

PERTH AND KINROSS COUNCIL

17 December 2014

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2013/14

Report by Chief Social Work Officer

PURPOSE OF REPORT

This report provides Council with the Chief Social Work Officer's assessment of social work and social care practice across Perth and Kinross in the financial year 2013/14. It identifies what services are working well, where there are areas for improvement and an assessment on how Social Work services are being delivered along with partners.

1. BACKGROUND/MAIN ISSUES

- 1.1 Section 5(1) of the Social Work (Scotland) Act 1968 as amended by Section 45 of the Local Government, etc (Scotland) Act 1994 requires every Local Authority to appoint a professionally qualified Chief Social Work Officer (CSWO). In March 2009, the Scottish Government published national guidance on the role of the CSWO: Principles, Requirements and Guidance. Overall, the role is to provide professional governance, leadership and accountability for the delivery of social work and social care services, whether these are provided by the Local Authority or purchased from the private or voluntary sectors.
- 1.2 In April 2014, the Scottish Government Chief Social Work Advisor (CSWA) published the new template and related guidance for the production of 2013/14 reports, following a period of consultation with Chief Social Work Officers across Scotland. The template and related guidance assists CSWOs in the development of their Annual Reports, to ensure their reports cover the key issues of interest to a range of relevant audiences and to help in the sharing of information across services about Social Work good practice and improvement activities across Scotland. In the interests of national consistency it is expected that all reports will cover the financial year 2013/14, as opposed to the calendar year which has historically been the approach adopted in Perth & Kinross, so for this transition year only there is a significant overlap with the reporting period for last year's annual report.

2. PROPOSALS

- 2.1 The overall purpose of the new template is to be able to present, succinctly and clearly, how Social Work Services have been delivered, what is working well, what is not and why, and how Local Authorities and partners are planning for and delivering change. It is also designed to highlight innovative and good practice as well as areas of challenge for Local Authorities.

- 2.2 The report is designed to be complementary to the well-developed Performance Management and Governance systems in existence within Perth & Kinross Council. This includes the robust arrangements which are in place to ensure that the Chief Social Work Officer has access to the Chief Executive and the Council when appropriate.
- 2.3 The report also considers the quality of Social Work practice over the last year and the advances that have been made in relation to improving outcomes for vulnerable people. Overall, the report has identified a number of key developments across Social Work Services in the last year including:
- Good progress in delivering and preparing for the additional legislative requirements across many aspects of Social Work.
 - Implementation of Action Plans flowing from the Mental Health, Learning Disability and Employability Strategies first introduced in 2012.
 - Successful implementation of a Women's Offender Project, Mentoring and Persistent Offenders' Project, all within the Community Safety section.
 - Review of Multi Agency Screening work to ensure joint decision making a proportionate response to Police Concern Reports and Unborn Baby referrals.
 - Additional Kinship Care resources created to respond to the growing number of Kinship Carers as a key feature of the rising population of Looked After Children.
 - Additional Support Needs (ASN)/Learning Disabilities Transition Project which has developed new approaches to supporting children with complex disabilities to remain within their communities and to prepare them for adulthood.
- 2.4 The report also comments on the workforce development issues, including the need to upskill the staff to respond to the changing nature of Social Work and Social Care in, for example, the importance of developing evidence based practice and the value of developing leadership at every level.
- 2.5 As stated earlier this report covers the financial year 2013/14, and the Council may be interested to note further developments in the last six months including:
- Significant progress and planning for the introduction of the new Health and Social Care Partnership which comes into place in April 2015.
 - Development of a Joint Adult Carers and Parent Carers strategy 2014/17.
 - Implementation of the Self Directed Support legislation offering more choice and control to individuals.

- Significant progress has been made in delivering the joint Learning Disabilities and Autism Strategy.
- Continued progress on targets for Criminal Justice Services including reduced reoffending rate and improved timescales for implementing supervision requirements.
- Further implementation and embedding of GIRFEC approach to ensure an early and proportionate response to children in need.
- Continued development of data, intelligence and performance improvement systems on which to confidently invest in evidence based programmes.
- Progress on the Integration of Youth Services with Youth Justice Services.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Chief Social Work Officer's view is that there has been good, and in some cases very good, progress against Social Care and Social Work Services in Perth and Kinross over the last year. This will require to continue if we are to keep up with the pace and challenge in the coming year, arising from new legislation and national policy, increased demand, new service structures and increasing expectations from individuals and communities.
- 3.2 Despite this, I am confident that managers and staff are clear about what needs to be addressed and are committed to ensuring that social work and social care services continue to progress over the coming year.
- 3.3 It is recommended that the Council approves the Chief Social Work Officer's Annual Report as set out in Appendix 1.

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Approved

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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	n/a
Communication	
Communications Plan	Yes

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 2013-18 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.

However, no action is required as the Act does not apply to the matters presented in this Report.

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 and Social Care 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 Integrated Social Work Strategy Group 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 Integrated Social Work Strategy Group.

2. BACKGROUND PAPERS

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

Chief Social Work Officer Report 2013/14



Perth & Kinross Council Chief Social Work Officer Annual Report 2013/14



Securing the future... • Improving services • Enhancing
quality of life • Making the best use of public resources

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1 Introduction

Social Work and Social Care Services play an essential role in society, promoting social justice, supporting vulnerable people, advocating for their rights and independence, protecting children and adults at risk and safeguarding people's wellbeing. Social Work Services also try to address the multiple disadvantages and inequalities which some individuals experience temporarily or throughout their life as a result of personal and social challenges.

In addition to this supportive and protective role, Social Work Services has a responsibility and duty to assess and manage the risk posed by individuals to others, including making decisions about the need for restriction of individual freedom where the individuals represent a risk to themselves or others.

Whilst Public Service Reform is progressing generally across Scotland at pace, there is a view that Social Work, as a profession, is facing the biggest change in a generation. This includes the emerging integration of Health and Social Care Services; the introduction of the Children and Young People (Scotland) Act 2014; the continuing work in many localities to increasingly integrate Social Work Services; the reform of Criminal Justice Services and the focus on Self Directed Support. All of these emerging policy and legislative drivers have a focus on delivering better outcomes for individuals and communities and encouraging individuals to take control of their lives. The emphasis on individual and community empowerment is a value which is at the heart of Social Work.

This report provides a summary of issues that Social Work and Social Care Services have dealt with over the last year in Perth and Kinross and evaluates how well this has been achieved. A number of significant new strategies have been implemented to drive the transformational change required to keep pace with the challenges and this report will try to identify what progress has been made across these. There has also been a continued emphasis on better integration of services across the Community Planning Partnership, using evidence based approaches to maximise efficiency and effectiveness of services, and a greater focus on building individual Community Capacity through more localised as well as personalised services.

2 Local Authority

Perth and Kinross has a population of 147,750 and over the past 10 years, we have experienced the seventh highest population growth in Scotland (8.7%) which was 1.5 times the national average. Our population is projected to grow by 24% by 2037 which is the third highest growth in Scotland. We therefore face real challenges to service delivery, including an increased demand for affordable housing, an increase in in-migration and an ageing population. However, levels of deprivation within Perth and Kinross remain low. In 2012, six areas were considered to be within the 15% most deprived areas in Scotland; these are located in North Perth City and Rattray in Blairgowrie.

Children and Young People

Children (0-15) make up 17% of the population and we provide education to 17,500 pupils. Attainment within Perth and Kinross schools is high and improving. In terms of our Looked After Children's attainment in 2013/14, 79% of children leaving care attained at least one subject at Level 3 and two out of three achieved English and Mathematics at Level 3. We have also begun to reduce the number of More Choices, More Chances for young people from 500 in 2010/11 to 390 in 2013/14 showing a reduction in young people not achieving positive destinations from school. A key challenge is to enable all our young people to realise their full potential.

Social Care and Health

The Perth and Kinross population has an average life expectancy of 79.1 years, which is higher than the national average and older people aged 65+ make up 20% of the total. The number of older people has increased by 14% since 2001. This trend is projected to continue. Last year, on average, 1,297 people were provided with home care per week enabling them to live at home. The Community Planning Partnership is committed to tackling health inequalities and in particular the impact of alcohol and obesity.

Community Safety

Perth and Kinross remains a safe place to live. Over the last five years the number of crimes committed has continued to decline and is at its lowest crime level (5,320 in 2011/12). The Community Planning Partnership has committed to addressing violence against equalities groups and this is particularly relevant given the level of in-migration from outside of the UK.

The number of offences committed by juveniles has decreased by 59% over the last five years, a result of the work of the Youth Justice Partnership, which is far in excess of the national trend.

3 Partnership Structures/Governance Arrangements

The Chief Social Work Officer is required to ensure the provision of appropriate professional advice in the discharge of local authorities' statutory duties. Overall, the role is to provide professional governance, leadership and accountability for the delivery of Social Work Services, whether these are provided by the local authority or purchased from the voluntary or private sector. In addition, there are a small number of specific duties and final decisions in relation to a range of social work matters, which must be made by the Chief Social Work Officer.

The functions of the Chief Social Work Officer are carried out within Perth and Kinross through clear lines of accountability. The Chief Social Work Officer reports directly to the Chief Executive. This contact exists to ensure the Chief Executive is advised of any complex issues concerning social work matters.

The Chief Social Work Officer has the right to directly advise Council on any of the areas that he feels may be a significant risk to Perth and Kinross as a result of the actions of any of the Social Work Services. Elected members' leadership and governance of Social Work Services is divided between: Housing and Health Committee; Lifelong Learning Committee and Community Safety Committee.

The Chief Social Work Officer meets regularly with the Depute Director, Housing & Community Care to discuss issues of policy and strategic development, complex operational decisions and workforce development. The Depute Director also deputises for the Chief Social Work Officer in his absence. The Chief Social Work Officer is the Depute Director of Education & Children's Services, and is a member of the Education and Children's Services (ECS) Senior Management Team and influences through that mechanism.

