

CLACKMANNANSHIRE COUNCIL

Report to Council of 14 August 2008

Subject: Chief Social Work Officer Report

Prepared by: Deirdre Cilliers, Chief Social Work Officer

1.0 SUMMARY

- 1.1. This report serves to update Council on the key duties undertaken by the Chief Social Work Officer over the past year and to outline key developments for Social Work over the coming year.
- 1.2. In addition, the report will highlight significant changes which are impacting on Social Work.

2.0 RECOMMENDATIONS

- 2.1. It is recommended that Council note this report and recognise the approach to the Leadership of Social Work Services.

3.0 BACKGROUND

- 3.1. The Chief Social Work Officer (CSWO) is a statutory post as laid out in Section 45 of the Local Government (Scotland) Act 1994 and responsibilities are carried out in accordance with section 3 of the Social Work (Scotland) Act 1968, as amended, and involve all areas of Social Work within Children's and Community Services. This is the seventh CSWO annual report to Council.
- 3.2. The responsibilities include Child Care, Criminal Justice and Adult Care Services. The duties require an overview of internal and external social work service delivery and include statutory decisions, professional advice, monitoring and support. The CSWO has direct access to, and a responsibility to report directly to, the Chief Executive in respect of any significant serious or immediate risk concerns arising from statutory responsibilities.
- 3.3. Service delivery and development are set in the context of the integration of Services to People. Over the past year Social Services, in particular, have focussed on strengthening the management and delivery of child care services. Particular attention has been given to child protection services where there is a requirement to improve the quality and delivery of service. In addition, there has been ongoing

work in relation to the Community Justice Authority and a focus on further developing Clackmannanshire's Community Health Partnership. The service has also had a role in preparing for significant legislative change.

- 3.4 In the past year services have continued to be delivered and develop within partnership arrangements. There is clear evidence of increased demand, but also of substantially increased complexity around individual circumstances. The focus on personalisation has begun to gain a higher profile and poses significant challenge in terms of achieving operational outcomes within finite resources.
- 3.5 There remains the challenge of ensuring required staffing levels with relevant skills and progress nationally on the 21st Century review of Social Work Services 'Changing Lives' has been re-invigorated. A number of guidance documents from each of the five programmes will be produced in the course of this year.

This will include new guidance on the role of the Chief Social Work Officer with greater emphasis on access to Elected Members and on overseeing Social Work Practice Governance. The Review noted that the current approach to Social Work is not sustainable long term and there is a need for preventative action to be taken forward within the context of Universal Services.

4.0 PROGRESS

- 4.1 Overall demands on services have continued to run at a high level over the past year. Balancing the maintenance of an effective service, dealing with ever more complex needs in the community, while addressing new referrals has been challenging to staff. In particular, matching available resources with ever increasing demands for service is taxing, as is the need to meet the requirement for community placements for people with very complex needs.
- 4.2 The service has continued to meet the need in relation to Free Personal and Nursing Care. However, this has impacted on the level of service available to people with needs of a lower priority. Over the coming year hard decisions about people continuing to have their needs met within their own homes, where costs are higher than they would be to meet need within a Care Home environment, will have to continue to be taken. Free Personal Care remains a complex area for Local Authorities. The legislation is confused and will continue to make it difficult for Councils to provide services without threat of legal challenge. The report by Audit Scotland recognises the legislative uncertainty and the financial difficulties. Audit Scotland estimate that a funding gap of between £46-£63 million exists across Scotland.

