



# Chief Social Work Officer Annual Report

**2017/18**

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Since the Social Work (Scotland) Act 1968 was introduced 50 years ago there have been significant changes in legislation and policy, substantial reorganisation of public services alongside a complete transformation of how we live our lives. The needs and key challenges faced by our communities have altered dramatically. The social work role is complex and wide ranging. It spans the protection of the public through the management of risk, managing the restriction of liberty for some, to leading decision-making about vulnerable people who are not able to protect themselves. The role is also about empowering people to make positive change in their lives as well as the direct provision of care for those who need it.



A strong social work service is therefore pivotal in the promotion of social justice and tackling inequalities. Social work is all about people and at its core is the importance of human worth and relationships. It is my view that the social work profession is fundamental to modelling the values and behaviours which are essential for addressing the inequalities faced by the communities we serve.

Social work and social care services delivered across the statutory, third sector and independent organisations and therefore strong partnership working across all sectors is essential in order to be effective. The national Vision and Strategy for Social Services 2015-20 sets out the unique contribution social work and social care services can provide towards achieving a socially just Scotland. This vision continues to guide us towards excellent social work and social care services delivered by a strong and valued workforce that works with others to empower, support and protect people, with a focus on prevention, early intervention and enablement.

This Chief Social Work Officer Annual Report provides an overview of social work and social care delivery, statutory social work functions as well as local achievements and challenges. Social work and social care services are currently facing the challenges of significant increased demand and increasing complexity of needs; reducing resources; further public sector reform; significant legislative and policy change across various sectors; and the imperative to realise transformational change. This last year has been no exception and this report demonstrates how the workforce continues to respond positively to these challenges. Case studies, practice highlights and proud moments illustrate the way in which our skilled and highly committed staff go above and beyond every day to improve the quality of people's lives.

Jacquie Pepper  
Chief Social Work Officer

## 2 Executive Summary

The Chief Social Work Officer'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.

The challenges ahead for social care and social work services are un-paralleled. Rising demand, the need to redesign and change while maintaining business continuity all at a time of diminishing resources creates significant pressures on the workforce.

- Population projections and an increasing number of older people with complex care needs;
- Increased expectations on social care and social work services arising from legislative and policy change;
- The rising demand for services across all care groups in Perth and Kinross is set to continue and there is a stronger imperative to shift the balance of care into locally provided high quality but cost-effective community services;
- The increased demand being experienced by Mental Health Officers and Criminal Justice Social Work Services needs to be monitored closely;
- The need to transform the social care and social work landscape moving away from traditional models of care to more person and family centred arrangements.
- 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.

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. It will require continued investment to maintain the skilled, flexible and adaptable workforce through learning and development and effective support.

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.

Key strategic priorities for 2018/19 will 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;
- managing key challenges associated with recruitment and workforce development and focusing on areas of pressure such as home care and mental health officers;
- 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 Awards and Good Practice

### Awards and Good Practice

Over 2017/18 the work of social work and social care services staff in Perth and Kinross has been recognised both locally and nationally. It is significant that almost all of these awards involve strong partnership working and collaboration many involve people who use services directly in their design, implementation and evaluation. There has also been recognition of the notable achievements of some of the people who use our services.

#### 3.1 Scottish Social Services Awards 2017

The first national awards ceremony took place in June 2017 at Crieff Hydro and the work of the *Star Project: The Right Support at the Right Time with the Right People* by Woodlea Outreach was recognised and nominated as a finalist in the category of *Courage to Take a Risk*. The judging panel recognised the creative approach to supporting children, young people and families through relationship based support within the family home to develop strategies to manage their children's complex needs and to help avoid the need for more intrusive intervention.



#### 3.2 Securing the Future Awards 2017/18 Gold Winners

##### *Perth and Kinross Child Protection Committee*

The Chief Executive's Exceptional Achievement Award was presented to the Child Protection Committee (CPC). It was recognised that the CPC embraces highly effective partnership working. Its unique contribution to public protection depends on the support and commitment of everyone within Perth and Kinross Council and across the Community Planning Partnership. Recognised as an outstanding model of its type by the Care Inspectorate in April 2018, it has attracted interest from across Scotland. The CPC [\*Business Model\*](#) was also a Gold Winner in the **Achieving Better Outcomes in Partnership** Category. This multi-agency partnership is creating a child protection community and securing a culture where the protection of children and young people is at the heart of everyone's job.





## ***Bridging the Gap***

Gold winner in the **Tackling Inequalities and Improving Health** category was [Bridging the Gap](#); a partnership project for all people from black and minority ethnic communities who are over 50. The project tackles inequalities in health and social care by improving awareness of any access to services; building up a better understanding of relevant services; and supporting people to access those services more easily. The project has increased the use of Self-Directed Support within minority communities and there is evidence of positive impact and tangible improvements in people's health and wellbeing.



## ***Supporting Kinship Carers***

When children are no longer able to live with their birth parents, Kinship Carers provide secure and nurturing homes within their own families and communities. Our kinship pathway goes beyond statute and achieved a gold award in the **Local Matters** category. The pathway provides consistent practical, emotional and financial support for carers and delivers better outcomes for families in Perth and Kinross. The support for kinship carers and the work of the Kinship Panel was highlighted as sector leading by the Care Inspectorate in April 2018.



## **3.3 Securing the Future Awards 2017/18 Bronze Winners**



### ***Perth City South Social Work Team: Health and Wellbeing Café***

This health and wellbeing café is built on many years of listening to people and the desire for a place where Information was readily available: "...a library but in a café setting, like having a search engine on the computer but without having to know anything about IT". The Wellbeing Café enables many organisations to pass on information, and, gain valuable insight into their product through those who use the Café. This concept supports the vision to reduce crises and support early interventions to keep people happy, safe and well cared for in their own homes and communities. This Café provides a relaxed and welcoming environment for carers and cared for people to socialise and a good outlet to chat freely about appropriate services and support.

### ***Technology Enabled Care***

The Technology Enabled Care Project (TEC) aims to increase the use of technology to provide high quality, sustainable support to help people be as independent as possible. It is about raising awareness of the technologies available, increasing confidence in the use of these and evidencing the benefits. Our ageing population with increasingly complex health and social care needs within a rural local authority demands more flexible and creative services. TEC offers new ways to connect people, improve access and reduce isolation and inequalities through Home Health Monitoring; Video Conferencing; Digital Platforms; Telecare; developing the next generation of telecare devices and connectivity.

## **OWLS – One-stop Women’s Learning Service**

OWLS supports marginalised vulnerable women at risk of offending. The service is directed towards reducing the number of women in prison and provides a statutory alternative to the custody. OWLS supports women within their local community and allows the courts to access a community disposal instead of a custodial sentence. Women who access OWLS report positive life changes. OWLS offers a person centred, welcoming, and supportive space, where participants often reciprocate support by sharing skills with others.

### **PROUD MOMENT**



**Women on the inside: A discussion on the impact of prison on the woman offender.** In June 2018 at Oxford University’s Centre for Criminology, Kirstie Morrison spoke movingly about her life and experiences as a past offender and her work as a peer mentor with OWLS. She took part in this event alongside The Rt Hon Dame Elish Angiolini DBE QC FRSE, Professor Mary Bosworth and Dr Shona Minson. The discussion covered the work of the Commission on Women Offenders; problems of mental health, alcohol and drug addiction; the unique circumstances for women in the justice system and the disproportionate harm to women and their dependants when they serve jail sentences.

## ***The Contact Team***

The Contact Team provides supervised contact for Looked After and Accommodated Children. Providing consistency and expertise, working towards rehabilitation or to help a child permanently separate from their family and develop a meaningful understanding of their life story. Moving to Strathmoor has allowed us to develop and grow a team identity. We have two contact rooms, a kitchen and a garden space. This provides consistency and privacy for the children and families who use it and allows the team to provide a welcoming and realistic family environment. The team has also negotiated a number of venues throughout Perth and Kinross that provide the best, child friendly venues available to ensure that contact takes place as close to where the child is living as possible. Several local authorities and a delegation from Sweden have expressed an interest in the concept of the Contact Team and the model we use.

## ***Transforming Learning and Development in social work and social care***

Due to the changing environment within Perth and Kinross, Learning and Development needed to respond, see beyond the current situation and imagine what could be recognising the changing context for social work and social care requires a different approach to support a workforce in an increasingly complex arena. Skilled and confident workers need to support to participate in collaborative, creative and innovative work. With a focus on people and relationships and a series of reviews have led to the following improvements:

- Development of <http://pklearning.org.uk/> and @participatepk
- SVQ review to result in a partnership approach to reduce costs and create blended group learning, peer support and improve progress rates

- Workforce supported learning sessions to meet needs/gaps
- The creation of an Easy Manual Handling APP
- Increased networks and partnerships with Angus, Dundee, Tayforth, Universities, Scottish Social Services Council (SSSC), and private businesses.
- E-learning, development of opportunities, presentations
- Programme to support 3 to 4 staff per annum to achieve Social Work qualifications.
- Collaboration with Stirling University on supervision practice.
- Handling and moving in collaboration with Occupational therapy to develop a framework for carers and families within the community to maximise effective care and support in a personalised way.
- Use of photographs and video to document development sessions with teams.
- Re-engaging and supporting existing Practice Educators to increase the number of social work students.

## **SPLASHTOTS**

A partnership between the Family Focus Team and Live Active Leisure, Splashtots encourages vulnerable parents to attend a swimming group with their young children. The group has significant impact on building confidence, decreasing social isolation, promoting attachment and an active lifestyle. The project aims to encourage vulnerable parents to get involved in healthy leisure activities with their babies and young children and use Live Active Facilities. The project is helping babies and children get an active start in their lives whilst promoting healthy attachments and bonding opportunities for children with their parent. By working in partnership with Health Visitors and the Family Nurse partnership, it means that we are reaching the most vulnerable families and families.



## **3.4 The David White Award 2018**

This Perth and Kinross Council award is about celebrating employees who demonstrate outstanding determination to improve themselves through learning and applies this to all areas of their work, making a valuable contribution to the performance of their team. Four of the seven award winners work in social work and social care and their professional and personal contributions are outstanding. Congratulations to Claire, Laura, Amy and Katharine.

### ***Exceptional Achievement***

#### **Claire Ferrier**

Claire Ferrier is a Social Work Assistant who works part time whilst studying for her social work degree and balances work with placements, study and volunteering in her 'spare' time. Claire has a great passion for social justice and for working collaboratively with partners to achieve social justice and equality and is very keen to share her learning from her experiences with the people she supports with her colleagues and other partner agencies to achieve an enlightened approach to practice.

#### **Laura Carse**

Laura is a highly competent, extremely effective qualified Social Worker, she is also a qualified and very enthusiastic Practice Educator. Laura holds several post qualifying qualifications which she has sought out to enhance her practice such as Excellence in Practice Dementia Champion and she has qualified as a 'Sensory Champion'. What makes Laura stand out and entirely worthy of this award is her absolute boundless energy, passion and enthusiasm for her work and for learning and development – not just for her own practice but for the rest of the team



## ***Highly Commended***

### **Amy Robertson**

Amy came to the South Kinross Social Work Team to cover maternity leave. She came as a newly qualified worker bursting with enthusiasm and cheerfulness. Due to her hard work, determination and infectious personality, she has now secured a full time post. Amy fully embraced her role from the minute she arrived taking on a fairly complex caseload and she made it clear from day one that although she had some knowledge from her previous employment, she was keen to do lots of learning wherever possible to enhance her skill base.

### **Katharine Shepherd**

Katharine as project assistant has shown dedication to learning and developing both herself and the teams that she is a part of. This drive and motivation has enabled Katharine to play a pivotal role in several innovative initiatives with Health and Social Care. Katharine played a significant role in the design and implementation of a single point of contact for social work and social care clients.

## **3.5 CAPA (Care About Physical Activity) Award**

The Care Inspectorate has been commissioned by the Scottish Government to lead the 'Care about physical activity (CAPA) improvement programme'. Working with eight partnerships across Scotland, with Perth and Kinross one of these. The programme will build on the skills, knowledge and confidence of social care staff to enable those they care for to increase their levels of physical activity and move more often. Social care staff will also discover ways to be more active themselves. Perth and Kinross set up a pilot scheme to improve the physical and mental health and wellbeing of service users within care homes. This includes activities ranging from swimming, cycling, physical activity classes and walking routes. This resource "Paths for All" could then be used throughout Scotland. Parkdale Care Home has been nominated for CAPA Award. The Care Inspectorate acknowledged Parkdale's involvement in the development and trials and due to the success of the pilot, Care Inspectorate are now using these Perth and Kinross materials as a resource for other care providers. Residents at Dalweem care home are also benefiting from the programme.



*Parkdale residents enjoying exercise classes with Live Active Leisure.*



*Parkdale resident enjoying swimming for the first time at 102 years of age*

**PROUD  
MOMENT**



*Parkdale residents enjoying swimming*

### 3.6 Tayside Oral Health Award 2017

Three Care Homes Parkdale, Dalweem & Beechgrove implemented training and resources from the Oral Health Improvement Team which provides staff with training and guidance to enable residents to maintain their own oral hygiene. Parkdale and Beechgrove both achieved the Tayside Oral Health Award in 2017 and Dalweem is currently working towards this. This award is given after several visits from the improvement team to evidence that the standard of oral hygiene is embedded in practice and sustained.

### 3.7 Testimonial: changing lives

Community Justice Scotland visited OWLS and heard the story of one of the woman who had experience of the criminal justice system and had turned her life around with support from a number of key services. Her story is so inspirational it was printed in the Scotsman and forms part of a national film campaign by Community Justice Scotland, 'Second Chancers'. Lucy's Story is reproduced here as a testament to the power of relationships and the personal transformation that is possible.

**Lucy's Story**  
**Prepared for Community Justice Scotland's Second Chancers Series**

<https://t.co/J85CbrmTD8>

***"I lost 20 years of my life to heroin. Now I'm studying for a second degree."***

For years, no one saw Lucy as Lucy. It was 'Lucy the junkie'. Thanks to a second chance, she's now an award-winning student embracing life as a scholar, dog owner and a grandma. Lucy started taking drugs aged 13. By 18 she had three children in her care, two of her own and one step-daughter. She was in an abusive relationship, violence a daily occurrence, including a fractured cheekbone. Drugs became a coping mechanism. Fast forward to age 25, Lucy found herself in front of a judge, for drug related crime. She was fully expecting a custodial sentence.

***"I stood, terrified, expecting a prison sentence, with tears in my eyes. It had been a year and a half since I had been arrested and in that time I had got clean, undertaken peer training and really started to turn my life around. But I knew I had to face the punishment for the crime."***

And that's when Lucy was given her second chance. The judge looked at the exceptional circumstances of her recent life and gave her 300 hours of community service, recognising that Lucy was already trying and succeeding down a new, positive path. One-stop Woman's learning service (OWLS) Tayside Council on Alcohol (TCA) and Venture Trust were the three services that supported Lucy's second chance.

***"I started working in the charity shop, talking to people just going about their lives, just being part of the community was massive for me. As a drug user, you feel like the scourge of society, it was massive to be part of the community, recognised as a person."***

***"Being recognised seems small but it's not, it's not easy turning your life around. It's just words, unless you've been through it, finding people who believe help you - even though they don't know you."***

**PROUD  
MOMENT**

Lucy hopes to be ready to start a degree next year.

***"Now, I'm just Lucy, I'm a mother, grandmother, dog owner, student."***

## **4 Governance and Delivery of Statutory Social Work Services**

### **4.1 Role of Chief Social Work Officer**

The Local Government (Scotland) Act 1973 places a statutory duty on local authorities to appoint a Chief Social Work Officer. The role of Chief Social Work Officer is set out in national guidance issued by Scottish Ministers in July 2016 to hold professional leadership and accountability for the delivery of safe and effective social work services. This reflects the particular responsibilities which fall on social work services and take account of the extent to which they affect personal lives, individual rights and liberties.

In April 2015, Integration Joint Boards (IJB) were established and Health and Social Care partnerships (HSCP) formed across Scotland. Although some social work and social care services for adults were delegated to the Perth and Kinross IJB, the role of Chief Social Work Officer cannot be delegated to the Integration Joint Board.

In the year 2016-17, the CSWO was the Director of Housing and Social Work, which was a temporary post created by the Council to build social work leadership capacity at a time of significant change and to support succession planning. The Head of Services for Children, Young People & Families and Head of Adult Social Work Services deputised for the CSWO. As the CSWO was due to retire in June 2017, arrangements were made to appoint a new CSWO from May 2017 and the role was taken up by Jacquie Pepper who was also the Head of Services Children, Young People and Families until April 2018 when she was appointed to the post of Depute Director (Education and Children Services) and she continues to carry out the role of CSWO alongside that post.