In Public Service Reform, and in particular the associated forthcoming legislation, the Chief Social Work Officer will have a key role in ensuring the partnership arrangements are built on sound professional advice and governance.

The Chief Social Work Officer chairs the Integrated Social Work Strategy Group. This ensures that managers across all Social Work Services develop a common vision; work to deliver integrated services through jointly developing cross cutting issues; and develop a well maintained, supported and led workforce.

The format of this group has been revised in the last year to maximise impact and resources, with the Chief Social Work Officer meeting with Heads of Children & Families' Services and Community Care on a monthly basis and other members of the group on a less frequent basis.

Specific Decisions by the Chief Social Work Officer

The Chief Social Work Officer's role includes making specific decisions on behalf of the Council in relation to social work matters. For example, within the last year, the following have been approved:

- 1 Secure Accommodation
- 8 Permanence Orders
- 2 Permanent Foster Carers
- 4 Temporary Foster Carers
- 78 permanent placements in Kinship Care (children placed through statutory orders)
- 20 new Kinship Carers
- 5 Prospective Adopters
- 2 Respite Foster Carers
- 8 Carers Retired (4 temporary and 4 respite)

The number of children put forward for Permanence Orders has increased significantly in the last year and there has been an increase in the number of children and young people subject to statutory orders in Kinship Care.

There has been ongoing recruitment of Foster Carers to provide placements for increased numbers of children becoming looked after in order to keep up with increased demand.

Welfare Guardianship Orders

There continues to be an increase year on year in Guardianship Orders, as noted in the table below.

	November 2011	November 2012	November 2013	March 2014
Private	96	131	154	171
Local Authority	103	74	85	101
TOTAL	199	205	239	272

The increase is primarily in Private Guardianships, that is, those where family members and individual carers make an application to become the Welfare Guardian for a vulnerable individual. Perth and Kinross has one of the highest figures for Private Welfare Guardianships in Scotland and further work is required to explore the reasons behind this. Some of the high numbers may relate to local assumptions that in order to secure the best services, relatives require a Guardianship Order; they may also represent the presence locally of private legal expertise in this field. The rise has created pressures within the Mental Health Teams, as each Order requires the input of a Mental Health Officer (MHO).

4 Finance

The Council has a long history of financial prudence which has placed it in a strong position to deal with the public sector financial pressures. Nevertheless, Council Services in general, and Social Work Services in particular, require a combination of different financial approaches to continue to deal effectively with these. These

pressures are well documented throughout this report and include new legislation and policy changes; increasing demand for adult and child protection services; demographics; the rising expectations of individuals and communities to have greater control over social work services and welfare reform.

In Community Care, for example, an impending potential financial impact will be the integration of adult social care and health services under the Public Bodies (Joint Working) Act. The full financial details around these new service delivery arrangements have not yet been confirmed. Pressures from a financial perspective may emerge as both Perth and Kinross Council and NHS Tayside will have ongoing and recurring budget challenges.

A further potential financial issue is the roll out and implementation of the Self Directed Support legislation. This new legislation has had bridging finance provided by the Scottish Government which runs out in March 2015, and as yet there has been no major shift in how individuals are choosing to have their services provided.

In Perth and Kinross, there is a particular challenge with the +75 population growing at a faster pace than the rest of Scotland. This is putting considerable pressure on our budgets for residential, nursing care and care at home services.

In relation to people with a learning disability, we are seeing more and more individuals with multiple and complex needs. These people are living longer and therefore requiring more intensive and costly services to sustain them in appropriate care settings.

There are also growing trends in the number of people who are affected by mental ill-health and drug and alcohol misuse problems, therefore, pressures in these areas are increasing.

In Children & Families' Services too, the financial implications of new legislation are still being fully costed, particularly around additional duties to young adults who have been looked after as children in the context of increasing numbers which represents one of our main cost pressures. These include:

- costs for external residential placements for young people whose needs are such that they are unable to be within the community;
- increasing costs of Kinship Care allowances associated with a year on year growth of the number of children placed with Kinship Carers;
- increasing costs of fostering allowances associated with a year on year growth of the number of children placed with Foster Carers;

- new legislative requirements to comply with European Directives e.g. waking nights for residential staff.

The financial approaches to deal with these pressures are made up, not surprisingly, of a combination of budget increases; budget savings; transformational change and service redesign; underpinned by the need to direct resources towards early intervention and prevention.

(a) Budget Increases and Expenditure

Over the last three financial years from 2011/2012 to 2013/14, Perth and Kinross has increased expenditure on Community Care & Criminal Justice Services by £3.37m.

Community Care and Criminal Justice Services	2011/12	2012/13	2013/14
Expenditure	£49.59m	£52.95m	£52.96m

Over the last three financial years from 2011/2012 Perth and Kinross has increased expenditure on Children & Families Services by £1.9m.

Children & Families' Services	2011/12	2012/13	2013/14
Expenditure	£16.242m	17.365m	£18.152m

Perth & Kinross Council invested considerable additional resources in 2013/14 in the following areas:

- Additional resources to meet the costs of young adults with a learning disability transitioning from Children's Services into Adult Services.
- Inflationary uplifts for the rates paid to external care at home private providers/additional purchasing capacity and care home contracts.
- An allowance to meet some of the demographic pressures associated with the ageing and frailer Older People population.

The Council has also responded to increasing demands on children and families over the last few years and the total number of qualified social workers working in Children & Families' Services was increased by 5.0 FTE in 2013/14 bringing the total to 205.

An equivalent increase in adult care services workers was also approved.

(b) Budget Savings

In 2013/14, the savings applied to Community Care Services have been as follows:

- Introduction of additional charges for services and a new Contributions Policy.

- Continued externalisation of the mainstream care at home service – to secure service provision from the private sector at rates more competitive than the in-house costs. This has been coupled with a consequential reduction in management and support costs for this service.
- A comprehensive review of the local authority run residential homes for Older People with the implementation of new staffing levels and staff rotas, coupled with a reduction in the bed capacity in three homes.
- A reduction in the purchasing capacity for residential and nursing care for Older People.

Community Care and Criminal Justice Services

Main Savings Approved	2011/12	2012/13	2013/14
	£,000	£,000	£,000
Revised Charges for Non Residential Services	369	339	276
Redesign of Community Care Management Team	350	114	30
Services to Carers	0	0	39
Redesign of Learning Disability Services	253	200	123
Redesign of Community Safety Service	495	0	57
Redesign of Care at Home Service	312	0	294
Redesign of Local Authority Residential Care Homes (Older People)	280	0	100
Reductions in Residential Placements (Older People)	0	120	132
TOTAL	2,059	773	1,051

Children & Families' Services

Main Savings Approved	2011/12	2012/13	2013/14
	£,000	£,000	£,000
Secure Accommodation/ Residential Schools	0	0	500
Service Level Agreements including NHS	0	30	246
Central staff various areas within CFS	109	105	0
Integration of Families & Youth Services	0	0	55
TOTAL	109	135	801

(c) Transformational Change and Service Redesign

In recent years, the Council has implemented a Re-ablement Service which provides care and support to enable people to regain skills that they may have lost. This is for a limited period, enabling people to live independently as far as possible and determining levels of continuing support, including home care.

Again, over the last few years, efforts by the Council with partners to develop new support models in line with Self Directed Support have enabled more people to remain in their homes and communities, and thereby shifted the balance of care.

Within services to people with a learning disability, the Council has in recent years, moved to provide more person centred services at an individual level rather than institutional care settings, whilst recognising that for some people in this client group, there may be no alternative safe and appropriate service provision beyond a residential/nursing home placement.

Redesign of services through the Transitions within the Community project (shift away from traditional models of care eg respite to support within the home)

The information shows that overall spending was reduced or avoided by switching to the new service models. For these children and young people, services delivered through the new arrangements now cost £208,464 per annum compared to a projected spend of £751,233 under the old arrangements. This represents a reduction of more than £500,000.

(d) Early Intervention and Prevention

The Council (along with NHS and Third Sector partners) is using the Scottish Government's Reshaping Care for Older People Change Fund to prevent avoidable admissions to hospital, enable accelerated discharge and develop more resilient communities. This has seen improvements in the number of Older People being inappropriately admitted to hospital when they could have been cared for and remained at home. These projects have also seen considerable progress in the average number of days per person lost to delayed discharge.

Children & Families' Services have also made a significant contribution to the Early Years work in Perth and Kinross including: Early Years Collaborative (EYC); Early Years Strategy (EYS); and the Evidence 2 Success (E2S) Initiative. Together these strategies are working to improve outcomes for young children and their families by focussing on robust data which is applied to inform evidenced-based programmes of interventions. This approach has included reinvestment in what works and has the greatest impact on outcomes with the least cost.

5 Public Protection

(a) Adult Protection

Governance Arrangements

The Adult Protection system is well established in Perth and Kinross. The APC (Adult Protection Committee) is accountable to the Executive Officer Group and the Community Safety and Environment Outcome Delivery Group within the local Community Planning structure in the Council. A review of the constitution has resulted in the increase in the number of organisations represented on the APC and the potential to engage with service users and carers through the voluntary sector.

Performance Summary

There continues to be an increase in the number of adult reports totalling 3286, of which 2560 are Police Adult Concern Reports. This has placed an additional workload on the community care teams which has resource implications. During 2012/13, a total of 726 people progressed through the Adult Support and Protection (ASP) process.

Police Scotland remains the principle source of referrals, accounting for 42% of all referrals. As noted earlier, however, a high proportion of these are Vulnerable Person Concern Reports of which only 16% progress to adult protection inquiries. While many may not progress to formal Adult Protection Investigations, they still merit further assessment and interagency decision as to further action.

The most significant change is the increase in the number of contacts received from Care Homes (public and private), relatives and other professionals and the Care Inspectorate from 4% to 23% (over a two year period). Greater staff, public awareness and closer links with the Care Inspectorate has been a contributory factor.

