

Social Work Development Plan

06.02.2019

1.0 Purpose

To implement the first year of a 5 year project plan that will affirm the identity of social work as a single profession across all Council Departments and Sections as well as Health & Social Care Moray.

2.0 Background

Throughout Moray Council, Social Workers operate in a diverse range of different settings which include working with children, the elderly and people experiencing particular challenges in life such as mental health and/or substance misuse or who have a disability.

While it is an organisational necessity that Social Workers are firmly embedded in multi-disciplinary teams and are confident working across a wide range of different professional boundaries, it is also right and proper that we collectively identify ourselves as part of one single profession; social work.

3.0 Underpinning Ethos

Affirming this collective professional identity, which entails sharing a set of underpinning values and theoretical propositions, is important at a time when all local authorities are facing some of the most significant fiscal challenges and upheavals in a generation.

In light of the high levels of inequality and poverty that social workers have to contend with on a daily basis, it is more important than ever that social workers challenge themselves and ask what does it mean to be part of a profession which the International Federation of Social Workers defines as:-

“a practice based profession and an academic discipline that promotes social change and development, social cohesion and the empowerment and liberation of people.”

This definition is also consistent with the British Association of Social Workers (BASW), which since 1975 have adopted a code of practice based on human rights, social justice and professional integrity. At a more focused operational level, the underpinning humanitarian values of BASW are reflected in the Scottish Social Services Council (SSSC) code of conduct.

These 6 SSSC standards state “As a social service worker, I must... protect and promote the rights and interests of people who use services and carers; create and maintain the trust and confidence of people who use services and carers; promote the independence of people who use services while protecting them, as far as possible, from danger and harm; respect the rights of people who use services, whilst striving to make sure that their behaviour does not harm themselves or other people; uphold public trust and confidence in social services; and be accountable for the quality of my work and will take responsibility for maintaining and improving my knowledge and skills.”

If we are to uphold the International Federation of Social Workers definition of social work practice and the BASW and SSSC codes of conduct, what does this mean for our professional practice in Moray?

Moreover, if all Social Workers are leaders, how can we collectively go about shaping our own profession In Moray? To this end, the underpinning premise of this project plan is an invitation for all social workers to consider this question.

4.0 Aim

Consequently, the aim of this project plan is to reflect on this international definition of social work and codes of practice with the intention to:-

- affirm the identity of social work as a single profession across all Council Departments and Sections through a continuous professional development approach, practice care governance and peer professional support.

This aim will be achieved through the delivery of a project plan.

5.0 Milestones

Aligned to this aim, the project plan will outline a range of tasks that will achieve the following project milestones.

The project milestones have been informed by the feedback from participants who took part in the first two workshops in a series of Social Work Practitioner Forums. The workshops were facilitated by the Social Work Training Team and held in December 2018. These milestones are as follows:-

	Theme	Milestone	Description
1.	Governance	Boards are established in both Adult Services and Children Services that provides quality assurance for Social Care and Social Work. This will also include agreeing quality measures for social work in both Integrated Children's Services & Adult Services & a related risk register.	Social Workers/Social Care staff are aware of and are involved in the Governance Board. Improve governance structures across all Social Work Service areas. The Governance Board takes responsibility for the quality of Social Work/Social Care in Moray. The Practitioner Workshops highlighted the importance of creating structures that would give social workers the opportunity to be informed in decisions and to be involved in the solutions.
2.	Self-Evaluation	Implement a structured approach to self-evaluation for all Council Social Workers	Self-evaluation at individual, team, service levels is conducted managerially but not professionally. The approach will consider how to utilise the 'Continuous Learning Framework' and SSSC standards. The feedback from the Practitioner Forums was that social workers also wanted the time to reflect on the continuous improvement process. A self-evaluation approach would assist with this. The workshop participants also noted the importance of establishing a baseline understanding of practitioner knowledge. This activity will also underpin the 'continuous professional development', 'supporting the broader role of Social Work' and 'developing a Social Work Training Plan' milestones.
3.	Communication	Support the professional development of social workers through regular communication and engagement.	Develop a communication strategy that will support the professional development of social work staff through a range of communication activities (e.g. newsletter and journals).

