(Observers) Social Work England Board Meeting

MEETING

13 March 2026 10:30 GMT

PUBLISHED
9 March 2026

Social Work England Board Meeting
Friday 13 March 2026, 10.30am – 1.00pm
at The Don, Social Work England and by videoconference

AGENDA

Item	Time	Topic	Paper / Ref.	Board Action	Lead
1.	10.30	Welcome	Verbal		Chair
2.	10.30	Apologies for absence and declarations of interest • Board members' register of interests link	Verbal	**To note/ declare**	Chair
3.	10.30	Minutes of the meeting held on 23 January 2026	Paper 01	**To approve**	Chair
4.	10.35	Matters arising and action log	Paper 02	**To discuss and note**	Chair
5.	10.40	Chair's report	Verbal	**To note**	Chair
6.	10.50	Chief executive's report	Paper 03	**To discuss and note**	Chief executive
7.	11.00	Policy committee chair's report	Paper 04*	**To note**	Policy committee chair
8.	11.10	Audit and risk assurance committee chair's report • Approval of business case for the procurement of transcription and translation services • Approval of the Digital Data and Technology (DDaT) strategy • Amendments to scheme of regulatory delegation	Paper 05* Paper 05a* Paper 05b* Paper 05c*	**To note**	Audit, risk and assurance committee chair
9.	11.20	Finance and commercial report • Management accounts 31 January 2026	Paper 06	**To discuss and note**	Executive Director, People and Business Support; Interim Head of Finance

Item	Time	Topic	Paper / Ref.	Board Action	Lead
	11.35	Break			
10.	11.40	Final budget 2026/27	Paper 07* To follow	**To discuss, note and approve**	Executive Director, People and Business Support;
11.	11.50	Final business plan 2026/27	Paper 08*	**To discuss, note and approve**	Executive Director, People and Business Support; Assistant Director, Assurance and Improvement
12.	12.10	Reimagining Continuing Professional Development: Update	Paper 09	**To note**	Assistant Director, Policy and Strategy; Head of Policy
13.	12.30	External board effectiveness review - completion of improvement plan	Paper 10	**To note and approve**	Chair; Executive Director, People and Business Support
14.	12.40	Corporate Governance: • Board code of conduct policy • Board declarations of interest and Conflict Resolution policy • Gifts and hospitality policy	Paper 11 Paper 11a Paper 11b Paper 11c	**To approve**	Chair
15.	12.45	Sustainability Update	Paper 12	**To note**	Executive Director, People and Business Support
16.	12.50	Any other business	Verbal		Chair
17.	12.55	Review of meeting	Verbal		Chair
	13.00	Meeting ends Lunch will be provided			
		Date of next meeting: **Friday 15 May 2026 10.00 - 12.30**			

* Papers marked with an asterisk are 'private' to protect confidentiality according to our guidance for publishing board papers.

LIST OF ATTENDANCE

Board members:	Dr Andrew McCulloch	Chair, Non-executive Director
	Amrat Khorana	Non-executive Director
	Cheryl Hobson	Non-executive Director
	Chris Nicholson	Non-executive Director
	Dr Adi Cooper	Non-executive Director
	Dr Sue Ross	Non-executive Director
	Simon Lewis	Non-executive Director
	Colum Conway	Chief Executive
Board Apprentice:	Bhavna Chandra	Boardroom Apprentice
Staff in attendance:	Linda Dale	Executive Director, People and Business Support
	Phil Hallam	Executive Director, Regulation
	Sarah Blackmore	Executive Director, Professional Practice and External Engagement
	Joseph Stockwell	Assistant Director, Assurance and Improvement
	Natalie Day	Assistant Director, Policy and Strategy
	Rachel McAssey	Assistant Director, Regulation (Registration, Advice and Adjudications)
	Stephen Hale	Assistant Director, Digital Programme Manager
	Stephen Barnett	Assistant Director – Regulation (Investigations)
	Clare Cocken	Assistant Director - Communication, Insight and Engagement
	Laura Gregory	Interim Senior Finance Business Partner
	Neil Smith-McOnie	Head of Business Planning and Improvement
	Katie Newbould	Head of Policy
	Clarissa Allford	Risk Manager (item 11 only)
Sponsor team:	Andrew Wise	Department for Education
	Sonia Mosley	Department for Education
	Peter Royal	Department for Education
	Jo Denyer	Department for Education
Public observers:	Ben Jones	Unison
Minute taker:	Cathy Glynn	Executive Officer
	Elle Langdown	Executive Assistant

Minutes of the Social Work England board meeting
Friday 23 January 2026, 10.30am – 1.00pm
at The Don, Social Work England and by videoconference

Board members:	Dr Andrew McCulloch	Chair, Non-executive Director
	Amrat Khorana	Non-executive Director
	Cheryl Hobson	Non-executive Director
	Chris Nicholson	Non-executive Director
	Dr Adi Cooper	Non-executive Director
	Dr Sue Ross	Non-executive Director
	Simon Lewis	Non-executive Director
	Colum Conway	Chief Executive
Board Apprentice	Bhavna Chandra	Boardroom Apprentice
Staff in attendance:	Linda Dale	Executive Director, People and Business Support
	Sarah Blackmore	Executive Director, Professional Practice and External Engagement
	Phil Hallam	Executive Director, Regulation
	Natalie Day	Assistant Director, Policy and Strategy
	Rachel Lloyd	Assistant Director, Regulation (Registration, Advice and Adjudications)
	Stephen Barnett	Assistant Director, Regulation (Investigations)
	Clare Cocken	Assistant Director, Communication, Insight and Engagement
	Stephen Hale	Assistant Director - Digital Programme Manager
	Matthew Devlin	Head of Strategic Engagement (Item 11)
	Neil Smith-McOnie	Head of Business Planning and Improvement
	Grant Evans	Interim Head of Finance
	Jonathan Smith	Head of Communications (Item 11)
Sponsor team:	Andrew Wise	Department for Education
	Kate Phillips	Department for Education
	Peter Royle	Department for Education
	Jo Denyer	Department for Education
Public observers:	Richard West	Professional Standards Authority
	Sarah Fox	Professional Standards Authority
Staff observers:	Maria Mora	Project Delivery and Improvement Manager
	Lucy Davies	Policy Manager
	Faith Salih	Head of Legal
	Alex Hayward	Fitness to Practise Performance Manager (Item 8)
Minute taker:	Penny Clarke	Corporate Governance Manager
	Elle Langdown	Executive Assistant
Apologies:	None	

1. Welcome

1.1 The chair welcomed board members, colleagues and observers to the meeting.

1.2 There were no apologies received.

2. Declarations of interest

2.1 No new declarations of interest.

3. Minutes of the Last Meeting   Paper 01

3.1 The minutes of the meeting on 31 October 2025 **were approved** as a correct record.

4. Matters Arising and Action Log   Paper 02

4.1 There were no matters arising.

4.2 The chair reviewed the action log. Actions pending sign off at the 23 January 2026 meeting:

- **Action 125:** The executive director of people and business support will distribute the People Engagement Survey questions to the Board to facilitate access, enable thorough review by the board, and assist in interpreting the resulting scores. *The complete set of questions contained in the People Engagement Survey were uploaded to Board Intelligence and shared with the board on 3 November 2025*. **Action to close.**

- **Action 126:** The executive director of people and business support will provide the Board with the policy schedule and remove newspaper expense allowances from the relevant policy. *The travel, subsistence and expenses policy has been updated to remove newspaper expense allowance. A complete list of policies and the corporate documents policy and procedure have been shared with all members of the board and the boardroom apprentice.* **Action to close.**

4.3 Progress on the open action was **noted**:

- **Action 124**: Assistant director, policy and strategy to provide an update to the policy committee and board on the progress of the inspections of BIA and AMHP courses at an appropriate point once the inspection programme begins. *Best Interests Assessor (BIA) inspections started in October 2025 as planned and are progressing well. Our approach remains flexible and supportive which has been welcomed by course providers. We have now completed 9 inspections and have a further 8 planned between January and February 2026, which will then conclude our BIA reapproval cycle. We will be starting our reapproval of Approved Mental Health Professional (AMHP) courses in March 2026, preparation for this is on track. Meetings with course providers in preparation for inspections have started. The outcome of the inspections can be found in the quarterly performance report section of board papers.*

4.4 Progress on the open items was **noted** by the board.

5. Chair's Report Verbal

5.1 The chair updated the board on recent stakeholder meetings, including discussions with the director general at the Department for Education (DfE) and the chief social worker for adults. The chair had also met with the chair of the British Association of Social Workers (BASW) and emphasised the importance of maintaining board-level contact.

5.2 Bhavna Chandra would be continuing in her role as the board apprentice while the national scheme remained on hold.

5.3 The chair confirmed that all annual appraisals for board members had been completed, including the chair's own appraisal with the sponsor department at the DfE.

5.4 The chair noted his attendance at a meeting with other chairs of regulators and the Professional Standards Authority (PSA).

5.5 The chair noted upcoming events around practice education, expressed a personal interest in attending, and reiterated the board's ongoing commitment to stakeholder relations.

5.6 The board **noted** the report.

6. Chief Executive's Report Paper 03

6.1 The chief executive introduced his report and drew the board's attention to several key areas.

6.2 He noted that this was the first board meeting following the close of the annual registration renewal period and reflected on the successful completion of this process. He highlighted that the renewal process had been delivered collaboratively across the organisation and had worked as expected for social workers who were now familiar with the process. A slight reduction in renewals had been anticipated following the fee increase this year, however renewal levels had been consistent with previous years, resulting in a small overall increase in the size of the register.

6.3 The chief executive updated the board on ongoing joint work with other regulators to better understand the significant rise in fitness to practise concerns, which had continued to place pressure on the triage stage of the process. He confirmed that Social Work England had continued to build capacity in this area.

6.4 The organisation's work relating to practice education was proceeding well and had been positively received across the sector.

6.5 The chief executive highlighted the significant volume of planning and governance activity scheduled over the coming months and emphasised the importance of ongoing board oversight and review.

6.6 In response to a query from the board, it was clarified that the recently established Adult Social Work Strategy Steering Group was co-chaired by the executive director for professional practice and external engagement and the Chief Social Worker, Sarah McClinton.

6.7 The board expressed support for continued and explicit engagement with issues relating to artificial intelligence (AI), both across the profession and internally within Social Work England. The board noted the plans to convene a national conference on AI in social work, recognising this as a key area of interest and concern for practitioners, practice educators and students.

6.8 The board **noted** the report.

7. Policy Committee Chair's Report   Paper 04*

7.1 The policy committee chair introduced the report, highlighting the value of the recent deep-dive sessions and thanking colleagues for their work and contributions. Recent deep dives had focused on the organisation's research approach and fitness to practise.

7.2 A board member asked about new membership of the National Advisory Forum (NAF), and whether additional representatives had joined the committee. The executive director for professional practice and external engagement confirmed that the new members were now fully established in their roles and that consideration was being given to future recruitment. Cathy West had joined the policy committee and NAF membership of the committee was back up to strength. Members of the NAF would join one of the board's strategy sessions later in the year.

7.3 The next meeting of the policy committee was scheduled for 27 February 2026.

7.4 The board **noted** the report.

8. Break

8.1 There was a short break in the meeting.

9. Finance and commercial report   Paper 05
   Management accounts to 31 December 2025

9.1 The executive director for people and business support introduced the report and introduced Grant Evans, who had joined the organisation as interim head of finance and commercial.

9.2 The interim head of finance and commercial outlined three key areas of focus: fees income, fitness to practise casework volumes, and the impact of a financial provision that had been made last year to meet anticipated costs of changing the employment status of Social Work England partners.

9.3 Fees income from renewals and restorations had been stronger than anticipated, alongside lower-than-expected uptake of the backdated pension offers to partners which was being funded from the provision.

9.4 A forecast underspend was also noted in relation to fitness to practise casework, in particular due to the external legal provider facing challenges in being able to increase its rate of delivery in line with the available budget.

9.5 The board discussed the challenges associated with the organisation's legal services capacity and recruitment, and sought assurances that plans were in place to increase capacity and resilience.

9.6 The executive director, regulation assured the board that provider performance had been actively managed, with regular oversight and monitoring in place. The context of annual budget settlements and mid-year changes to funding levels had made it challenging to plan; the provider had been asked to scale down activity and then increase again rapidly.

9.7 Mitigating actions included plans to procure additional legal providers, strengthen contractual KPIs, enhance internal contract management arrangements, and continue developing internal advocacy capacity to support wider case progression.

9.8 The audit and risk assurance chair observed that the underspend position was clear and noted the potential for this to increase towards year end. She confirmed that the forthcoming ARAC meeting in February would provide an opportunity for further scrutiny, with assurance to be provided to the board in March.

9.9 The financial provisions relating to worker status provision would be a specific focus of the February ARAC meeting.

9.10 The chair emphasised the importance of reviewing budget planning processes to avoid underspend situations arising in the future. The board would undertake additional scrutiny of the 2026-27 budget plan and consider how to leverage improvement and change, recognising that the current situation was far from ideal.