- 4.3 The Social Service budget position remains problematic and very difficult to manage due to the statutory requirement to meet assessed need. The Community Care budget is more stretched than ever before and this is now being managed in a more long term and strategic way through moving to a 3 year budgeting cycle for community care. This has allowed flexibility in managing this high demand led budget. The child care budget has seen considerable growth in 2008/09 but this has focused on rectifying the previously underfunded position and the demand for growth remains. This is particularly in the area of Kinship Care where there is no additional budget provision for a growth in service, in residential school provision where need has dictated that we have been unable to hold down costs to match our budget and in external fostering where we have had to use agencies to provide care in the absence of local availability. The service is currently focusing on recruiting local carers in order to try to reverse this position that emerged at a time of staff vacancies.
- 4.4 Performance indicators detailing performance during 2007/08 for Social Work Services will be reported to the Scrutiny Committee as appropriate. However performance is on the whole positive which reflects the increase in our staffing resource and examples include:
- 60% of reports submitted to the reporter on time - an increase of more than 20%
 - Overnight respite provided for 54.2 children with disabilities per 1000 population - an increase from 34.7 in 06/07
 - Average time taken in Adult Care to provide service from first identification of need is 5 days - an improvement from 18 days in 06/07
- 4.5 Recruitment and Retention of staff has remained a high profile issue throughout the year. There has been some turnover in Community Care and at Glenochil but these teams have moved recently to fill all of the vacancies they had. The Criminal justice team has remained stable. The Child Care Service has had some success in addressing their long term staffing difficulties in terms of filling vacant posts. A new management structure is now in place and the Senior Manager joined the service in July. There is only one vacant team manager post and one vacant senior post at present. In addition, the number of front line vacancies have reduced and over the past year turnover has been within normal parameters. We have ceased to use agency staff and continue to advertise and interview applicants on an ongoing basis as appropriate. Based on an establishment of 18 front line social workers at July 2008 we had 16.5 people in post with 1.5 social workers appointed and due to join the service over the summer.
- 4.6 Activity remains ongoing in relation to the recruitment and retention incentives agreed by Council and this encompasses a focus on training

and professional development as well as remuneration. Team building is an important element and during 07/08 Away Days have been held in Child Care which have been very positive.

- 4.7 The new structure within Social Work has advantages in that it combines managerial responsibility with the accountability inherent in the Chief Social Work Officer role and the recruitment of the Senior Manager has addressed considerable gaps in relation to the level of senior management availability. There remains a clear need within Child Care to continue to improve systems and processes as well as bolster morale, confidence and experience within the service and an extensive improvement plan is being taken forward with partners.
- 4.8 Woodside Children's Unit has had a positive year and has continued to build on the previous year's successful work. Highlights include a stable, committed staff group, good outcomes for young people, including improved school attendance and successful short break holidays.
- 4.9 Clackmannanshire Council has had a Children's Rights Service since 1997 and in 2002, when Services to People was established, the Council decided that the Children's Rights Service should cover all children and young people in the Clackmannanshire Council area. The service is now a well established Council Service and Clackmannanshire Council has a partnership agreement with "Who Cares"? (Scotland), a voluntary organisation that supports children who are or have been looked after and accommodated. This partnership is very successful with "Who Cares"? (Scotland) concentrating on supporting children and young people who are looked after and accommodated. The Children's Rights Officer responsibilities are to ensure that, in the planning and delivery of their services, all Council Services operate within the spirit of the United Nations Convention on the Rights of the Child and to advocate for children and young people to ensure that the Services they receive are meeting their individual needs, as far as is reasonably possible.
- 4.10 Currently there are 25 children receiving a service from the Children's Rights Officer and the recent HMle report identified the Children's Rights Service as one of the key strengths in the Council's services to children. Sources of referral to the service have increased in the last 12 months and have been received from Children, Education, Child Care, Parents, Grandparents, Carers, Health, the Reporter, Solicitors and Safeguarders. In addition, the service offers training to staff on the United Nations Convention on the Rights of the Child and associated legislation. Awareness training on the Children's Charter has been introduced on the recommendation of HMle.
- 4.11 The Forth Valley Social Services Learning Centre is well established in partnership with Higher Education and the Voluntary Sector. This partnership supports the Council in taking forward staff development in

the context of Changing Lives and both the Workforce Development Group and a Practitioner Forum continue to progress this agenda.