(b) Criminal Justice Services – Community Safety

As stated in last year's report, Community Safety now comprises a range of different services, including: Prison-based Criminal Justice Social Work; Community-based Criminal Justice Social Work; the Safer Community Teams, includes the Unpaid Work Team; and Forensic Mental Health Social Work. A notable change is that Youth Justice no longer sits within the service but has been included as part of a redesign of youth services within Education and Children's Services. However, strong links and working relationships have been maintained with colleagues to ensure there are positive transitions where possible between services for young people. The work of the Community Safety Service has focused on integrated working with other services not only within the Council but with organisations including Police Scotland, the Scottish Prison Service, NHS Tayside, and a range of Third Sector Agencies and has underpinned much of the work during the last year. In addition, the core duties of providing statutory supervision to offenders, reports to the Parole Board, input to MAPPA (Multi Agency Public Protection Arrangements), and the provision of a Warden and Anti-Social Behaviour and Noise Investigation Service, have continued to be effectively delivered.

An example of this is apparent in the most recent reconviction data which indicates that Perth & Kinross Criminal Justice Services continues to be highly effective.

1 Year Reconviction Frequency Rate

	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Scotland	0.61	0.60	0.60	0.57	0.60	0.56	0.55	0.53
Tayside	0.67	0.72	0.75	0.67	0.77	0.68	0.69	0.61
Perth & Kinross	0.66	0.64	0.62	0.55	0.62	0.50	0.51	0.49

N.B. 2012/13 information not available

The above table shows the average number of reconvictions per offender within a one year follow-up period from the date of the index conviction. This figure continues to fall for Perth and Kinross and is below both national and regional figures.

Criminal Justice Key Indicators

	2010/11	2011/12	2012/13	2013-14
Court reports submitted within agreed timescale	98%	98.5%	99.6%	99.4%
Initial contact with those made subject to Probation Orders	100%	- ¹	- ¹	- ¹
Successful completion of Community Service (average hours per week)	4.7 hours	- ¹	- ¹	- ¹
Percentage of clients with a CPO Supervision Requirement seen by a Supervising Officer within 5 working days ²	-	70.1%	87.8%	86.4%
Percentage of Community Payback Orders Level 1 unpaid work requirements completed within agreed timescales ³	-	100%	96.9%	94.1%
Percentage of Community Payback Orders Level 2 unpaid work requirements completed within agreed timescales ⁴	-	100%	94.9%	99.0%

¹ In February 2011, a new system of Criminal Justice was introduced and the old order types e.g. Probation and Community Service were abolished and replaced with Community Payback Orders

² New reporting indicator

³ Level 1 – between 20 and 100 hours

⁴ Level 2 – 101-300 hours

(c) *Child Protection*

The last year has continued to provide challenges and demands for child protection practitioners.

A wide range of mature multi-agency and single agency self-evaluation activities and quality assurance processes confirm that services across Perth and Kinross have maintained some very effective practices in working with children, young people and families at risk and in need of protection. These include:

- services to protect children are robust and focus on vulnerability, risks and needs
- a very strong commitment at every level to improving the life chances of children, young people and families;
- practices which are evidence-based and informed by policy and the results of self-evaluation;
- services responding to children, young people and families in ways which promote their safety and wellbeing;
- encouraging a competent and confident workforce;
- the CPC (Child Protection Committee) that is transparent and public-facing.

There are aspects in which we believe we are sector leading and we have submitted three examples of Good Practice to the Care Inspectorate at their invitation which will be validated in the coming months. These include the work on Public Engagement and Communications; the Approved Providers Scheme and our progress to secure permanence for children who are no longer able to be cared for within their birth families.

Key strengths identified through self-evaluation include:

- that staff, across services, recognise when a child is at risk of abuse and neglect and when something is getting in the way of a child's wellbeing;
- information-sharing among staff to ensure that children and young people are protected continues to be very effective;
- the initial response to children and young people when there are concerns about their safety continues to be very effective;
- the collaboration of staff working with children, young people and families is very strong and focused on improving the lives of the most vulnerable;
- assessments of risks and needs continue to be of a high quality overall and are used well to inform plans to meet children's needs.

There are a number of key areas in which there is room for further improvement. These include some which are also emerging as key areas for improvement nationally through the findings of the Joint Inspections of Services for Children led by the Care Inspectorate.

Areas for improvement identified through self-evaluation include:

- ensuring a consistent response at an earlier stage when concerns emerge about children's well-being;
- improving the contribution of staff working in services for drug-misusing parents to assessment of the risks to children and young people and ongoing review.

A Multi Agency Screening Group (MASG) has been in operation for the past 2 years. This was developed using the IHI Improvement Model engaging social work, health, police and education in an approach which provides a more comprehensive review of Police Child Concern Reports and Unborn Baby referrals. It has demonstrated significantly improved information-sharing, joint decision-making, and feedback to the child/young person's Named Person in health or education. A review of this process is underway and due to report in January 2015.

Perth and Kinross has experienced a trend of increasing numbers of children and young people in need of protection from abuse and neglect. Multi-agency screening of children and young people whose safety and wellbeing may be at risk is assisting us to identify more children who need help and support at an early stage and the number of children identified at immediate risk of harm is also growing.

The following statistics which compare statistics for the last two academic years demonstrate the rate at which we have experienced these increases and underlines the impact that this has on the children and families social work service.

Academic Year

- 3912 child concern reports received in 2012/2013, compared to 3753 in 2011/2012, representing a 4.23% annual increase;
- 70 children/young people were the subject of a Child Protection Investigation in 2012/2013, compared to 63 in 2011/2012, representing an 11% annual increase;
- 92 children/young people were considered at Initial Child Protection Case Conferences in 2012/2013, compared to 85 in 2011/2012, representing an 8% annual increase; and
- 68 children/young people out of 92 were registered and/or placed on the Child Protection Register (CPR) in 2012/2013, compared to 56 children/young people in 2011/2012. This represents a registration rate of 74%, compared to a registration rate of 66% in 2011/2012, an annual increase of 8%.

Fiscal Year (April to March)

- 11 Child Protection Orders (CPOs) were granted by the Sheriff in 2013/2014, compared to 17 in 2012/2013. These applications are made in partnership with Legal Services who provide an excellent level of service and expert advice.

6 Performance

In the last year, the two main Community Planning documents, the Corporate Plan and the Community Plan, have been revised and updated and it is clear from the strategic objectives and local outcomes that Social Work Services have a key role in the delivery of these. For example, the Corporate Plan 2013-2018 strategic objectives are:

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

Performance against these key service areas is outlined below.

Community Care Services

Community Care Services' local key priorities over the last year continue to include:

- developing the Personalisation Agenda through consultations with existing and potential service providers, service users, carers and communities;
- creating a model of locality-based integrated working which supports prevention at the level of place;
- creating models of integrated support and prevention in areas of greatest need;
- starting to broaden staff skills and competencies to support locality working further improving the support provided to enable people to live in their own homes and communities longer – including support provided to carers;
- taking forward key management, cultural and organisational changes across services through the Transformation Agenda;
- improving partnership working between key services involved with adults with complex needs; and
- through all of the above, developing an infrastructure of choice, control and service responsiveness consistent with the requirements of Self Directed Support.

The move towards a locality based structure has supported the convening of locality-based staff meetings to explore both matters of central strategy and local concerns. Action Learning Sets have now been delivered in two localities and are underway in a third, involving staff from Health and Social Care and local capacity builders. A range of integrated service delivery structures now exist in localities which offer Community Care staff the opportunity to work with each other and colleagues across a range of other agencies, to identify those with complex needs and intervene earlier, in order to reduce 'failure demand'. The learning for this approach needs to be extended to Children & Families' Services.

(a) Older People's Services – Change Fund

Work with colleagues from the Community Health Partnership, the Acute Sector, Voluntary Sector, service users and carers in communities continues under the auspices of the Change Fund to support the Reshaping of Older Peoples Services.

All four workstreams noted within last year's report are now in place. The operational focus has been upon the following key areas:

- reducing the number of unplanned non-emergency admissions to hospital
- reducing the number of Delayed Discharge days lost
- improving and integrating our services for people affected by Dementia
- increasing community capacity and co-production opportunities in localities

A total of 23 initiatives are now underway in relation to the first three workstreams. Some of these initiatives have only begun within the last year, but already the number of Delayed Discharge days lost through awaiting a Social Work assessment or awaiting a Residential Care place has reduced by 50%.

The fourth workstream is focussing upon the development of individual and Community Capacity to support personal, family and community resilience. There are a further eight initiatives contained within this workstream.

(b) Self-Directed Support

As part of the implementation of Self-Directed Support, alternative commissioning arrangements have been introduced based on a new Self-Directed Support contractual framework. This framework enables individual packages of support to be purchased from providers, under options 1-4 identified within the legislation.

The four options available for clients are:

- 1 *having a direct payment*
- 2 *choosing the services they want and asking the Council to arrange them*
- 3 *letting the Council decide what services are right*
- 4 *a mix of these options*

(c) Re-ablement and Care at Home Services

Re-ablement Services are now fully implemented and our evaluations to date would indicate that 40% of those supported no longer require further Home Care support regaining their full independence. The intensive initial approach followed by a focus on maximising the service user's own abilities has proved highly effective. Indeed, it is a principle which it is hoped we will be able to replicate in other parts of Adult Care Services. Satisfaction surveys with both service users and carers continue to indicate high levels of satisfaction and positive outcomes.

The principle challenge that the Council faces is the continuing commissioning of care at home to external providers whilst ensuring a stable and adequate service provision.

(d) Telecare and Telehealth

The Telecare Development Plan has now been underway for some 12 months. It has been successful in ensuring that consideration of the role of Telecare has become a default position within any Community Care assessment.

