

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2018/19

Introduction

It gives me great pleasure to present my 3rd Annual Report as Chief Social Work Officer for Angus which covers the period 1 April 2018 to 31 March 2019.

It has been a significant year with 2018 marking the 50th anniversary of the Social Work (Scotland) Act 1968. There have been many developments since that time, including a number of new and often radical pieces of legislation; The Community Care and Health (Scotland) Act 2002, Children (Scotland) Act 1995, mental health care and treatment and developments in community justice to mention just a few. But underpinning all of these is the Social Work (Scotland) Act 1968; a piece of legislation specifically enabling us to challenge disadvantage and discrimination, protect the rights of individuals and champion those most disadvantaged in our community.

The year has seen progress towards transformational change both structurally and in service delivery against a backdrop of continued fiscal restraint and developing legislative requirements. The integration of adult health and social care and strengthening approaches to children's wellbeing have continued to be key over the last twelve months. The extension of Free Personal Care to adults under the age of 65 from April 2019 has been a milestone development and will have a significant benefit for the wellbeing of people affected by illness or disability, mental health problems, or substance misuse issues in Angus and beyond.

Internally, a review of arrangements for the Children, Families and Justice Service has resulted in significant organisational change and the implementation of a new structure at managerial and service level from 1 April 2019. Service changes reflect our commitment to relationship based practice and using the best evidence to inform the work we do.

This report provides an overview of our performance during 2018/19. Communicating our improvements, challenges and performance information plays a pivotal role in promoting transparency in the delivery of public services.

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Summary of Performance

Key achievements in 2018/19

During 2018/19 there have been a number significant developments and improvements including:

- Delivery of the Angus Care Model; we have delivered more support in communities enabling us to end Inpatient Services in Montrose Royal Infirmary. Typically we now have approximately 20 bed spaces available daily.
- More than 90% of older people's care is delivered in our communities.
- Hospital admission rates for people over 75 are declining as we support more people at home.
- Enhanced community based responsive services is reducing the average length of stay in hospital for adults following an emergency admission.
- The Glen Isla Project works with women who have offended. The trauma informed approach has enabled significant improvements in the way we engage with women. Angus Council have invested in expanding the project, establishing a sister project The Glen Clova Project. This project will explore opportunities for early intervention by engaging with other specific groups of women to reduce the risk of offending or to support the development of parenting capacity.
- An event for care experienced young people and corporate parents took place on 20 June 2018 at Strathmore Rugby Club, Forfar. This event was hosted in partnership with Who Cares? Scotland, Active Schools and Strathmore Rugby Club. One of a number of events where everyone has worked together to make a positive difference for our care experienced young people.
- Angus Health and Social Care Partnership has provided financial support for an autism rugby training programme at Strathmore RFC.
- A Permanence Forum was introduced in April 2018 delivering an improved and consistent approach to progressing plans for children.
- The Scottish Parliament recently passed ground-breaking legislation recognising coercive control as a domestic abuse offence. Angus is one of 10 local authorities now using the Safe and Together approach to support the local multi-agency response to domestic abuse. In 2018/19 we had 15 Operational Champions with 5 additional 'Strategic Champions' helping to progress this work.

Key challenges over the last year have included:

- Between 2016 and 2026, the 16 to 24 age group is projected to see the largest percentage decrease (-11.5%) and the 75 and over age group is projected to see the largest percentage increase (+33.3%). In terms of size, however, 45 to 64 is projected to remain the largest age group. Source: National Records of Scotland Mid-Year Population Estimates

- The growing population of those aged over 65, many with complex needs and living in rural areas, alongside our work to provide more care at home has resulted in the adult health and social care workforce spending more time travelling to support people in their homes.
- An increasing older population in Angus is already resulting in a higher demand for Health and Social Care Partnership services especially in the provision of personal care at home.
- Locally as well as nationally, adoption and fostering continues to be an area where resources are stretched. The importance of sustaining high quality placements to meet the needs of children while continuing to develop the fostering service and identify permanent carers for all children who require such placements continues to be a challenge in Angus as it is across Scotland. Recruitment of foster carers and adopters will remain a priority for children's service in the coming year. The Adoption and Fostering Service is the subject of a separate annual report which was approved at the Children and Learning Committee on 21 May 2019 Report No. 159/19

Partnership Working – Governance and Accountability Arrangements

The role of Chief Social Work Officer (CSWO) includes providing professional governance, leadership and accountability for the delivery of social work and social care services. The CSWO reports to the Chief Executive, Elected Members and Integration Joint Board (IJBs). Alongside the role of CSWO, the current CSWO is also the Director of Children, Families and Justice. During 2018/19, the CSWO was also the Vice President of the national professional social work leadership organisation, Social Work Scotland and will transition to the role of President in 2019/20. The Chief Social Work Officer role is pivotal at both local and national levels in leading, influencing and contributing to policy and practice change within social work and social care services.