9.11 The board **noted** the report.

The head of business planning and improvement and the fitness to practise performance manager joined the meeting at 10:54.

10. Quarter 3 performance report 2025/26 Paper 06

10.1 The head of business planning and improvement introduced the papers and highlighted a small number of changes to RAG-ratings since the previous update. It was noted that the digital, data and technology (DDaT) programme status had moved from green to amber. The financial underspend had already been reported.

10.2 The chair invited the executive directors to speak to progress and performance in their respective areas during quarter three.

Fitness to Practise performance Q3 2025/26 Paper 06a
Prevention and Impact

10.3 The executive director for professional practice and external engagement highlighted the wider context of rapid policy change across children's and adult's social work.

10.4 Extensive stakeholder engagement activity had been undertaken, including regional and national roadshows and engagement with the trade press.

10.5 A particular focus was practice education, identified as a key strategic priority. Engagement with a national survey had been high, with plans to build on this work over the coming year. A practice education development group had been established.

10.6 Preparations were underway to for several major upcoming programmes, including Social Work Week, phase three of the Change the Script campaign, and a national conference on AI, to be delivered in partnership with Skills for Care (SfC).

10.7 In discussion, the board:

- Welcomed the planned conference on AI, recognising this as a key area of focus for the profession. A suggestion was made to include consideration of the climate impact of AI within the conference programme, and board members were encouraged to attend and contribute to finalising the agenda.
- Noted the pilot programme for black male social workers who had experienced the fitness to practise process, with facilitated focus groups designed to provide safe spaces for open discussion. The board was assured that the pilot had been carefully designed to support open and comfortable participation.
- Agreed that it had been the right time to pause development of the next organisational strategy, pending the outcome of the independent review, and queried the next steps. The assistant director, policy and strategy noted the significant amount of work already undertaken across the organisation and outlined plans to re-engage teams to reinvigorate this activity, aligned with the findings of the independent review.
- Thanked the Social Work England team for the positive and productive engagement with key stakeholders, including BASW and SfC, and the tangible impact of this collaboration on joint initiatives such as Social Work Week and the AI conference. Asked about the nature of, and progress with, the Best Interests Assessor (BIA) inspections. The executive director for professional practice and external engagement commented that learning from the first round of social work education inspections had been used to inform the approach to inspecting BIA courses. Given the critical nature of BIA roles and the number of standards required to be met across multiple regulatory frameworks, work had been undertaken in alignment with the Nursing and Midwifery Council (NMC) and the Advanced Mental Health Practice (AMHP) workforce.

Action: The assistant director, policy and strategy to circulate
- **the proposed agenda for the AI and the future of social work conference and**
- **the academic papers from Gillian Ferguson on AI, and climate change in relation to social work.**

Action: The board to contact the corporate governance manager if they would like to chair or be involved in a Social Work Week event.

Regulation

10.8 The executive director for regulation reported that operational delivery within registration had remained stable.

10.9 Fitness to practise continued to experience a sustained higher rate of referrals, which had been evident since late 2024. It was noted that forecasts had been revised on four occasions over the past year to reflect this trend. Triage performance continued to show the greatest volatility, as a result of these pressures. There was a strong focus on reviewing the process and driving efficiency. The current review of triage and investigations was nearing completion, with outputs to be discussed with the executive leadership team before being brought back to the board.

10.10 An update was provided on Social Work England's workforce capacity. Vacancies had continued to be filled, including the recent appointment of a head of triage. The reduction in decision-making at the case examiner stage had been attributable to staffing vacancies, this had been addressed and performance was expected to return to KPI level in the next quarter.

10.11 In hearings, approximately 92 cases would be concluded by the end of the year. It was noted that this figure might vary slightly and extend into the following quarter depending on case readiness and timing. Work continued to prepare cases to support an increased hearing cadence. Continued strong performance was also reported in relation to interim orders, providing assurance that applications were being made appropriately and successfully.

10.12 In discussion, the board:

- Acknowledged the unprecedented volume of referrals and recognised this as a critical issue. The organisation had been running to stand still for a prolonged period. The board commended the continued appetite and commitment to exploring what further improvements might be possible. The board queried what was behind this trend which was also affecting other regulators, and whether it would continue. The executive director advised that further research was underway to understand the factors influencing complaints to the regulator. It was noted that there was pressure on local services and had been a reduction in alternative routes for raising concerns, such as Healthwatch.

- Explored the potential to use underspend to provide additional capacity within triage this year. The executive director provided assurance that significant additional resource had been directed to triage over the past 18 months, noting that rebalancing capacity took time and needed to span financial years, increasing staffing too much or too quickly presented challenges for management, quality assurance and training. As part of the current review,

consideration was being given to future operating models and flexible resourcing needs, including potential changes to the structure to maximise efficiency.

- Highlighted the need to review budget planning assumptions in light of referral volumes, and plan for a reasonably significant increase in 2026-27. Current forecasts assumed between 200 and 250 referrals per month, would this be sufficient or should higher volumes be modelled? The executive director confirmed that further work would be undertaken to develop detailed planning assumptions.

- Queried what factors had contributed to a higher proportion of staff departures within the case examination team. Assurance was provided that this related to a small team and primarily involved individuals with longer tenure within the organisation.

- Asked how the organisation manages its recruitment generally. The executive director for people and business support confirmed that vacancies were routinely backfilled as staff left and noted that work was underway to develop a more strategic workforce planning approach. It was acknowledged that previous challenges had been linked to annual funding allocations; up to now there had not been sufficient budget to increase staffing levels to allow for turnover. The future approach would consider the need for rolling/cyclical recruitment for specific roles or teams, as well as overall staffing levels.

Delivery and improvement

10.13 The executive director for people and business support reported that the status of the DDaT programme had changed from green to amber. While progress had been made, further work was required to determine how the more technically complex discovery projects—particularly those relating to technology and data architecture—would be undertaken and sequenced. Decisions would be needed regarding the prioritisation of this work.

10.14 In discussion, the board:

- Questioned how prioritisation decisions were being considered and the approach being taken. It was agreed that the proposed approach and underlying rationale should be shared with ARAC when it scrutinised the plan in detail in February, with a report back to the board in March.

10.15 The board **noted** the report.

Action: The executive director for people and business support to share the revised DDaT roadmap and approach to prioritisation for the upcoming ARAC meeting.

At 12:11 the head of communications and head of strategic engagement joined the meeting and the head of business planning and improvement and the fitness to practise performance manager left the meeting.

11. Social Work Week 2026 & Change the Script 3   Paper 07

11.1 The head of strategic engagement introduced the report and provided an update on progress in finalising the Social Work Week 2026 programme. He noted that expressions of interest to deliver sessions had been open for approximately four weeks and had generated significant sector engagement. Submissions had been sifted twice, resulting in strong representation across the sector and clear alignment with the Change the Script campaign.

11.2 The board discussed the inclusion of "free" sessions within the programme, designed to allow flexibility in response to emerging policy developments or changes in the wider landscape. The head of strategic engagement confirmed that contingency plans were in place should any sessions remain unallocated.

11.3 The chair and Dr Adi Cooper offered to chair one of the sessions, and other board members were invited to express their interest by contacting the corporate governance manager.

11.4 The head of communications introduced the plans for the third phase of the Change the Script campaign and highlighted key elements of the proposal. He confirmed that the previous provider, Kindred, would support this phase, with an approach focused on refining the target audience to reach individuals who influence the sector and shape public discourse on social work. Continued collaboration and co-production with members of the National Advisory Forum and BASW would support the identification of potential case studies, provide important insight and lived experience.

11.5 The board **noted** the report and the proposed Social Work Week programme. It welcomed the focused approach to audience targeting in Change the Script phase 3 and noted that phases one and two of the campaign had been well received.

The head of communications and head of strategic engagement left the meeting at 12:26.

12. Any other business

12.1 There was no other business, and the chair thanked all those in attendance.

13. Review of the meeting

13.1 The chair reviewed the meeting noting the following:
- This was an important period preparing for the organisation in terms of planning and budgeting.
- The upcoming ARAC meeting in February and board meeting in March.

Date and Time of Next Meeting: Friday 13 March 2026, 10.30am - 1.00pm

The meeting ended at 12:30

Summary of Actions

- **The assistant director, policy and strategy to circulate**
  - **the proposed agenda for the AI and the future of social work conference and**
  - **the academic papers from Gillian Ferguson on AI, and climate change in relation to social work.**
- **The board to contact the corporate governance manager if they would like to chair/be involved in a Social Work Week event.**
- **The executive director for people and business support to share the revised DDaT roadmap and approach to prioritisation for the upcoming ARAC meeting.**

* Papers marked with an asterisk are 'private' to protect confidentiality according to our guidance for publishing board papers.

Summary of actions from board meetings up to 13 March 2026

Agenda Item 04   Paper Ref 02

Paper for the
Social Work England Board

Sponsor
The Chair

Author
Penny Clarke, Corporate Governance Manager

Date
13 March 2026

Reviewed by
Linda Dale, Executive Director, People and Business Support

This paper is for
Assurance and Noting

Associated Strategic Objective
SO10: Continually develop and improve how we work, ensuring we are a well-run organisation that delivers the right outcomes and provides value for money.

Impact: Risk Type and Appetite
Governance and compliance – Cautious

Equality Impact Assessment (EIA)
N/A

1. Summary

The actions below provide an audit trail of items closed at or since the last board meeting on 23 January 2026. Actions still in progress or yet to complete since the last meeting are listed on the log that follows.

Closed actions following the last meeting:

- **Action 125:** The executive director of people and business support will distribute the People Engagement Survey questions to the Board to facilitate access, enable thorough review by the board, and assist in interpreting the resulting scores. *The complete set of questions contained in the People Engagement Survey were uploaded to Board Intelligence and shared with the board on 3 November 2025*. **Action closed.**
- **Action 126:** The executive director of people and business support will provide the Board with the policy schedule and remove newspaper expense allowances from the relevant policy. *The travel, subsistence and expenses policy has been updated to remove newspaper expense allowance. A complete list of policies and the corporate documents policy and procedure has been shared with all members of the board and the boardroom apprentice.* **Action closed.**

Actions pending sign off at the 13 March 2026 meeting:

- **Action 127:** The assistant director, policy and strategy to circulate:
  the proposed agenda for the AI and the future of social work conference and
  the academic papers from Gillian Ferguson on AI, and climate change in relation to social work. *Corporate governance manager shared the articles and conference links to the board members by email on 20 February 2026*. **Action to close.**
- **Action 128:** The executive director for people and business support to share the revised DDaT roadmap and approach to prioritisation for the upcoming ARAC meeting. *The DDaT programme was on the agenda for the ARAC meeting on 13 February where an update on progress and the draft strategy was shared with the committee. The DDaT roadmap was shared with, and discussed by, ARAC at the deep dive session on 6 March.* **Action to close.**
- **Action 124:** Assistant director, policy and strategy to provide an update to the policy committee and board on the progress of the inspections of BIA and AMHP courses at an appropriate point once the inspection programme begins. *Best Interests Assessor (BIA) inspections have now concluded, as planned. We will be starting our reapproval of Approved Mental Health Professional (AMHP) courses in March 2026, preparation for this is on track. Meetings with course providers in preparation for inspections have started. The outcome of the inspections can be found in the quarterly performance report section of board papers.* **Action to close.**
- **Action 129:** The board members to contact the corporate governance manager if they would like to chair/be involved in a Social Work Week event. *The NEDs have been put in contact with Mathew Devlin if they would like to be involved in Social Work Week 2026.* **Action to close.**

  There are no open actions.

Chief executive's report

Agenda Item 06   Paper Ref 03

Paper for the
Social Work England Board

Sponsor
Colum Conway, Chief Executive

Author
Colum Conway

Date
13 March 2026

Reviewed by
Executive Leadership Team

This paper is for
Assurance and Noting

Associated Strategic Objective
SO10: Continually develop and improve how we work, ensuring we are a well-run organisation that delivers the right outcomes and provides value for money.

Impact: Risk Type and Appetite
Strategic approach - Open

Equality Impact Assessment (EIA)
N/A

1. Introduction

It is a relatively short time between the January and March board meetings. In that time we have been finalising the business plan and budget for 2026/2027, continuing to work with the Independent Review team providing further information and analysis, preparing for the Professional Standards Authority final review report for 2025, running local workshops for Practice Education, and preparing for our annual external audit ahead of the production of our Annual Report and Accounts.

We will be exploring our proposals in relation to Continued Professional Development in more detail in this meeting, although this will be subject to any recommendations that may arise from the independent review.

2. Business plan and budget 2026/2027

A key focus for the meeting today is agreeing the business plan and budget for the year ahead. The board have had opportunities to review the business plan over the last few weeks and ARAC have completed a deep dive on the budget at a workshop meeting last week.

