



Chief Social Work Officer

ANNUAL REPORT 2016/17





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Chief Social Work Officer

Welcome to my first Chief Social Work Officer's Annual report. The report provides an overview of Social Work services in Angus for 2016/17 including key information on statutory decisions made by the Chief Social Work Officer on behalf of the Council.

Last year social work services in Angus and nationally have continued to experience challenges and change, including implementation of new legislation, policies and managing organisational change, while continuing to provide high quality responsive and accessible services.

There continues to be a need for strong political leadership to ensure that decisions taken about the distribution of limited local resources protect essential services to the most vulnerable in our society.

Some of our key achievements over the last year include:

- Development of the first Pan-Tayside Plan for Children, Young People and Families 2017/2020 alongside the development of a Tayside Collaborative to deliver more efficient and effective services to children, young people and families
- Positive outcomes from external scrutiny bodies across both Children's and Adult Services, for example 90% of adult care services were graded good or above by the Care Inspectorate and the impact of services on children, young people and families was rated as good.
- Increased use of self directed support providing people with choice and control in achieving personal outcomes;
- Implementation of a skills based fostering scheme;
- Increase in the completion of Community Payback Orders and unpaid work hours in Criminal Justice.

Challenges for the year ahead:

- Managing the increasing numbers of referrals being made to both adult and children's services alongside reducing public sector funding
- Increasing demographic pressures with an increase in the number of people who have multiple and complex needs.
- Monitoring and delivering on the improvement actions identified following the recent inspection of Children and Young People's services
- Implementation of a range of new legislation for example supporting carers, with the new duties conferred on local authorities through the Carers (Scotland) Act 2017

Although the current climate is challenging, it continues to provide an opportunity for us to be innovative and to engage with communities to promote social welfare and provide effective care, protection and support to our most vulnerable citizens.

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1 Introduction

Angus Council is responsible for appointing a Chief Social Work Officer (CSWO) to promote leadership, standards and accountability for social work services, including commissioned services. This report details the arrangements within Angus Council to enable the Chief Social Work Officer to fulfil the responsibilities outlined in Section 5 (1) of the Social Work (Scotland) Act 1968 (as amended).

In Angus the role of CSWO is undertaken by Kathryn Lindsay, Head of Children and Young People Services. As part of the duties the CSWO must produce and publish an Annual Report. This report provides details on how social work services are being delivered within Angus, including the systems and processes in place to ensure the safety of children and vulnerable adults and the management of those who present a risk to others.

2 Background

Every day, social services in Angus deliver essential support to some of our most vulnerable citizens. This support is wide ranging and includes services delivered by statutory, private and third sector organisations. Services can be provided for a range of reasons and reflecting all kinds of circumstances. Social work also assesses and manages risk and provides public protection by intervening to protect and support our vulnerable citizens, including through the provision of non-statutory services.

The British Association of Social Work's vision clearly articulates the purpose of the Social Work Service:

'Social Work is a practice based profession and an academic discipline that promotes social change. Principles of social justice, human rights, collective responsibility and respect for diversities are central to Social Work.'

As a council and a community, we have a particular responsibility to our most vulnerable citizens, a responsibility that is held both individually and collectively. Social work services are delivered on the council's behalf by a skilled and valued workforce, working to empower, support and protect citizens making a unique contribution to our communities. It is one of the few services delivered by Angus Council 24 hours a day, seven days per week.

This year's report reflects the continued changing policy, financial and demographic landscape which is the context for the delivery of social services in Angus. Increasing demands and expectations, new legislation, both national and local policy drivers all require social services to deliver more with less. In particular, the bedding in of new governance arrangements across all aspects of social services has been a significant area of focus over the last year.

The level and pace of change, the cumulative impact of the financial context and growing demand for services is unprecedented. Within our local responses to these challenges, we must continue to ensure that services to our most vulnerable citizens are prioritised and continue to be delivered to a high standard.

3 Current Context

There continues to be a number of strategic and operational developments across the range of social work services which place particular demands on the CSWO role and social work services as follows:

- Financial pressures – in 2016/17, there continued to be a rise in demand for social work services at the same time as the financial context remained constrained. A

number of service reviews have been ongoing with a view to achieving more sustainable models of service delivery, maintaining front-line services, focusing on achieving positive outcomes and developing a locality approach.

