## Update Report for Social Work Strategy Workstreams 1-7

<table>
<thead>
<tr>
<th>Date:</th>
<th>3rd September 2014</th>
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</thead>
<tbody>
<tr>
<td>Period of Reporting:</td>
<td>April- August 2014</td>
</tr>
<tr>
<td>Red/Amber/Green of previous report</td>
<td>This is the first report for the workstreams for consideration by Steering Group</td>
</tr>
<tr>
<td>Red / Amber / Green Rating for this report</td>
<td>Green</td>
</tr>
<tr>
<td>Status Summary</td>
<td>This report focuses on the progress made by each of the workstreams during the first 4 months of their establishment. Overall all workstreams have made progress at varying degrees. All workstreams have met at least twice and developed group membership, working brief and action plan for achieving a set of recommendations.</td>
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### Key progress to date

#### Workstream 1: First Line Managers

- Mapped roles and tasks of First Line Managers at a workshop supported by the HSC Leadership Centre using fishbone technique
- Undertaken to develop an evidence base for recommendations based on the views of first line managers on what they think their role is and developing a template for this purpose
- Scoping existing training, leadership development and supports that are available for first line managers

#### Workstream 2: Workload Management in Adult Services

- Workshop facilitated by HSC Leadership centre that resulted in a number of principles for workload management
- 4 models of workload management have been identified from other areas and scoping others across the region
- Agreeing key principles and core elements of workload management - consulted with service users

#### Workstream 3: Job Rotation/mobility

- Identified job rotation/mobility scheme used in the Probation Board NI as a particularly interesting model
- Initial discussions flagged up a number of issues including: job mobility vs job rotation; across organisations, programmes of care; compulsory or voluntary. Generally potential for the scale of the work to greatly increase
- PBNI agreed to conduct survey of job mobility used re both managerial and operational staff

#### Workstream 4: Extended Hours Flexible Working

- Agreed definition of extended hours/flexible working
- Undertaking scoping exercise of initiatives currently and identified a number of examples UK wide
- Developing an evidence base including literature review, survey for staff to complete and
addressing challenges raised to extended hours / flexible working (FAQs)
- PBNI staff also agreed to be involved in staff survey

Workstream 5: Review of Social Work in Older People’s Services
- Undertaking a scoping exercise to explore the differences across social work organisations
- Early concerns that the scale of the work has the potential to increase to unmanageable levels

Workstream 6: Reducing Bureaucracy
- Two meetings to date as part of the agenda of the Association of Executive Directors of Social Work.
- Completed scoping of both Children and Adult Services to agree key priorities for initial consideration.
- Proposal submitted from Western HSC Trust to pilot digital dictation

Workstream 7: Promoting Leadership
- Workshop held on 23 May 2014 facilitated by NISCC for senior leaders to discuss leadership and key priorities.
- Workshop paper with summary of key discussion from 23 May 2014 has been produced.
- Recommendations for action/discussion shared with senior leaders.
- AEDSW have met with NISCC to further discussion on leadership and agreed to the establishment of a virtual network and small core group to ensure momentum across the sectors.

Key activities next period

Workstream 1: First Line Managers
- Analysis of workshop material to determine gaps between expectations and the practice of first line managers to define the roles and tasks of first line managers
- Develop a menu of supports available for first line managers and identify gaps
- Develop a set of recommendations for that is supported by evidence

Workstream 2: Workload Management in Adult Services
- Recognition of the capacity of the group, the complexity of adult services means that very difficult to prescribe one model for adult services.
- Plan to match principles and core elements to identified models to form basis of recommendations
- Develop a number of recommendations based on findings

Workstream 3: Job Rotation
- Workshop planned to discuss key issues raised on job rotation / mobility
- Determine whether to undertake work on a greater scale or how to make the work of the group more focussed

Workstream 4: Extended Hours /Flexible Working
Workshop planned to examine all available information with exact format to be agreed
Complete collation and analysis of staff surveys and develop robust evidence base to support recommendations

Workstream 5: Review of Social Work in Older People’s Services

Scoping work done locally and nationally defining social work in OPS
Next meeting will be used to collate all available information
A workshop will follow exploring examples to determine what is working well and what isn’t.

