Improving and Safeguarding Social Wellbeing

A Strategy for Social Work in Northern Ireland

2012-2022

Implementation Plan

2013-2016

1. INTRODUCTION

1.1 Improving and Safeguarding Social wellbeing: A Strategy for Social Work in Northern Ireland 2012-2022 was officially launched in April 2012 by Mr Edwin Poots Minister for Health, Social services and Public safety.

1.2 This is the first Strategy for Social Work in Northern Ireland and reflects the Department of Health, Social Services and Public Safety's commitment to social work as a valued and valuable profession. It has also been endorsed by the Departments of Justice and Education. The strategy sets out a vision for social work in the context of the current political, economic and social challenges and their implications for social work. A number of strategic priorities and recommendations are made to help social work and social workers meet the challenges ahead and to make sure social workers are equipped and supported to meet the challenges of the 21st Century.

1.3 The Strategy aims to support the profession to not only survive but to thrive in the coming years and to continue to be at the forefront of addressing new and emerging issues in society. It provides a framework for the future direction and further development of social work in Northern Ireland, setting out a vision and agenda for action for social work and social workers in improving and safeguarding the social wellbeing of individuals, families and communities. It provides a framework for social work practice and reflects the role of social work in early intervention and prevention as well as in more targeted and specialist services for those in need of care or protection.

1.4 Developed in consultation with staff from; the voluntary and statutory sector; people who use social work services and agencies who work alongside social work, the Strategy reflects the expectations of key stakeholders. The Implementation plan will ensure that stakeholders are involved in translating the Strategy in to achievable outcomes.

1.5 The Strategy identifies ten priorities to build a stronger foundation for social work now and into the future. These are categorised under three inter-dependent themes;

- Strengthening the Capacity of the Workforce
- Improving Social Work Services
- Building leadership and Trust in the Profession.

A whole systems approach is needed to implement this 10 year Strategy involving key players in the delivery system for social workers, service users and carers.

1.6 This plan sets out the processes that are intended to support the ten year change programme. The success of the Social work Strategy will be dependent on the widespread ownership of the Implementation Plan and active involvement in the range of work programmes that will drive the strategy forward.

2. MAKING IT HAPPEN

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2.1 The delivery of the Strategy will result in significant change within Social Work services and how these are delivered. This will not however happen in a vacuum. The Strategy builds on a very strong foundation in Northern Ireland. Social work is now a regulated profession and there are currently in excess of 5,000 social workers registered with the Northern Ireland Social care Council [NISCC]. Northern Ireland was the first devolved administration to introduce specific arrangements to support newly qualified social workers through the Assessed Year in Employment [AYE] and to establish the Principal Practitioner grade. Service users and carers take a much more prominent role in service planning and development, with a significant increase in the numbers of users and carers directly involved in the shaping and delivery of services. Taking a strong lead in Governance, the second edition of the NI Social Care Governance workbook has recently been published by the Social Care Institute for Excellence [SCIE].

Considerable progress has already been made since the launch of the Strategy in April 2012.

An outline of developments in year 1. 2012–2013 is provided in **appendix1.**

THIS IMPLEMENTATION PLAN REFLECTS THE PRIORITIES FROM 2013 – 2016.

