

**REPORT TO:** East Lothian Council

**MEETING DATE:** 28 October 2014

**BY:** Chief Social Work Officer

**SUBJECT:** Annual Report of the Chief Social Work Officer 2013/14

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## **1 PURPOSE**

- 1.1 To provide Council with the Annual Report of the Chief Social Work Officer (CSWO) on the statutory work undertaken on the Council's behalf. The report also provides Council with an overview of regulation and inspection, and significant social policy themes current over the past year.

## **2 RECOMMENDATIONS**

- 2.1 Council is asked to note the Annual Report of the CSWO.
- 2.2 Council tasks the CSWO to further report following the publication of the composite report by the Chief Social Work Advisor to the Scottish Government

## **3 BACKGROUND**

- 3.1 The requirement that every local authority should have a professionally qualified CSWO is contained within Section 45 of the Local Government (Scotland) Act, 1994. The particular qualifications are set down in regulations. This is one of a number of officers, roles or duties with which local authorities have to comply. The role replaced the requirement in Section 3 of the Social Work (Scotland) Act, 1968 for each local authority to appoint a Director of Social Work.
- 3.2 This report is prepared in line with the guidance on the role of the CSWO published by the Scottish Government in 2011 – 'prepare an annual report to the local authority on all the statutory, governance and leadership functions of the role'.
- 3.3 The CSWO Advisor, in consultation with CSWOs, the Care Inspectorate, ADSW and the Scottish Government, created a new template for the

annual CSWO report. This template is designed to create parameters around the information provided. It does not ask for new information to be produced but is designed to draw out key information in a more focussed way and to create a more analytical and reflective report.

- 3.4 A composite CSWO Annual Report will be compiled by the Chief Social Work Adviser by the end of December 2014.

#### **4 POLICY IMPLICATIONS**

- 4.1 The attached CSWO report highlights the extensive work that social work is involved with in East Lothian. There have been a number of improvements made to service delivery alongside cost saving measures. However, with increasing demand in all areas of services, pressures to deliver core services will be severely tested in the coming years.

#### **5 EQUALITIES IMPACT ASSESSMENT**

- 5.1 This report is not applicable to the wellbeing of equalities group and an Equalities Impact Assessment is not required.

#### **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – None .  
6.2 Personnel - None.  
6.3 Other – None.

#### **7 BACKGROUND PAPERS**

- 7.1 CSWO Annual Report 2013/14, attached as Appendix 1.  
7.2 CSWO Guidance Document, attached as Appendix 2.

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<b>DATE</b>	17 October 2014

**East Lothian**  
**Chief Social Work Annual Report**  
**2013/2014**

**EAST LOTHIAN**

East Lothian is approximately 270 square miles in area, has 43 miles of coastline, and includes 16 Sites of Special Scientific Interest. Its boundaries extend from Musselburgh, immediately east of Edinburgh's suburban edge, eastwards to Dunbar and beyond to the Scottish Borders. From the coastline of the Firth of Forth an agricultural plain extends southwards to the Lammermuir Hills.

East Lothian is widely recognised as a fantastic place to live with a beautiful coast and countryside; attractive and distinctive towns; good quality housing, schools and services; a solid small business base across key sectors and proximity to Edinburgh's jobs, businesses and attractions. All these factors contribute to a view of East Lothian being an area of high employment and general affluence. However, the impact of the 2008 recession and the slow economic recovery has challenged this perception of East Lothian. The loss of jobs in Edinburgh's public sector and financial services sectors have contributed to increasing unemployment amongst East Lothian residents and local businesses – mostly small – are struggling, which has impacted on the diversity of East Lothian's town centres. At the same time, public finances have been squeezed and public spending is not expected to achieve pre-recession levels until 2023-24.

With a population of 101,360 (National Records of Scotland Register, August 2014), an increase of 0.5% from 2012, East Lothian is the 21st largest area out of Scotland's 32 local authorities. Although the population of East Lothian is relatively small it is forecast to grow at a faster rate than any other local authority over the next 20 years. The highest growth in the population of East Lothian is anticipated to be among the over 65 age group and the 0-15 age group. Population growth and demographic change is likely to generate different needs and pressures within communities. For example, ensuring that there is the availability of suitable housing provision for older people living alone.

## **PARTNERSHIP STRUCTURES/GOVERNANCE ARRANGEMENTS**

### Chief Social Work Officer Arrangements

Within East Lothian, Murray Leys (Head of Adult Wellbeing) is the CSWO. Following a period of sick leave, Fiona Duncan (Service Manager Criminal Justice) was made Acting CSWO to ensure the roles and responsibilities of CSWO were being maintained within the Council.

The CSWO of ELC is a Chief Officer, thus ensuring communication with senior management, elected members and the Health and Social Care Shadow Board is available and appropriate. This ensures that professional advice in the discharge of the local authority's statutory social work duties can be made as and when required. This includes bi-weekly meetings of the Senior Council Management Team (Chief Executive, Deputy Chief Executives; all Heads of Service, and the Director of the Health and Social Care Partnership). Formal CSWO meetings with the Chief Executive ensures that communication is clear and transparent as are weekly meetings with elected members. Regular management meetings with Service Managers ensures that social work issues and requirements are discussed with clear links to practice identified. The CSWO also sits on the East and Midlothian Joint Public Protection Committee and its Performance and Improvement Sub-Group and on the east and Midlothian Joint Critical Services Oversight Group.

### Community Planning in East Lothian

Partners have agreed to work together to achieve The East Lothian Plan and the Single Outcome Agreement (SOA) 2013-23 which is a 10 year strategic plan designed to improve the lives and opportunities of East Lothian People. The East Lothian Partnership structure ([East Lothian Partnership Structure, Roles and Remits – updated April 2014](#)) sets the context for the Children's, Adult and Criminal Justice Strategic Partnerships.

Sustainable Economy, Resilient People and Safe and Vibrant Communities are supporting partnerships, which mirror the three objectives of [The East Lothian Plan \(SOA\) 2013](#). The East Lothian Plan (SOA) 2013. Each supporting partnership is accountable for three to four of the ten SOA outcomes and also for contributing to reducing inequalities - the overarching priority for SOA 2013.

Adult Wellbeing and Children's Wellbeing Social Work Services are both part of the Resilient People Partnership, whilst the Criminal Justice Service currently lies within the Safer Communities Partnership.

The supporting partnerships share a common role to:

- lead a culture of collaboration and co-production across sectors, maximising the creativity, knowledge, skills and resources of all partner organisations and communities
- develop, deliver and scrutinise performance of the Priorities and Outcomes within their remit

- collaborate with each other and with the groups responsible for local coordination

In early 2014, six Area Partnerships were established across all ward areas. Area plans are to be developed, by April 2015, using evidence from the Area profile which helped to identify local priorities, with a focus on reducing inequalities, prioritising prevention and early intervention and sustainability. These Area Plans would then contribute to the delivery of the strategic plan. These Area Partnerships have a direct link to the Safe and Vibrant Communities Partnership and they can link with any of the other partnership groups. This model aims to ensure a stronger link between communities, area based services, and East Lothian Partnership.

Each Area Partnership includes the Councillors for the area, representatives from Community Councils, East Lothian Tenants and Residents and Parent Councils and also key local groups. They also have at least one youth representative.