This year we will be making a significant investment in all parts of the fitness to practise process to address backlogs and ensure we have a sustainable structure to support timely and quality decision making in a new environment of increasing levels of concerns raised. There will be more details at the May Board meeting. We are also investing in building our research capacity and in improving our data architecture, so we are in a better position to better understand the nature of the concerns coming our way and help bring new information to the sector.

We will also be working to improve our level of engagement and communication with a focus on FtP, how we expand our Single Point of Contact (SPOC) network and improve our ongoing communication with social workers, those who have raised a concern and employers. We will also take forward work on our approach to Continued Professional Development and Practice Education and initial education and training in social work.

3. Finance team

The Interim head of finance, Grant Evans, finished his role on the 6 March. Interim cover at a senior level will continue within the team pending the recruitment to permanent leadership roles. New appointments are expected to take up post later in the spring/summer. There are clear plans in place to support the team for the intervening period and to focus on essential priorities which include 2026/2027 budget planning, monitoring, year-end & external audit.

4. Shaping success together

An area of work we are keen to consider further as part of our approach to shaping success together is our internal governance and how we are focusing on our key governance principles. We have started with a short review of our governance which is taking place over February and March - this should give us a starting point to take work forward, building on what we have to ensure our governance is proportionate, clear and fit for purpose and

decisions are taken at the right level and communicated in the right way. We will bring more detail to the board once this initial short review is complete.

5. Best interest assessors (BIA) and approved mental health professionals (AMHP)

We have now concluded our BIA approval cycle; we have completed 15 inspections. We have received two requests to approve new BIA courses and have these in booked in for June and July.

We are really pleased with how some courses are delivering courses in a way which meets all the BIA standards. We have a mix of courses who are meeting all the standards and those who are not. Where courses are not meeting the standards, we are applying conditions to drive improvements.

We have seen some difficulties in obtaining observation opportunities for independent students. We have also seen that there is a greater mix on some courses of nursing and occupational therapist professionals than we perhaps expected, although the participants are still very much predominantly social workers. We have asked a specific question on this year's annual monitoring about learner breakdown by profession, which will provide us with data on who is completing the courses.

Now that the reapproval cycle has been concluded, we will analyse the findings to collate themes and trends. This will form part of a report which will be completed to reflect on the BIA and AMHP inspections, once they have all been completed.

We have completed pre inspection meetings with course providers in the run up to AMHP inspections, which have been going well. We have received some requests for inspection to be online due to the way in which the course is delivered. Therefore, the AMHP schedule will be a mix of online and in person inspections. Our first inspection is underway in Birmingham this week.

6. Engagement

The policy committee this month focused on engagement and our work with stakeholders and the sector. Strategic engagement colleagues shared an overview of the organisation's key engagement moments since we became the regulator, highlighting significant milestones such as the successful engagement through the SPOC network, supporting local resolution pathways and establishing social work week.

They presented on future objectives and ambitions, such as thematic engagement linked to the organisation's key priorities and strengthening our relationship with students. Lastly, they shared plans to explore how we are capturing intelligence and insights from our engagement, learning from it and sharing it across the organisation.

7. Fitness to practise

There continues to be significantly higher numbers of concerns being raised with us in the last quarter of the year. A number of actions have been taken, are underway, and are planned, to improve performance in triage. The triage team continue to make higher numbers of decisions than ever before, using additional resource that has been added into the service. Alongside this, where possible immediate actions from the triage process review are now starting to be implemented, preparing for further changes to process and staffing over the coming months. More information on the outcomes from the process review will be shared with the Board at its meeting in May.

Performance at the case examination stage has been affected by gaps caused by the recruitment and training of new case examiners. Over the coming months we expect timelines and volumes to begin to return to a steady state, but performance at this stage of the process will be challenging throughout the first half of 2026/2027.

In line with plans and forecasts, performance at the hearings stage is good, with a higher number of cases being concluded in the first two months of the final quarter of the year. We are also on track to conclude a high number of cases in March and are listing cases into Q1 2026/2027 and beyond. We have now launched the tender process for our legal services, and this will assist with maintaining and increasing throughput over the coming years, in line with the plan to return hearings to what we consider a steady state.

8. Institute of Regulation Annual Awards

Building on earlier work, this year the data and insight (D&I), equality diversity and inclusion (EDI) and co-production, policy and strategic engagement colleagues have carried out a second phase of more in depth analysis on diversity and disproportionality in fitness to practise. This work is multifaceted through:

- Single Point of Contact (SPoC) Network
- Data and insight analysis
- Fair referral principles
- The East region pilot: 'In conversation: Black Male Social Workers across the Eastern Region'
- Anti-racism training for decision makers
- The delivery of training programmes for our fitness to practise (FtP) and registration teams

This includes training delivered by an external legal provider on the application of the Equality Act and the Human Rights Act, ensuring staff understand developments in the law, how these should be applied in practice, and the factors that may affect decision-making. In parallel, we conducted a thematic case review examining decision-making in cases where EDI factors were identified. The findings from this review, alongside our initial analysis, informed the development of revised guidance on EDI and decision-making for staff.

Work is ongoing in all these areas however I am delighted to report that it has taken second place in the Institute of Regulation's annual awards for "innovative practice." The comment below is the feedback from the judging panel and this work will be referenced at the annual conference later in March.

"The judging panel was particularly struck by your entry for tackling a difficult subject with a genuine spirit of inquiry to bring about real change. The work your teams have carried out demonstrates integrity and professionalism in a sensitive area of regulatory practice. While early measurable outcomes are still emerging, the approach shows long-term potential for sector change. The judges noted that the impact is yet to be fully evidenced so we would encourage you to enter the awards again in the future."

9. Annexes

Annex 1: Chief Executive's meetings

Chief Executive Officer and Chair of BASW

Chief Social Worker Adults

Expert Panel for National Review of Standards for LADO

Lead Reviewer Independent Review of Social Work Regulation

National Practice Group

Permanent Secretary and DfE ALB CEOs

Minister for Children and Families

Chief Executives of Regulated Bodies

Finance and Commercial Update

Agenda Item 09   Paper Ref 06

Paper for the
Social Work England Board

Sponsor
Linda Dale, Executive Director, People and Business Support

Author
Grant Evans, Interim Head of Finance and Commercial

Date
13 March 2026

Reviewed by
Linda Dale, Executive Director, People and Business Support

This paper is for
Assurance and noting

Associated Strategic Objective
SO10: Continually develop and improve how we work, ensuring we are a well-run organisation that delivers the right outcomes and provides value for money.

Impact: Risk Type and Appetite
Financial governance - Cautious

Equality Impact Assessment (EIA)
N/A

1. Summary

This paper provides an update on the following:

- Management accounts for the period ending 31 January 2026

- Recent commercial activity

2. Action required

For discussion and noting.

3. Commentary

Management accounts
A summary set of the management accounts for the year to 31 January 2026 can be found in Annex A.

Key highlights are set out below:

At the end of January, year to date revenue expenditure, net of fee income, was £11.7m compared to the budgeted amount of £12.6m, an underspend of £897k. This relates largely to a positive variance on fee income of £178k, an ongoing underspend on legal services of £445k, as well as an ongoing level of staff turnover and vacancies.

Year to date capital expenditure is below budget, with an underspend compared to budget of £409k. We expect the capital budget of £2.748m to be fully spent by the end of the financial year.

The forecast position at the end of the financial year for revenue expenditure, net of fee income, is for an underspend of £901k, a variance of 5.7%. This compares to the previous forecast underspend of £516k.

External legal fees are now forecast to be £445k behind the original budget, a situation that is being closely monitored. Activity in January was close to budget at £633k, although it was not a typical month as it included back-dated invoices from external providers. This remains a key area of risk to the end year outturn.

The other key area which will impact outturn is the release of the provision made at the end of the last financial year. We now expect to release approximately £400k prior to year end.

We are liaising closely with DfE in relation to the end-year forecast. We intend to make a further adjustment to grant-in-aid to reflect the position at the end of month 11, i.e. the February management accounts.

4. Commercial Update

The tender to procure a second legal provider has now been published and we expect to award new contracts in July. Work is also underway to plan the re-tendering of our translation and transcription services; ARAC approved the business case on 13 February, and it is on the agenda for approval by the board at today's meeting. We expect to issue a new tender for a support line for social workers undergoing fitness to practise that better reflects our requirement and markets methodologies. This tender should be issued in the next month.

5. Conclusions and/or Recommendations

N/A

6. Annexes

Annex A – management accounts

Annex A – Year to date management accounts and full year forecast – January 2026

Income and Expenditure Statement

Directorates	Year to date amount	Year to date budget	Year to date £ variance	Year to date % variance	Full year forecast	Full year budget	Full year £ variance	Full year % variance
Fee income	(9,177,324)	(9,021,438)	155,886	1.7%	(11,420,304)	(11,241,726)	178,578	1.6%
Total	**(9,177,324)**	**(9,021,438)**	**155,886**	**1.7%**	**(11,420,304)**	**(11,241,726)**	**178,578**	**1.6%**
Executive Leadership Team								
Wages & Salaries	501,475	474,992	(26,483)	(5.6%)	603,403	571,547	(31,856)	(5.6%)
Support	35,353	33,333	(2,019)	(6.1%)	38,050	40,000	1,950	4.9%
Total	**536,828**	**508,325**	**(28,503)**	**(5.6%)**	**641,453**	**611,547**	**(29,906)**	**(4.9%)**
People & Business Support								
Wages & Salaries	2,888,481	3,186,463	297,982	9.4%	3,456,383	3,815,417	359,034	9.4%
Support	2,929,636	2,539,703	(389,933)	(15.4%)	3,524,037	3,464,470	(59,567)	(1.7%)
Total	**5,818,117**	**5,726,166**	**(91,951)**	**(1.6%)**	**6,980,420**	**7,279,887**	**299,467**	**4.1%**
Regulation								
Wages & Salaries	6,763,797	7,259,599	495,802	6.8%	8,826,424	9,022,586	196,163	2.2%
Support	5,192,766	5,561,167	368,401	6.6%	6,616,148	6,926,296	310,148	4.5%
Total	**11,956,563**	**12,820,766**	**864,203**	**6.7%**	**15,442,572**	**15,948,882**	**506,311**	**3.2%**
Professional practice and external engagement								
Wages & Salaries	2,204,422	2,186,532	(17,890)	(0.8%)	2,744,899	2,715,503	(29,396)	(1.1%)
Support	332,409	348,009	15,600	4.5%	594,183	569,891	(24,292)	(4.3%)
Total	**2,536,831**	**2,534,541**	**(2,291)**	**(0.1%)**	**3,339,082**	**3,285,394**	**(53,688)**	**(1.6%)**
Total Expenditure	**20,848,339**	**21,589,798**	**741,459**	**3.4%**	**26,403,527**	**27,125,711**	**722,184**	**2.7%**
Net Expenditure	**11.671,015**	**12,568,360**	**897,345**	**7.1%**	**14,983,223**	**15,883,985**	**900,762**	**5.7%**

Balance sheet as at 31 January 2026

	Cost £	Depreciation £	N.B.V £
Fixed Assets			
Buildings	1,264,299	(1,052,453)	211,846
Right of Use Asset	1,126,455	(654,885)	471,570
IT Equipment	1,356,156	(1,067,544)	288,611
Fixtures & Fittings	335,325	(321,687)	13,638
Internally generated system	11,389,358	(5,220,959)	6,168,399
Forge System (WIP)	2,775,989	0	2,775,989
	18,247,581	**(8,317,528)**	**9,930,053**
Current Assets			
Prepayments			500,352
Bank			4,335,351
Debtors			1,985
			4,837,687
Current Liabilities			
Accruals			(1,363,037)
Deferred Income			(9,199,428)
Payables			(3,287,846)
			(13,850,310)
Working Capital (Current Assets less Current Liabilities)			(9,012,623)
Non-Current Liabilities			
Short Term - PFI Finance Lease Liability Additions			(1,152,302)
Lease liability payments			**609,600**
Lease interest			(91,123)
Provisions			(706,419)
			(1,340,244)
Total Assets & Liabilities			(422,814)
Taxpayers equity			(422,814)

Reimagining CPD: Update

Agenda Item 12   Paper Ref 09

Paper for the
Social Work England Board

Sponsor
Sarah Blackmore, Executive Director, Professional Practice and External Engagement

Author
Katie Newbould, Head of Policy
Katie Grayson-Purdy, Senior Policy Manager – Regulation
Paul Peros, Policy Manager
Seth Garvin-Smith, Policy Manager

Date
13 March 2026

Reviewed by
Natalie Day, Assistant Director, Policy and Strategy

This paper is for
Assurance and Noting

Associated Strategic Objective
SO1: Build trust and confidence in the social work profession, and in regulation, by strengthening our relationship with the sector.

Impact: Risk Type and Appetite
Strategic approach - Open

Equality Impact Assessment (EIA)
N/A

1. Summary

Over the past year we have been reflecting on the learning from our review of continuing professional development (CPD) to consider options and shape our long-term ambitions. This paper shares an update on that work, including our emerging thinking, set within the context of the broader sector environment that supports social workers to maintain their CPD, how this has evolved over time, and how it compares with other regulated professions.