Within Perth and Kinross the CSWO:

- is a member of the Council's Executive Officer Team and Corporate Management Group;
- is a non-voting member of the Integrated Joint Board;
- attends Council meetings and presents a report on the performance social work and social care services annually;
- reports to Council and Committees as required;
- is a member of the Chief Officers Group for Public Protection;
- has access to elected members, the Council Chief Executive and chief officers as required;
- is a member of both the Adult and Child Protection Committees (including chairing the Multi-agency Practice Review Group and Child Sexual Exploitation Working Group);
- has close links with key partnerships such as Violence Against Women Partnership and Alcohol and Drug Partnerships and is linked to the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group for Tayside;
- brings together senior managers with responsibility for social work and social care services in the Council and Health and Social Care Partnership as a joint social work management group to have oversight of professional practice and to take forward cross cutting professional matters;
- co-chairs the Perth and Kinross Care and Professional Governance Group for the Health and Social Care Partnership; and
- chairs the Council's Protection of Vulnerable Groups Panel which makes decisions about suitability for employment across the Council and referrals to

the Scottish Social Services Council when there are concerns about an employee's fitness to practice.

The CSWO has continued to provide visible leadership over the last year by meeting with staff teams across Perth & Kinross to learn first-hand of the issues faced by the workforce in social work services and to encourage good practice and innovation.

In support of the Tayside Children's Services Collaborative the CSWO chairs Priority Group 5 of the Tayside Children's Services Plan which is taking forward a collaborative approach across the three Child Protection Committees to improve practices and standards in child protection and safeguarding.

Nationally, the CSWO takes part in bi-monthly meetings of all 32 CSWO supported by Social Work Scotland.

In response to the CSWO Annual Report 2015/16 and at the request of elected members the CSWO led a briefing on the range of social work services in March 2018 which took the form of a workshop and "speed dating" with key areas of service. Additionally, a social work conference with an open invitation to elected members and members of the IJB is planned for January 2018 with the theme of '*passion for people: delivering responsive services with compassion*'.

## 4.2 Organisational Governance

Social work services in Perth and Kinross operate within the context of the following governance structures:

- **Perth and Kinross Community Planning Partnership**

The 2017-2027 Community Plan / Local Outcomes Improvement Plan for Perth and Kinross provides the overarching vision and key objectives for all services. The plan aims for positive outcomes for everyone in the area and to tackle stubborn and persistent inequalities which can reduce life chances and opportunities. The Plan is about improving the lives and experiences of everyone who lives, works and visits here and its delivery is overseen by the *Community Planning Partnership* (CPP). This Community Plan is about positive outcomes for everyone in Perth and Kinross; prioritising preventive approaches; and tackling stubborn inequalities where they exist and the vision is about ***creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.***

The 2017 *Fairness Commission* provided a compass for tackling inequality, with a set of key recommendations from the independent Commissioners which are reflected in the Community Plan and our five Local Action Plans for Highland and Strathclyde, Eastern Perthshire, Perth City, Strathearn and Strathallan and Kinross-shire, Almond and Earn).

<http://eric/atozofresources/ResourceDirectory/CommunityPlanning/Community%20Plan%20LOIP%20201727/LOIP%20online.pdf>

- **Perth and Kinross Council and specifically Education and Children's Services**

Social work services for children, young people and families are managed within the Council's Education and Children's Services and led by a Head of Services for Children, Young People and Families. Service priorities include keeping children and young



people safe and protected; high quality experiences and outcomes for children and young people who are looked after; and keeping children and young people within their own families communities wherever possible.

As a result of restructuring within the Council and a recognition of the need to ensure professional leadership of criminal justice social work services, these services will be integrated into Education and Children's Services and will be led by the Depute Director (Education and Children's Services).

- **Perth and Kinross Integrated Joint Board**

The Perth and Kinross Health and Social Care Partnership published its Strategic Commissioning Plan 2016-2019 and prepares annual progress reports against the key objectives of:

- Prevention and early intervention.
- Person centred health, care and support.
- Working together with communities.
- Reducing inequalities and unequal health outcomes and promoting healthy living.
- Making the best use of available resources.

Social work and social care services for adults are managed within the Health and Social Care Partnership and led by a Head of Adult Social Work and Social Care Services. Locality teams provide support for older people, adults with mental ill-health, adults with a learning difficulty or disability and addictions services.

The CSWO retains responsibility for the professional leadership and standards of Mental Health Officers in order to avoid a conflict of interest when social work staff make decisions about capacity and the need for detention.

## **4.3 Public Protection**

The Perth and Kinross Chief Officer's Group (COG) has oversight of all public protection matters including the work of the Child Protection Committee; the Adult Protection Committee; the Violence Against Women Partnership; the MAPPA Strategic Oversight Group and the Alcohol and Drugs Partnership. The CSWO is a key member of these groups with a role to ensure connectivity between the respective agendas of these committees and in the identification of and mitigation of key risks.

The COG agreed in September 2017 to consider appointing an independent chairperson for both the Adult and Child Protection Committees and this post was appointed to in May 2018. Over the next year, the CSWO will continue to provide support and challenge to both the APC and CPC and work with the Independent Chair, Bill Atkinson to generate greater synergy and joint working between the CPC and APC. In 2018/19, the CSWO has been tasked by the COG with updating the terms of reference for the Chief Officer Group to further strengthen its oversight and strategic direction of public protection.

### **4.3.1 Adult Support and Protection**

Responsibility for carrying out inquiries into adults at risk rests with suitably qualified social work staff. Performance is monitored via the Health and Social Care Partnership's Care and Professional Governance Group and the Adult Protection Committee.

The Adult Protection Committee published its biennial report on adult protection 2016 – 2018. Over these 2 years there have been 529 individuals subject to adult support and protection processes under section 4 of the Adult Support and Protection (Scotland) Act 2007.

This consisted of 342 inquiries and 187 investigations. There were 56 Adult Protection Case Conferences (APCC) held over the two-year period including 31 initial ACPCC and 24 review APCC, and 1 network meeting. Of these, 18 initial and 9 review APCC related to Large Scale Investigation which are carried out when there are potentially two or more possible victims. Physical harm and neglect are the most prevalent forms of harm.

Almost half of adults at risk in Perth & Kinross are over 80 with infirmity of old age and older people with dementia featuring as the most vulnerable to abuse and harm. The numbers of people identified as being at risk of harm within care homes is particularly high in Perth and Kinross and the CSWO will work with the Adult Protection Committee to understand this further and learn from other areas in Scotland about how this can be addressed.

People with a learning disability account for just under one third of all adults at risk and it is of note that they are particularly vulnerable to abuse and harm as adults with a learning disability make up just 6% of overall population. The CSWO will support the committee in developing strategic actions to help these particularly vulnerable people to be safe and included within our communities.

### **Key achievements**

- Work to address financial harm progressing positively with the introduction of a banking protocol and new processes implemented for paid carers.
- A priority focus on working with Care Homes and Care at Home organisations to reduce exposure to abuse and harm and the development of a joint action plan.
- Raised awareness has led to an increase in the identification of self-neglect and hoarding which is supported by specific policies and staff development.
- A joint Adult and Child Protection Committees conference was held in March 2018 with a focus on understanding and addressing the effects of trauma throughout life. There is ongoing work in relation to developing a trauma-informed workforce.

### **Further areas for development 2018-2020**

- Improved ways of capturing service user and carer experience within adult support and protection processes to ensure views are heard and changes made to improve outcomes.
- Analysis of Care Inspectorates national thematic inspection into Adult Support and Protection and carry out self-evaluation which takes account of the key messages within the report.
- Develop a programme of self-evaluation linked to the APC improvement plan which covers the effectiveness of chronologies, protection plans and the recording of outcomes.
- Work to improve GP engagement and their role in adult support and protection.

### 4.3.2 Child Protection

The annual CPC Standards and Quality Report 2017 / 2018 covers the period 1 August 2017 to 31 July 2018. Between August and November 2017, the Care Inspectorate carried out a joint inspection of services for children and young people and published a report of their findings [\*Joint Inspection of Services for Children and Young People in Perth and Kinross \(Care Inspectorate: 17 April 2018\)\*](#). The report concluded that *where children and young people were in need of protection, their safety and wellbeing was assured through the timely and proportionate action taken by alert and attentive staff...and that the functioning of the child protection committee was a model of its type*. The report identified the following strengths and areas for improvement.

#### Particular strengths

- established and high-performing chief officers group and child protection committee ably fulfilling their responsibilities and demonstrating dynamic leadership that empowers a confident and ambitious workforce
- sophisticated and intelligent use of data to inform and support decision making, service planning and delivery and management of performance
- services that effectively support parents and carers to become increasingly resilient, confident and able to provide nurturing and secure care
- an extensive range of services enabling children, young people and families to access the right support, from the right service, at the right time
- an embedded culture of collaborative working that is supporting the partnership to deliver improved outcomes for children and young people
- consistent and sustained commitment to self-evaluation and continuous improvement

#### Areas for improvement

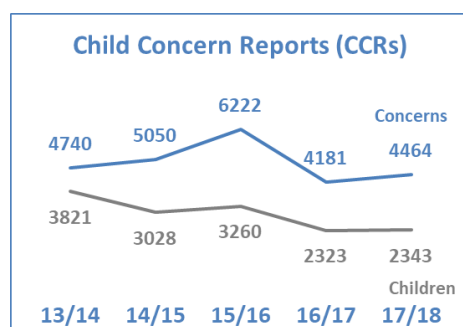
- improve the quality and use of chronologies and ensure that identified risks to individual children and young people are clearly articulated within written assessments
- review capacity for the provision of independent advocacy to assure themselves that children and young people have access to support when they need it.

### Child Protection Performance Headline Messages 2017 – 2018

The Scottish Government requires the Council to complete and return an annual report providing details of all children and young people involved in a child protection process from 01 August 2017 to 31 July 2018. This CSWO annual report therefore provides data using this timeframe. These are presented for the academic year 1 August 2017 – 31 July 2018 and, where possible, compared with previous years.

#### Child Concern Reports (CCRs)

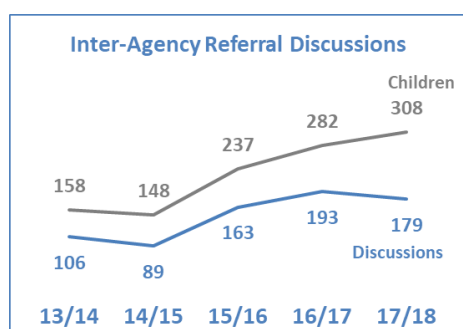
Table 1



The total number of Child Concern Reports (CCRs) has risen slightly over the last year, following a significant decrease last year. The number of children and young people subject to a CCR has remained relatively level. However there is a general downward trend over the last five years.

## Inter-Agency Referral Discussions (IRDs)

Table 2

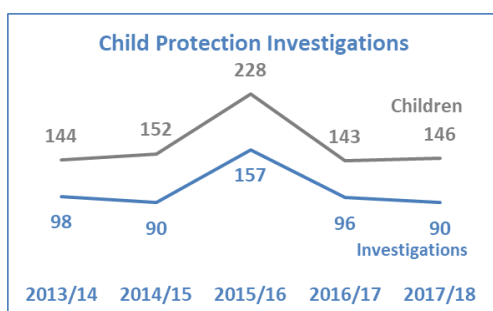


The number of children and young people subject to Inter-Agency Referral Discussions (IRD) continues to grow, while the number of IRDs has slightly reduced following a general increase over the previous three years.

IRDs are recognised as good multi-agency working practice and may be repeated a number of times for the same child or young person.

## Child Protection Investigations

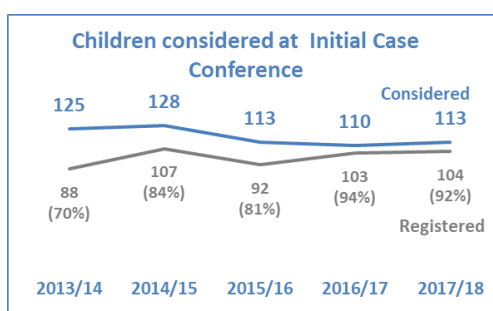
Table 3



The number of Child Protection Investigations and the number of children and young people subject to an investigation remains steady, following a significant rise in 2015/16.

## Initial Child Protection Case Conferences

Table 4

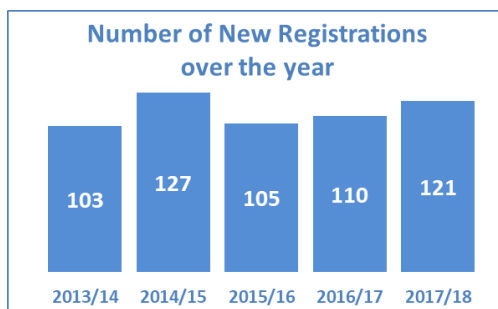


The number of children and young people considered at Initial Child Protection Case Conferences (ICPCC) has remained steady for the last three years.

The proportion of ICPCCs that result in a child or young person's name being placed on the Child Protection Register remains high at 92%.

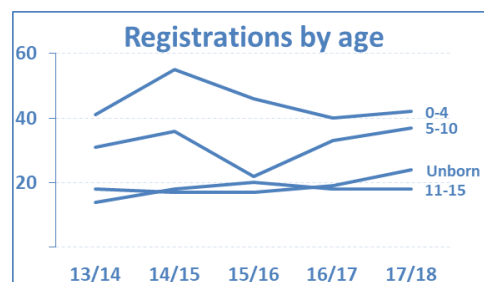
## Registration Rates

Table 5



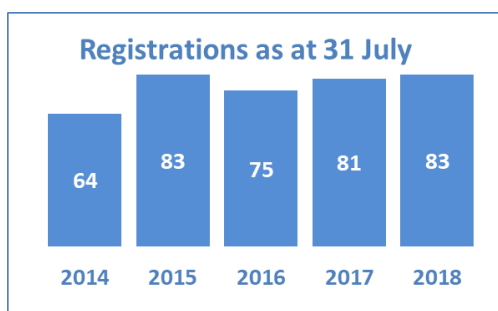
The number of children and young people placed (new registrations) on the CPR during the last year has increased in keeping with a general increase over the last 3 years. This includes sibling groups.

Table 6



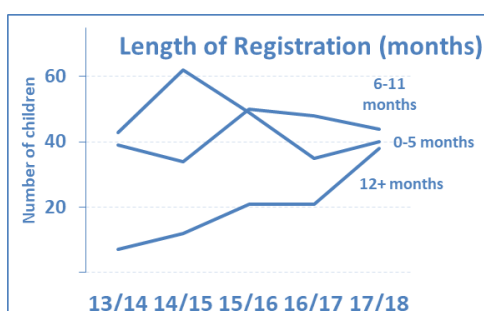
Children aged 0 - 4 continue to make up the largest age group of new registrations, although there has been an increase in the unborn and in 5 - 10 age groups.

Table 7



The number of children and young people on the CPR at 31 July 2018 has remained relatively steady over the last 4 years.

Table 8



Most registrations last less than a year, although the number of children and young people who remain on the CPR for 12 months or more has been generally increasing over the last 5 years.

## Unborn Baby Referrals

The number of Unborn Baby Referrals raised by NHS Tayside has reduced, following a significant increase in 2016 / 2017. The partnership is working with [Centre for Excellence for Looked After Children in Scotland \(CELCIS\)](#) to develop a support pathway for vulnerable pregnant women which is aimed at *Addressing Neglect and Enhancing Wellbeing (ANEW): Getting it Right in Perth and Kinross; Pre-Birth and into the First Year of Life* and an experienced social work manager is seconded part-time into the post of Improvement Lead for this work.