- **Demographic change** – nationally and locally, people are living longer and requiring health and social care as they move into older age. The overall population is projected to rise steadily over the next 25 years, but with particular increases in the number of people aged over 75 years and over 90 years.
- **Legislation** – the phased implementation of the Children and Young People (Scotland) Act 2014 has continued; the Community Justice (Scotland) Act 2016 led to the disestablishment of the Community Justice Authorities (CJAs) and local partners were required to implement local arrangements for April 2017. Work has continued to prepare for the implementation of the Carers (Scotland) Act 2016 in April 2018. Changes to the complaints process for social work services have been implemented and the Health and Social Care Partnership continue to progress work relating to the implementation of the Mental Health (Scotland) Act 2015.
- **Policy** – in accordance with the Christie Report on Public Sector Reform, there was a continued emphasis on prevention, transparency, accountability, integration and improved outcomes across the public sector as a whole. The acknowledged inter-dependence of different services meant that, like other services, social work was formally required to work in partnership with other agencies towards a whole systems approach which involves the early identification and targeting of risks and needs to avoid them escalating into more serious, costly issues.
- **Inspection** – in addition to a multi-agency Joint Inspection of Services to Children and Young People carried out by the Care Inspectorate, which social work played a key part, there were a range of inspections of residential and day care services for both children and adults. These inspections identified a number of strengths in all services, as well as some areas for improvement, leading to the development of improvement plans.
- **Regulation** – the Scottish Social Care Council (SSSC) continued to act as the professional regulatory body for all social work services and employers and employees were required to adhere to the SSSC Codes of Practice. As such, the CSWO was involved in a range of activities to promote the values, standards, practice and performance of social work and continued to fulfil the role of SSSC Lead Signatory on behalf of Angus Council.

4 Partnership Structures and Governance Arrangements

The CSWO is a member of the Council's Executive Management Team and has direct access to Elected Members, the Chief Executive, managers, and frontline practitioners in relation to professional social work issues. The CSWO has the power to report directly to relevant Angus Council Committees and to the Integrated Joint Board for Health and Social Care.

Practice governance arrangements for social work services in Angus are integrated into the management arrangements for the Children and Learning Directorate (now People Directorate) for Children and Criminal Justice services and the Health and Social Care Partnership for adult services. Multi-agency strategic governance is also delivered through Community Planning and Protecting People Partnerships with the CSWO represented as appropriate.

Day to day practice governance is delivered through line management arrangements with all managers of social work services having both operational management and professional leadership responsibilities for their staff and services. Access to alternative professional supervision is made available for staff that have a manager from another professional background. The specific clinical care

governance arrangements for services delivered through the Health and Social Care Partnership can be accessed [here](#).

Social work services are delivered in the context of community planning arrangements. In Angus, the Community Planning Partnership oversees Integrated Children's Services, the Community Justice Partnership and Protecting People arrangements. The local improvement plan can be found [here](#). In health and social care integration, four Locality Implementation Groups ensure that service delivery meets local priorities as well as those outlined in the Integrated Joint Board Strategic Plan.

We continue to operate key thematic partnerships to ensure people are protected in Angus. This year we have worked to bring our six thematic partnerships together to further improve the linkages between these themes. The Chairs and Lead Officers of key partnerships have formed a sub group to lead on changes.

Support arrangements have also been reviewed to align child protection, adult protection, violence against women and suicide prevention strategic support under one shared lead officer. A Principal Officer reporting directly to the CSWO oversees this team and ensures clear lines of reporting on significant protection issues. All protecting people partnerships are scrutinised via the Angus Public Protection Executive Group of which the CSWO is a member.

In 2016/17 we developed the first Pan-Tayside Plan for Children, Young People and Families. We are in the early stages of developing an Integrated Children's Services framework for Tayside where the three councils, NHS Tayside, Police and third sector partners will work together to improve outcomes for children and families across the Tayside area.

As part of this framework, the three councils and NHS Tayside have formed a collaborative to develop shared approaches to service delivery, strategic commissioning and governance. CSWOs are integral to the successful working of the collaborative and during 2017/18 we will progress this shared work to make important changes to some of our social work services that will ensure sustainability and continued quality.

5 Engagement with Service Users, Carers and the Third Sector

During 2016/17, a range of engagement took place with citizens, including service users, carers and colleagues in the voluntary and private sector (third sector). There has been significant engagement with foster carers to review and update local arrangements and to improve outcomes for looked after children.

Care experienced children and young people in Angus have the opportunity to participate in the 'Transformers in Care' group; a forum independently supported by Who Cares? Scotland. This helps the care experienced young people to directly influence service improvement.