Angus has effective and embedded systems for professional governance across services within Angus Health and Social Care Partnership through the Angus Clinical, Care & Professional Governance Forum. Social work services are integrated into the management arrangements for the Children, Families and Justice Service and multi-agency strategic governance is delivered through Protecting People Partnerships in which the CSWO or her representatives actively participate.

Service Quality

Services each deliver a program of practice evaluation including case file audits, learning from complaints, service user feedback and advocacy reports.

During 2018, Angus Adult Protection Committee undertook a multi-agency practice evaluation program to understand impact and outcomes on adults considered to be at significant risk of harm. The findings of this have focussed improvement work for 2019/20 including listening to and acting on the voice of the adult and improvements in some key processes such as Initial Referral Discussions.

Practice evaluation in Children, Families and Justice has significantly influenced service re-design based on relationship based practice.

Internal case audits have highlighted time and relationships lost at points of transition and we have used this to design services based on localities where transfer of worker is minimal.

Developing strong leaders and a positive organisation culture are areas we have invested in with the development of a middle management leadership forum encouraging working across traditional organisational boundaries and supporting our leaders to develop collaborative leadership skills.

External scrutiny

This year there have been significant changes in the grading systems used by the Care Inspectorate following the introduction of the new National Care Standards with five domains (support person's wellbeing; support and care planning; environment; staffing and staff team and leadership and management) graded 1 (the highest grade) to 6. The new grades make it difficult to make direct comparisons with previous inspections.

Health and Social Care Inspections

There are 79 registered care providers in Angus. These include residential care homes, care at home services, and housing support. Of the 30 care homes for older people in Angus, three are "in-house" and twenty-seven are provided by the third and private sectors. There is one in-house care home for people with learning disabilities.

95% of personal care at home is provided by the third and private sector on a commissioned basis with the Enablement and Response service being provided in-house.

The Care Inspectorate undertook 60 inspections of adult social care services operating in Angus during 2018/19. Three care services received a grade of 2 in either the care and support theme and/or the management and leadership theme.

Fourteen adult care services (11 care homes and 3 support/housing support services) currently have grades of 2 or 3 in relation to at least one domain. . No enforcement action has been required, but a number of recommendations have been made in inspection reports. Themes of recommendations include:

- Informing users of the new Health and Social Care National care Standards
- Improvements to care plans
- Improvements to managing money on behalf of service users in a care home
- Consistency of staffing in support services so people can build relationships with staff
- Medication management
- Training in dementia awareness, understanding leadership, adult protection
- Recruitment practices

The quality of commissioned care is monitored through a number of arrangements. When a care service receives an unsatisfactory inspection, an improvement plan is developed and AHSCP staff work alongside the provider to deliver it. Ultimately, the AHSCP can embargo admissions if satisfactory improvements are not made.

Children's Service Inspections

In June 2018, the Adoption Agency and Fostering Services were inspected and both were graded as good in relation to quality of care, support and quality of staffing. There were no recommendations or requirements. The inspectors noted we have skilled teams and offer a wide range of training and support to carers who provide good quality care to our children. We are focused on continuing to improve our approaches to permanence and have implemented an alternative structure for permanence planning, with particular focus on children under 5.

Our residential and respite services for children were all inspected during the course of 2018/19 each report was reported to the Children and Learning Committee.

Bramble Cottages was inspected in August 2018. There were no recommendations nor requirements with one grade of good and three of very good.

Strathmore Avenue was inspected in June 2018 and received grades of good with 2 recommendations about the appropriateness of placing young people on a longer term basis and the impact on respite. As a service it was clear there was limited options available which reflects the challenges of placing children and young people with complex needs in appropriate resources. In terms of the management structure this was considered as part for the Children and Families redesign and appropriate changes were made.

Carseburn Road was inspected in May 2018. The service received grades between adequate and very good. There was one requirement regarding improvements to young people educational input which has been completed and two recommendations, the service developed an action plan to address the areas for improvement which have been completed.

Housing Support was last inspected in 2017 and was therefore not subject to inspection during the 2018/19.

Complaints

Our complaints arrangements operate in line with the corporate complaints handling process and the requirements of the Scottish Public Services Ombudsman. The following is a summary relating to complaints closed off during the period 1 April 2018 to 31 March 2019.

Children, Families and Justice received a total of 16 complaints, down from 35 last year:

- Outcome of the 9 stage 1 complaints; 1 upheld 3 partially upheld 5 not upheld
- Of the 7 stage 2 complaints; 5 were not upheld and 2 were partially upheld

Angus Health and Social Care Partnership had 21 complaints closed off in 2018/19:

- 18 stage 1 complaints; 7 upheld, 5 partially upheld 6 not upheld
- 2 stage 2 of which 1 was upheld and 1 partially upheld.