As these Area Partnerships were only established between January and June 2014, the CSWO Report 2014/15 will be able to comment on the impact they have had.

#### Health & Social Care Integration: Adult Services

As well as operating within the Community Planning Structure, in East Lothian we have agreed to set up a body corporate arrangement for the Adult Health and Social Care Partnership under the Public Bodies Joint Working (Scotland) Act:

- The Council and NHS Lothian will agree an Integration Scheme, setting out local arrangements for integration within the parameters established by the legislation. This will need to be agreed by the Council and the Health Board after which an Integration Joint Board will be established in early 2015.
- Once the Integration Joint Board is established, the Council and the Health Board will delegate agreed functions and resources to it.
- We anticipate that the Integration Joint Board will be formally established sometime in the spring of 2015. In advance of this we have established a Shadow Board to guide the development of the Strategic Plan and the Scheme of Integration both of which will be subject to extensive stakeholder consultation over the winter period.

In anticipation, the Council and NHS Lothian have appointed a joint Director of Health and Social Care and established a joint management team. The Chief Social Work Officer is a member of this team and reports to the Director.

To support strategic planning of adult services, we have had a network of Joint Planning Groups in operation in East Lothian over a number of years. These groups are focused on the planning of adult services in relation to:

- Older People
- Learning Disability
- Physical Disability

- Mental Health
- Carers

These groups are multi-agency and incorporate the interests of the statutory, voluntary and independent sectors as well as service users and carers. As we move towards the establishment of the Integration Joint Board and production of the Strategic Plan, we will be engaging with the Joint Planning Groups to agree how they might interface with the new structures.

## **SOCIAL SERVICES DELIVERY LANDSCAPE/MARKET**

An overview of the delivery landscape is contained within the East Lothian community statistical profile which is updated annually ([East Lothian Statistical Profile, 2014](#)). From this, the biggest challenge facing East Lothian relates to demographic issues, particularly the two extremes of the age scale – those under 16 years, and those over 65 years.

East Lothian has a higher proportion of older and younger people than the Scottish average:

- The population of East Lothian is forecast to grow at a faster rate than any other area of Scotland
- The number of people aged over 65 is forecast to grow by 77% between 2010 and 2035 and the number of 0-15 year olds is projected to increase by 41% over the same period
- The number of households is projected to grow by 39% between 2010 and 2035 compared to a growth of 23% in Scotland as a whole
- The main component of the increase in the number of households is forecast to be a large increase in the number of households containing one adult
- The number of households in which the head of household is aged over 75 is forecast to do between 2010 and 2035
- Approximately 1500 people in East Lothian receive home care and roughly 600 are long-stay residents in care homes
- Approximately 600 people with learning disabilities are known to the Council

Based on the above, it is clear that there is, and will continue to be, increasing demand issues for these 2 age groups whether it be schools, access to employment, appropriate housing, or care packages (at home or in hospital). All of these come with significant costs attached.

### Deprivation

- East Lothian is made up of 120 datazones, 6 of which fall within the most deprived 20% of areas in the whole of Scotland
- the 6 most deprived datazones are located in Prestonpans, Tranent and Musselburgh

- higher levels of deprivation are concentrated in the western part of East Lothian (around Musselburgh, Wallyford, Tranent and Prestonpans) although there are also pockets of deprivation in Haddington and Dunbar

With regard to employment:

- 76.2% of people in East Lothian aged 16-64 are in employment
- 6.1% of people aged 16-64 are unemployed
- the remainder are 'economically inactive' for a variety of reasons (e.g. they are retired, students etc.)

### Benefits

- 9.7% of people in East Lothian claim out-of-work benefits compared to 12.6% of people in Scotland as a whole. However, the gap between East Lothian and Scotland has narrowed as unemployment has increased
- during March 2014 2.6% of 16-64 year olds in East Lothian were claiming Job Seekers Allowance. 3.6% of men and 1.7% of women claimed Job Seekers Allowance
- the proportion of 18-24 year olds claiming Job Seekers Allowance in East Lothian during March 2014 was more than double the average for people of all ages in East Lothian
- 13.6% of children in East Lothian were considered to be living in low income households (in 2011) in comparison to 18.5% in Scotland as a whole

Based on above, whilst unemployment is relatively low in East Lothian, concerns exist regarding options for younger people moving into the job market on leaving school. If the population estimates are correct (ie more people will move into the area), this issue will increase in relevance.

### Housing

Forecast demand for new housing exceeds the number of houses that have been completed in recent years. Flats form a lower proportion of the housing stock in East Lothian than the Scottish average. East Lothian has a higher proportion of terraced, semi-detached and detached houses. Further, 68% of dwellings in East Lothian are owner-occupied, 17.8% are Council owned, 9.7% are private rented and 4.8% are housing association.

Housing options for those leaving prison, for young people leaving care or for those who require some degree of support are currently lacking. Accommodation instability can lead to further offending, hence the need to look at possible alternatives to Bed and Breakfast options.

## Crime

Fewer crimes are recorded per 10,000 population in East Lothian than the Scottish average:

- the imprisonment rate among East Lothian residents is just below half the Scottish average; a total of 67 East Lothian residents were in custody on the 30th June 2011
- 23.1% of people convicted of an offence in East Lothian went on to be convicted of another offence within a year compared to 28.4% in Scotland as a whole

Significant work is done with offenders by the CJS when on community orders which is evidenced by the low reconviction rate. However, due to the variety of needs that many of this client group have, we need to continue to build strong links with community partners to ensure that vulnerabilities are addressed. This is particularly true with drugs and alcohol, mental health, and employment.

## Landscape Summary

What is clear is that within East Lothian, there are cluster areas where high levels of poverty, unemployment, drug and alcohol misuse, and crimes committed are in evidence. This particularly applies to Musselburgh, Tranent and Prestonpans. Further, life expectancy varies by almost 8 years between communities across the county – a clear indicator of the significant health inequalities that persist across East Lothian. It is for these reasons that Area Partnerships have been introduced so that resources can be targeted appropriately.

