

# Adult Social Care Principal Social Worker Summary Report 2021-22

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# Introduction

The annual Principal Social Worker (PSW) report is designed to give a strategic overview of activity, achievements, challenges and areas for further development across Adult Social Care.

This is a summary of the full report.

The full report was compiled with the contribution of many staff and managers:

- Corporate Human Resources – information on staff turnover, sickness, equalities and demographics
- Adult Social Care Practice Development Team – training, ASYE Programme, analysis of staff survey and action plan, practice assurance and improvement
- People Directorate Complaints Team – analysis of complaints and compliments
- Public Health Performance Team – performance and activity data
- Head of Safeguarding and Mental Capacity Lead – performance and activity in relation to safeguarding
- Managers and staff within Adult Social Care – discussion, feedback and completion of healthcheck survey

# Priorities

During 2021/22 the PSW has continued to prioritise the following areas

- Staff support and well-being
- Continuing with business as usual – ASYE, Student placements, QA, Learning and Development, practice guidance, recruitment
- Leading and influencing Adult Social Care Transformation and response to reform and legal changes
- Championing key priorities such as Resilience building and Challenging Inequalities for staff and residents
- Ensuring that LBI is linked into national and strategic developments
- Ensuring that LBI's profile is prominent and positive regionally and nationally

# Progress

Adult Social Care is part of the People's Directorate and there is good collaboration between the departments in areas such as World Social Work Day, Practice Week models, ASYE, the Social Work Degree Apprenticeship Programme, the Non Recent Childhood Abuse Service, Challenging Inequalities and Progression to Adulthood. These links are well established now and will continue to be very fruitful as we move forward, particularly in areas such as recruitment and retention, practice assurance models, safeguarding and Liberty Protection Safeguards.

ASC performance across most areas of practice is improving with more assessments, reviews, Direct Payments, Safeguarding - even at a time where demand has stayed very high. Usage of domiciliary care has increased and it is unclear at this stage whether this is due to supporting more people to stay in their own homes, or whether this is because need has increased. Equally, usage of care home placements has increased and this may be as a result of quicker hospital discharges and a delayed surge in demand post pandemic. It is very encouraging to see that more Carers Assessments are being carried out, and that there is improved satisfaction in the support that Carers receive. It will be important to continue working extremely hard to achieve even better outcomes for residents in the coming year, as there will be both challenges and opportunities as a result of reforms, transformation and budget pressures.

# Practice Development

Staff are accessing a variety of training, support and career development offers such as ASYE, Post Qualifying courses, specialist and more generic training, Practitioner Forums, Continuing Professional Development and Career Development Support Sessions. The aim is to recruit and retain staff and provide them with the tools and support to do the best job they can for the benefit of residents. Staff are accessing a variety of training, support and career development offers such as ASYE, Post Qualifying courses, specialist and more generic training, Practitioner Forums, Continuing Professional Development and Career Development Support Sessions. The aim is to recruit and retain staff and provide them with the tools and support to do the best job they can for the benefit of residents.

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# Quality Assurance

Throughout 2021/22 our aim has been to advance our quality assurance framework so it is:

- Dynamic and evolving
- Embeds a cycle of monitoring, continuous reflection and learning
- Based on the principle that there is always room for improvement

We have continued to develop different of methods to gather quantitative and qualitative information from a variety of sources to measure and analyse information against our set standards, encompassing service delivery, strategic planning and commissioning to promote a culture of continuous improvement throughout ASC. We have established links between performance management, quality assurance and operations so they are informed by one another, continually monitoring the impact and quality of service delivery to improve outcomes for residents and carers.