In order to strengthen engagement with the third sector, Angus Council, together with Voluntary Action Angus, have jointly funded a two-year development worker post to promote engagement, joint working and strategic commissioning across children's services in Angus. This will support the delivery of key priorities set out in the Tayside Plan for Children, Young People and Families 2017-2020.

Community engagement around developing the Local Outcome Improvement Plan and related locality plans provided opportunities for children, young people and families to express views on what is important to them and how they would like to see their communities change and improve.

The Health and Social Care Partnership continues to place a strong emphasis on partnership working to achieve positive outcomes. There has been a genuine and sustained commitment to developing the working relationship with, for example, third sector, carers and service users. This has allowed the co-production of new service delivery arrangements such as the fair cost of home care. Service users, carers and third sector are represented at all levels of the Health and Social Care Partnership, including at the Integrated Joint Board.

6 Social Service Landscape

Angus local authority covers an area of 2,182 km², with a population of 116,900 in 2015. It is a largely rural area with concentrated populations in Arbroath, Forfar, Montrose, Carnoustie, Kirriemuir, Brechin and Monifieth with the remaining population dispersed across a wide, rural area. The remote glens of Angus are among the 5% most access-deprived areas in Scotland. The rurality of Angus presents significant challenges for the efficient and effective delivery of social work services, especially those which are home-based.

Angus is not generally considered to be an area of multiple deprivation, however there are a significant number of individuals and families in Angus who are experiencing the effects of persistent and multiple deprivation. It is important to recognise the impact of poverty on all of those affected, even when their address is not highlighted as an area of multiple deprivation. Around one in ten people in Angus are classed as income and employment deprived and eight percent of Angus children live in an area recognised as one of the most deprived in Scotland (SIMD1).

The changing age profile of the population also presents a particular challenge. Angus has a greater proportion of people aged 60 years and over than the Scottish average (24.1% compared with 29%) and a smaller proportion of young people aged 16-29 years (15.1% compared with 18.2%). Population projections for the area indicate a gradual and sustained reduction in the number of children and young people and an increasing population of older people between 2012 and 2037.

Figure 1: Age distribution of Angus population (NRS, 2015)

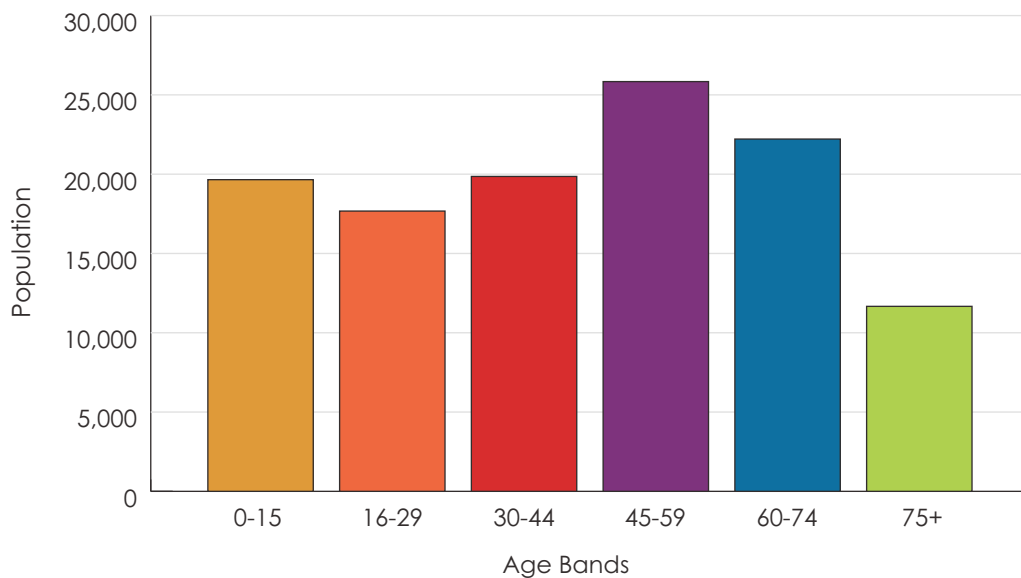
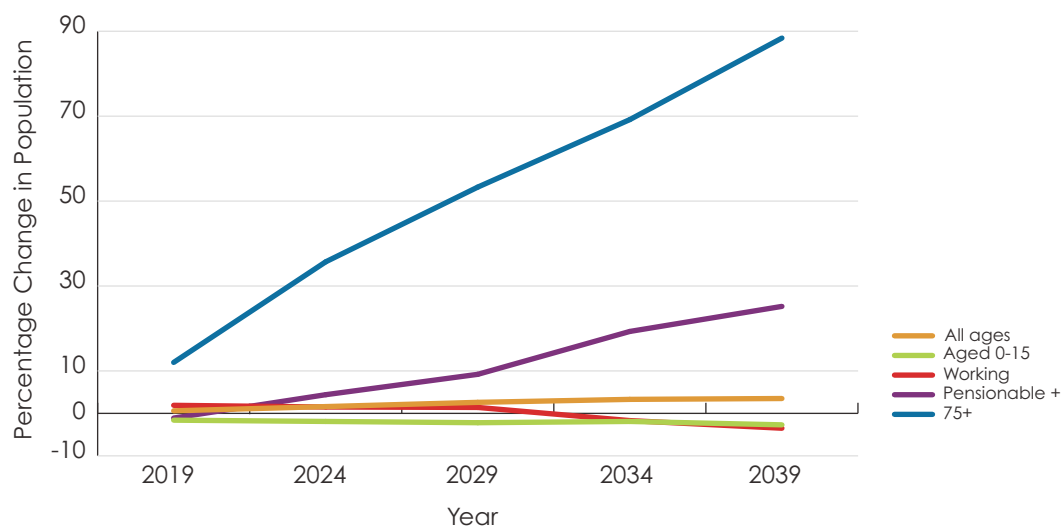


