

**Self-Directed Support and  
Social Work:  
A Whole Systems Approach  
To Organisational  
Development**

## Introduction

This pack is for Local Authorities seeking to make a success of Putting People First.

It aims to help to provide some answers to questions about the place of professional social workers in the new world of personalised support. These questions are raised in different ways in different places, and by different groups: essentially they concern the contribution social work can make to a transformed system where citizens are in control. In Control has made it clear that we believe that social workers have an important part to play in empowering citizens by helping them to build relationships and make connections, the things social workers are trained to do and are good at. Our experience suggests that once social workers become familiar with Self-Directed Support, they become among its greatest champions, as they see many of the profession's core beliefs about dignity, human rights and independence coming to fruition in the lives of the people they support. Nevertheless, there is a difficult road to be followed in getting from old-system care management to a new world of engaged citizens, supported by their families, friends and communities - as well as by paid professionals.

With this in mind and reflecting In Control's belief in the value of genuine co-production, this pack seeks to provide a series of tools for managers and staff, which together make up a whole system approach to organisational change and development. These tools are designed to assist Authorities and their staff to answer the key questions about the changing role of social workers alongside other staff and members of the community. A linked product helps to address considerations about the numbers of social workers that are needed locally, and about how the budget should be managed and deployed.

The pack is accompanied by supporting documentation, including the paper *Self-Directed Support: Social Workers' Contribution*, which sets out In Control's perspective on these issues, and some model guidance for Local Authorities who wish to build on that approach. The core aim of this pack is to enable Local Authorities and social workers to more effectively empower the citizens and communities they support.

## Contents

- Context
  - Transformed Systems, Transformed Lives
  - In Control's values
- How the pack should be used
- Exercise for social work teams
- Exercise for team managers
- Exercise for senior operational and strategic managers
- List of supporting materials (to be added)
  - Papers: *Self Directed Support: Social Workers' Contribution; Hartlepool's story; Self-Direction, re-discovering the emotional depths: a conversation with social workers in the London Borough of Newham*
  - Job Descriptions and Person Specs
  - Social workers' views data (from John W)

## **Context**

### **Transformed Systems, Transformed Lives**

Personalisation is about helping people to specify and control the services that support them. At its best, personalisation is about people using that control to get the lives they dream about, rather than having important decisions made for them by others – Local Authorities, service providers, sometimes families and friends. Self-Directed Support is the operating system that In Control suggests Local Authorities should use to deliver personalisation, and professional social workers and their colleagues are key to this delivery. The fact that this new delivery system is ethically driven is critical.

### **Ethics of Self-Directed Support**

1. We believe that every human being has equal dignity and the right to be treated with equal respect, whatever their impairment, age or health status. We are all different, but we are all entitled to be treated with respect.
2. More than this, we believe that the natural diversity of human beings should be welcomed and cherished. We are all different, and our difference and our needs help make the world worth living in.
3. We believe that people truly flourish not as lone individuals, but when they are members of communities, families, friendships, neighbourhoods and all the organisations of civil society.
4. We also believe that all these communities flourish only when they welcome the full membership and support the active participation of everyone, regardless of their impairment, age or health status.
5. We all need extra help from time to time, and some of us need that help regularly and throughout our life. This might be as a result of disability, old age or ill health. The fact that this need for extra support exists is both natural and an important opportunity for all of us to recognise our need for support and our mutual interdependence.
6. There is no need for people who need extra support to be excluded from full and active participation in community life and it is wrong that so many systems do so exclude people.

## **How the pack should be used**

This pack is designed for use in Adult Social Departments of Local Authorities, as a whole-system process. Whilst this is not to say that some of the individual exercises might be used just by social work teams (or others, including service providers), the important point is that users of the pack stay true to the principles of clear communication within the organisation and of all parties working together to a shared vision.