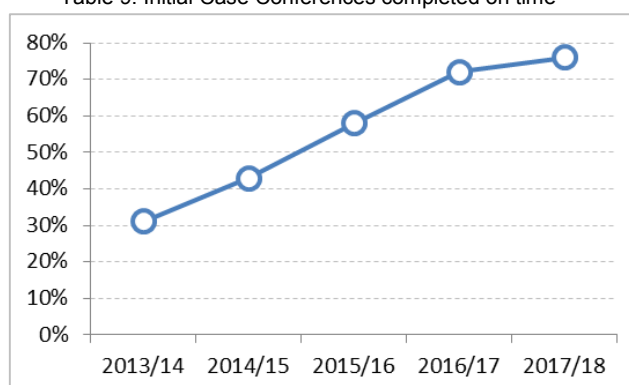
## Improvements in performance of Child Protection Case Conferences (CPCCs)

In 2017/18 Services for Children, Young People and Families appointed a temporary Improvement Officer tasked with chairing, quality assuring and improving the overall performance of CPCCs and to improve the experience of children, young people and their families attending CPCCs. This appointment represented a significant investment between December 2016 and March 2018. During this secondment period, the Improvement Officer chaired in excess of 170 CPCCs; delivered training to 250 multi-agency practitioners and partner agencies and developed a survey for multi-agency practitioners attending CPCCs. In terms of impact, this appointment resulted in significant improvements including:

- an electronic system for invitations to CPCCs
- new CPCC report templates
- immediate distribution of decisions and initial child protection plans at the conclusion of each CPCC
- significant improvements in the timescales for Initial CPCCs
- significant improvement in the publication of Minutes
- significant improvement in the quality of written information and reports received for CPCCs
- improved attendance and involvement of children and young people
- improved involvement and participation of parents and carers
- improved consistency and structure of CPCCs and decision-making
- introduction of tools to measure outcomes and improvements from CPCCs over time
- 93% of staff reported that they were fully encouraged to provide their views at the CPCC
- 95% of staff reported that views of the children and families (if present) were fully sought and listened to at the CPCC
- 92% of staff reported that the child or young person's safety and wellbeing were the central focus of the CPCC

As a result, the proportion of Initial Child Protection Case Conferences held / completed within timescales shows a sustained improvement over 2017/18. There remain challenges in attaining the same results for the smaller numbers of Unborn Baby Case Conferences, and work is underway with colleagues in NHS Tayside improve processes.

Table 9: Initial Case Conferences completed on time



In 2017, we supported the establishment of the Young People's Child Sexual Exploitation (CSE) Advisory Group, which continues to grow in reach and influence. In December 2017, the Group developed and implemented a Young People's Child Sexual Abuse (CSA)/CSE Awareness Survey which was rolled-out to all PKC Secondary Schools. 574 young people responded to this survey which gauged their levels and awareness of CSE; how and where they currently find information about CSA/CSE; how and where they would like to find information about CSA/CSE and asked whether CSA/CSE was an issue in their community. 18.1% responded that it was; 28.4% responded it was not and 53.5% did not know. The work of this Group is now informing our policy and practice approaches to CSA/CSE and a further survey is planned later in 2018.

Activity over the last year has included participation in the Stop to Listen pathfinder work supported by Children 1<sup>st</sup> and this led to the upgrading of the joint interview suite Almondbank House which was redesigned in partnership with young people and training to instil trauma-informed practices for child protection investigations which was undertaken jointly by social workers and police officers. A final evaluation report was completed and this highlights the extent to which social work staff in Services for Children, Young People and Families took part in these improvements and the lasting impact that this has had on their practice.

Elected Members, Chief Officers and the Community Planning Partnership (CPP) are committed to a partnership approach of ***zero-tolerance to child abuse and exploitation and to ensuring a hostile environment*** to such behaviour across Perth and Kinross. Elected Members have recorded that *there is no place for abuse and exploitation in our communities* and this remains a high priority and long-term shared commitment by partners. Keeping children and young people safe and protected from harm, abuse and exploitation is still *everyone's job*. The CSWO presents an annual report on the work across the partnership to tackle child sexual exploitation to Perth and Kinross Council and has done so since 2015.

#### **4.3.3 Multi Agency Public Protection Arrangements – (MAPPA)**

Criminal Justice Social Work continues to co-chair MAPPA Level 1 and 2 meetings along with Police Scotland. The introduction of Category 3 offenders has expanded the MAPPA process to include those convicted of non-sexual offences and who pose significant risk of harm. During 2017/18 the number of Category 3 offenders amounted to four and all required a Risk of Serious Harm assessment (ROSH). These cases have been complex and time consuming requiring substantial social work contribution to their management. CJSW has appointed a Central Point of Contact (CPoC) for MAPPA cases and this has required staff to undergo a higher level of vetting by Police in order that they can record ViSOR, a Police database which holds details of all known sexual and violent offenders.

#### **4.3.4 Violence Against Women Partnership (VAWP)**

The VAWP in Perth and Kinross is an active partnership reporting to the Community Planning Partnership. The VAW Co-ordinator is part of the Safer Communities Team and works closely with its various members to deliver better Outcomes for Women and Girls.

The partnership has supported a number of projects during 2017/18:

- Outreach Project
- CEDAR Project
- 16 days of Action
- Review of MARAC
- Safe Accommodation Strategy

The partnership has continued to attract new members including the Soroptimists and Perthshire Action for Churches Together expanding its reach and influence. The Council is a key contributor to this activity with representatives from Community Safety, Education and Children's Services, Prison Based Social Work, and Housing.

Members of Perth and Kinross Violence Against Women Partnership work together to deliver MARAC (Multi Agency Risk Assessment Conference) to protect women and children who are at a high risk of continuing abuse from partners. The group is chaired by a Senior Practitioner (social work) from CJSW and attended by members from Police, 3<sup>rd</sup> Sector, NHS, Education Services, Children, Young People and Families Services and Housing.

Police officers responding to incidents carry out a risk assessment and the circumstances are further assessed by the Public Protection Unit before information about women at risk is shared by Police with the Advocacy Service, which is provided by Perthshire Women's Aid in Perth, and the Barnardo's Domestic Abuse Support Worker. The multi-agency MARAC process has a key aim to keep the women and families safe. MARAC has a variety of options available which include:

- Safe Accommodation
- Joint Home Safety Visit where Community Wardens and Fire Service make an assessment of risk and can install safety equipment
- CEDAR (Children experiencing domestic abuse recovery) which is a unique way of working with children, young people and their mothers who have experienced domestic abuse through group work.
- Positive Relationship Course provided by CJSW to challenge behaviour
- Perthshire Women's Aid Outreach Project – for women in rural areas

In 2017/18, there were:

- 1142 domestic incidents reported to Police
- 47 cases dealt with through MARAC

## 5.1 Adult Social Work and Social Care

Adult Social Work and Social Care Services are managed by the Perth and Kinross Health and Social Care Partnership and service delivery is planned strategically via the Health and Social Care Partnership's Commissioning Plan. Key achievements include:

### ***Discharge Hub and HART team***

The Discharge Hub at Perth Royal Infirmary has had a significant impact on improving health and wellbeing outcomes by ensuring timely and appropriate discharge from hospital and reducing the length of stays in hospital. A new social care 'HART' team (Home Assessment Recovery Team) has been established to further enhance timely discharge and prevent readmission. Care Home liaison services have also been introduced to help with timely and appropriate discharge to care homes.

### ***Older People's Mental Health***

A redesign of Psychiatry of Old Age (POA) has resulted in increased capacity within locality Integrated Care Teams to provide care in for older people's mental health within their own homes.

### ***Review of Residential Care***

During the year, a full review of residential care was carried out. The demand for residential care home placements is declining in Perth and Kinross in line with the national trend. However, demand for nursing care placements continues to increase and further investment will be required to support this.

### ***New Care Home Contract***

A new care home contract was implemented following an extensive tendering process. The demand of care at home continues to increase and the sector has struggled to keep pace with demand. A review of the sustainability of the current service model is now required.

### ***Care About Physical Activity (CAPA)***

Perth & Kinross is one of the pilot sites for the Care Inspectorate's 'Care About Physical Activity' (CAPA) improvement programme which seeks to build the skills, knowledge and confidence of care staff to enable those they care for to increase levels of physical activity and move more often. This has involved 13 care homes, 4 day care services, 2 sheltered housing organisations and 5 care at home providers and has resulted in significant health and wellbeing benefits for a large number of service users at risk of physical inactivity.

### ***Drug and Alcohol Services***

Drug and Alcohol Services are currently being redesigned as part of the implementation of a **Recovery Oriented System of Care (ROSC)** which is a Scottish Government initiative to join up services and make them easily accessible. This will result in a more coordinated pathway for people who experience problematic substance misuse and a greater focus on local community activities proven to help people to recover and experienced enhanced wellbeing.

## ***Suicide Prevention***

The most recent Scottish Public Health Observatory (ScotPHO) figures indicates that the suicide rate for Perth and Kinross (11.9 per 100,000 population) sits below that of Scotland overall (13.7). Through the funded post of Suicide Prevention Assistant Project Officer in 2017, it was possible to erect new signage at locations of concern along the riverside in Perth City; run a suicide prevention awareness campaign; and pull together guidance for employers to help them put policies in place for suicide/self harm.

A comprehensive suicide prevention programme continues to be run, including introductory level Scotland's Mental Health First Aid, Suicide Intervention and Prevention Programme, safeTALK; and more specialist level Applied Suicide Intervention Skills Training and Safety Plan Training.

## ***Implementation of The Carers (Scotland) Act 2016***

Preparation for new duties under The Carers (Scotland) Act 2016 has been a programme of detailed work including extensive consultation with carers and approval of an eligibility criteria in January 2018. An extensive staff training programme has been implemented and additional capacity has been created via a small pool of Carer Support Workers. Since the introduction of Carer Support Workers in January 2018 there has been a reduction of 34 care home placement for 65+.

The Scottish Government is set to provide funds which will increase incrementally over the next 4 years and further investment to support carers including increased access to flexible respite will be a key aim going forward through a Joint Carers Strategy. PKAVS are a key partner in the delivery of support to carers across the local authority area.

## ***Restructure of Adult Social Work Teams***

During 2017/18 social work and social care teams were restructured to improve early and preventative interventions. The Access Team has been restructured and the Early Intervention and Prevention team developed to become the first point of contact for all adult social work and social care enquiries. A streamlined duty process has enabled the team to respond to increasing demand efficiently and effectively.

The team responded to 9000 contacts in its first year and of these 3100 were taken forward to assessment, review, carer support plan or Adult Support and Protection Inquiry.

## ***Technology Enabled Care***

A number of technology-enabled care (TEC) projects are underway to improve services, reduce costs, and support people to maintain or increase their independence. As a result, significantly more people are benefitting from TEC with a net increase in Telecare users of 814 in 2017/8. A more bespoke range of solutions are offered to service users incorporating new technologies such as GPS devices and the I-care activity monitoring system. A

**Telecare and Community Alarm Survey** showed that:

- 100% strongly agreed/ agreed that they were supported to live as independently as possible
- 90.2% strongly agreed/ agreed that support received helped to make them feel safer
- 91.9% strongly agreed/ agreed that they received help when they needed it.
- 95.5% of respondents rated the quality of equipment provided as very good/good.



- 84.4% of respondents felt that the service provided was very good/good value for money
- 93.5% of respondents said that overall the service provided was very good/good

Comments provided from service users include:

*“They do a good job, I feel safe knowing they are there”,  
 “I feel very well looked after by alarm system and carers”,  
 “It is reassurance for the family”.*

### **Health and Safety in Care Homes**

A Health and Safety working group was established and meets 6 weekly to monitor health and safety compliance within care homes.

### **Transitions – Learning Disability Team**

The team has supporting 51 young people with transitions over the last year. Support is tailored to meet individual needs and young people have been supported to make successful moves into supported tenancies and college. Sixteen young people are receiving careful planning and preparation for leaving school in June 2019. Workers within the transition team are currently working with a small number of young people who left school and moved into adult life in 2016/17. They have remained with the transition team due to the complexity of their needs and in instability of their care packages. The transition team will work with young people and their families as long as necessary to ensure they the correct supports to meet their outcomes.

#### **Transitions Case Study**

M has a number of physical conditions which mean that M is non-weight bearing and requires a manual wheelchair. M needs a significant amount of physiotherapy to keep fit and healthy this includes daily use of a tilt table and blocks of hydrotherapy. There were concerns about how this level of support would be continued during transition and as M moved into College.

M was due to leave school in June 2018 and plans for continued physiotherapy were begun eight months earlier. These plans included input from the physiotherapist who would be responsible for M post school and arrangements to ensure that M would be able to continue physiotherapy in a way that would not impact on college classes or social time.

M is now under the care of adult physiotherapy. The tilt table was transferred from the school to M's house so that physiotherapy could be provided at home. A link course that during M's final year at school gave M time to adjust to the new environment of college. This has given M confidence and boosted M's self-esteem in advance of starting college. M also

- Worked in the school Café
- Joined a local singing group and travelled to national events.
- Recently signed up to attend a 3 day event: 'My Rights: Independent living, activism and participation'. This event aims to empower young people to develop and share knowledge with other young people with similar physical disabilities.

Over the past year M has matured and grown in confidence focussing on the future with encouragement from school; her parents and input from the transition team.

**PROUD  
MOMENT**

## Adult Social Work Client Survey

The 2017/18 Perth and Kinross Annual Social Work Client Survey had a response rate of 26% and overall the feedback was very positive.

Table 10 Annual Social Work Survey

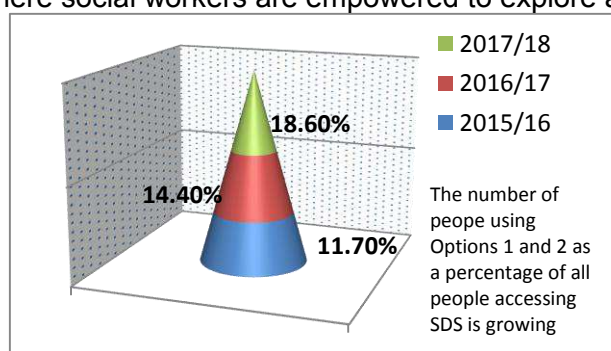
Adult Social Work Annual Survey 2017/18	
I received a high-quality service	91.1%
I can rely on the services I receive	85.7%
I am supported to live as independently as possible.	91.7%
The help care or support I received helps me feel safer at home and in the community.	82.4%
I have felt involved in making decisions about the help, care and support I receive.	85.2%
The services I have received have helped me to feel part of my local community	72.3%
I get a good response from social work services when I contact them during the day	88.5%

## Self-directed Support (SDS)

It is a statutory requirement of the Council to ensure that those requiring social care receive an assessment of need. The assessment will establish whether adults are eligible for social care services. [The Social Care \(Self-directed Support\) \(Scotland\) Act 2013](#) gives people a range of options for how their social care is delivered beyond direct payments, empowering people to decide how much ongoing control and responsibility they want over their own care and support. The Act places a duty on councils to offer people four choices as to how they receive their social care support [Options for Self-directed Support](#). In August 2017, Audit Scotland published a [report](#) on the progress of the implementation of SDS in Scotland. The report highlighted that there was progress however there was further work required to provide the choice and control envisaged with the legislation. The Audit report [Audit Scotland SDS 2017](#) recognised the challenges faced by social care services. In Perth and Kinross, a model of delegated authority was implemented and the strengths of this model were highlighted in a case study within the report.

The shift towards services which deliver personalised and self-directed outcomes requires a whole system approach and flexible commissioning arrangements at an individual level, where social workers are empowered to explore and deliver genuine options in partnership

with service users, carers and families. Since the introduction of SDS, we have been enabling individuals and families to tailor their respite support to suit them.



### **Audit Scotland Case Study Perth and Kinross SDS August 2017**

**Staff in Perth and Kinross have delegated authority to approve individual budgets of up to £200 a week.** In Perth and Kinross, social work staff agree a support plan with an individual and then calculate how much it will cost. If it falls within a low cost band, they approve the spending themselves:

- up to £200 a week – front-line staff are allowed to authorise
- between £200 and £400 a week – a team leader can authorise
- over £400 a week – a service manager must authorise, and may call a panel meeting to consider it before final approval.

Front-line staff reported feeling confident in being able to authorise care and support arrangements for their clients, and in ways designed to meet outcomes. Staff feel they can authorise spending on almost any type of support, activity or individual item that helps to meet an individual's agreed outcomes. To monitor spending and manage the budget, the system provides team leaders with weekly statistics on budgets approved by staff in their team. This allows benchmarking and identifies any staff approving excessive packages. Finance managers had initially feared that staff would approve packages just under the maximum level, but the average package approved is well below that. Front-line staff identified several factors which have helped them reach this position:

- team leaders have been checking work and outcomes
- good examples are constantly shared as they are developed
- a buddy system pairs staff who are less confident with others who have more experience

### **Case Study SDS**

Mr X is a young man who has a mild Learning Disability and anxiety issues and does not like being away from his family for lengthy periods of time. His family, who are his main carers, require regular breaks in order that they can continue to support Mr X. In conjunction with his family, Mr X agreed to use his respite allowance to enable him to be supported by his Personal Assistant to attend “Friends Unlimited Network” events for a few hours each week – without this support, he would be unable to attend the social outings and his family would be unable to have a break from their caring role.

### ***Learning Disabilities***

Learning Disability (LD) Services have embraced the SDS approach to give more choice, flexibility and control over how care is provided, which supports people to live an independent and fulfilling life in their community. This has proven to be of significant benefit to 113 people aged 18 – 67 years in 2017/18 to access day opportunities.

Perth and Kinross is experiencing an increasing number of people living with complex needs. This is in part a result of people living longer with complex needs, an overall increase in complexity that can be managed in the home and some evidence of inward migration. Working closely with housing services and providers of care future sustainable housing solutions for people with complex needs are being explored.