			<p>Ensure that this approach is congruent with professional values and practice (i.e. inclusive and empowering).</p> <p>Participants at the Practitioner Forum also identified the need to find ways of improving the trust in professional decision making, enhancing the corporate reputation and improving communication links with senior management. Delivering this milestone will mean that the project plan will need to consider how resources (people, time, budget) is fully utilised.</p>
4.	Continuing Professional Development	To deliver a range of activities that will support the learning and development of social workers.	<p>Facilitated by the Social Work Training Team and linking in with the above milestone, Social Workers/Social Care staff in Moray are supported to develop their professional skills and knowledge to progress in their career.</p> <p>There are mechanisms in place to support professional development such as Practitioner Forums and learning opportunities. Professional debate and discussion is promoted in specific Social work approaches and techniques.</p> <p>CPD – Continuing Professional Development/of Social Work/of Social Care skills is embedded in the organisational structure where Social Work/Social Care staff work in Moray.</p> <p>As part of the Practitioner Workshop Forums, social workers also saw stronger links with the NHS Training Team as an opportunity to breakdown professional barriers and further enhance integrated working.</p>
5.	Supporting the broader role of Social Work	To develop social workers who are able to support their professional practice through an in-depth understanding of current developments in social work thinking.	To operate effectively, Social Workers need to have a thorough understanding of the evolving social policy context – at both national and a local government levels- and how this impacts on their professional practice. Social policy is about causes of social problems and the underpinning theoretical

			<p>and the ideological perspectives adopted as a means to address these issues. Consequently knowledge of the policy context is essential for all social workers if they are to operate effectively.</p> <p>The feedback from the social work practitioner forums was that there was a need to provide more support in relation to positive risk taking and recording positive risk.</p>
6.	Develop a Social Work Training Plan	To further develop social work professional practice through training and personal development. There are legislative requirements that are specific only to social work (e.g. SDS). This would be reflected in a training plan that would focus on a range of social work development professional issues.	<p>A formal Social Work Training Plan will help support the key themes identified as part of this initiative. It will also be informed by the Care Inspectorate's SDS thematic for adult services and Care Inspectorate's Children's Services Inspection.</p> <p>The Training Plan links well with many of the comments made at the Practitioner Forum in that it will identify the resources needed to deliver training and how this can be undertaken in a co-ordinated way.</p>
7.	Personal Outcomes	To further embed a personal outcomes approach in terms of professional practice.	<p>A personal outcomes approach is a key part of social work professional practice. This milestone will focus on how qualitative data can be used in a meaningful way to support professional social work practice.</p> <p>This milestone also links in with the feedback from the Practitioner Forums, in that 'investing in-house knowledge' was identified as one of the areas for future development.</p>
8.	Social Work Leadership	To explore the impact of management and leadership styles and its impact on professional social work practice.	Social Workers who are managers need to be aware of the impact their managerial leadership and managerial style has on the delivery of services for vulnerable people and on the context in which social work is delivered.





			Practitioners also need to identify themselves as practitioner leaders, to uphold the values and standards of social work practice, especially in multi-disciplinary teams. Practitioner leaders must also take responsibility for promoting their professional values and standards, and managing the tensions between individual demand and available resources, which is inherent in the social work role.
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6.0 Timeline

Ultimately, to achieve the above aim it is anticipated that this will be a 5 year initiative.

Each year will represent a project phase. The following project plan timeline is therefore for the first 12 months. A project plan will be developed for each of the following years of this initiative.

As noted below, it is proposed that the phase 1 of the project plan will run from January to December 2019.

