

**CHIEF SOCIAL WORK OFFICER  
ANNUAL REPORT 2017/2018**

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Chief Social Work Officer –

**1. Introduction**

Welcome to my second Annual Report as Chief Social Work Officer. The report provides an overview of social work services in Angus during 2017/18 and includes information on statutory decisions made by the Chief Social Work Officer on behalf of Angus Council as detailed in the Social Work (Scotland) Act 1968.

In 2017/18, Angus Council continued to deliver high quality, responsive services in the context of growing financial pressures and significant organisational change. Social work services, including the care and protection of our most vulnerable citizens, continue to be a priority for Angus Council as set out in the Council Plan. There remains firm commitment to fair access to services and encouragement of creative and innovative thinking to achieve this.

In the context of the difficult decisions being faced across the public sector, it is essential that the Council and partners continue to ensure that the voice of our most vulnerable citizens is heard and helps to actively shape the future service landscape, including social work and social care services. It is this group for whom the consequences of reduced spend on service delivery across the public sector will have the deepest impact.

In the broadest sense, communities and partners need to consider how to create a context in which the most vulnerable of our citizens feel able and are encouraged to contribute meaningfully to local decision making. This will continue to promote the importance of early intervention and prevention.

Social work operates across a range of partnerships to promote positive outcomes and make Angus the best place to live, work and visit. We work with community planning partners to develop approaches and capacity reflecting the needs of localities and communities of common interest across Angus. Positive outcomes are dependent on the success of these wider systems of formal support as well as from families and communities. This report highlights some examples of our success in partnership working.

During the last year, we have continued to focus on ensuring that value is placed on the contribution social work brings to the citizens of Angus. There continues to be strong social work leadership across Council and Health and Social Care Partnership activities. We continue to explore opportunities for partnership and collaboration with others to improve the quality and sustainability of our services.

It has been a busy and challenging year and I continue to be impressed and proud of the dedication and commitment of our social work and social care staff to making a positive difference in people's lives.

## **2. Summary of Performance**

Some significant developments and improvements during 2017/18 included:

- Angus Children's Services are partners in the Tayside Collaborative for Children, Young People and Families and have made a commitment to plan and deliver more efficient and effective services to children, young people and families across Tayside;
- We have commissioned and trained 15 Champions across social work services to embed the 'Safe and Together' approach to working with children and families affected by domestic abuse; including extending the availability of intervention with perpetrators of abuse;
- We have invested in reducing the impact of child neglect by commissioning and implementing the 'Graded Care' approach to assessing and supporting children and families; improving collaboration with families and promoting a shared language between child protection partners;
- We have developed our partnership work around key protection activities under the banner of 'Protecting People Angus', sharing policy, practice and training for child and adult protection in a more coordinated way;
- We have made strong progress in realising our ambition of 'shifting the balance of care' to more community-based and responsive services for adults and addressing the average length of stay in hospital following an emergency admission;
- We have developed the Angus Care Model; which includes Enhanced Community Support and partnerships with Help to Live at Home service providers;
- We have embedded a 'Network of Support' approach to self-evaluation in adult support and protection to support better outcomes for vulnerable adults;
- We have developed an Enablement and Response Team (ERT) bringing together Community Alarm, Enablement, Prevention of Admission and Early Discharge service to improve communication and rapid support for people in crisis and/or transitions;
- We have completed the implementation of the Carers (Scotland) Act 2016 with the introduction of new adult care and support plans and the establishment of local eligibility criteria. Within children's services we have reviewed how we identify carers, assess need and provide support to carers of children with complex long-term needs; taking a holistic family approach;
- We have undertaken significant awareness-raising activities to promote understanding of adverse childhood experiences and local protecting people practice and innovation.

## **3. Key challenges over the last year have included:**

- Responding to the changing demographic profile across our communities; increasing demand for services to support people with multiple and complex needs;
- Continuing to provide high quality, flexible services in the current financial climate;
- Maintaining sufficient choice of placements to meet the needs of individual children and young people who are looked after and accommodated;
- Supporting individuals and families to mitigate the effects of welfare reform which impacts on people not only in terms of access to income, but stress and pressure brought about by the changes, continues to be a challenge for social work. Close working with colleagues in welfare rights and other community planning partners has ensured we are influencing our local poverty action plans as they develop into next year.

## **4. Partnership Working - Governance and Accountability Arrangements**

In Angus, the CSWO is also the Head of Service for the Children, Families and Justice Service. As a member of the Council's Leadership Team, the CSWO works closely with Elected Members, the Chief Executive, managers and practitioners with regard to the delivery of social work services and fulfilling the statutory duties of the role across the HSCP and the Children, Families and Justice Service.