## **Mental Health Officers**

A mental health officer is a social worker who has special training and experience in working with people who have a mental illness, learning disability, dementia or related condition. The provision of Mental Health Officers (MHO) is a statutory function and there is a specific responsibility on the CSWO to ensure that there are sufficient qualified and competent MHOs to carry out responsibilities set out in the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults with Incapacity Act (Scotland) 2000. MHOs play an important role in safeguarding vulnerable adults and have a central role in determining whether an adult (or in exceptional cases – children) are subject to compulsory measures of treatment. MHOs determine whether someone who is experiencing a severe and/or enduring mental illness requires to be detained in hospital to receive urgent and necessary treatment for that mental illness as part of a wider risk management plan. MHOs lead evidence at Mental Health Tribunals where necessary for those who require ongoing detention in hospital.

In 2017/18 there are 14 (11.0 FTE) Mental Health Officers aligned to locality early intervention and prevention teams.

There has been an increase in the work of MHOs over the last two years from 689 contacts in 2016/17 to 912 in 2017/18 and this trend is set to continue into 2018/19. This year on year rise in MHO work is reflected nationally.

A social circumstances report (SCR) is a comprehensive holistic assessment of risk and need and it is a statutory requirement to be completed by a MHO in certain circumstances within 21-days. This data is a national key performance indicator and the national target for completion within the timescales is set at 70%. During the reporting year Perth & Kinross has completed 273 SCRs and the completion rate within timescales in 2017/18 was 84%.

## **Adults with Incapacity Scotland Act Welfare Guardianships**

Table 11 Numbers of Guardianships

Date	Private Orders	LA Orders	Total
March 2014-15	201	96	297
March 2015-16	226	95	321
March 2016-17	234	103	337
<b>March 2017-18</b>	<b>295</b>	<b>138</b>	<b>433</b>

Over the last year, there has been a predicted rise in both private welfare guardianship applications and applications made by the local authority. Since 2014/15 there has been an overall increase in Welfare Guardianships of 45.8%; Private Orders an increase of 46.7% and 43.7% for Locality Authority Orders. The need for welfare guardianships is likely to continue to rise year on year as a consequence of an increasingly ageing population. The service remains proactive in determining the current and future MHO capacity required to fulfil its statutory responsibility.

The steady increase in MHO work is reflected in the nationally and this is due largely to the increasing vulnerability of an ageing population. Recent challenges in relation to deprivation of liberty safeguards and Article 5 of the United Nations Convention on the Rights for

Persons with Disabilities (UNCNCRDP) have resulted in increasing pressures to use welfare guardianship as a means to obtain appropriate and proportionate authority to make decisions for those considered not able to do so themselves. Nationally, there is a 10-12% on average increase in MHO work around the use of welfare guardianship and this has also been reflected in the increase in MHO work in Perth and Kinross.

Another key challenge for MHOs in 2017/18 was the transfer of in-patient and initial triage and assessment services for general adult psychiatry (GAP) from Perth to Dundee. There has been an indirect and negative impact on the ability to fulfil the commitment to delivering a service to Perth patients due to additional travel time. In 2016/17 Perth and Kinross MHOs made 36 visits to Carseview in Dundee and this increased to 142 visits in 2017/18 and this is projected to double in 2018/19.

A review of the Adults with Incapacity (Scotland) Act 2000 may result in additional pressures for MHOs. There will be a challenge over the next few years to recruit and train sufficient numbers of MHOs to ensure that Perth and Kinross continues to meet its statutory responsibilities.

### ***Supporting unpaid carers***

The Carers (Scotland) Act 2016 came into force in April 2018 and is designed to support the health and wellbeing of unpaid carers. The Act requires local authorities to provide support to carers, based on the carer's identified needs which meet the local eligibility criteria and a review of the Initial Care Needs Assessment was undertaken. A series of communications and learning events were developed to raise awareness of the carers assessment and signpost them to provide further support and advice. A format for adult carer support plan (ACSP) and young carer statement (YCS) were agreed to identify carers' needs and personal outcomes. An information and advice service for carers which provides information and advice on emergency and future care planning, advocacy, income maximisation and carers' rights was established in partnership with PKAVS.

In 2017, the Shifting the Balance of Care programme was approved by Integrated Joint Board. Through three 'deep dives' into the reasons why people ended up requiring permanent care home places, it was discovered that up to 70% of clients had been admitted to permanent care as a result of Carer breakdown. The concept of the programme is to invest in additional support for carers and reduce the number of permanent placements by 84 per annum. Proposals were developed via a multi-agency project with a strong input from the third sector and the local Carers Hub. Focus groups of unpaid Carers explored the types of support that would assist carers in their caring role. This resulted in:

- three additional Carers Support Workers
- an increase in the respite care budget to £60k to increase in more creative, personalised short breaks
- the development of a unique telephone support service for carers, to give emotional support
- additional resources to support Technology Enabled Care to provide support to Carers

So far this project has supported 34 people to remain at home (a reduction of 34 residential care placements); and Carer Support workers have supported 134 carers supporting clients aged over 65 and only 7 of these have entered permanent care home placements. 72 awards for respite/short breaks have been made and feedback to assess the impact of the short break demonstrates that this is having a significant positive impact on carers.



## 5.2 Criminal Justice Services

Responsibility for Criminal Justice Social Work Services (CJSW) remain with the Council and at the point when adult social work and social care was delegated to the Integrated Joint Board, CJSW was managed within Housing and Community Safety services. From April 2018 responsibility it was agreed that CJSW would transfer to Education and Children Services to ensure professional leadership and oversight by the CSWO /Head of Services for Children, Young People and Families.

### ***Community Payback Orders***

Criminal Justice Social Work Services (CJSW) managed 391 new Community Payback Orders in 2017-18. This is drop of 16% when compared with 2016-17 and a drop of 6.5% when compared with 2015-16. However, this downward trend is not repeated across all types of Community Payback Orders. As illustrated in Figure 2, the number of new Community Payback Orders with a Supervision Requirement rose by 7% when compared with 2016-17 and rose by 17.5% when compared with 2015-16. A comparison of data over the past 3 years suggests a fluctuating pattern of Community Payback Orders. However, one notable trend is a steady increase in the number of Community Payback Orders with a Supervision Requirement. These Orders require to be managed by qualified social work staff and if this increase continues this will result in pressures within Criminal Justice Social Work.

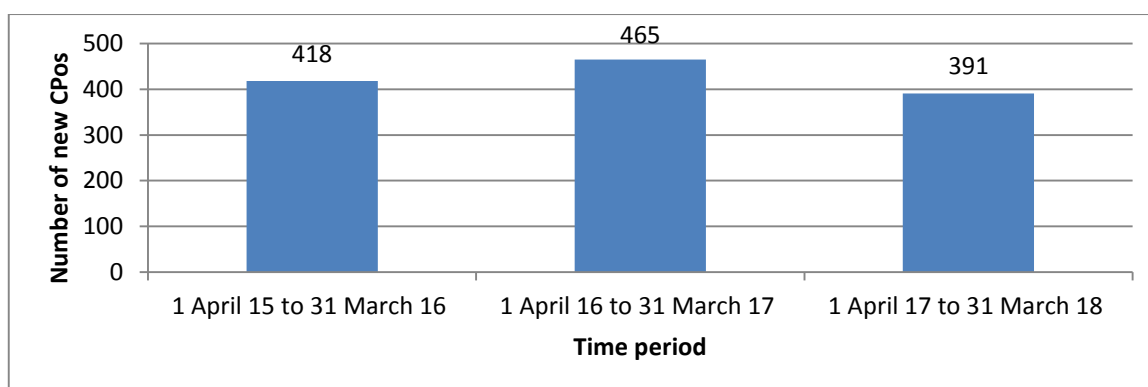


Table 12 New community Payback Orders -2015-16 to 2017-18

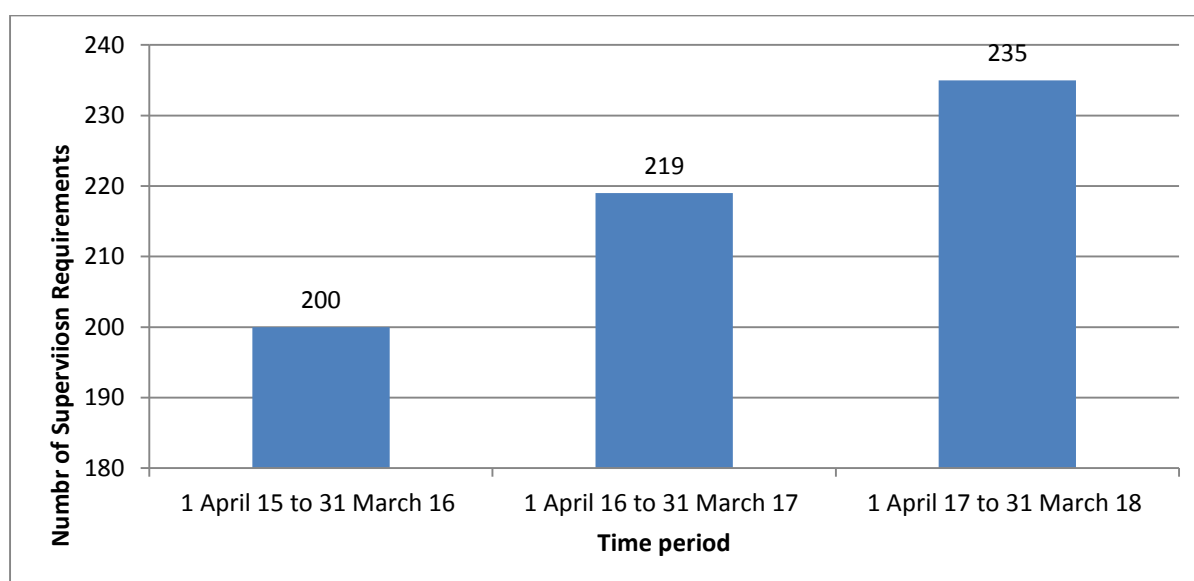


Table 13 Number of new Community Payback Orders with a Supervision Requirement 2015-16 to 2017-18

In contrast, as illustrated in Figure 3, the number of Community Payback Orders with an Unpaid Work Requirement fell by 22% when compared with 2016-17 and fell by 10% when compared with 2015-16.

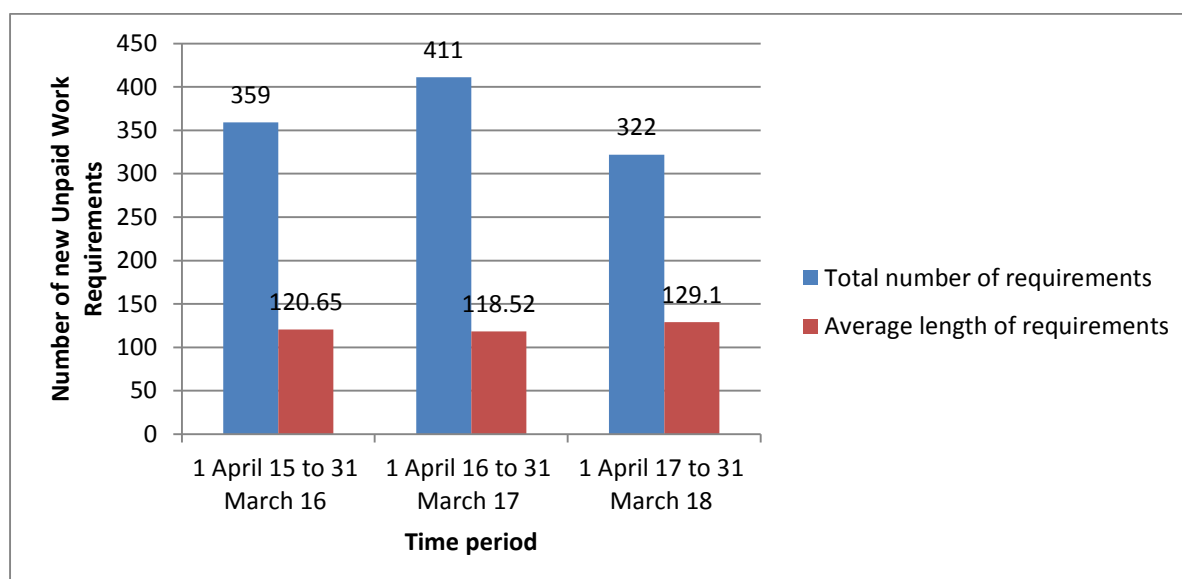


Table 14 Number of Community Payback Orders with an Unpaid Work Requirement 2015-16 to 2017-18

71.9% of all clients who were given a new Community Payback Order in 2017-18 were seen within 1 working day by a member of CJSW. This is an improvement of 4.2 percentage points when compared with the 2016-17 figure but is still slightly below the 2015-16 figure of 73.7%.

Performance in meeting the target of undertaking first case manager meetings/ unpaid induction has remained relatively stable during the 3 past years. In 2017-18, 66% of clients were seen within 5 days compared with 65.4% in 2016-17. There has been an improvement of 7.6 percentage points since 2016-17 in the number of clients starting unpaid work in 7 working days. In 2017-18, 61.2% of clients started within 7 working days.

### WESTBANK – The Growing Place

Westbank is a Perth and Kinross Council site occupied by Community Greenspace and Community Payback teams. The Westbank Project is a development plan which aims to turn the site into a community asset and centre for employability training. Currently on offer is work experience and training in groundworks, landscaping, construction, painting and decorating, horticulture, woodwork etc. Future plans include a training centre for Forklift and Telehandler qualifications.

Funding from the European Social Fund will assist people who are furthest from the workplace guiding them through stages 1 – 3 of the Employability Pipeline. This will also benefit people serving Community Payback Orders.

Current partnerships in place or being progressed include NHS, Education, Developing Young Workforce, Balhousie Care, Services for Young People, St. Johnstone Football Club, Skills Development Scotland, Perth Community Farm and Remploy.

### **Beast from the East March 2018**

In March 2018, the 'Beast from the East' arrived. Community Safety staff joined the multi-agency response. They contributed in the following way:

- The Unpaid Work Team made urgent deliveries of firewood to elderly residents who had run out of supplies and teams supported the clearing of snow from private and council run care homes and some specific vulnerable residents.
- Community Wardens cleared the paths.
- Community Wardens also pitched in and cleared roads, paths and car parks at various residential homes and sheltered housing communities. They also contacted all KIT (Keeping in Touch) clients in all areas check they had basic supplies and heating.

### ***Reports to Courts***

There were 710 Criminal Justice Social Work Reports submitted to court in 2017-18. This is a drop of 6% when compared with 2016-17 and a drop of 2% when compared with 2015-16. The complexity of reports is increasing with clients presenting with multiple needs such as substance misuse and mental ill-health requiring specialist advice prior to making any recommendation in relation to sentencing options.

The number of Home Circumstance reports submitted by CJSW increased by 18 to 92 in 2017-18 when compared with the previous year. This was also an increase of 8 when compared with 2015-16. The number of Home Detention Curfew assessments increased from 75 in 2016-17 to 95 in 2017-18. This number was similar to the 93 submitted in 2015-16.

### ***Throughcare support for prisoners***

CJSW services in Perth and Kinross serve HMP Perth and HMP Castle Huntly via a Service Level Agreement with Scottish Prison Service. The number of new throughcare in prison cases increased from 25 in 2016-17 to 37 in 2017-18. The number of new throughcare in the community cases increased from 17 in 2016-17 to 22 in 2017-18. This represented a slight decrease in cases when compared with 2015-16 when there were 24 cases with a larger proportion of Short Term Sex Offender Licences where a person has been sentenced to imprisonment under four years.

### ***Diversion and voluntary cases***

The number of new diversion from prosecution cases has remained constant when compared with 2016-17. This reflects an increased focus from the Crown Office and Procurator Fiscals Service (COPFS) on diverting cases away from courts to either social work or another appropriate intervention. Recent changes in practice between COPS and Criminal Justice Social Work has seen a more diverse range of Diversion cases. Previously only a limited type of case would be considered appropriate for Diversion. However, in 2017/18 cases such as sex offences under the Communications Act were also referred for consideration for Diversion whereas previously they would have been referred directly for prosecution to Court.

The number of new voluntary throughcare cases fell by 14 to 12 new cases in 2017-18 when compared with 2016-17. This continues a downward trend in new cases as in 2015-16 there were 34 new cases. The introduction of Throughcare Support Officers (TSOs) in Perth Prison has seen fewer prisoners seeking voluntary support from other agencies and organisations. Voluntary through care however is still offered by CJSW, and in cases where there has been previous involvement, this type of support remains open to the person should they wish to accept it.