Opportunities continue to be explored to extend the use of Telecare in other settings. In particular, potential roles are being explored for Telecare in relation to the monitoring and care of Older People affected by Dementia. For those affected by Dementia, however, certain types of Telecare equipment only operate effectively when a number of close neighbours and family understand their function.

(e) Older People's Residential and Day Services

This has been a year of transition for our Day Services, with the move from a building based approach to a Day Services model offering wider choice and the potential to include older people more effectively within a range of community activities. A multi-agency Dementia Centre of Excellence in Perth is now active, whilst we are also developing a range of smaller integrated facilities in larger rural towns. A successful model of Day Services in Blairgowrie remains active and offers choice and security which has attracted very positive feedback from attenders and carers alike.

Some milestones within Older Adults Services over the last year have included:

- Strathmore Day Opportunities continues to provide a successful model of Day Services in Blairgowrie - a mixture of opportunities within the community and the Jessie Street resource. The opportunities available are being developed through continuous feedback from service users and carers. The new management structure utilises localised management and continues to develop locality teams.
- Lewis Place - one-to-one meetings with clients take place to determine future support; this is looking at preferences regarding activities within the community or within a building base. During the last year, more community based opportunities have been accessed for clients who express an interest ie Still Game at McDiarmid Park and Silver Surfers at the North Inch Community Campus.
- New Rannoch - Rannoch Road Day Centre moved to its new premises in October 2013. The new centre, known as New Rannoch, is based in Shuna Court in North Muirton. Refurbishment of the building has been undertaken to create a therapeutic, flexible, safe and homely environment to support older people with Dementia. This resource has enhanced the support provided to older people in Perth and surrounding areas. The vision is that the day centre becomes a meaningful and integral part of the community, further supporting national initiatives which aim to develop Dementia friendly communities.

(f) Learning Disabilities

This is the second year of the Joint Strategy for Learning Disability and Autism 2012-2015. This Strategy continues to use consultation with service user and carers' involvement as a key means of implementing the Strategy. The Strategy aims to build on the improvements ushered in by the previous Best Value Review and has a target of personalisation of all learning disability services by 2015. This will be achieved by re-shaping the service to one where Self-Directed Support options are the norm and all service users will be offered opportunities for non-traditional and institutional forms of care and support throughout Perth and Kinross.

Some milestones within Learning Disability Services over the last year have included:

- Gleneagles Day Opportunities continue to be creative in their approach and, since July 2013, have been accessing the Loch Leven Community Campus in Kinross which provides activities for individuals in their locality.
- Blairgowrie Day Opportunities and the Local Area Co-ordinator are developing a new, creative way of providing opportunities for individuals. A constituted committee is formed, comprising people from the local community, which will enhance the personalised options that are available for all individuals in the area.
- Kinnoull Day Opportunities, in line with the vision, continues to grow and develop; many service users now access opportunities in their own localities. This move has transformed Kinnoull and has been driven by the views of carers and service users. This was recognised in the Care Inspectorate Report of April 2013, when Kinnoull were inspected on 8 quality themes of which 6 were graded as excellent and 2 very good.
- The Employment Support Team continues to support individuals who have a learning disability, mental health or autism spectrum condition into work over 2013.
- Friendship Unlimited Network (FUN) now has 60 members with additional individuals attending various activities; they are looking to expand FUN into Blairgowrie, Crieff and Pitlochry. The Co-ordinator's post has been advertised by Enable and recruitment should start soon.
- Shared Lives have 5 referrals made by the Learning Disability Social Work team. 2 Shared Lives Carers have been recruited to date by Richmond Fellowship and more applicants are going through the recruitment selection process currently.
- An Autism's Initiative One Stop Shop for adults on the autistic spectrum is established and is based at No 3 King Street, Perth.
- The number of individual supported tenancies has increased year on year as individuals are supported in a more personalised way in local accommodation; the figure now stands at 168 for 2013 compared to 155 in 2012, 129 in 2011, 108 in 2010 and 76 in 2009.

(g) Mental Health Services

The Mental Health and Wellbeing Strategy has been in place since October 2012. Over the last year, there has been continued progress in supporting "an environment which empowers people and communities to promote and sustain their own mental

health and to enable those who experience mental health problems to obtain the right help and support at the right time and place”.

- **Wellbeing Festival**

Last year we helped to establish an innovative ‘Wellbeing Festival’ within Perth and Kinross. The festival aims to reduce stigma and increase awareness around the holistic range of supports available locally for a person’s wellbeing. The Wellbeing Festival involves the major local employers, including the Council, NHS, SSE, Aviva and numerous third sector organisations, all raising awareness of mental wellbeing issues with their employees.

- **Recovery College approach**

There is a pledge to put recovery at the heart of the Mental Health and Wellbeing Strategy. Locally, Perth Association for Mental Health and Mindspace Counselling Services have merged and rebranded to become Mindspace Recovery College. It provides a community where anyone can learn more about living with and managing mental health. There are also sessions on life skills, employability skills and supporting others through peer mentoring. This is done working alongside people with experience of mental ill health. ‘Ready for Business’, an agency that supports commissioning partnerships with Local Authorities and the third sector, has supported us to develop a commissioning improvement plan for Mental Health and Drug and Alcohol. The WRAP Training – Wellness Recovery Action Planning – has also been rolled out, not only focusing on people who used services, but staff working within frontline services.

- **Suicide Prevention**

The work undertaken by members of the Suicide Prevention Steering Group continues to meet the pledge made within the Strategy to “offer a range of series 24 hours a day to support people in a crisis situation”. An independent review of suicide prevention work in Perth and Kinross flagged up the need to extend the reach of the suicide prevention message. Local organisations are driving this forward i.e. the Samaritans target young men at risk of suicide; Suicide Prevention Week provided an opportunity to develop joint work with GP surgeries; and support and resources are being made available to migrant worker communities, and particularly vulnerable population.

(h) SAINTS (Saints Academy Inclusion Through Sport) Project

This is a joint initiative between Housing & Community Care and the St Johnstone Football Club to offer a range of sporting opportunities and associated activities to those who may otherwise face barriers to accessing them. The SAINTS (**S**aints **A**cademy **I**nclusion **T**hrough **S**port) Project is for adults with mental health, learning disabilities and autistic spectrum disorder and those who are recovering from substance misuse problems. It has already gained plaudits for its innovative approach. The SFA has described the project’s work within the field of mental health football as ‘trailblazing’; HMI called the SAINTS project a ‘sector leading and innovative practice’ and the project was recently approached by Wicklow County Council in the Republic of Ireland as an example of good practice to share when

drafting their Mental Health Sports Strategy. The project won two 'Securing the Future' Awards in 2013 and it is hoped that the project will expand further over the next year; again there is learning in this project which can be shared across other services.

(i) Drug & Alcohol Team

In 2013, the new Alcohol and Drug Partnership (ADP) Strategy was completed which set the direction for the next three years. The new Strategy is based on the **Recovery** agenda, mentioned above in the Mental Health and Wellbeing Strategy. In relation to a substance misusing perspective this is the principle that *'recovery is most effective when service users' needs and aspirations are placed at the centre of their care and treatment'*. Like the Mental Health and Wellbeing Strategy, the ADP Strategy emphasises the role of community in Recovery and also in prevention, supporting people before they require a specialist, medical solution.

To complement the recovery agenda and person centred approach, the Drug and Alcohol Team have embarked on training in Motivational Interviewing (MI). This is a collaborative and empowering method which can effectively influence change through counselling and directive strategies. This 9 month pilot course delivered by Scottish Training on Drugs and Alcohol (STRADA), is being commissioned by the Scottish Government with a view to roll out to other local authority Drug and Alcohol Teams. The Team have completed their Motivational Interviewing Training and can now call themselves advanced practitioners in MI, the team found the whole experience a very exciting and informative one and have seen the continual benefits of using MI while working with clients who are ambivalent about their relationship with substances.

Very good partnership and integrated working is evident in the activities of the Drug and Alcohol Team and is reflected in the continued work with NHS Tayside Substance Misuse Services (TSMS), Criminal Justice Services and Children & Families' Services in tackling parental substance misuse. Furthermore, the team contributes to the strategic priority led by the Community Safety Partnership and the Alcohol and Drug Partnership of addressing alcohol misuse through the Alcohol Focus work. There are numerous integrated and joint working partnerships across Perth and Kinross to support people with a problematic substance misuse problem, with a focus on locality working to ensure all individuals are supported as close to their home as possible. From January to March 2014, there were 290 referrals to the Social Work Drug and Alcohol Team.

During 2013/14, the Drug and Alcohol Team has taken forward:

- **Parental substance misuse** – the team continues to contribute to the Children Affected by Parental Substance Misuse (CAPSM) Group and provides a member of staff to the multi-agency Change Is a Must team, managed by Children & Families' Services in line with GIRFEC and Getting Our Priorities Right (GOPR). This social worker has recently been trained in using the Rickter assessment tool and developed a bespoke assessment tool based around SHANARRI wellbeing indicators. Motivational Interviewing (MI) and the Rickter assessment is now integrated, working in partnership with parents.

- **Blood spot testing** – each member of the team has now been trained to undertake the process of testing clients for HIV and Hepatitis C, ensuring that some of the most hard to reach individuals in society are being offered support to address their current medical and physiological needs, in partnership with NHS Blood Borne Virus Services.
- **Enhanced Multi-Agency working** – in the past year, the team has operated a triage referral and allocation system with partners from TSMS and Tayside Council for Alcohol (TCA); This group was set up to ensure that from the point of referral clients receive the most appropriate service and support within 21 days as per Health Efficiency and Treatment (HEAT) targets
- **Carer Support Service** – working in partnership with Health, the Carer Support Workers developed a ‘support guide for families, friends and carers’. 2013 has been an exciting time for the Carer Support Service as the number of referrals has grown, leading to the development of trained Carers Volunteers, helping carers support clients on their journey of recovery.
- **Harm Reduction/Naloxone Awareness** – the team has delivered a number of training sessions to other professional staff in the relation to the use of Naloxone, as part of a national initiative. Naloxone is a medication that can be administered to someone who is having an opiate based overdose and is potentially lifesaving.
- **SMART Recovery** – is an abstinence based peer support/mutual aid group led by those who are in recovery from addictive behaviours including dependency on drugs or alcohol. Initially set up by professionals, those in recovery are then trained to facilitate and help others within the group. Two Smart Recovery groups have been established in Perth City and have received positive feedback from participants. Further groups will be rolled out to other localities once other members of the team have been trained in this approach. In the coming year, the team will play a significant role in the ADP (Alcohol Drugs Partnership) Strategy focussing on the priorities of prevention, early intervention and treatment in a recovery broad approach.