Figure 2: Projected percentage population change in Angus between 2019-2039 (NRS, 2014)



As a result of these demographic changes, there are increasing demands on health and social care services. More information on how the Health and Social Care Partnership are planning to respond to these challenges can be found in the [Angus Health and Social Care Partnership Strategic Plan](#).

7 Finance

Social work services continue to be delivered within an increasingly challenging financial environment. Angus Council continues to invest in social work services to meet current and the anticipated increased levels of demand.

The total expenditure on social work services during 2016-17 was just over £59.6 million allocated across services as follows:

The overall net spend on social work services in Angus as a proportion of net council services spend was 27.6%.

The main budget pressure in Children's Services continues to relate to the need for externally procured placements to meet the needs of children and young people. Expenditure can vary considerably year to year based on the demand for services.

Within Adult Services, there are significant budget pressures associated with increased demand, especially for home care and residential services. Work is ongoing to deliver more sustainable models of service which improve outcomes for citizens. This change is challenging but necessary to support the continued availability of services for the most vulnerable.

8 Service Quality and Performance

8.1 Self Evaluation

Self-evaluation activity is undertaken to support continuous improvement across the range of social work services. This activity is underpinned by the Care Inspectorate performance improvement model. The outcomes from self-evaluation and external scrutiny inform service improvement plans for specific service areas.

Examples of improvement activity during 2016/17 within the Children and Families Service include:

- A review of initial response and referral arrangements streamlining referral pathways to ensure children receive necessary supports without delay;
- A review of permanence processes to identify opportunities for earlier achievement of permanence for children and young people looked after away from home.

Children and Families Service and Criminal Justice Service have also contributed to the programme of multi-agency self-evaluation to support Angus Integrated Children's Services Group and the Angus Child Protection Committee improvement planning.

Building on the success of the model for child protection self-evaluation, multi-agency events "Networks of Support" were successfully held this year to allow practitioners involved in different adult protection cases to come together to reflect on practice and share learning.

A local conference was held to celebrate work on adult protection, marking the ten year anniversary of legislation which firmly established adult protection as a responsibility within protecting people arrangements.

In 2016, the Care Inspectorate led on a process of supported self-assessment with all substance misuse services in Scotland. The theme was the implementation of The Quality Principles: Standard Expectations of Care and Support in Drug and Alcohol Services, Scottish Government (2014). Feedback to Angus Alcohol and Drug Partnership was positive, noting "service users were offered high quality, evidence informed treatment, care and support interventions." Areas for improvement have been included in an action plan being taken forward by the Alcohol and Drug Partnership.

8.2 External Scrutiny

Adult Services

The most recent national analysis shows that the proportion of Angus adult care services graded good or better by the Care Inspectorate in 2015/16 was 90%; above the Scottish rate of 83%. This ranks Angus as the fourth best performing partnership for this indicator. Inspected care services include all registration categories: for example care home, day care and care at home.

