

***DRAFT - October 2019***

# LEADERS IN SOCIAL CARE PARTNERSHIP

## INTRODUCTION

* 1. The Northern Ireland Social Care Council (Social Care Council) is responsible for the regulation and registration of the Social Care workforce in Northern Ireland and is established under the Health and Personal Social Services Act (Northern Ireland) 2001 as a non-departmental body, sponsored by the Department of Health (DOH). To discharge its functions effectively, the Social Care Council has established a number of Partnerships to engage its key stakeholders in the development and delivery of its business.
	2. The **Leaders in Social Care Partnership** is a Committee of the Social Care Council. It was established in 2015 as was previously called the Workforce Development Partnership.

## PURPOSE

* 1. The Leaders in Social Care Partnership is a strategic partnership of senior managers from the statutory, voluntary and private social care sectors. The purpose of the Partnership is to work with the Social Care Council to establish a strategic framework for the transformation and development of the social care workforce in Northern Ireland that will ensure the sustainability of a skilled, competent and fit for purpose workforce.

## SCOPE

* 1. In support of its programme of work, the Leaders in Social Care Partnership has identified with the Social Care Council three strategic priorities –

### Shaping the Vision for Social Care

* 1. The Leaders in Social Care Partnership will work with the Social Care Council to:
		+ Influence and shape the vision for social care through proactive engagement with Government to inform social care policy, commissioning, planning and delivery;

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* + - Provide a strong, positive voice for social care, promoting its value to the citizens of Northern Ireland;
		- Promote the value of the social care workforce through improved understanding of its role, contribution to social wellbeing, and its contribution to the economy of Northern Ireland.

### Enabling Compassionate and Inclusive Leadership in Social Care

* 1. The Leaders in Social Care Partnership will work with the Social Care Council to:
		+ Develop compassionate and inclusive systems leadership in social care;
		+ Develop compassionate and inclusive leadership at all levels in social care through enabling and recognising a high quality, trusted and valued workforce;
		+ Develop a culture in social care that reflects the shared health and social care values of Working Together, Excellence, Compassion, Openness and Honesty.

### Developing Innovative Approaches to Care

* 1. The Leaders in Social Care Partnership will work with the Social Care Council to:
		+ Lead from the edge - supporting innovation in the social care sector to bring new ideas for person centred care from the margins into social care services;
		+ Provide a strategic view on the development and promotion of skills and qualification strategies to improve the skills and knowledge of the social care workforce.
	2. The Leaders in Social Care Partnership will provide advice and guidance to the Social Care Council on matters of relevance to the social care workforce and will ensure that the workforce development requirements of the social care workforce are represented within the Social Care Council’s corporate and business plans.

## MEMBERSHIP

* 1. The Leaders in Social Care Partnership will consist of senior representatives of employers of social care workers from the statutory, voluntary and private sectors and regional employer representative bodies. Representatives from Government Departments, Education Organisations and other relevant constituencies may be invited to attend meetings or become members of the Partnership as deemed appropriate.
	2. Membership of the Leaders in Social Care Partnership will be endorsed by the Board of the Social Care Council.

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* 1. The Chair and Deputy Chair of the Leaders in Social Care Partnership are members of the Board of Social Care Council appointed by the Social Care Council’s Chair of. The Chair of the Social Care Council may also appoint other members of the Board to sit as members of the Partnership.
	2. The Chair, Deputy Chair and Members of the Leaders in Social Care Partnership are required to participate in an annual review, support the Terms of Reference, undertake induction and be available to support the work of the Leaders in Social Care Partnership throughout the year.
	3. Members of the Leaders in Social Care Partnership will act constructively and in line with the Nolan Principles, to inform the Social Care Council’s workforce development activities.