2.2 Successful implementation will require engagement and collaboration between government departments, employers, commissioners, social work regulators, education providers, staff and professional organisations as well as social workers, service users and carers. It will need strong Implementation and Governance arrangements. On-going engagement and communication with all stakeholders is key to the successful implementation of the Strategy. An Engagement Strategy and Communication Plan will support this.
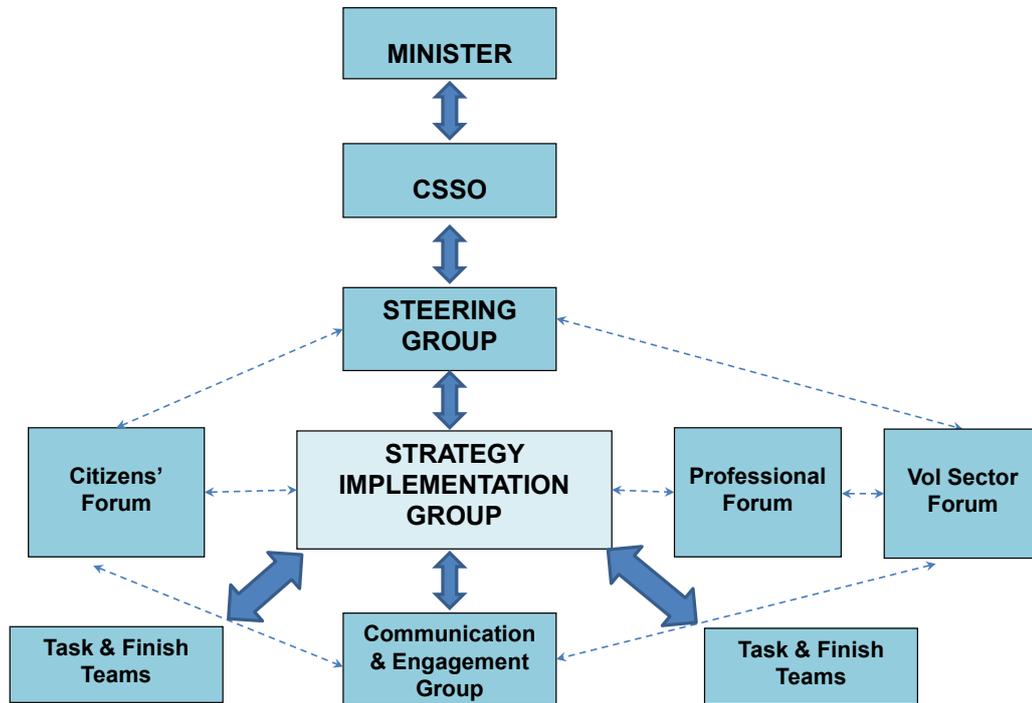
2.3 The Implementation Plan matrix is outlined in **Appendix 2**. The focus initially will be on building capacity and an appetite for change. This will be achieved by:

- identifying opportunities to reduce bureaucracy and unnecessary paperwork; promoting professional leadership;
- developing and supporting first line managers, who will be the champions of change;
- promoting innovations;
- promoting and supporting service user involvement at every level;
- scoping on-going work that is aligned to the strategy;
- promoting the use of the Practice Continuum;
- developing an Outcomes Framework;
- analysing and understanding the issues and
- creating a solid platform for the more radical changes required to fully implement the Strategy.
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3. OVERALL PROGRAMME ORGANISATION.

3.1 The programme's governance and delivery structure is outlined in the diagram below*.*

Implementation and Governance Arrangements for the Delivery of the Social Work Strategy

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                    │  STEERING    │
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┌──────────┐    ┌──────────────┐    ┌──────────┐    ┌──────────┐
│ Citizens'│    │  STRATEGY     │    │Professional│  │Vol Sector│
│  Forum   │    │IMPLEMENTATION │    │  Forum    │   │  Forum   │
│          │    │   GROUP       │    │           │   │          │
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┌──────────┐    ┌──────────────┐    ┌──────────┐
│Task &    │    │Communication │    │Task &    │
│Finish    │    │& Engagement  │    │Finish    │
│Teams     │    │Group         │    │Teams     │
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3.2 The programme organisation consists of a Steering Group, a Strategy Implementation Group, a Professional Forum, a Citizens' Forum and an Engagement and Communication Group. In addition, a number of time-limited task and finish teams will be established on an as needs basis to progress agreed initiatives.

3.3 It is intended that implementation arrangements and membership of groups will be as streamlined as possible, ensure a focus on action and outcomes, promote effective engagement of key stakeholders and be transparent in terms of decision-making. Membership and representation of all groups will be reviewed every 3 years, unless otherwise stated.