### ***Violence Against Women***

Over recent years HMP Perth and the prison based social work team have taken an active role in the Perth and Kinross Violence Against Women Partnership. This involvement recognises the clear links between prisoners and their families outside. The Team Leader has acted in the capacity of Chair for Perth and Kinross Violence Against Women Partnership and uses this role to support community and prison colleagues to understand issues for families who have perpetrators of physical and sexual violence in custody. This led to the involvement of the prison in the annual international 16 Days of Activism for Violence Against Women. As a result of a very pro-active approach by the Chair of the Partnership, funding was obtained and Perth Grammar School was supported to put on a very successful large scale conference for pupils run by pupils to consider issues of equality. The partnership has supported the prison to develop their White Ribbon initiative against domestic violence and this year all prison staff and partners were invited to participate in the Reclaim the Night initiative which is a local march in protest against all forms of violence against women.

### ***Aging Sex Offenders***

Prison Based Social Workers have identified an increase in an older population of sex offenders as a result of historical sex offenders being prosecuted and imprisoned upon conviction. This has resulted in a need to work with offenders who struggle with age related mental health issues such as dementia. As a result of issues of infirmity and incapacity the prison social work team are being required to contribute to regular multi-disciplinary meetings, liaise with the Mental Welfare Commission and advocate on behalf of prisoners where moral and ethical dilemmas regarding the continued detention in prison of older people who may lack capacity is becoming more common.

This transfers into the community and as part of our statutory duty to all our clients, it is becoming more common for CJSW to undertake joint work with social work colleagues in Adult Care Services. This pertains to assessing an individual's personal care needs, appropriate and suitable accommodation, considering not only their depreciating physical and mental health but the potential risk they pose in respect of their behaviours to others and themselves.

As we get to the end of this reporting year, there are major changes on the horizon for prison based Social Work as its annual Service Level Agreement comes to an end, to be replaced with a Memorandum of Understanding which will move the focus from quantitative to qualitative outcomes. Traditionally this has meant that prison based social work has noted the number of individual interventions, rather than the quality of the intervention and the positive impact this has had for the individual. As we move to a more qualitative outcomes approach the difficulties for the team will be how we change our practice to better measure outcomes, with consideration also being given to the fact that a positive outcome is not always favourable to the individual, i.e. where public protection is an issue and the individual is not compliant.

### ***One-stop Women's' Learning Service (OWLS)***

OWLS was specifically developed address the needs of women who offend within Perth and Kinross. It is now well-established and continues to develop and evolve with increasing input from the women in how the service is run. In 2017/18 OWLS women participated in a variety of activities notably the Soroptimist International Perth, in marking International Women's Day. The Soroptimists have also worked alongside women in OWLS to help and support them in developing their personal skills, confidence and life goals. The success of this collaborative approach and partnership working was apparent following one woman's presentation at their annual conference in 2017.

### ***Structured Deferred Sentence (Right Track 18 -26)***

This service was redeveloped to reflect the change in provision for young people. Numbers subject to Structured Deferred Sentence (SDS) have remained constant within Perth and & Kinross. In 2017/18 it has been noted that there appears to be a move away from chaotic use of New Psychoactive Substances (NPS) to a rise in young people presenting with mental health issues.

### ***Safer Communities Hub***

This resource is staffed by Police Officers and has become a key part of the multi-agency problem-solving approach in Perth and Kinross. Issues and concerns are raised from the Police Tasking Meeting each day and these are allocated to the Hub for action. These include.

- High risk repeat missing people
- Vulnerable people
- Dangerous people
- Trends in anti-social behaviour and crime
- Environmental issues
- Updates on current complex cases

Emerging trends are identified and tracked through a monthly multi-agency tasking meeting and ownership of issues is passed to Short Life Working Groups led by whichever of the partners is most appropriate. These groups develop multi agency action plans which share skills and resources to tackle issues as early as possible to improve efficiency and effectiveness of response and promote public confidence and trust.

Police and the Safer Communities Team have developed an Anti-Social Behaviour Strategy which has emphasis on early intervention and joint working. Various partners are involved depending on the problems: Police, Fire, Housing, Safer Communities Co-ordinator, Safer Communities Wardens, TES, Education, Social Work and the Third Sector. This approach ensures the public and communities get a quick, positive response that listens to their problems, keeps them updated and actively seeks solutions.

### ***Mentoring***

In recognition of the importance of providing extended support for people who experience alcohol and drug addictions, the CJSW has commissioned the Tayside Council on Alcohol (TCA) to deliver 2 Mentoring projects:

- 16+ Mentoring Service for adult men
- OWLS Mentoring Service for adult females

Individuals decide, with support from their Mentor, which issues are most important for them to work on during their time with the mentoring service. However, these initial work areas are reviewed regularly and may change dependant on client progress, regression or a shift in interests. These work areas are also informed by input from referrers at the referral stage and beyond where appropriate. The individual's progress is mapped on TCA assessment forms which not only combines both the individual's and Mentor's perception of the progress being made, it also encourages discussion around the next steps required in the mentoring journey to recovery.

### **Saints "Onside" Project**

Working in partnership with St Johnstone Community Trust, CJSW delivered a 12-week pilot programme to encourage positive outcomes for people sentenced to Community Payback Orders. The client group selection was made by The Community Safety Service Team to a maximum of 6 with the aim to reduce re-offending in Perth and Kinross with the following outcomes:

- Improve Wellbeing
- Improve Social Inclusion
- Improve Health
- Improve employability

The Project combined an element of vocational training with an element of physical exercise. The clients were awarded 'hours' under the 'other activities' arrangement for the training element, but were expected to demonstrate their commitment to the project by voluntarily taking part in the exercise element of the project.

The project topics were designed to satisfy the project outcomes, and to help maximise the participant's employability for any future employer.

Three participants took part and passed all three modules, Health & Safety Awareness, Food Safety & Hygiene & Manual handling. Three other participants achieved success with two people being awarded Manual Handling Certificates and one being awarded the Food Safety & Hygiene certificate.

After each "educational" session, participants took part in a health-related fitness activity, with the first session being used to establish a base line measurement so that any improvement could be recorded and used as an individual motivational tool. These activities were varied and should be recognised as another method of helping to improve individuals' self-esteem.

Upon concluding the programme, an exit discussion targeted participants and staff from CSS, SCT and The Employment Hub. (all contributors to the project)  
St Johnstone Community Trust, P&K Council and Employment Hub staff and the participants all felt that Saints Onside provided a needed and rewarding experience for the participants that attended.



## The Open Estate at Castle Huntly

The Open Estate at Castle Huntly is Scotland's only open prison. The establishment prepares prisoners for re-integration into the community. High risk offenders are tested with opportunities through which they can demonstrate and evidence an ability to be managed in the community. As a national facility the Open Estate works with all Local Authorities in Scotland as well as Probation Services in Northern Ireland, England & Wales.

Comments from our partners in relation to risk management and management processes:

SPS:

*In partnership with our Prison Based Social work team we have this year tackled the issue of making Risk of Serious Harm processes more robust. We have made great progress in doing this and the results have improved not only our Risk Management Team process but achieved safer outcomes in relation to Public Protection.*

MAPPA Co-ordinator:

*I, along with community based partners including Criminal Justice Social Work and the Police, have always found the PBSW Team at Castle Huntly to be well informed and up to date in respect of the assessment of clients, and the Risk Assessment paperwork produced by the Team is always of a very high standard. Transition from custody to community is a challenging time for the offender, but also for those charged with ensuring that that transition takes place with minimum risk and with the greatest potential for success.*

MAPPA Co-ordinator:

*The contributions of PBSW colleagues at Castle Huntly have, in my experience, been beyond that that is normally experienced in this arena, and this is to be commended. The relationship that has been developed; particularly in respect of Aberdeen City cases, makes for a smooth transition that places all concerned in a clear and defensible position, with due cognisance to the required supports for the client and not just the management of risk. The PBSW Team are experienced and knowledgeable in their field, with a friendly approach that contributes to successful partnership working.*

Table 15 CJSW reports

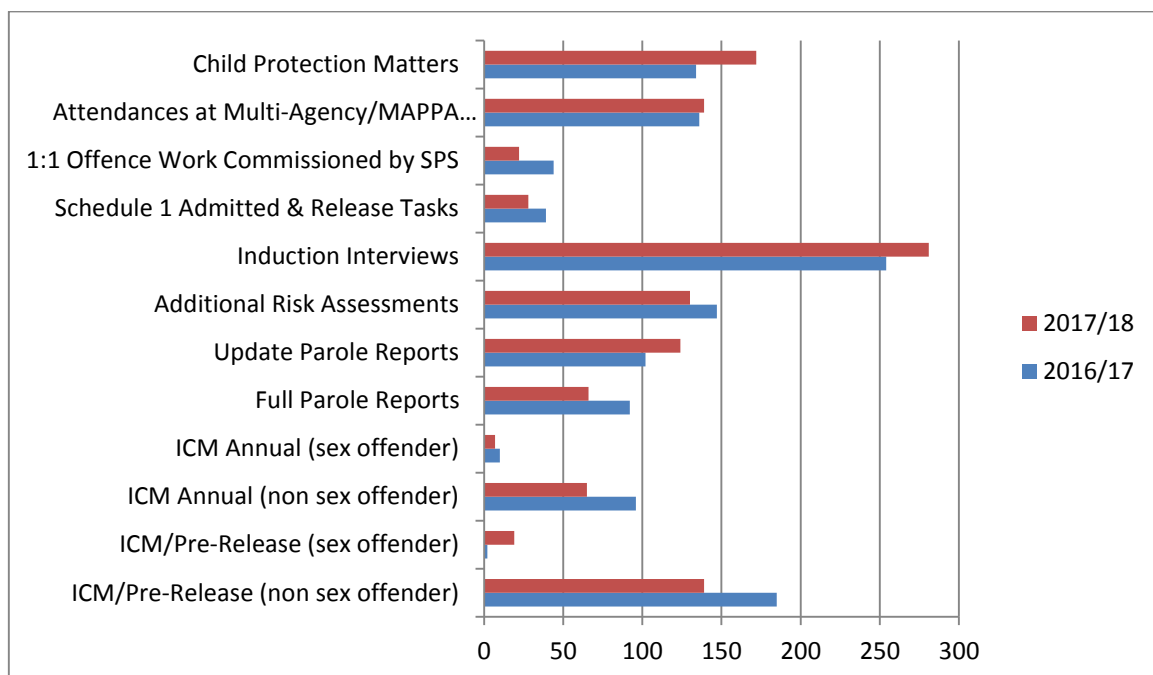
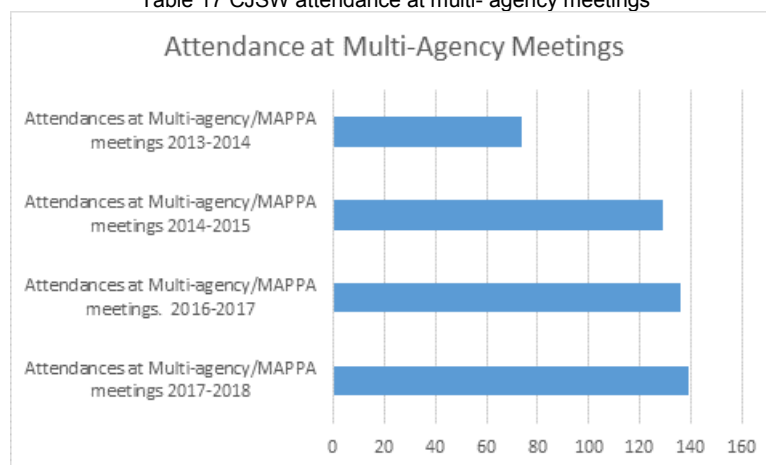


Table 16 CJSW Risk Assessments



Table 17 CJSW attendance at multi- agency meetings



The increase in workload is due to the changes of risk assessment and management processes across Scotland such as implementation of LSCMI/Rosh and MAPPA Cat 3 have increased the expectations and duties of prison based social work at the Open Estate. LSCMI came into practice in 2013 and it is clear that this has had a significant impact on workload pressures. Early Statistical information identifies a further increase in this trend for the dates April 2017 – April 2018.

### 5.3 Services for Children, Young People and Families

The Scottish Government requires the Council to complete and return an annual report providing details of all children and young people who were looked after, eligible for aftercare services from 01 August 2017 to 31 July 2018.

#### ***Numbers of looked after children and the balance of care***

At 31 July 2018, there were 280 looked after children and young people. This figure is very similar to the 2017 figure of 281 and slightly less than the 2016 figure of 286. This suggests yearly increases in the numbers of looked after children has begun to plateau. The transformation project REACH which goes live in January 2019 and which aims to retain young people at home and prevent admission to residential care should also help to maintain or reduce the numbers of looked after children.

During the reporting period:

- 390 children and young people were looked after (either at home or away from home) at some point during the year
- 55% of looked after children and young people are male
- Children aged 5-11 are the largest group
- A quarter of children and young people are looked after at home
- During the reporting period 112 children and young people ceased to be looked after
- The average time being looked after was 2 years and 6 months
- After the looked after episode ended just over half of children and young people remained at or returned home to their biological parents.

The diagram below shows breakdown of type of placements for all children looked after at 31 July 2018. This shows that the balance of care towards family and community placements remains very positive. Children and young people are increasingly being accommodated in community placements, with reducing numbers in residential placements and external fostering arrangements, and a 50% increase in the number of children and young people in *Kinship Care* placements. The use of Permanence Orders has increased slightly showing that the push to secure children in long term, permanent families is making good progress. The percentage of children and young people with a Permanence Order was 15% in 2016/17 and this has risen to 18% in 2017/18.

Table 18 Breakdown of Children Looked After during 2017/18

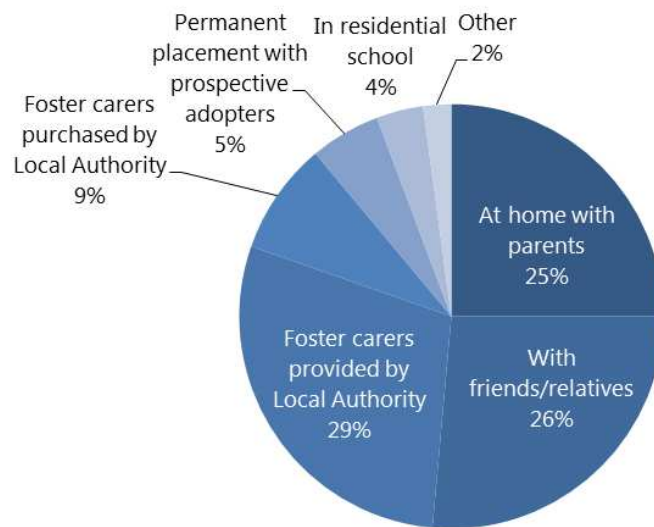
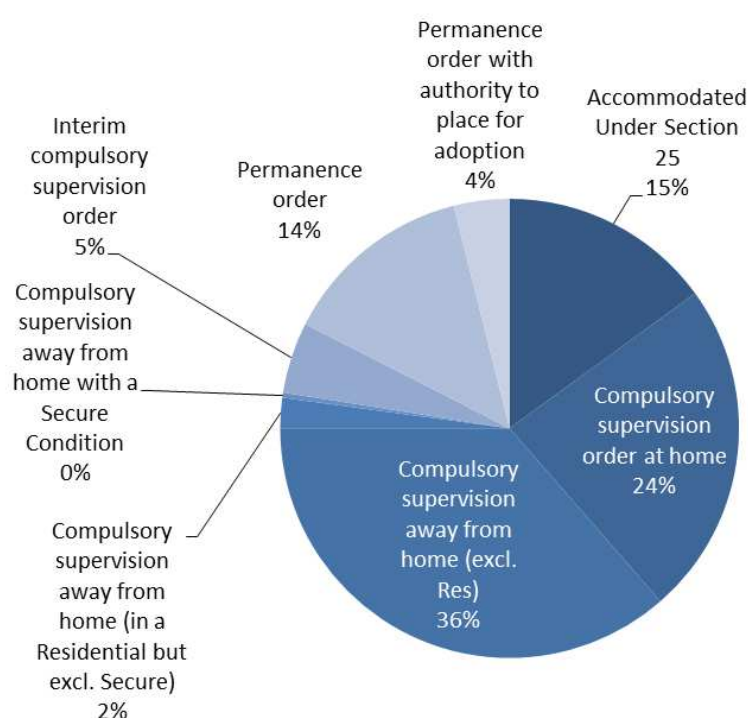
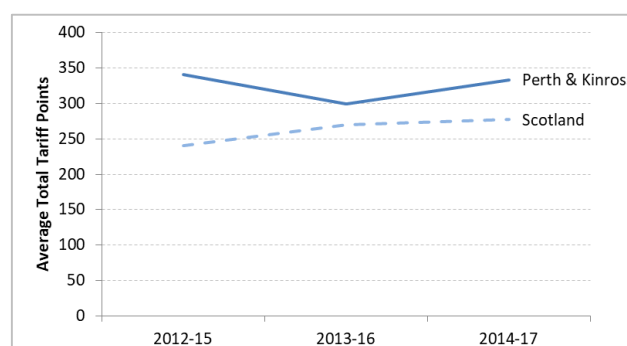


Table 19 Currently Looked After CYP, Present Legal Status (as at 31/07/18)



## Attainment of Looked After Children

Table 20: Attainment for Looked After Children (three year rolling average)



Source: Insight National Benchmarking Tool

While looked after children in Perth and Kinross are doing better in terms of educational attainment than the Scottish average, this is lower than the general school population. This is an area for improvement identified within the Corporate Parenting Plan. Care experienced young people are making good progress at the point of leaving school, with 82% entering positive destinations, compared to 76% nationally.