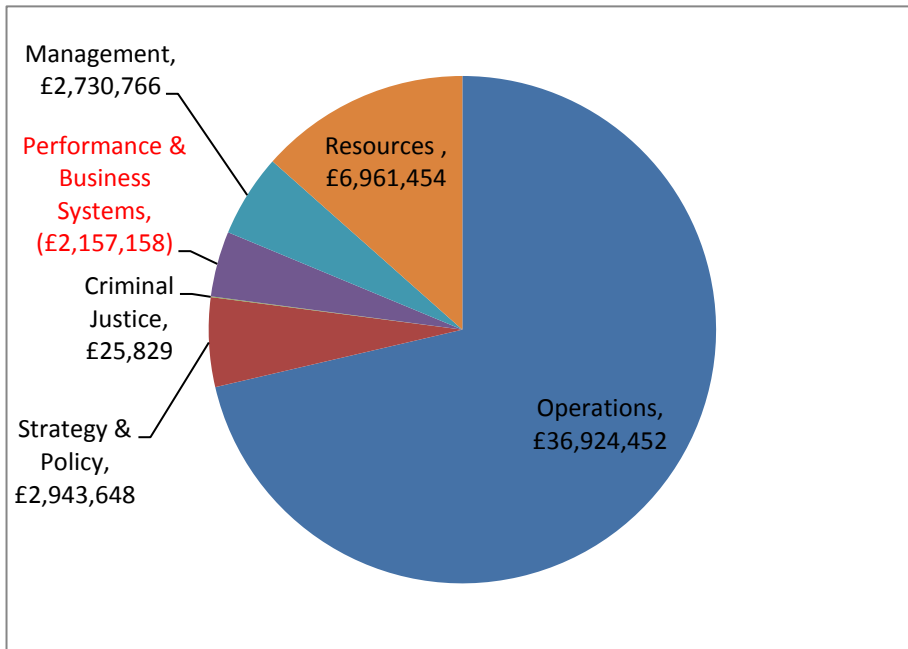
Work is continuing to shift the balance of care to enable Adult Wellbeing service users to receive services in their own homes. In 2009 when a tender for care at home services was first carried out we wanted to contract for approximately 6,000 hours of care a week. In 2014 this has increased to 9,000 hours per week. Some of the increase can be explained by the changing demographics of the population of East Lothian. However, the majority of this increase is due to people being offered appropriate support which enables them to stay at home rather than having to move into residential/nursing care or hospital.

Traditionally, there has been a geographical split across the county in terms of East Lothian Council being able to secure packages of care. Areas in the north such as Dunbar and North Berwick have consistently been unable to secure sufficient care services for the numbers requesting it. However, the tender process is attempting to address this inequality by dividing East Lothian into 6 zones and allocating dedicated providers to those zones. This should ensure providers are able to provide consistently across the county.

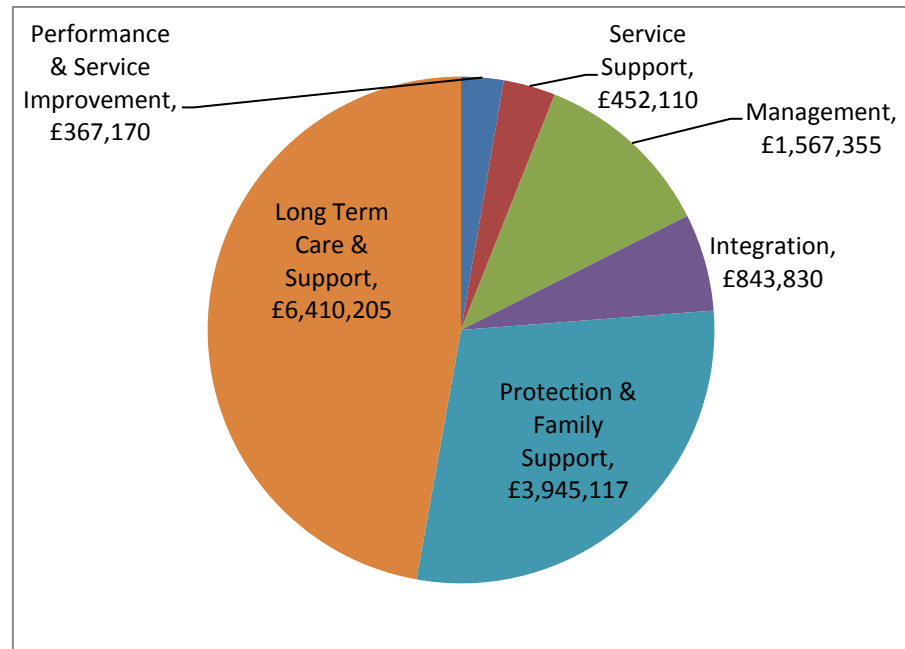


## FINANCE

**Adult Wellbeing budget 2013-14**



**Children's Wellbeing budget 2013-14**



The total budget for Social Work in 2013-14 was £56.981m, (£11.872m – Children’s Wellbeing and £45.109m Adult Wellbeing), with actual expenditure for 2013-14 of £61.110m. The 2014-15 financial settlement represents a flat cash position for the Council. In recent years the Council has introduced a wide range of efficiency measures amounting to a sum in excess of £17m, including:

- Efficient Workforce Management
- Buysmart reviews
- Restructuring of Chief Officers and Senior Management Structures, and
- Voluntary Early Release Scheme (VERS)

All of the above have been introduced to address some of the financial challenges which we are facing.

Within both Adult Wellbeing and Children’s Wellbeing, service reviews were carried out during 2013-14. Whilst some savings were a result of smarter working practices, we are now continuing to face significant difficulties due to a reducing budget but increasing demand. Pressure points within the services are now evident.

The 2014-15 approved budget for Social Work is £56.156m, and continues with the planned efficiency programme which includes: £0.711m in Children’s Wellbeing and a further £1.5m in Adult Wellbeing, with over £0.800m delivered through the recent Voluntary Early Release Scheme (VERS). There is no doubt that even with stringent budget management and more effective working practice, we will have to make some serious choices over the coming year(s) due to continuing increasing demand verses a reducing budget.

### Financial Challenges

The reduced financial resources, the ability to address demand pressures associated with demographic challenges coupled with the increasing complexity of care packages are some examples of challenges facing the delivery of children and adult services within East Lothian Council.

As highlighted previously, the Council as a whole has in recent years introduced a series of efficiency measures within Children’s and Adult Wellbeing services, designed to reflect the financial environment which Councils are now operating within. Both services have been subject to a number of Service Reviews, with a view to service redesign and reprioritisation to ensure that services continue to meet the needs of service users and communities whilst realising efficiencies, resulting in new management and operational structures, with some reductions in overall staffing levels. A critical challenge faces services in being able to respond to increasing referrals and consequential statutory interventions, whilst safeguarding resources for investment in early intervention activities, which inevitably reap longer term rather than immediate efficiencies.

The ability to deliver and realise efficiencies within the context of increasing demand pressures will continue to remain challenging both in 2014-15 and beyond. Within Children’s Wellbeing, there remain financial pressures in fostering costs relating to external fostering and foster payments and fees, adoption costs, external residential schools, and disability support costs. Within Adult Wellbeing, there remain significant financial challenges associated with the purchase of care packages for the Elderly and individuals with Learning Disability. The ability to meet the financial demands remains an area of increasing challenge.

## Criminal Justice

The CJS budget remains ring-fenced. Within this, statutory and non-statutory funding is agreed. During 2013/14, additional social work posts were recruited to the team due to a consistent increase in workload. There was some additional money given to accommodate this increase in business but not for any other change within the service (ie. costs for services; additional tasks; etc).

Changes due in 2015, particularly the introduction of violent offenders into Multi Agency Public Protection Arrangements (MAPPA) will severely test the budget as no additional money is being given for this task. Further, as this relates to high risk offenders, this task cannot be diluted as public safety could be compromised.

Due to the efforts placed on service reviews, cost cutting exercises, etc during 2013/14, focus on early intervention and prevention has not been to the forefront. As such, limited progress has been made in relation to this. However, this is something that all Social Work services are now looking as to how best to take this forward.

## **PERFORMANCE**

Children's Wellbeing is performing well despite an increase in demand for services. The number of referrals remain at record levels (c3000 per annum), as the effects of benefit changes, an increasing population and greater public awareness about child protection contribute to workloads.