Details of the Strategy Groups are outlined in Appendix 3.

3.4 Task and Finish Teams

Task and Finish teams will be set up to progress specific initiatives. These will be small, focussed task-centred teams which bring together the relevant skills and expertise to undertake a specified task. Where appropriate a Task and Finish Team can be established based on an existing working group.

Task and Finish Teams are accountable to the Strategy Implementation Group [S.I.G.]. They will be responsible, under the oversight of the Programme Manager, for developing a work-plan that will deliver the required outputs/products within agreed timescales and making recommendations for subsequent roll out.

The team-leader of the Task and Finish Team will be identified by the SIG and s/he, along with the SIG, will identify and secure core team members. The team will be expected to consult with others as they progress the work and the professional forum and citizen's forum will play a specific quality assurance role for the products/outputs of these groups.

The frequency of meetings will be dependent on the task to be achieved.

Task and Finish teams will be time-limited and will be stood down on completion of the task and production of recommendations for future rollout.

4. RISKS

4.1 Due to the complexity of and numerous strands associated with this programme, the structure used to report, monitor and evaluate risks will be vital. Risk management will be an on-going process throughout the project with new risks being added as appropriate throughout the life of the project. The Programme Manager will present a Risk Report to the Steering Group as appropriate. The Steering Group will be responsible for, recording and monitoring any risks that are identified. The programme sponsor will maintain a risk log for the duration of the project.

5. REVIEW AND MONITORING.

5.1 The Implementation Group will receive regular reports from: the Task and Finish Groups; the Professional forum; the Citizen's Forum; the Voluntary forum and the Engagement and Communications Group.

5.2 The Implementation Group will provide a quarterly report to the Steering group through the Programme Manager. Progress reports and exception reports when required will be provided 2 weeks in advance of agreed meeting dates.

5.3 Annual reports will be provided by the various groups to the Steering Group detailing progress to date, achievements expected in the next period, details of actual or potential issues and suggestions for their resolution.

5.4 A 3 year Review will be completed by the Steering group to determine how the programme will proceed. The basis of the evaluation processes will be agreed in advance by the steering Group.5.5 The Strategy Newsletter and website will provide an opportunity for on-going engagement and feedback and this will also inform the 3 year review.

5.6 The second 3 year Implementation plan will be produced for 2016 – 2018 on completion of the 13-15 Implementation Plan review.

Appendix 1.

Outlined below is a summary of some key actions undertaken in year one of the Strategy. The table also includes activities that are aligned with and support the implementation of the strategy.

Summary of progress in year one of the Strategy.   2012 - 2013

	PRODUCT	OUTCOME	BENEFIT
Project Infrastructure	Appoint Programme Manager	Programme Manager appointed in March 2013.	Planning, coordination, and management of the implementation of the Strategy.
	Support structure for the Implementation of Strategy	Establishment of; Steering Group and infrastructure for Implementation Group. Voluntary Forum established.	Active engagement from stakeholders creates greater ownership. Provides a network for Task and Finish groups.
Innovations	Introduce a Regional Out of Hours Social Work Service	Regional Out of Hours Service operational across all Trust areas..	Improves consistency of approach. Single access point across region. More efficient utilisation of staff.
	Reduce risks of lone working for social work staff	Introduction of Lone worker supports for staff working out of hours and in isolated situations	Improved safety and reduction of risks. Opportunity to extend supports to other lone workers
	Establishment of the Innovation Scheme	Scheme developed and invitations for applications issued in June 2013. Opportunity for staff to identify ways of reducing unnecessary paperwork and bureaucracy and improving decision making.	Improved efficiency and cost effective working. Increased capacity. Improved morale of staff.
	Review of Snr Prac and PP roles to inform	SCIE review commenced in 2012/12 and final overview report due Autumn 2013.	Baseline data on SP and PP to inform workforce planning.