## FREQUENCY AND TIMING OF MEETINGS

* 1. The Leaders in Social Care Partnership will meet four times a year. Additional ad- hoc meetings (and/or representation at other Social Care Council events) may also be required. Members are required to liaise with the Chair of the Partnership or the Executive Team in advance if they are unable to attend a meeting for any reason.
	2. The Social Care Council will support the arrangements for the Leaders in Social Care Partnership meetings by providing the secretariat who will arrange for the distribution of agendas, papers 5 working days in advance of the meeting, and ensure an accurate note is taken of the meetings. The Chief Executive, or their nominated deputy, will directly support the Chair in the management of the Leaders in Social Care Partnership.

## REPORTING, GOVERNANCE AND ACCOUNTABILITY

* 1. Minutes of the Leaders in Social Care Partnership will be forwarded to the meeting of the Social Care Council Board following each Partnership meeting. As a formal Committee of the Social Care Council, minutes (and agendas) of the Leaders in Social Care Partnership meetings will also be published on the Social Care Council’s website.
	2. Members of the Leaders in Social Care Partnership will be required to comply with good governance practice in their undertakings with the Social Care Council, attending relevant training sessions as required and working collaboratively with the Social Care Council and other Partnership members.
	3. The Terms of Reference of the Leaders in Social Care Partnership will be reviewed by the Partnership on an annual basis as part of their programme of work for approval by the Board, including an assessment of the extent to which the Partnership is complying with its scope and purpose set out in in these Terms of Reference.

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* 1. The work of the Partnership will be made available to review by the Internal Audit Service (Business Services Organisation) as and when required to inform Internal Audit’s audits of Social Care Council’s business.

## ENDORSEMENT

* 1. These Terms of Reference were approved by the Leaders in Social Care Partnership on 3rd September 2019 and endorsed by the Board of the Social Care Council on 16th October 2019.

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**SOCIAL CARE MATTERS**

# NORTHERN IRELAND SOCIAL CARE COUNCIL LEADERS IN SOCIAL CARE PARTNERSHIP

The Leaders in Social Care Partnership is a strategic partnership of senior leaders in social care from the statutory, independent and 3rd sectors. The purpose of the Partnership is to work with the Northern Ireland Social Care Council to establish a strategic framework for the transformation and development of the social care workforce in Northern Ireland that will ensure the sustainability of a skilled, competent and fit for purpose workforce.

**LEADERS IN SOCIAL CARE PARTNERSHIP LEADERSHIP STATEMENT**

# As senior leaders in the social care sector we take collective responsibility for developing a strong voice for social care, working to deliver the vision of innovative, forward looking approaches to social care that deliver the best outcomes for individuals.

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| **VISION****Shaping the Vision for Social Care****We will work together to:*** Influence and shape the vision for social care through proactive engagement with Government to inform social care policy, commissioning, planning and delivery
* Provide a strong, positive voice for social care, promoting its value to the citizens of Northern Ireland
* Promote the value of the social care workforce through improved understanding of its role, contribution to social wellbeing, and its’ contribution to the economy of Northern Ireland
 | **INCLUSION****Enabling Compassionate and Inclusive Leadership in Social Care****We will work together to:*** Develop compassionate and inclusive systems leadership in social care
* Develop compassionate and inclusive leadership at all levels in social care through enabling and recognising a high quality, trusted and valued workforce
* Develop a culture in social care that reflects the shared health and social care values of Working Together, Excellence, Compassion, Openness and Honesty
 | **INNOVATION****Developing Innovative Approaches to Care We will work together to:*** Develop innovative and evidence based approaches to the delivery of person centred care
* Find ways to bring proven innovative models of care into the mainstream to support real transformation
* Lead from the edge - supporting people to innovate and to bring new ideas for person centred care from the margins into social care services
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## STRATEGIC PRIORITIES