- 4.12 The Scottish Prison Service (SPS) has extended the contract in place for Glenochil but in future years will roll out the Service Level Agreement (SLA) developed in Glenochil as the national template for all of the SLAs that SPS intend to introduce for purchasing social work services in all prisons later this year.
- 4.13 Demand for community criminal justice services are set to increase substantially following the implementation of the recommendations contained in the Report of the Scottish Prison Commission (Scotland's Choice, July 2008). This report recommends that the Government pursue a target of reducing the prison population to an average daily population of 5,000 (currently this figure is around 8,500) by focusing the use of imprisonment on those who have committed a serious crime and constitute a danger to the public. There are another eight recommendations contained in this report which will also have a direct impact on the work of local authority Criminal Justice services by increasing demand for a wide range of community penalties, including Community Service. In addition, the recommendations contained within the Reforming and Revitalising Report 2007 (Review of Community Penalties) identifies that community penalties should play an increasing role in a coherent Scottish penal policy, which focus on penalties that protect the public and do all they can to reduce rates of offending and reoffending.
- 4.14 There continue to be significant developments across Social Services which impact on service delivery. These developments are in response to both National and Local policy issues and the key areas of ongoing implementation to highlight are:
- Data Sharing - Systems continue to be progressed through the Data Sharing Partnership (DSP). The Single Shared Assessment project has a focus on implementing an electronic system for sharing assessment details across agencies and there has been a significant hold-up in implementing a solution, due to a delay in the availability of the national product. However the indication is that this delay is now almost resolved and the DSP is confident that a process to share data will be in place by the year end. Child Care services across Scotland are putting in place a Child Protection Messaging system and in addition the Forth Valley partnership continue to be ready to progress the development of a Single Shared Assessment based on the Adult Care model once the national technical solution is in place.
 - Joint Community Care Performance Reporting – implementation continues to be progressed across all care groups and the return to the Performance Improvement and Outcomes Division was made at the end of July. National Outcomes work is ongoing and targets are

included in the Single Outcome Agreement. Feedback will be reported to the Scrutiny Committee.

- Community Health Partnership – Clackmannanshire CHP is well established and both the Health Alliance and the Community Care Performance agenda are incorporated within its remit. Children's Services are to be integrated into the process over the next year and this will reflect a coherent service provision across Clackmannanshire. In addition, a focus on further integration of older peoples services is planned over the coming year.
- Delayed Discharge Partnership – progress continues to be steady and Clackmannanshire has been able to maintain good performance in this key area of work, with no delays at the census date in April 2008.
- Child Protection – improvements required in this area of work continue to be of the highest priority. Initiatives are being taken forward locally through the multi-agency continuous group which meets regularly and has had a key role in driving forward the agreed Action Plan which followed the child protection inspection by HMle. The work is set within the framework of a Forth Valley Reporting Group which is to be established in order to support Child Protection Committees and to progress the joint strategic child protection agenda across Forth Valley on behalf of the 3 Local Authority Chief Executives, the Chief Constable and the Chief Executive of NHS Forth Valley.
- Youth Justice – this area of work continues to be high profile and strategically is taken forward in a partnership across Forth Valley which includes Voluntary Sector providers. In addition a local group has been established to progress the agenda and a specialist team is supported within criminal justice to concentrate on those young people most at risk of entering the criminal justice system.
- Criminal Justice Services – at a strategic level the main focus of the service continues to be on the Community Justice Authority (CJA). A new Chief Officer has recently been appointed. She is based in Clackmannanshire and is working on the next phase of the strategic plan. Local services continue to positively meet targets and objectives.
- ALLOA Centre - both Adult Day Care and Criminal Justice services are currently located in the ALLOA Centre, the site of which may be used for the location of a local Forth Valley College. If this goes ahead services will be required to vacate the building in Spring 2010. Criminal Justice Services are currently seeking alternative suitable property through the CAMPT Team. Adult Day services are focused on a service redesign which would alter the way in which their services are delivered in order to make them more community focused and inclusive. To that end a working group of stakeholders is established and proposals will be brought to Council

on alternatives in due course. This change will require some capital investment and again the CAMPT Team is taking forward that aspect of the redesign.