The CSWO has a key role to play in wider strategic and planning arrangements and is a member of the following:

- Angus Community Planning Partnership
- Angus Integrated Children's Services and Corporate Parenting Board

- Angus Health and Social Care Partnership & Integrated Joint Board
- Angus Chief Officer Group (COG) for Protecting People
- Partnerships Committees including Child Protection, Alcohol and Drug Partnership and Multi Agency Public Protection Arrangements
- Social Work Scotland and other national working groups

Angus Council had a change in leadership and administration during 2017 and the CSWO and her teams have spent time working together with Elected Members and Senior Officers to ensure that social work services have a strong profile in the Council and the needs of our most vulnerable citizens are understood. Regular reporting on key social work agendas to Council Committees and the Integrated Joint Board ensures our leaders are well informed about the strengths and pressures of the social work and social care agendas.

A significant partnership development this year has been our refreshed approach to Corporate Parenting. We launched our Corporate Parenting Plan 2017-2020 '[Getting it Right for Looked After Children, Young People and Care Leavers in Angus](#)' to deliver our 'pledge' to looked after children and young people. A Lead Officers Group manages the plan on behalf of the Corporate Parenting Board.

Through the Corporate Parenting Plan, partners are working together to ensure our looked after children are supported to achieve the same outcomes as their peers. For example, looked after children are supported to access work experience through Angus Works; schools have monitoring systems in place to ensure looked after children are provided with early intervention and support to achieve positive outcomes; 'Active Schools' are working with looked after children to overcome barriers to participation in sports and leisure and our family placement service is working to recruit local family-based carers and ensure children are offered stable family placements in their own communities.

Our work with the Third Sector has been an area of development this year across both adult and children's services. To build capacity in children's services, Angus Council together with Voluntary Action Angus have jointly funded a Third Sector Strategic Officer to support partnership and collaboration between local authority children's services and the third sector.

This has strengthened joint working locally including a partnership with Rossie Young People's Trust to deliver tailored opportunities for volunteering; a successful funding bid to support 'Together Angus', a project in Brechin to reduce the impact of poverty and inequality; and working across Tayside Third Sector Interface groups to support priorities in the Tayside Plan for Children and Families.

The Angus Health and Social Care Partnership is developing the Angus Care Model, built on a foundation of an Angus that actively cares, which is providing better integrated services and delivering an innovative approach for supporting people in our community. The Angus Care Model is rebalancing care, maximising support for people in their own homes, reconfiguring access to services, realising a sustainable workforce, responding to early warning signs and risks in the delivery of care and resourcing care efficiently.

## **5. Engagement**

As noted in the introduction, it is imperative that social work and social care work to identify different ways to engage some of our 'harder to reach' citizens who have a lot to say about how we can shape and improve our services for the future. The Health and Social Care Partnership continues to place a strong emphasis on partnership working to achieve positive outcomes. Four Locality Improvement Groups provide a voice for local professionals and members of the public to work together and communicate locality needs and how these should be prioritised. These influences are aligned to the key objectives in the Strategic Plan.

During 2017/18 a series of 'Continuing the Conversation' events were held in each locality where members of the public spoke to staff about enhanced community support and proposals for minor injury and illness out of hours services, inpatient care services and care home provision. People had the opportunity to give their views and help shape how services will look in the future. Those who attended were positive about the approach and more events are planned.

In October 2017, the Partnership created a [video](#) to raise awareness of the Angus Care Model and another [video](#) has been created to raise awareness of the Partnership's work to increase uptake of telehealth care. These creative approaches help to make key information about access to services accessible.

Angus Integrated Drug and Alcohol Recovery service is working to promote improved partnership working with pharmacists in Angus Service In response to the continuing increase in Drug Related Deaths. It has developed an assertive outreach response to non-fatal overdoses and responded positively to requests for overdose / naloxone training for staff in CMHT and other community based services. The service works with partners in the third sector to provide a seamless service across the Recovery Oriented System of Care in Angus.

The CSWO has continued to develop her corporate parenting profile throughout the year, including active work through the corporate parenting board and meetings with individual children and young people to seek their views.

*I had the pleasure of meeting with a young person who was able to share with me some of her care experience and aspirations for the future; both her own future and the future of looked after young people in Angus. It is really important for me to connect with our young people as a corporate parent and as the Chief Social Work Officer.*

*I heard that we need to continue to work to engage our young people in innovative ways and really listen to what they have to say. The 'Year of the Young Person 2018' has already helped shine a spotlight on the powerful voices our young people have and I very much look forward to reporting next year on how feedback has helped to shape how we connect and work together with our inspirational children and young people to deliver better services.*

Social work services have developed a range of initiatives to support the recruitment and retention of our staff. The CSWO has delivered a series of engagement events for frontline staff including support to the newly qualified social work training program and hosting Children, Families and Justice staff engagement events on service priorities and re-design. Opportunities for direct engagement between the CSWO and staff are highly important in developing our workforce and promoting innovation and creativity.