Care Inspectorate reports tell us that our regulated fostering and adoption services, care at home service, residential service and children and family centre are performing at a very high level. Low and relatively stable rates of Looked After Children and a low rate of children on the child protection register evidence the success of preventative and early intervention strengths of the service.

A snapshot of the service includes:

- EL has the 6<sup>th</sup> lowest number of LAC (rate per 1,000 0-17) of all mainland authorities
- EL has a lower rate of Children on the Child Protection Register than the national average
- East Lothian had 100 case conferences last year. 75% of case conferences led to a child being registered. This is the same conversion rate as the national average.

To note however, EL has relatively high percentage of Looked After children and young people who have additional support needs. The Scottish average is 11% whilst East Lothian is 16%. The service has to ensure that strong links exist with our partners, particularly Health and Education, to ensure that these needs are addressed. There are significant costs associated with provision of services for these young people as capacity to provide local services for these children and their families is severely limited, leading to

purchase of specialist care packages outwith East Lothian – this demand/capacity challenge is under review amongst partners.

A joint inspection of services for children and young people in the East Lothian Community Planning Partnership took place in November 2013. The inspection team found that there were particular strengths that are making a difference to the lives of children, young people and families. These included high quality and flexible support services at an early stage; a strong, child-centred culture; and staff who responded quickly and efficiently to share concerns and then make effective decisions to keep young people safe.

This inspection did identify a number of areas for improvement. Specifically, strategic leadership and planning for all children within the community planning partnership was assessed as not being strong enough to drive change, particularly towards early intervention and prevention. Further, robust and systematic joint self-evaluation across the service is needed if sustainable change and improvement is to be achieved. The community partnership produced its Services for Children Improvement Plan in response to the inspection findings.

Additional improvements in respect of planning for individual children were also identified and the revised East Lothian Inter-Agency Child Protection Improvement Plan 2014/15 has introduced measures to address these areas. ([East Lothian Inter-agency Child Protection Improvement Plan 2014-2015 - East Lothian Inter-agency Child Protection Improvement Plan 2014-2015 - Downloads - East Lothian Council](#) ). In April 2103, the Children's Wellbeing Service introduced the Signs of Safety approach into child protection case conferences. Evaluation of this new approach at 6 months post-implementation indicated very positive impact for children, families and practitioners. Ongoing evaluation and a national conference planned for October 2014 will bring forward progress reports and learning leading to further improvements in response to the actions within the Child Protection Improvement Plan.

### Adult Wellbeing

The service has a strong track record of scrutinising performance on the basis of both challenge and support. Many aspects of the adult wellbeing service are subject also to external scrutiny and senior managers lead a process of self-evaluation. Professional social work and social care practice emphasises supervision which includes challenge and support on a team and individual basis.

The East Lothian Joint Adult Wellbeing / NHS Performance Scorecard presents national comparative indicators and is updated on a three month basis. The purpose of this scorecard is mainly to inform the partnership of the volume of business and on their progress towards a position against the annual national comparative indicators.

A recent tender exercise to establish a new framework for the delivery of help to Live at Home services was completed this year, with the new arrangements starting on April 1st 2014. One of the integral components of the tender was the requirement for the new framework to deliver an integrated outcome focused provision of services to people who require support to live in their own home.

Until the tender was completed, Help to Live at Home services in East Lothian had followed a traditional model which had been largely focused on inputs, namely the task which required to be completed and the amount of time that takes. This model of provision only went part way to provide the type of services we

wanted to have in place, namely a flexible, outcome focused provision, built around the individual requirements of the people using the services.

The objectives of moving to an outcome focused provision included:

- More efficient use of contracted hours to meet increasing demand and increased emphasis on service user independence - The number of people potentially needing a service is due to significantly increase. A significant increase in the number of people with dementia is anticipated and the expectation is that the needs of this group of people will best be met through the provision of flexible, person centred, outcome focused services.
- Continuing to shift the balance of care to enable service users to receive services in their own homes.
- Ensuring that the services in places are “future proof” in so much as they will be fit for purpose in the longer term.
- The move away from time/task allocation of care to an outcome focused allocation means that no 15 minute visits will be commissioned from April 1<sup>st</sup> 2014.

The Adult Wellbeing service is embarking on a tender exercise to purchase an electronic monitoring system for Help to Live at Home service which will support efficient work practices and deployment of resource.

Significant planning has taken place during 2013/14 for the new care home based in Tranent which will open in October 2014. This is a joint initiative between ELC and NHS Lothian and will have 20 allocated beds for individuals who require step up/step down support to their move from hospital to community based resource.

Delayed discharge is a major problem facing East Lothian. Numbers of people waiting to leave hospital, alongside increasing demand on the care at home services and care homes, is not only stretching resources to capacity, but is also having a significant impact on budgets. We are currently working closely with NHS colleagues in the Health and Social Care Partnership to provide solutions to this complex issue.

### Criminal Justice Service (CJS)

The CJS has seen increasing demand for Court reports and supervising statutory orders and licences. This is being managed effectively and efficiently.

During the past year, there have been a number of multi-agency operational groups introduced in the area of domestic abuse. These include Multi-Agency Risk Assessment Conferences (Marac) - the victim’s safety being at the centre of the discussion; and Multi Agency Tasking and Co-ordinating Group (Matac) - a police-led initiative focussing on the perpetrator of domestic abuse – high risk cases. Through these meetings, working relations have improved partly due to all agencies working to a clear plan of action. An annual report from Marac is to be produced which can help inform future practice.

Significant focus has been on planning the introduction of a new service for vulnerable women called the Spring Service. This is a joint venture between ELC and Midlothian Council with input for the Willow Service in Edinburgh. Health colleagues and voluntary organisations are also playing a part in bringing this together. This service is a direct result of the Angiolini Report which stressed that for vulnerable women’s needs to

be addressed, services need to be designed differently with more focus on the trauma model. We have responded to this by drawing up the Spring Service.

Initially, CJS were not included in the Health and Social Care Partnership. However, discussions are ongoing and it is proposed that CJS are brought into this partnership. As many of CJ clients have a number of issues which cross-over service provision – whether it be mental health; drugs and alcohol; or learning difficulties; - being part of this partnership would help to improve networks and practices as well as keep the client at the centre.

## **STATUTORY FUNCTIONS**

### **Child Protection Summary**

[The Child and Adult Protection Report](#), 23rd September 2014, provides a summary for the full year April 2013 – March 2014.

During the first 3 quarters of 2013/14, the number of children on the child protection register remained constant. In quarter 4 however, the figure increased by nearly a third. When looking at this in more detail, it appears that this is directly linked to having such small numbers – when numbers increased by 15, the resulting percentage increase appeared significant (ie 32%).

An audit of Initial Referral Discussions (IRDs) was carried out in the summer of 2014. This specifically looked at the peak in figures in the 4<sup>th</sup> quarter. This audit highlighted that some cases had been progressed into Child Protection IRDs prematurely. As a consequence of this, a multi-agency intervention workshop was delivered; a Getting It Right for Every Child (GIRFEC) stage 3 consultation episode was developed within framework-I (our electronic case file data base); and a standard practice checklist for interim safety plans was produced. All these measures are intended to ensure that practice is consistent and appropriate too risk.