Across both adult and children's services the themes for the complaints are broadly consistent with previous findings: a perception of poor attitude of a staff member/s; concerns about the quality of the service or failure to provide a service; and a perception of poor communication.

During 2018/19, one complaint relating to the Children, Families and Justice was referred to the Scottish Public Service Ombudsman (SPSO). While the outcome was in the main upheld by the SPSO the service followed up the recommendations making the necessary improvements. The learning from all complaints and compliments continues to be used to inform practice improvements.

Social Services Delivery Landscape

Angus played a key role in the development of the Tayside Plan for Children, Young People and Families 2017-2020 which informs the Integrated Children's Services Plan for the three Community Planning Partnership areas in Tayside led by the three Councils (Angus, Dundee and Perth and Kinross) in collaboration with NHS Tayside, Police Scotland, the Third Sector and other organisations all who influence service delivery in the Community Planning Partnership (CPP) areas. One of the priority groups delivering the plan has a focus of reducing the inequalities and disadvantage experienced by vulnerable groups, including looked after children and care leavers.

The plan is being delivered, within a framework of policy, legislation, evidence-based practice and analysis of local needs and pressures. It is helping to build collective capacity and resilience of services, share expertise and makes the best use of resources to accelerate progress towards improving outcomes in health, wellbeing and attainment for children and young people.

The key areas of collaboration include: Commissioning, Shared Services, Capital Investment, Single Strategies, Continued Improvement, Learning and Workforce Development, Engagement and Participation and Governance arrangements to continue to support further collaboration work. Partners in the plan now see beyond the challenges facing collaborative working, to the benefits that could come with such an approach, recognising the 'bigger picture' in what is an ambitious and demanding ask. This year has seen increased collaboration, with greater sharing of information, resources, methods and knowledge. In particular there has been a strong focus on workforce development with learning shared through conferences, leadership programmes and training opportunities.

Two particular factors characterise the social services delivery landscape for adults in Angus: the increasingly integrated approach to service delivery with community health; and the strengthening partnership between the statutory services and the independent and voluntary sector. These factors underpin the Strategic Plan and are crucial to effective planning and service delivery. They have moved from being seen as initiatives to becoming the established "way we do our business".

Angus HSCP have established Locality Improvement Groups (LIGs) in each of the North West, North East, South West and South East localities who have individual locality actions plans.

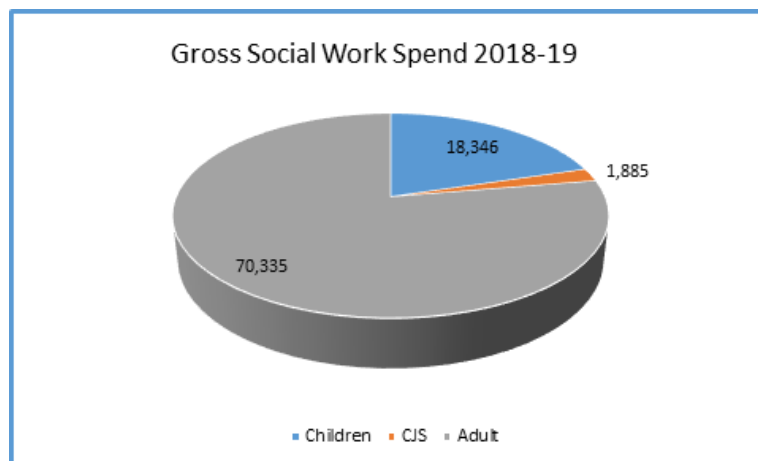
These were designed to contribute to the achievement of the key objectives, at a local level, of the Angus IJB Strategic Plan as well as to respond, in a multi-agency way, to emerging need in the localities. Two notable successes are the development of early intervention mental wellbeing services in Angus GP surgeries and the introduction (on a pilot basis) of a co-located multi-disciplinary team in Monifieth (Monifieth Integrated Care).

Engagement with communities, people who use services, carers, staff, providers and the third and independent sectors is essential if we are going to deliver services which meet the needs of individuals and families. Involvement and engagement with Angus HSCP has included: Locality Improvement Groups, Care Home Improvement Groups, GP Clusters and GP Clinical Partnership Forum, Providers Forums, Conversation events held in localities (drop in and talk to staff about services and potential developments), Questionnaires on our website, Facebook and Twitter feeds with paper copies available in a range of public accessible areas e.g. GP surgeries and libraries and Face to face work in communities by Voluntary Action Angus and the Communities Team.

Resources

Total budget on social work services during 2018/19 was £ 90,566k (excluding all income).