	future workforce planning		
	Therapeutic approaches to social work in residential care settings.	SCIE published findings of evaluative research carried out by QUB and funded by DHSSPSNI into different models of therapeutic approaches used across the 5 Trusts in N.I. – May 2012	Disseminating learning and informing good practice.
	Child Development App.	SFCD and DHSSPSNI funded project to develop an App on child development for social workers. Product due Autumn 2013	Tool to assist front line workers access reliable information to inform professional decision making.
	ROSIE Pilot of e-learning in child protection through 2.	DHSSPS funded a pilot using e-learning technology to promote work-based learning and improve access for busy practitioners to development opportunities.	Flexible learning opportunities in the workplace.
	Funding identified for Research Lead	Recruitment process initiated	Promotion of evidence based approach to practice. Promotion of locally based research.

	DSF reporting arrangements	Revised reporting arrangements operational from April 2012. DSF formal agenda item on Department Assurance and Accountability meetings with HSCB and Trusts from August 2012	Greater consistency of approach Corporate responsibility for DSF at Trust, Board and Dept..
	Supervision Training for first line managers	Review of regional training and pilot alternative approaches to improve take-up and user satisfaction.	New supervision methods tested out. Increased focus on support for first line managers
	Media guidelines	New guidelines produced jointly by QUB/NSPCC/NIASW. Produced in September 2012	Development of more constructive relationship with media. More thoughtful reporting on sensitive issues.

Improving and Safeguarding Social Wellbeing

A Strategy for Social Work in Northern Ireland

Implementation Plan: 2013-2016

1.   STRENGTHENING THE CAPACITY OF THE WORKFORCE

Objective	Strategy Links	Work Strand	Responsible Lead	Benefit	Timeframe		
					Yr1	Yr2	Yr3
1.Employer supports for social workers across all Trusts and the Voluntary sector will be strengthened	1.4 6. 7.8	a) Professional Forums/Networks. b) Supervision (DSF) c) Reduce Bureaucracy at local level d) Mentoring & Coaching	a) Governance/ Social Work Leads. • b) Governance/ Social work leads. c) Innovation Scheme/ Task & Finish Group. ADSS	Improved professional support and accountability. Increased capacity for service user facing work.	✓ ✓ ✓ ✓	✓ ✓ ✓	✓

2.There will be regional agreement on workforce deployment requirements Iro: - Social workers in adult services. - Senior and principal practitioners	1.2.5.	• a) Role of social work in Adult Services. Quantifying the social work task. b) Effective use of support systems to maximise social work role. c) Workload Management tool in adult services d) Role and	d) Commission a Systemic review. Pilot a coaching/mentoring approach • a) Task and Finish Group. BHSCT b) Trust and Regional Lead C) Task & Finish Group NHSCT	Improved consistency of services. Increased access to social work services. Increased capacity for direct service user contact. Planned approach to deployment and use of SPs and PPs Improved experience of workforce Improved retention of staff.	✔ ✔ ✔	✔ ✔ ✔ ✔	 ✔

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		deployment of SPs and PPs in children and Adult Services. e) job rotation	d) Launch the Overview Report: Senior and Principal Practitioners- informing the way forward. Implement agreed actions from findings of Overview Report. e) Task and Finish Group. WHSCT •			✔	✔	
3. An outcomes framework linked to the Practice Continuum and evidencing the impact	3.5	a) Outcomes framework. b) Practice Continuum. c) Developing mechanisms for Service user engagement in	a) Task and Finish Group. b) Social Work Leads. c) Task and Finish Group.	Improved service user engagement and experience. Clearer expectations of impact of			✔ ✔	✔

of social work interventions will be in place across social work organisations.		the planning, delivery and monitoring of services. d) Provision of workshops – understanding social work in the voluntary sector		social work interventions. Reduction in complaints		✔	
			d) Voluntary Sector Forum				
4. There will be increased pride, confidence and professionalism of social workers as a regulated profession.	4.6.7	a) Review of Code of Practice. Implement revised Code. b). Professionalism. Independent and accountable practitioners	a) NISCC. Workshops and Conferencec) Innovation Scheme/Social Work Awards	Clarity re standards of conduct for social workers and role as a regulated profession. Recognition of front line practice and service improvement. Professional	✔	✔	✔