## Aftercare Services

At 31 July 2018, 105 young people were eligible for aftercare. This is an increase of 14 young people (15%) on 2016/17 figures. The majority of young people (who were in receipt of aftercare) (69%) were in education, training or employment. The largest group of young people in receipt of aftercare (33%) had their own tenancy and were living independently.

## ***Continuing Care***

There were 18 young people in continuing care placements at 31 July 2018.

The number of young people in continuing care has risen sharply since its introduction in 2015. This provides a more gradual and supported move from care to living more independently as it allows young people to choose to remain in their care placement until the age of 21 years without the looked after status.

## ***Supported Lodgings***

This year has also seen the recruitment of two additional Supported Lodgings providers, who offer guidance and support, alongside the Through-care and Aftercare Team, to help young people to develop practical skills, support for emotional and physical wellbeing, and supporting them to access health, work, education and training opportunities.

## ***Services for Young People***

In 2017/18, 558 young people received support from Services for Young People focusing on reducing youth offending and addressing levels of vulnerability and harmful risk taking behaviours. This has ranged from 1:1 individual support, thematic group work and support to foster and kinship placements. Referrals were received from Services for Children, Young People and Families, School Integrated team Meetings, Resource Panels and Police Scotland. Many of the young people receiving support were able to stay within their own communities, re-engage with education, identify improvements with their behaviour, receive achievements or move onto more positive outcomes.

## ***Kinship Care Assistance***

Following the introduction of the Kinship Care Assistance (Scotland) Order 2016, support has been delivered to 38 informal kinship care families, in the form of assessment of needs, provision of emotional support and help with application for legal orders. In addition to helping these kinship carers to provide safe care for children and young people, the consistent support from a dedicated link worker ensures that the carer has the knowledge and skills to positively manage the challenges of caring for a vulnerable child, which decreases the risk of children and young people becoming looked after. Qualitative evidence from those who are working with informal kinship families suggests that where this support has been provided, children and young people are engaging well in education, and health and emotional wellbeing is improved. The recent Joint Inspection of Services for children and young people in Perth and Kinross highlighted the multi-agency approach to Kinship Care as a notable strength, in providing secure, stable and nurturing homes for children and young people when they are no longer able to live with their birth parents. This work was published as good practice nationally.

## ***Family Based Care***

The Expansion of Family Based Care is 4 year transformation project (2016-2020) designed to expand the number of foster carers and to increase the range of family based care options for looked after children and young people as well as care leavers. It was primarily designed as a 'spend to save' project to expand the numbers of foster carers, respite carers and to establish a pool of supported lodgings providers. The key objective of this project is to meet the increasing demand for foster carers and family-based carers locally within Perth and Kinross and the immediate geographical area and to avoid the future costs associated with higher cost external placements. The aim is to be able to provide for our looked after children within our local communities and reduce the reliance on external placements via

independent providers. The expansion of family based care has seen an increase in its first year of six new foster carers and is on target to recruit a further six in its second year. This will ensure that every child has a stable and nurturing placement.

In tandem with this project the focus on ensuring that children and young people who were placed within independent external agencies could return to Perth and Kinross resources as soon as practical. This has meant engaging with wider services to plan for those children and young people whilst also ensuring that no further external placements were made. In October 2017 there were 31 children and young people in external foster placements and will reduce to 19 by the end of October 2018. Children and young people have returned to Kinship placements, internal foster carers and to independence.

### Corporate parenting

Perth & Kinross Council's vision is for all children and young people to have the best start in life and as corporate parents we have high aspirations and ambitions for our care experienced young people. Our Corporate Parenting Strategy provides the framework for ensuring better outcomes for our looked after children and young people and to ensure that they thrive and succeed. We recognise that the outcomes for young people who have experienced care often fall short of their peers. Through committed and collective leadership, strong collaboration and partnership working we will strive to close outcomes gaps and to achieve significant improvements in the life chances for care experienced children and young people.

## Listening to children and young people

### Children's Advocacy & Children's Rights



The Children and Youth Rights Officer (CYRO) and the Who Cares? Scotland Worker continue to review arrangements for advocacy and for seeking the views of children and young people at key child protection meetings. Since January 2018:



165 children and young people's views presented at a CPCC by an advocate



211 looked-after children and young people's views presented at Looked-After Conferences (LAC) by an advocate

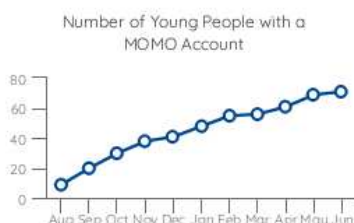


25 children and young people individually supported by the CYRO in one-off sessions and session blocks as required



**MOMO**  
MIND OF MY OWN

In August 2017, MOMO was introduced to gain the views of children and young people at key decision-making meetings.



The following provides a snapshot of MOMO usage from August 2017 until the end of June 2018:

- 119 workers have a MOMO account
- 69 young people have their own MOMO account
- 243 statements have been received using MOMO



## ***Review and remodelling of residential care for young people: REACH***

Perth and Kinross Council approved recommendations from the Building Ambition Transformation Project: Review and Remodelling of Residential Care for Children and Young People on 16 August 2017. The proposal outlined the transformation of a small residential unit to the creation of a multi-disciplinary team offering intensive and flexible support to young people and families across Perth and Kinross. At that time this was referred to as the “HUB” model. Following consultation with the staff group and a range of young people, this has now been renamed as REACH.

This transformation will contribute to the Council’s determination to reduce inequalities and to improve the life chances of young people who are in greatest need. REACH will bring together a team of dedicated professionals to provide individualised support to help young people to stay within their families, schools and communities and prevent the need to move into care. The long term aim is to enable young people to flourish as resilient and resourceful young adults.

REACH will aim to reduce the number of young people being placed in external residential placements, many of which are a considerable distance from their family home. By 2022, it is expected that, with very few exceptions, the only children and young people who will be supported in residential care will be those for whom this is assessed as being the only way of meeting their long-term needs. The multi-disciplinary team will support young people who may be vulnerable because of their life circumstances, complex family difficulties or those who are engaging in high risk taking behaviours. This approach will facilitate a range of options for young people to remain within their family, wherever possible. By helping young people to stay with their families, schools and communities we aim to improve their individual outcomes and also reduce the reliance on costly external care placements. REACH will integrate care and outreach support and provide intensive, coordinated and flexible support to young people and their families within their own homes and communities. The REACH team will be multi-disciplinary and will operate out of what was the Cottages at Almondbank House after the building has been remodelled internally.

A Project Board has been established and is chaired by the CSWO. The REACH Manager has been recruited and commenced in post on 1 April 2018. A new staff rota and working pattern has been implemented to create a more flexible and responsive service, at times most suitable for families, with the ability to provide a 24/7 response when required. There are already positive examples of REACH staff working alongside social work staff to carry out visits to families at weekends and to assist the Out of Hours Social Work Team. Care experienced young people have participated in a consultation exercise to help shape the development of REACH and young people’s voices will continue to provide an essential contribution to this new approach.

## ***Addressing Neglect and Enhancing Wellbeing***

As part of the national Child Protection and Improvement Programme, Perth and Kinross Services for Children, Young People and Families and NHS Tayside are one of three partnerships to receive support from the Centre of Excellence for Looked After Children. *Getting it Right in Perth and Kinross: pre-birth and into the first year of life* is a 4-year project to build relationship based practice and community resilience to support pregnant women and their families. The service has invested in a part-time improvement lead and there are three strands of improvement work:

1. Better enable communities to offer help and support to women and their families
2. Better enable people (practitioners, volunteers, community members) to work together to ensure women and their families get the right help at the right time

- Better enable midwifery and health visiting to provide women and families with access to the right help and support.

It is intended that the outcomes will prevent high risk in pregnancy and in new-borns and a reduction in the number of very young babies subject to child protection measures.

## 5.4 External scrutiny of social work and social care services

### Care Inspectorate Inspections for 2017/18 (April 2017 to March 2018)

Overall, regulated social services in Perth and Kinross are providing high quality care to local people with the majority of quality themes evaluated as good or very good.

#### *Services provided by the Health and Social Care Partnership*

Eight care services which are registered with the Care Inspectorate and managed by the Health and Social Care Partnership received an inspection. These were:

- Strathmore Day Opportunities (June 2017)
- Dalweem Care Home (July 2017)
- Adults with Learning Disabilities Housing Support (November 2017)
- Homeless Housing Support (January 2018)
- Older People Housing Support (February 2018)
- Beechgrove House (March 2018)
- Parkdale Care Home (March 2018)
- Care at Home (March 2018)

A total of **19 quality themes** were inspected and all were graded as 'good' or above. The table below provides details on grades awarded at the time of inspection.

The overall assessment is that the services continue to perform well and offer high quality care. The Care Inspectorate received positive feedback on all services from the people who used these services and their carers/relatives are also reported to be happy with the support they received. An analysis across the inspection findings shows that:

- Services demonstrated that they were person centred and outcome-focussed with people receiving services getting support to suit their needs.
- The involvement and participation of people who receive was valued and supported and underpinned the ways in which services were delivered.
- People were involved in planning their support which helped to meet their current, future needs and wishes, and were also actively encouraged to be involved in improving the service.
- Staff worked in a way that was person centred and enabled people to maintain independence in all aspects of their life.

Table 21 Inspection grades care services provided by Health and Social Care Partnership

Grades awarded for public social care services 2017/18						
	Excellent Level 6	Very Good Level 5	Good Level 4	Adequate Level 3	Weak Level 2	Unsatisfactory Level 1
Care and Support	3	6	-	-	-	-
Staffing	-	3	1	-	-	-
Management and Leadership	2	4	-	-	-	-
<b>TOTAL</b>	<b>5</b>	<b>13</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>

### **Services provided to adults by the independent and third sectors**

A total of 41 inspections of care services within the independent care sector were carried out by the Care Inspectorate during 2017/18. A total of 164 quality themes were assessed and 88% were graded as 'good' or above. No care home was awarded an unsatisfactory or weak grading.

#### ***What people told the Care Inspectorate during their inspection visits:***

*"If I need to, the staff can help me go to appointments like the dentist"*

*"It has given me my life back. I had lost the art of conversation"*

*"The standard of care that my relative receives is very high and we are made to feel very welcome when we visit"*

*"If you could give them above 10/10 I would"*

All services are committed to continuous improvement and have developed action plans in response to inspections including suggested areas for improvement by the Care Inspectorate and feedback from service users and relatives.

Table 22 Inspection grades care services provided by independent and third sectors

	Grades awarded for public social care services 2017/18					
	Excellent Level 6	Very Good Level 5	Good Level 4	Adequate Level 3	Weak Level 2	Unsatisfactory Level 1
Care and Support	6	16	14	5	-	-
Environment	1	21	14	5	-	-
Staffing	1	24	12	4	-	-
Management and Leadership	3	20	13	5	-	-
TOTAL	11	81	53	19	0	0

### **Services for Children, Young People & Families**

Four care services managed by Services for Children, Young People & Families received an inspection in 2017/18. These were:

- Fostering Services – short notice (October 2017)
- Adoption Services – short notice (October 2017)
- Woodlea Cottage – short notice (December 2017)
- Wellbank House – unannounced (May 2017)

Inspection results for support and residential care services have remained very positive, with all gradings 'Good' or better and the vast majority 'Very Good' or better.

The Care Inspectorate carried out an inspection of the Council's Woodlea Cottage in December 2017. The inspection was unannounced. Woodlea Cottage is a care home service providing respite and short breaks for up to five children aged from 7 to 18 with severe, complex and enduring needs arising from learning and physical disabilities. Children using the service can do so for up to 28 consecutive days and their plans are reviewed independently through the Looked After Children's Review process. Staff also provide an outreach service to children and their families, though this is not part of the registered care

service. The inspection found the Quality of Care and Support to be **Excellent** and the Quality of Management and Leadership to be **Excellent**. The Quality of Environment and Quality of Staffing were not inspected. The work of the team to develop a range of outreach services to support families within their own homes was also noted as an example of good practice in the recent Joint Inspection of Services for children and young people published in April 2017.

The housing support service for young people aged 16-24 years at Wellbank House also received an **Excellent** grading for quality of staffing and **Very Good** for the quality of staffing.

The Care Inspectorate carried out an inspection of the Council's Fostering Services in October 2017. The inspection was announced (short notice). The inspection found the Quality of Care and Support to be **Good** and the Quality of Management and Leadership to be **Very Good**. The Quality of Environment and Quality of Staffing were not inspected.

The Care Inspectorate carried out an inspection of the Council's Adoption Service in October 2017. The inspection was announced (short notice). The Adoption Service provides a service for children and young people from birth and aims to recruit and support adoptive parents to provide permanent families for children who cannot live with their birth parents or extended family members and whose needs are best met through adoption. The inspection found the Quality of Care and Support to be **Very Good** and the Quality of Management and Leadership to be **Very Good**. The Quality of Staffing and Quality of Environment were not inspected.

Table 23 Grading of care services for children and young people

Grades awarded for public social care services 2017/18						
	Excellent Level 6	Very Good Level 5	Good Level 4	Adequate Level 3	Weak Level 2	Unsatisfactory Level 1
Care and Support	1	2	1	-	-	-
Staffing	1	0	0	-	-	-
Management and Leadership	1	2	0	-	-	-
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>

### What people told the Care Inspectorate during their inspection visits:

*Social workers 'went the extra mile' to support children to settle in their new homes.*

*I am doing well here. I have had a lot of help with budgeting, saving and being more independent.*

*The staff have been very good with me; I trust them and they are very reliable; if they say they will do something, they do it; I have enjoyed lots of activities, swimming, kayaking, gym, running; I am very happy here*

### Health and social care standards

From April 2018, a new set of standards for all health and social care services come into force. These Standards will be taken into account by the Care Inspectorate, Healthcare Improvement Scotland and other scrutiny bodies in relation to inspections, and registration, of health and care services. Over 2017/18 a range of activities have taken place to begin to embed the new standards. The Health and Social Care Partnership has been working with IRISS as part of a larger project exploring the new standards and looking at how the new

standards can be embedded into practice across services. The meetings are attended by a range of multidisciplinary agencies across Social Work, Health, Independent sectors and voluntary organisations, the Care Inspectorate have also attended on occasion which provides opportunities to share learning around the new standards.

Focus groups have been held across the 2 care homes with staff, service users and carers/other stakeholders to discuss and inform on the new Health and Social Care Standards. Outcomes from the sessions are used as a self-evaluation tool to evaluate our service against the standards. The sessions involve discussing the new care standards and how we can evidence these on current practice where we are meeting the standard and consider what further actions we need to take to improve and meet the new standards.

Within the Home Assessment and Recovery Team (HART) the standards are part of the supervision template and a standing item on the team agendas. Principles have also been outlined and recorded in service users Hand Held Records. The HART Team are part of the IRISS project and will take forward any learning opportunities from this.

Services for children, young people and families focused on the new standards at a whole service development day in September 2017 and workshops, facilitated by the Care Inspectorate assisted staff to consider ways in which the principles and standards could be used within self-evaluation activity and team planning.

## 5.5 Complaints

We value what people tell us about our services by way of complaints and other customer feedback. Complaints are an important way of service users letting us know what they think about the services we deliver and are a key aspect of our quality assurance arrangements.

As a result of changes in the Social Work complaints procedure from April 2017 Complaint Review Committees are no longer part of the process. The new process means that if someone is dissatisfied with a Stage 2 response they can now escalate their complaint directly to the Scottish Public Service Ombudsman.

Services have been undergoing significant transformational change to improve the way they deliver services to meet rising demand, public expectation and challenging financial times. This all has a bearing on the number and type of complaints the service receives.