(j) TISS (Tayside Intensive Support Service)

In August 2012, the Tayside Community Justice Authority (CJA) facilitated a meeting between Police and Criminal Justice Social Work personnel from across Tayside with representatives from the Glasgow Persistent Offenders Project (POP). The background to the meeting was that the reduction of the social and economic costs of **persistent offending** had been identified by the Scottish Government, the Tayside CJA and the Tayside Criminal Justice Social Work Partnership, as a strategic objective. In the past few years a number of research studies and other publications have shown the costs of persistent offending and how it is concentrated in a relatively small number of offenders. The Scottish Government has estimated that the financial cost of recorded crime over a ten year period is in excess of £5 billion – which does not include the wider social costs of housing tenancy terminations, the emotional/physical injuries to victims and the impact on communities. Consequently the Glasgow POP analysis provided an appealing benchmark which indicated that for every £1 invested there had been a saving of £14.

It was subsequently agreed by the Tayside CJA Board that a trial 'persistent offender' scheme should commence in Perth and Kinross which has now been extended to Angus and Dundee.

The initial findings in Perth and Kinross suggest that those who have engaged with the project have benefited from this intervention. Given the project has been running for over a year, a review is now underway to consider broadening the criteria to maximise the potential of this service. However, the aims and objectives of the service remain similar to the Glasgow POP model, ie

- to target persistent offenders;
- to encourage these individuals to engage (voluntarily) with and take up the service
- to reduce future offending;
- to reduce alcohol and drug misuse and related crime;
- to reduce anti-social behaviour;
- to reduce the fear of crime;
- to promote community safety and well being;
- to promote training and employment opportunities and encourage offenders to take up work initiatives.

(k) OWLS

The One-Stop Women's Learning (OWLS) has proven to be a successful partnership project responding to the multiple complexities which characterise the often chaotic lives of women offenders.

Female offenders were given the opportunity to provide feedback on specific needs, their concerns and priorities which helped shape the development of OWLS.

Overall, OWLS endeavours to demonstrate the following outcomes:

- reduce offending and re-offending
- reduce and stabilise substance misuse
- improve physical health
- improve mental well being
- improve access to appropriate accommodation
- improve employability opportunities
- income maximisation and improved financial wellbeing

OWLS is an example of empowering the recipients of a service to shape, influence and change what is delivered and that they are valued for their contribution. The developments and growth of the service to date would suggest that we are working towards the long term outcomes and that it is evidently benefitting services and the women alike. Feedback from the women and services involved suggest we are providing a holistic service which is mutually beneficial, person centred and sustainable.

(m) Locality Working within the Safer Communities Team

The Safer Communities Team's priorities are intelligence led. These are developed through close working with partners and the appropriate sharing of intelligence and information both at a Perth and Kinross level and in localities.

The Safer Communities Team comprises four disciplines:

- **The Unpaid Work Team** incorporates both Case Management and Projects, with the former managing offenders through their Community Payback Orders and providing information to the court and the latter, identifying worthwhile projects and ensuring that offenders comply with their orders and provide payback to the community. Both Project Officers and Case Managers seek to identify people who might benefit from further support and have established good relationships with a number of organisations which support people into employment, including the development of a social enterprise in partnership with the Shaw Trust.
- **The Safer Communities Wardens** are involved in a great deal of partnership working and are considered a partnership resource. This is evidenced in the Joint Home Safety Visits with Scottish Fire and Rescue Staff and the Rural Watch Project in Highland Perthshire. The wardens are based in the Perth City Centre, Letham/Tulloch, Muirton/North Muirton and Rattray, Blairgowrie. Wardens based in Perth City are now co-located with the Police Community Safety Sergeant, the TISS Team, the Anti-Social Behaviour Investigators and Partnership Analysts. This is a developing project.
- **Anti-Social Behaviour Investigators'** role is changing to involve them much more in joint working with Wardens, Police and Housing staff to intervene early and effectively stop situations escalating.
- **Community Safety Project Development** includes, for example, work in the following areas:
 - Safe Place – working in partnership with the voluntary sector to support disabled people in Perth and Kinross
 - Joint Home Safety visits – working in partnership with Scottish Fire and Rescue and being extended to include flood prevention
 - Water Safety Strategy – working in partnership with Scottish Fire and Rescue
 - Launch of Older People's information booklet working in partnership with NHS Tayside.

Children & Families' Services

(a) Looked After and Accommodated Children

There is a steady increase in the numbers of children and young people who are looked after and accommodated. This has risen by just under 13% over the last 3 years. A high proportion of children and young people are placed in community settings with Kinship Carers and Foster Carers and the work carried out by Children & Families' Services' social workers to recruit, assess and review these carers continues to grow. Very positively, in 2013/14 Perth and Kinross was ranked third out of 32 local authorities in the balance of care between residential and community placements,

Accommodated Children	2011/12	2012/13	2013/14
Residential School	7	3	5
Residential Unit	5	6	10
Foster Care	66	74	79
Kinship Care	58	60	64
Independent Fostering Provision	15	13	14
P& K Residential Unit	3	3	3
Secure Care	2	2	1
Home Supervision	54	36	37
Total	210	197	213

(As at 31 March each year)

(b) Looked After Children's Attainment

Multi agency training is providing opportunities to share practice across agencies and raise awareness of factors which can significantly impact on the lives of Looked After Children and affect their opportunities to achieve positive outcomes.

As highlighted in Table 1 (page 25), 79% of children leaving care attained at least one subject at Access 3/Standard Grade Foundation (Level 3) and 67% achieved at least English and Mathematics at this level. Care should be given to interpreting all figures for children who are looked after due to the small size of this cohort which leads to natural variation year on year.

Table 1: Attainment of Looked After Children

Indicator	Percentage of young people								
	2011/12			2012/13			2013/14		
	At home	Away from home	Total	At home	Away from home	Total	At home	Away from home	Total
% of children leaving care who attained at least one subject at Level 3 (Access 3 or Standard Grade - Foundation)	100%	71%	82%	100%	78%	82%	100%	71%	79%
% of children leaving care who achieved English and Mathematics at Level 3 (Access 3 or Standard Grade - Foundation)	50%	71%	64%	50%	78%	73%	80%	64%	67%
Number of children/young people ceasing to be looked after ¹	-	-	11	-	-	11	-	-	19

Source: LAC SQA Attainment 2013/14

Change in qualifications in 2014 mean that previous years are not directly comparable.¹Due to the size of the cohort, numbers have not been presented for at home and away from home in the latter three years' figures.

A wider measure of attainment (Table 2) is used locally to monitor the progress of the thirty five young people in S4 and S5/ S6 who have been looked after at some point during academic session 2013/14.

Table 2: Attainment of Looked After Children by end of S4

Indicator	% S4 Looked After Children Achieving...		
	2012	2013	2014
English and Maths @ Level 3 or above	81.0%	73.9%	61.9%
5+ @Level 3 or better	42.9%	73.9%	47.6%
5+ @Level 4 or better	14.3%	26.1%	23.8%

Table 3: Attainment of Looked After Children by end of S5 or S6

Indicator	% S5 or S6 Looked After Children Achieving...		
	2012	2013	2014
English and Maths @ Level 3 or above	100%	73.3%	92.9%
5+ @Level 3 or better	77.8%	46.7%	92.9%
5+ @Level 4 or better	22.2%	26.7%	42.9%

Source: SEEMiS *Qualifications changed in 2014 so previous years are not comparable.

Due to the size of the cohort, numbers have not been presented for at home and away from home
Change in qualifications in 2014 mean that previous years are not directly comparable.

The average tariff score of children looked after for the full year who left school in 2012/13 was 360 in Perth and Kinross, across 8 individuals, and is around 3 times the Scottish average¹. This figure is subject to significant yearly movement due to small numbers but this very high figure is worthy of note.

The Education Additional Support Officer, together with the Looked After Coordinators in schools, track the attendance and achievement of looked after young people on an individual and on-going basis and ensure that appropriate support packages are in place. In future, *Insight* measures will be used to give a deeper understanding of this cohort.

(c) Young People who are Looked After Post 16

Currently there are 17 young people over 16 years old who remain in foster placements. Of those 17, 13 are in school and will be presented for Higher level examinations, 2 are employed through apprenticeships schemes, one of which is Perth & Kinross Council's Modern Apprenticeship scheme, and 2 are enrolled in Further Education.

A further 3 young people are being supported in Further Education, 2 within their own accommodation and 1 in Wellbank. All were previously accommodated. One of these young people achieved an 'A' in their Higher Maths this year.

Very positively, 4 previously accommodated young people are being supported to attend university. One of these young people achieved their degree this year and is now undertaking a Master's Degree.

(d) Fostering Services

There are 59 sets of approved Foster Carers with a further 9 Carers undergoing assessment. This provides 53 temporary placements, 24 permanent placements, 7 regular respite placements and 4 short breaks respite placements. (Respite Carers can provide more than one respite placement over the course of a month.)