The total net spend on social work services in Angus as a proportion of net council service spend for 2018/19 was 23.4% (This includes all residential placements including educational placements)



The Angus HSCP's financial situation has been and will continue to be challenging for the foreseeable future. This is consistent with the wider financial pressures faced by public sector generally and Angus Council and NHS Tayside specifically.

The most significant pressure facing Angus HSCP delivering Adult Services is the provision of a service responding to the growth in demand for personal care at home as a result of demographic change; it has been necessary to increase personal care at home hours from 4,500 hours per week in 2015 to around 7,800 hours per week in spring 2019.

The main budget pressures in Children's Service relate to the costs of delivering and supporting kinship, fostering, residential and continuing care placements to meet children's needs. We are committed to support children to remain within their extended families where appropriate and safe for the child to do so, however providing increasing kinship support presents growing financial pressures on children's service.

Deployment of resources

As a result of the increased demand on adult services for the provision of personal care, it has been necessary to significantly increase resources to both our in-house and external providers of personal care at home. Increased demand due to demographics, new statutory duties (Free Personal care for under 65's and the Carers Act) and an increase in Adults with Incapacity have led to a review of demand and capacity in care management teams. The need for residential and nursing care for older people has remained largely static. All areas of Disability Services have seen an increase in demand with a particular need to focus on young people in transition and autism.

Recognising the need to support a growing number of kinship carers, resources have been redeployed to create a new Kinship team ensuring that kinship assessments and kinship support is prioritised, supporting children to remain well supported and within their families. We have also developed a new Enhanced team from within existing resources to provide intensive support to children, their families and carers where there are identified risks of a child becoming looked after or a looked after child is at risk of a placement breakdown. These services are critical to supporting positive outcomes for our children and young people.

Performance

Children and Families

Following the service review in 2018, the point of contact for children's service moved from the Care and Protection Team in April 2019, to Locality based teams. Responsibility for child protection investigation work transferring to a new Investigations team from 1 April 2019.

During 2018/19 the Care and Protection Service responded to:

- 2,204 contacts down slightly on the previous year's 2,360
- Of these referrals 1,701 required follow up action an increase of 105 on 2017/18
- The proportion of referrals being actioned within 24 hours was down slightly this year from 88.4% to 83.58%
- The number of children involved in a child protection investigation has remained static during the last 12 months at 295

Child Protection

The percentage of initial child protection case conferences taking place within 14 days on completion of a child protection investigation has remained close to last year's figure 74.06% compared to 75% in 2017/18.

For those that were not held in the expected timescale, analysis of data shows the majority were held within 3 days and the decision taken to delay the meeting was based on using set meeting slots to ensure family and agency attendance. Performance for bringing unborn babies to Conference before 28 weeks gestation is very low and this is an area we are working on improvement on with the re-design and re-launch of our Pre-birth Risk Assessment process and protocol.

There has been a decrease in meeting the timescales for formulating child protection plans within 14 days of the initial child protection case conference from 86.30% in 2017/18 to 74.06% in 2018/19. Pressures in staffing in the Quality and Review Service have impacted on efficiency in delivering the full child protection plan however a summary of registration and action is sent out in almost 100% of cases within 24 hours.

On average throughout 2018/19 the number of children on Angus Child Protection Register (CPR) has gone up from 61.6 to 66 children and young people. Of those children deregistered during year1 April to 31 March length of time on the register is:

Less than 6 months	76.32%
6 months to 1 year	20.39%
1 year to 18 months	0.63%
Over 18 months	2.63%

Reporting and analysis of the number of children on the child protection register takes place through Angus Child Protection Committee. The trend line for children on the register has reduced year on year since 2015/16.

During 2018/19, 86.6% of children named on the CPR were visited at least every two weeks. Where the social worker did not visit arrangements with other key professionals for the child were made ensuring children identified as at risk of significant harm were supported and monitored appropriately.

During the same year 8 Child Protection Orders were sought and granted a decrease of 10 from previous year. Angus continues to remain lower than the Scottish average demonstrating our commitment to taking a minimum intervention approach by offering early support for families in need of intervention.

Looked After Children

The monthly average number of looked after children has risen very slightly by 1% on last year's figure to 258; making up just over 1% of our total population of children aged 0-17 years looked after by Angus Council. We continue to support our looked after children to remain in a family based setting wherever possible and is safe for the child. During the year 89% of children were cared for within a family setting in line with last year's figure of 90%.

Following last year's process changes for collating and sharing our multi-agency child's plans for looked after children, we have seen a slight improvement with 80% of reviews for looked after children held within statutory timescales.

Previously reception into accommodation meetings (RIA) were held within 7 days of the date the child was accommodated. Last year 77% of RIA took place within the 7 days with a further 13% in 2016/17 taking place within 14 days.