## 6. Social Services Delivery Landscape

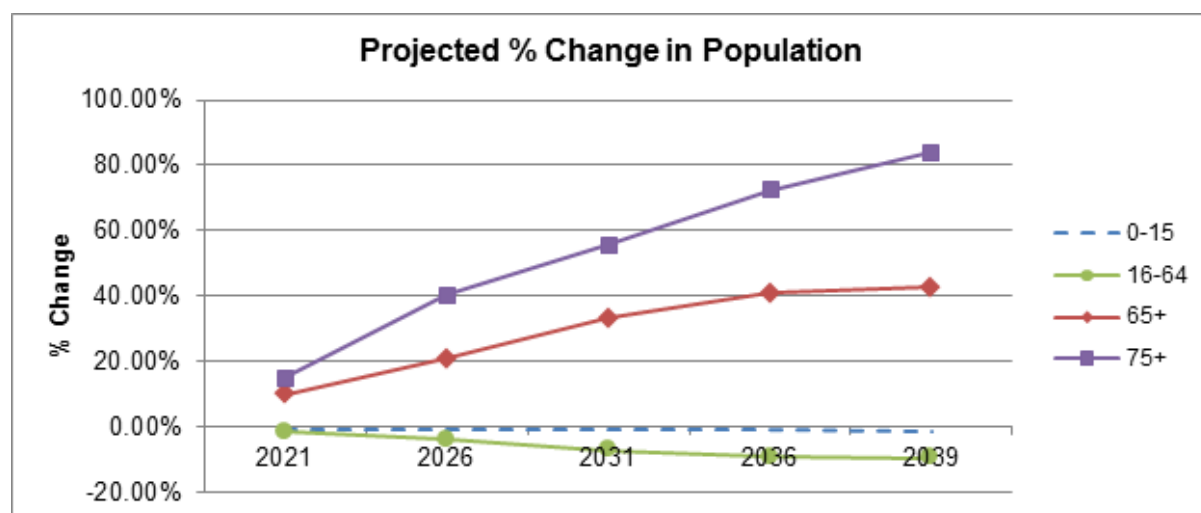
There continue to be a number of factors which have a significant impact on operational delivery and developments across the full range of social work services placing demands on the CSWO role and the delivery of social work services:

- **Financial context** – during 2017/18 there continued to be high demand for social work services in a context of constrained public sector finances.
- **Implementation of new legislative requirements** – planning and preparation for the for changes introduced through new legislation, in particular the Children and Young People (Scotland) Act 2014, the Carers (Scotland) Act 2016, and the Mental Health (Scotland) Act 2015.
- **Children, Family and Justice Management Review** – review will be completed in 2018/19 based on the premise that our ability to support families and individuals to make changes is considerably enhanced by ensuring continuity of service, supporting relationship based practice. The aim is to minimise changes of worker wherever possible, to ensure capacity and resilience within localities and ultimately improve outcomes for the children and families of Angus.

- **Tayside Collaboration** – the focus on across boundaries collaboration is an integral part of current and future planning in children and families service ensuring we continue to make best use of resources. CSWOs for the three local authorities across Tayside have been working together to identify potential areas for collaboration including shared services and shared approaches which will inform our work over the next few years.
- **Angus Health & Social Care Partnership** – we have made significant progress, developing an integration model which delivers effective support, maintaining our momentum to continue to improve health and social care outcomes for the adults in Angus.
- **Demographic change** – with a growing ageing population, Angus continues to experience pressures on services particularly for those with complex needs. The overall population is projected to continue to rise, with a particular increase in the number of people living to 75 years and over, increasing demands on health and social care services.

Projected percentage population change in Angus between mid-2016 and 2039, by age (mid-2016 Pop'n Estimates and 2014-based Pop'n Projections, NRS)

The graph below shows the projected percentage population change in Angus between 2021 and 2039. The greatest increase is in those aged over 75, with a greater than 80% increase, and there is a circa 10% decrease in the age range 16 to 64 years. Further information can be found at the National Records Statistics Website.



Source: National Records of Scotland

The table below has eight columns and three rows it shows the age distribution of Angus population in 2016 and 2039. By 2039 Angus is projected to have a total population of 120,799 with the greatest increase in those aged over 75 years. The largest percentage of the population still remains within the working age range of 16 to 67 years. Further information can be found at the National Records Statistics Website.

Age distribution of Angus population in 2016 and 2037  
(mid-2016 Pop'n Estimates and 2014-based Pop'n Projections, NRS)

	0-15	16-29	30-49	50-64	65-74	75+	Total
<b>Mid-2016 Population</b>	19,445	17,429	27,959	25,200	14,726	11,761	<b>116,520</b>
	0-15	16-29	30-49	50-64	65-74	75+	Total
<b>Projected Population in 2039</b>	19,154	15,748	26,650	21,424	16,178	21,645	<b>120,799</b>

Source: National Records of Scotland

End of table

## **7. Resources**

The total expenditure on social work services during 2017/18 was £88.9 million (excluding all income).

The overall net spend on social work services in Angus as a proportion of net council service spend for 2017/18 was 23.6%.

The main budget pressure in Children's Services relate to the demand for externally procured residential and foster care placements for children and young people.

While this is variable, over the period 2017/18 it remained a significant financial pressure as in previous years, although our use of external placements remains significantly lower than neighbouring local authorities.

