



PERTH AND KINROSS INTEGRATION JOINT BOARD

12 February 2020

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2018/19

**Report by Chief Social Work Officer, Jacqueline Pepper
(Report No. G/20/13)**

PURPOSE OF REPORT

This report provides the Chief Social Work Officer's overview of social work services in Perth and Kinross during the financial year 2018/19. It sets out how social care and social work services are being delivered and the key challenges in planning and delivering statutory social work functions. The report also details the arrangements to enable the Chief Social Work Officer to fulfil the responsibilities outlined in Section 5 (1) of the Social Work (Scotland) Act 1968 (as amended). The report was approved by Perth and Kinross Council at its meeting on 18 December 2019.

1. BACKGROUND / MAIN ISSUES

- 1.1 The Social Work (Scotland) Act 1968 requires every Local Authority to appoint a single Chief Social Work Officer (CSWO).
- 1.2 In July 2016, Scottish Ministers published statutory guidance on the role of the CSWO. This guidance is for local authorities and partnerships to which local authorities have delegated certain social work functions. It provides an overview of the CSWO role, outlining the responsibility for values and standards, decision making and leadership, accountability and reporting arrangements. The CSWO role was established to ensure the provision of appropriate professional advice in the discharge of the full range of the local authority's statutory functions and the updated guidance sets out the importance of the CSWO role in the Integrated Joint Boards.
- 1.3 The CSWO is accountable to elected members of the Council and must be:
 - A qualified social worker, registered with the Scottish Social Services Council;
 - Designated as a 'proper officer' of the local authority;
 - Of sufficient seniority and experience in both the operational and strategic management of social work services; and
 - A non-voting member of the integration authority.

- 1.4 The CSWO is a role and function, rather than a specific job description and is therefore distinct from the postholder's operational management responsibilities and from the role of the Chief Officer of the integration authority. It is for the CSWO to use their authority to challenge and intervene when proposals may have a detrimental impact on vulnerable citizens or to the workforce on whom they depend. In leading the social care and social work profession, the CSWO provides:
- Professional independent advice to the Chief Executive and elected members in relation to the discharge of the local authority's statutory functions as outlined in the Social Work (Scotland) Act 1968;
 - Strategic and professional leadership in the delivery of social work services;
 - Assistance to local authorities and their partners in understanding the complexities and cross-cutting nature of social work services and the key role they play in meeting local and national outcomes; and
 - Support for performance management and the management of corporate risk.
- 1.5 Both CSWOs and elected members have duties to oversee effective, professional and high-quality social work and that social care services are delivered to professional standards. The annual CSWO report, and its consideration by Perth and Kinross Council and the Perth and Kinross Integration Joint Board, is one important way to accomplish this. The CSWO annual report is an opportunity to gauge the quality of performance of social work and social care services and to identify the challenges for continuing to meet the needs of local people and communities into the future.
- 1.6 Over 2018/19 the CSWO role was carried out by Jacqueline Pepper alongside her responsibilities as Depute Director (Education and Children's Services). The Head of Adult Social Work and the Head of Services for Children, Young People and Families deputise and provide cover when required.

2. PROPOSALS

- 2.1 The Office of the Chief Social Work Adviser (CSWA) uses all 32 CSWO Reports to produce a national summary report and this provides an opportunity to set our local social care and social work services in the wider national context.
- 2.2 The report considers how social work and social care services have been delivered over the last financial year (1 April 2018 to 31 March 2019). It identifies challenges which will arise in the following year and how these will be addressed. The Council has a well-developed performance management framework reported via individual Business Management and Improvement Plans and the Council's Annual Performance Report. The Lifelong Learning Executive Sub-Committee receives regular reports on the findings of independent inspections of care services for children and young people. The Integrated Joint Board (IJB) receives annual reports on progress against the Health and Social Care Partnerships Strategic Commissioning Plan and

on the quality of regulated care services for adults. This annual CSWO report draws this together in an appraisal of performance and progress.