- Integrated Children's Services – through the "Getting it Right for Every Child" policy direction there continues to be a focus on producing consistent improvement objectives that deliver on the strategies across universal and targeted services for children and young people. The Integrated Children's Services Plan represents a strong ethos of partnership working with input from a wide variety of statutory and voluntary agencies. A focus on Looked After Children has seen the establishment of a children's champion at Elected Member level and over the coming year this will be an important area for service development. The Area Management Boards continue to be a key mechanism for taking this agenda forward.
- Attendance Management - continues to be an issue for the service but performance in relation to the targets set has improved. There do however continue to be problems in this area which reflect the stressful nature of the job and the problems in relation to moving and handling.
- The planned move of Community Care Assessment Staff to the new Community Hospital is on course for early next year. This development will drive further integration with the CHP and support a more streamlined approach to service delivery.

5.0 LEGISLATION AND POLICY CHANGES

- 5.1 The Adult Support and Protection (Scotland) Act 2007 is being implemented in stages. A high level steering group is established across Forth Valley and a decision on establishing an Adult Protection Committee later this year has still to be taken with partners. A training programme is being established at national level. There will be considerable challenges with regard to the extensive scope of the legislation and the extent to which implementation will be prescribed. Additional funds are both anticipated and required to support the infrastructure required to enact the legislation.
- 5.2 Changing Lives is being progressed nationally and an Implementation Plan has been developed which will create significant change for social workers and partner agencies. As previously noted five working groups are taking forward the programme which is focused on prevention and person centred planning. Locally a Workforce Development Group and a Practitioners Forum have been established to progress the agenda.
- 5.3 The Multi Agency Public Protection Arrangements (MAPPA) have been introduced nationally and are implemented on a Forth Valley basis. The arrangements, which currently apply to sex offenders, are due to expand to include violent offenders. The arrangements are intended to

provide multi agency data to support the management of such offenders in the community. The MAPPA Partnership has recently appointed a new co-ordinator, who will shortly take up post. To facilitate the MAPPA process, the Council has received a ViSOR terminal, a secure PC linked to the Police national database at Hendon. This allows us to input and receive information about offenders. Data protection and data sharing protocols are being co-ordinated by the Forth Valley Data Sharing Partnership. There are issues emerging in relation to the funding of care packages necessary to manage offenders assessed as posing a level 3 risk to the public. Previously these were supported entirely by central government but local systems are now expected to contribute 10% of the costs of these packages. Clackmannanshire currently has no one at this level but should it be necessary the budget required would be considerable - upwards of £20,000 per annum. The budget allocation from the CJA has no element for this at present and the CJA is highlighting the issue to the Scottish Government.

- 5.4 The Forth Valley Data Sharing Partnership (FVDSP) has been set up to take a strategic role in coordinating and overseeing all projects in Forth Valley which rely on or include the sharing of data between statutory organisations. The Partnership feeds in to national activity in relation to modernising government. As noted earlier of particular relevance to social services are the Electronic Child Protection Messaging System and the E Care developments. The Electronic Child Protection Messaging is intended to facilitate controlled access to social services' information on children who are or have been the subject of a child protection investigation. This data will be accessible to partners in Central Scotland Police and NHS Forth Valley through secure email in the first instance in response to concerns about a child. The FVDSP has developed an information sharing protocol which provides a legal framework for sharing the relevant data.
- 5.5 Getting it Right for Every Child – Implementation is ongoing and a sub group is progressing the key elements of multi-disciplinary working. However, progress is slow and there has been a lack of clarity in terms of any National funding of the infrastructure that is required to take forward this policy.
- 5.6 An increased number of staff are now registered with the Scottish Social Services Council (SSSC). This has a growing impact on the degree to which individual professionals are accountable to an external body. This will also impact on the extent to which they operate within their sphere of individual professional judgement, with management in a support role, similar to practice in the NHS. The Council continues to have significant statutory duties under the SSSC's employer's Code of Practice.
- 5.7 Kinship Care policy guidance have been developed by the Scottish Government in conjunction with CoSLA. The Council has in the meantime approved an interim policy and established a working group

with Elected member representation to develop a comprehensive policy in line with the guidance.

5.8 The Local Outcome Agreement between Clackmannanshire Council, Community Planning Partners and the Scottish Government will provide a mechanism for Social Work Services to demonstrate their contribution to a range of outcomes.

