized below.

Themes and Guiding Principles for a governance system

- a. Stage 2 should be based on **a 'bottom up' approach**, including social workers and service users as partners in the improvement of social work.
- b. **Co-production should be the preferred approach** to: working with service users; to practice and/or service development; and strategy delivery.
- c. Focus on **doing a few things well and on what really matters to service users** and do the **basics of social work well**.
- d. **Simplify structures** and align with existing mechanisms.
- e. **Close the gap** between systems leadership for social work and frontline social workers and service users.
- f. Organisational and service cultures should **enable leadership to emerge**.
- g. Social workers should be **enabled and empowered to test new ideas** with permission for rapid prototyping and acceptance of no blame 'throwaway' initiatives e.g. if it works embed it, if it doesn't work let it go, take the learning and move on.
- h. **Proven methods, tools and evidence** should be used in the design and implementation of innovation, improvement and practice.
- i. **Opportunities for peer learning and capacity building** supported by the use of technology should be promoted.
- j. **Measure, Measure, Measure** – how much, how well and with what impact and **build the evidence base of what works**.

- 2.2 The governance system outlined overleaf has a strong emphasis on stakeholder engagement and local accountability.

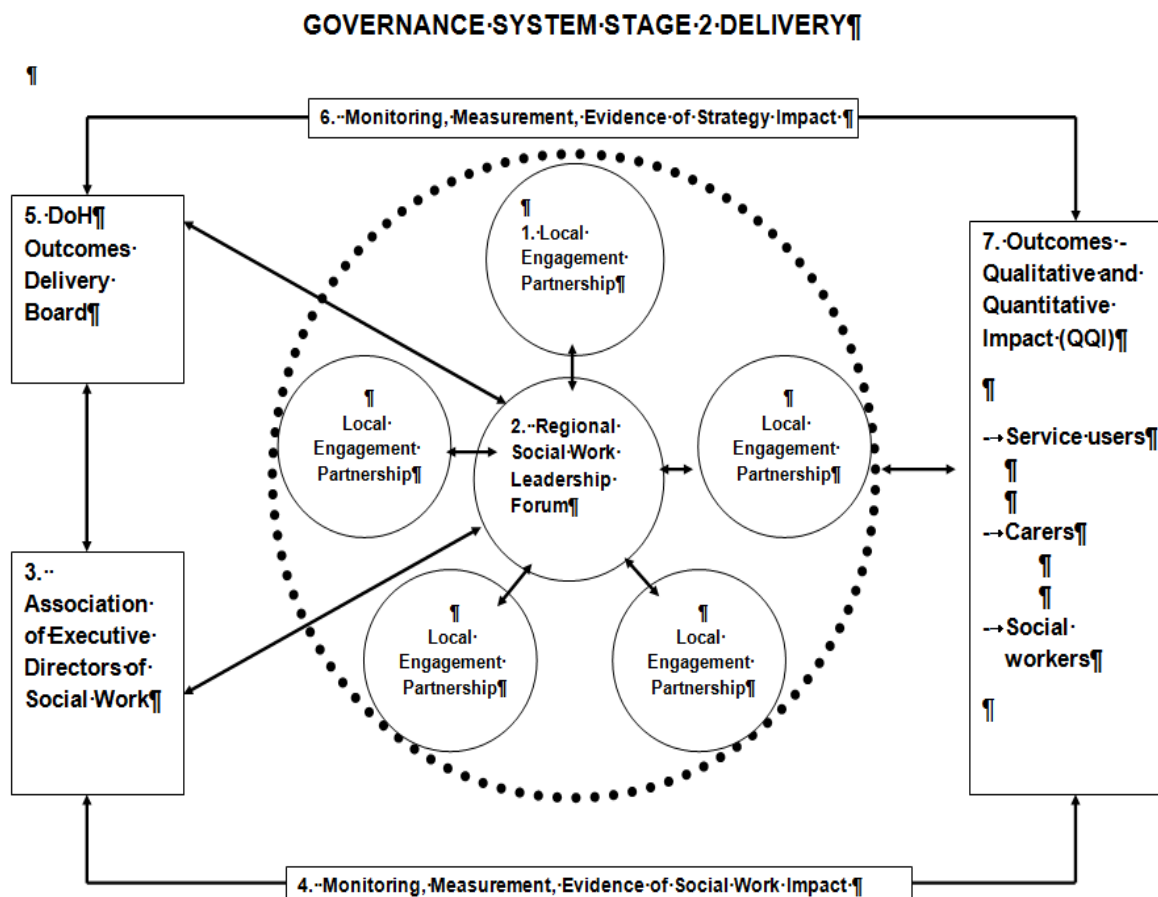


Diagram 2

- 2.3 The large dotted line circle encompassing the Regional Social Work Leadership Forum and the Local Engagement Partnerships represents **social workers across all sectors** in N. Ireland as well as service users and carers.

3. Explanation of the Governance System

This section outlines how the new governance system will work.

3.1 Local Engagement Partnerships (LEP)

A LEP will operate in each Trust area and should be set up as a cross-sectoral partnership with a core membership consisting of social workers, social work managers, service users and carers.

Trusts, as the main employers of social workers, will provide leadership and support for the establishment and implementation of the LEPs (see para 3.3 below). The involvement of the Trust **PPI** coordinators and members of the Citizens' and Professionals' Forums (from Stage 1) who live in the relevant Trust area may be useful to assist in the initial establishment and implementation of the LEP.

Membership may be extended to other professions or sectors who play a key role and/or are key partners to social work. This will be for each LEP to decide.

