

ITEM No ...3.....

REPORT TO: POLICY AND RESOURCES COMMITTEE – 24 SEPTEMBER 2018

REPORT ON: CHIEF SOCIAL WORK OFFICER GOVERNANCE FRAMEWORK

REPORT BY: CHIEF SOCIAL WORK OFFICER

REPORT NO: 312-2018

1.0 PURPOSE OF REPORT

This report seeks approval of a new Chief Social Work Officer (CSWO) Governance Framework, which outlines the statutory duties and functions of the CSWO and the arrangements to provide assurances about the quality of Social Work Services.

2.0 RECOMMENDATIONS

It is recommended that members:

- 2.1 Note the statutory duties and functions of the Chief Social Work Officer and requirements to have a Governance Framework to assist them in carrying out their role.
- 2.2 Approves the Governance Framework (Appendix 1) which outlines the arrangements in place to provide assurances on each requirement relating to the CSWO role.
- 2.3 Notes the continued requirement for the CSWO to provide Annual Reports which are considered by both the Council and the Integrated Joint Board (IJB).

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are no immediate financial implications associated with the contents of this report however an Audit Scotland Report on Social Work, published September 2016, noted growing pressures caused by a combination of demographic change and fiscal constraint. The report made 13 recommendations relating to strategy and service planning; governance and scrutiny; the workforce; and service efficiency and effectiveness. The existence of an agreed Governance Framework will be important in driving and overseeing local responses to this report - summary attached as Appendix 2.

4.0 MAIN TEXT

- 4.1. The Chief Social Work Officer is a role required in each local authority by Statute, it cannot be delegated to integration authorities or other agencies. The CSWO must be a qualified social work officer who is registered with the Scottish Social Services Council; designated as a proper officer of the local authority; and of sufficient seniority and experience in both the operational and strategic management of social work services.
- 4.2 The overall objective of the post is to ensure the provision of effective, professional advice to the Local Authority, Elected Members and officers - in the authority's provision of social work services. The post should assist the Council in understanding the complexities and cross cutting nature of social work service delivery in relation to issues such as corporate parenting, child protection, adult protection and the management of high risk offenders. The CSWO also has a role to play in overall performance improvement and the identification and management of corporate risk insofar as they relate to social work services.

- 4.3 In July 2016, the Scottish Government updated earlier guidance on the role to assist Elected Members to ensure that it is both supported and delivered effectively, including in respect of Social Work functions which have been delegated to Integrated Joint Boards (IJBs) under the Public Bodies (Joint Working) (Scotland) Act 2014.
- 4.4 In common with most other areas in Scotland, in Dundee the role is held by a Head of Service who carries management responsibilities for operational services to Children and Families and Community Justice. The CSWO role is however distinct from the post holder's operational management responsibilities and involves overarching advice to the Chief Executive and Elected Members on matters of significant, serious or immediate risks arising from statutory responsibilities; ensuring adherence to national standards and guidance; promoting the values of the Social Work profession; continuous improvement including learning from Significant Case Reviews; and workforce planning and development.
- 4.5 The CSWO also has key statutory decision making functions including:
- Deciding whether to implement a secure accommodation authorisation, reviewing such placements and removing a child from such accommodation where appropriate;
 - The transfer of a child subject to a Supervision Order in cases of urgent necessity;
 - Acting as guardian to an adult with incapacity where the functions relate to personal welfare and no other suitable individual has consented to be appointed;
 - Making decisions associated with the management of Drug Treatment and Testing Orders (DTTOs) for people with acute and chronic substance misuse problems;
 - Carrying out functions relating to the breach of a Supervised Release Order, or appointing someone to carry out these functions
 - Other decisions, such as in respect of Multi Agency Public Protection Arrangements (MAPPA) and mental health services carried out by Mental Health Officers (MHOs)
- 4.6 It is therefore an extensive leadership and decision-making position, spanning the range of Social Work services, operating across structural boundaries, working within various partnership arrangements and overseeing practice standards which often relate to high levels of risk, need and vulnerability for children, young people and adults. The guidance makes it clear that Elected Members must satisfy themselves that the officer has appropriate access and influence at the most senior level and is supported in the delivery of these complex roles.
- 4.7 It should also be noted that the CSWO operates in the context of wider national arrangements and requirements for the Social Work profession. This includes, for instance, working in accordance with the Scottish Social Services Council (SSSC) workforce regulatory and development requirements, Care Inspectorate inspection frameworks and a national Practice Governance Framework for Social Work. As a member of Social Work Scotland, which works in partnership with the Scottish Government, COSLA and other stakeholders to inform developments, the CSWO also influences matters relating to leadership, the workforce, practice and resources. Some recent examples of this include 2 local managers attending the CSWO Post-Graduate Diploma and a practice development forum run jointly with Dundee University.
- 4.8 Within Dundee the CSWO meets regularly with the Chief Executive, the Chief Officer of the Health and Social Care Partnership and Independent Chairs of the various Protection Committees. They are a member of the IJB and a range of other strategic partnerships which directly provide, coordinate, relate to or are mutually dependent upon the range of Social Work services. The CSWO is accountable to Elected Members through local governance frameworks and the proposed local framework (Appendix 1) now explicitly describes the arrangements in place to support and enable the officer to carry out their roles effectively and includes:
- 1 **Professional advice including where services are commissioned** - strategic commissioning and contract monitoring arrangements for Children's Services and Health and Social Care
 - 2 **Assisting partners to understand the complexities of Social Work** - balanced scorecards, case file quality assurance mechanisms and outcomes and a dataset on Looked After Children