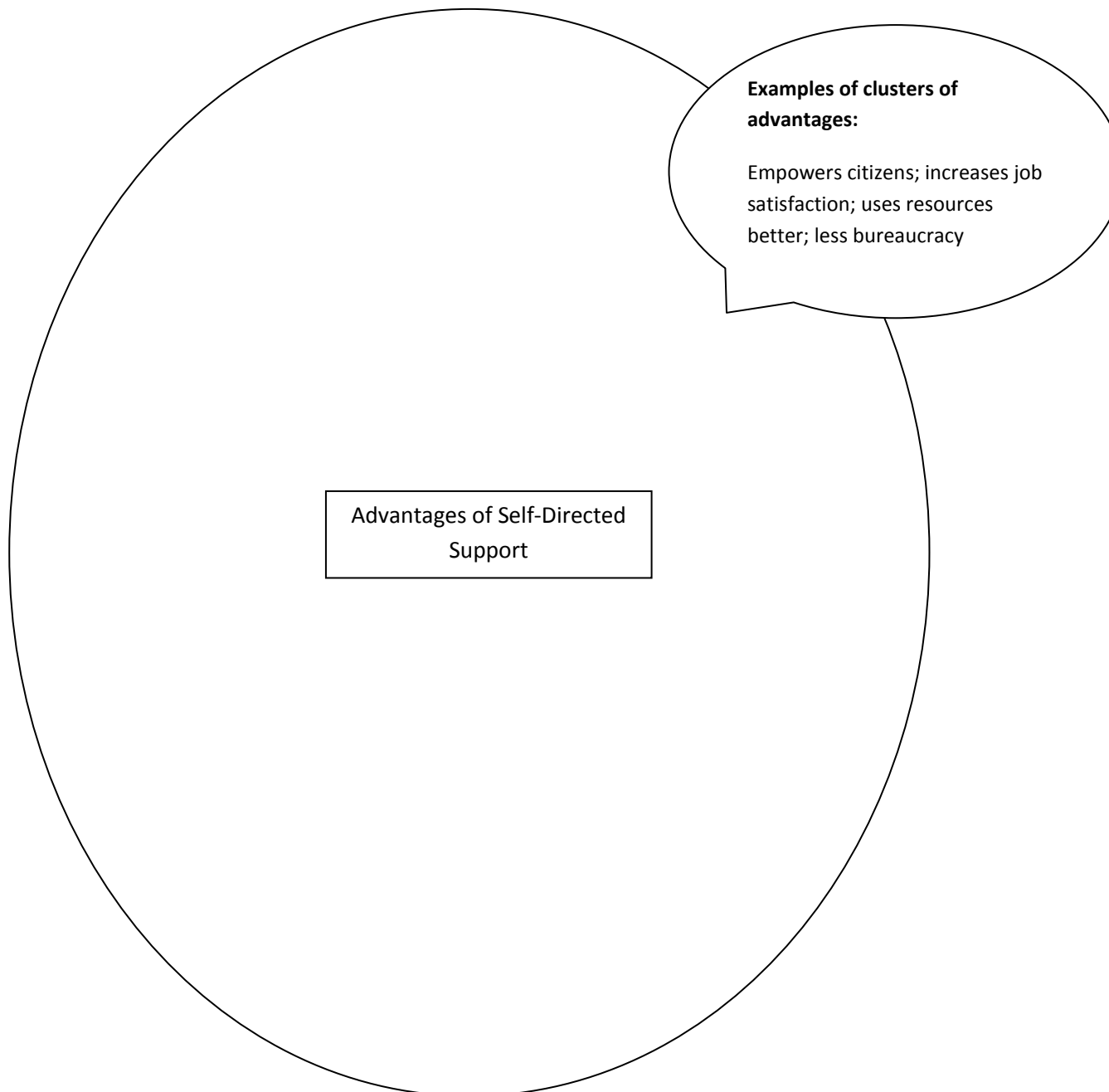
The exercises should be delivered by one or more skilled facilitators, who understand Self-Directed Support and are attentive to group process. There is no reason why such facilitators cannot be internal to the Authority, but they need sufficient seniority and skill to work effectively with all grades of staff. They also need to have the time/capacity to undertake what is a significant piece of work, even in small authorities.

## Exercise for social work teams

This is a two part exercise to enable teams to think about both the advantages and the challenges of Self-Directed Support. The exercise should be done in a team workshop. It can be done whether the team is just beginning to think about using Self-Directed Support, or if they are already doing so. It will help if teams have had the chance to read the supporting materials in this pack.