Table 24: Stage 2 Complaints

	Number of Complaints		Number of Acknowledged on Target		Number of Complaints satisfied with response		Number of Complaints at Review Committee (CRC)	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Adult Services	20	14	20	12	11	N/A	3*	2
Children's Services	2	10	2	10	1	9	0	1
Total	22	24	22	22	12	9	3	3

*\* In addition to the 3 CRCs escalated from Stage 2 there was also one additional CRC held as a result of a decision by the SPSO.*

- Overall, complaints across social work services have increased by 9%, but notably increased within Children's Services by 80%. There has been a 42% reduction in the

number of complaints within Adult Services, at Stage 2, relating to service delivery within adult services.

- For complaints received during 2017/18 the majority of complaints were resolved at the first point of contact, with only a small number progressing to Stage 2.

A considerable amount of training has been carried out to emphasise the importance of recording complaints activity accurately. This would appear to be the most significant reason for an increase in the Stage 1 Complaints figures between the two years.

The findings of complaints are shared with the relevant managers and across management teams to address any specific or cross- service issues, recommendations or improvement actions. Handling complaints effectively is an important part of good customer care. It demonstrates that services listen to their service users'/stakeholders' views, and also helps to improve services.



Social Work and Social Care faces significant challenges as a result of funding pressures and the demographic change. To manage the challenges we must work effectively in partnership to plan and deliver both our statutory responsibilities and to shift the focus towards early intervention and prevention. Partnership working is key to this.

## 6.1 Perth and Kinross Alcohol and Drug Partnership (ADP)

The ADP is made up of representatives from Housing, Health, Social Care, the Third Sector and others. It works locally and across Tayside to deliver a “Recovery Oriented System of Care (ROSC)”. This model emphasises recovery, early intervention and prevention and is in line with national guidance from the Scottish Government. Information from sources including clients, carers and surveys carried out by NHS Tayside Public Health has been used to develop the model. A ‘pipeline’ of support has been developed which will try and ensure that the right support is available for people throughout their recovery journey and that this support is coordinated along with a multi-agency assessment and triage clinic.

Similarly, the Violence Against Women Partnership is a multi-agency partnership which includes council departments, third sector organisations, the police, fire service and child protection coming together in order to end violence against women and girls. The annual report for 16/17 highlights the issues and achievements of the partnership [https://pkvawp.org/site/assets/files/1191/annual\\_report\\_2017.pdf](https://pkvawp.org/site/assets/files/1191/annual_report_2017.pdf)

A new strategy for 2018-2023 sets out the strategic priorities for the partnership in line with the public service reform agenda as set out by the Christie Commission of Prevention, Partnership, People and Performance. The Partnership’s broad area of priority follow the Scottish Government’s Equally Safe workstreams of:

### Primary Prevention

- Creating awareness/changing attitudes
- Capacity and Capability
- Supporting, developing, refining and co-ordinating the activities of partner agencies
- Justice
- Ensuring responses are robust, swift, consistent, co-ordinated and above all responsive to the needs of victims

### Accountability

- *Working with the Scottish Government to develop a national Performance framework.*

[https://pkvawp.org/site/assets/files/1191/2017733\\_pkvawp\\_strategy.pdf](https://pkvawp.org/site/assets/files/1191/2017733_pkvawp_strategy.pdf)

## 6.2 Integrated Care Teams

The Integrated Care Team (ICT) in the South locality includes Social Workers, District Nurses, Occupational Therapists, Mental Health Nurses, GPs and third sector representatives. Discussions focus on providing coordinated and effective assistance to people with complex support requirements including people who require support to return home from hospital. The work of the ICT has contributed to a reduction in the number of

people delayed in hospital in the south locality in recent months. There are also numerous case studies of people with complex support requirements who are being maintained at home with support from the Team.

### 6.3 Engaging with Communities

There are well established and innovative approaches to seeking the views and experiences of individuals and carers and enabling them to influence service development in Perth and Kinross. We have clear communication plans that detail how we communicate and engage, when we do this, and who we do this with. We have effective collaboration with regulators, key stakeholders, and scrutiny bodies. Examples of engagement with service users to improve service delivery and in the design of new services include:

- individual and group meetings with staff and clients/carers during the Review of Residential Care and the world café event which was a large part of the Review of Day Services consultation
- the consultation and participation of young people in the design for remodelling residential care which has resulted in REACH
- Service user and carer representatives are members of the strategic planning group for the Health and Social Care partnership and were involved in the commissioning of for Care at Home contracts.

There is a strong commitment to working in partnership with people in our communities and to build on their skills, knowledge, experience and resources. Through the Communities First Review more choice and control was provided for people, making sure the most vulnerable individuals receive responsive quality care delivered locally, and in a personalised way.

Communities First introduced locality-based service provision with the aim of:

- Building Community resilience
- Developing Community based service provision
- Focusing resources to provide more efficient services
- Utilising technology to provide a better and more accessible service

#### **The Strathmore Community Sing group**

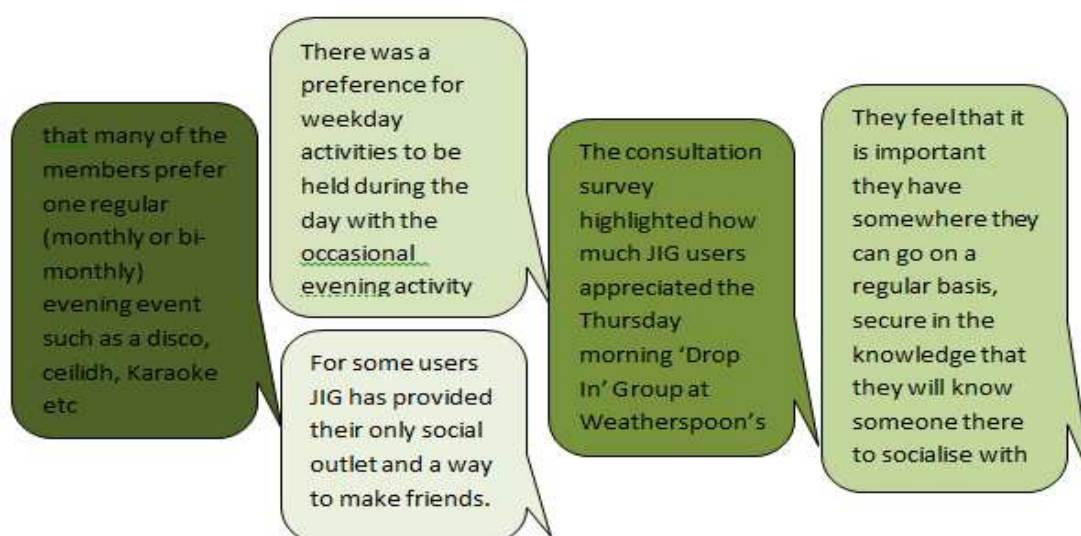
Established in 2017 through funding of £1000 from “Your Budget, Your Community, Your Choice”, the Strathmore Community Sing Group is resulting in very positive benefits for people experiencing dementia giving expectation, achievement and hope. Being active in a singing group vocally and physically; having musical goals; feeling valued as a member of the group; engaging in creative activities is known to stimulate positive hormones that can counter some of the challenges arising from living with dementia. Group singing:

- helps communication as the physical act of singing can reflect the principles of speech therapy for people with dementia.
- provides opportunities for people to express/explore/reflect on their emotions by channelling them into familiar or newly composed song lyrics and tunes.
- improvised activities can stimulate immediate, here-and-now communication that is not dependent on memory.

## Reducing Social Isolation

The Join In Group (JIG) was established in 2013 to provide opportunities for people with learning disabilities and other support needs, to socialise in their community, meet new people; allowing them to develop and build friendships and new relationships. The Join In Group works in partnership with Live Active, NHS, Local Businesses and other Perth & Kinross Council Departments to provide activity programmes. JIG aims to fulfil the recommendations that are set out in the 'Keys to Life' strategy for Perth and Kinross.

JIG currently has approx. 30 regular attenders from across communities in the North Locality within Perth & Kinross. A survey was carried out in 2017 asking JIG users what type of activities they wished to participate in across 2017/18, how often and when. The feedback from the survey was:



### Festive Friendship Lunch

North Locality social work team worked in conjunction with Strathmore Centre for Youth Development (SCYD) and the Friendship Café and arranged a Festive Friendship lunch for 40 people in December 2017. The social work team identified individuals who would ordinarily spend the festive season alone. Volunteers from SCYD, the social work team, family members and Strathmore Day Opportunity staff all gave up their time on 28th December to help make the day a success. The day was funded through contributions from the Friendship Café, SCYD and fundraising undertaken by the social work team.

15 people from across the Strathmore area were all transported back and forth to the Balmoral Hall in Rattray and a three course lunch and coffee was served, entertainment provided and a small gift given to each person. 6 social work employees gave up their day's holiday and their friends and family also supported.

## **Special Needs Housing Review**

Perth and Kinross Council Housing and the Health and Social Care Partnership undertook a Special Needs Housing review in 2017 which was informed by feedback from over 500 stakeholders. This included people with learning disabilities, autism spectrum disorder (ASD), profound and multiple learning disabilities (PMLD), physical disabilities, mental health and older people.

The review made it clear that current supported accommodation and wheelchair accessible housing in Perth and Kinross is highly valued by the people who live there. It concluded that there will be an ongoing demand for housing with care and support. In light of this, an action plan has been developed which sets out work streams to be progressed that will assist in enabling the development of housing for individuals who require care and support, or physically adapted properties, such as wheelchair accessible housing, to live independently in the community.

## **Mental Health Wellbeing Event**

In August 2017, 81 stakeholders took part in a stakeholder event, the purpose of which was to develop the Mental Health and Wellbeing Action Plan. The event sought feedback from participants on 6 different themes, including Prevention & Early Intervention; Housing Issues, Welfare Reform & Employability; and Interventions & Recovery. There was broad representation from across the statutory, Third and Independent Sectors, and it included 32 people who have used services and an interest in mental health.

The feedback generated by this event has directly informed the Mental Health and Wellbeing Action Plan, and will shape the planning and commissioning of services in the future.

## **Participatory Budgeting: 'Your Community Your Budget Your Choice'**

In 2017 the Health and Social Care 'Your Community Your Budget Your Choice' project held three events across PKC's localities, aiming to allocate a total budget of £80,000. By providing small sums of money (up to £4,000) a range of local conversations would develop, and new creative provision created. The 'Your Community Your Budget Your Choice' project received a total of 47 applications across the three localities.

This resulted in 1562 people voting for the projects that they felt would deliver the care and support required in their community. 21 community projects were fully funded and a further 22 received part funding. PKC and PKAVS staff are now working together to help support these projects.

In 2018, there were 9 co-produced Participatory Budgeting events delivered through the Action Partnerships and Health and Social Care Partnership to help deliver local projects that address local issues and enable local people to make the decisions that benefit their community. Since we began to work in partnership the process has grown and improved. Participation levels have nearly doubled from previous years and this is as a direct result of better partnership working. These events have also supported better networking opportunities for local groups, has built cohesion and increased capacity in local communities.

The project has won the Provost's Award at the 2018 at the Securing the Future Awards, a bronze in the COSLA Awards and was nominated for a Scottish Public Service Award.

## 6.4 Commissioning

### 6.4.1 Health and Social Care

Perth & Kinross Health and Social Care Partnership's approach to planning, commissioning and delivery is shaped by our Strategic Commissioning Plan. This sets out five strategic priorities:

- Prevention and early intervention
- Person-centred healthcare and support
- Working with communities
- Reducing health inequalities and promoting healthy living
- Making the best use of available facilities, people and resources

These five priorities cover the main areas of service delivery. The Commissioned Services Board is supporting the strategic planning function and commissioning and contract management of health, care and support services; investing in services which make a difference, and are aligned to the Partnership's objectives to achieve better outcomes for people and provide value for money; and promoting a prevention approach to achieve positive outcomes over the long term. Key Challenges:

- To take account of the increasing ageing population the Joint Strategic Commissioning Plan has a strong emphasis on Older People services and work is underway to refresh the needs assessment originally developed to support the Strategic Plan a 2016-19.
- The growing numbers of people in Perth and Kinross who have complex care needs or are growing older will require better joined-up care, better anticipatory and preventative care and a greater emphasis on community-based care. We know that people want to have care and support delivered to them in or as near to their own homes and communities and that they are a rich resource of innovation, support and intelligence about what is needed, what works and what role they can play in supporting community members.
- There is strong evidence in the Perth and Kinross Health and Social Care Partnership Annual Performance Report 2017-18 of changes in the way services are being commissioned through a shift towards models which are personalised and focussed on improving outcomes.

#### **Arkbrae Redesign**

Over the course of the last 2 years the locality social work team, the Planning and Commissioning team and Ark Housing Association have worked jointly to redesign the service model for ten people with learning disabilities supported in accommodation in Perth. The service was previously commissioned as small residential care home but following the redesign process is now a shared house offering tenancies, where people have personalised packages of care and support which are better tailored to their needs and aspirations. For some tenants support packages reflect some changing needs associated with growing older and for younger tenants support is directed to promoting greater independence in the community. The new service model became operational in July 2018.

## ***Care Homes***

Perth and Kinross Council has a well-established partnership working arrangement with the local care home sector allowing it to consult on strategic matters, quality and service improvement. The Perth & Kinross Care Home Forum meet three times a year and provides an opportunity for the Council, Perth & Kinross Health and Social Care Partnership, NHS and local Care Home providers to work collaboratively and ensure that all care homes feel supported and empowered to deliver the highest quality of care to their residents.

## ***Care at Home***

PKC took a decision some years ago to deliver Care at Home Services through the third and independent sectors and over a number of years the Council on behalf of the Health and Social Care Partnership commissions all care at home services through the independent and third sectors. Care at Home services were recommissioned in 2015 with a focus on best value and improved outcomes for service users. A care at home forum meets regularly and provides an opportunity for collaborative working between the partnership and the independent sector providers

## ***Review of Housing and Support Needs***

We undertook research into the housing and support needs of older people, people with mental health needs and learning disabilities and this research will inform our priorities for the development of accommodation options for these vulnerable groups in partnership with Housing and Environment services.

## ***Views of Individuals and Carers***

The evolution of Self-Directed Support and a more personalised health and social care system requires a wider range of options that support people's independence. Through the commissioning process, the Health and Social Care Partnership reviews commissioned services to ensure that these are making a difference for individuals and carers outcomes. The views and preferences of individuals and carers are central to this across health, social care, and the voluntary and independent sectors.

## ***Monitoring and Reviewing***

For Commissioned Services there are well established monitoring and review processes, with a reporting line to the Commissioned Services Board. The Planning, Commissioning and Contract Management Team carry out monitoring, review and contract management.

Contract Officers monitor Contracts and Service Level Agreements to ensure that providers deliver an acceptable quality of service, good value for money, and that the services are directly aligned to the objectives and outcomes of Housing and Care strategies. There are a variety of contractual arrangements in place including:

- Care Homes operating under the National Care Home Contract
- Care at Home Services operating under a new contractual arrangement following competitive tender in summer 2017.
- Individual contractual arrangements with specialist providers for community based housing support and homecare for community care clients.
- Service Level Agreements for a range of community projects and services, generally provided by local organisation.



## **6.4.2 Services for Children, Young People and Families**

A Strategic Commissioning Review was one of Education and Children's Services (ECS) Phase 1 Transformation Reviews delivered as part of the Council's Transformation Strategy 2015-2020. The purpose of this review was to ensure that commissioning from the Third Sector and partners was meeting the priorities of the organisation and that commissioned services were effective in meeting evidenced based need for children, young people and their families in Perth and Kinross.

The key output of this review was the ECS Commissioning Strategy which was approved at Lifelong Learning Committee in August 2017. This details our strategic priorities and how our commissioning arrangements with Third Sector organisations and partners would be transformed over three years from 2017 to 2020. Our local priorities were agreed at a workshop which was hosted by the Children, Young People and Families Partnership in January 2017. These emphasise the need to shift to earlier intervention and prevention and are:

1. Tackling inequalities
2. Strengthening families and building resilient communities
3. Meeting the needs of our most vulnerable children, young people and families

These priorities reflect local evidence-based needs identified for children, young people and families in Perth and Kinross and will guide our commissioning over 2017-2020. This strategy is also aligned to the agreed shared priorities in the Tayside Plan for Children, Young People and Families.

The most significant work over the last year has been the re-commissioning of a range of Family Support Services. The review of existing SLAs evidenced that SLAs with three service providers had been contracted by different parts of ECS but all three were considered to be family support services. The total value of these three SLAs amounted to £290,403 in 2016/17.

The Commissioned Services Board agreed to re-commission all family support services. By de-commissioning the pre-existing services and creating a specification for a competitive tender it was envisaged that this would enable ECS to commission different services which would better meet the changing needs of vulnerable families and evidence best value in the current market. A range of family support services has now been commissioned from July 2018 to provide accessible, high quality, home-based family support providing intensive and flexible support for families with primary school children who are at risk of becoming looked after; support for children living in substance misusing households; and parenting support via volunteers for families with very young children.

