PART ONE
THE BIG WAVE
THE BIG WAVES WASHING OVER SOCIAL WORK AND SOCIAL SERVICES
CHILDREN’S SERVICES
DO YOU FEEL A BIT BUSY?
HAVE SPOKEN
THE STORY OF BABY P

IMPACT AND IMPLICATIONS

THE CHILD PROTECTION SYSTEM AND SERVICES
RECENT TRENDS
IN CHILDREN’S SERVICES
CHILD PROTECTION

SECTION 47 ENQUIRIES


89,300    111,700    124,600    127,100    142,500    160,150    172,290    185,450

AN INCREASE OF 108%
## CHILD PROTECTION

### CHILDREN SUBJECT TO AN INITIAL CHILD PROTECTION CONFERENCE

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</thead>
<tbody>
<tr>
<td></td>
<td>43,900</td>
<td>53,000</td>
<td>56,20</td>
<td>60,100</td>
<td>65,200</td>
<td>71,400</td>
<td>73,050</td>
<td>75,890</td>
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AN INCREASE OF **73%**
CHILD PROTECTION

CHILD PROTECTION PLANS IN ENGLAND

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<tbody>
<tr>
<td>Neglect</td>
<td>13,400</td>
<td>15,800</td>
<td>17,300</td>
<td>18,600</td>
<td>18,220</td>
<td>17,930</td>
<td>20,970</td>
<td>22,230</td>
<td>23,150</td>
<td>24,590</td>
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<tr>
<td>Phys abuse</td>
<td>3,400</td>
<td>4,400</td>
<td>5,000</td>
<td>4,800</td>
<td>4,690</td>
<td>4,670</td>
<td>4,760</td>
<td>4,350</td>
<td>4,200</td>
<td>3,950</td>
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<tr>
<td>Sexl abuse</td>
<td>2,000</td>
<td>2,000</td>
<td>2,300</td>
<td>2,400</td>
<td>2,220</td>
<td>2,030</td>
<td>2,210</td>
<td>2,340</td>
<td>2,370</td>
<td>2,260</td>
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<tr>
<td>Emtl abuse</td>
<td>7,900</td>
<td>9,100</td>
<td>10,800</td>
<td>11,400</td>
<td>12,330</td>
<td>13,640</td>
<td>15,868</td>
<td>16,660</td>
<td>17,170</td>
<td>17,280</td>
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<tr>
<td>Multiple</td>
<td>2,500</td>
<td>2,900</td>
<td>3,700</td>
<td>5,500</td>
<td>5,390</td>
<td>4,870</td>
<td>4,492</td>
<td>4,120</td>
<td>2,810</td>
<td>3,010</td>
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<tr>
<td>Total</td>
<td>29,200</td>
<td>34,100</td>
<td>39,100</td>
<td>42,700</td>
<td>42,850</td>
<td>43,100</td>
<td>48,300</td>
<td>49,700</td>
<td>50,310</td>
<td>51,080</td>
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AN INCREASE OF 75%
CHILD PROTECTION
2007-2008 TO 2016-2017
AN INCREASE OF 130%
CHILD PROTECTION

LOOKED AFTER CHILDREN AT 31 MARCH

MARCH 2009  60,000
MARCH 2017  72,630
AN INCREASE OF 21%
CHILD PROTECTION
SUMMARY OF THE
THE RECENT TRENDS

• **MORE** SECTION 47 INVESTIGATIONS
• **MORE** INITIAL CP CASE CONFERENCES
• **MORE** CP PLANS
• **MORE** CARE PROCEEDINGS
• **MORE** LOOKED AFTER CHILDREN
CHILD PROTECTION

WHY?

• MORE AWARENESS
• MORE NEED
• LESS HELP
• MORE DEMAND
• BUT NO MATCHING RESOURCE INCREASE
• MORE PRESSURE
• MORE CORNER CUTTING
• MORE BLAME
WHAT HAS HAPPENED TO SOCIAL WORK WITH ADULTS?
Steven Hoskins: Tortured and then forced off a viaduct to fall to his death. His case sparked media coverage about the bullying of people with learning disabilities.

Those convicted of Steven Hoskin's murder were:

Sarah Bullock sentenced to 10 years
Darren Stewart sentenced to 25 years
Martin Pollard sentenced to eight years

visiting people round - even people who are once frequent visitors. Complaints to the council and police have had bricks through their windows, faeces on their door, stuff thrown at them."