There are 76 registered social care services supporting adults in Angus and 58 inspections during 2016/17. Not all services are delivered directly by the local authority. Inspections led to a number of recommendations and requirements across a range of themes. Services with areas for development submit individual improvements plans which are scrutinised by the Care Inspectorate. No enforcement action was required to be taken by the Care Inspectorate in Angus during 2016/17.

Service quality in Adult Services is also measured through the Talking Points outcome based review tool. Analysis shows a consistently high level (99%) of participation in the design of self-directed support care plans and a high degree (98%) of satisfaction with the delivery of support for carers.

Children and Families Service – Care Inspectorate

In the Joint Inspection of Services to Children and Young People, the Care Inspectorate undertook a wide ranging inspection covering all relevant partnership services. The inspection was carried out in May and June 2016 and a report was published in November 2016. The report identified a number of strengths in the direct provision of social work services in Angus and the provision of services by other

agencies. Three areas for improvement were identified and an improvement plan has been endorsed by the Care Inspectorate.

There were also three registered services for children and young people inspected during in 2016/17. All services received positive evaluations.

Criminal Justice Services – Care Inspectorate

There were no external inspections of criminal justice services during 2016/17.

8.3 Complaints

The number of complaints during 2016/17 remained broadly the same to the previous year.

In the children and families service, there were 14 complaints received:

- 9 were at stage 1
- 5 progressed to stage 2
- 2 progressed to a complaints review committee (CRC)
- 1 was referred to the Scottish Public Services Ombudsman (SPSO) where the complaint was not upheld.

In adult services there were 59 complaints received:

- 56 were at stage 1
- 3 progressed to stage 2
- 1 progressed to a CRC.

Complaints related to a perceived delay in the provision of a service or failure to deliver a service; concerns about service quality; or a perception of poor attitude or treatment by staff. Increasingly, complaints received by Angus Health and Social Care Partnership relate to shared or integrated services and require a joint approach to resolution.

Informal feedback relating to the experience of services is regularly sought to inform service improvement. The complaints officer reports identified patterns or concerns about policy or practice to the CSWO and relevant operational managers.

This year was the final year of a stand-alone social work complaints procedure. A new corporate complaints handling process which incorporates social work complaints was implemented in April 2017.

9 Performance

9.1 The CSWO reports statutory and local performance indicators through wider Council performance reporting arrangements. This is supplemented by a range of separate reports on specific topics and issues to Elected Members and the various partnership governance bodies. In 2016/17, trends included:

9.2 Children and Families Service and Child Protection

- A total of 2880 contacts were made with the children and family intake and protection services to discuss concerns about children and young people, an increase of 8% on the previous year.
- Of these, 928 progressed to an actual referral being made, an increase of 39%. This reflects the ethos of the service to focus on providing early help. This increase in the volume of referrals has resulted in a slight drop (2%) in the proportion of cases being actioned within 24 hours.

- There were 289 child protection investigations, a reduction of 10% on the previous year and may reflect the trend toward increased early intervention.
- Timescales for holding an initial case conference for those considered at risk have improved from 78% to 86%.
- On average throughout 2016/17 there were 95 children on the Angus Child Protection Register, an increase from the previous year's average of 84.
- The length of time that children and young people stayed on the Register is:
 - Less than 6 months 80%
 - 6 months to 1 year 14%
 - 1 year to 18 months 1%
 - Over 18 months 0%
- The lengths of time children are on the Child Protection Register is decreasing following the introduction of shorter timescales between reviews.
- During 2016/17, 99% of children named on the Child Protection Register were visited at home at least every two weeks. Where this did not happen, arrangements were made to ensure that the children were safe.
- A total of 13 Child Protection Orders were granted, this is an increase of seven from the previous year but remains lower than the Scottish average. Child Protection Orders are used when there is no alternative way to ensure children are safe.
- The number of Looked After Children remained stable at around 240 at any time; this is 1% of our total population of children aged 0-17. Most (89%) of our looked after children are cared for in a family setting, an increase from 85% the previous year. This reflects the strategy of supporting children and young people to remain living at home or in family settings where this is appropriate.
- There has been a decrease in the proportion of reviews for looked after children being held within statutory timescales down from 93% to 85%.
- There were a total of ten unplanned moves for eight children, one child had three moves. Of the eight children, three were emergency moves of children on a Named Place Order.
- The proportion of care leavers in education, training or employment is 76%.
- The overall number of children in secure accommodation between 1 April 2016 and 31 March 2017 has remained low at fewer than five children in total over the course of the year.
- In respect of permanent alternative care and adoption for children during 2016/17,
 - 15 children are currently registered for permanence (with agency decision maker approval) and have permanence plans in place
 - 7 children are proceeding towards adoption or permanence
 - the permanence route has been achieved for 4 children and
 - adoption orders have been granted for a further 2 children
- In total 17 foster carers and adopters were approved, compared with 19 the previous year. There continues to be a shortage of carers and adopters for some groups of children and young people, particularly adolescents. The continued interest in becoming a fostering or adoptive family in Angus is welcomed.
- Due to the phased nature of implementation, there was limited demand for "continuing care" during 2016/17; this is anticipated to be a significant area of growth in future years as young people become eligible to remain in their care placements up to the age of 21 and to receive support up to age 26.