2. Action required

For assurance and noting.

3. Commentary

Background

One of the most effective ways we can assure ourselves that a social worker is maintaining their skills and knowledge is by requiring them to demonstrate that they have undertaken CPD. We therefore set requirements for social workers to record a minimum number of CPD activities with us to demonstrate that they remain fit to practise and can renew their registration.

In our 2024/25 business plan we undertook a review of our CPD approach. Over the course of 2025 we have carried out a second phase of the project, reflecting on our learning from the first phase and considering what a future model of CPD could look like.

When considering what our model currently looks like, as well as how it could look in future, we conceptualised it as made up of 3 elements:

- **Requirements** (what we ask social workers to do)
- **Recording** (how we ask social workers to tell us about what they do), and,
- **Review** (what we do with what social workers tell us)

To develop and propose sustainable, evidence-informed change to our CPD model, we need to consider all 3 elements together, alongside our regulatory objectives. Only then will we be able to design meaningful policy change that achieves regulatory assurance, without creating a more burdensome system for social workers and for us as the regulator.

The wider context for our work

It's important to understand the context of CPD in social work as well as within the wider health and social care landscape, to be able to consider the unique aspects of the social work profession, and what this might mean for the development of our future CPD model.

Social workers' CPD requirements through the years

The history of social work regulation and requirements for CPD over the last 20 years has been complex. Social workers' CPD was first regulated by the General Social Care Council (GSCC) in 2001 and made mandatory in 2005. All 4 UK social care regulators maintained a system of post-registration training and learning, requiring social workers to demonstrate they had done at least 90 hours (or 15 days) of professional development every 3 years.

When regulation of social workers moved to the Health and Care Professions Council (HCPC) in 2012, CPD was assessed under their broader standards, with no minimum required amount, and a 2-year registration cycle. Social workers were required to keep their own

record of the CPD they completed and only provided evidence if selected as part of a 2.5% audit sample.

When we became the regulator in 2019, we introduced profession-specific standards, including the CPD standard. We introduced a new model of CPD that, for the first time, required all social workers in England to share at least 1 piece of CPD with us per year. In 2021, we raised our required number of submissions of CPD to 2 per year, added the requirement for peer reflection, and streamlined the process for recording CPD.

We continued the 2.5% audit sample, which was carried out annually by a team of independent assessors and considered whether a social worker had demonstrated reflection and explained the impact their learning had had on their practice. We committed to undertake a review after the first 4 years of our regulation, as the contracts of our first cohort of CPD assessors came to an end. This led us to begin our current comprehensive review to assess and develop our CPD model.

CPD within the current wider regulatory landscape
Our research into the requirements of social work and related professional regulators in the UK and Ireland shows that there is no uniform approach to CPD[1] The UK and Ireland social care regulators all have varying requirements for, and approaches to, CPD including variations in the length of their renewal cycles. In healthcare regulation, most comparable regulators require a minimum number of CPD hours per year. Although some require regular submission of CPD activity, many only require submission if the registrant is selected for audit. However, for many, the registration renewal/revalidation process is extensive and can include requirements beyond CPD.

Social work itself is also a complex profession and there are contextual nuances in social work practice that make it challenging to compare the requirements of the regulation of social workers with healthcare professions. For instance, reflective practice, while important in other professions, is fundamental to the relationship-based training and practice of social workers. CPD in social work must allow for the changing and varied settings in which social work is carried out, and the different balance between applied skills and technical knowledge by comparison to other health care professions.

In addition, while there are outliers in every profession, the employer base in social work is particularly diverse compared to most healthcare professions as well as the position in Scotland, Wales and Northern Ireland. The scale of the sector in England, and the lack of a professional body akin to the Medical Royal Colleges, makes it much harder to develop coherence in, or ensure equal access to, robust CPD systems, or to consistently promote or share good practice.

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[1] In this section we use the term 'CPD' for convenience, although we recognise that many regulators use different descriptors for this activity, such as continuous professional learning (CPL) or post-registration training and learning (PRTL).

The collective responsibility to contribute to the CPD system

The social work landscape is a complex one, with many key stakeholders. The profession is overseen by 2 government departments, with different approaches and funding priorities, and increasingly divergent reform agendas. There are also 2 systems regulators in the CQC and Ofsted, overseeing the settings for most of social work, who also have differing briefs and regulatory priorities.

There is significant variability in employment settings, working practices and internal cultures, all of which can contribute to approaches to CPD. The absence of a professional college to holistically oversee the quality of social worker CPD has also created a fragmented and crowded ecosystem which is beyond our role and remit as the regulator to tackle alone.

These factors combined present challenges when devising a regulatory CPD framework that is suitable for the whole profession. However, they also create opportunities for collective support and collaboration to drive the change we want to see.

Social Work England is just one of many stakeholders with a vested interest and role to play in social worker CPD, so our future vision needs to consider how we ensure collective responsibility for all to contribute to a coherent and complementary system, that supports social workers to maintain the quality of their practice.

We must work closely with stakeholders across the sector including professional and representative bodies, systems regulators as well as the Professional Standards Authority (PSA), government departments, and employers, to ensure our priorities are aligned, the programmes and measures we implement are compatible, and that together we are raising standards for post-qualifying learning and development across the whole profession.

We acknowledge that this work is long term and progress will be incremental, but partnership working in this sphere is essential, and we will be looking for all available opportunities for us to engage with key stakeholders, as well as the wider sector.

Our review work to date

At the beginning of our reimagining CPD project we reviewed our current processes to consider what we wanted in terms of a model to better fulfil our objectives for CPD. To achieve this we decided that we would need to:

- Build confidence in, and engagement with, our CPD system
- Build the wider evidence base about the impact of CPD in social work, and
- Harness and strengthen infrastructure supporting CPD, particularly around the role of employers

What has taken place since is a comprehensive package of review and development of potential options for future change. We have consolidated our understanding of what different options for change could look like, and what an appropriate timeframe for change might be. We have come to understand CPD as a complex system of interlocking elements which, in different combinations, could produce different levels of regulatory assurance, compliance, engagement, operational demand, and systemic flexibility and sustainability.

The shape of the CPD system

Our work has resulted in early improvements to our messaging around CPD, so that we demonstrate to social workers that we have understand the importance of CPD beyond its value to us as a regulatory requirement. We also plan to communicate more frequently about CPD, to encourage more regular recording and drive confidence in the purpose of CPD and the value of our regulatory approach.

We have also explored technological and process changes which would make it easier for social workers to engage with CPD. Our emerging options focus on streamlining the recording experience and using technological options such as AI to drive more sophisticated and aggregated learning about the CPD landscape from what social workers tell us. These options are aimed at driving better engagement, improving social worker experience of recording CPD, and making best use of the data we collect.

Early engagement

In autumn 2025 we made CPD a theme at our 5 successful roadshow events across England. This allowed us to explore social workers' views and experiences of completing CPD, and meeting our current requirements. It was also an opportunity to talk to them about the type of CPD model they feel would best support them to meet our requirements. We were encouraged to hear support for the work we are doing to redevelop our CPD approach, and their feedback has shaped our current thinking. We also continue to engage with social workers through our regular stakeholder forums and national CPD sessions delivered by our regional engagement leads throughout the year.

In particular, we heard that:

- there is a desire for us to recognise all of a social worker's CPD, not just what's recorded for renewal,
- strategies for influencing social workers to record year-round would be welcomed,
- social workers understand the importance of CPD but would value our help in conveying this to employers where support for CPD is limited, and,
- access to CPD, and the level and types of support offered through employers is inconsistent. In some cases, these inconsistencies were discussed by attendees with the same employer.

We are currently holding similar discussions at our practice education events to explore what CPD might look like for those in specialist or advanced practitioner groups.

The CPD sampling audit

We have paused our 2.5% sampling audit of CPD records, in part so that we could undertake a comprehensive review of our CPD system with a view to enhancing our approach, in partnership with the sector. We are of the view that the 2.5% sample audit provided limited value in terms of insight into quality, content or approach, so have chosen to direct resources to design and deliver a more tailored CPD approach. However, we have continued to assure compliance through the direct connection with our registration process, whereby a social worker cannot renew their registration without submitting their CPD.

In January and February 2025, as part of our ongoing reimagining CPD project, we carried out a detailed batch review of nearly 600 CPD items. This review comprised a coding analysis of

the qualitative data (the written descriptions of CPD undertaken) and the quantitative data relating to submission behaviours and demographics. We learned that:

- social workers value the CPD that they do
- social workers are completing CPD all year round, however the timing of their submissions is often later than the date the CPD activity was undertaken
- social workers tend to record the majority of CPD submissions during the registration renewal period, as opposed to all year round

We will build on this evidence base this year by conducting a further internal review of a sample of CPD records. This will include coding reflections to identify key themes in the CPD social workers are recording.

While some other regulators may use an auditing function, it is not uniform across all regulators, both in terms of process and frequency. In 2025, Social Care Wales chose to no longer carry out a routine review, as part of broader reforms to simplify CPD systems while maintaining emphasis on the importance of CPD as part of adhering to their professional codes of practice.

We still believe that looking at CPD records will always remain an important part of how we assure ourselves that CPD requirements are being followed. We are taking the opportunity, through the reimagining CPD project to undertake a holistic review of our CPD approach, with a view to designing a more robust review process for the future.

Securing a sustainable future model
As we progress the work, we continue to seek opportunities to strengthen our evidence base through research and to ensure that any new CPD model will be an integral part of our data governance structures. These measures will help position CPD at the centre of an ongoing policy cycle, producing high quality evidence which will itself inform future policy change.

We are also paying particular attention to how we can improve the wider understanding of, and support for, CPD across social work employers, in order to strengthen the 'infrastructure' that enables social workers to complete sufficient, high-quality CPD. We are conscious of some of the barriers and challenges that exist around CPD, including potential misconceptions about what it is and what is required, the mixed picture of support given by employers in terms of time and resources, as well as inconsistent understanding, encouragement and approaches from employers which can be challenging for social workers in different settings to navigate. We are keen for our work in CPD to support a broader conversation with the sector about how to position CPD as a more collective responsibility to drive and support positive practice.

Our emerging model
The work we have undertaken to date (discussed above) has led us to begin considering what developments we could make to our current system to better achieve our regulatory objectives for CPD. We maintain that change will be incremental and while some changes can be achieved sooner, others will be longer term ambitions.

We are currently working on proposals for developments within the three elements of our CPD system as mentioned above. We want to consider how we could make improvements to three key elements:

- **our requirements** (potential for more directive or thematic CPD, resources to support CPD, ways of working more closely with employers to support CPD),
- **our recording** (making it easier, considering different technical opportunities that might be available to provide more options for recording) and
- **our review** of CPD (considering the potential of AI to aid this process, how best to draw out more thematic analysis and how to reflect this back to the sector)

One of the themes to emerge from our engagement activity and review was that social workers would welcome us taking a more tailored approach to CPD, enabling us to recognise and support the variety of career pathways that exist for social workers. We have started to consider how this could be achieved, not only across the whole register, but also for those social workers in more specialist roles.

Other potential initial measures that we see emerging from our policy development work so far include streamlining and refining the recording process, scoping digital technologies in line with national developments and priorities, and emerging work trends. This is intended to help recognise the busy reality of social workers' professional lives, but also drive more regular recording throughout the year, reducing the stress and burden of the 'renewals rush', decoupling it from renewals in the minds of social workers, and achieving year-round engagement with CPD.

As discussed above, there are many key stakeholders with a vested interest and role to play in social worker CPD, so we're keen to build closer relationships with employers and systems regulators, to consider how we can work together to ensure social workers are adequately supported.

We want to introduce an approach to CPD review that balances thematic analysis and manual sampling to build a richer picture of how well social workers are meeting our requirements. Ultimately, this will enable us to monitor the compliance of the individual, helping to provide us with regulatory assurance that social workers remain fit to practise, while also exploring the quality of the whole profession, so that we can use what we learn to inform our work and reflect these insights back into the sector.

Taken together, our emerging model would also allow us to make maximum use of the data we obtain, helping us realise our ambitions to drive standards and improvements in practice across the sector, while remaining true to our purpose of public protection through regulatory assurance. We will also be increasingly able to set CPD policy with confidence based on the learning that we capture from this new, strengthened CPD model.

4. Next steps

Considerations and interdependencies

As we progress our work on CPD we also need to carefully consider and align our work with the developments taking place in the wider social care policy environment. The DfE is working

at pace to progress reforms within children's social care, including proposals to develop more structured career pathways for children and families social workers.

In adults services, activity linked to: the NHS 10 Year Workforce Plan; the Workforce Strategy for Adult Social Care in England (including our own work to develop an adults social work plan); the findings of the Casey independent commission into adult social care; and, the introduction of the Liberty Protection Safeguards could result in plans or recommendations that may impact our developing work in CPD.

