



EXPLORING THE IMPLICATIONS FOR INTEGRATION OF SOCIAL WORK SERVICES - ROLE OF THE CHIEF SOCIAL WORKER

Aim

- 1.1 The purpose of this report is to enhance the Board's understanding of Social Work Services in Scottish Borders, to consider the implications arising from integration arrangements and to outline the role of CSWO.

Background

- 2.1 In 2012 the Council redesigned the senior structure of the Council combining the areas of Social Work and Education into a single People Management team led by the Depute Chief Executive, Jeanette McDiarmid, supported by 3 Service Directors. Susan Manion is the Chief Officer for Health and Social Care integrated services, Donna Manson for Children and Young Peoples services and the Chief Social work officer, Elaine Torrance.
- 2.2 The designated Chief Social Work Officer, is directly responsible for criminal justice services including MAPPA, MHO services, strategic adult and child protection and out of hours social work. The role carries statutory functions along with a number of identified responsibilities relating to Social Work professional standards, workforce development, and specific duties. Arrangements are in place for CSWO decisions to be made when the post holder is absent.

Role of the Chief Social Work Officer (CSWO)

- 3.1 In the guidance detailing the role of the CSWO, it is clear that the role covers "all social work and social care services whether provided directly by the local authority or in partnership with other agencies including...a responsibility to advise on the specification, quality and standards of commissioned services." In the previous structure this was exercised by direct management of services including staff responsible for commissioning and managing services at locality level. The role has now changed but continues to need to provide oversight and influence over standards and quality of service provision whether directly provided or through contractual arrangements.
- 3.2 Statutory guidance issued in 2010 sets out the responsibility for values and standards that fall to the CSWO role. One of the potential challenges of integration is how best to "ensure that there are effective governance arrangements for the management of the complex balance of need, risk and civil liberties, in accordance with professional standards" in a context whereby the line management of all social work services will not all ultimately lie with the CSWO; nor indeed in the same management team.

- 3.3 Related to this is the requirement to “ensure that significant case reviews are undertaken into all critical incidents either resulting in – or which may have resulted in – death or serious harm”. The CSWO must also “take final decisions on behalf of the local authority in relation to a range of social work matters, including adoption, secure accommodation, guardianship and other statutory decisions”.
- 3.4 All of these statutory duties remain with the Council in the new arrangements but the changed environment adds complexities as to how they can be safely and effectively governed and managed. It is equally the case that the NHS do not shed their statutory duties for clinical governance.
- 3.5 The board should also note that there is a requirement for every CSWO to submit an annual report to the Scottish Government which will also be made available to IJB as well as the Children & Young People’s leadership group.

Regulation and Inspection

- 4.1 Social Work is a registered and regulated service inspected by the Care Inspectorate and, in terms of large sections of the workforce, regulated by the Scottish Social Services Council. In recent years inspection outcomes have been very positive in the Borders. Full social work inspections in 2009 and 2011 were evaluated as amongst the best in Scotland, as was the joint inspection of child protection in 2011. A joint inspection of Children services is expected later this year and the leadership and governance of social work and joint services will be a key area.
- 4.2 A national multi agency MAPPA themed inspection has just been completed focusing on processes to support high risk offenders.
- 4.3 The Council and partners support continual improvement. There are areas of activity where improvements can always be made. It continues to be a major challenge sustaining consistently high levels of performance in a context of rising need associated with factors such as demographic change and increased expectations and new legislative duties including Self Directed Support. This is combined with reducing resources arising from local government settlements that are not expected to increase until at least 2019/20, and a significant range of new legislative duties. Key to this is self evaluation and the CSWO will play a lead role in ensuring that social work services meet the required standards.

Leadership/Professional Governance

- 5.1 Social Work services operate a locality model based around the five agreed localities in the authority. In each locality there are identified Social Work Managers – both for Adult Community Care and Social Work Children and Families services. In addition there are several centralised posts/ teams including the Child Protection and Adult Protection Services which have remained with the CSWO to enable scrutiny of practice and quality standards.
- 5.2 It is important that close relationships remain between all elements of social work. For example many children on the child protection register are on it because of factors associated with parental addiction. Addiction in turn often drives offending behaviour. Increasingly offenders (such as those serving long sentences or

convicted or historical abuse) have community care needs. Families present varying needs at different times that can rarely be solely categorised by age, condition or behaviour.