Workstream 6: Reducing Bureaucracy

Workshop with Adult Directors to consider AEDSW paper “Spotlight on Adult Social Work” – reducing bureaucracy is a key theme.
AEDSW to lead on discussion with DHSSPS [OSS], HSCB and RQIA in respect of policy to practice.
Roll out of digital dictation in Western HSC Trust

Workstream 7: Promoting Leadership

Leadership conference planned for 12 November 2014 entitled “Leaders for Tomorrow”.
The principles from 23 May 2014 workshop will be utilised as the common thread
Discussions ongoing with IRISS [Institute for Research and Innovation in Social Services] with a view to partnership working into Northern Ireland.

<table>
<thead>
<tr>
<th>Workstream Status: How workstreams are performing against objectives, progress, potential overlaps</th>
<th>Objectives</th>
<th>Workstream 1</th>
<th>Green</th>
<th>Original objectives remain the aim for this group</th>
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</thead>
<tbody>
<tr>
<td>Workstream 2</td>
<td>Amber</td>
<td>Recognition of the capacity of this group and the scope of the task</td>
<td></td>
<td></td>
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<tr>
<td>Workstream 3</td>
<td>Amber</td>
<td>Potential for task to increase greatly</td>
<td></td>
<td></td>
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<tr>
<td>Workstream 4</td>
<td>Green</td>
<td>Original objectives remain the aim of this group</td>
<td></td>
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<tr>
<td>Workstream 5</td>
<td>Amber</td>
<td>Clarity required on original objectives to move group forward</td>
<td></td>
<td></td>
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<tr>
<td>Workstream 6</td>
<td>Green</td>
<td>In line with workstream brief in scoping and identifying potential areas</td>
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<tr>
<td>Workstream 7</td>
<td>Amber</td>
<td>Attention needed to develop a leadership framework</td>
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<table>
<thead>
<tr>
<th>Progress</th>
<th>Workstream 1</th>
<th>Green</th>
<th>Currently on schedule and planned finish in October</th>
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<tbody>
<tr>
<td>Workstream 2</td>
<td>Green</td>
<td>Currently on schedule and planned finish in October- although depends on group (see objectives above)</td>
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<tr>
<td>Workstream 3</td>
<td>Amber</td>
<td>May need more time due to potential increasing complexity</td>
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<tr>
<td>Workstream 4</td>
<td>Amber</td>
<td>Began late- may need more time</td>
<td></td>
</tr>
<tr>
<td>Workstream 5</td>
<td>Amber</td>
<td>Began late- clarity needed against objectives</td>
<td></td>
</tr>
<tr>
<td>Workstream 6</td>
<td>Amber</td>
<td>No timeframes outlined</td>
<td></td>
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<tr>
<td>Workstream 7</td>
<td>Amber</td>
<td>No timeframes outlined</td>
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| Overlaps    |  ➢ Potential for overlap between Job Rotation and Extended Hours/Flexible Working  
|             |  ➢ Also between First Line Managers, Workload management and Review of Social Work in Older Peoples Services  
|             |  ➢ Reducing bureaucracy and leadership are underlying issues for all workstreams  
|             |  ➢ Detail of which to be worked out |

| Key issues and risks for escalation | Amber | ➢ Risk that groups will not be able to complete the work within agreed timeframes and therefore recommendations will not be ready for Strategy Implementation Group at their November meeting |

| Update on performance against budget | No budget costs currently associated with this work  
|                                       | Costs are anticipated once initial recommendations have been made by the workstreams to the strategy implementation group |

| Review | A review of what went well, what went badly, and any recommendations for consideration |