- 3 **Values and standards of Social Work** - involvement in induction for new Social Workers, identification and exceptions reporting of investigated complaints where expected standards of practice have not been met
 - 4 **Practice governance** – the CSWO is a member of the Tayside Clinical and Care Governance Group for adults. Arrangements for deputising in their absence have been agreed and a practice governance group has been established
 - 5 **Continuous improvement** – monitoring of a CSWO dataset and notification of all Initial Case Reviews, Significant Case Reviews, Large Scale Inquiries, self-evaluation activities and inspection findings
 - 6 **Supporting evidence informed decision making** – ensuring outcomes for vulnerable people are reflected in strategic plans, including the City Plan, Health and Social Care Strategic and Commissioning Plan and Tayside Plan
 - 7 **Workforce planning, learning and recruitment** – ensuring appropriate and effective continuing professional learning and post-qualifying learning, links with national directives and emerging priorities for Newly Qualified Social Workers and SSSC registered workforce, Post-Registration training and learning statutory requirements. Responding to national priorities on social work education including effective provision of practice learning opportunities in partnership with universities.
 - 8 **Making decisions relating to the curtailment of individual freedom** – monitoring a dataset covering use of secure accommodation, guardianship, powers of attorney and mental health provisions will be developed
 - 9 **Assessment and management of certain offenders who present a risk of harm** – access to a MAPPA balanced scorecard, case file audits of high risk of harm offenders and consultation on the MAPPA Annual Report
 - 10 **Reporting significant serious or immediate risks** – membership of the IJB, Chief Officer’s Group, regular meetings with relevant Convenors and senior officers and access to the Council Management Team
- 4.9 These arrangements will also support actions to meet the recommendations of the Audit Scotland Report on Social Work (summarised in Appendix 2) which emphasised the importance of having effective governance arrangements in place.

Elected Members will continue to have full access to the CSWO and receive Annual Reports outlining strengths, achievements, opportunities and challenges relating to leadership, strategy, partnerships, service delivery, outcomes and finances across Social Work Services. They will also receive thematic reports and briefings as appropriate.

5.0 POLICY IMPLICATIONS

- 5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

- 6.1 The Council Management Team has been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

- 7.1 None.

Jane Martin
Chief Social Work Officer

DATE: August 2018

**Dundee City Council
Chief Social Work Officer
Governance Framework
2018-2026**

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PART 3 – GOVERNANCE FRAMEWORK

INTRODUCTION BY CHIEF SOCIAL WORK OFFICER, DUNDEE CITY COUNCIL

I am pleased to present the Dundee City Council Chief Social Work Officer Governance Framework for the period 2018-2026. The framework explains the senior leadership role which the CSWO has to play in promoting excellent Social Work services across the city and the supports, structures, systems and processes in place to enable them to carry out their roles effectively.

The CSWO has a pivotal leadership role within Social Work services and is required to ensure the Council complies with statutory responsibilities, National Standards, Guidance and Codes of Practice. They provide critical advice to other leaders on Social Work functions and a range of relevant issues. They lead on continuous improvement, workforce development and partnership work with stakeholders.

The CSWO role is particularly important in championing, supporting and encouraging Social Work to have greater visibility and voice, including consultation with the profession at national and local levels. They lead on the Social Work reform programme in the context of many challenges relating to demographic and financial trends. They promote continuous improvement and engagement with localities.

Locally, the importance of the role in contributing towards key priorities is illustrated in our City Plan 2017-2026, which highlights 4 strategic objectives relating to Children and Families; Health and Wellbeing; Community Safety and Justice; and Work and Enterprise. These all require the provision of good Social Work services and the development of a consistent partnership approach, including with service users.

Given the nature and extent of needs of people who require Social Work services, alongside the complex environment within which the CSWO operates, it is a crucially important role. The CSWO makes a major contribution to our vision for the city, especially in relation to creating a healthy, safe, confident, educated and empowered community.