Performance for 2018/19 was significantly lower with just over 60% taking place within the agreed timescale. This has led to a review and practice change as this is clearly not meeting the needs of children or their families. From 1 May 2019 a Team Manager will chair an Initial Placement Meeting within 72 hours of the date of accommodation with a first Child's Planning Meeting (chaired by a Quality and Review Officer) within 21 days of the date of accommodation. This change is supported by an operational instruction and performance measures in order that we can monitor and report improvement.

Within the number of young people looked after there are occasions when a child has to be moved for example where a placement is not able to continue to meet the young person's needs. Last year there were 12 unplanned moves as a result of issues and challenges in the placement. We continue to hold debriefing discussions following all unplanned moves to ensure learning informs practice and decision making for individual young people and service wide.

The importance of maintaining stability for children both at home or within their care placement was fully considered during the service review leading to the development of the Enhanced team, specifically developed to provide short-term, intensive support to young people, their families and or care staff where the care arrangement for a young person are at risk of breaking down.

Ensuring care experienced young people secure and maintain positive destinations on leaving school is a priority for all corporate parents. This year the proportion of care leavers in education, training or employment as at 31 March was 69.09% showing an increase of 7% on previous year something we want to continue to build on improving the outcome for all our care experienced young people.

The total number of children placed in secure accommodation between 1 April 2018 and 31 March 2019 as last year remained low with less than 5 children requiring to be placed in secure accommodation.

Permanent alternate care and adoption for children during 2018/19

Angus Council has a statutory duty to provide an adoption service this duty is met through the Adoption Agency which has been in place since 1 April 1996. Responsibility for the functions and decisions of the Adoption Agency rest with the Chief Social Work Officer with authority delegated to the Service Leader Justice acting as the Agency Decision Maker.

There continues to be a focus on permanence for children who cannot live within their birth family. Whilst some children have successfully been placed in permanent families there remains a number for whom family finding is a challenge. Twenty eight children have been considered at the permanence forum and plans put in place to progress permanence where appropriate.

In 2018/19 two permanence orders were granted, one variation of a permanence order, three permanence orders with authority to adopt and nine adoption orders were granted.

At 31 March 2019, there were 48 active fostering families and 17 respite fostering families. We also have 9 approved fostering families and 7 respite families who are not currently providing a fostering service.

This year, 18 foster carers were approved of which 3 transitioned from temporary foster care status to permanent foster carer. A number of foster carers due to personal circumstances are not providing placements for children or have retired from fostering. This has led to an increase in the number of foster carer deregistration's this year.

Externally commissioned placements are only used when we are not able to identify a suitable placement within our own resources. We currently make use of 9 external fostering placements for Angus children. We also have a shared service approach with Dundee City Council and Perth and Kinross Council and will offer placements to each other when we cannot resource one in house. As of 31 March 2019, we had 1 child placed with Dundee City Council carers and they have one child placed with Angus Council carers.

Following the implementation of continuing care legalisation there has been a slow uptake of young people remaining in their foster care placement under continuing care with an increase from 7 last year to 8 young people during 2018/19. Potentially demand for young people to remain in their care placement up to the age of 21 and to continue to receive support up to the age of 26 will be an area of future growth.

During 2018/19, we had 4 young people being cared for in Supported Lodgings placement. The number of providers, carers offering adult and supported lodgings placements over the last year has decreased slightly with 14 providers/carers offering 15 adult placements. As with recruitment of foster carers recruitment for adult placements also remains challenging. In order to support young people who wish to remain in placements, the payment scheme for continuing care placements was reviewed and increased in line with foster care rates supporting longer-term placements for young people.

Adult support and protection

The numbers of adult protection referrals has declined slightly from 411 last year to 385 over the period 01 April 2018 to 31 March 2019 with a significant increase in referrals from Scottish Fire and Rescue service. The percentage of referrals resulting in an initial inquiry has remained consistently high, however there has been a decrease by 10% from 2017-18 to 86% this year. Of the 385 referrals 46 resulted in adult protection investigations resulting in 39 adults being referred to an initial adult protection case conference. The principal type of harm for adults going through the Angus adult protection system has changed in recent year's physical harm overtook financial harm for the first time in 2017/18. However, the gap between physical harm and financial harm has not been as great in 2018-19.

Network of Support events has been a new approach within multi-agency Adult Protection arrangements, using live cases to work with staff to review and evaluate practice, leadership and communication. Over 2018/19 eight Network of Support events took place. These were well received as a positive way to evaluate multi agency practice and obtain the views of the individuals and families.