						✓	
		c)Champions in social work		and accountable practitioners			
5. There will be a culture of continuous improvement and a focus on outcomes and learning from practice.	1.2.3.4.6.7.8.10	a) Creating a Learning Organisation b) CPD c) Learning Networks d) Introduce technology to support practice e) Virtual Forum for practitioners f)Social Work Website	a)Task and Finish Group b) Governance leads/line managers/NISCC c) Professional SW Forums d) Task and Finish Group e) Task and Finish Group/ Research Officer f)Programme Manager/Engagement and	Improved service user experience. Reduction in complaints. Increased job satisfaction on staff. Wider audience base. Increased interaction opportunities.		✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓

Objective	Strategy Links	Work Strand	Responsible Lead	Benefit	Yr 1	Yr 2	Yr 3
		g) Link in with Quality 20/20	Communication Group g) Directors of Social Work	✓			

2.   IMPROVING SOCIAL WORK SERVICES

Objective	Strategy Links	Work Strand	Responsible Lead	Benefit	Yr 1	Yr 2	Yr 3
6. Each Trust will have undertaken and evaluated a pilot scheme to improve work services and	4.5.6.	a) Service Improvement/Development b) Scoping exercise	a) Professional Social Work Forums/Innovation scheme b) Governance Leads/Programme Manager.	Evidenced based services.	✓	✓	

best use of Resources.							
		c) User led service developments.	**c) Innovation Scheme**	**More efficient use of resources.**		✔	✔
		d) Database of initiatives that align to the strategy	**d)Scoping exercise/programme manager**	**Increase in service user led and informed services.**	✔	✔	
7. Opportunities for extended opening will be developed.		**a) Scoping exercise of existing examples of extended opening. Pilot of extended opening hours in other areas.**	**a) Task and Finish Group SEHSCT**	**Increased access to services**	✔	✔	
8. HSCB will have agreed plans with DHSSPSNI and Trusts for the reconfiguratio		**a) Trusts will develop and implement plans to reconfigure children's homes to improve arrangements to better meet needs of LAC.** **b) Revised Statement of**	**a) HSCB/DHSSPS** **b) HSCB/DHSSPS**	**Improved user satisfaction. Reduction in complaints. Reduction**		✔	✔ ✔

n of residential childcare to improve outcomes for LAC and the quality and safety of care.		Purpose [SoP] for each home will outline the skills therapeutic interventions and supports required within the staff group to meet the needs of the target population. c) Scoping of current research on LAC in NI.	c) Research Lead.	in absconding. Improved service user experience. Outcomes based services.		✓	
9. The HSCB will work with Trusts to develop an agreed regional approach to Early Authoritative Intervention	5.6	a) Agreed regional approach to EAI will be implemented across Trusts. b) Development of software support for use of Adversity Matrix	a) DHSSPS. CYPSP. CSIB. b) DHSSPS. HSCB.	Fewer people requiring protection		✓ ✓	✓
10. There will be in place a regional framework for self-directed support.	5.6	a) Evidence based practice. b) Service user and carer supported planning of service framework.	a) Regional Research Officer. b) HSCB/Trusts. • Regional	Increased service user autonomy		✓ ✓	✓

