



PERTH AND KINROSS INTEGRATION JOINT BOARD

AUDIT AND PERFORMANCE COMMITTEE

6 MARCH 2018

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2016/17

Report by Chief Social Work Officer

PURPOSE OF REPORT

This report provides the Chief Social Work Officer's overview of social work and social care in Perth and Kinross during financial year 2016/17. It sets out how social care and social work services are being delivered and the key challenges in planning and delivering improvement through service redesign and transformation. The report shows how well social care and social work services are responding to new responsibilities associated with major legislative and policy direction as well as managing increasing demand and associated budget pressures.

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 revised the guidance on the role of the CSWO which was first issued in 2009 and published statutory guidance under section 5 of the 1968 Act. 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's role, outlining the responsibility for values and standards, decision making and leadership. The guidance also covers 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 this updated guidance is helpful in setting out the importance of the CSWO role in integrated arrangements brought about by the introduction of the Integrated Joint Board.
- 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 in practice, the role is usually held by a senior officer who also carries out management responsibilities for a range of services. The role is therefore distinct from the post holder'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 care and social work services delivered to the highest of professional standards. The CSWO annual report is a tool that the Council and the Integrated Joint Board can use to gauge the quality of performance of social care and social work services as well as to develop services which meet the needs of local people and communities into the future.
- 1.6 The CSWO should assist local authorities and their partners in understanding the complexities and cross-cutting nature of social work service delivery, including corporate parenting, child protection, adult protection and the management of high risk offenders. The CSWO also has a contribution to make in supporting overall performance improvement and management of corporate risk. The annual CSWO report and its consideration by Perth and Kinross Council and the Perth and Kinross Integrated Joint Board is one important way to accomplish this.
- 1.7 The Office of the Chief Social Work Adviser (CSWA) has devised a template for all 32 CSWO Reports which allows the CSWA to produce a national summary report and provides us with an opportunity to set our local social care and social work services in the wider national context.
- 1.8 Bill Atkinson, Director of Housing and Social Work was the CSWO through 2016/17 retiring in June 2017. The role was taken up by Jacquie Pepper alongside her responsibilities as Head of Services for Children, Young People and Families from May 2017 and the report prepared after Mr Atkinson's retirement.

2. PROPOSALS

- 2.1 The report considers how social care and social work services have been delivered over the last financial year (1 April 2016 to 31 March 2017). It identifies challenges which will arise in the following year and describes 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 and this report needs to be considered in conjunction with these.
- 2.2 This year, the report attempts to be more evaluative by assessing the quality of service using the findings of external inspection, service self-evaluation and practice highlights which show creativity and examples where the experience of service users comes to the fore. There is still headroom for improving the way in which the impact of social care and social work services is measured and reported and for the individual stories of people who use services to be told.
- 2.3 The report identifies a selection of performance highlights which demonstrate how social care and social work services have delivered sustained and improving outcomes for service users over 2016/7 against a backdrop of increasing demand and budget pressures. These include:
- High quality care services provided by the Council for children, young people, adults with a range of care needs including learning disabilities, recovering from mental illness and substance misuse and frailty.
 - Sustained strong performance in the balance of care for looked after children with a high percentage in family placements.
 - An encouraging sign that young people are confidently opting for Continuing Care and that a high percentage of young people remain in touch after leaving care.
 - Sustained strong performance in reconvictions rates for adult offenders against national comparisons.
 - The numbers of young people involved in offending is at an all-time low.
 - Continued upward trend in the numbers of people opting for Self Directed Support.
 - Almost all (99%) people received support for problematic substance use within three weeks.
- 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 in services of older people and for looked after children. Substantial progress has been made in taking forward the transformational change programmes across social care and social work services. All of these are aimed at prevention and earlier intervention and new models of service delivery which are sustainable and more coherent to better meet the needs of our communities.