The LEPs will operate a Co-Chair system to model a co-production ethos. The frequency of LEP meetings will be determined locally but should be no fewer than two per annum.

One of the key responsibilities of the LEPs is to select one of the 4 key priorities of Stage 2 delivery (co-production, improvement, outcomes and leadership) for members to “drive” as a local campaign for a year² in their respective organisations. This process will repeat over a 4 year period (2017 – 2020) ensuring a sustained local focus on one of the 4 priorities each year.

Where a region-wide organization is represented on a LEP such as Probation, Education Welfare or a regional voluntary organization, it may decide to select the key priority for an annual ‘campaign’ through its own corporate decision making processes to ensure congruence with its organization’s priorities.

The purpose of a locally agreed annual campaign is to create coalescence around one priority each year within organizations (while recognising that all four priorities are inter-linked). It is the responsibility of the LEP and its members to ensure that all the social workers in their “constituency” are informed and connected to the annual campaign on the agreed priority and to promote alignment with mainstream activity.

LEPs will feed into the Regional Social Work Leadership Forum which, in turn, will feed into existing planning and governance arrangements for the HSC system in keeping with the aim of aligning Stage 2 delivery with mainstream activity where possible.

Progress and outcomes of local campaign(s) may be presented to the Leadership Forum or at other regional or local events which will facilitate cross-fertilisation and dissemination of “what works”.

Each LEP will also be responsible for:

- nominating an agreed number of representatives to the Leadership Forum to ensure connectivity and information sharing;
- making recommendations to the Leadership Forum on local “promising practice” for scale up regionally;
- identifying themes and issues impacting on social work capacity or capability locally and developing proposals to address
- bringing proposals to improve/strengthen Social Work regionally to the Leadership Forum for consideration.

Region-wide organizations or agencies, such as Probation, Education Welfare, NIGALA, VOYPIC, NISCC and regional voluntary organizations may opt not to be members of a LEP but decide to establish their own engagement

² This will be in addition to any regionally agreed activity in respect of each of the 4 priorities.

partnership relevant to their social work service or form a partnership with other regional agencies. Such partnerships would operate in the same way as a LEP and take forward an annual campaign focused on one of the 4 priorities each year over the 4 year period from 2017 – 2020.