Ensuring we reduce duplication, maximise resources and allow for future development of more specialist training the Protecting People Training Sub Committee has been established incorporating the Child Protection Training Sub Committee along with Adult Protection, Violence against Women and Alcohol and Drugs Partnership

Mental Health

The statutory social work services delivered through Angus Health and social Care Partnership under the Mental Health (Care & Treatment) (Scotland) Act 2003 and Adults with Incapacity (Scotland) Act 2000 has continued to experience an increase demand on services.

Information covering the period 01 April 2018 to 31 March 2019:

- Over the last year emergency detentions figures have risen with a total of 58 this year compared to 44 in 2017/18 continuing the upward trend on previous years
- Numbers of short term detentions remain static with a total of 97 (23 in the community, 74 in hospital). Out of the 97 short term detentions, 78 were within working hours, 19 out with
- The number of reports provided under the Mental Health Act has continued a significant upward trend. Mental health officers completed 159 reports: 67 Social Circumstances Reports; 40 Compulsory Treatment Order applications; and 52 other reports relating to both civil and forensic cases.
- The number of Local Authority and Private Guardianship Orders live within Angus at 31 March 2019 was 247 (90 Local Authority, 157 Private). There were 83 Guardianship requests received (both LA & Private) 66 new applications, 17 renewals with 79 Guardianship reports completed during the same period (4 ongoing).
- The number of adults subject to a Compulsion Order has remained low with less than 5 over the period.
- The number of adults subject to a Compulsion Order with a Restriction Order has remained static at 7.

Justice Service

The performance information for Criminal Justice Social Work Services is reported publically via Scottish Government (SG) and restrictions prohibit publication of 2018/19 information before the information is laid before parliament. Available information on data for 2017/18 can be accessed here (<https://www.gov.scot/publications/criminal-justice-social-work-statistics-scotland-2017-18/>). The information for 2018/19 is due to be published in February 2020.

A priority identified for 2018-19 was the provision of voluntary prison through care support resulting in a single point of contact identified within justice social work to facilitate a consistent approach and close working relationships between services to support individuals due for liberation. This included focusing on Housing, Benefits, Employment, Education/Training, Mental Health and Health & Wellbeing support.

As part of the best practice approach for victims of domestic abuse, two Justice Social Workers trained as 'Champions' working in partnership with children's service staff on Safe and Together.

Service user engagement has included individuals involved with justice service playing an active role in developing services, including group work programmes, staff development events, and participated in the recruitment of justice staff via participation on recruitment panels.

The expansion of activities/groups and the use of voluntary attendance offers opportunities for individuals to attend a variety of programmes addressing complex issues including social, well-being and criminogenic needs.

Collaborative working across services has expanded the joint facilitation of groups such as the Family Support Team co-facilitated our Understanding Relationships Group and a Children & Families social worker facilitated the Parenting Module of the Fergus Programme, the domestic abuse programme for perpetrators.

In partnership with Skills Development Scotland, we have been active partners with the 'Recruit with conviction' initiative supporting people with a criminal record into employment. Key to the success of the initiative has been our engagement with local employers.

The Tay Project continues to be responsible for delivering assessments and interventions for sex offenders across Tayside, as well as the provision of consultation, advice and guidance, and training within the field of sexually harmful behaviour.

Adult Services

Alongside the provision of services to older adults, the Health and Social Care Partnership supports people with needs arising from mental ill health, and learning and physical disabilities, as well as adults with often multiple complex needs including; homelessness, domestic abuse and addictions.

The Enablement and Response Team (ERT) is providing short-term intervention for people in crisis or in transition as well as responding to people with a community alarm. The teams have been provided with mobile devices and now use the life curve approach as a way of supporting people to greater independence. An evaluation of ERT has recently been completed with the report and improvement plan awaited.

During 2018/19, the Help to Live at Home programme delivered over 7,000 hours of personal care per week, reflecting growing demand. During 2018/19 4370 people received personal care at some point during the period an increase of 11.4% from last year and of 45% from 2015/16. The significant increases are not solely accounted for by demographic changes but relate to the successful delivery of the Angus Care Model: supporting people with higher levels of needs to live in the community. This has seen a reduction in hospital bed use and improvements in people being discharged from hospital without delay.

The number of older people placed in a care home at any one time has continued to reduce from 770 in 2015/16, 730 in 2016/17 to 690 in 2018/19.

The continuing reduction demonstrates that we are increasingly supporting people at home for longer. Around 25% of placements are for nursing care rather than residential care.

During the year, 869 people received 113,275 community meals, a reduction of 4% compared to 2017/18. The number of people using the teatime sandwich service, delivered along with a hot lunch has also reduced. However, it is likely that this reduction is offset by the higher number of people who receive personal care support at mealtimes, some of which will be for individualised meal preparation.

Across Angus, 3,150 people have care plans in place that include self-directed support options. Over 2018/19 there has been an expansion of the choice available to people accessing options 1, 2 and 4 (direct payments, person directs the support or a mix of the options). Although greater numbers of people chose option 3 (partnership staff organise support on person's behalf), the percentage of people using option 3 alone has decreased year on year.