- 2.5 The Perth and Kinross Community Justice Partnership was established over 2016/17 with the aim of preventing and reducing offending and to support those who have committed offences to integrate into their local community. The Community Justice Outcomes Improvement Plan for 2017 – 2020 has also been published.
- 2.6 The integration of health and social care continues to take hold and after a full year of operation, the Perth and Kinross Health and Social Care Partnership published its first annual performance report for 2016-2017. This report sets out the extent to which the partnership has addressed the priorities within its Strategic Commissioning Plan 2016-2019 and provides evidence of notable achievements as well as those areas which need to improve. Those that relate to social care and social work services are referenced within the CSWO Annual Report for 2016/17.
- 2.7 The key challenges that face social care and social work services over the next few years are highlighted in the report and include:
- population projections and an increasing number of older people with complex care needs which has led to significant redesign of older peoples services;
 - increasing expectations on social care and social work services arising from legislative and policy change;
 - increasing demand for services across all care groups in Perth and Kinross and the need to shift the balance of care into locally provided community services;
 - transforming the social care and social work landscape moving away from traditional models of care to more person and family centred arrangements; and
 - The impact of anticipated budget savings over the next 2 to 3 years on the ability to maintain high quality social care and social work services.

3. CONCLUSION AND RECOMMENDATION

- 3.1 The CSWO's assessment of performance over the last year is that good progress has continued, despite major challenges. The strong partnership approach that exists in Perth and Kinross is evident in the shared aspirations for vulnerable people but these significant achievements and the high quality of service delivered to our citizens is entirely due to determined and committed staff.
- 3.2 The challenges ahead for social care and social work services are unparalleled. Rising demand, the need to redesign and change while maintaining business continuity all at a time of diminishing resources creates significant pressures on the workforce. The Council is investing just under £4 million in an ambitious transformation programme across social care and social work services. This will allow the focus on prevention, earlier intervention, personalisation and building resilient and self-caring communities to continue at a time of unprecedented budget constraints. However, all of this will mean that the social care and social work workforce will experience

considerable organisational change as well as adjustment to their professional roles over the next few years. Without a skilled, flexible and adaptable workforce which has access to learning and development and effective support there is a risk that we will be unable to achieve the planned programme of change and business transformation. This is unquestionably the key priority for the next few years.

- 3.3 It is recommended that Audit and Performance Committee note the contents of the CSWO Annual Report as set out in Appendix 1.

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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	n/a
Workforce	n/a
Asset Management (land, property, IST)	n/a
Assessments	
Equality Impact Assessment	n/a
Strategic Environmental Assessment	n/a
Sustainability (community, economic, environmental)	n/a
Legal and Governance	n/a
Risk	n/a
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	n/a

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 This report sets out the key challenges that are faced by Social Work Services in relation 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) Supporting people to lead independent, healthy and active lives

Corporate Plan

- 1.2 The Council's Corporate Plan 2013-23 outlines the same objectives as those detailed about in the Community Plan:
- (i) Giving every child the best start in life
 - (ii) Developing educated, responsible and informed citizens
 - (iii) Supporting people to lead independent, healthy and active lives
- 1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:
- Integrated Working

2. Resource Implications

Financial

- 2.1 There are no financial implications arising from the contents of this report.

Workforce

- 2.2 There are no additional workforce implications arising from the content of this report.

Asset Management (land, property, IT)

- 2.3 There are no land and property, or information technology implications arising from the contents of this report.

3. Assessments

Equality Impact Assessment

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.

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) 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 further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

Legal and Governance

- 3.4 There are no legal implications arising from the content of this report.

Risk

- 3.5 Key risks associated with this report are captured within and across various risk assessments and risk profiles for service and change and improvement projects across the various Service teams. Risk is at the heart of Social Work through universal and targeted services and evidence based interventions which lead to improved outcomes. In responding to any new legislation, new service structures and new additional policies risks are considered a key part of continuous improvement and the Council's wider strategic improvement framework. This forms part of the Corporate Risk Profile and as such are continually monitored and reported through various mechanisms.

4. Consultation

Internal

- 4.1 The Chief Executive, the Executive Officer Team and members of the Joint Management Teams of Housing & Community Safety and Services for Children, Young People & Families have been consulted in the preparation of this report.

External

- 4.2 No external consultation has been required in relation to the content of this report.

5. Communication

- 5.1 This report will be communicated to council officers through the Joint Management Teams of Housing & Community Safety and Services for Children, Young People & Families.