The National Guidance for child protection has been updated to reflect GIRFEC requirements and the legal duties imposed by the Children and Young People’s Act 2014. Ensuring that these processes are imbedded into practice has been the biggest challenge for the service with clear guidance and training been given to staff to enable this to happen. Under a 5-year implementation strategy, the Signs of Safety approach to Child Protection Case Conferences was introduced, endorsed and overseen by the East & Midlothian Child Protection Committee.

### **Adult Protection Summary**

The Child and Adult Protection Report, 23rd September 2014, provides a summary for the full year April 2013 – March 2014.

Throughout the year, the numbers of referrals increased on previous years although all other adult protection activity - such as duty to inquire; IRDs and case conferences - reduced. Whilst it is thought that this is to do with staff being more comfortable with process, an audit is being carried out by the

Performance and Quality Improvement Team to clarify this matter. It is vital that changes in work activity such as these are investigated further to ensure that explanations are based on fact rather than assumptions.

### Financial harm

This is one of the Scottish Government's 5 priority areas which in East Lothian, we are monitoring closely. Multi-agency workshops were introduced to not only raise awareness of staff, but also, to identify links with other agencies (ie. Trading Standards; local banks; etc) to help tackle this issue through active monitoring of cases.

### Mental Health Orders

Guardianship Orders granted in East Lothian is considerable with a higher than Scottish average. Whilst this may be expected for the growing older population, just over 2/3 of the total number of Guardianship Order's granted are for adults with learning difficulties. Some of the clients in the 16-24 age group who have guardians may be as a consequence of going through transition to adult services. Being informed of legal options available to them may have increased numbers.

Of concern is the continuing difficulty in recruiting Mental Health Officers (MHOs) to the team. The team has not been fully staffed since 2012 and with rising Orders, workloads are significant. Concerns have been raised internally that experienced MHOs are not accepting jobs within the Council due to pay grades.

### Investigations

Domiciliary Care was inspected in December 2013 with very poor results achieved. Scores of 'weak' were given in quality of care and support; quality of staffing; and quality of management and leadership.

A follow-up inspection took place on 1<sup>st</sup> April 2014. At this inspection, it was noted that the foundations for improvement had been put in place. The manager and management team were very positive about the changes to be put in place and felt that these would improve the service. Because the direct support to the service users remained unaffected by the continued changes we have given further opportunity for the service to put in place the improved documentation and systems we saw at this inspection. The inspection team stated that the grades from the previous inspection would remain unchanged at this time.

Senior managers, including the CSWO, have been working through the action plan identified and are now confident that the correct changes and alterations have now been introduced, with all issues now resolved.

Between April 2013 and March 2014, 2 care homes had unannounced inspection visits. These both had satisfactory outcomes. One Nursing Home was served with an Improvement Notice. ELC worked closely with this provider to make necessary improvements and this has now been achieved. Again, this is now concluded in a satisfactory manner.

Adult Wellbeing have recruited a staff member to the Reviewing Team. Due to this, we are now able to be more pro-active in meeting with providers. The aim of this is to highlight any issues early so that major incidents can be avoided. Reviews are now being done timeously.

## Public Protection Office

East and Midlothian Councils gave a commitment to establishing a joint Public Protection Office (PPO). This was in recognition that while structures in Public Protection have developed separately over time, the reality for most service users is that their needs often span more than one category. For example, many children or adults at risk of harm live in households where domestic violence is an issue. Whilst recognising important differences between the areas, as the public protection agenda has gathered momentum, partnership agendas reflected this common interest and showed significant overlaps.

In view of this, East and Midlothian Critical Services Oversight Group (CSOG), comprising Chief Officers of all constituent partner agencies, agreed to streamline our committee structures and establish a single Public Protection Committee. Throughout 2013, significant focus and effort was carried out in relation to this, resulting in the PPO opening in July 2014. Having the various agencies and services co-located in the same office, as well as streamlining processes, the aim is to ensure more accurate robust systems and working practice for tackling child and adult abuse. As CSWO, this is something that I will monitor closely to ensure that there are no weaknesses in this.

## Criminal Justice Service (CJS)

The Community Justice consultation had 2 distinct consultation documents. From these, the Scottish Government has advised that CJS will remain in local authority control with community planning partnerships being the route for successfully addressing offending and inequality in our society.

Whilst this is welcomed, there are numerous uncertainties as to the actual set-up of CJ structures. Further, as this will not be introduced until 2016/17, the biggest challenge will be to keep to any agreed milestones as it potentially could be very easy to lose focus. Also, ensuring that staff and partners are informed of changes is essential for effective future working.

It was announced in late 2013 that Haddington Sheriff Court would close in January 2015 with business moving to Edinburgh Sheriff Court. As such, the CJ Service Manager has been actively involved with the Court Service and Edinburgh CJS to ensure that any procedures or practices that are required will be in place for this change. Having the local Court close is a significant loss to East Lothian as the importance of local involvement in the justice process is very significant. (This relocation of the Sherriff Court also has significant impact on statutory processes affecting children and their families i.e. adoption).

## Priorities for 2014/15

- successful implementation of the PPU
- thresholds to be consistent for IRDs and case conferences so that measures taken are appropriate to the risk identified
- multi-agency chronologies to be embedded into practice
- ensuring transfer of business to Edinburgh Sheriff Court is carried out efficiently and without detriment to this client group



- work with Scottish Government regarding CJS re-structure and build links with CPPs
- recruit MHOs and examine succession planning

## **CONTINUOUS IMPROVEMENT**

### Children's Wellbeing

In April 2013, Children's Wellbeing introduced the Signs of Safety approach to initial child protection case conferences. This was reviewed in November 2013 at which time positive comments were received by professionals and families. The inspection team also commented on this in 2014. They recognised this as a positive development but made several suggestions for improvements around risk assessments and available guidance ([Getting it Right - East Lothian's Integrated Children's Services Plan 2013-2017](#)).

### Adult Wellbeing

There is a culture of continuous improvement within Adult Wellbeing which is informed by an ongoing commitment to self-evaluation. Services prepare for inspection and make good use of improvement plans to help drive continuous improvement. Senior managers lead this process with middle managers implementing changes as and when appropriate.

### Criminal Justice Service

Within the CJS, a Scotland-wide self-evaluation audit of the risk assessment tool Level of Services/Case Management Inventory (LSCMI) was completed in October 2013. East Lothian's cases were evaluated by ourselves and Borders CJS workers, whilst we helped evaluate the work of Midlothian CJS. This evaluation helped highlight good practice as well as areas which required further work. By involving members of the team, there has been more ownership of the LSCMI tool as well as investment in raising standards. This evaluation will be completed again in November 2014.

### All Services

There is further potential to strengthen quality assurance and improvement implementation plans throughout all services by actively using the How Good Is Our Council (HGIOC) document. This document has been significantly improved during the past year making it less cumbersome and more user friendly. Further, there is now an increased understanding of what HGIOC is, and having it embedded into the process of self-evaluation in all services, has helped to support the development of a systematic approach to continuous improvement.