OBJECTIVE	Strategic	Work Strands	Responsible Lead	Benefit	Timeframe			
11. Raise public awareness in child protection and the contribution individuals, communities and society can make to safeguarding children	6.	a) Promoting awareness of how good child development, child safety and wellbeing can be compromised and what actions people can and should take. b) Promote role of statutory social work services in promoting and safeguarding children's safety and wellbeing.	a) HSCB/Trusts Health Improvement teams/PHA b) CSIB/Trust Health Improvement teams/PHA	Improved health and wellbeing. Reduction in numbers requiring social work intervention.		✓ ✓		✓
12. Strengthen the research and evidence base for social work practice and service developments	3.5.6.7.10	a) Research Strategy under development. b) Evidence based service improvements.	a) Regional Research Officer b) Regional research officer/universities/Trust staff.	Increase in evidence based practice.		✓ ✓	✓ ✓

3.   BUILDING LEADERSHIP AND TRUST IN THE SOCIAL WORK PROFESSION

OBJECTIVE	Strategic	Work Strands	Responsible Lead	Benefit	Timeframe

	Links				Yr1	Yr2	Yr3
13. A Professional Assurance Framework will be in place across all social work organisations.	**1.3** **4.7**	**a) Scope existing assurance frameworks & identify gaps** **b) Develop and pilot a single Framework** **c) Review and amend**	**a) Task and Finish Group/project support** **b) Trust Leads** **c) Trust Leads**	**Increased clarity about standards and outcomes**		✓	✓ ✓
14. There will be recognition of service users as Experts by Experience. **15. There will be improved quality of professional judgements**	**1.3.4.7.**	**Service users will be active participants/drivers in all change programmes** **a) Scoping validated assessment tools in adult services.** **b) Social Work**	**Each Project lead.** **Citizen's Forum** **a) Regional Research Lead.** **b) Social Work**	**Improved service user autonomy. Increased service user engagement in the planning and delivery of services. Reduction in complaints.**	✓ ✓	✓	✓

and decision making in social work practice.	5.6.8.9.	b) Strengthen support and challenge role in assessment and professional decision making.	Leads/SP and PPS.		✓	✓	
		c) Promote evidence based practice	c) Regional Research Lead.			✓	✓
16. There will be active Communication and Engagement with social workers and other key stakeholders about the implementation of the Strategy.		a) Service users and carers b) The profession c) The Public d) Strategy website and utilisation of Social Media	Programme Manager

b-d) Programme Manager/ CCD/Business support officer | There will be a Communication and Engagement Plan in place. More effective engagement between service providers and service users. | ✓

✓ | ✓

✓ | ✓ |

| 17. First line management in Children's and Adult Services will be an attractive career option. | 2.3.4.8. | a) Review role and responsibilities of first line managers. b) Succession planning, training and organisational supports. | a) Task and Finish Group. SHSCT b) Task and Finish Group. | Increased social work representation throughout Health and Social Care services. | ✓ | ✓ | ✓ |
| 18. There will be dynamic and visible professional social work throughout NI. . | 8.10. | a) Professional Leadership Forum. b) Leadership development strategy c) Test models to support first line manager in management and discharge their responsibilities. | a) Task & Finish Group NISCC/ADSS c) Facilitated workshops and improvement methodologies. | Leadership Conference. Implementation of strategy to develop and support professional leaders. Increased confidence in and by the social work profession. Reduction in complaints. | | ✓ ✓ ✓ | |

Updated   15.01.14

APPENDIX 3

3.4 Social Work Strategy Steering Group (the Steering Group)

The Steering Group (chaired by the Chief Social Services Officer), is responsible for the leadership, strategic direction and oversight of the successful implementation of the Strategy. The Members of the Steering Group are senior representatives of the main employers of social workers in NI who have the authority to provide visible leadership and make decisions, commit resources and be accountable for the delivery of the outcomes and benefits of the implementation of the Strategy within their own organisations. They will also be responsible for monitoring and advising on developments and changes in the internal and external environment that may impact on implementation. Membership will also include a social worker and expert by experience representative who will be supported by members of the professional forum and Citizens' Forum respectively.