Angus HSCP provides funding to Angus Carers Centre for the delivery of a comprehensive range of information, signposting and advice as well as the development of support plans and support for carers. The numbers of carers known to Angus Carers Centre continues to increase. Carers who have greater levels of need can access a personal budget through care management allowing them access to support, including respite. As at 30 September 2018 there were 1,231 registered carers compared to 1,404 last year suggesting a decrease however the implementation of General Data Protection Regulations (GDPR) has resulted in some carer's information being removed from Angus Carers Centre database.

Angus Integrated Drug and Alcohol Recovery Service (AIDARS)

Over the past year, Angus Integrated Drug and Alcohol Recovery Service (AIDARS), which includes both social work and health substance teams, has continued to develop integrated approaches to meet the needs of people and their families affected by drug or alcohol misuse. This has included agreeing best practice protocols, stronger governance and outcome mapping, as well as more effective integration of dual systems to meet the needs of service users. This has resulted in the service now meeting the HEAT Standard of '90% of people engaged in treatment three weeks after receipt of referral', with overall performance at 95.3% during this period.

The service presently supports around 700 people with alcohol or drug misuse difficulties through North and South Community facing teams, as well as supporting direct engagement with Blood Borne Virus Services for our service user groups. AIDARS has also developed drop in sites in the North West and North East localities, in partnership with the Alcohol & Drug Partnership Recovery Cafés, to support local communities to engage in recovery initiatives supporting early engagement with services.

As part of the ongoing national drive to address the increasing number of drug deaths in Scotland, AIDARS has been leading on a test of change for Tayside Substance Misuse Services on an assertive outreach around non-fatal overdose in partnership with Scottish Ambulance Service, with the final report due in autumn 2019.

Workforce

Angus were successful in receiving funding from the Scottish Social Service Council (SSSC) to run a pilot of an assessed and supported year for Newly Qualified Social Workers (NOSW) with a view to it replacing the Post Registration Training and Learning for NOSW in Scotland. Thirteen newly qualified social workers from across adults and children's service have been part of the pilot which is due to conclude in November 2019. The pilot is being independently externally evaluated however the midway feedback was positive.

We have developed a scheme to grow our own social workers which continues to be successful. Currently we have one person awaiting results by end of October 2019 to complete a degree in Social work. This year we have two trainees who have been recruited and will start training September/October 2019.

The registration of the workforce managed through the assessment centre team is continuing to deliver qualifications to enable staff to meet the condition dates for staff remaining registered with SSSC. Current registration phase of Help to Live at Home and Housing Support, deadline for registration is 13 December 2020 staff are aware and submitting applications before the deadline of September 2020. Assessment centre staff are currently working through staff gaining qualifications within the required 5 year timescale.

We have a very limited number of EU nationals working within social work services therefore do not see any major issue in relation to our workforce as a result of Brexit. The impact is estimated as low at this stage. We have endeavoured to ensure that our employees are aware of and know how to access information in relation to the EU Settlement Scheme in order to apply for and receive Settled Status.

Lunchtime Learning Sessions. In 2016 Angus Protecting People partnership (Alcohol and Substance Use, Child and Adult Protection, MAPPA, Violence against Women and Suicide Prevention) commenced an initiative offering monthly Lunchtime Learning Sessions to the multi-agency workforce across Angus. This was in response to a need to equip the workforce with a far broader awareness of the service landscape within which they operate and a recognition that whilst staff may work within specific services the issues they will confront on a daily basis are not confined to service limits. Since the first session in 2016, the sessions have proved popular with staff across the board enabling links to be made across services. This model has been successful in providing accessible bite-size training and information across the workforce.

Challenges for the year ahead

Some of the challenges facing us in the year ahead will continue to be financial management of budgets in terms of delivery of services, demographic demands and inflationary pressures.

- The AHSCP finished the financial year 2018-19 with an underspend, largely as a result of successful measures to manage the prescribing spend, the delivery of social work savings measures ahead of schedule or with slightly greater financial return than originally envisaged, and the addition of Scottish Government resources for personal care at home.

This positive picture will not be sustained into 2019-20 and 2020-21 as demographic pressures give rise to increased demand for services and the cost of those services increases. The future looks much more difficult and planning is already taking place for the challenges ahead. The Angus Integration Joint Board continues to receive regular information on the financial position.