Whilst there is no longer up to date benchmarking data available to compare the funding of social work services across Scotland, the last national report by the Care Inspectorate (covering the financial year 2014/15) indicated that proportionately less money was spent on children's social work services in Angus than in other local authority areas (8<sup>th</sup> lowest level of funding in Scotland).

Data published by the Scottish Social Services Council on 2015 staffing levels across Scotland also reflects significantly fewer social workers across fieldwork services in Angus than in almost every other local authority in Scotland. This pressure means that locally we have to work creatively and draw on close partnership working to ensure through growing financial constraints we protect our frontline workforce so that we can continue to deliver effective support and protection to our vulnerable children and young people. This is a significant issue which we will continue to monitor in terms of ensuring appropriate levels of professional capacity to meet our statutory obligations.

Within Adult Services, delivered by Angus HSCP, there are significant budget pressures associated with increased demand, especially for home care and residential services within Older People and Learning Disability client groups, increased complexity and inflationary pressures. After the largely successful completion of the implementation of the Help to Live at Home programme in 2017/18, work is ongoing to deliver more sustainable models of service to improve outcomes for citizens. Further change is needed to ensure the continued availability of services for the most vulnerable. There was a small percentage underspend in the adult services budget for 2017/18 related mostly to work being undertaken to transition to new models of working.

## **8. Statutory Functions**

The Chief Social Work Officer (CSWO) continues to participate and lead a range of activities to promote the values, standards, practice and performance of social work both locally and nationally.

There are duties and decisions that can only be made by either the CSWO, or by a delegated social work professional for whom the CSWO remains accountable. These duties relate mostly to the restriction of individual freedom; the protection of service users from themselves and others; and the protection of the public; for example placement in secure accommodation and Mental Health statutory provisions. There are clear processes and guidance in place to ensure staff are clear when CSWO authorisation is required.

## **9. Service Quality**

9.1 The Scottish Social Services Council (SSSC) continues to act as the professional regulatory body for all social work services and employers. Employees are required to adhere to the SSSC Codes of Practice and the CSWO continues to undertake the role of SSSC Lead Signatory on behalf of Angus Council.

An improvement event hosted by Angus Health and Social Care Partnership and the Care Inspectorate took place in February 2018 for providers of registered services. The event focused on the Improvement Methodology Models.

## **9.2 External Scrutiny**

There are 76 registered social care services supporting adults in Angus. 84% of care services in Angus are graded good (4) or better in Care Inspectorate inspections during 2017/18. There were 51 annual inspections of care services during 2017/18 with 24 requirements made across all themes involving 6 care services. There were 86 recommendations across all themes involving 17 care services. This is an increase in requirements but a decrease in recommendations compared to 2016/17. Adult Services continue to monitor the quality of provisions across internal and external services and provide improvement support where appropriate.

Bramble Cottages Care Home Service for young people was inspected in September 2017 with a follow up in March 2018 to ensure that requirements imposed at the initial inspection had been met. The service has been successful in addressing all requirements.

Inspections also took place in Housing Support (April 2017) and Adult Placements (September 2017) with all areas in both services graded as very good.

## **9.3 Complaints**

As from April 2017 Children, Families and Justice Service complaints have been incorporated into the corporate complaints handling process. Complaints are a very important source of information from people who receive services. We have worked hard to ensure we have a robust system with clear and well-publicised processes to report, investigate and respond to complaints.

The number of complaints during 2017/18 has varied from the previous year across all areas of the service.

In Children, Families and Justice there were a total of 35 complaints from 31 individuals compared to 14 complaints the previous year:

- 25 were resolved at stage 1
- 10 progressed to stage 2

The Angus Health and Social Care Partnership received a total of 19 complaints; a significant decrease from 59 the previous year:

- 13 were resolved at stage 1
- 6 progressed to stage 2

No complaints were referred to the Scottish Public Service Ombudsman from either Children, Families and Justice or the Angus Health and Social Care Partnership during the period 1 April 2017 to 31 March 2018.

The complaints related to a variety of practice areas. The main categories identified in Children, Families and Justice covered disagreement with a decision, perception of poor staff attitude or poor standard of service. Complaints received by Angus Health and Social Care Partnership mainly related to delay in responding to enquires and requests, concerns regarding the standard of the service or perception of poor staff attitude.

In order that learning from complaints informs practice development, the CSWO has asked that the outcome of complaints are mentored and reviewed by Senior Managers to ensure that learning has taken place and changes made to improve practice.

## **10. Performance**

### **10.1 Children and Families**

#### **Initial Contacts, Referrals and Investigations**

Following a review of our frontline services, the Intake Team and Child Protection Team were joined to form an integrated Care and Protection Service in April 2017.