3.2 The Regional Social Work Leadership Forum (Leadership Forum)

The Association of Executive Directors for Social Work (AEDSW) will be responsible for the establishment, leadership and co-ordination of the Leadership Forum (see para 3.3).

The Leadership Forum will be made up of social work leaders at all levels and from all relevant sectors across N. Ireland. It will also include service user representation. This is in response to feedback from the Stakeholders' Workshop for the Leadership Forum to be more inclusive and have frontline social work and service user and carer representation.

The Forum will decide on the size and representation of its membership and act as a role model for co-production in its operation.

Membership will be for three years maximum. Time limiting membership enables rotation, builds ownership, stimulates fresh thinking and creates opportunities for different perspectives to contribute.

One third of the Leadership Forum will stand down after the first year of operation (12 months after first meeting) and be replaced by new members nominated from the LEPs, another third will stand down and will be replaced after two years, and the final third following three years. The pattern of rotational representation will be established by 2019.

The Leadership Forum will operate as a “regional network”. It will promote the aims of the Social Work Strategy, disseminate and share good practice, act as a “think tank” and ensure regional reach and representation. The Forum may further develop and extend its Terms of Reference as agreed by members.

It will meet at least twice per annum to:

- a) to plan an annual Social Work Summit on behalf of the Chief Social Work Officer;
- b) identify and maximize local and regional opportunities to showcase and celebrate good practice, improvements and innovation;
- c) make recommendations for consideration on areas of “promising practice” to scale up regionally by the AEDSW and/or the Departmental Outcomes Delivery Board (ODB);
- d) identify common themes and issues impacting on social work capacity or capability regionally and develop proposals to address;

- e) quality assure LEP proposals to improve/strengthen Social Work and agree priorities to be tabled for consideration by ODB.

3.3 The Association of Executive Directors of Social Work

The AEDSW will be individually and collectively responsible for the establishment, leadership and co-ordination of the LEPs in Trust areas and of the Leadership Forum. It will ensure that the strategic direction for the strategy and decision making by the ODB is informed by stakeholders' views.

The AEDSW will determine its future membership and the mechanisms for co-ordinating and collating local and regional stakeholder views from the LEPs and the Leadership Forum to feed into the ODB.

3.4 Monitoring, Evaluating and Measuring Social Work Impact on People's Lives

Monitoring, evaluating and measuring the impact and outcomes of social work interventions or services at individual and population levels is vital to understanding and demonstrating their effectiveness in making a difference to people's social wellbeing. This information can also build the evidence base for practice and inform decisions about investment in social work interventions and services that have been proven to work.

The AEDSW will be responsible for co-ordinating and collating Trust data and information in relation to the measurement of the difference social work makes in people's lives.

A standardised approach to monitor and measure the impact and outcomes of social work interventions and services will be developed and agreed as part of mainstream activity within Trusts which will capture:

- How much has been done?
- How well has it been done?
- What impact has it had?

Organisations in other sectors may chose to adopt this approach.

The importance of providing support for social workers and methods to measure impact and outcomes of interventions was highlighted in the review of Stage 1.

Key activities for Stage 2 will therefore include:

- i. Developing an outcomes framework for social work with key indicators linked to improving social wellbeing
- ii. Establishing a baseline measure at the outset of interventions- "how it is now"
- iii. Developing meaningful measures which capture the qualitative impact of social work.

- iv. Using and contributing to the evidence base for social work practice in Northern Ireland.
- v. Using data and data analytics to monitor and measure impact and outcomes at population levels
- vi. Deploying recognised tools and methods in the planning, design and measurement of activity to demonstrate the “social science” behind effective social work.

3.5 Outcomes Delivery Board

The Department of Health (DOH) sets the strategic direction, provides the overall mandate for the Social Work Strategy, as well as securing and investing resources and support for its implementation.