9.3 Adult Support and Protection

- A total of 425 adult protection referrals were received, an increase of 82% from the previous year. Referrals from police, families, members of the public and housing all showed significant increases. During the reporting period, there was a doubling of the number of qualified staff in the First Contact Team and changes to recording practice which may account for some of the apparent increase in the number of referrals. Most referrals led to an inquiry (96%) with 9% leading to a full adult protection investigation and 7% to an initial adult protection case conference.
- For the first time in 2016/17 we have seen a significant increase in referrals for physical harm. However financial harm remains the most common type of harm reported overall.
- 73% of adults at risk felt safer at the end of adult protection procedures, although professionals assessed 100% as actually having been made safer.
- The second year of the Angus Financial Abuse Support Team (FAST) dealt with 31 referrals with 26 followed up with a joint visit involving a combination of staff from Trading Standards, Police or the Angus Health and Social Care Partnership.
- Angus staff contributed to the STV programme "Stopping Scotland's Scammers" featuring significantly in one episode, promoting key messages.

9.4 Mental Health

- There were 36 emergency detentions in hospital, compared with 37 the previous year, and an average of 35 per year over the past five years.
- There were a total of 80 short term detentions in hospital, up from 69 the previous year, an increase of 16% on the five year average.
- There were 37 Compulsory Treatment Orders, the same as last year with a five year average of 36.
- The number of adults subject to a Compulsion Order has remained at five, but the number on a Compulsion with Restriction Order increased from four to seven people.
- Mental Health Officers provided 67% of social circumstances reports this year, an increase from 58% the previous year, and higher than the Scottish average.
- There were 97 Mental Health Officer reports provided to accompany a new Guardianship Order or renewal this year, up from 73 last year. There has been an increase of 130% in the number of reports provided over the past five years, a consequence of changing demographics.
- There were 78 Local Authority and 148 Private Guardianship Orders granted in 2016/17.

9.5 Criminal Justice

- A total of 394 Community Payback Orders were imposed, compared with 389 the previous year. 82% of all Orders were successfully completed, an increase from 76% the previous year.
- Of these, 51 Community Payback Orders were imposed on women, an increase from 42 the previous year. The partnership Glen Isla Project continues to be the main support for women subject to Community Payback Orders with 92% of orders successfully completed.
- There were 17,262 hours of unpaid work carried out for the benefit of the community, compared with 16,219 the previous year.
- There were no Drug Treatment and Testing Orders imposed and there were four Statutory Release Orders imposed in the same period.

- There were 42 Registered Sex Offenders subject to statutory supervision under Multi-Agency Public Protection Arrangements on 31 March 2017.
- There were five people sentenced to more than four years in custody who will be subject to statutory supervision on release, compared with three the year before.
- The service provides an ongoing throughcare service whilst people are in prison.

9.6 Health and Social Care

- Angus Health and Social Care Partnership have the delegated responsibility for delivering all adult social work services. Performance in relation to Angus Health and Social care Partnership is set out in the 2016/17 [Strategic Progress and Performance report](#).
- Progress continues with the implementation of self-directed support and 1357 people now access self-directed support options; an increase of 12% on 2015/16. There has been a shift towards greater choice and control with an increasing proportion of people accessing direct payments and directing the available support.
- A total of 4381 people across Angus are supported by the Community Alarm Service, an increase of 27% on the previous year.
- A total of 336,000 hours of personal care at home were delivered, up 33% on the year before.
- The number of people placed in a care home remained fairly constant at approximately 770 and the average length of stay has reduced to just over 17 months.
- The number of people who had their discharge from hospital delayed reduced to 245 people during 2016/17; for those who experienced a delay, this was mostly due to the complexity of their individual situation, including guardianship processes.
- Services support people to live in a community setting where this meets their needs. 73% of people with a learning disability in Angus live in mainstream or supported accommodation. The proportion living in residential care reduced slightly in the year.
- A total of 257 referrals were received in 2016/17 by the Alcohol, Drug and Blood Borne Virus Team who ensured that over 95% of people assessed as requiring a service were allocated a worker within three weeks.