Alongside the external policy environment, we will also need to take into consideration any findings and recommendations from the ongoing independent review of Social Work England. As such we will need to continue to be flexible in our timelines and proposals for this work.

Next steps
Work is continuing to develop and articulate our suggested approach to the CPD model, but we intend to take an incremental approach to any implementation. When appropriate, following the outcomes of the independent review, we intend to launch a public consultation on our proposed model and will communicate confirmed timeframes for this as soon as we are able.

In summary, our intended next steps include:

- Continuing to develop our proposals and plans for consultation with the sector in 2026/27.
- Undertaking an internal review of a batch of CPD records to assess compliance and quality.
- Using the from the review findings to design our longer term review process for analysing CPD records.
- Carrying out user research on how social workers record their CPD with us, to consider improvements

External board effectiveness review - completion

Agenda Item 13   Paper Ref 10

Paper for the
Social Work England Board

Sponsor
Linda Dale, Executive Director, People and Business Support

Author
Penny Clarke, Corporate Governance Manager

Date
13 March 2026

Reviewed by
Linda Dale, Executive Director, People and Business Support

This paper is for
Decision

Associated Strategic Objective
SO10: Continually develop and improve how we work, ensuring we are a well-run organisation that delivers the right outcomes and provides value for money.

Impact: Risk Type and Appetite
Governance and compliance – Cautious

Equality Impact Assessment (EIA)
N/A

1. Summary

In 2024, RedQuadrant were commissioned to carry out an external board effectiveness review of Social Work England's board. The purpose of the review was to provide an independent assessment of the board's effectiveness and to provide advice and recommendations for continuous improvement.

To address the recommendations made by RedQuadrant, the chair of the board requested an action plan to be developed, which was discussed and approved by the board at the meeting on 17 May 2024. The updated action plan is at annex 10a of this paper. All the recommendations have now been completed and the plan is recommended for closure.

2. Action required

The board is asked to note the completion of all improvement actions and approve the plan for closure.

3. Annexes

Annex 10a - Board Evaluation Review Action plan

Annex 10a Board evaluation review action plan

BOARD EFFECTIVENESS REVIEW ACTION PLAN 2024/25					
Recommendations	**Action(s) and update**	**Owner**	**Due by**	**Review**	**Status**
Help the board to clarify its role, particularly regarding its strategic role and level of challenge and oversight of the executive and vis a vis the social work profession.	Discussed and clarified at September 2024 strategy meeting and revisited at subsequent strategy sessions.	Chair	September 2024	March 2025	Complete
Provide an opportunity for NEDs to talk as a group with the Chair and CEO on e.g. a quarterly basis to get a sense of developments in the business/sponsor dept/wider environment.	Board meetings take place on a quarterly cycle, usually there are at least 5 meetings per year. A private strategy meeting is held prior to each board meeting to provide an opportunity to update on wider developments. The CEO will bring these developments to the board's attention via his report. Additionally, there is an option for the CEO or chair to convene a short briefing meeting on a key matter which has arisen between board meetings, if it is sufficiently urgent and important.	Chair/CEO/Executive office	From May 2024	March 2025	Complete
Monthly communication to NEDs with key policy/operational developments to help them keep in touch between meetings.	Board members have discussed and agreed what further briefings/information they wish to receive on a regular basis, to support them in their role. Our weekly policy brief is now being circulated routinely to all board members; Board members have also been invited to subscribe to the mailing list for our newsletter 'Social Work Now'.	Corporate governance manager & assistant director, communications	From May 2024	March 2025	Complete

		engagement & insight			
Chair to hold one-to-one meetings with NEDs on a regular basis (e.g. every two to three months) particularly for new NEDs.	Chair arranges regular 1-1 meetings. These take place quarterly except where a regular meeting is already in place.	Chair/ Executive office	From May 2024	March 2025	Complete
Ensure that the revised induction takes account of the Whitehall environment that SWE sits within. The visits set up by SWE's regional engagement leads should be maintained for new NEDs.	Refreshed induction pack and process has been developed and shared with all board members via the new board intranet. This includes context about the Whitehall environment. DfE's induction pack for new NEDs has also been published to the intranet. The induction process is reviewed regularly to ensure it is meeting the identified needs.	Executive director, people and business support Executive office/chair	From May 2024	July 2024 and regularly thereafter to incorporate feedback from new board members	Complete
Continue to provide Board/executive/National Advisory Forum (NAF) 'buddies' for new NEDs.	The arrangements for regular contact and engagement between the board and the NAF have been fully reviewed. It has been agreed that, rather than continuing with the previous 'buddy' scheme, joint meetings with the NAF should take place at least twice per year. These took place in 2025 and are scheduled for 2026.	Adi Cooper/ Matthew Devlin	Re-launch scheme in June 2024	March 2025	Complete
The number of NEDs to be increased (e.g. by two) • Consider recruiting in the medium term a NED whose	The recommendation to increase the size of the board is for DfE to respond to. CEO, Chair and board members were able to contribute into the last recruitment process in	DfE Chair/CEO	TBC May 2024	March 2025	Complete

experience includes some lived experience of social work • Aim to fill the skills gaps identified as new NEDs are appointed (noting that SWE do not lead on the recruitment process)	2024-25, to ensure a wide reach of possible NEDs and that skills needs were considered within the recruitment/appointment process. As a result of this process three NEDs were recruited and joined the board in June 2025. One NED came to the end of their term in July, bringing the total number of NEDs to 7. Co-option to committees has also been provided for within terms of reference, to ensure committees are able to access the experience and knowledge they require.				
Create an 18 month forward look for board meetings and committees which shows the key papers brought to each meeting, allowing for sequencing of 'clearance' at committee level before board discussion. Forward look should also identify and timetable papers for decision as opposed to information. • Forward look items for ARAC/remco/policy committee to be added to wider 18 month forward look	An 18 month forward look for board and committee meetings has been developed to sequence items of business across the full cycle of board and committee meetings.	Corporate governance manager	September 2024	When future annual meeting cycles are confirmed, including timing and approach to board strategy days	Complete
Face to face attendance at board meetings to be strongly encouraged.	Board members continue with the current practice of attending strategy sessions (2 per year) in	Chair and	September 2024	March 2025	Complete

	person. In person attendance levels are high with NEDs only attending remotely for extenuating circumstances. Chair has discussed with each board member what would be practical and reasonable for them to achieve beyond this, in terms of joining meetings face to face taking into account reasonable adjustments and caring responsibilities.	Board members			
Enhance the role of the policy committee. Policy issues to be explored by the policy committee and then escalated to the board. Policy committee to take a lead on policy/education issues at strategy events.	The terms of reference and approach of the policy committee have been fully reviewed and are considered to be working well. Terms of reference for the board and committees are reviewed annually to ensure they remain relevant, effective and compliant.	Assistant director policy/chair of policy committee in liaison with corporate governance manager and the chair	July 2024	March 2025	Complete
Make the papers and minutes from audit and risk assurance committee and the policy committee available to all board members.	Board members who are not part of the policy committee or audit and risk assurance committee have a standing invitation to attend as observers. Meeting papers for ARAC and policy committee are shared with all NEDs.	Corporate governance manager	Action closed, completed 12 April 2024	n/a	Complete
Include discussion of the risk register and identification of	The risk register has been added to the forward meeting plan as a standing item twice a year which	Corporate governance manager		March 2025	Complete

strategic risk at alternate board meetings.	aligns with business/budget planning and strategy/horizon scanning discussions.				
Improve the strategic planning through six monthly (private) off-site strategy events. The strategy events will look at the priorities for the next 12-24 months for SWE, then review and assess progress. • Alternate strategy sessions should include a focus on horizon scanning and the risks for the organisation. • Board members to agree the key questions to address at the strategy events, so that there is a sense of co-production with the executive. • As there has been a high turnover on the board recently, a team building event be included within one of the strategy events.	Two in-person strategy sessions per year are now scheduled. The strategy event at mid-year (autumn) provides an opportunity to enable a deeper review of business plan progress; this session also considers priorities for the upcoming 12-24 months to inform business and budget planning for the following year and/or strategy refresh. The other strategic session in spring provides an opportunity to focus more on horizon scanning, external/risk landscape and policy/ strategy. Agendas are flexible according to need; topical issues or challenges can be scheduled for discussion at either of the two events if required.	CEO/EDs/ADs Corporate governance manager	From September 24	Annually when meeting cycles confirmed, including timing and approach to board strategy days	Complete
The board to continue to develop the performance measures underpinning the strategic objectives, to ensure that	The board commissioned a piece of work last year to review business planning and performance management processes. This was concluded in Sept 2025 and shared at the board strategy day in Sept 2025. The new business plan for 26/27 has	Chair, board and executive leadership team	September 2024	March 2026	Complete

they can assure and monitor progress.	been developed to provide the board with measurable outcomes to enable it to monitor performance and progress. The quarterly board performance report has also been refreshed to enable the board to have greater clarity regarding delivery against objectives and reporting against performance.				
Hold alternate board meetings in different locations to take the opportunity to engage with local stakeholders.	This recommendation was explored, however it was determined that it would involve a disproportionate effort for the small executive office team to plan and deliver this number of off-site meetings, and would also add to cost. It was determined that other opportunities would be explored to support the board to engage with local stakeholders. Board members have been invited to, and have attended, a number of roadshows and national/regional events.	Chair and board members	September 2024	Ongoing – details of events and roadshows shared with board	Complete
Timetable two board dinners per year (one to include the senior executive team).	These are scheduled annually when the meeting cycle is confirmed, including timing and approach to board strategy days.	Executive office team		Annually when meeting cycles confirmed, including timing and approach to board strategy days	Complete

Corporate Governance: Policy update

Agenda Item 14   Paper Ref 11, Annex 11a, 11b, 11c

Paper for the
Social Work England Board

Sponsor
The Chair

Author
Penny Clarke, Corporate Governance Manager

Date
13 March 2026

Reviewed by
Linda Dale, Executive Director, People and Business Support

This paper is for
Assurance and Noting

Associated Strategic Objective
SO10: Continually develop and improve how we work, ensuring we are a well-run organisation that delivers the right outcomes and provides value for money.

Impact: Risk Type and Appetite
Governance and compliance – Cautious

Equality Impact Assessment (EIA)
N/A

1. Summary

In accordance with good corporate governance practice Social Work England conducts an annual review of the board-related policies. These documents have been reviewed to ensure they align with our Framework Document, official guidance and best practice.

2. Action required

The board is invited to review and approve the policy documents contained in the annexes that follow.

3. Commentary

The related policies that are due for review and reapproval at this time are:
- Board code of conduct policy
- Board declaration of interest and conflict resolution policy
- Gifts and hospitality policy

4. Conclusions and/or Recommendations

The board code of conduct policy, the declarations of interest and conflict resolution policy and the gifts and hospitality policy all remain largely unchanged. The amendments to these policies are minor amendments to wording, that do not affect content or meaning. The proposed changes are displayed in track changes.

5. Annexes

Annex 12a: Board code of conduct policy
Annex 12b: Board declaration of interest and conflict resolution policy
Annex 12c: Gifts and hospitality policy.

Board code of conduct policy

1   Why do we need this policy?

Social Work England was established under the Children and Social Work Act 2017 (the Act) to be the single-profession regulator for social workers in England. Our powers and obligations are set out in part 2 of the Act[1] and The Social Workers Regulations 2018. Our over-arching objective is the protection of the public. The pursuit of our over-arching objective involves the following objectives:

(a)   to protect, promote and maintain the health, safety and well-being of the public;

(b)   to promote and maintain public confidence in social workers in England; and

(c)   to promote and maintain proper professional standards for social workers in England.

1.2   We are a separate legal entity in the form of a non-departmental public body (NDPB). We operate at arm's length from government and comply with all of the requirements for an NDPB and the principles of good governance for public bodies.

1.3   The principles of this policy have been adapted from the Code of Conduct for Board Members of Public Bodies[2] (last revised in 2019) and apply to all Non-Executive Directors.

1.4   The Code of Conduct for our board members provides guidance on the responsibilities and standards of conduct expected of all board members, including those that sit on the board's sub-committees – audit and risk assurance committee, policy committee and remuneration committee. Board members are expected to subscribe to this Code of Conduct and comply with it while carrying out their duties.

2   Who needs to follow this policy and why?

All board members, including those that sit on the board's sub-committees.

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[1] http://www.legislation.gov.uk/ukpga/2017/16/part/2/enacted
[2] Code of conduct for board members of public bodies - GOV.UK (www.gov.uk)

3   What's our policy and how will we implement it?
Duty to follow principles of public life

Individual board members must follow the [Seven Principles of Public Life](#) set out by the Committee on Standards in Public Life[3]. These principles should inform your actions and decisions as a board member. The principles are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

General conduct

Duty to safeguard public funds

Board members have a duty to ensure the safeguarding of public funds. You must comply with the rules set out in your term of appointment letter and Social Work England's travel, subsistence and expenses policy. It is your responsibility to ensure compliance with all relevant HM Revenue and Customs' requirements concerning payments, including expenses.