Amendments in the fee structure for Foster Carers has resulted in an increase in the capacity to offer teenage placements locally, and to reduce reliance on external provision. A 25% increase in placement demand has been managed within Perth and Kinross provision. However, with the continuing rise in children who need to be looked after away from home presenting a continuing challenge is in recruiting enough carers for all ages of children and young people. To this end, a Tayside television campaign is currently underway in Partnership with Dundee and Angus Councils. This campaign focuses on the need to recruit carers who are able to offer permanence for children who are harder to place, particularly sibling groups. An evaluation of this project will take place in December. Further joint recruitment campaigns are also planned for 2015.

¹ Source: Scottish Government (2014) Educational Outcomes for LAC. 2014 data not yet available.

Determined efforts to reduce drift and make decisions earlier with regard to future permanent care arrangements for children have been successful; however the limited availability of permanent Foster Carers and Adopters nationally has an adverse impact on our ability to secure stable, permanent placements for children timeously.

(e) Adoption Services

There are currently no prospective Adopters awaiting placement with 5 assessments currently in process. There are an increasing number of babies being placed for adoption and as a result, we are beginning to look at the recruitment of Adopters who would be able to offer concurrency (providing a fostering placement whilst also being prepared for adopting the child).

(f) Throughcare and Aftercare Services

109 young people were entitled to Throughcare and Aftercare Services. Of these 109, there is ongoing contact on a regular basis with 67 either daily, weekly, fortnightly or monthly. 62 are 19 years of age or under and 5 are over 20 years of age. The remaining 42 cases open to the team comprise of young people aged 20 and over, this older age group have a more informal and irregular contact with the team.

There are 18 active pathways plans however; all young people are offered the option of activating a pathways plan at any point during contact with the service.

(g) Youth Justice Services

Over the last two years Perth and Kinross has carried out a review of the Youth Justice Team. This recognised the successes in reducing the numbers of young people involved in offending behaviour and resulted in the formation of the Intensive Support Team and a refocus in their work to young people at high risk to themselves and others including those exhibiting concerning sexual behaviours. A further review carried out this year identified synergies across the range of youth services and a project team is now engaged in the creation of an integrated young people's service.

Table 1: Offending rates involving young people

Category	2011/12	%change	2012/13	%change	2013/14	%change
Young people detected and reported for crimes						
(i) under 16yrs	510	- 28	441	- 13.5	317	-28.1
(ii) 16 – 21yrs	945	- 13.5	787	- 16.5	798	1.4
Crimes detected to young people						
(i) under 16yrs	399	- 35.5	347	- 13	256	-26.2
(ii) 16 – 21yrs	830	- 14	709	- 14.5	726	2.4
% of young people (up to 16yrs) engaged in EEI ¹ process and do not reoffend within one year	69		52		Not available until 2015	
Youth related calls	1,981	- 25.3	1,414	- 28.5	No longer reported on	

¹ Early and Effective Intervention

(h) Transition

A Transitions Team, a key element of the 'Transitions into the Community project' has now been established and mainstreamed. The team have been working with young people leaving school, completing Outcome Focussed Assessments and Personal Outcome Plans ensuring that young people and their families are an integral part of the Transitions Service.

The Transitions Team has been working closely with Woodlea Cottage and the Child Health Team¹ and in September 2013 a new initiative started for 8 students who attend Woodlea Cottage at weekends to develop independent living skills.

The number of children with complex additional support needs continues to rise. The needs of these children are becoming more complex.

- In 2012, 4596² pupils were identified as having additional support needs. In 2013, this rose to 5,097², an increase of 501² pupils (11%).
- There has also been a continued increase in demand for full time schooling and use of Fairview School.

The overall case load for the Child Health Team¹ continues to rise and it is currently providing a service to 92 children and young people and their families. The majority of children are referred due to Autism and/or a Learning Disability.

	2011	2012	2013	2014
Child Health Social Work Team New Referrals	32	22	28	22

(i) Respite

Perth and Kinross is taking forward a significant change to 'Service Delivery' by strengthening and diversifying the current range of respite opportunities and providing a more integrated approach to meeting evolving needs throughout childhood and into adulthood. This work supports parents to support their own child within the family home and aims to ensure that children and young people are included and benefit from a more personalised approach to meeting need in line with Getting It Right for Every Child and personalisation. This is a significant move away from the provision of traditional models of respite to reduce dependency and developing additional skills for both parents and young people. As a result, the level of traditional respite involving overnight stays for children and young people decreased.

¹ Children with profound physical or learning disability, or an illness which is chronic or life threatening are referred to this team

² These figures relate to all children having additional support needs across Perth and Kinross Council

Factors which had an impact on our figures include:

- Young people who are using our respite service continue to receive this and when they leave at 18, the vacancy will only be filled by young person/people assessed as requiring on-going high level of care and support needs (Severe, complex and enduring ASN).
- Some respite spaces continue to be used for Short-Term Intensive Residential Support combined with Outreach work with a view to reducing the demand on respite care.
- There has been a significant change to the historical arrangement with Fairview School pupils who received an automatic level of respite provision.
- We are using Woodlea respite resource to complement Education Services and meet the needs of young people within Perth and Kinross in preference to external residential schools.
- Perth and Kinross provide an increasing amount of support for young people during the day (young people residential outwith Perth and Kinross have different dates for school holidays), however this is not counted as overnight respite.

	Young people (aged 0-17)	
	2012/13	2013/14
Overnight nights		
Overnight sitter service at home	-	-
In a care home	441	511
In other accommodation with support	-	-
Other accommodation	160	97
Total - Nights	601	608
	Difference	7
Daytime hours	2012/13	2013/14
In cared-for person's normal residence	122	-
In a day care centre	-	
Day activities not in a day centre	14,897	13,272
Other day respite	-	
In a Care Home	-	
Total - Hours	15,019	13,272
	Difference	-1,747
	2012/13	2013/14
Overnight weeks	86	87
Daytime weeks	286	253
Total weeks	372	340
	Difference	-32

7 Continuous Improvement

Social Work Services operate within a well developed Council performance improvement framework which continues to extend an outcome based approach and focus on greater research and data to drive performance improvement and innovation. Within Social Work Services, there are a number of examples of this approach.

The Integrated Resource Framework (IRF) is a methodology for supporting change. One of the key components is the data mapping process which allows partners to pull together all the activity and resources consumed across partner organisations. This enables a total picture of resource consumption which in turn allows a gauge to measure joint objectives and outcomes and to inform the planning process for the future. It allows for health and social care activity and costs to be shown at:-

- Strategic level
- Localities
- Care group categories
- By speciality

The information has been used in particular to examine where are joint resources are being targeted, examining variation and possible inequalities. An example of where this information has allowed us to gain a greater understanding is the impact of unplanned admission to hospitals on health and social care systems. The process for collecting and analysing this information continues to be refined and developed.

Evidence2Success involves a structured approach including:

- gathering and analysing comprehensive data that provides increased understanding of the needs of children and young people in Perth and Kinross
- identifying and implementing evidenced based interventions that have been proven to improve children's outcomes within the whole and targeted population
- mapping how existing public service funds are spent on children and developing options for the targeting of increased future investment in early intervention and prevention activity
- facilitating the development of effective community engagement structures that effectively support children, young people and their families within their community

To develop a profile of how children and young people are progressing, two surveys were developed to provide data that identified how well children are progressing in relation to ten key developmental outcomes.

Strategic Commissioning is fundamental to the work of Social Work Services to ensure that services are designed to meet the care needs of the Perth and Kinross population and to deliver the outcomes which are critical for individuals and communities.

In Housing & Community Care, Service Level Agreements and Contracts are monitored to make sure providers deliver an acceptable quality of service which is value for money, and that the services are directly aligned to the objectives and outcomes of Housing & Community Care Strategies.

All Social Care Services, which are commissioned by Housing & Community Care, are subject to comprehensive monitoring and contract management processes undertaken by the Commissioning and Contracting Team. The focus of the monitoring is to ensure the services purchased are delivered in alignment with Council priorities and are focused on delivering desired outcomes, at appropriate standards and prices. The level and scope of monitoring undertaken is driven by a risk-based approach, designed to ensure that more attention is focused on services which require improvement.

In Children & Families' Services, a number of Service Level Agreements with the voluntary sector have been in place to deliver a range of services and specific contracts. This includes agreements with residential providers in both voluntary and independent sectors to meet the complex needs of children and young people who cannot be cared for and/or educated within Perth and Kinross. There are plans to develop a more strategic approach to commissioning services for children, young people and families linked to the priorities for the new Integrated Children's Services Plan 2013 - 2018.

Developing strategic commissioning arrangements as part of the new Health and Social Care Partnership and as part of the enhanced Children and Young People's Partnership will be a priority for the next year and will provide the framework for a greater balance of commissioned Social Work Services in Perth and Kinross.

Positive inspection and other external scrutiny mechanisms across the range of Social Work Services evidence the high standards of practice to support vulnerable people in Perth and Kinross.

(a) Community Care – Care Service Inspections

In total seventeen services across Perth and Kinross Council are subject to inspection as care services. The following services received an inspection:

- Adults with Learning Disabilities (St Catherine's)
- Beechgrove House
- Blairgowrie Adult Resource Centre
- Dalweem Care Home and Dalweem Day Support Service
- Fourways Day Services
- Gleneagles Day Opportunities
- Homecare
- Homeless Housing Support
- Kinnoull Day Opportunities

- Lewis Place Resource Centre
- Meadowell/Springwell Service
- Older People's Housing Support service
- Parkdale Care Home and Parkdale Day Support Service
- Rannoch Road Day Centre
- Strathmore Day Opportunities

The table below provides an overall summary on performance for all services. Grades awarded are presented as a % of the total number of inspections carried out across the four quality themes.