Now one of them always stays in to guard...
Death scene: The railway viaduct over Gover Valley, St Austell.
ADULT SAFEGUARDING CONCERNS NOTIFIED TO LOCAL AUTHORITIES

2016-2017
364,605
[1,000 EACH DAY]
SECTION 42 (CARE ACT 2014) ENQUIRIES

2015-2016 2016-2017
102,970 109,145

AN INCREASE OF 6%

[COMPARE WITH 72,290 SECTION 47 INVESTIGATIONS]
SECTION 42 ENQUIRIES

RISKS RECORDED

<table>
<thead>
<tr>
<th>Year</th>
<th>2015-2016</th>
<th>2016-2017</th>
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<tbody>
<tr>
<td></td>
<td>124,940</td>
<td>135,680</td>
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AN INCREASE OF 9%

Safeguarding Adults Annual Report, England 2016-17 Experimental Statistics
# Deprivation of Liberty Applications

**Mental Capacity Act 2005**

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<tbody>
<tr>
<td>Cases</td>
<td>7,157</td>
<td>8,982</td>
<td>11,393</td>
<td>11,887</td>
<td>13,000</td>
<td>137,540</td>
<td>159,840</td>
<td>217,235</td>
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<tr>
<td>Change</td>
<td>+81.6%</td>
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<td></td>
<td>+57.9%</td>
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**Cheshire West Judgement**

**Total Change +2,935%**

740 NEW APPLICATIONS EVERY DAY

http://digital.nhs.uk/catalogue/PUB30131
Social care for older people
Home truths

• GOVT HAS REDUCED FUNDING TO COUNCILS BY 37% BETWEEN 2010/11 AND 2015/16
• GROSS LA SPENDING ON SOCIAL CARE FOR OLDER PEOPLE FALLEN BY 9% 2009/10 – 2014/15
• 81% OF LAs HAVE CUT SPENDING IN REAL TERMS FOR OLDER PEOPLE IN PAST 5 YEARS

• NUMBER OF OLDER PEOPLE RECEIVING SERVICES HAS FALLEN BY 26% 2009/10 – 2014/15
• REDUCTIONS PARTICULARLY STEEP SINCE 2010
• NUMBER OF PEOPLE GETTING SERVICES 18-65 HAS ALSO FALLEN BUT NOT BY SO MUCH
• BIGGEST REDUCTION IS IN SERVICES SUPPORTING PEOPLE TO LIVE AT HOME ..... 30% REDUCTION SINCE 2009.

• ALL IN THE CONTEXT OF POTENTIALLY GREATER NEED FOR SERVICES
• MORE RATIONING. MORE CHARGES. MORE PATCHY. MORE OF A GAP BETWEEN SELF-FUNDED AND STATE FUNDED.

THE KINGS FUND AND NUSSFIELD TRUST
Richard Humphries Ruth Thorlby Holly Holder Patrick Hall Anna Charles
September 2016
PART ONE
THE BIG WAVE
FOR ADULTS AND CHILDREN’S SERVICES
MORE NEED, MORE DEMAND, MORE WORK, MORE CUTS
PART TWO
RIDING THE WAVE
PART TWO

REFLECTIONS ON BEING A SOCIAL WORKER AND RESILIENCE
REFLECTIONS ON RESILIENCE

• RESILIENT ORGANISATIONS

• RESILIENT TEAMS

• RESILIENT WORKERS
REFLECTIONS ON RESILIENCE

• RESILIENT ORGANISATIONS

• RESILIENT TEAMS

• RESILIENT WORKERS
REFLECTIONS ON RESILIENCE
RESILIENT ORGANISATIONS

• CULTURE

• CAPACITY

• CONTEXT
REFLECTIONS ON RESILIENCE

RESILIENT ORGANISATIONS

CULTURE

IS THE ORGANISATION HOT?
REFLECTIONS ON RESILIENCE

RESILIENT ORGANISATIONS

CULTURE

IS THE ORGANISATION HOT?