In 2017/18 there were:

- A total of 2,360 contacts with the Care and Protection Service to discuss concerns relating to children or young people, a decrease of 520 from the previous year; this is due to developments in the way we manage child concern reports from Police Scotland and the continued maturation of the local 'named person' network;
- Of these, 1,596 progressed to a referral requiring follow up action, an increase on the previous year's 928;
- The proportion of referrals being actioned within 24 hours was 88.4%, a decrease of 3.4% on previous year, an impact of the increased number of referrals requiring follow up;
- There were 234 child protection investigations (involving 295 children) compared to 204 (289 children) in the previous year.

### **Child Protection**

Initial child protection case conferences take place within 14 days of completion of a child protection investigation. Our performance in meeting this target has dropped from 86% to 75%. This is due to our scheduling of initial CPCCs on set days to support full attendance at the conference. In order to improve this performance and ensure that initial CPCCs are convened within our timescales, we have reviewed and amended this practice. We have revised our internal policy to allow for Review Officer discretion in the timescales for Review CPCCs and in line with the national guidance, undertake a review within a 3 month period.

Child protection plans are formulated within 14 days of initial child protection case conference for 86.30% of children.

Over the last 5 years, Angus has shown a higher number of children on the child protection register than the national average. On average throughout 2017/18 there were 61.6 children on the Angus Child Protection Register (CPR), a significant decrease from 95 reported last year which may reflect the increased focus on early intervention and aligning local practice with the national guidance on CPR review timescales, holding the first review at 3 months. We continue to monitor the trends and outcomes for children on the child protection register through our local Child Protection Committee.

The length of time that children and young people stayed on the Register is:

Less than 6 months - 60.96%  
6 months to 1 year - 33.56%  
1 year to 18 months - 4.11%  
Over 18 months - 1.37%

During 2017/18, 97% of children named on the CPR were visited at home at least every two weeks. Where this did not happen, arrangements were made to ensure that children were safe. We remain confident that children identified as at risk of significant harm are well supported and monitored.

During the same year, 18 Child Protection Orders were granted, an increase of 5 from the previous year although the figure in Angus remains lower than the Scottish average reflecting our commitment to early support and intervention for families in need and minimum intervention approaches.

### **Looked After Children**

The monthly average number of looked after children has risen slightly by 7% on last year's figure to 256; just over 1% of our total population of children aged 0-17 years are looked after by Angus Council. We continue to focus on supporting our looked after children to be cared for in a family setting where appropriate, with 90% being cared for within family settings, an increase of 2% on the previous year.



This year we have implemented a new process for collating and sharing our multi-agency child's plans for looked after children. We implemented this in November 2017 and have continued to review our progress. The primary driver for this review and change of practice was to ensure that decisions for children and young people are based on a quality assessment and clear child's plan that is communicated out to all participants within 14 days of the meeting. Our performance shows there has been a 6% decrease in the proportion of reviews for looked after children being held within statutory timescales, from 85% to 79%. The implementation of the above changes resulted in a temporary decline in timescale performance. The new process is now embedded and will be further improved with the introduction of an updated information management system, Eclipse, during 2018/19.

'Reception into accommodation' meetings are held within 7 days of the date of the child's accommodation. This year 77% of Reception into accommodation meetings took place within 7 days and a further 13% within 14 days. We continue to prioritise establishing a child's plan at an early stage in the child's care journey.

Our work with looked after children focusses on maintaining stability for children either at home or within their care placement. We have used our commissioned services to ensure a range of supports are targeted towards our young people whose placement is unstable. There do continue to be situations where unplanned moves need to occur; last year there were 7 unplanned moves for children as a result of issues and challenges in foster placements and following the difficulties within Brambles one of the residential units required to be temporarily closed – 4 young people were moved. An admissions policy and a process for regular reviews have been developed in our residential houses to ensure children are well supported in their placement. All of our unplanned moves are subject to debrief discussions to ensure lessons are learned for future practice.

Securing and maintaining positive destinations for our young people is a corporate parenting priority. The proportion of care leavers in education, training or employment is 62%, a decrease on last year's 76% figure. This is a reflection on an increase in the numbers of care leavers with complex, long-term needs experiencing chaotic lifestyles this year.

The total number of children in secure accommodation between 1 April 2017 and 31 March 2018 remained low, less than 5 children requiring to be placed in secure accommodation.

In respect of permanent alternate care and adoption for children during 2017/18:

- 16 children are currently registered for permanence (with agency decision maker approval) and have permanence plans in place;
- 5 children are proceeding towards adoption or permanence;
- Permanence was achieved for 11 children: 4 children had permanence orders with authority to adopt granted, 4 permanence orders granted where children remain for their childhood with permanent foster carers and 3 children were adopted.

We have continued to work to develop the range of placements available to support our looked after and accommodated children and young people.

Although there are well documented challenges recruiting carers and adopters locally and nationally, we have continued to develop this area of the service with an active recruitment campaign which has given Angus a high media profile and improved and updated our image as an attractive and forward thinking fostering agency. At 31 March 2018, there were 64 foster carers (39 temporary carers, 11 permanent carers and 14 respite carers). There are also 10 support carers, meaning that children can remain within their extended fostering family whilst their foster carer has a short break. In total during 2017/18, there were 26 permanent and temporary carers, adopters and support carers approved compared to 17 the previous year, a significant success.