Membership of the Steering Group includes:

- Sean Holland. Chief Social Services Officer, DHSSPS, (Chair);
- Christine Smyth. Deputy Chief Social Services Officer, DHSSPS (Senior Responsible Officer);
- Fionnuala McAndrew. Director of Social Care and Children's Services, HSCB (Programme Change Director);
- Colum Conway. Chief Executive, NISCC;
- Cecil Worthington. Executive Director of Social Work, HSCT;

- Senior Representative, Public Health Agency (PHA);

- Karen Pearson. Senior Representative, Criminal Justice Sector;

- Maxine Devenney. Chief Education Welfare Officer.

- Jo Marley. Director of Care. Bryson House, Voluntary Sector representative.;

- Director of HR Policy, DHSSPS;

- Uel McIlveen. Expert by Experience representative. Chair Citizen's Forum;

- Carolyn Ewart. [temp]. Social Worker representative;

- Kieran Downey. Chair of the Strategy Implementation Group;

- Maria Somerville. Carer. Co- Chair of the Citizens' Forum; and

- Deirdre Mahon.Chair of the Professionals' Forum.

The Programme Manager will attend Steering Group meetings. Chairs of all other groups may be invited by the Steering Group or request to attend a Steering Group meeting for specific agenda item(s).

The Steering Group will meet no less than 3 times per annum.

3.5 Strategy Implementation Group

The Strategy Implementation Group (SIG) will be responsible for overseeing the development of the three year implementation plans and associated annual action plans and the management of the associated portfolio of work.

Membership is at a level where members are able to and to act as leaders and, where necessary, 'trouble shooters' within their respective organisations or constituencies to facilitate progress and effect changes that result from implementation.

They will also provide a challenge, support and quality assurance to the work of the 'Task and Finish' teams, including the Engagement and Communications Group.

A core membership of the SIG has been established. In addition a number of individuals with expertise in specific areas (for example HR, Finance, Corporate Communications) will join the SIG on 'an as needs basis' to provide expert advice to the group.

Core Membership

- Kieran Downey. Executive Director of Social Work, HSCT (Chair);
- Phil Hughes. Trust Assistant Director, Adult Social Care;
- Sarah Browne. Trust Assistant Director, Older People;
- Francesca Leyden Trust Assistant Director, Governance and Training;
- Paul McConville. Social Services Officer, DHSSPS;
- David Bickerstaff. HSCB (governance lead);
- TBC representative– criminal justice;
- Maxine Devenney - Education Welfare;
- Paul Thompson/Paul Doran. PBNI
- Sarah Crockett. -voluntary sector;
- Patricia Higgins. NISCC;
- TBC x NIPSA;
- Sharon Woods UNISON;

- Carolyn Ewart NIASW;

- TBC representative – Citizens' Forum;

- TBC representative – Professionals' Forum

- Chair of Engagement and Communications Group; and

- Team leaders of Task and Finish Teams.

The Programme Manager will attend SIG meetings. Leads of each Task and Finish teams will be members of the SIG for the duration of the team's lifetime which will be time-bounded. Membership of the SIG will be reviewed every 3 years. The SIG will meet not less than 6 times per annum. The Professional Forum and Citizens' Forum will be consulted by and inform the work of the SIG.

3.6 Engagement and Communication Group

The Engagement and Communications Group will be a standing group for the duration of the Strategy's implementation. It is accountable to the SIG and will be responsible for the development, implementation and review of an Engagement Strategy and associated Communication Plan to promote and support individual and organisational engagement and commitment and ensure effective communication with all key stakeholders and within and between the constituent parts of the Programme structure.

Membership, chairing arrangements and frequency of meetings will be discussed and agreed.

Technology will be used, where appropriate, to promote communication and engagement both within and between the Programme structures and with external stakeholders. Specific IT expertise will be secured as required to enable agreed

technological approaches to communication to be developed and implemented in support of delivery of the Engagement Strategy.

Membership of the group will be reviewed every 3 years.

Consideration will need to be given to securing the necessary expertise to develop the Engagement Strategy and Communication Plan and how their implementation will be co-ordinated and implemented.