The Council set a balanced budget for 2017/18 and the Annual Audit Report to the Members of Perth and Kinross Council for the year ended 31 March 2018 by KPMG concluded that the budget setting process was satisfactory and that processes demonstrate good financial management. There was an underspend of £2.5 million in health and social care at the year end with budget pressures identified for 2018/19.

To support financial sustainability, the Council identified savings requirements over five years from 2015 to 2020 in order to continue to deliver services as part of the medium term financial plan. The 2015-20 transformation programme supports achievement of these savings through redesigning the way services are delivered to maximise efficiencies and support change. The Council is performing broadly in line with the milestones set out in the programme and there are a number of key transformation projects which relate to the provision of social work and social care services.

<b>Community Care and Criminal Justice Services</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>
<b>Net Recurring Expenditure</b>	53.52	58.39	52.27
<b>Main Savings Approved</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
Client Contributions Policy for Non-Residential Services	0	200	0
Review of Care Packages	0	0	69
Review of Shared Lives Project	0	0	20
Reconfiguration of Safer Communities Team	24	0	0
Revised Charges for non-residential services	0	63	0
Redesign of Learning Disability Services	290	0	0
Redesign of Community Safety Service	0	119	0
Redesign of Care at Home Service	200	0	188
Reductions in residential placements (Older People)	667	0	0
Targeted reduction in Supplies and Services, Property and Third Party Payments	0	222	0
Implementation of Housing with Additional Support	0	80	80
Development of Communities First Initiative	0	72	322
Review of Day Care Services	0	0	239
Management Savings	0	0	75
Workforce/IT Efficiencies	0	0	127
Procurement Reform	0	0	205
<b>Total</b>	<b>1,181</b>	<b>756</b>	<b>1,325</b>

<b>Services for Children, Young People &amp; Families</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>
<b>Net Expenditure</b>	17.68	17.22	18.26
<b>Main Savings Approved</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2018/19</b>
	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
Service Level Agreements	69	45	41
Central staff and slippage	12	58	0
Integration of Youth Justice Services	100	0	0
Freeze in Foster Carer & Kinship Carer Payment Rates	71	0	0
Closure of Gowans Family Centre and establishment of Family Focus team	0	165	0
Policy for Approved Kinship Carers	0	198	0
<b>Total</b>	<b>252</b>	<b>466</b>	<b>41</b>

## 8.1 Employee Engagement Survey

Perth & Kinross Council carried out the annual staff survey in September 2017. The table below shows the key messages for social work and social care staff.



Key findings highlight that staff agree that they are treated fairly at work, and that their daily role provides them with the opportunity to use their strengths. Staff also agreed that their team is passionate about delivering excellent customer service and the people they work with are committed to doing their best. This is particularly important for front line social work and social care staff. They need to remain passionate about improving people's lives and to be supported within high performing teams where their work is both valued and supported.

### Learning and development team

The Learning and Development Team vision is to enable the best learning experience. The work of the team is grounded in the values of participation and collaboration in order to support services. In 2017/18, the team has focused on supporting individuals, teams and services with their learning needs; enabling key priorities identified within the Perth and Kinross Health and Social Care Commissioning plan; and the helping staff work towards integration and highly effective partnership working.

Key Challenges for the team:

- Equity and accessibility of learning within the partnership
- Income generation to support required learning

- Expectation of workforce support with current demands and perception of L&D as a priority
- The capacity to support learning requirements. The realisation, acknowledgement and action of the support required to enable the workforce to share their learning.
- Lifelong learning as a journey throughout careers – A learning culture as a priority to enable the partnership vision
- Effectively capturing, documenting and sharing our work.
- Having an effective and engaging digital presence

The Learning and Development Team continues to strengthen each year in terms of the wide range of learning opportunities (in collaboration with organisations and partner agencies) provided to social work and social care staff. Colleagues can access up to date information using different medium, including Facebook and Twitter. These opportunities are delivered by attending trainer led sessions, e-learning etc.

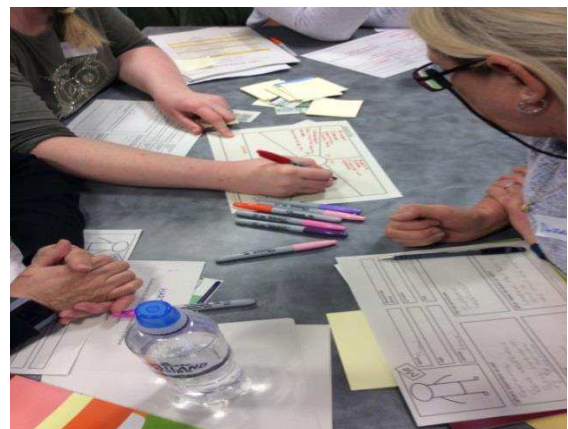
Examples of opportunities organised, attended and well received:

- Self Directed Support delivered across Tayside
- Practice Learning – in conjunction with Tayforth Partnership+
- Team Work – in collaboration teams to create bespoke learning experiences to support needs
- Affina Team Based Working – NHS Tayside, Perth, Dundee and Angus Councils
- Shared Learning – 3<sup>rd</sup> Sector Strategic Forum
- Working with Locality Teams and Independent Sector on large scale investigation work
- Palliative and end of Life Care – this was a co-designed course delivered by Macmillan and Palliative Care Educators, NHS Tayside
- Skills and Knowledge Sharing – PKC colleagues co-designed and co-delivered learning experiences in relation to specific areas of need, e.g. Learning Disabilities, Adults with Incapacity and Mental Health
- TEC Learning within localities delivered by Alzheimer's Scotland TEC Team
- Open Badges in collaboration with SSSC (recognition of non-accredited learning)
- Communications Passport delivered by Kate Sanger (Parent and creator of Communications Passport) and Pitlochry High School

### Examples of Development Days for Staff



*Access team – Team Development Day*



*HART Team developing persona and empathy mapping – imagining walking in people's shoes*



*Carers Act with PKAVs and Perth & Kinross Council*

### ***Successes in 2017/18***

- Securing the Future Bronze award for 'Transforming Learning and Development'
- ACORN funding to support 2 Social Work degree Programmes for members of our workforce
- SVQ review and implementation of a blended learning model to support personalised learning, the benefits of peer support, meeting registration requirements, efficiencies and sustainability
- The creation of a Manual Handling App funded by PKC's "The Angel's Share 2016" (this is an opportunity for teams to submit a bid to invest in innovative ideas which have the potential to make a big difference); the launch of this app is planned for October 2018
- Continue to support Mental Health Officer Programmes, CALM programmes, individual and team learning opportunities

### ***Mental Health Officers***

A Mental Health Officer (MHO) is a social worker with accredited training, experience and skills to work with people who have a mental disorder. Legislation requires a qualified MHO to assess whether a person needs to be detained under the Mental Health (Care and Treatment) (Scotland) Act 2003 and assess whether a person can manage their own welfare affairs under the Adults with Incapacity Act (Scotland) 2000.

The statutory function extends to the provision of MHO services out with office hours 24 hours per day and 7-days per week and Perth and Kinross Council provides cover through a pool of specially trained social workers who operate a rota. Over 2017/18 a decision was taken to relocate inpatient mental health services from Murray Royal Hospital to Carseview, Dundee. One additional full-time MHO has been recruited from September 2018 to meet the additional demands.

In order to address the challenges associated with an ageing workforce and to ensure service delivery and business continuity, two social workers are funded and supported to complete the fulltime MHO course every year. It was not possible to generate sufficient interest in 2017/18, the opportunity was again offered for those interested in participating in the MHO programme, but we received no applicants and feedback suggest that this was as a result of uncertainty due to service restructuring. There is a commitment to supporting



three social workers to complete the MHO award in 2018/19. This will ensure that PKC retains a cohort of qualified and competent MHOs. The additional workload and difficulties in generating interest in the MHO training presents a major challenge going forward.

### ***Social care recruitment***

Perth and Kinross has a population of around 150,000 people living and working across a large rural area. The area is experiencing significant demographic change, especially in relation to older people. The need for support from health and social care services increases with age and there is a significant challenge in supporting our communities to lead healthy, fulfilling lives at home for as long as possible. There is increasing demand for care at home and significant increases in the level of care and support required for people with complex needs. The age balance of the population presents challenges in relation to recruitment and carer availability particularly in rural areas. The implications of Brexit on the social care workforce is also likely to be significant locally.

In 2017/18 there has been a programme of work in partnership with the third and independent sectors to improve the image of care as a career choice. As an accredited Living Wage employer, all contractors are required to implement Fair Working Practices and pay the Living Wage to all employees. A highly visible media campaign has successfully recruited new carers into the independent social care sector.

Through a partnership with the Duke of Edinburgh scheme, work experience in care homes supports entry into University for Nursing or Medicine Careers. This provides positive practical experience makes a career in health and social care more attractive to young people and brings new skills, attitudes and experiences to the workforce. There are 4 Modern Apprentices working within care homes enhancing access to future careers with social care.

### **Social Prescribing**

Social prescribers have been appointed (one for each of the localities) their role is to support those who are not in receipt of any formal services but would benefit from input and reduce the likelihood for the need of statutory supports. Social prescribing provides early intervention enables people to access appropriate local and community supports and helps reduce demand on frontline health and social care services. The key aims and outcomes of Social Prescribing include:

- improved outcomes for people through greater choice of easily accessible, personalised and local supports.
- people feel supported to access alternative opportunities to statutory or more traditional models of service
- people will feel supported to take an active part in their care
- provide a person centred focus to signposting and support

### **Achievements**

- Joint working between the **Access Team** and the social prescribers is starting to support better links with community resources and build on partnerships. Community Learning and Development in Perth are looking to dedicate protected time to reach out to the most marginalised young adults referred to the Access Team.

- Working closely with **Healthy Communities Collaborative Support Workers**, the Social Prescribers have a targeted geographical area in which they are working, not to duplicate but add to the work being carried out by the Healthy Communities Collaborative. Contact has been made with GP practices and the hope is that strong links can be formed with practices, with the Social Prescribers perhaps being located within GP surgeries for a proportion of their time.

### Suicide Prevention

The Perth and Kinross Bereaved by Suicide Initiative is a joint initiative between Police Scotland and Social Work, set up in response to both national and local evidence that a person bereaved by suicide is at a higher risk of dying by suicide. Support is offered through the **Social Work Access Team**, ranging from an initial phone call and information pack sent out, telephone support, signposting to other services, to longer term face-to-face support. The Access Team went through a restructure in 2017, and many new staff members joined the team. In order to continue delivering this sensitive and compassionate support, new members of the team were upskilled through 'Applied Suicide Intervention Skills' training, and 'More Questions Than Answers' Training. It was also recognised that providing this support can be very challenging for members of staff, and they were made aware of the internal and external supports they can access to look after their mental wellbeing.

Between January 2017 and August 2018, the Access Team offered support to 21 people affected by 14 suicides.

## 9 Looking Forward to 2018-19

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. It will require continued investment to maintain the skilled, flexible and adaptable workforce through learning and development and effective support.

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.

Key strategic priorities for 2018/19 will 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;
- managing key challenges associated with recruitment and workforce development and focusing on areas of pressure such as home care and mental health officers;
- 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.

### Examples of Self Directed Support

#### **Option 3**

Miss A is 20 years old and has a moderate Learning Disability. She and her siblings were raised by their father. For the past few years, he has been struggling in his parental role and in particular in relation to managing the challenging behaviour exhibited by Miss A. There was significant input required from psychology and psychiatry in relation to Miss A's presentation. Due to the fragile home situation, and increased tension and aggression within the house, colleagues from Children's Services were also heavily involved with the younger siblings due to the ongoing risks.

- Miss A was the subject of numerous Adult Support and Protection concerns and subsequently the situation at home broke down irretrievably resulting in emergency accommodation requiring to be found for Miss A.
- Initially, Miss A was placed in a care home for older people due to lack of suitable Learning Disability provision in the area. Subsequently she moved to a more appropriate resource, a residential care home for adults who have a Learning Disability. However, Miss A was still the youngest resident by 19 years and as such, had no peers she could identify with.
- Future plans for accommodation and support were discussed with Miss A, Self Directed Support options were explained to her and her options were explored. Miss A decided that her preferred option would be to move to a community living setting where she would receive the care and support she required but where she would also be able to live alongside people her own age and access meaningful activities.

Since moving to her new placement, Miss A has flourished and there is little evidence of challenging behaviour despite this having been a regular occurrence previously. She now has a weekend job working with horses and she has learnt many new skills, such as baking, craft work and numeracy. Miss A has made new friends and her relationship with her family is now much improved. It is anticipated that in the future, Miss A will move on to more independent living given the progress she has made.

#### **Option 1**

A is a young man (age 20) who lives at home with his parents and sister. He has Profound & Multiple Learning Disabilities. A suffers from epilepsy which is not well controlled resulting in drop attack seizures at any time. A requires support at all times as he is unable to manage his own behaviour, will run off if provided with an opportunity, does not recognise risks or dangers to himself or others and is not able to communicate verbally.

- SDS provided an opportunity to have a direct payment which is used to employ 2 personal assistants to support A. He will be able to access community resources when he is well enough or stay at home with support if he is unwell. The personal assistants will also support A on breaks away from home which offers the carers a break. A will have consistent support from 2 people who know him well and also know what he likes to do. The support can be flexible to suit the needs of both A and his carers.
- Prior to SDS A attended Day Opportunities 5 days per week, had support at home provided by an agency (invoiced to P & K Council) and had a respite budget (managed by Cornerstone) which allowed A to go away from home for short breaks.

- A did not like attending Day Opportunities as he did not like waiting for an activity to start or waiting for others to get ready. He often reacted by being challenging towards others.
- The support agency frequently changed the person providing the support and on some occasions were unable to provide support due to staffing issues. This again led to difficulties at home.

A's family members are delighted that A will now have his own support from people he knows and likes and less time will have to be spent prompting the agency for staff rotas and questioning changes. The ongoing care and support plans for A are made in conjunction with relevant health professionals.

### **Option 1**

Miss C employs her sister as her Personal Assistant under option 1 to allow her family to have some respite from their caring role.

Although family members are not usually employed as Personal Assistants, in this case it was felt that this arrangement would be preferable for Miss C and her family given that her mother's desperate need for a break but her reluctance to accept traditional respite for her daughter due to her profound communication difficulties as a result of her learning disability and autism and her fear that Miss C would not be understood by others. In addition, Miss C's mother places a strong emphasis on her cultural background and coming from the Philippines, she believes that family members should look after each other and she is very concerned with the thought of leaving her daughter with strangers.

The employment of a family member as a Personal Assistant whom Miss C trusts and who is familiar with her communication needs has allowed Mrs C to have 5 weekends a year when she has a break from her caring role without worry for the wellbeing of her daughter.

### **Option 2**

M is a young woman who lived a very chaotic lifestyle. When referred to social work she was at risk through substance misuse, alcohol misuse, self-harming behaviour and through her vulnerability to exploitation. She had serious debt problems due to her using her benefits to purchase drugs and alcohol for herself and others. M lived with her mother and siblings in a council tenancy and they faced eviction due to non-payment of rent/council tax. M frequently was involved with the police through her anti-social behaviour. She made numerous allegations against men claiming that she had been sexually assaulted by them.

- After assessment M opted for a Managed Package through SDS. She receives 12 hours support per week provided by a care provider.
- This support is flexible to enable M to have support when she feels it would be best for her. She uses the support to access community learning, a work experience and for support with her tenancy. The support agency has also taken over Benefit Appointeeship and with this help, M now manages her finances within tight constraints to allow her enough to live on, pay off her debts and to avoid being exploited by others.

Since having the support the instances of drug misuse, alcohol misuse and self-harming behaviour have virtually stopped and she is no longer monitored under Adult Support and Protection Case Conference Reviews due to these risks being minimised. There also has been a reduction in the support that M has required from health such as psychiatry and community learning disability nursing.

## Option 2

Mr A is diagnosed with a learning disability, autistic spectrum disorder and extremely challenging behaviours. For three years, Mr A was in hospital as an inpatient as he was unable to be safely supported in the community. His proposed care package was put out to tender and a specialist, autism specific provider was chosen under option 2.

- The introduction of this care package has allowed Mr A to successfully remain living in his own house since being discharged from hospital and means he can be supported in the community close to his family in an area he is familiar with.
- Given the care provider specialises in autism, Mr A's care package is completely tailored to his individual support requirements on a daily basis.
- His quality of life has much improved since he left hospital and he is now able to lead a meaningful and personalised life and he partakes in a wide variety of activities and staff are constantly working with him to help him achieve higher levels of independence.

Despite the ongoing challenges his behaviour presents, the specialist provider and relevant health professionals work together to ensure that his complex care needs are consistently managed.