## Customer Feedback Report

Section 52 of the NHS Community Care Act 1990 and the Social Work (Representations Procedure) (Scotland) Directions 1996 requires every Local Authority Social Work Service to develop and implement a complaints procedure. The Council is also required to consider, in public business, an annual report on the use made of the procedure and the outcome of complaints. East Lothian [Social Work Complaints and Feedback Annual Report 2013-2014](#) Social Work Complaints and Feedback Annual Report 2013-2014 collates information for the Policy and Performance Review Committee thus satisfying this legal duty. Feedback (comments, complaints and compliments) about social work services are recorded on a customer feedback module on the Council's Customer Relationship Management System (CRM), which allows for the recording, monitoring and reporting of client feedback.

In line with its statutory requirements, the Council operates a 3 stage social work complaints procedure:

- Stage 1 – Complaint dealt with directly at point of service
- Stage 2 – Complaint requires formal investigation and response
- Stage 3 – Referral to independent Complaint Review Committee (CRC)

Thereafter, there is a legal right of referral to the Scottish Public Services Ombudsman (SPSO).

Stage 1 complaints are dealt with directly at point of service. 29 stage 1 complaints were recorded for the year 2013/2014, a 17% decrease from the previous year. These were straightforward complaints either resolved at first point of contact or referred to the relevant social worker/manager for swift resolution. Examples of stage 1 complaints include messages not being returned, requested information not being provided, or delays/failures in providing an agreed service e.g. missed home care visit or failure to keep a scheduled appointment.

48 Stage 2 complaints about social work services were received. This is a 29.5% reduction from the previous year when 68 were received.

The following is a breakdown by service:

Adult Wellbeing (AW):	Stage 1: 16;	Stage 2: 32
Children's Wellbeing (CW):	Stage 1: 13;	Stage 2: 16
Criminal Justice (CJ):	0	

Improvements could still be made in that, ideally, more complaints should be dealt with at Stage 1, particularly for Adult Wellbeing, as resolving complaints at an early stage is best for both the client and the Council. Wherever a complaint was partially or fully upheld an appropriate apology was given and learning actions were undertaken. This included updating and improving information to clients, reviewing procedure, revisiting staff training e.g. on report writing and reminding staff of customer care standards.

East Lothian Council will be chairing the Social Work Scotland Complaints sub-group for the year 2014/15. Following the production of complaints information specifically for children, enabling them to make a complaint themselves, a review will be undertaken to look at improving access to the complaints procedure for adults with learning difficulties

## **PLANNING FOR CHANGE**

### **Vision for the Future of Children's Wellbeing**

The Service redesign took effect in January 2014 and confirmed that the Service will operate to 3 priorities. These are:

1. Protect and support children and families in or on the cusp of care
2. Meet statutory and legal obligations (core business of the Children (Scotland) Act 1995)
3. Improve the long-term life chances of children and young people who have a disability and/or who are looked after by East Lothian Council

In support of these priorities, and in addition to core statutory services, the service is also working in partnership with others to deliver:

- a. Increased and more effective Voluntary and 3rd Sector collaboration and service provision
- b. Effective multiagency service provision and common application of risk thresholds

### **Vision for the Future of Adult Wellbeing Services (includes Criminal Justice Services)**

Our Service Plan sets out the vision for Adult Wellbeing Services in East Lothian:

- We aim to provide modern, person centred services that support people to live independently and to direct their own support arrangements wherever possible. We support people to reintegrate into their local communities in a number of ways, including those involved in the criminal justice system.
- Consistent messages from services users, carers and their representatives as well as recent legislative changes have identified their wish to have flexible services that respond to their needs.
- Through personalisation we will enable people to find the right solutions for them and to participate in the delivery of their services. From being a recipient of services, individuals can become actively involved in selecting and shaping the services they receive.
- Services should support independence and build capacity in communities to allow people to lead as independent lives as possible.
- Choice and control for the person using the services is at the heart of service delivery.

- The vision for the future of Adult Wellbeing services is also in line with the National Standards for services. These standards require services to recognise and accept people as individuals, adhering to the principles of dignity, privacy, choice, safety, realising potential, equality and diversity.
- We will continue plan for the forthcoming integration of adult health and social care services. Our approach will be designed to ensure that services in East Lothian provide the best possible outcomes for the county's residents.

These aims form the principles of our service strategies. We have recently retendered our home care contracts with a new focus on quality, recruitment and retention. This is an example of an innovative local commissioning approach.

## **USER AND CARER EMPOWERMENT**

### Self-Directed Support (SDS)

Children's Wellbeing are making good progress in the delivery of SDS for children and young people with a disability. In 2013, 20 children, young people and their families participated in 'Taking the First Steps' demonstration project. Each young person and their family were allocated a budget of £200 to meet identified outcomes during the summer period. Feedback from families was very positive particularly families feeling that they had more choice and control over their support planning during the summer period.

- Recruitment of a temporary SDS implementation officer has helped progress the implementation of SDS for children and young people with a disability. This officer has been in post since January 2014.
- An SDS Steering Group and Operational Implementation Group also exists to support implementation.
- There is ongoing consultation with parents and carers regarding all aspects of planning for, and implementation of, SDS.

Family Led Information Point (FLIP) is a group for parents and carers who have a child/relative with additional support needs in East Lothian. The group aims to provide information to parents and carers about services. Members also provide a strong supportive role to each other and engage in a wide range of consultation activities. FLIP meets once a month and is currently facilitated by a member of staff from Community Learning and Development. FLIP is working towards becoming an independent constituted group

Flip has an active Facebook page that provides friends with news and updates about services for children and young people with additional support needs. FLIP currently has 133 friends. FLIP representatives have informed:

- The development of the East Lothian Autism Strategy and action plan
- Plans for a new secondary education provision for young people with autism
- The delivery of SDS in East Lothian.

The Youth Group for young people who are looked after is called 'The Group'. These young people have experience of a range of care settings including residential, foster care and kinship care. Young people in 'The group' are encouraged to have as much choice and control as possible over how the group is delivered.

East Lothian Council and Who Cares? (Scotland) are currently working with young people who have care experience to set up a Champion's Board. The Champions Board aims to provide young people to a range of important issues that they wish to be tackled to the attention of Chief Officers and Elected Members and it is the role of these Champions to bring about change.

## Adult Wellbeing

### **Personalisation and the delivery of Self Directed Support (SDS) in East Lothian**

Adult Wellbeing made considerable progress in 2013-14 in preparation for the implementation of the Social Care (Self-directed Support) Scotland Act in April 2014. It is important to note this is part of a 10 year Scottish Government strategy commencing 2010.

A multi-agency group implementation group has been overseeing the development of SDS locally. The group is led by Operations, Adult Wellbeing, and in 2013-14 included representatives from Adult Wellbeing Strategy and Learning and Development, Children's Wellbeing, NHS Lothian, In Control Scotland, Lothian Centre for Inclusive Living, Capability Scotland and Carers of East Lothian.

The implementation group has met on a regular basis to drive the agenda and the approach taken was to establish a range of work streams to take forward the key tasks:

**Operational delivery** - looking at what is required to support an outcome focussed approach in practice. This included early implementation of briefings, assessment, support planning, resource allocation, process and framework (the social work IT system).

