



## **AUDIT & PERFORMANCE COMMITTEE**

**19 February 2019**

### **CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2017/18**

**Report by Chief Social Work Officer (G/19/22)**

#### **PURPOSE OF REPORT**

This report provides the Chief Social Work Officer's overview of social work and social care in Perth and Kinross during financial year 2017/18. It sets out how social care and social work services are being delivered and the key challenges in planning and delivering statutory social work functions. The report highlights how social care and social work services are responding to new responsibilities associated with major changes in legislation and shifts in policy direction as well as increasing demand and associated budget pressures.

#### **1. BACKGROUND / MAIN ISSUES**

- 1.1 The Social Work (Scotland) Act 1968 requires every Local Authority to appoint a single Chief Social Work Officer (CSWO).
- 1.2 In July 2016, Scottish Ministers revised the guidance on the role of the CSWO which was first issued in 2009 and published statutory guidance under section 5 of the 1968 Act. This guidance is for local authorities and partnerships to which local authorities have delegated certain social work functions. It provides an overview of the CSWO role, outlining the responsibility for values and standards, decision making and leadership. The guidance also covers accountability and reporting arrangements. The CSWO role was established to ensure the provision of appropriate professional advice in the discharge of the full range of the local authority's statutory functions and this updated guidance sets out the importance of the CSWO role in integrated arrangements brought about by the introduction of the Integrated Joint Board.
- 1.3 The CSWO is accountable to elected members of the Council and must be:
  - a qualified social worker, registered with the Scottish Social Services Council;
  - designated as a 'proper officer' of the local authority;
  - of sufficient seniority and experience in both the operational and strategic management of social work services; and
  - a non-voting member of the integration authority.

- 1.4 The CSWO is a role and function, rather than a specific job description and in practice, the role is usually held by a senior officer who also carries out management responsibilities for a range of services. The role is therefore distinct from the post holder's operational management responsibilities and from the role of the chief officer of the integration authority. It is for the CSWO to use their authority to challenge and intervene when proposals may have a detrimental impact on vulnerable citizens or to the workforce on whom they depend. In leading the social care and social work profession, the CSWO provides:
- professional independent advice to the Chief Executive and elected members in relation to the discharge of the local authority's statutory functions as outlined in the Social Work (Scotland) Act 1968;
  - strategic and professional leadership in the delivery of social work services;
  - assistance to local authorities and their partners in understanding the complexities and cross-cutting nature of social work services and the key role they play in meeting local and national outcomes; and
  - support for performance management and the management of corporate risk.
- 1.5 Both CSWOs and elected members have duties to oversee effective, professional and high quality social care and social work services delivered to the highest of professional standards. The CSWO annual report is a tool that the Council and the Integrated Joint Board can use to gauge the quality of performance of social care and social work services as well as to develop services which meet the needs of local people and communities into the future.
- 1.6 The CSWO should assist local authorities and their partners in understanding the complexities and cross-cutting nature of social work service delivery, including corporate parenting, child protection, adult protection and the management of high risk offenders. The CSWO also has a contribution to make in supporting overall performance improvement and management of corporate risk. The annual CSWO report and its consideration by Perth and Kinross Council and the Perth and Kinross Integrated Joint Board is one important way to accomplish this.
- 1.7 The Office of the Chief Social Work Adviser (CSWA) has devised a template for all 32 CSWO Reports which allows the CSWA to produce a national summary report and provides us with an opportunity to set our local social care and social work services in the wider national context.
- 1.8 The CSWO role was taken up by Jacquie Pepper alongside her responsibilities as Head of Services for Children, Young People and Families from May 2017 and she continued in the role of CSWO on appointment to Depute Director (Education and Children's Services) in April 2018.