Quality Themes	6 Excellent	5 Very Good	4 Good	3 Adequate	2 Weak	1 Unsatisfactory	Total No. of Inspections carried out
Care & Support	2	9	2	3	0	0	16
Environment	1	6	5	0	0	0	12
Staffing	0	9	4	1	0	0	14
Management & Leadership	1	10	4	2	0	0	17
Total	4	34	15	6	0	0	59
%	7%	58%	25%	10%	0%	0%	100%

As at August 2013

Of the 17 services inspected a total of 59 quality themes were assessed for the quality of Care and Support, Environment, Staffing and Management and Leadership. Of the inspections carried out 4 quality themes received:

- Excellent for the Homeless Housing Support Service and Kinnoull Day Opportunities;
- 83% (49) received Very Good/Good grade, according to the SCSWIS (Social Care Social Work Inspection Agency) grading scale the grades awarded represent increasingly better levels of performance; and
- 10% (6) quality themes were awarded Adequate which represents performance that is acceptable to the Care Inspectorate but which could be improved.

Of the 17 services inspected 15 were carried out at low intensity and the other 2 were high intensity inspections. Eleven of the inspections were unannounced, 1 announced and 5 announced at short notice.

(b) Children & Families' Services– Care Service Inspections

7 services across Children & Families' Services were inspected during 2013/14:

- Fostering Services (June 2013)
- Adoption Services (June 2013)
- The Cottages, Almondbank House (October 2013)
- Gowans Child & Family Centre (January 2014)
- We Care Perthshire - The Groovy Gang¹ - support service care at home (February 2014)
- Wellbank House – Housing Support Unit (May 2013)
- Woodlea Cottage – Care Home (September 2013)

The table below provides an overall summary on performance for all services

Quality Themes	6 Excellent	5 Very Good	4 Good	3 Adequate	2 Weak	1 Unsatisfactory	Total No. of Inspections carried out
Care & Support	0	4	3	0	0	0	7
Environment	0	2	1	0	0	0	3
Staffing	0	6	1	0	0	0	7
Management & Leadership	0	4	3	0	0	0	7
Total	0	16	8	0	0	0	24
%	0%	67%	33%	0%	0%	0%	100%

As at January 2014

Of the 7 services inspected, a total of 24 key quality themes were assessed for the quality of Care and Support, Environment, Staffing, and Management and Leadership. 4 services were unannounced and 3 services were announced inspections.

Very Good or Good grading according to the Care Inspectorate grading scale reflects continued high levels of performance. There is a commitment, however, to move all grades from Very Good and Excellent.

Fostering Services were inspected in 2013 by the Care Inspectorate who recognised in their inspection that Perth and Kinross provides very good support to Foster Carers with regular supervision and good opportunities for training.

¹ The Groovy Gang is a school holiday activity group run by the Child Health Team. This enables young people with disabilities the opportunity to access activities within the community.

The Adoption Services were inspected in 2013 by the Care Inspectorate. The Quality of Care and Support; Quality of Staffing and Quality of Management and Leadership were assessed as good. The inspection noted that:

- the service worked very well with parents and children who were in need of adoption;
- assessment reports were very thorough;
- the matching process clearly detailed the needs of children and how these would be met by an adoptive family; and
- staff know about their role and worked well as a team.

A self-evaluation approach is well established across social work services from teams to strategic level and into inter-agency approaches, although work continues on seeing clearly the connections across and up to strategic level to ensure that self-evaluation drives improvement.

(c) Complaints 2013/14

	Number of complaints	No and % acknowledged on target	No and % of complainant satisfied with response	Number progressing to Complaints Review Committee
Community Care	11	11 (100%)	6 (55%) (1 complaint was withdrawn)	4
Children & Families' Services	15	15 (100%)	14 (93%)	1
Total	26	26 (100%)	20 (77%)	5

Within Community Care, the nature of the complaints related to the following services:

- Care at Home including Re-ablement
- Assessment & Care Management
- Community Mental Health
- Criminal Justice Service
- Occupational Therapy

Within Children & Families' Services, the complaints were in relation to the following areas:

- Customer Service Standards
- Disputed decisions
- Inadequate service
- Service delivery
- Staff Attitude/performance

8 Planning for Change

At this juncture, some 80% of Home Care Services are now commissioned to the private or voluntary sectors, necessitating a continuing focus upon partnership working with fellow-providers. The first two phases of a geographical allocation system for Home Care commissioning have been completed in and around Perth City for 4000 hours of Home Care. This revised procurement approach has been designed to improve the effectiveness and quality of Home Care delivery by Home Care providers. Preparation for Phase 3 in the North and South localities have been developed in the GIS and will be rolled out during the second half of 2014-15.

An updated Children & Families' Services Strategy is being developed for the period from 2014 - 2016 to ensure effective local implementation of the new duties contained in the Children and Young People (Scotland) Act 2014. There are significant implications for Children & Families' Services within the Act, including Kinship Carer support, a single Child's Plan, an extension to Throughcare and Aftercare Services; as well as implementation of the Getting It Right for Every Child National Practice Model. Perth and Kinross are in a strong position to respond to these requirements, although some uncertainty and risk remains in relation to the full funding by Scottish Government of these new provisions.

A focus within the Acton Children's Rights, and the Scottish Government research 'Children and Young People's Views on Child Protection systems in Scotland', has also led to the identification of improvements in the way in which the views of children and young people who are either looked after or supported through child protection arrangements are sought.

Planning for change in Children and Families' Social Work Services requires an emphasis on ensuring that the social work task is increasingly integrated and in line with the Getting it Right and Perth and Kinross approach. The use of the GIRFEC wellbeing indicators is increasingly embedded and informing assessments and interventions. The Wellbeing Wheel is also being used in some areas to ascertain the views of children, young people and their carers, with a continuing focus on outcomes. Children & Families' Services are key players in the further work which is being undertaken across all agencies to embed the approach to integrated assessment and fully implement all the GIRFEC requirements.

Perth and Kinross Council recognises the importance of the experiences that children have in their earliest years. Along with community planning partners, we are committed to ensuring the best possible start for our children including pre-birth, one which will ensure they are equipped to face the successes and challenges of adult life. The focus and implementation of Early Years Strategy takes full account of both Early Years Collaborative and Evidence2Success.

The Early Years Collaborative (EYC) has been structured to deliver improvement in relation to four workstreams with associated stretch aims. The implementation of Evidence2Success aims to significantly improve outcomes for all children and young people in Perth and Kinross.

This also supports the delivery of the vision of the Children and Young People's Strategic Group: *"to enable all children and young people of Perth & Kinross to be the best they can be."*

The Community Safety Community Planning Group is directly involved in the national group which is seeking to take forward arrangements for embedding Community Justice within community planning structures. This group, entitled the "Community Planning Outcome Delivery Group", will begin work to determine the shape and content of the successor Community Justice Area Plan with partners from the Community Justice Authority.

A Pathfinder Board for Health and Social Care Integration has been set up to lead and oversee the integration of services at strategic and operational level. An Integrated Leadership Group which comprises Service Managers from both organisations, the Voluntary Sector, Housing and Capacity Building has been created to support the delivery of integration on the ground. The priorities for this group are to take forward the development of Integrated Care Teams, Personalisation/Person Centred Care, Locality Profiles and Community Engagement. This work will facilitate the development of health and social care plans in localities.

The implementation of Self-Directed Support has seen a focus on three key areas:

- 1 the creation of a learning and development framework which supports an Outcome Focussed Approach
- 2 the development of systems and processes to allocate resources and support autonomous working through delegated decision making
- 3 reviewing commissioning arrangements to develop a market which can offer a range of personalised services.

Paralleling the work of the Integrated Leadership, we continue to work with teams in localities to extend their competencies, strengthen links with other local services and understand the needs of their communities.

9 User and Carer Empowerment

Social Work Services in Perth & Kinross have embraced the principle of individual and community engagement and empowerment that underpins much of the recent legislation including the Public Bodies Bill; Children & Young People (Scotland) Act 2014; Social Care (Self Directed Support) (Scotland) Act 2013; relevant to Social Work Services and more generally the Community Empowerment and Renewal Bill. In both Community Care and Children & Families Services, there are examples of services working with communities to build capacity and to assist them to build and use their assets to support themselves.

In Community Care, for example, one of the workstreams for the Older People's Change Fund has been the development of community capacity which has been particularly effective, along with health and voluntary sector colleagues, in Highland Perthshire. This has developed even further since the last Care Inspection Report on Older People's which identified it as an area of good practice.

Similarly in Children & Families' Services, the involvement in the Evidence2Success project has included a partnership consisting of local professionals, Elected Members and Community Members working together to understand the data collected from their children and to use that as a means for exploring how together outcomes for their children can be improved. The learning in both these areas will be rolled out across most areas of Perth and Kinross.

In all areas of Social Work Services, there are numerous examples of an outcome focussed and personalised approach being developed. In Residential Care for Older People, for example, there is a clear focus on a personalised approach to assessment and care planning which will be working with key people involved in an individual's care plan which sets Clear objectives to which individual outcomes being achieved. There is also a systematic consultation and participation strategy in place whereby Service Users are engaged to identify areas for improvement for which an Action Plan is developed. In Child Protection Services, there has been longstanding efforts to involve and empower parents in planning and decision-making for their children. Performance is monitored and evaluated through sampling of Child Protection Case Conference minutes to assess how well the views of parents and carers are represented and considered.

In addition, an annual independent survey of parents and carers whose children have been subject of Child Protection Case Conferences is undertaken and the results show that there is a positive view of how well parents and carers are involved in the Child Protection process by Social Workers. A similar approach is in place for looked after children reviews with improvements in the ways in which children and young people can contribute to their reviews now embedded.

User and carer engagement and at times empowerment is also part of many areas of service development as well as service delivery. In some of the strategies mentioned earlier, for example learning disability and mental health and drug and alcohol, there is clear evidence of this approach being actively and successively deployed. Empowerment of service users and carers of young people and adults with a learning disability is apparent within the Joint Strategic Improvement Plan which includes the establishment of carers/parents policy forum which has been an effective means of ensuring that carers and young people are involved in service improvements. Involvement of service users and carers is further promoted through the improved quality of information about services, resources and their rights through the establishment of a joint inclusive communication policy. Also increased commissioning of family support and independent advocacy service ensures that the users, families and carers are supported about their rights and have access to advocacy to ensure that their voices are heard in service planning and delivery. Lastly through the development of human rights based approach to service delivery the local Joint Strategy Group is evaluating the extent to which local plans address the Scottish National Action Plan for Human Rights as it relates to the needs of people with a learning disability.