Following a gradual uptake of continuing care as at 31 March 2018 we had 7 young people remaining in their previous foster placements under continuing care legislation. This is an area of the service which is expected to grow over the next few years.

During 2017/18 we had 14 providers/carers offering 16 adult and supported lodgings placements. One specialist humanitarian placement was also approved.

Developing our corporate parenting plan has needed us to build strong and resilient partnerships; our continued commitment to delivering high quality community-based care both for children and for adults has challenged our thinking and supported engagement with citizens to help them recognise their potential and encourage them to come forward as foster carers.

### **Domestic Abuse**

There are a range of risk factors affecting children and young people and we have worked on a range of strategies and interventions including taking a focus on neglect, supporting a 'whole family approach' to children affected by substance use and the working on disruption, support and protection for victims of exploitation. One of our key themes this year has been domestic abuse, which has a high priority both locally and nationally. We have committed to delivering a 'Safe and Together' approach to working with families affected by domestic abuse. During 2017 we trained 15 Champions over social work children and justice services. Our Champions are working with 5 additional 'partnership Champions' to raise the profile of safe practice with woman and children, challenge gender stereotypes and encourage positive expectations of fathers and work with non-convicted perpetrators to change patterns of behaviour. This sits alongside developments in our Justice Service on an Understanding Relationships group work programme which can be accessed on a voluntary basis to support behaviour change. There has also been further development of the local court-mandated perpetrator intervention programme (The Fergus Programme) to ensure effective, targeted intervention for those convicted of domestic abuse.

## **10.2 Adult support and protection**

During 2017/18, 414 adult protection referrals were received, a decrease from the previous year's figure (425). Most referrals (83%) continue to be made by police. The percentage of referrals leading to an inquiry remains extremely high at 95%. Of the 414 referrals, there were 48 adult protection investigations of which 33 went on to an initial adult protection case conference.

The principal type of harm reported continues to be financial harm (19) with physical harm being the second highest reported category (16). The Financial Abuse Support Team (FAST) dealt with 37 referrals compared with 31 over the previous year. This year follow up visits to give advice were undertaken to 29 of the individuals referred.

Network of Support events have taken place with staff to evaluate and learn from our adult protection work. These 'real live learning' events focus staff to consider what went well in the work and what might have been improved. This reflective information is brought together with testimony from the adult involved to support a learning discussion. Feedback from social work and social care staff has been very positive and people welcome the opportunity to reflect and learn in real time.

## **10.3 Mental Health**

Social work statutory mental health services continue to be delivered through the Angus Health and Social Care Partnership ensuring that the service is embedded in the wider mental health service arrangements.

Since the transfer of Mulberry Ward from Stracathro Hospital to Carseview Centre, the response time for Angus Mental Health Officers (MHOs) has more than doubled. Moreover, the retention of over 65 patients at the Stracathro site means MHOs are now covering greater distances to undertake their statutory duties, and this has both time and financial implications.

MHOs report that Angus patients not admitted directly to Mulberry Ward (as a consequence of the reduction in beds) are deemed to be 'boarding' until a bed there becomes available, and

this has resulted in patient admissions to Carseview being markedly longer. Similarly, clinical staff on Ward 1 and Ward 2 are not familiar with Angus MHOs so consistently do not consult or advise them regarding patient discharges, and this prohibits the MHOs ability to undertake the seven day statutory discharge review.

- Figures have risen slightly during 2017/18 with 44 emergency detentions in hospital, compared with 36 the previous year, higher than the five year average of 36.2.
- There were a total of 74 short term detentions in hospital, down 6 on the previous year, 1.4% above the national five year average.
- The number of Compulsory Treatment Orders has dropped slightly to 36, 1.8% above the national five year average.
- The number of adults subject to a Compulsion Order is down slightly now less than 5. The number subject to a Compulsion Order with a Restriction Order has remained static at 7.
- The number of Social Circumstances reports completed by Mental Health Officers rose to 71% this year, an increase of 4% and higher than the national average. All reports were completed prior to the 14 day review.
- There continues to be a high demand for Mental Health Officer Reports to support either new or renewal Guardianship applications as a result of the changing demographics. During 2017/18 there were 102 MHO reports, up 5 from the previous year, an increase of 140% over the past five years.
- There were 90 Local Authority and 162 Private Guardianship Orders recorded in Angus for the reporting period 2017/18. Following a review of the recording processes this figure has increased significantly as a number of Guardianships cases were not accurately recorded. The service is working to promote wider use of Power of Attorney within the general population as this can avoid the need for a complex Guardianship application process and speed up decision-making for people who have been assessed as not having the capacity to make certain decisions independently.

#### **10.4 Justice Services**

Criminal Justice Social Work performance information is reported via Scottish Government and there are restrictions prohibiting publication of information prior to Scottish Government laying the information before parliament. Access to all relevant data can be found [here](#). Data for 2017/18 is due to be published in February 2019.