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| **VISION****Shaping the Vision for Social Care****We will work together to:*** Develop a strategic view and approach to the social care workforce using the social care worker hierarchy of needs
* Develop capacity and tools to gather and analyse workforce data and intelligence
* Develop better strategic communication links with policy, commissioning, planning and delivery
* Build a coalition around social care to support the future vision
* Participate in and seek to influence work to reform adult social care, to shape social care policy and strategy
 | **INCLUSION****Enabling Compassionate and Inclusive Leadership in Social Care****We will work together to:*** Develop collaborative systems leadership capacity within the social care sector
* Create ways in which our voice as leaders can be heard around social care values and shaping the vision for social care
* Agree what a compassionate and inclusive social care culture should look like and communicate this widely
* Develop strategies to support and enable leadership at all levels within the social care workforce
* Develop a communication strategy to support a stronger leadership voice and promote the value of social care
 | **INNOVATION****Developing Innovative Approaches to Care****We will work together to:*** Identify and share innovative practice
* Lead, contribute to and support the development of research, review and evaluation in social care
* Develop partnerships to co-produce evidence led new approaches to social care
* Seek ways to support the development of positive risk taking in social care
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**ACTIONS FOR 2019/2020**

1. **COMMUNICATION STRATEGY**

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| **STRATEGIC PRIORITY** | **ACTIONS** | **OUTCOMES** | **REFORM OF ADULT****SOCIAL CARE** | **PROGRAMME FOR****GOVERNMENT** |
| **INCLUSION:**Develop a communication strategy to support a stronger leadership voice and promote the value of social care | 1. Produce and implement a communications plan to: educate and inspire the wider public, and create a strong public message about the value of social care. Including:
	* Key messages and statistics about social care
	* Positive stories about social care
	* Positioning the work of social care with a range of media and stakeholders
	* Social care as a career of choice, targeting school leavers, graduates and those who are

economically inactive. | **Outcome 1:** Sustained feed of stories across all platforms.**Outcome 2:** More informed, inspired and engaged public.**Outcome 3:** A creative campaign that captures hearts and minds.**Outcome 4:** Leaders are firmly positioned as the ‘go to’ experts. | **‘POWER TO PEOPLE’ PROPOSALS**Proposal 1: -system leadership to support transformational change and to promote the purpose and value of social care | **PfG OUTCOMES**Outcome 1: - a strong, competitive economyOutcome 3: - we have a more equal societyOutcome 6: - more people in better jobsOutcome 8: - caring for others and helping those in needOutcome 10: - a place where people want to live, work and invest |

1. **WORKFORCE STRATEGY**

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| **STRATEGIC****PRIORITIES** | **ACTIONS** | **OUTCOMES** | **REFORM OF ADULT****SOCIAL CARE** | **PROGRAMME FOR****GOVERNMENT** |
| **VISION:**Develop a strategic view and approach to the social care workforce using the social care worker hierarchy of needsBuild a coalition around social care to support the future visionParticipate in and seek to influence work to reform adult social care, to shape social care policy and strategy**INCLUSION:**Create ways in which our voice as leaders can be heard around social care values and shaping the vision for social care | 1. Develop a workforce strategy for social care which supports the DoH work to reform adult social care
2. Seek to influence the work of the DoH through participation in Reform working groups, sharing expertise and innovation
3. Use own networks to promote agreed key messages about social care, seeking to influence the Partnership’s vision for social care
 | An agreed workforce strategy is produced by 31 March 2020 which identifies key strategic actionsPartnership members will have participated in reform of adult social care working groups and supported transformation projectsPartnership members will have used own networks to support thePartnership’s leadership priorities | **‘POWER TO PEOPLE’ PROPOSALS**Proposal 5: - reform of adult social care aligned with local council’s community planning responsibilitiesProposal 6: - social care at least a living wage sectorProposal 7: - registration, CPD and the voice of social care workersProposal 8: - true cost of care and sustainable return linked with workforce requirementsProposal 10: - all stakeholders involved in developing strategicvision for future social care provision | **PfG OUTCOMES**Outcome 1: - a strong, competitive economyOutcome 3: - we have a more equal societyOutcome 4: - we enjoy long, healthy, active livesOutcome 6: - more people in better jobsOutcome 8: - caring for others and helping those in needOutcome 10: - a place where people want to live, work and invest |