Board members must take appropriate measures to ensure that we conduct our operations as economically, efficiently and effectively as possible, with full regard to the relevant statutory provisions and to relevant guidance[4].

Board members should not misuse official resources for personal gain or for political purposes.

Duty not to accept benefits from third parties

Board members should follow our Gifts and Hospitality Policy[5]. You are responsible for your decisions on the acceptance of gifts or hospitality and for ensuring that any gifts or hospitality accepted can stand up to public scrutiny and do not bring your public office and Social Work England into disrepute. You must never canvass or seek gifts or hospitality.

Board members must not accept any gifts or hospitality which might, or might reasonably appear to compromise their personal judgement or integrity or place them under an improper obligation. No inducement of any amount or value may be accepted

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[3] [The Seven Principles of Public Life - GOV.UK (www.gov.uk)](#)
[4] For more guidance on how to handle public funds, please refer to Managing Public Money https://www.gov.uk/ government/publications/managing-public-money
[5] [Gifts and hospitality policy (sharepoint.com)](#)

under any circumstance. Any overt or covert offer of any inducement (of whatever value) for some action pertaining to a contract with an external third party individual or organisation, or concerning a future decision of the board must be referred immediately to the chair and/or the chief executive.

The corporate governance manager shall keep a register of gifts and hospitality. This will cover all invitations and offers of hospitality extended to staff and board members, whether they are accepted or declined. All individuals should maintain a personal record of gifts and hospitality. The register shall be available for periodic inspection by internal audit and will be made available at year end for review by external audit. ~~All~~ ~~O~~offers of gifts and hospitality involving the board and executive directors ~~will~~ may be published within the annual report and/or on our website and could be disclosed to the public under the Freedom of Information Act 2000.

Duty to preserve confidentiality

Board members may receive information which is not in the public domain. It is the responsibility of each individual member to ensure that this information remains confidential, unless prior authorisation has been given by the chair for this to be discussed elsewhere. This duty of confidentiality continues to apply after members have left the board.

Board members must never use confidential information for their personal advantage or the advantage or disadvantage of anyone known to them or to disadvantage or discredit the board. Board members must not misuse information gained in the course of their public service for political purpose.

Duty to act in the public interest

Board members must act in good faith and act in the public interest at all times.~~in our best interests.~~ They should not use their position to promote their personal interests or those of any connected person, firm or organisation.

In their public role, board members should be, and be seen to be, politically impartial. Board members should not make political statements or engage in political activity related to our role or activity.

Duty to avoid conflicts of interest and to register interests

Board members should avoid being influenced by others or placing themselves under obligation to any individual or organisation which might affect, or be perceived to affect, their ability to act impartially and objectively.

Board members must ensure that conflicts do not arise, or appear to arise, between their public duties and their private interests, whether these are financial or otherwise. It is the personal responsibility of all board members to declare any personal or business interests which may or may reasonably appear to conflict with their responsibilities.

Board members are expected to declare an interest at the start of a meeting or at the very latest the start of the agenda item to which the interest arises.

Board members may be asked by the chair to remove themselves from the discussion or determination of matters in which they have, or may be perceived to have, a financial interest. In matters in which they have a non-financial interest, board members should not participate in the discussion or decision on a matter where the interest might suggest that the board was biased.

Board members' interests will be published on our website.

Board members will declare any other employment.

Where there is potential for interests to be material or relevant to us such interests should be declared and recorded in the register held and maintained by the executive office team. Examples of interests which should be declared, though not exhaustive, are:

- Directorships, including non-executive directorships, of private companies or PLCs.
- A paid or unpaid position on an advisory or other decision-making group that could influence how we spend taxpayers' money.
- Ownership of private companies, businesses or consultancies, or shareholdings in the same; likely or possibly seeking to do business with us.
- A position of authority in another statutory, professional, commercial, charity, voluntary or other body, which could be seen to influence our work within operations.
- Any other interests or connection with public, private or other organisations that may have reason to work with us.
- Any close family member, or business associate who has any interests that may influence or be seen to influence us.

Duty to promote equality, diversity and human rights

The Equality Act 2010 created a 'public sector equality duty' covering all forms of discrimination, and which requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relation between different people when carrying out their activities.

Therefore, board members have a duty to promote equality, diversity and human rights and not discriminate unlawfully against any person, treating all people with respect, regardless of their race (including colour, nationality, and ethnic or national origin), religion or belief, sex, sexual orientation, gender reassignment, marital status, pregnancy and maternity, age, disability, marriage and civil partnership.

Failure to comply with Code of Conduct

If any board member fails to perform the duties required of them or display the standards of conduct expected of them, they may be judged as failing to carry out the duties of their office which would constitute a serious breach of this Code. This could lead to them being removed from the board.

This Code may be applied retrospectively. Past behaviour which conflicts with the Nolan principles may be considered to be a breach of this Code, and may warrant removal from the board. Failure at any time by a board member to disclose information about their personal or professional history or conduct, which could cause embarrassment or bring us into disrepute, would constitute a serious breach of this Code.

If this policy isn't followed, the most appropriate course of action will be agreed between the policy owner and the chair, dependent on the circumstances.

4   Roles and responsibilities

4.1   Chair of the board

The Chair is responsible for overseeing the board's Code of Conduct by specifically:

- encouraging and promoting high standards of propriety;
- ensuring that, in reaching decisions, the board takes proper account of guidance provided by Ministers and the sponsor department (Department for Education) and the board's sub-committees;
- maintaining a register of declared interests;
- representing the views of the board to the general public; and
- ensuring that all decisions are only made where the board is quorate.

The chair will ensure that the board meets at regular intervals throughout the year and that the minutes of meetings accurately record the decisions taken and matters discussed. The chair should ensure that all board members feel able to contribute to the board's discussions.

4.2   Board members

The responsibilities of board members in relation to the Code of Conduct include ensuring that:

- high standards of corporate governance are observed by the board at all times;
- we operate within the limits of our statutory authority and any delegated authority agreed with Ministers and the Department for Education (sponsor Department), and in accordance with any other conditions relating to the use of public funds; and

- we comply with any duties imposed on public bodies by statute, including obligations under health and safety legislation, the Human Rights Act 1998, the Equality Act 2010, the Freedom of Information Act 2000 and data protection principles (as set out in Article 5 of the UK GDPR and section 35 of the Data Protection Act 2018 (which relates to data processing for law enforcement purposes).

Board members have a collective duty to ensure that their decision-making processes are transparent. When a decision is made in private, there must still be transparency around the process, which resulted in a decision being made. Each board member has a personal responsibility to ensure that they have sufficient understanding and information to participate in the decisions that are made by the board.

Board members' engagement with the public should be based on the core principles of integrity, competence and confidentiality. Any public statements should accurately reflect our policies and practices and not compromise or threaten our reputation as the independent social work regulator.

4.3   Conducting board meetings

Board meetings must be well-conducted, and the decisions taken should be well-informed. Therefore, board members should:

- take account of the views of others, but should reach their own conclusions on the issues before them and act in accordance with those conclusions;
- be as open as possible about their actions and decisions, being prepared to give reasons for their actions and willing for their decisions and actions to be scrutinised and challenged in a constructive way;
- allow everyone to take part, respecting the contribution of other members and not interrupting when someone is speaking, nor be dismissive of views expressed by others;
- respect the impartiality and integrity of other board members, never being derogatory in their speech or manner. Members should not use language which could be construed as discriminatory or offensive to others;
- act in alignment with our values, behaviours and culture.

4.4 Responsibilities towards employees, workers and contractors

Board members will treat any colleagues employed by Social Work England, workers~~temporary agency workers,~~ and contracted partners with courtesy and respect. It is expected that they will be shown the same consideration in return.

Board members will not ask or encourage employees to act in any way which could conflict with their own Code of Conduct.

4.5 Social media

Board members should follow our social media policy.

Social media is a public forum and the same considerations, including the provisions in this Code, apply as if speaking in public or writing something for publication, either officially or in a personal capacity. When engaging with social media board members should at all times respect confidentiality, financial, legal and personal information.

Where any personal social media accounts used by board members link to their public role, they should take care to ensure that it is clear what capacity ~~you~~ they are acting in.

5 Raising concerns

If a board member wishes to express a concern about the behaviour of another board member, they should in the first instance raise the issue with the chair. If the concern involves the chair, the board member should raise the matter with the senior independent director/deputy chair, or chief executive. Following this, If the concern is still not resolved, the board member should contact the Department for Education.

Where a board member has reason to believe that a very serious wrong-doing has taken or is taking place, (e.g. a criminal offence or a staff member is failing to comply with a legal obligation) they should raise this immediately with the chair and/or the chief executive.

6 Related policies, procedures and information sources

Board declarations of interest and conflict resolution policy

Gifts and hospitality policy

Social media policy

7 Queries?

If you have a query about this policy, please contact our corporate governance manager.

5   Definitions

8.1 Non-departmental public body (NDPB)

According to www.gov.uk, a NDPB is a "body which has a role in the processes of national government but is not a government department or part of one, and which accordingly operates to a greater or lesser extent at arm's length from ministers."[6]

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[6] https://www.gov.uk/guidance/public-bodies-reform#ndpbs-executive-agencies-and-non-ministerial-departments

8.2 Code of conduct

A code of conduct is a set of rules outlining the norms, rules, and responsibilities of, and or proper practices for, an individual.

Last reviewed: March 2025

Next review: March 2026

Signed off by board: March 2025

Policy owner: Executive Director – People and Business Support

~~Board declaration of interest and conflict resolution policy~~<u>Board declarations of interest and conflict resolution policy</u>

Why do we need this policy?

This policy provides guidance on (all of the following):

- recognising and disclosing activities that might give rise to conflicts of interest or the perception of conflicts
- ensuring that we avoid, or properly manage, any conflicts

Who needs to follow this policy and why?

This policy applies to all Social Work England board members.

1   What's our policy and how will we implement it?

Board members must always demonstrate high standards of (all of the following):

- professional conduct
- impartiality
- honesty
- integrity

All board members must identify and disclose activities and relationships that might give rise to conflicts of interest or the perception of conflicts. They must also ensure that any conflicts are properly managed (or avoided).

If properly managed, a board member's activities <u>would be expected to proceed as</u> ~~can proceed as~~ normal. This will ensure the board member still upholds their obligations to Social Work England, protecting the integrity and reputation of the organisation.

However, there is a risk if board members do not report conflicts, or if we do not manage these conflicts effectively. This may (do all of the following):

- jeopardise public confidence in Social Work England and damage our credibility
- damage the credibility of the individual(s) concerned

Our values also reflect our statutory public sector equality duty. This requires us to (do all of the following):

- have due regard to the need to eliminate unlawful discrimination
- advance equality of opportunity between different groups
- foster good relations between different groups

Therefore, board members must behave in a manner which is compatible with our values.

Conflicts of interest

A conflict of interest can arise where a board member's commitments and obligations to us are compromised (or may appear to be compromised). This may include (any of the following):

- a board member has competing interests or loyalties that are (or could be) at odds with each other
- a board member's private affairs or financial interests are in conflict (or could appear to be in conflict) with the interests of Social Work England
- a person with whom the board member has a close personal relationship has private affairs or financial interests in conflict (or could appear to be in conflict) with the interests of Social Work England
- a board member's actions appear to show bias or favouritism towards another person (this could be within or outside Social Work England)

There can be situations which appear to show a conflict of interest, even when no conflict exists. It is important for all board members to consider how potential conflicts of interest might be perceived.

Financial conflicts of interest: We define a financial conflict of interest as any situation where there is (or appears to be) any of the following:

- opportunity for personal financial gain
- opportunity for financial gain to immediate family (or a person with whom the board member has a close personal relationship)
- reason for another party to believe that a board member's actions are affected by financial benefits

Financial interest means anything of monetary value. For example (any of the following):

- payments for services
- equity interests (for example, stocks, stock options or other ownership interests)
- intellectual property rights (for example, patents, copyrights and royalties from such rights)

Non-financial conflicts of interest

Non-financial interest may include any benefit or advantage. This includes, but is not limited to (either of the following):

- direct or indirect enhancement of an individual's career
- gain to immediate family (or a person with whom the person has a close personal relationship)

Types of conflicts of interest

We have set out below some types of information which board members should consider declaring as potential conflicts of interest.

This list is not exhaustive. It is impossible to list every potential situation or circumstance that could give rise to a conflict of interest. Board members should use their judgement to decide whether to disclose any of their interests.

Directorships and committee appointments

Both paid and unpaid directorships of any public or private company (or other body). This also includes (either of the following)

- non-executive director roles
- senior employee roles
- any roles or positions with other committees

Other remunerated work

Any paid employment or other sources of income outside normal work. For example, paid consultancy or advisory positions. These could be with government departments or private companies.