Angus Criminal Justice Social Work service continued to work in partnership with key statutory and third sector partners to reduce re-offending. Some of the key service developments during 2017/18 included:

- Further development of the Problem Solving Court within Forfar Sheriff Court
- Development of group work provision to include a range of interventions which support people subject to community-based interventions and offence-focused programmes
- Continued funding of the Tay Project to undertake assessments and interventions for those convicted of sexual offences
- The Glen Isla Project continues to support women who are subject to community-based support, with the considerable success of the project being recognised at a national level
- Increased liaison with the Crown Office and Procurator Service to develop early intervention approaches
- Strengthening links with HMP Perth to develop integrated case management approaches for those people sentenced to short-term imprisonment to ensure they are supported on release
- The implementation of Risk of Serious Harm assessments and case management for those subject to multi-agency public protection arrangements.

## 10.5 Adult Services

As well as older people, the Health and Social Care Partnership supports people with needs arising from mental ill health, learning and physical disabilities. Increasingly, we are also responding to needs arising from homelessness, domestic abuse and addictions.

- Our vision is to place individuals and communities at the centre of our service planning and delivery in order to deliver person-centred outcomes. A number of initiatives have been established as part of our transformation programme such as our innovative Help to Live at Home programme, enabling us to increase the level of personal care available within our communities by 47% over the last 2 years. In 2017/18 a total of 370,852 hours of personal care at home was delivered, an increase of 10% from previous year. The numbers of adults placed in a care home has reduced from 770 to 730, a decrease of 6%. This is likely to be a result of the improvements in availability of personal care in communities. The average length of stay has remain similar to the previous year at just over 17 months.
- The Enablement and Response Team became operational in November 2017, providing short-term intervention for people in crisis or transition and to provide an enablement service and a response service for people with community alarms. A total of 4,337 people across Angus are supported by the Community Alarm Service, a less than 1% decrease from previous year.
- Multidisciplinary team working is an essential element in delivering Enhanced Community Support. While the number of people who had their discharge from hospital delayed increased to 295 during 2017/18, the average length of stay for someone affected by a delay reduced from 17 days to 15.4 days. For those who experienced a delay, this was mostly due to the complexity of their individual situation, including guardianship processes.
- We are supporting people in the community with greater levels of need for longer, impacting on the demand for services. For example, the number of people receiving community meals has increased from 839 in 2015/16 to 949 in 2017/18. The number of people using the tea time sandwich service, delivered along with a hot lunch, has declined. This appeared as an overall reduction in the number of meals provided from 119,662 in 2015/16 to 115,744 in 2016/17. However the take up of hot lunches has grown and the total number of meals delivered, whilst still lower than 2015/16, has increased by 2.5% on 2016/17 to 118,579.
- During 2017/18 the numbers of people accessing self-directed support options increased 30% to 1,775. 73% of people with a learning disability received service to support them to live in mainstream or supported accommodation, no change from 2016/17. The proportion living in residential care reduced slightly over the period.
- Funding has been made available to Voluntary Action Angus (VAA) and Angus Carers Association to enhance carers support. 1,404 carers aged over 55 were registered with Angus Carers on 31 March 2018, an increase of 351 registered carers aged over 55 from last year. A carers' support plan delivered by Care Management offers the self-directed support options providing carers with greater flexibility about what types of services they choose and how they are delivered.
- Whilst the number of carers accessing day respite hours as part of their support plan has declined from 551 in 2016/17 to 518 in 2017/18, the number of hours has increased from 36,961 in 2016/17 to 54,047 in 2017/18, suggesting that this form of respite is being focussed on those most in need. Over the course of 2017/18, 503 people have used day care. Typically in any month 165 older people and 98 people with a learning disability access day care.
- The whole family approach has been embedded in the Angus Integrated Drug and Alcohol services.
- In the previous year the Alcohol, Drug and Blood Borne Virus Team received 257 referrals. 95% of people assessed as requiring a service were allocated a worker within three weeks, above the national HEAT standard of 90%. Since April 2017 the service has become integrated with Tayside Substance Misuse Service. During 2017/18 the new integrated service has not achieved the HEAT standard with 85% of people being seen within a three week period on receipt of referral. Integration of the service's roles, use of

dual systems and 20% reduction in funding has impacted on the service's ability to achieve the HEAT standard.

## **11. Workforce**

Our social service workforce continues to show commitment, dedication and creativity in challenging circumstances to provide high quality, flexible services which meet the needs of our citizens.

We have used a detailed workforce profile of Angus Children, Families and Justice Service staff to consider strengths and pressures in our services. This, alongside feedback from staff, has heavily influenced the service re-design to ensure our workforce is mobilised in the best way to meet our local need and to drive up retention of staff, in particular, qualified social workers.

There has been a significant reduction in the number of staff directly employed by Angus Council delivering adult social care as a result of the Help to Live at Home project. This has resulted in a shift in the workforce profile from the public sector to the third sector.