The full report provides detailed updates on quality assurance activities including:

- Quality assurance framework development
- Case file audits
- Practice Fortnight 2022 with SMART objectives action plan
- Safe workloads and case allocation matrix
- Continuing professional development sessions
- Supervision audits and survey
- Annual health check 21 findings and planning for an Islington specific health check 2022
- Integrated quality assurance meeting SWOT analysis
- LAS vs IQAM audits
- CQC inspection preparation
- Social Work England registration audit

# Workforce Development

As part of Transformation, a restructure of operational social work teams is planned to go live in October 2022. This will provide an Integrated Health and Social Care Front Door Service and Integrated Prevention of Admission and Hospital Discharge Service (including Reablement) is formed. There will also be a Complex Team and Response Team. The following teams are based within Adult Social Care (Ops) and offer strategic oversight, case advice, learning and development and practice assurance:

- Social Work Practice Development Team
- Safeguarding Adult Team
- Mental Capacity Act and DOLS Team

Recognising that it is vital to retain staff and reduce turnover, improvements have been made in ensuring good support for staff including strengthening induction, 'Meet the PSW' sessions, CPD Support sessions, regular good quality 1-1 supervision, and access to training and well-being sessions. Acknowledging the value of collaborating with different professionals and bringing diverse perspectives into play when working with people, there is increasing consideration of the need for diversity of lived experience and professional background within the workforce. Consideration of how roles are recruited to; whether an unqualified worker, social worker, OT, or physio therapist may bring the required skills and experience. Ensuring that recruitment processes are open and transparent, challenge and overcome any biases, and result in the diversity required to challenge inequalities and represent the diverse community we serve.



# Working regionally and nationally

## In Islington:

- Continuing to making Strengths Based Practice a reality
- Continual practice improvement wherever the need is identified
- Safeguarding Improvement Programme
- Workforce challenges, including recruitment of permanent staff, reduction of agency reliance, ensuring the workforce is diverse and that opportunities for career progression are open and transparent for all
- Meeting ongoing budgetary challenges whilst meeting statutory duties in a preventative and strengths based way
- ASC Transformation Programme – wide reaching, multi-layered, ongoing cultural change
- Corporate Strategies – Fairer Together, Challenging Inequalities, Organizational Restructures, new senior leadership
- Continued heightened demand on services and support

## Nationally:

- Preparation for a variety of reforms; Liberty Protection Safeguards, Charging Reform, Inspection, integration
- Development of the Workforce Race Equality Standards for Adult Social Care
- Embedding of Social Work Degree Apprenticeships
- Changes to Mental Health Act
- Impact of the Covid pandemic and recovery/renewal
- Changing nature of Safeguarding e.g Human Trafficking, Coercion and Control, County Lines, Radicalization
- Newly acknowledged value and importance of social care to citizens and communities
- Newly acknowledged importance of well-being support for the workforce

# Key achievements

Our learning from experience during 2021/22 will be incorporated into our continual improvement of services and practice:

## What worked well?

- Use of new technology
- Remote/flexible working
- Focus on staff wellbeing
- Joint working
- An increase in constructive professional challenge
- Perseverance and progress in relation to Challenging Inequalities
- Improvement in quality of practice

## Learning through the covid recovery phase

- Continue building relationships between Adult Social Care/Providers/NHS/VCS
- Continue work in relation to prevention, early intervention and hospital discharge
- Combine assessing people at home (hospital discharge) with Reablement
- Emphasise people's strengths and independence
- Increasing focus on carer's and voice of residents

## Challenges now and in the future

- Continued high demand and complexity of need
- Learning to live alongside Covid
- Determination to keep on tackling inequalities
- Acute Financial pressures on ASC
- Uncertainty, anxiety and opportunity as a result of sector reform and pressure

- Recruitment and Retention

# Priorities for the next year

Looking ahead to 2022/23 the following will also be implemented:

- More personalized approach to Day Opportunities
- Restructured integrated front door approach
- Re-alignment of social work teams
- Integrated Prevention of Admission and Hospital Discharge Service
- Outcomes Based Commissioning
- Expansion of Shared Lives
- Restructure of Brokerage Function