2.3 The report illustrates how social care and social work services are responding to new demands and have delivered outcomes for service users over 2018/19 against a backdrop of increasing demand and budget pressures. These include:

- Perth and Kinross is ranked first out of 32 local authorities in achieving a balance of care for children who are looked after in the community at 96% in 2019.
- The successful implementation of REACH as a new intensive service providing support for young people on the edges of care and their families has contributed to a significant drop in the numbers of young people becoming looked after away from home in residential care.
- Continued good practice in promoting and supporting Kinship Care and successful efforts to expand the availability of foster care and family based care.
- The numbers of young people over the age of 16, who are supported to remain in the care placement up to the age of 18 and to take up the option of Continuing Care, continues to increase.
- Sustained strong performance in reconvictions rates for adult offenders against national comparisons.
- Continued upward trend in the numbers of people opting for Self- Directed Support and as a percentage of total social work spending on adults aged 18 or over.
- Care services continue to provide high quality care to local people with the vast majority of quality themes evaluated as good or very good. In 2018/19, 87.8% of care services were rated good or better by the Care Inspectorate which is higher than the national figure of 82%.
- Three social workers successfully completed the Mental Health Officer Award in 2019 adding to our capacity to respond to people who may need compulsory measures of care and treatment.

2.4 The report sets out how key priorities for the last year have been taken forward within a context of integration and multi-agency partnership working. This includes the actions to address demand pressures across a number of key areas. Considerable progress has been made in taking forward transformational change towards earlier intervention and new sustainable models of service delivery which better meet the needs of our communities.

2.5 The Perth and Kinross Community Justice Partnership was established with the aim of preventing and reducing offending and to support those who have committed offences to integrate into their local community. Progress against the Community Justice Outcomes Improvement Plan for 2017 – 2020 demonstrates a strong contribution by criminal justice social work services to improving outcomes for people in the justice system.

2.6 The integration of health and social care continues to take hold. In 2018/19 the Care Inspectorate and Health Improvement Scotland carried out a joint

inspection of strategic planning within the Health and Social Care Partnership. The report of the findings concluded that there was a need to strengthen strategic commissioning, governance and planning structures, workforce planning, and put in place an integrated performance management structure. An updated Strategic Commissioning Plan for 2019-22 has been prepared which is clearly underpinned by the National Care Standards and national outcomes for health and social care.

2.7 Strategic planning for children's services is outlined within the jointly produced Tayside Plan for Children and Young People 2017-2020. There have been significant developments over the last year in relation to the collaborative approach to planning and delivering improvements around five key priorities. The CSWO has led on the Tayside priority for safeguarding and child protection which serves to harness the resources and capacity across three child protection committees to deliver continuous improvement. The potential for joint strategic commissioning in social work and social care continues to be an area for further development.

2.8 The key challenges that face social care and social work services over the next few years are highlighted in the report and include:

- Financial pressures and increasing demands within adult social care;
- Developing new models of support for adults with complex needs and to improve transitions from children to adult services;
- Continued development of technology enabled care;
- Workforce pressures within the social care sector and in particular, care at home services;
- The increased demand in relation to adults with incapacity or mental disorder;
- The increase in the numbers of children and young people for whom there is a concern for their welfare or who need protection;
- The need for a continued focus on supporting children to remain within their extended families in kinship placements for children when they are no longer able to live with their parents; and
- To learn from successful transformation projects in children's services such as REACH and to identify new areas for service redesign.

3. CONCLUSION AND RECOMMENDATION

3.1 The CSWO's assessment of performance over the last year is that overall performance in securing high quality experiences for people who use social work and social care services has remained good despite major challenges. There is evidence over the last year that the robust approaches to performance management and self-evaluation within children's services are being maintained. The continued improvements in outcomes for children and young people in need of care and protection are demonstrated within this report. Within adult services, the strong partnership approach that exists at team and practitioner level is evident. Determined and committed staff are continuing to deliver a high quality of service to our citizens and 95% of

people who responded to the adult social care survey report that they are treated with compassion and understanding.