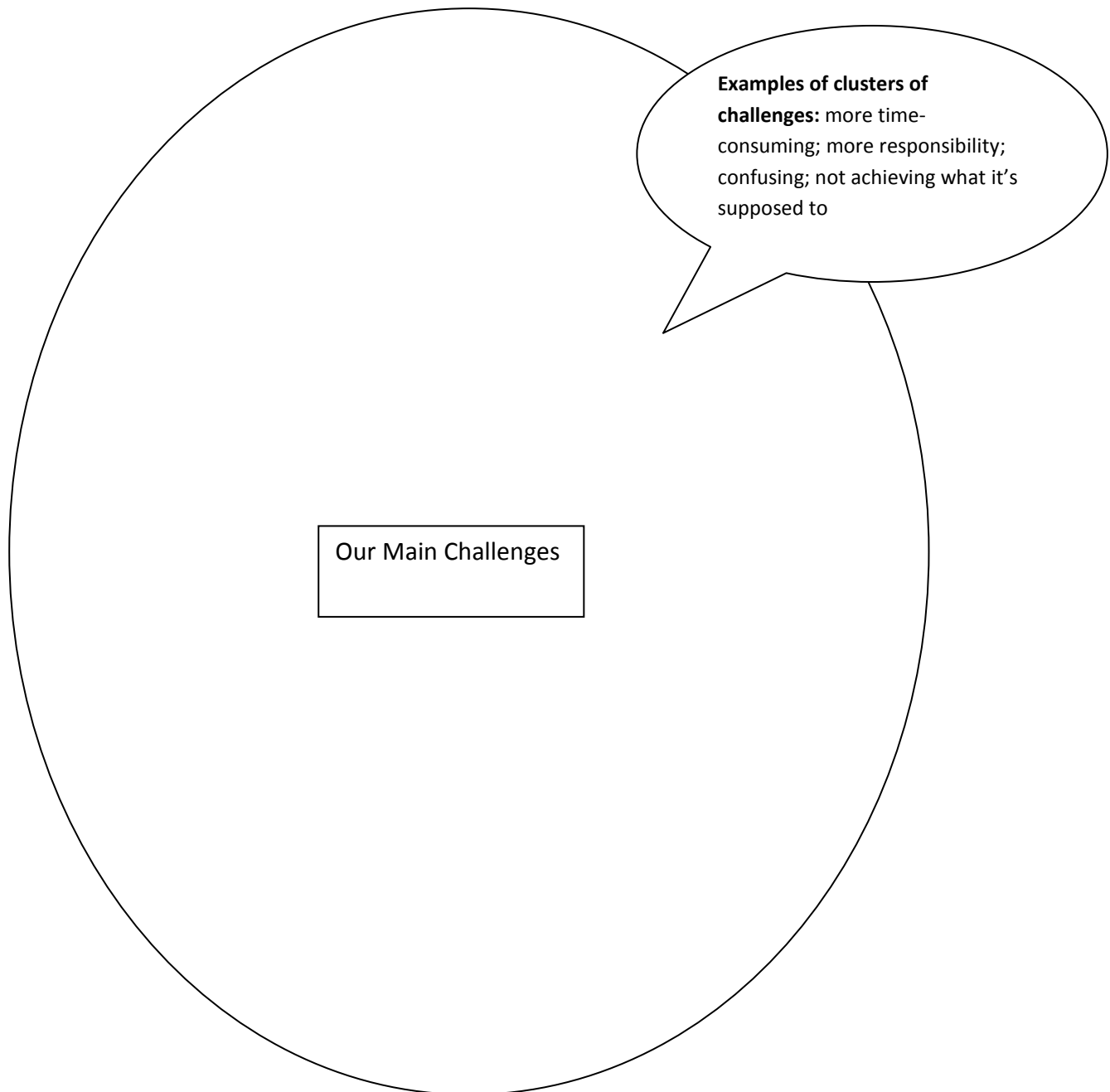
### Advantages

What are the main positives for you as a social worker using Self-Directed Support? List all the main advantages on cards and stick them on the circle illustrated below, be as clear, concrete, concise and specific as possible (say what you mean!). The facilitator will help you to group the cards into four or five clusters of similar advantages. Leave the circle on the wall as you think about the challenges.



## Challenges

1. What are the major challenges for you as a social worker of using Self-Directed Support? List all the main challenges on cards on the circle illustrated below, be as clear, concrete, concise and specific as possible (say what you mean!). The facilitator will help you to group the cards into four or five clusters of similar challenges.



2. Take each cluster of challenges in turn and think about solutions: things you can do as a team or individual, things you need from your managers, and outstanding worries or unresolved problems. Record them below, making it clear what action you are proposing for each issue.