BUT NOT OVERHEATED!
REFLECTIONS ON RESILIENCE
RESILIENT ORGANISATIONS
CULTURE
SO IS THE ORGANISATION HOT?
REFLECTIONS ON RESILIENCE

RESILIENT ORGANISATIONS

CULTURE

HONEST, OPEN AND TRUSTING

[AND TRUSTWORTHY]
REFLECTIONS ON RESILIENCE
RESILIENT ORGANISATIONS
CULTURE
GRIP AND FOCUS
REFLECTIONS ON RESILIENCE
RESILIENT ORGANISATIONS
CULTURE
PRAISE AND CELEBRATION
MORE THAN BLAME AND SHAME
REFLECTIONS ON RESILIENCE

RESILIENT ORGANISATIONS

CULTURE

CONTAINER NOT A CARRIER AND
A CONDUIT OF CONTAMINATING STRESS

THIS

OR THIS
REFLECTIONS ON RESILIENCE
RESILIENT ORGANISATIONS
CAPACITY
ENOUGH TO KEEP ON TOP OF THE WORK FLOW AND NOT BE TOO BUSY!!!
REFLECTIONS ON RESILIENCE
RESILIENT ORGANISATIONS
CAPACITY
EXPERIENCE AND EXPERTISE
COMPETENCE AND CONFIDENCE
REFLECTIONS ON RESILIENCE
RESILIENT ORGANISATIONS
CAPACITY

SYSTEMS FOR PRACTICE
RATHER THAN
PRACTICE FOR SYSTEMS
A CATHARTIC COLLAGE!
REFLECTIONS ON RESILIENCE

RESILIENT ORGANISATIONS

CONTEXT

• BALANCE OF CORPORATE AND SERVICE FOCUS AND DRIVE?

• APPROPRIATELY INFORMED AND ACCOUNTABLE AND ASSISTING NOT DISRUPTIVE POLITICAL GOVERNANCE AND BEHAVIOUR

• NOT JUST YOUR ORGANISATION BUT YOUR PARTNERS
REFLECTIONS ON RESILIENCE

• RESILIENT ORGANISATIONS

• RESILIENT TEAMS

• RESILIENT WORKERS
REFLECTIONS ON RESILIENCE

RESILIENT TEAMS

• THE IMPORTANCE OF FRONT-LINE MANAGERS

• TEAM CULTURE

• STABILITY (AND BALANCE) AND SUPPORT THROUGHOUT THE TEAM

• SPACE AND CONTROL TO TAKE SOME OWNERSHIP AND DO SOME SHAPING
REFLECTIONS ON RESILIENCE
RESILIENT TEAMS
AND AGAIN
CONTAINING NOT A CARRIER AND A CONDUIT OF CONTAMINATING STRESS

THIS OR THIS?
REFLECTIONS ON RESILIENCE
RESILIENT TEAMS

REFLECTIVE SUPERVISION

AND SUPPORT

(AND CLARIFICATION AND CHALLENGE)
REFLECTIONS ON RESILIENCE

• RESILIENT ORGANISATIONS

• RESILIENT TEAMS

• RESILIENT WORKERS
REFLECTIONS ON RESILIENCE

RESILIENT WORKERS

• FEELING VALUED

• A PART OF A SHARED ENTERPRISE

• SELF AND PROFESSIONAL ESTEEM

• ABLE TO BE OPEN

• ABLE TO OFF-LOAD
REFLECTIONS ON RESILIENCE

RESILIENT WORKERS

• BUILDING AND RETAINING AND REGAINING COMPETENCE AND CONFIDENCE

• HAVING SOME CONTROL AND AUTONOMY WITHIN A FRAMEWORK

• GIVEN SPACE WHEN GETTING OVERWHELMED

• NOT BEING AND FEELING ALONE AND ISOLATED

• PERSONAL MECHANISMS FOR COPING
REFLECTIONS ON RESILIENCE FOR US ALL (SERVICE USERS AND SERVICE GIVERS)

THE BIG MESSAGE

RELATIONSHIPS AND BUILDING AND MAINTAINING FEELINGS OF VALUE AND COMPETENCE HELP US TO BE RESILIENT
ESSEX COUNTY COUNCIL
FEBRUARY 2018
AND WE CAN HELP EACH OTHER
TO BE RESILIENT
AND TO RIDE THE WAVE
THANK YOU
FOR ALL YOUR
CARE AND COMMITMENT