3.7 Professional Forum

The Professional Forum will represent the professional community across different sectors. The role and responsibilities of this forum will be to provide support to the social worker representative on the Steering Group as well as contribute to the implementation planning, review and quality assurance processes. Individual members will also be expected to contribute to the implementation of the Engagement Strategy by supporting and promoting communication and information exchange with the social work constituency they have been nominated to represent.

Membership of the Professional Forum includes:

- Deirdre Mahon, Assistant Director Children's Services.
- Ciaran Traynor, Vice Chair
- Mandi McDonald QUB Staff rep
- John Growcott. BHSCT
- Marita Magennis. SHSCT

- Veronica Callaghan/Caroline McGonnagle NHSCT
- Lee McDermont WHSCT
- Eithne McIlroy. Probation Service;
- Youth Justice Agency; TBC
- Maxine Devenney [Temp]. Education Welfare
- Eileen Smith QUB Student rep.
- John Sheldon NIGALA
- Jan Houston. NISCC
- Anne McAlister. NIASW.
- Brian McCaughey PBNI
- Kevin McCabe NIPSA
- Mary Brannigan DOJNI
- Delia McCartan SHSCT
- S Wylie Bryson Group
- Pauline Thompson SEHSCT
- Barbara Campbell SEHSCT
- Karen Pearson DOJNI
- Caroline McGonigle NHSCT
- Anne McAllister BASW
- Gerardine Cunningham DHSSPSNI
- Vincent McCauley University Ulster

- Diane Boyle NHSCT

- Bernie Kelly BHSCT

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Membership and representation should reflect a balance between children's and adult services, as well as between frontline management, governance and education interests.

While the Forum should be representative of different constituencies in the social work community, it is important the group is of a manageable size to operate effectively.

The Forum will meet initially every 8 weeks and will agree how to make the best use of people's time and expertise.

3.8 Citizens' Forum

A Citizens' Forum has been established to ensure those who use services (experts by experience) and the wider public have the opportunity to contribute to the planning, review and quality assurance of the implementation of the Strategy. Members of the forum will also provide support to the expert by experience representative on the Steering Group, support communication and engagement activities and ensure two way communication between the Forum and their relevant constituencies so they represent the collective view.

Experts by experience and lay representatives have been sought from a range of sources and membership of this group will remain open until there is a sufficiently wide representation from people who use social work services and interested lay people..

While the Forum should be representative of a cross section of those who use services and lay representatives, it is important the group is of a manageable size to operate effectively. The Forum will also tap in to existing user and advocacy groups where appropriate.

A Chair for the Citizens' Forum will has been appointed by the Steering Group in the first instance and this will be reviewed after one year.

The Forum will decide on frequency of meetings and how it will operate in order to fulfil its role and responsibilities effectively and make the best use of people's time and expertise.

Citizen's Groups Includes the following:

- Mr Uel McIlveen Chair.
- Mrs Maria Somerville Co-chair
- Mrs Mary Duffin
- Mrs Laura Collins
- Mrs Jane McAtamney
- Mrs Anne McGlone
- Ms Charmaine Colligan
- Mrs Gillian Myall

3.9 Voluntary Sector Forum

A Voluntary Sector Forum representing a broad sectorial view has been established to contribute to the planning, implementation and review of the Strategy.

The Forum will as appropriate put forward representatives to participate in strategy working groups and will be responsible for on-going communication of issues and outcomes between its sectorial stakeholders.

Participants will be sought from CO3 members or their organisations drawn from those involved in the delivery of Social Work or Social Work Education opportunities.

The Forum will be chaired by the Strategy Steering Group Voluntary Sector representative, Jo Marley This Forum meets bi monthly. Membership includes;

- Bryson Care
- Presbyterian Ireland
- MACS
- Praxis Care
- CINI
- Positive Futures
- Belfast Central Mission
- Extern
- Barnardos
- Oaklee Housing Association

- NSPCC
- Action for children

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