That is a huge achievement and demonstration of the contribution our social care and social work staff can make to the experience of our most vulnerable citizens.

- 3.2 The CSWO will work with the Health and Social Care Partnership and the Integration Joint Board to take forward the recommendations of external scrutiny to improve approaches to performance management and to drive continuous improvement in social work and social care services.
- 3.3 This report provides examples of social work and social care professionals leading the redesign of services towards prevention, earlier intervention and personalisation. This innovation and investment in new ways of working are now making significant inroads to addressing longstanding pressures in areas such as residential care for young people. Continued investment in a skilled, adaptable and digitally aware workforce which is supported by a more advanced IT system from 2020 will be key over the next few years.
- 3.4 Key strategic priorities for 2019/20 include:
 - Procurement and implementation of a new fit for purpose social work and social care IT system and associated staff development;
 - Responding to the areas for improvement highlighted in the Joint Inspection of Services for Adults;
 - Pressing ahead with review and transformation in areas where there are demand pressures to secure earlier intervention and prevention, including new models of support for adults with complex needs and transitions from children to adult services;
 - Continuing to explore areas for collaboration and jointly commissioning services with partners;
 - Examining the demand pressures across sectors and identifying solutions and capacity gaps;
 - Responding to workforce pressures and recruitment challenges in social care services;
 - Implementation of the Joint Carers Strategy 2019-2022 to support carers;
 - Developing and implementing new workforce development programmes in public protection and disseminating learning from case reviews;
 - Preparing for inspection of Adult Support and Protection arrangements and Criminal Justice Social Work services focusing on Community Payback Orders;
 - Building on the positive evaluation of OWLS to develop new models for supporting men in the justice system; and
 - Continuing to meet our corporate parenting responsibilities and responding to the recommendations of the Independent Care Review when it reports in early 2020 which will seek whole-systems change for care experienced children and young people.

3.5 It is recommended that the Integration Joint Board:

- (i) Notes the CSWO Annual Report as set out in Appendix 1.

Author(s)

| Name | Designation | Contact Details |
|-------------------|---------------------------|--|
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Approved

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| Sheena Devlin | Executive Director (Education and Children's Services) | |

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| Strategic Implications | Yes / None |
|---|-------------------|
| Community Plan / Single Outcome Agreement | Yes |
| Corporate Plan | Yes |
| Resource Implications | |
| Financial | None |
| Workforce | None |
| Asset Management (land, property, IST) | None |
| Assessments | |
| Equality Impact Assessment | None |
| Strategic Environmental Assessment | None |
| Sustainability (community, economic, environmental) | None |
| Legal and Governance | None |
| Risk | None |
| Consultation | |
| Internal | None |
| External | None |
| Communication | |
| Communications Plan | None |

1. Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations

This report relates to Objective No (i); (ii); (iv); and (v).

Corporate Plan

- 1.2 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Priorities:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to Objective No (i); (ii); (iv); and (v).

2. Resource Implications

Financial

- 2.1 None

Workforce

- 2.2 Any future workforce implications will be reported via individual service reports.

Asset Management (land, property, IT)

- 2.3 None

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

The consultation exercise presented in this report was considered under the Corporate Equalities Impact Assessment process (Eq1A) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

- 3.3 Not applicable

Legal and Governance

- 3.4 Not applicable

3.5 Not applicable

Risk

3.6 Not applicable

4. Consultation

Internal

4.1 Head of Service Adult Social work and Head of Services for Children, Young People and Families have contributed to this report.

External

4.2 Not applicable

5. Communication

5.1 Not applicable

2. BACKGROUND PAPERS

2.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

Appendix 1 - Chief Social Work Officer Annual Report 2018/19