	Cluster one: solutions		
	Our action	Managers' action	Unresolved
Solution one			
Solution two			
Solution three			
Solution four			
Action now:			

	Cluster two: solutions		
	Our action	Managers' action	Unresolved
Solution one			
Solution two			
Solution three			
Solution four			
Action now:			

	Cluster three : solutions		
	Our action	Managers' action	Unresolved
Solution one			
Solution two			
Solution three			

Solution four			
Action now:			

	Cluster four: solutions		
	Our action	Managers' action	Unresolved
Solution one			
Solution two			
Solution three			
Solution four			
Action now:			

	Cluster five: solutions		
	Our action	Managers' action	Unresolved
Solution one			
Solution two			
Solution three			
Solution four			
Action now:			

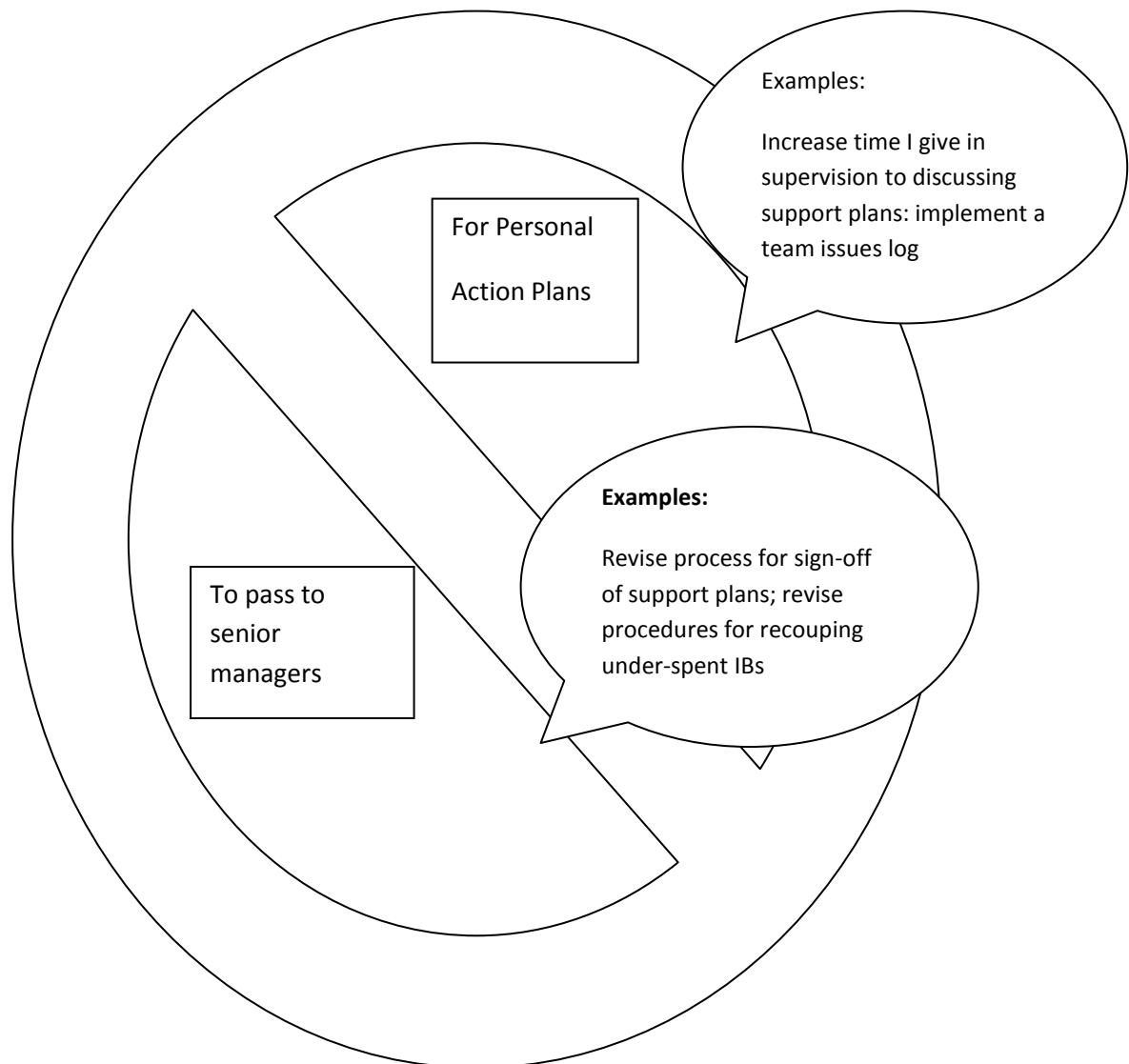
**Finally: The facilitator needs to make sure that everyone understands what will happen next, and when and how there will be the opportunity to review the exercise. Make sure that everyone knows what the wider organisation is doing and the next steps in the process.**