1. **SOCIAL CARE DATA AND INTELLIGENCE**

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| **STRATEGIC PRIORITY** | **ACTIONS** | **OUTCOMES** | **REFORM OF ADULT****SOCIAL CARE** | **PROGRAMME FOR****GOVERNMENT** |
| **VISION:**Develop capacity and tools to gather and analyse workforce data and intelligence | 1. Identify data and information needed to support the social care workforce strategy
2. Identify the capacity and resource required to gather relevant workforce data and information
3. Identify the capacity and resource required to put in place systems for sector wide data analysis
 | Data and information required agreed and framework for data collection in placeCapacity and resource requirements for gathering and analysing data outlined and agreed way forward to seek resources | **‘POWER TO PEOPLE’ PROPOSALS**Proposal 7: - registration, CPD and the voice of social care workersProposal 8: - true cost of care and sustainable return linked with workforce requirements | **PfG OUTCOMES**Outcome 1: - a strong, competitive economyOutcome 3: - we have a more equal societyOutcome 4: - we enjoy long, healthy, active livesOutcome 6: - more people in better jobsOutcome 8: - caring for others and helping those in needOutcome 10: - a place where people want to live, work and invest |

**ATTACHMENTS**

* 1. **Logic Model (Workforce Development Partnership)**
	2. **Executive Summary ‘Power to People’ – proposals to reboot adult care and support in Northern Ireland**
	3. **Summary of Strategic Outcomes and key indicators from Programme for Government**

**Workforce Development Partnership Logic Model**

Long term Outcomes

Better outcomes for people using social care services; service delivery models are adaptive in a changing **environment**

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The sector working collectively in

p a rt n er s hip withi n th e system

Employers act with one v o i ce, confident as leaders in the sector

Value Based workforce committed to staying in the sector

A workforce that is confident in its role and its learning

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| Change in practice and behaviour |
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| Change in capacity and knowledge |
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More strategic investment in the sector focused on outcomes

Awareness that social care is a good area to work in with a clear career pathway. A sense of **excitement** and

**opportunity exists about working in the sector**

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|  | An understanding from services users that lived experience and personal choice has currency in **determining care** |  | Greater understanding and acceptance of the place of social care within the HSC and community **system** - **greater** commitment**and** |
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 ► j ector leaders7 rv ice users a

People know the sectors good reputation for training and learning development - there is a strong culture of

**learning linked to**

**quality practice within**

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! Policy makers,

Future Workfo::-1,C

managers and **,c** ► families who rely on **1**-**( -**

learning and social care services development staff

►-11► decision makers,

media and the

general public

Improved co-design approach to engagement with service users on strategy and planning

Establish and support a social care managers network

Framework to support registration and standards

Link workforce strategy development to policy development

Develop collaborative/ systems leadership capacity within the sector

Identify gaps in skills, learning and qualifications

Develop capacity and tools to gather and analyse data

Maintain a qualifications map aligned to key job roles

qualifications approval panel and design principles for approval process

Communicate, educate and advocate

Leaders create ways in which their voice can be heard around social care values and shaping a new vision for social care

Promotion of and recruitment into the workforce

Support for Workforce Development

Develop a strategic view and approach to the **workforce**

Promote the value and contribution of the social care **workforce**

Pro vide a

leadersh ip role within the sector

Establish a working group to take strategy development forward

Generate a range of information on careers (including **AQCCY** &

**Ambassadors)**

Support ambassadors to develop better links with schools and colleges to support choices for care

Provide , maintain and communicate information on learning, training and qualifications.

Develop better strategic communication links with policy, commissioning and planning

Establish and maintain better links with employers

Support the development of a career structure and pathways to senior practice and management

Activities

Develop the public perception of role and value of the social care workforce

Inputs