The Chief Social Work Officer (CSWO) will chair an ODB. Membership which will initially consist of the Executive Directors for Social Work in the HSC Board and Trusts. The Directors will be accountable to the CSWO for taking forward the agreed implementation plan within the HSC system in line with existing governance arrangements between the DoH and the HSCB and Trusts. The ODB will meet quarterly.

Membership of the ODB may be extended, on a temporary or permanent basis, to include those who have executive authority for the delivery of social work services in other sectors. Individuals may also be co-opted to the ODB for specific issues.

There will be a regional lead to provide strategic oversight and co-ordination of Stage 2 delivery on behalf of the DoH. The regional lead will support the CSWO as Chair of the ODB and the Department sponsor/accountable officer and will liaise closely with the AEDSW, the Leadership Forum and other key stakeholders.

3.6 Monitoring, Evaluating and Measuring Strategy Impact on Social Work

An evaluation framework and measurement system will be put in place to evaluate the impact of the delivery of the 4 key priorities in strengthening the effectiveness of social work in improving outcomes for service users.

Co-ordination of this will be the responsibility of the regional lead working with and through the AEDSW and Leadership Forum. Regular reports on progress and impact will be made to the ODB and will enable the CSWO, as accountable officer, to provide evidence to the Minister on the benefits realisation of the Social Work Strategy.

3.7 Outcomes – Qualitative and Quantitative Impact (QQI)

A QQI approach will be adopted to measure the impact and outcomes of Stage 2 delivery for service users, carers and social workers. This will include a strong focus on gathering and sharing stories about the difference social work makes in people’s lives at an individual and population level. This will be used to build the evidence base of what works in social work.

4. Establishment and Implementation of the Governance System

- 4.1 Work to establish and implement the Governance System will commence in September 2016. The first twelve months will be regarded as a “Shadow Year” during which the roles, responsibilities and systems will be put in place, supported by the following mechanisms:
- 4.1.1 Each Trust will appoint a facilitator for 12 months to support the establishment of a LEP including:
- i. Establishing initial membership and appointment of co-chairs;
 - ii. Supporting co-chairing arrangements for first 12 months;
 - iii. Supporting initial meeting(s) and selection of priority for first year’s annual focused campaign
 - iv. Agreeing a work plan around the selected priority
 - v. Establishing an agreed QQI baseline and measurement system to monitor and report on progress and outcomes of local campaign(s)
 - vi. Agreeing nominations to the Leadership Forum.
- 4.1.2 It is anticipated that the LEPs meet at least 3 times during the Shadow Year.
- 4.1.3 The LEP facilitators will meet bi-monthly with the Leadership Forum Facilitator (see 4.1.4) for support, sharing and planning and to ensure a standardized approach.
- 4.1.4 The establishment of the Leadership Forum will be led by the AEDSW supported by SCIE and a Leadership Forum facilitator. The facilitator of the Leadership Forum will be the regional support to the Trust LEP facilitators during the Shadow Year. The involvement of active members of the Citizens’ Forum and the Professionals’ Forum will be useful to assist in the initial establishment and implementation of the Leadership Forum in the first instance and help to support continuity from Stage 1 to Stage 2.
- 4.1.5 The Shadow Year for the Leadership Forum will involve it contributing to planning the first Social Work Summit for 2017/18 on behalf of the CSWO.
- 4.1.6 Time-limited resources will be available the establishment of the governance system during the Shadow Year. Where possible arrangements should build on existing resources and mechanisms.

5. Recognition of Contribution to the Profession

- 5.1 Consideration will be given to the development of a new award - ***Investor in Social Work (IiSW)***, in recognition of individual social workers’ contribution to social work in NI. Consideration will be given to automatic recognition for social workers who are members of a LEP and/or the Leadership Forum. Consideration will also be given to recognition of service users’ contribution to the profession.

6 Review of the Governance System

- 6.1** There will be a 'light touch' review of the Governance System at the end of the Shadow Year followed by a fuller review at the end of the first 3 years implementation to identify what's working well and where improvements or changes may need to be made.