6.0 INSPECTION AND QUALITY STANDARDS

6.1 The Social Work Inspection Agency (SWIA) is taking forward both themed and performance inspections. Their programme for 2007/08 was extensive for Clackmannanshire and we were inspected in the following areas;

- Forth Valley Multi Agency Inspection of Services for Older People. The outcome of this was very positive.
- Performance inspection is due to report in September and the early indications show improvement across a range of areas, particularly in child care.

6.2 HMI education also undertook an inspection of our joint child protection systems in 2007. This inspection highlighted considerable areas of poor practice within child care and a comprehensive improvement plan is being taken forward which the performance inspection indicates is having some positive effect.

6.3 The Mental Welfare Commission undertook their annual programme of visits concluding with a meeting of Chief Officers across Forth Valley in May 2008. Their comments were in the main positive.

6.4 The Care Commission continues to inspect all registered services throughout the year with any specific actions being taken forward by services. The Chief Social Work Officer has lead responsibility for liaison with the Commission at national and local level. The formal relationship between the Council and the Scottish Commission for the Regulation of Care has been progressed and the formal Memorandum of Understanding signed off.

6.5 Scottish Social Services Council registration programme is moving towards full registration of the workforce by 2010. Registration of social work staff with the Council continues with all relevant staff from phase one now being appropriately re-registered. The Scottish Social Services Council is currently progressing phase two of registration which includes the registration of early education and childcare workers, adult residential care workers and workers in housing support services.

6.6 Following the programme of assurance visits, carried out to audit social work services in all Scottish prisons, only Glenochil had no corrective actions

6.7 Social Services have the following quality systems in place which run alongside the external reporting framework.

- ISO quality standards remain in place for criminal justice services and residential, respite and day care services for older people and day care services for adults.
- Child Care Services have developed a performance monitoring framework which is scrutinised at convenor and managerial level on a quarterly basis and reported annually to the Scrutiny Committee.
- Community Care Services are refining the joint performance framework with health services which reports regularly to the Community Health Partnership.
- Mental Health services have piloted the Public Services Improvement Framework within Social Services with the intention of rolling it out across the service.
- A Statutory complaints procedure is in place and all activity in this respect is reported to the Scrutiny Committee annually.
- Research and Information Services produce comprehensive performance information which is used as part of the planning and review process and as a basis for management decision making. This information is also reported to the Scrutiny Committee on a regular basis.

7.0 CONCLUSION

7.1 This report is for information only and serves to highlight activity in relation to the Chief Social Work Officer's responsibilities. In addition, the report details ongoing key developments for social work at a national level.

7.2 Performance information in relation to Social work services will be reported to the Scrutiny Committee later in the year.

8.0 SUSTAINABILITY IMPLICATIONS

8.1 The restructuring and streamlining activity within the service assists the Council in meeting its efficiency targets and enables the best use of available resources.

9.0 FINANCIAL IMPLICATIONS

9.1 None arising from this report.

10.0 Declarations

(1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

• Corporate Priorities (Key Themes) (Please tick)

- Achieving Potential
- Maximising Quality of Life
- Securing Prosperity
- Enhancing the Environment
- Maintaining an Effective Organisation

• Community Plan (Themes) (Please tick)

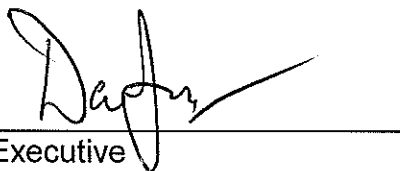
- Community Safety
- Economic Development
- Environment and Sustainability
- Health Improvement

(2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick)

(3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick)



Chief Social Work Officer



Chief Executive

Report to Council

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Deirdre Cilliers	Date: 18th July 2008
Service: Services to People	
Date of Meeting: 14th August 2008	
Title of Report: Chief Social Work Officer Report	

Recommendation that the attached report be:

1. Given unrestricted circulation	<input checked="" type="checkbox"/>	
2. Taken in private	<input type="checkbox"/>	

By virtue of paragraph ____ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. None
- 2.
- 3.
- 4.

List of Background Papers (if none, state "none")

1. None
- 2.
- 3.
- 4.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.