**Tools and process** - looking at assessments/support planning documentation, framework processes and Resource Allocation System (RAS). All these were to be put in place for 1 April 2014. Further work was done with Capability Scotland considering person centred approaches to assessment and support planning.

**Learning and development** - as phase one of the Learning and Development Plan a learning programme was developed with external trainers and approximately 90 priority staff predominantly from Adult Wellbeing Operations was delivered between January and April 2014.

Co-production has been built in to the development and delivery of the SDS Learning and Development programmes. Lothian Centre for Inclusive Living (LCiL) has been directly involved in the group's work with supported people being represented on the group and as training co-facilitators. Front line operational staff, in particular Senior Practitioners, have also been consulted in the design of the programmes.

**The independent and voluntary sector** - an initial questionnaire went out to providers asking them to self evaluate their readiness for SDS. A two day work shop was held for providers facilitated by In Control and a follow up workshop is planned.

**User and Carer Involvement** – there were a number of open consultation and information sessions held across East Lothian in the first six months of 2014. User and Carer groups are represented on the implementation group and have been involved in the various work streams.

## **WORKFORCE PLANNING/DEVELOPMENT**

The CSWO has worked alongside the Adult and Children's Wellbeing Workforce Development Team to ensure that there is an appropriate strategy for ensuring that the workforce is competent to do the job asked of them, as well as to meet registration requirements. The Workforce Planning and Development (WPD) Strategy document has been developed to help plan and develop a workforce that delivers services that meets user needs, is flexible to working practice and builds on their own skills and experience.

The WPD document is essential due to the diversity of staff employed. There is a mix of professions (social work and health), as well as registration with appropriate professional bodies. Some staff require annual refresher training whilst others need access to electronic learning. Co-ordinating this is a significant challenge but one that has to be done effectively and efficiently.

### **Overview of Workforce Development**

Across Children and Adult Wellbeing, there are a number of leadership qualifications and courses made available. These include:

- CMI Level 3 and Level
- SVQ Level 4 Leadership and Management for Care Services provided to residential, day care and home care managers.
- post qualifying study/awards (child protection, mental health officer, practice teaching)
- development of Citizens Panel

With regard to professional qualification targets, services are meeting all professional registration qualification targets including delivery of SVQ Level 2, 3, 4/HNC Social Services and Healthcare programme.

There are several joint training initiatives identified. These include Health and Social Care training programmes with other local authorities and/or Health colleagues (eg. Occupational Therapist Manual Handling training; End of Life/Palliative Care training for Home Care staff). East Lothian offers Level 1 Child Protection training to key partners/the third and private sector and others.

### **Pressures**

High staff turnover in care homes is an ongoing problem with regard having to make training accessible and regular. As some courses are mandatory (ie manual handling), staff need to attend this training to enable them to carry out work tasks.

As with all areas in the Council, budgets are reducing. ELC are actively promoting the Council's online e-learning platform - learnPro - for a range of modular courses including Adult and Child Protection Awareness.

Ensuring that staff are aware of, and understand, new legislation is vital. What level of training is required will depend on the impact legislation will have. However, Health and Social Care Integration, Self Directed Support, and Signs of Safety are 3 areas which have, and will continue to have, ongoing training/update issues.

#### Succession Planning for the CSWO role

EL's CSWO has been actively involved with SSSC regarding training for CSWOs in local authorities. With regard 'in-house' training, it has been agreed that an Adult Wellbeing and Children's Wellbeing Service Managers Forum – including the CSWO – is to start in the Autumn. This is to explore and develop strategic and operational oversight of the Social Work task across services.

## **KEY CHALLENGES FOR YEAR AHEAD**

East Lothian's population is rising quickly and people are living longer, meaning we face greater demands and more acute levels of need in the population. At the same time, public bodies are facing their greatest financial challenge in a generation. Equally, while working more collectively and efficiently will yield economies, the extent of the challenge we face will require a more fundamental rethink and transformation of our services

Whilst the future outlook is that local government finances will reduce in real terms, demand continues to grow, fuelled in part by demographic factors. One of the major challenges facing Adult and Child Wellbeing Services will be to manage this growing demand, often with significant complex needs of care, but within the scope of smaller budgets.

Our modernisation programme and the continuing focus on outcome based service delivery will enable the service to work more effectively and to use resources to best effect. While we will work to support people to make better use of increasingly pressured resources, and will seek to attain efficiencies and protect high quality services, it is inevitable that difficult choices will have to be made about the nature of the services we are able to provide.

Capacity in the local community to bring forward the resources required to respond to anticipated need in respect of fostering and adoption services, tied to increasing financial challenges limiting the opportunities to uplift carer payments etc, brings significant challenges to bear. This is particularly true in the areas of recruiting, developing and supporting people who would wish to become Kin Carers, Foster Carers of Adoptive Parents.

We are now fully focused on bringing together health and social care services in line with the Public Bodies (Joint Working) (Scotland) Act. This presents significant challenges not least in relation to budgets, the workforce and organisational development. However, it also has the potential to improve services to those who need it, in a more cost effective and efficient way. This is our ultimate goal.

Fiona Duncan  
Acting CSWO  
(October 2014)



# **Chief Social Work Officer Annual Report Template**

**Draft For Discussion – 7 March 2014**

## **PURPOSE OF THE TEMPLATE**

This Template is intended to provide a structure for the Annual CSWO Reports. It is intended to support a more standardised approach across all LAs. The overall purpose of this approach is to be able to present succinctly and clearly how social work services are being delivered, what is working well, what is not and why and how LAs, and partners, are planning for and delivering change. It is also designed to highlight innovative and good practice as well as areas of challenge for LAs.

The Template is intended to support a move away from a narrative, descriptive report which focuses on data, activity and outputs and to create a more analytical, reflective report on the work of social work services, the delivery and performance of services and the improvement and change being delivered.

In completing the Template, it is, of course, important that statements can be linked to evidence on outcomes, performance indicators and where relevant to more detailed reports on performance. Links to more detailed reports on activity and outcomes can, and should, be referred to and embedded in the Template but the data need not to be repeated in the report.

The Template is designed to support the production of reports which will enable Local Authorities to demonstrate the contribution of social work services to national outcomes and also how social services are reforming in line with the wider Public Service Reform agenda, as set out in the Christie Commission's Report and the Scottish Government's response to that Report.

For local purposes CSWOs may wish to add to the Template by linking it to separate and more detailed reports which may be required for local planning or accountability purposes.

Office of the Chief Social Work Adviser

Scottish Government

March 2014

**SECTIONS IN THE TEMPLATE**

**Name of Local Authority**

**Partnership Structures/Governance Arrangements**

**Social Services Delivery Landscape/Market**

**Finance**

**Performance**

**Statutory Functions**

**Continuous Improvement**

**Planning For Change**

**User and Carer Empowerment**

**Workforce Planning/Development**

**Key Challenges for Year Ahead**

**Other Issues**

# **Chief Social Work Officer Annual Report Template - Guidance**

## **Draft For Discussion – 7 March 2014**

The following guidance provides a note of 'Indicative Content' for each section of the Template.

It is not the intention to prescribe the exact nature of all the information provided in the Template, that is a matter for individual CSWOs. However CSWOs are recommended to provide, as a minimum, the Indicative Content set out in this guidance. CSWOs are encouraged to provide additional information within the Template, where they feel that would be helpful in describing the strategic overview of social work services in their area.