Gifts, benefits and hospitality

Any substantial gift or material advantage received by a member, which in any way relates to their role as a Social Work England board member. For further guidance on this, please refer to the Gifts and Hospitality policy.

Shareholdings or other positions

Any relevant organisation in which the board member holds significant shareholdings, interest or control. This includes partnerships and consultancy activities.

Relevant organisations include (any of the following):

- public companies
- private companies
- not-for-profits

Indirect social or business relationships and family interests

Any close association with an individual who has (any of the following):

- a financial interest
- a non-financial professional interest
- a non-financial personal interest
- and any other interests

 in Social Work England.

Miscellaneous and unremunerated interests

Other interests which do not fall clearly within any of the above categories. For example (either of the following):

- membership of (or work for) other bodies such as charities which could possibly influence a board member's position.
- the possession of confidential information

How we manage conflicts of interest

We require all our board members to (do both of the following):

- update their declaration of interests for each board meeting
- submit a signed record of their register annually

We'll make a copy of all declared board member interests available at each board meeting. We'll also do this at sub-committee meetings. For example (all of the following):

- the audit and risk assurance committee
- the policy committee
- the remuneration committee

The chair will ask (both of the following):

- if there are any new interests to add
- if there are any potential conflicts of interest specific to the issues being considered at the meeting

This is to confirm (and potentially add to) the interests that board members have already declared before the meeting.

The secretariat will formally record any declarations of interest within all board meeting and sub-committee minutes. They'll also record any actions arising from the declarations. The secretariat of the Social Work England board will also maintain a

written record of all disclosures. We'll also publish all declarations of interest on our website.

Each board member is responsible for informing the chair if a conflict arises (or if someone might perceive a conflict). They should do this as soon as possible.

If a board member has an actual (or potential) conflict of interest, the chair will take one of the following approaches:

- requiring the board member not to attend the meeting. They may also exclude the member from receiving meeting papers relating to their interest
- excluding the board member from all (or part) of the relevant discussion and decision
- allowing the board member to remain and participate. However, they will note the nature and extent of the potential conflict of interest

They will ensure that the secretariat documents the reason for the chosen action in minutes and/or records.

If board members don't follow this policy

If board members don't follow this policy, the policy owner and the head of finance and commercial (or corporate governance manager) will agree the most appropriate course of action. The course of action will be dependent on the circumstances.

2   Roles and responsibilities
Board members (as individuals)

- On appointment to the Social Work England board, every board member must make a written disclosure. This should cover any activities that might give rise to conflicts of interest (or the perception of conflicts).
- Each board member should recognise situations in which they have a conflict of interest (or which others might reasonably see as a conflict). They should then disclose that conflict and take any further steps as set out in this policy.
- If in doubt, the board member should declare the activity or relationship in the interests of transparency.

3   Related policies, procedures and information sources
Board code of conduct policy

Board related parties transaction form

Gifts and hospitality policy

4   Queries?

If you have a query about this policy, please contact the corporate governance manager.

5   Definitions

Conflict of interest

A 'set of circumstances that creates a risk that an individual's ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest.' (National Audit Office "Conflicts of interest", 23 January 2015).

Last reviewed: March 2025

Next review: March 2026

Signed off by board: March 2025

Policy owner: Executive Director – People and Business Support

Gifts and hospitality policy

Why do we need this policy?
This policy aims to provide guidance to all individuals when receiving, accepting and/or providing gifts and hospitality.

Who needs to follow this policy and why?
This policy applies to all of the following:

- board members
- employees
- partners

What's our policy and how will we implement it?
- You must declare all offers of gifts and hospitality, made to or by you, regardless of value.
- Any offers or acceptance of gifts and hospitality must be reported to the corporate governance manager.
- All offers of gifts and hospitality must be recorded in the gifts and hospitality register.
- Offers must be declared whether they are accepted or declined.

Receiving gifts
It is your responsibility to ensure that you are not placed in a position that compromises your role or our organisation's statutory obligations or appears to do so.

Seasonal or modest gifts may be accepted. Examples include (but are not limited to):
- diaries
- pens
- calendars

Gifts through which a member of staff might personally or financially benefit must not be accepted. For example, trade or discount cards. Gifts of alcohol should not be accepted under any circumstances.

Gifts should be refused or returned with a carefully worded covering letter, especially where a contractor relationship is involved.

Where the refusal or return of a gift is likely to offend or embarrass the donor discretion

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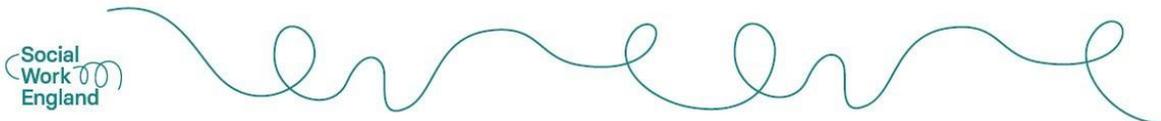
may be exercised as to the handling and retention of the gift. This is dependent on all of the following:

- value of the gift
- nature of the gift
- origin of the gift

In these circumstances, guidance on whether to retain the gift should be sought from the corporate governance manager.

A distinction should be made between items offered as gifts and those offered in place of fees for speeches, lectures, or other work done in an official capacity. Offers of this kind may be accepted providing the item is of a trivial nature or value but should still be reported.

Receiving hospitality

In determining whether it is proper to accept hospitality offered, all of the following should be considered:

Nature of the hospitality:
Approval is generally not required for a working lunch which is regarded as acceptable practice.

A more formal lunch or dinner should be approved by a member of the executive leadership team, chief executive and/or chair prior to attendance.

Representation:
Care should be taken to ensure that the organisation is not over-represented when invited to formal events where hospitality is accepted.

Risk of expectation of reciprocal hospitality or business
Care should be taken not to accept or offer hospitality that will create an expectation of the same in return, or an expectation that other business benefits may be offered such as a favourable regulatory decision or the awarding of a contract.

Where refusal of hospitality may cause embarrassment or appear discourteous, guidance should be sought from the corporate governance manager prior to acceptance/refusal.

Further guidelines for offers of hospitality

Offers of hospitality should only be accepted where there is a clear link to working arrangements and a business reason can be demonstrated. For example (any of the following):

- attendance at a conference which provides complimentary subsistence, travel

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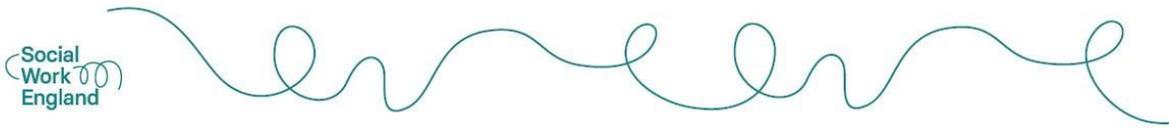
and accommodation (this does not need to be declared on the register unless a gift is received)

- attending a free training course
- attending a drinks reception to network with key partners or stakeholders

The receipt of modest working lunches and dinners are acceptable where there is a business reason. For example, maintaining good relationships with existing and future stakeholders. Care should be taken when accepting hospitality from potential future contractors. In particular, it is not advisable to accept gifts/hospitality at any point in the time surrounding a tendering process or a contract renewal as this has the potential to be construed as a bribe. In these circumstances, guidance should be sought from the commercial team.

Invitations to events which are purely social events should be considered carefully before accepting as it may be difficult to substantiate a genuine business reason. You should seek guidance from a member of the executive leadership team, chief executive or chair prior to accepting.

The following guidance outlines what action should be taken when seeking approval for the acceptance of gifts and hospitality.

Hospitality	Prior Approval?	Further Action?
Modest conventional hospitality (working lunch)	No	None
Formal lunch/dinner by prior invitation	Prior approval required from an executive director, chief executive and/or chair. Consult commercial team if offered during a tender process.	Record in gifts and hospitality register
Commemorative event, for example, those organised by a contractor, consultant or supplier to celebrate a hand over, or opening	Prior approval required if it takes the form of a formal lunch or dinner by prior invitation; otherwise, no approval required	Record in gifts and hospitality register
Annual dinner of a professional institute where the officer is a guest of the institute or association	No	Record in gifts and hospitality register
Cultural or sporting event as a guest	Prior approval required from an executive director,	Record in gifts and hospitality register

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Hospitality	Prior Approval?	Further Action?
	chief executive and/or chair. Consult commercial team if offered during a tender process.	

Gifts and hospitality register

The corporate governance manager shall keep a register of gifts and hospitality. This will cover all invitations and offers of gifts and hospitality extended to staff, board members and partners, whether they are accepted or declined.

The register shall be available for periodic inspection by internal audit and will be made available at year end for review by external audit.

O~~All o~~ffers of gifts and hospitality involving the board and executive directors ~~will~~ may be published within the annual report and/or on our website.

All individuals should maintain a personal record of gifts and hospitality.

Gifts/ hospitality record form

A gifts/hospitality record form should be completed by all recipients and providers of gifts and hospitality. This is to ensure information is recorded in a consistent manner.

Completed and approved forms should be sent to the corporate governance manager who will update the register accordingly and file the forms appropriately. All such forms will be made available for review by internal and external audit.

Reporting, monitoring and reviewing

In order to provide the necessary level of assurance for audit and compliance purposes, the gifts and hospitality register must be regularly monitored, reviewed and reported.

All gifts, prizes and donations made by Social Work England staff must be reported in writing on an annual basis. This will be commissioned by the finance team.

Providing gifts and hospitality

The expenditure of public money on official gifts and hospitality should be done with modesty. Frivolity and excess can provide just cause for a negative public reaction.
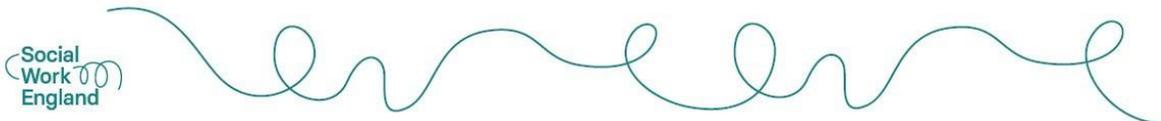
Providing gifts

In line with Any gifts provided by Social Work England must be in line with guidance in *Managing Public Money*, we may make gifts of items such as mugs and pens bearing the Social Work England name and/or logo. Similarly, for promotional purposes, small value items such as gift tokens may be used.

Gifts and vouchers to staff are generally inappropriate unless as part of our recognised non-pay reward scheme, Applause.

Providing hospitality

Hospitality (both internal and external) can be described as any generous or material reception that is more than incidental. Detailed guidance in regard to providing hospitality and expenditure limits is contained within our travel, subsistence and expenses policy.

Key things you need to know:

- When considering a gift, you must speak to the finance team first to ensure you have the appropriate authority and budget. The finance team will also decide whether the gift is acceptable/appropriate.
- Before giving or offering a gift(s) or hospitality, prior approval must be obtained as outlined within this policy and the travel, subsistence and expenses policy.
- Make sure any decisions you make, and any approval given, are fully documented.
- Your actions must bear both public and internal scrutiny. Breaches of policy or unethical behaviour may result in disciplinary action.

Expenditure on official gifts

You must attain approval from HM Treasury and/or Parliament before providing money or purchasing property that you intend to give as a gift.

Purchase of Alcohol

It is government policy that public funds **should not be used** for the purchase of alcohol.
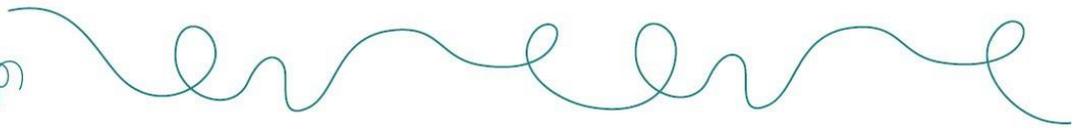
If this policy isn't followed, the most appropriate course of action will be agreed between the policy owner and the head of people and development, dependent on the circumstances.

Roles and responsibilities

Accounting officer

The accounting officer's responsibilities in regard to this document cover the following areas:

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Regularity and Propriety
- Ensuring all transactions are accurately identified and recorded
- Ensuring that all requested funds are used for the purpose intended

Value for Money
- Ensuring that the organisation's procurement, projects and processes are regularly evaluated and reviewed. This is so that we can ensure confidence with regard to suitability, effectiveness and value.

Management of opportunity and risk
- Achieving the right balance commensurate with the organisation's business and risk appetite.

Corporate governance manager
- Ensure the gifts and hospitality register is accurate and complete at all times
- Ensure all details contained within record forms are accurately transferred to the register.
- Ensure all forms are securely stored and available for inspection
- Provide a quarterly report of all gifts and hospitality to the head of finance and the executive director of people and business support for review
- Provide an annual summary of the register for inclusion in the annual report and website
- Provide, upon request, all details/records relating to the receipt and offer of gifts and hospitality for internal and external audit

All board members, employees and partners
- All individuals must be familiar with and apply this policy.

Queries?