10 Statutory Functions

As outlined in the legislation and guidance, there are a number of duties and decisions that can only be made either by the Chief Social Work Officer, or by a professionally qualified Social Worker to whom responsibility has been delegated by the CSWO and for which the CSWO remains accountable. These relate primarily to the restriction of individual freedom and the protection of service users from themselves and others and the protection of the public from service users. It includes the following:

- Children and young people on the Child Protection Register
- Looked After children and young people
- Fostering and adoption
- Placement in secure accommodation
- Offenders assessed as very high or high risk of harm to others
- Mental health statutory provisions

- Adults with incapacity and welfare guardianship
- Adult support and protection

Work continues to promote awareness across all agencies of their protecting people and corporate parenting responsibilities.

11 Partnerships with Service Users, Carers and the Third Sector

One of the key priorities in planning and delivering our services is working in partnership with service users and carers to empower them to shape their care and have informed choice and control about how their support is provided.

The Angus Health and Social Care Partnership developed a Communication, Participation and Engagement Strategy setting out the Partnership's commitment to create 'an Angus that actively cares'. Methods of participation and engagement include locally based dialogue on 'what matters to people', face to face meetings, street surveys, events, Facebook and Twitter. Users and carers are members of and actively contribute to Locality Improvement Groups. They are also represented at the Strategic Planning Group and Integrated Joint Board.

Children, young people, parents and carers were supported to participate in the Joint Inspection of Children's Services during 2016/17. Feedback demonstrated a high level of engagement with those who use services.

Regular use is made of Viewpoint and Wellbeing Webs, tools designed to help children and young people to feedback at key points in the assessment and care planning process.

Care experienced children and young people have the opportunity to participate in the 'Transformers in Care' group, which links directly into the Corporate Parenting Board, to influence improvements. Specific advocacy support is routinely available through a commissioned service delivered by Who Cares? Scotland.

The fostering service organise training and development for foster carers and host regular consultative events providing an opportunity for carers to shape services and feedback their experience of what is working well to support children and young people and what needs to improved.

In order to strengthen engagement with the third sector, a development worker has been appointed for a period of two years to promote engagement, joint working and strategic commissioning across children's services. This post is jointly funded by social work and the voluntary sector.

In Criminal Justice Services, service users were actively involved in the development of the local Community Justice Outcomes Improvement Plan and are routinely asked for feedback and suggestions for improvement following their experience of undertaking Community Payback Orders.

12 Workforce

12.1 Social Work and Social Care Workforce

Within the Children and Families Service, there has been significant focus this year on understanding the current skills of our workforce. By combining knowledge of our local population and the skills of the workforce we are more able to provide targeted, appropriate learning and development solutions, making the best use of the skills and knowledge our staff already have.

Work has been undertaken to map the components of a "core programme" of learning and development for Social Workers and other staff in the Children and Families Service. This will be used to help inform future learning and development plans.

The workforce has benefited from a wide range of learning and development opportunities throughout the year. Following feedback from the Joint Inspection, there was a specific focus on developing report writing skills. This included an in-depth two-day event for all Team Managers which focused on the role of supervision in assessment practice to help embed learning.

The Children and Families Service have supported several partnership initiatives during the year; including piloting a neglect assessment tool 'Graded Care Profile 2' and pre-course learning for the Safe & Together approach working to address violence against women and impact on children and young people. This work has laid strong foundations for practice development in the key areas of neglect and domestic abuse.

With the development of the [Tayside Integrated Children's Services Plan](#), there have been opportunities for learning and development to be shared across both local authorities and professional groups.

The Health and Social Care Partnership established a Staff Forum in June 2016 and are working with staff to ensure the fair and consistent application of respective governance standards for all NHS Tayside and Angus Council staff working within the Partnership. It addresses operational issues affecting staff and services and contributes to the development and implementation of strategy and policy.