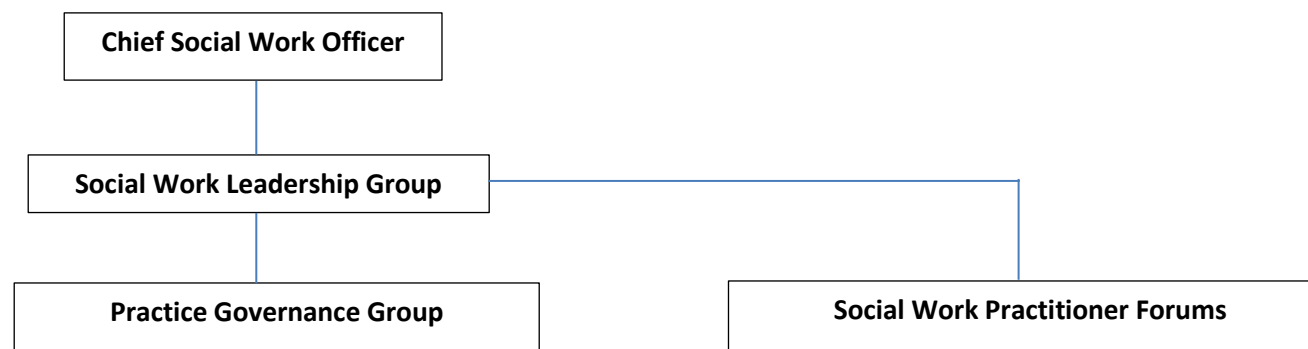
Month		2019											
		Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Milestone	1. Boards are established in both Adult Services and Children Services that provides quality assurance for Social Care and Social Work.					Implement 							
	2. Implement a structured approach to self-evaluation for all Council Social Workers.							Implement 					
	3. Support the professional development of social workers through regular communication and engagement.							Implement 					
	4. To deliver a range of activities that will support the learning and development of social workers.					Implement 							

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7.0 Governance

The project sponsor for this plan will be Jane Mackie, Chief Social Work Officer, and the operational implementation of the project plan will be overseen by a Social Work Leadership Group. This Group will work closely with existing practice governance arrangements across all related council departments and sections.

The Social Work Leadership Group will meet on a quarterly basis and will be chaired by the Chief Social Work Officer. The following is an outline of the governance and reporting arrangements:-



It should be noted that the Social Work Leadership Group will have representation from all social work associated service areas (names to be confirmed) and will include the following milestone leads-

Milestone	Lead
1. Boards are established in both Adult Services and Children Services that provides quality assurance for Social Care and Social Work.	Social Work Leadership Group
2. Implement a structured approach to self-evaluation for all Council Social Workers.	Social Work Leadership Group
3. Support the professional development of social workers through regular communication and engagement.	Social Work Leadership Group
4. To deliver a range of activities that will support the learning and development of social workers.	Social Work Leadership Group
5. To develop social workers who are able to support their professional practice through an in-depth understanding of current developments in social work thinking.	Social Work Leadership Group
6. To further develop social work professional practice through a Social Work Training Plan.	Social Work Leadership Group
7. To further embed a personal outcomes approach in terms of professional practice.	Social Work Leadership Group

Following a project management methodology, the Social Work Development Project Management Group Meetings will have 2 standing agenda items. These are:-

- Progress Against Project Plan Up-date; and
- Risk & Issues Log

The Senior Project Officer will support the monitoring and review of these documents by this group.

Furthermore, at the end of each phase, the Social Work Development Project Management Group will also consider the outcome of the end of phase learning review. This activity will help to inform the project plan for the next phase of this initiative.

The Social Work Practitioner Forum will also be an essential part of the development approach through allowing social workers the opportunity to shape and influence how the milestones and aim will be realised.