- 5.3 It should be noted that the Registered Social Worker is a protected title. Scottish Government statutory guidance defines a number of duties that must only be carried out by a suitably trained and qualified Social Worker with the requisite body of knowledge and skills. This includes tasks such as Mental Health detentions and Child Protection.
- 5.4 The vision for Social Work is to assist people to achieve their potential and be safe, healthy and included, by providing access to high quality support. Social Work is all about maximising peoples' capacity at whatever stage in their life and circumstances they may be. For some people the provision of social care contributes to these goals and it is often not possible, of course, to realise these goals without health support or suitable housing provision so these links are also important.

Prioritising Need

- 6.1 There is, inevitably, more assessed need in social work than available resources. Consequently Scottish Borders, like every other council, adopts published eligibility criteria. Whilst this is a Scottish Government requirement for older people, local arrangements preceded it for all care groups that conformed to the requirement. In Borders critical or substantial needs are deemed eligible whilst moderate and low needs are signposted elsewhere unless it is clear they will quickly be escalated. It is important to note that it is the need not the person that is eligible i.e. some of a person's needs may be met directly whereas others may not. Social work provides funding support to a number of organisations to provide preventative support including Red Cross Buddies, Social Centres, Befriending Schemes and Social Enterprises.
- 6.2 What this means in practice is that people who can be financially supported by the Council to access a care home admission, home support or an individual budget are those with eligible needs. However the council recognises that, if timely and proportionate support is not provided, peoples' needs are likely to escalate more quickly towards crisis and in these cases services can be provided.

Maintaining Quality Assurance & Standards

- 7.1 A key role for the Chief Social Work Officer is to monitor and improve the quality of service and to advise on the identification and management of corporate risk in so far as they relate to Social Work Services.
- 7.2 Self Evaluation, monitoring and case file audits will need to be embedded in quality assurance processes along with monitoring of complaints. Care Governance arrangements will need to be set up across Social Work Services to provide oversight. In addition a Clinical & Care Governance Group is due to be established to provide assurances to the IJB on Care Governance to establish direct links with professional lead roles and Clinical Governance.

Profile in Scottish Borders

8.1 The total spend covering the range of Social Work Services is net £74,382m. This is broken down into Children & Young People (Net £26.095m), Adult Social Care (net £48.287m) and Criminal Justice Services (net £0, gross £1.228m). The Adult Social Care budget totalling £47.530m will be part of the joint budget to be managed by the IJB.

Summary

9.1 In summary therefore the integration arrangements that are put in place by April 2016 must, from a Social Work perspective:

- Enable the Chief Social Work Officer role to be fulfilled safely and effectively
- Provide visible leadership to Social Work/Social Care
- Ensure effective public protection arrangements are in place including, Adult, Child Protection and MAPPA
- Manage demand in ways that safely meet the legislative responsibilities and policies of the council and partnership whilst remaining within budget
- Retain the strong links across children & families, justice, housing, and adult community care
- Ensure that cross-cutting functions sustain the integration partnership as well as those parts that sit outside the integration arrangements
- Add value by deepening the range and scope of integrated approaches to achieve the best possible outcomes for the citizens of the Scottish Borders

Recommendation

The Health & Social Care Integration Joint Board is asked to **consider** the implications of this report in relation to the Integration Scheme and Care Governance arrangements moving forward.

Policy/Strategy Implications	This report is based on Scottish Government Guidance.
Consultation	Ongoing work with Social Work/Social Care staff and other professional groups.
Risk Assessment	It is important that this role is effective and effective risk assessment processes are in place.
Compliance with requirements on Equality and Diversity	Compliant
Resource/Staffing Implications	None identified

Approved by

Name	Designation	Name	Designation
Susan Manion	Chief Officer Health & Social Care		

Author(s)

Name	Designation	Name	Designation
Elaine Torrance	Chief Social Work Officer		