Work is underway to develop a fully integrated workforce plan covering NHS Tayside, Angus Council, Third and Independent sector staff delivering services under the Health and Social Care Partnership. This will include joint training strategies, maximising modern apprenticeships, developing joint employer protocols to support the use of flexible staffing arrangements.

Staff occupying posts requiring registration with the Scottish Social Services Council (SSSC) are supported to maintain registration requirements.

12.2 Promoting Social Work Values and Standards

The CSWO has a duty to ensure social work values and standards as outlined in the SSSC Codes of Practice are promoted. For employers, the Codes include such requirements as making sure people understand their roles and responsibilities, having procedures in place relating to practice and conduct and addressing inappropriate behaviour. For employees, protecting the rights and interests of service users, maintaining trust and promoting independence. This includes the following:

- Recruitment and selection, including checking criminal records, relevant registers and references.
- Induction, training, supervision, performance management and a range of procedures on such things as risk assessment, records and confidentiality.
- Responding to internal or external grievances or complaints about the conduct or competence of staff.
- Ensuring line managers appropriately support staff and progress self-evaluation activities to identify strengths and areas for improvement.
- Ensuring health and safety policies are in place, including risk assessments and controls for identified hazards such as lone working and moving service users.
- Ensuring that staff required to register with the SSSC do so and are supported to meet the learning and development requirements associated with this.

13 Improvement Approaches and Examples/Case Studies

13.1 Improvement and Change Programme

Anticipating significant ongoing financial challenges and increasing demand, the Health and Social Care Partnership has developed the Improvement and Change Programme to lead the improvement of service delivery models across a range of social care services. The common goal is to meet the outcomes required by service users in a more cost effective and sustainable way.

13.2 Engagement and Community Empowerment

As a result of feedback from the Substance Misuse Services supported self-evaluation, monthly Community Forums have been established in each locality. They are an opportunity for anyone concerned about substance misuse to meet directly with key personnel.

13.3 Foster Carer Skills Based Scheme

Following a lengthy process of engagement with children, young people and carers, a revised Foster Carer Skills Based Scheme was approved by the Children and Learning Committee. This better recognises the variety and nature of skills and attributes of those providing care for our most vulnerable children and young people and provides a clear route for recognising personal and professional development.

14 Challenges for the Year Ahead

- 14.1** The Carers (Scotland) Act 2016 will commence on 1 April 2018. The legislation recognises the contribution made by unpaid carers in Scotland and aims to ensure that they are supported to continue caring (if able and willing to do so) and to have a quality of life alongside their caring role. The Act applies to adult and young carers.

Significant planning is required to support the implementation of the Act including the development of local eligibility criteria for services and local arrangements for the delivery of support. These enhanced requirements come at financially challenging times but will recognise the vital contribution unpaid carers make across Angus and better support our vulnerable young carers.

- 14.2** Work is ongoing to implement The Mental Health (Scotland) Act 2015 which is planned to come into force in 2017. It will require new processes and protocols to be put in place, and additional duties for Mental Health Officers.
- 14.3** Maintaining a sufficient Mental Health Officer capacity is a challenge across Scotland. The 14 recommendations made in a Social Work Scotland report published June 2017, 'The Mental Health Officer: capacity, challenges, opportunities and achievements', will be incorporated into the local service plan for 2017/18.
- 14.4** Resource management across all areas of social work and social care is becoming more challenging because of increasing levels of demand, changing legislative requirements and high expectations regarding quality and availability of services.
- 14.5** The introduction of Self Directed Support (SDS) has significantly changed the provision of social care services, giving more control to service users and carers while also driving the expansion of the independent and third sectors as care and support providers. Further work will be undertaken to review our quality assurance arrangements for external providers and ensure that our resources in care management and contracts are sufficiently resilient and organised to reflect the changing landscape.

- 14.6** Maintaining a focus on early intervention and prevention will become increasingly challenging as budget constraints continue; the risks of reducing spend in these areas are firstly that those in need of early help find this harder to access, and secondly that when help is accessed, it is needed at a more intensive and/or intrusive level.

15 Conclusion

The staff in social work services including our commissioned services should be proud of the provision of support and protection they have provided to our vulnerable children, young people and adults throughout 2016/17. As the report highlights, we have challenging times ahead with significant financial constraints and increasing demand across all service areas. The focus will continue to be on ensuring high standards of delivery and changing the way we work with others to improve the sustainability of services for the future.