- There are many reasons for children becoming involved with children's services, poverty often being a significant factor. Most of the families involved with the service originate from some of the most economically deprived areas of Angus often impacted by other vulnerabilities such as adult disability, mental health, parental substance use alongside wider families issues. In many cases referrals to social work arise as a result of a failure to respond to need in our wider support systems for people, changing perspectives on what constitutes adequate care and protection for children and the increased public awareness concern for children as a result of the impact of individual high profile cases in the news.
- One of our biggest and ongoing challenges is to recruit foster carers and adoptive parents to ensure we have enough families to meet the needs of our children. As a local authority we place more children within our own fostering resources than our comparative and neighbouring authorities but it is important we continue to invest considerably in this area to ensure we are able to continue to place children in good quality family placements.
- There are periods where we have more children requiring a residential placement than we have available placing significant demand and pressure on services to identify appropriate resources resulting in some children being placed out with Angus at considerable financial cost but importantly results in children living out with their local communities. There are occasions when it would not be in a child's best interest to be placed in a local resource where we are not able to meet their needs so an external resource is more appropriate.
- As a result of changes in legislation we are experiencing an increase in the number of children in kinship placements with the same allowances as those paid to foster carers. The increase in numbers has resulted in resources being redeployed to ensure carers are assessed and approved effectively. The cost of supporting kinship placements has exceeded the level of additional funding provided by the Scottish Government.

Priorities for 2019/20

Our key priorities over the next twelve months will support us to improve the outcomes for all the children, young people and adults who use our services. Being clear about our priorities will help us to work closely with our stakeholders and partners to plan and deliver services which achieve this. We need to work in partnership if we are going to tackle some of the bigger issues facing the citizen's we work with including; addressing inequality and poverty, maximise inclusion and reducing inequalities.

- Angus HSCP has four key priorities across the whole service: Improving Health, Wellbeing & Independence; Supporting Care Needs at Home; Integrated & Enhanced Primary Care & Community Responses and Integrated Pathways with Acute & Specialist Providers for Priorities in Care

- Angus Health Social Care Partnership will continue to grow the Angus Care Model, multi-disciplinary teams based in our communities will work with different services to ensure that the right support and care can be provided to help people stay at home.
- The success within Justice Service of the Glen Isla project has resulted in additional funding to develop a secondary project Glen Clova over the next three years. This is positive recognition of good work being undertaken within the project which will allow us to support more individuals in a holistic way.
- Following the service review of Children, Families and Justice in 2018, the new structure was implemented on 1 April 2019. The structure is designed to maximise resilience and promote efficient use of resources across and between localities to support children and families. Bringing the resources together under one portfolio will further improve ease of access to the right resource at the right time to deliver improved outcomes for children and young people. Justice Services will support the wider Community Justice Partnership and ensure the delivery of improved outcomes for people who use services and our communities.
- As part of Children, Families and Justice Service Review and in recognition in the change in legislation for kinship care, a kinship team has been established with a focus to assess and offer advice, guidance and support to kinship carers. There has been a significant increase in the number of children being placed with kinship families so we aim to focus on the development of this area of business in 2019/20.
- Following the recommendations from the Evidence and Procedure Review to improve the quality and consistency of Joint Investigative Interviews (JIIs) of children we are developing a training strategy for our children's workforce which is aligned to the national standards. The aim is that JII statements can be used as Evidence in Chief contributing to the range of improvements being made to remove the need for children to give evidence in court and so reduce the potential of further trauma for child victims and witnesses.
- A Children, Families and Justice Service Plan 2019 – 2022 is in development to support our work as we move into our new service to achieve sustained change. The plan established our priority areas including our approaches to evidenced based assessment and intervention, information governance, supporting the workforce and promoting collaborative leadership including in our work across Tayside. The plan is underpinned by both the Health and Social Care Standards and our locally developed service standards.
- Engagement with children, young people and families continues to be a priority. We will work with looked after children to embed a model of group advocacy based on their feedback of what will work for our young people in Angus. Through a consultation with young people which took place in 2018, 38 young people responded to a survey much higher numbers than previously telling us about what would work best for them encouraging much wider engagement with children and young people.
- In Child Protection we will deliver a test of change to better prepare families for child protection case conference.

In partnership with Angus Council Digital Enablement Team we will complete development of a digital engagement tool to support looked after and care experienced young people to share their views using an App at times and in ways that suit them.

Conclusion

I would like to acknowledge the vital work undertaken by all the staff and partners, through all the challenges facing our workforce. Along with the increasing demand on some sections of the service and the increasingly complex needs of more of the people using our services we also have the greatest opportunities to champion social work values and promote fairness, equity and justice for those citizens that find it hardest to have their voices heard.

The most powerful evidence I have comes from the voice of people who use our services, learning from complaints, feedback from the people who use our services, and outcomes of self-evaluation all are critical windows on our system helping us to understand how we can support people to achieve better outcomes and to focus on what we can do to improve our approach and truly collaborate together.

Kathryn Lindsay

Angus Chief Social Work Officer, Director Children, Families and Justice