## **Exercise for Team Managers**

**This is a two-part exercise to help team managers plan together how their social work staff will work to make a success of Self-Directed Support. In the first part they are invited to review and reflect upon the work done by the social workers themselves. In the second part the Team Managers are asked to look at the tasks set out in the *Social Workers' Contribution* paper and to think about how their teams will make that contribution in practice, and about how they will help them to manage the process.**

## Social workers' concerns.

1. Each Team Manager should try and bring a completed set of challenges/solutions from their team. They should focus mainly on the second and third columns in the tables, that is to say the solutions that managers are asked to provide, and on the unresolved issues. The aim is for each manager to arrive at a personal action plan and for the group to agree a set of issues to be passed on to senior managers. In the group, use the information from social workers to record the main actions needed on cards and put these on the two sections of the circle illustrated below. Be as clear, concrete, concise and specific as possible (say what you mean!). Then the facilitator will help you to cluster them and agree issues to be taken to senior managers.



## Team Managers Personal Action Plan

Name:

Team:

What	By when	Review date

## Issues for Senior Managers

What	Action Suggested

## Tasks for Social Workers under Self-Directed Support

2. Now look at the 7 step model of Self-Directed Support and reflect on what **for your team/area** it is that citizens and families can do for themselves and what social workers need to do to help. Some of these things may be already happening, or will happen without much effort – others will be more challenging. Record this on the table below. Record outstanding or unresolved issues where these occur.

Step in Self-Directed Support Model	What citizens and families can do	What Social Workers in the team need to do	Unresolved issues or concerns for senior managers
1. My Money – finding out how much			
2. Making my plan			
3. Getting my plan agreed			
4. Organising my money			
5. Organising my support			
6. Living life			
7. Seeing how it worked			
Other tasks for social workers			

Now:

(1) Review your personal action plan. Is there a need to change or add to this in the light of the second part of the exercise?

(2) Review the table of actions to pass to senior managers. Is there a need to change or add to this?

**Finally: The facilitator needs to make sure that everyone understands what will happen next, and when and how there will be the opportunity to review the exercise. Make sure everyone knows what the wider organisation is doing and the next steps in the process.**

## Exercise for senior operational and strategic managers

This is a three part exercise. The first part asks senior managers to look at the information from the earlier part of the process, to ensure they know what staff are saying needs to be addressed. The second part is a mapping exercise to understand and make the most of what the community can and should do, and thus what it is you might ask social workers to do. The final part of the exercise is to draw together all the strands of information and reflection from the organisation in order to review the strategic task of creating a personalised social care service and make sure that this is grounded in the reality for teams. Clearly some managerial judgements are required to do this, but it is equally important to respect what staff and managers are saying.

Senior managers should also come to the session with the “Issues for senior managers” from the Team Managers workshop.

### Social workers and Team Managers’ concerns

1. Review the list of unresolved issues from team managers. Are there any quick answers to any of these? (try to find at least three quick wins to help staff!) Where not, log the issues and return to them later.

“Issues for senior managers” (from Team Managers)	Quick win, or other action.

### Mapping and defining roles

2. List quickly all the factors in your authority which can and should help Self-Directed Support . Don’t worry about “evaluating” them at this stage, but try and “think community” and try hard to see things outside the local authority

as well as those within. The facilitator will then record these on a large flip-sheet. A list might include for example:

*Partners in Planning Graduates network*

*Preventive strategy*

*Brokerage arrangements*

*ULOs and CILs*

*Advocacy organisations*

*Commissioning using well-being powers*

*DP Support service*

*Partnership with In Control*

*Integration of services with NHS*

*Track record with Individual Service Funds*

*Provider Forum*

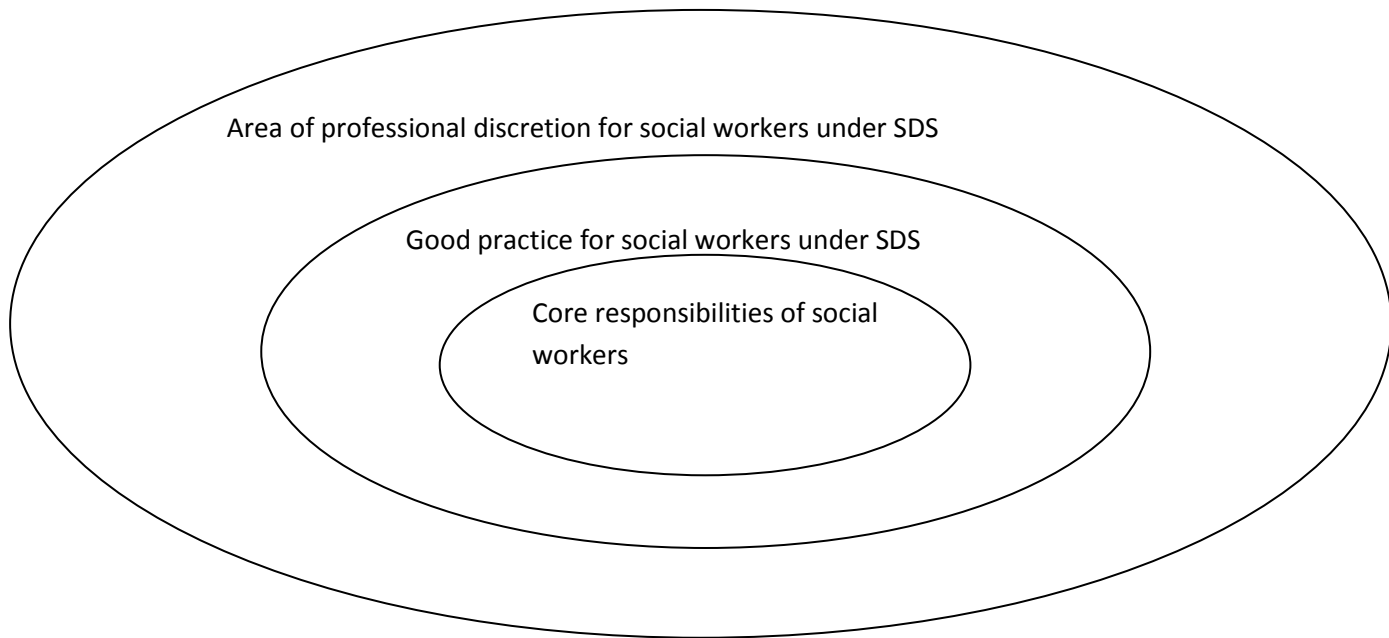
*Safeguarding policy*

If you find it helps you can divide features that are internal (to the authority) from those that are external; and perhaps make it clear when a service is local to part of the authority area. Be aware of not simply reciting everything you do: it has to be actively supportive of SDS, at least potentially.

Then take each of the items on the list and try and define in a few words how it helps – now and potentially, say in a year’s time if given the right support. Be as clear, concrete, concise and specific as possible (say what you mean!). Record this information as follows.

<b>Factors supporting SDS (from previous exercise)</b>	<b>How it helps now</b>	<b>How it might help in a year</b>	<b>Who needs to do what to achieve this</b>


Then think about the social work role as it is now and how it might be in a year's time given the above. Try to be ambitious but realistic. Think about it in terms of the seven step model of Self-Directed Support and complete the following table. If it helps you can think about the social work contribution in terms of:



Record this in the following table:

Step in Self-Directed Support Model	What citizens and families can be asked to do for themselves	What social workers need to do
1. My Money –finding out how much		
2. Making my plan		
3. Getting my plan agreed		
4. Organising my money		
5. Organising my support		
6. Living life		
7. Seeing how it worked		
Other tasks for social workers or others		

### **Strategic Planning**

3. Now review the Authority's stated objectives for personalisation. Consider all the information produced by social workers, team managers and others in the course of this exercise. Answer the following questions:

#### ***A. Social workers' role in Self-Directed Support***

- *What do you see as the main challenges for social workers in terms of re-defining their role? What can you do as a senior management team to help?*

#### ***B. Strategic Planning for Self-Directed Support and social work***

- *Where will the Authority be in a year's time in terms of the percentage of its business as SDS?*

- *Where will it be in three year's time?*
- *How do you see this as impacting on the role of social workers, as set out in the table you completed above?*
- *What else do senior managers need to do to stimulate others in local communities to change their behaviour? Is there anything that needs to be commissioned or anything to feed into forums with the Third Sector, User Led groups or with politicians?*
- *What are the issues in terms of social work with other professionals and other agencies and what does the senior management team need to do to help?*

**Then: agree an action plan for the Authority based on this analysis, using the following format.**

Action	Who by	When by	Review

***Finally, and very importantly: agree the process and timescales for feeding this back to social workers to team managers, and to the rest of the Department. Ensure that this process feels like it is a “whole systems approach” informed by the values of Personalisation.***

Draft 2

8 October, 2009

Written by Andrew Tyson, with thanks to Jeanette Thompson, Ralph Edwards, Andy Lyons, Wendy Leach and Bronwen Williams