To support the CSWA aim of being able to create a concise and focussed overview it would be advantageous to ensure that any additional information provided in the Template is purposeful and limited.

In order to underpin the report through use of evidence and to further explain the messages being expressed in the report, CSWOs are encouraged to insert direct links to more detailed reports information sources, performance indicators etc. as judged relevant.

## **GUIDANCE ON COMPLETION OF EACH OF THE SECTIONS**

### **Local Authority**

Indicative Content:

- a brief narrative relating to the authority
- population
- demographics
- geography

### **Partnership Structures/Governance Arrangements**

Indicative Content:

- who is the CSWO, what is their position within the Local Authority, where does the CSWO sit in the governance and accountability structure within the LA and other key partnerships
- arrangements by which the CSWO discharges their functions in these structures
- CSWO involvement in financial/budgetary decisions that relate to the agreement of the overall social service budget
- nature of reports provided and influenced by the CSWO
- the political structure and context of the LA and how well that supports social work services, what are the strengths, how could these be built on and further developed, what are the challenges, how could these be progressed
- an overview of partnership structures and current governance arrangements - including health and social care partnerships, community planning partnerships and partnerships with the Voluntary and Third Sector. It would be helpful to highlight any developments around these partnerships and also to indicate any challenges and how they are being addressed.
- how are users, carers and communities engaged as individuals and collectively as partners in service development, planning, delivery and evaluation

### **Social Services Landscape/Market**

Indicative Content:

- a short narrative that describes the societal context within which social services operate (e.g. community issues, unemployment/employment in the area), where for example is the LA with key issues around health and social inequality, tackling substance misuse.
- given the above a view on whether services are moving fast enough to drive change
- any resultant issues for social services; e.g. service demand issues, recruitment issues for the social services workforce. (This section is scene-setting – address how these key issues are being progressed in the Performance Section or Workforce Planning/Development Section).
- what is the nature and size of local social service provision, explain how 'market' data is collected and shared with delivery partners - and provide a sense of how well that is working.

## Finance

### Indicative Content:

- the wider financial environment that is impacting on social service expenditure
- the financial trends for social work expenditure – including future spending
- financial plan(s) to ensure delivery of statutory demands
- is the LA able to meet demand; if not where are the cuts in social services provision being made, where are savings being realised
- what are the main pressure areas, has there been a risk analysis of these areas and are there plans in place to address the pressures
- describe how the LA is shifting resources to early intervention and prevention
- provide links to more detailed reports and plans as appropriate

## Performance

This is a key section of the Template and will provide the CSWO's overall view on service delivery and quality. It should present a view on how services are performing, what is working well, what needs to be improved, as well as what is being done on improvement and future sustainability. It is for CSWOs to decide which areas of performance they cover.

### Indicative Content:

- how social work delivery has contributed to local and national outcomes and to the public sector reform agenda
- an overview on how services are performing, what is working well, what needs to be improved, what is being done on improvement and future sustainability.
- delivery against priorities identified in the previous CSWO Annual Report
- areas of good practice explaining why this is good and/or innovative practice
- overall progress with the shift to – outcomes, early intervention, personalisation of services, co-production and self-directed support, risk enablement, and community capacity building. For progress with integration address this in the Planning For Change Section.
- describe how this overview has been informed by and agreed by key partners
- key developments in overall service provision - new and innovative services developed, service redesign

## Statutory Functions

The CSWO has statutory functions that are specific to the role. These are set out in Scottish Government Guidance on: *The Role of the Chief Social Work Officer*.

### Indicative Content :

- are there things that constrain the CSWO's capacity to discharge their functions
- has planning and risk assessment identified any areas of significant concern – if so what are they and what plans are in place to address the issues
- what are the big issues for the CSWO - areas of strength, areas for general improvement
- improvement challenges and plans to address those
- how the CSWO is assuring the quality of social workers and social work practice

## Continuous Improvement

### Indicative Content:

- the systems in place to monitor and review commissioned or delivered services and the outcomes they are delivering for individuals
- what has been done in the year around self-evaluation, other quality assurance activity
- new systems or improvements to systems that support evaluation and monitoring (improvements in service delivery should be covered under Performance).
- areas of strength, any weaknesses, what are the challenges around evaluation and monitoring and how are they being taken forward
- what specifically has been learned from complaints systems, how do complaints inform service improvement

## Planning For Change

### Indicative Content:

- the strategic direction for service delivery, plans to improve outcomes and services - stating the intended outcomes
- improvement priorities for next 12-18 months (in line with Link Inspector report)
- how key changes are being led and planned for
- the social work perspective on integrated service provision in the area for differing client groups – older people; children’s services etc – what is the baseline, what has been delivered, what are the future targets/areas for action, what are the challenges and how are they being resolved
- what future activity is planned to increase the drive towards early prevention and support for early years, to tackle pockets of disadvantage and intergenerational inequality and also to improve community capacity and resilience
- processes in place to drive and support innovation and within that the use of technology
- how local commissioning is working and being taken forward – what works well, what doesn’t, what are the challenges and how are these being tackled

## User and Carer Empowerment

This section is designed to show the progress being realised in empowering users, carers and communities in an equal partnership of care:

### Indicative Content:

- how far is an asset-based and outcomes based approach embedded in practice and in service delivery – what is being done, what challenges are there and what future work is needed
- the progress being delivered around co-production and around self-directed support
- how the LA is ensuring delivery of personalised services to individuals in line with an outcomes focussed approach to care planning
- how people across a range of groups are being supported to live independently
- how communities are being supported to be resilient and to promote self-care

## **Workforce Planning/Development**

Workforce is one the 4 Key Pillars set out in the Christie Commission's Report on Public Service Reform with a particular emphasis on improving leadership at all levels in social services.

Indicative Content:

- how the CSWO is strengthening leadership at all levels, including Citizen Leadership
- any themed leadership activity – SDS, Health and Social Care Integration – any collaborative leadership activity
- linkages with wider public sector leadership reform agenda
- succession planning for the CSWO role
- key workforce planning activity – what works well and why, what could work better, what are the challenges, what improvements are planned and what are the priorities for the year ahead
- overview of workforce development, key achievements, challenges, future priorities
- collaborative approaches to workforce development, cross-sectoral workforce development strategies/activity, current or planned integrated/collaborative learning with other professions/key partners/the Third and Private Sector/health/others
- how the LA is supporting user/carer and PA learning and to what effect – how users and carers are involved in the development and delivery of learning,
- progress with registration of workforce, support for social workers – including newly qualified social workers
- how the LA is supporting practice placement opportunities within the LA
- the use of technology and other innovative approaches to support learning.

## **Key Challenges for Year Ahead**

Indicative Content:

- the main challenges that face social work services in the coming year, key risks that might impact on delivery of national outcomes
- action planned to mitigate the identified challenges and risks

## **Other Issues**

As mentioned at the start of this guidance, within the individual Template headings CSWOs can already provide additional information over and above the Indicative Content prescribed. This Section allows scope for CSWOs to raise any other issues that are significant to them and that are not covered elsewhere in the Template.