We have continued to invest in the Mental Health Officer workforce with an additional two full time equivalent staff being made available within the team during 2017/18. There are concerns about capacity in the longer term given the demographic profile of the MHO workforce and the comparatively uncompetitive salary.

As always, feedback from our newly qualified staff has been invaluable to our learning about how to continue to support our staff to develop into confident, skilled professionals able to meet the challenges of the future ensuring we are able to meet the needs of the citizens of Angus. We work in partnership with local universities and continue to offer a range of placement opportunities for student social workers.

The CSWO has led several staff engagement events for all Children, Families and Justice staff to support engagement in planning for service design. The events were well attended showing commitment and willingness to engage in the planning for change.

We are acutely aware of the potential challenges that becoming a fully Agile workforce may have for our staff. This has been the subject of much discussion and planning within services and CSWO has directed services to take a focus on the changing health, safety and welfare needs of our workforce as we move forward over the next year. We are promoting the benefits of Agile working and support our staff to achieve a positive work life balance and good self-care.

## **12. Challenges for the Year Ahead**

The children, families and adults we support will undoubtedly continue to feel the effects of welfare reform as the full national program is rolled out. The impact of poverty on already disadvantaged groups is considerable and we anticipate challenges across all of our services to deal with the consequences of less income and associated risks and stresses. We have been working with our welfare rights service to monitor the impact of the start of Universal Credit (for families) since November 2017. We are aware that a high proportion of the children and families we work with in social work are impacted by low income and experience poverty. Angus Child Poverty Action Plan is being developed to address the impact of poverty on children and young people with social work contributing to the strategy.

We will likely be challenged by the findings and recommendations of the 'Care Review' in the next year and will continue our significant efforts to drive up the standards of corporate parenting including being able to offer positive continuing care placements for young people who choose to stay with us.

Mental health and treatment and in particular, young people's mental health and wellbeing is a welcome national priority; the provision of appropriate mental health care and treatment for our most vulnerable young people is a challenge and relates directly to our placements of young people in secure care; ensuring young people at risk receive appropriate early help and support will be a challenge across our partnerships as we move into the next year.

Reducing adverse childhood experiences and their associate impact, particularly in relation to the experience of domestic abuse, will remain a priority and we will build on our work from this year on 'Safe and Together' and perpetrator programmes.

A more local challenge will be to embed our re-designed Children, Families and Justice management structure that will support relationship based practice, will be attractive for our workforce and will support the priorities of the council to become a better, more sustainable and smaller organisation.

Locality working across our service is central to effective and efficient delivery. As we move to an integrated 'locality hub' we will need to work closely with people who use our services to ensure we have clear points of access; enable our staff to access appropriate support whilst taking advantage of an Agile working model and we will require to manage the significant change that is happening across the whole council over the coming year, all of which can challenge us to continue to deliver high quality and effective services focussed on our customers.

This implementation of Free Personal Care for the under 65s is a very significant change for us with implications for assessment, care planning, resource allocation, demand and capacity, interfaces with other systems, finance/budgets, operational procedures, contracts, local and national politics, and communications. A local implementation group has been established to progress work in these areas.

### **13. Priorities for 2018/19**

The above report describes a significant amount of work that is either new developments or embedding and strengthening existing work. Our priority areas over the next 12 months, in addition to continuing our commitments reported above are:

- To improve our information management by introducing a new recording system, Eclipse;
- To improve our data collection and management to more readily inform service developments;
- Review workforce requirements across social work and social care, contribute to the development of a supported first year of practice for qualified social workers through involvement in the national pilot. Highlight and address workforce planning issues emerging from the demographic profile of the workforce.
- Identify and plan collaborative work on shared approaches and shared services across the Children's Collaborative;
- Work across the partnerships to ensure creative and collaborative use of additional funding to plan and deliver integrated services, for example Attainment Challenge fund, mental health monies and alcohol and drug partnership funds;
- AHSCP is focused on improving the long-term health of our citizens, providing timely health and social care interventions, giving the best outcomes for service users and carers;
- The new strategic plan for AHSCP 2019/22 will focus on prevention of admission to care, addressing social and health inequalities and the health and social care needs of those under 65 years of age.
- To implement new duties under the Carers (Scotland) Act 2016 and the introduction of free personal care for the under 65s.
- To address the demographic challenges presented by the aging population and increased complexity of need by considering the resulting demand/capacity issues and shaping services in partnership to meet this need.
- Move to an integrated locality 'hub' model of service delivery and support locality based, community facing support and interventions to children, young people, families and individuals.

#### **14. Conclusion**

I am proud of the provision of support and protection the staff in social work services including our commissioned services have provided to our vulnerable children, young people and adults throughout 2017/18.

As the report highlights, services have been provided in challenging times and, with the continuing financial constraints and increasing demand across all service areas, the next year is likely to remain challenging. The focus remains the same, ensuring we deliver high quality services and changing the way we work with others to improve the sustainability of services for the future.