In Mental Health Services, the strategy has not only included also further increased advocacy particularly around the new psychiatric hospital and along with drug and alcohol has adopted a recovery approach to service delivery development which at its heart is most effective when service user's needs and aspirations are placed at the centre of their care and treatment.

Also a Joint Adult Carers and Parent/Carers strategy has been further developed which fully acknowledges and values their vital contribution and provides and ensures that organisations and citizens work together to produce solutions that best support caring and a life beyond caring. In Children & Families' Services, the Corporate Parenting Strategy has included for many years the use of Corporate Parenting Advocacy to support our Children and Young People to ensure that they are given every opportunity to make the best of their care experience. The scheme has been refreshed in 2013 and has been extended to also consider children who are in kinship care placements, although to do that the number of Corporate Parenting Advocates will need to be increased. Further work is being currently undertaken to both review the effectiveness of these arrangements and how the Council can fulfil its Corporate Parenting responsibilities effectively taking into account the new duties and responsibilities that will arise from the Children and Young People's (Scotland) Act 2014.

In conclusion there is evidence of good and, in some cases, very good progress to develop across Social Work Services' practices that embed individual and community empowerment at the heart of what we do and how we do it. However, within this overall progress there are variations which suggest an area for improvement needs to be the systematic development of this approach across all areas of Social Work practice at a rate of pace over the next year.

10 Workforce Planning / Development

The development and deployment of skilled, trained and qualified social work and social care staff has been identified by several national reviews, over the years, as key to securing positive outcomes for people who need our services.

In Community Care, 2013/14 has presented many challenges around workforce development. The integration of Health and Social Care, development of Personalisation and locality working, and the planning and implementation of Self-Directed Support in line with the legislation coming into force in 2014, has presented many opportunities for development of staff and managers.

Significant effort has been made to improve the knowledge, skills and confidence of staff to take forward Personalisation and support and empower people to achieve their personal outcomes. A Personalisation Learning and Organisational Plan was produced in January 2014 prior to the implementation of the Self Directed Support Act 2013. This is being further developed internally and in conjunction with local and national partners. The plan incorporates individual, team and workshop learning routes.

A programme of training events and workshops laid the foundation for staff and managers in North West Perthshire to take forward and test this policy and strategic development. This resulted in a core programme of Learning & Organisational Development interventions being put in place to enable the remainder of the workforce across Perth & Kinross to meet the challenges of implementing Personalisation and Self Directed Support in 2014.

In Children and Families' Services, training has been required to support the workforce to prepare for the significant changes arising from new legislation and national policy such as GIRFEC where the implementation of new policy, procedures and practices have required significant input on an inter-agency and single agency basis. Social work staff, both children and adults, have also been involved in the Early Years Collaborative (EYC) national initiative which has developed a new improvement methodology with much wider implications than just early years.

Enhancing leadership and management has been a priority given the changes in services, with coaching and a variety of workshop experiences. In addition to specific social services related training and development activity, staff have had the chance to participate in a wide variety of opportunities through the Council's recent development of a Centre for Innovation. Whilst the focus of this has been to create a learning culture within the Council many of the activities have also contributed to the development of this across the Community Planning Partnership.

Shortly there will be significant change in the senior social work management team across the Council and whilst this in the short term will reduce the considerable management experience, it will provide the opportunity to build in greater succession planning for social work management in the longer term. The CSWO has also been contributing to the national work on development of national accreditation of CSWOs and this should also contribute to succession planning.

In spite of the staffing and demand pressures, services, teams, units and individuals have continued their commitment to the provision of high quality practice learning opportunities. These span pre-, post- and qualifying social work courses (HNC, MHO, Child and Adult Protection, and Social Work degree).

There are good working relationships with academic partners, as evidenced by the positive feedback from them. There have been major challenges in delivering the number of opportunities in line with our Strategy and Action Plan. Largely this has been in terms of Practical Educator capacity (in common with other local authorities). We have, however, been able to put interim measures in place to support the processes while we work to re-build capacity. There is a clear recognition that these opportunities contribute to the future workforce, to our own recruitment and to the ongoing development of existing staff and succession planning. The commitment to staff development through SVQ continues, now through partnership arrangements with Perth UHI. There is also ongoing work to review and enhance the support programmes for newly qualified staff, particularly newly qualified social workers.

11 Key Challenges for the Year Ahead

For some years, the Chief Social Work Officer has identified significant key challenges and the coming year is no different – indeed in the introduction to this report reference was made to Social Work Services facing the biggest change for a generation. The key challenge therefore is to maintain progress on the Public Service Reform Agenda, in a climate of new legislation and associated national policy development; increasing demand for many services; higher individual and community expectations of Social Work Services in an environment where there is pressure on public finances. This is evidenced in all the main areas of Social Work Services.

In Community Care, for example, we are moving into a crucial implementation stage of Health and Social Care Integration as, in the next year we will develop sound governance arrangements ensuring the articulation of the Scheme of Integration and Integration Plan is linked to strategic planning which will set the direction of travel for the new partnership over the next 2 years. Similarly in Self-Directed Support, we need in the next year to encourage greater take up across all user groups and to support the development of new options in-house, via voluntary and independent sector and through further expansion of community capacity.

In Criminal Justice too, the national organisational changes raise a number of practical and professional questions regarding implementation and governance arrangements for Criminal Justice. Although the implementation of the new arrangements have been postponed from 2015 to 2017, work has already started as to how we can establish local strategic planning and delivery of Community Justice Services through Community Planning Partnerships. This will be assisted by the formation of a national joint working group to support Community Planning Partnerships to assume these new responsibilities. Further clarification is awaited on how the new national body, Criminal Justice Improvement Service Board, will manage and deliver their functions.

In Children & Families' Services key challenges in the next year include, maintaining progress in preparation for the implementation of the new Children and Young People's (Scotland) Act 2014. Working alongside Community Planning Partners to embed GIRFEC; supporting the development of the extension to Early Years provision and enhancing children's rights will all require considerable investment in time and a coordinated approach. This will be undertaken through working within the existing strong Children & Families' Partnership that exists within Perth and Kinross. Also the enhanced statutory duties for Looked After Children will place a considerable pressure on existing resources at a time when these are already being stretched by increasing demand. A review of current and future requirements for Looked After Services will therefore be undertaken.

Looked After Children is one of a number of areas where challenges will arise as a result of increasing demand. Rising demand also exists within older people's services caused by the increase in Perth and Kinross of those over 80 year old who require Social Care support, particularly on discharge from hospital and this issue will require further service redesign as well as closer working relationships between Health and Social Care Services.

Also in both Adult and Child Protection there is likely to continue to be an increasing demand and the strong partnership working and an improvement programme based on sound and well developed self-evaluation arrangements will ensure that high standards of practice are maintained despite this significant increase.

Lastly, challenges will also arise from the need to continue to develop to meet higher expectations of individual and communities (i.e. local and of interest) to modernise and develop approaches which are fit for purpose in the year ahead. Service redesigns and transformational change projects in working with children and adults with additional support needs and the recovery approach in mental health and drug and alcohol services are examples of how these approaches have been developed to meet the rising expectations of individuals and communities in Perth & Kinross. This work will need to continue at least at the pace of this year.

Whilst all of the above challenges will need bespoke arrangements and strategies for each area of service, there are two underlying principles on which all are predicated. Firstly, there is a clear sense that progress and improvement is built on a performance framework that is based on reliable data: is evidence based: invests in what works; focusses on strengths; and delivers positive outcomes. Secondly, Social Work Services, as a personal service, will meet these challenges through the people who work in those services i.e. strong political and professional leadership supporting and empowering high quality practitioners.

12 Glossary

A&E	Accident & Emergency
ADP	Alcohol & Drug Partnership
ASN	Additional Support Needs
ASP	Adult Support and Protection
CAPSM	Children affected by parental substance misuse
CCIG	Complex Case Integration Group
CEDAR Project	Group work programme for children affected by domestic abuse
CIAM	Change Is A Must
CJA	Criminal Justice Authority
CJS	Criminal Justice Services
CPO	Child Protection Order
CPCC	Child Protection Case Conference
CPP	Community Planning Partnerships
CSWO	Chief Social Work Officer
DSRU	Dartington Social Research Unit
ECS	Education & Children's Services
EEI	Early and Effective Intervention
FUN	Friendship Unlimited
GP	General Practitioner
GIRFEC	Getting It Right for Every Child
Glasgow POP	Glasgow Persistent Offenders Project
GOPR	Getting Our Priorities Right
HCC	Housing & Community Care
HEAT	Health Efficiency and Treatment
HIV	Human Immunodeficiency Virus
HMI	Her Majesty's Inspectorate
IIF	Investment in Improvement Fund
MAPPA	Multi Agency Public Protection Arrangements
MASG	Multi Agency Screening Group
MHO	Mental Health Officer
OOHS	Out of Hours Service
OWLS	One-Stop Women's Learning Service
PAMIS	Profound and Multiple Impairment Service (charitable organisation)
SAINTS	Saints Academy Inclusion Through Sport
SCSWIS	Social Care and Social Work Improvement Scotland
SDS	Self Directed Support

SHANARRI	Safe, Health, Achieving, Nurtured, Active, Respected, Responsible and Included
STRADA	Scottish Training on Drugs and Alcohol
SWIFT	Social Work practitioner data input system
TCA	Tayside Council for Alcohol
TISS	Tayside Intensive Support Service
Toxic Trio	Substance Misuse, Domestic Abuse and Mental Health
TSMS	Tayside Substance Misuse Services
YMCA	Young Men's Christian Association



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