## **2. PROPOSALS**

- 2.1 The report considers how social care and social work services have been delivered over the last financial year (1 April 2017 to 31 March 2018). It identifies challenges which will arise in the following year and describes how these will be addressed.
- 2.2 The Council has a well-developed performance management framework reported via individual Business Management and Improvement Plans and the Council's Annual Performance Report. The Integrated Joint Board (IJB) receives annual reports on progress against the Health and Social Care Partnerships Strategic Commissioning Plan. This annual CSWO report needs to be considered in conjunction with these.
- 2.3 This year, the report attempts to be more evaluative by assessing the quality of service using the findings of external inspection, service self-evaluation and practice highlights which show creativity and examples where the experience of service users comes to the fore. In response to feedback, the report also includes for the first time case studies and examples of the positive impact social work and social care services are having on our citizens. There is still headroom for improving the way in which the impact of social care and social work services is measured and reported and for the individual stories of people who use services to be told.
- 2.4 The report illustrates how social care and social work services have delivered sustained and improving outcomes for service users over 2017/8 against a backdrop of increasing demand and budget pressures. These include:
  - Very positive evaluations within the report of the Joint Inspection of Services for Children and Young people highlighting many areas of strength across social work services. This report concludes that there is good practice of national interest in the area of Kinship Care for looked after children; the support offered to children with disabilities and their families from Woodlea; and the business model of the Child Protection Committee.
  - High quality care services provided by the Council for children, young people, adults with learning disabilities and older people.
  - Sustained strong performance in the balance of care for looked after children with a high percentage in family placements.
  - An encouraging sign that young people are confidently opting for Continuing Care and that a high percentage of young people remain in touch after leaving care.
  - Sustained strong performance in reconvictions rates for adult offenders against national comparisons.
  - Continued upward trend in the numbers of people opting for Self-Directed Support.
- 2.5 The report sets out how key priorities for the last year have been taken forward within a context of integration and multi-agency partnership working. This includes the actions to address demand pressures in services of older

people and for looked after children. Substantial progress has been made in taking forward the transformational change programmes across social care and social work services. All of these are aimed at prevention and earlier intervention and new models of service delivery which are sustainable and more coherent to better meet the needs of our communities.

- 2.6 The Perth and Kinross Community Justice Partnership was established over 2016/17 with the aim of preventing and reducing offending and to support those who have committed offences to integrate into their local community. The Community Justice Outcomes Improvement Plan for 2017 – 2020 has been published and the contribution of criminal justice social work services to these aims is particularly strong.
- 2.7 The integration of health and social care continues to take hold and after two full years of operation the Perth and Kinross Health and Social Care Partnership published its second annual performance report for 2017-2018. This report sets out the extent to which the partnership has addressed the priorities within its Strategic Commissioning Plan 2016-2019 and provides evidence of notable achievements as well as those areas which need to improve. Those that relate to social care and social work services are referenced within the CSWO Annual Report for 2017/18.
- 2.8 The key challenges that face social care and social work services over the next few years are highlighted in the report and include:
- Population projections and an increasing number of older people with complex care needs;
  - Increasing expectations on social care and social work services arising from legislative and policy change;
  - Increasing demand for services across all care groups in Perth and Kinross and the need to shift the balance of care into locally provided community services;
  - Transforming the social care and social work landscape moving away from traditional models of care to more person and family centred arrangements; and
  - The impact of anticipated budget savings over the next 2 to 3 years on the ability to maintain high quality social care and social work services.

### **3. CONCLUSION AND RECOMMENDATION**

- 3.1 The CSWO's assessment of performance over the last year is that good progress has continued, despite major challenges. The strong partnership approach that exists in Perth and Kinross is evident in the shared aspirations for vulnerable people but these significant achievements and the high quality of service delivered to our citizens is entirely due to determined and committed staff.

- 3.2 There is significant evidence throughout this report of social work and social care practitioners and managers leading the way in redesigning and reshaping the way in which services are delivered. To protect essential services and at the same time ensure a continued focus on prevention, earlier intervention, personalisation and to constraints will require courageous leadership at all levels. There are encouraging signs that innovation and investment in new ways of working are addressing longstanding pressures in some areas for example the reliance on residential care for young people is reducing. It will require continued investment to maintain the skilled, flexible and adaptable workforce through learning and development and effective support.
- 3.3 Key strategic priorities for 2018/19 include:
- responding to the improvements highlighted in the Joint Inspection of Services for Children and Young People;
  - implementation of the Carers (Scotland) Act 2016;
  - implementation of the Duty of Candour Arrangements;
  - continued efforts to embed the Health and Social Care Standards throughout our quality assurance arrangements and across the partnership;
  - implementation of the National Health and Social Care Workforce Plan;
  - preparing for a Joint Inspection of the work of the Health and Social Care Partnership; and
  - preparing for an inspection of Criminal Justice Social Work services focusing on Community Payback Orders.
- 3.4 The social care and social work workforce will continue to experience considerable organisational change as well as adjustment to their professional roles over the next few years. Without a skilled, flexible and adaptable workforce which has access to learning and development and effective support there is a risk that we will be unable to achieve the planned programme of change and business transformation. This remains a key priority for the next few years.
- 3.5 It is recommended that IJB notes the CSWO Annual Report as set out in Appendix 1.

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**APPENDIX**

1. Chief Social Work Officer Annual Report