If you have a query about this policy, please contact the corporate governance manager.

Definitions

Gift

A gift is any item, cash, goods or service which is offered for personal benefit of the recipient at no cost or at a cost that is less than the commercial value. It includes all transactions economically equivalent to free.

Hospitality

Hospitality can be defined as any generous or material reception that is more than an incidental kind, such as a light refreshment or beverage.

NDPB

Non-Departmental Public Body

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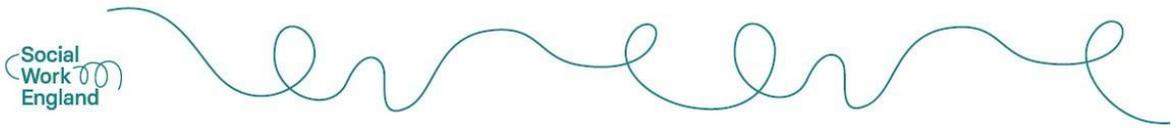
Propriety

The requirement that expenditure and receipts should be dealt with in accordance with Parliament's intentions and the principles of Parliamentary control, this includes the conventions agreed with Parliament (and in particular the *Public Accounts Committee*).

Regularity

The requirement for all items of expenditure and receipts to be dealt with in accordance with the legislation authorising them, any applicable delegated authority and the rules of Government Accounting.

Supply estimates

Supply Estimates are the means by which a department seeks authority from Parliament for its own spending each year, including spending by its NDPBs.

Related policies, procedures and information sources

- Travel, subsistence and expenses policy
- Anti-fraud policy
- Fraud response procedure
- Government procurement card policy
- Disciplinary policy
- Employee code of conduct
- Board code of conduct

Policy information

- Last reviewed: February 2025
- Next review date: February 2027
- Board sign off: March 2025
- Policy owner: Executive Director – People and Business Support

Version: 1.6

Sustainability Update 2025/26

Agenda Item 15   Paper Ref 12

Paper for the
Social Work England Board

Sponsor
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Date
13 March 2026

Reviewed by
Linda Dale, Executive Director, People and Business Support

This paper is for
Assurance and Noting

Associated strategic objective
SO10: Continually develop and improve how we work, ensuring we are a well-run organisation that delivers the right outcomes and provides value for money.

Impact: Risk type and appetite
Governance and compliance - Cautious

Equality impact assessment (EIA)
N/A

1. Summary

This paper provides the board with an in-year update on progress against Social Work England's 2025/26 Sustainability action plan[1] and outlines the emerging thinking, governance arrangements and proposed timeline for developing the next multi-year sustainability strategy and plan.

Progress against the current plan is broadly on track. Key achievements include the completion of carbon literacy training with the board, continued staff engagement activity, the introduction of food waste segregation, and the embedding of quarterly Greening Government Commitments[2] (GGC) reporting to the Department for Education (DfE). Some actions have progressed more slowly than originally planned, largely due to data availability and reliance on third-party suppliers and our landlord. These constraints are recognised and reflected in our reporting.

In parallel, work has begun to shape the next sustainability strategy and plan. Current thinking is focused on strengthening governance, improving the quality and consistency of data, ensuring alignment with wider organisational strategies, and partnership working across Government and the region to amplify our ability to create meaningful impact.

2. Action required

The board is invited to:

- Note progress against the 2025/26 Sustainability action plan, including the indicative RAG positions and key areas of focus for the remainder of the year.
- Note the proposed approach and indicative timeline for developing and approving the next sustainability strategy and plan, including strengthened governance, impact measures and data quality.
- Provide any steers to support development of our next sustainability strategy and plan, including ambition, proportionality and focus areas.

3. Commentary

Our 2023-26 Sustainability plan integrates our corporate social responsibilities and environmental, social and governance (ESG) commitments into one overarching plan to align with the Greening Government Commitments. Priorities were grouped against 3 core pillars - People action, Greener workspaces and Responsible sourcing.
We are now in our third year of delivering the plan, via a series of annual action plans. Whilst comfortable that we have made positive progress, we recognise that there has been some slippage due to turnover in key roles and competing operational priorities.

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[1] [Sustainability Plan 2023 to 2026 - Social Work England](#)
[2] [Greening government commitments 2021 to 2025 - GOV.UK](#)

We have also been limited, as a tenant in a shared building, with what we can deliver and how we report. Some activity remains constrained by lease arrangements and landlord decisions; where data is estimated rather than directly measured, this is clearly identified. Taking this on board, our learning is that we have developed plans that are too broad, and that as we develop our next 3-year strategic plan, we need to prioritise and focus our impact on what we can fully own and control. We recognise there is further work to do to have readily accessible and clear data, and to evaluate the impact of key actions.

3a. Update on the Current Sustainability Action Plan (2025/26)

<u>People Action Updates</u>

Strategy pillar	Key actions to be completed in 2025/26	Current position (mid-year and to date)	RAG
People action (PA1 linked to PA2)	Deliver ongoing engagement through internal comms ("Turn Teal" campaign), including themed campaigns, team meeting slots, intranet resources and "Your Voice" stories; extend reach into Social Work 2026 and local engagement activity.	Ongoing campaign activity continues which includes the Turn Teal campaign and 'Your voice' stories; forward plan refreshed with additional focus on facilities-related activity.	
People action (PA 4)	Introduce sustainability training for staff (Grow module) and deliver carbon literacy training for board members (with accreditation).	Board carbon literacy training completed (July 2025). Staff module produced and scheduled for launch (Feb 2026), later than originally planned, this will be supported by targeted communication to promote uptake.	
People action (PA 5.3)	Broaden and strengthen charitable engagement and volunteering; implement payroll giving if viable.	Payroll giving announced as part of pay remit communications; further operational detail being finalised. Volunteering uptake tracked (Q1–Q3: 12 days). Challenges remain maintaining charity contacts.	

Greener Workspaces Updates

Strategy pillar	Key actions to be completed in 2025/26	Current position (mid-year and to date)	RAG
Greener workspaces (GW 2)	Increase recycling and waste segregation (including food waste), strengthen signage and staff awareness.	Food waste segregation has been introduced, paper recycling commenced in January 2026, and signage has been installed. The reporting position also indicates that no waste was sent to landfill. Our waste is sorted for reuse and recycling, with residual waste being incinerated to generate energy. Staff awareness has been supported through Weekly Connect and Evolve communications. Baseline waste and recycling data for 2024/25 is available, with comparative reporting for 2025/26 in development. As at the end of quarter 3, we are reporting a reduction in overall waste of 0.33 tons (25%) reduction. Annex A details our waste by type.	
Greener workspaces (GW 2.1)	Reduce single-use plastics and ensure continued compliance with government restrictions; establish baseline measures.	We monitor single-use plastic through data collation of any purchases. Facilities have taken a proactive approach to reducing single use plastics (SUP).-use plastics (SUP) Continued compliance with GGC framework and targets is maintained through regular engagement with DfE and the ALB quarterly GGC forum.	

Strategy pillar	Key actions to be completed in 2025/26	Current position (mid-year and to date)	RAG
		Ongoing monitoring; baseline / measurement approach in development.	
Greener workspaces (GW 4)	Regenerate/reuse assets where possible (IT, furniture, electricals)	A comprehensive inspection of office fixtures and fittings was conducted in December. A contractor carried out remedial work to repair or restore assets as required. The laptop buy-back scheme also remains in place.	
Greener workspaces / Digital (GW 5)	Review digital/IT footprint and identify opportunities to reduce CO_2; improve visibility via dashboards and supplier data.	A MS Azure emissions dashboard is now in place and informing DfE reporting against GGC targets. Collaborating with DfE to understand baseline and establish targets to be carried forward into our next 3 year Sustainability plan. Investigation into our infrastructure determined that this is 100% cloud based – further considerations will be given into how we can reduce CO_2. We are also in progress of investigating our desk-based infrastructure to identify any opportunities to reduce energy consumption.	

Responsible Sourcing Update

Strategy pillar	Key actions to be completed in 2025/26	Current position (mid-year and to date)	RAG
Responsible sourcing	Maintain BAU sustainable procurement expectations (life-cycle thinking, supplier credentials, Modern Slavery Act alignment, CCS frameworks, ethical training).	BAU practices continuing	

Governance Update

Strategy pillar	Key actions to be completed in 2025/26	Current position (mid-year and to date)	RAG
Governance	Maintain quarterly reporting to DfE against GGC targets; strengthen impact metrics and governance arrangements for the next plan.	Quarterly process implemented; first two quarters submitted. Work underway to strengthen impact measures and ownership as part of next plan development.	
Governance / Board & ARAC (G2)	Ensure board/committee oversight rhythm is embedded, with ARAC receiving updates and providing assurance.	Sustainability reporting now embedded into board and committee work programme.	

Priorities for the remainder of 2025/26

- Launch the Grow sustainability module and drive staff uptake.
- Complete single-use plastics compliance baseline and year-end reporting approach.
- Finalise recycle/reuse guidance and strengthen data capture for regenerated assets.
- Secure improved visibility and assurance over digital footprint data.
- Operationalise payroll giving and strengthen charity engagement.
- Continue learning and collaboration through DfE and ALB GGC forums.

3b. Emerging Thinking for the next Sustainability Strategy and Plan

Development of the next sustainability strategy and plan (covering the period from 2026 to 2029/2030) is being informed by learning from the current plan, external requirements such as the Greening Government Commitments, and strategic developments. A key objective is

to move from activity-led delivery to a more mature, outcome-focused and assurance-ready approach.

Key elements of the emerging approach include:

- Review the role of the cross-functional Sustainability working group, to ensure it continues to have a clear focus and, capacity to oversee and drive this work forward.
- Stronger performance and assurance, including a concise quarterly internal performance pack for ELT review, complemented by bi-annual reporting to ELT and the Board, and regular assurance updates to ARAC.
- Improved measurement and data quality, adopting transparent baselines, documented methodologies and data-quality ratings (measured, estimated or not available).
- Economic and efficiency lens, demonstrating value for money and operational efficiency benefits such as reduced waste costs, avoided travel and extended asset life.
- High-leverage greener workspace actions, prioritising areas where Social Work England can exert most influence as a tenant organisation.
- People action that sustains engagement, maintaining structured communications and capability-building approaches.
- Light-touch climate risk and operational resilience, focused on practical risks relevant to office-based operations and business continuity.
- Engagement with DfE, other arm's-length bodies and regional partners such as the South Yorkshire Sustainability Centre to support shared learning, collaboration, efficient delivery and maximum our ability to have impact.
- Consideration of our lease expiring during the intended timeframe the plan covers – this will require some flexibility within the plan to respond to any changes this presents.

Indicative Timeline

The below indicative timeline is included to outline when the new plan is expected to be shared for approval. Please note that this may be subject to change, as there are dependencies on the DfE's new plan and the forthcoming Greening Government Commitments (GGC) Framework 2026 to 2030. The GGC framework for 2026–2030 is currently being finalised to succeed the 2021-2025 targets.

- February 2026: Confirm governance model; consolidate learning from the current plan; agree scope, principles and success measures.
- March to April 2026: Develop multi-year strategy and delivery plan, including proposed KPIs, baselines and reporting. Engagement with internal forums, including the People forum to inform and develop our next plan

- 15 April 2026: ELT review
- 1 May 2026: ARAC consideration
- 15 May 2026: Board approval. Publication and targeted internal engagement commence.

4. Conclusions and/or recommendations

Progress against the 2025/26 Sustainability Action Plan is broadly on track, with improved governance arrangements and strengthened compliance with external reporting requirements. The remainder of the year will focus on completing at-risk actions, embedding recent changes and improving data quality.

The next Sustainability Strategy and Plan provides an opportunity to further strengthen governance, a stronger performance cadence and a more outcome-focused approach to sustainability that supports efficiency and assurance.

It is recommended that the board:

- Notes progress to date and the indicative RAG position for 2025/26 actions.
- Advises on the proposed approach and timeline for developing the next multi-year Sustainability Strategy and Plan.

5. Annexes

Annex A - Comparison of waste and recycling data FY 2024–25 and FY 2025–26

Annex A - Comparison of waste and recycling data FY 2024–25 and FY 2025–26:

Fin Year	Q1			Q2			Q3			Total	
	24-25	25-26	Variance	24-25	25-26	Variance	24-25	25-26	Variance	24-25	25-26
General Waste (Tons)	0.25	0.13	-0.12	0.30	0.11	-0.19	0.24	0.17	-0.07	0.79	0.41
Mixed Recycling (Tons)	0.08	0.09	0.01	0.09	0.08	-0.01	0.10	0.11	0.01	0.27	0.28
Food Waste (Tons)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.08	0.00	0.08
Confidential paper (Tons)	0.09	0.05	-0.04	0.05	0.05	0.00	0.11	0.09	-0.02	0.25	0.20
Total waste	**0.42**	**0.27**	**-0.15**	**0.44**	**0.25**	**-0.20**	**0.44**	**0.46**	**0.01**	**1.30**	**0.97**