8.0 The Project Plan

Key-add names

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
1.0 Milestone: Boards are established in both Adult and Children Services that provides quality assurance for Social Care and Social Work. Lead: tbc (January to April)								
1.1			Task: Develop remit and rationale for Boards that are aligned to existing structures					
1.2			Task: Consult internally on proposed rationale and remit					
1.3			Task: Revise original proposal					
1.4			Task: Submit paper to the Social Work Leadership Group for approval					
1.5			Task Board meetings and a schedule of meetings is agreed					
1.6			Task: A suite of quality measures is drafted across all service areas					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
1.7			Task: The draft quality measures are consulted internally					
1.8			Task: Based on the internal consultation, the draft quality measures are consideration by the Social Work Leadership Group					
1.9			Task: The draft quality measures are approved by the Boards and a schedule and process for reporting is confirmed.					
1.10			Task: Develop a Social Work specific risk register.					
1.11			Task: Format of risk register and the process of completion is agreed at the Board Meeting.					
2.0 Milestone: Implement a structured approach to self-evaluation for all Council Social Workers. Lead: (April to December)								
2.1			Task: Scope all self-evaluation and continuous improvement options.					
2.2			Task: Determine 'best fit' approach.					
2.3			Task: Interim progress report submitted to the Social Work Leadership Group (refine approach)					
2.4			Task: Consult internally on the proposed approach					
2.5			Task Revise proposal and submit to the Social Work Leadership Group for approval					
2.6			Task: Submit self-evaluation approach to Practice Governance Boards for approval.					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
2.7			Task: Implement the self-evaluation approach					
3.0 Milestone: Support the professional development of social workers through regular communication and engagement. Lead: (April to June)								
3.1			Task: Write a short brief for a Communication & Engagement Plan					
3.2			Task: Develop a Communication & Engagement Plan					
3.3			Task: Agree the Communication & Engagement Plan at the Social Work Leadership Group					
3.4			Task: Implement the Communication & Engagement Plan					
4.0 Milestone: To deliver a range of activities that will support the learning and development of social workers. Lead: (January to April)								
4.1			Task: Implement a programme of social work practitioner forums and determine the most effective approach to continuing professional development		30 11 18 & 3 12 18	Ongoing		
4.2			Task: Develop a proposal for continuing professional development based on the above workshops					
4.3			Task: Interim report submitted to the Social Work Leadership Group for initial consideration					
4.4			Task: The proposal is submitted to the Practitioner Forum for further debate and refinement					
4.5			Task: The final proposal is submitted to the Social Work Leadership for approval					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
4.6			Task: The final proposal is submitted to the Boards for approval.					
4.7			Task: The approach to continuing professional development is implemented					
5.0 Milestone: To develop social workers who are able to support their professional practice through an in-depth understanding of current developments in social work thinking. Lead: (January to April)								
5.1			Task: Through the practitioner forums consider how this milestone could be best achieved		30 11 18 & 3 12 18	Ongoing		
5.2			Task: Develop a proposal based on the views of the practitioner forum participants					
5.3			Task: Interim report submitted to the Social Work Leadership Group for initial consideration					
5.4			Task: The proposal is submitted to the Practitioner Forum for further debate and refinement					
5.5			Task: The final proposal is submitted to the Social Work Leadership for approval					
5.6			Task: The final proposal is submitted to the Boards for approval.					
6.0 Milestone: To develop a Social Work Training Plan Lead: (February to March)								
6.1			Task: The Social Work Leadership Group will reflect on the key findings of the Care Inspectorates thematic review of SDS in Adult Community Care Services					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
6.2			Task: Informed by this discussion, develop a brief remit for the plan including the scope					
6.3			Task: Draft the Social Work Training Plan					
6.4			Task: The Social Work Leadership Group gives initial consideration to the draft plan					
6.5			Task: The draft plan is submitted for internal consultation, including the Practitioner Forums					
6.6			Task: Based on the outcome of the internal consultation, the Social Work Training Plan is approved by the Social Work Leadership Group					
6.7			Task: The Social Work Training Plan is approved by the Board					
6.8			Task: The Social Work Training Plan is submitted for consideration and comment to the Care Inspectorate					
7.0 Milestone: Personal Outcomes Lead: (April to May)								
7.1			Task: Develop a proposal to establish a short-life working group that will help embed the use of qualitative data in relation to implementing a personal outcomes approach					
7.2			Task: Discuss and refine the proposal at the Social Work Practitioner Forum					
7.3			Task: Agree membership of the short-life working group					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
7.4			Task: Agree proposal at the Social Work Leadership Group					
7.5			Task: Implement proposal					
8.0 Milestone: Social Work Leadership Lead: (April to June)								
8.1			Task: Develop a baseline leadership questionnaire across all SW areas					
8.2			Task: Project Board agree questionnaire					
8.3			Task: Circulate questionnaire across all SW areas					
8.4			Task: Analyse findings and identify emerging themes					
8.5			Task: Conduct practitioner led focus groups that further explore the key themes identified in the questionnaire					
8.6			Task: Present and test the findings and key recommendations at the Social Work Practitioner Forum					
8.7			Task: Develop a Social Work Leadership Strategy					
8.8			Task: Present Draft Strategy to the Social Work Practitioner Forum and further develop					
8.9			Task: Consult on the further draft Social Work Leadership Strategy					
8.10			Task: Refine and present for final approval Social Work Leadership Strategy to the Project Board					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
8.11			Task: Implement Social Work Leadership Strategy					
8.12			Task: Implement a Strategy to facilitate Practitioners as leaders					