Jane Martin
Chief Social Work Officer
Dundee City Council

PART 1

**THE ROLE OF THE CHIEF SOCIAL
WORK OFFICER**

PURPOSE

This framework has been developed in collaboration with the Social Work workforce, Chief Officers and Elected Members. It sets out the governance arrangements for the design and delivery of safe, effective and high quality Social Work and Social Care services under the leadership and oversight of the Chief Social Work Officer (CSWO) in Dundee City.

CONTEXT

The implementation of the Social Work (Scotland) Act 1968 established Social Work services across Scotland, including the creation of local authority Social Work Committees and the appointment of Chief Social Work Officers. The reach of Social Work services has since been extended through a range of legislation and associated regulations, supported by policy guidance. The broad span of services includes:

Children's Services	Adult Services	Criminal Justice Services
Support for families	Residential care	Diversion from Prosecution
Child protection	Care at home	Reports for the Sheriff and High Courts
Adoption	Day care	Supervision of Community Payback Orders
Kinship care	Hospital discharge	Resettlement support to short-term prisoners
Fostering	Adult support and protection	Supervision of people on license from prison
Looked After Children	Mental health and addiction services	Multi-Agency Public Protection Arrangements
Residential care	Dementia and alzheimer's services	Coordination and delivery of Unpaid Work
Youth justice	Supporting people with disabilities	
Mental health	Provision if aids and adaptations	
Disabilities	Re-ablement services	
Child refugees	Supporting refugee families	
Trafficked children	Supporting victims of people trafficking	

These services are delivered within a range of changing legislation and over the last 5 years a number of new requirements have been introduced. This includes the Social Care (Self-Directed Support) (Scotland) Act 2013; the Children and Young People (Scotland) Act 2014; the Public Bodies (Joint Working) Scotland Act 2014; the Carers (Scotland) Act 2016; and the Community Justice (Scotland) Act 2016.

In addition, frequent changes to types and levels of need and organisational structures have also altered the context within which Social Work services are delivered. This includes increases in substance misuse and mental health problems across the population; a marked rise in the number of people of pensionable age; the integration of adult health and social care services; and community justice reforms.

However, throughout these many changes, the role of the CSWO has always remained central to maintaining high quality and responsive Social Work services for the most vulnerable and/or marginalized people within our communities at certain times or throughout their lives. The purpose, values and roles of Social Workers has continued to be:

Purpose	<ul style="list-style-type: none"> Achieve positive change in people's lives or improve their circumstances Keep people safe from harm or from harming themselves or others Promote the quality of life for people for as long as possible
Values	<ul style="list-style-type: none"> Believe that change is possible Build on the strengths of each individual and family Be anti-discriminatory and challenge discrimination Understand the impact of the wider family, community and society Find solutions and focus on improving outcomes Provide opportunities for people to engage with services when necessary Promote independence where possible Shift the power for decisions/actions from professionals to individuals Be self-aware and know how to use self when engaging with people Commit to continued professional and personal development
Roles	<ul style="list-style-type: none"> Assessing strengths, needs, risks and protective factors Managing risks Building relationships to support and sustain change Listening to and really appreciating the uniqueness of every person Having empowering, enabling and challenging conversations Defining agreed purposes and outcomes with people Developing plans informed by assessments to improve lives Delivering interventions to address needs, risks and issues Preparing reports for Courts, Hearings and Tribunals Influencing and using networks of support Working in partnership with other services Coordinating and managing arrangements Working within legislative requirements to increase choice and options Monitoring and reviewing progress Understanding cost constraints whilst focusing on doing the right things

STATUTORY REQUIREMENT FOR A CSWO

The Social Work (Scotland) Act 1968 (amended by S.45 of the Local Government (Scotland) Act 1994) requires Local Authorities to appoint a CSWO for the purposes of listed Social Work functions. The post holder is required to be a qualified Social Worker who can demonstrate extensive experience at a senior level and can provide effective professional advice at all levels. They have a range of key statutory roles:

Roles of the Chief Social Work Officer

Report to Elected Members and the Chief Executive any significant, serious or immediate risks or concerns arising from his or her statutory responsibilities.

Provide appropriate professional advice in the discharge of the Local Authorities functions as outlined in legislation, including where Social Work services are commissioned.

Assist Local Authorities and their partners to understand the complexities and cross-cutting nature of Social Work, including corporate parenting and public protection.

Promote the values and standards of professional Social Work, including all relevant National Standards and Guidance and adherence to Scottish Social Services Council Codes of Practice.

Establish a Practice Governance Group or link with relevant Clinical and Care Governance arrangements designed to support and advise managers in maintaining high standards.

Promote continuous improvement and identify and address areas of weak and poor practice in Social Work services, including learning from critical incidents and significant case reviews.

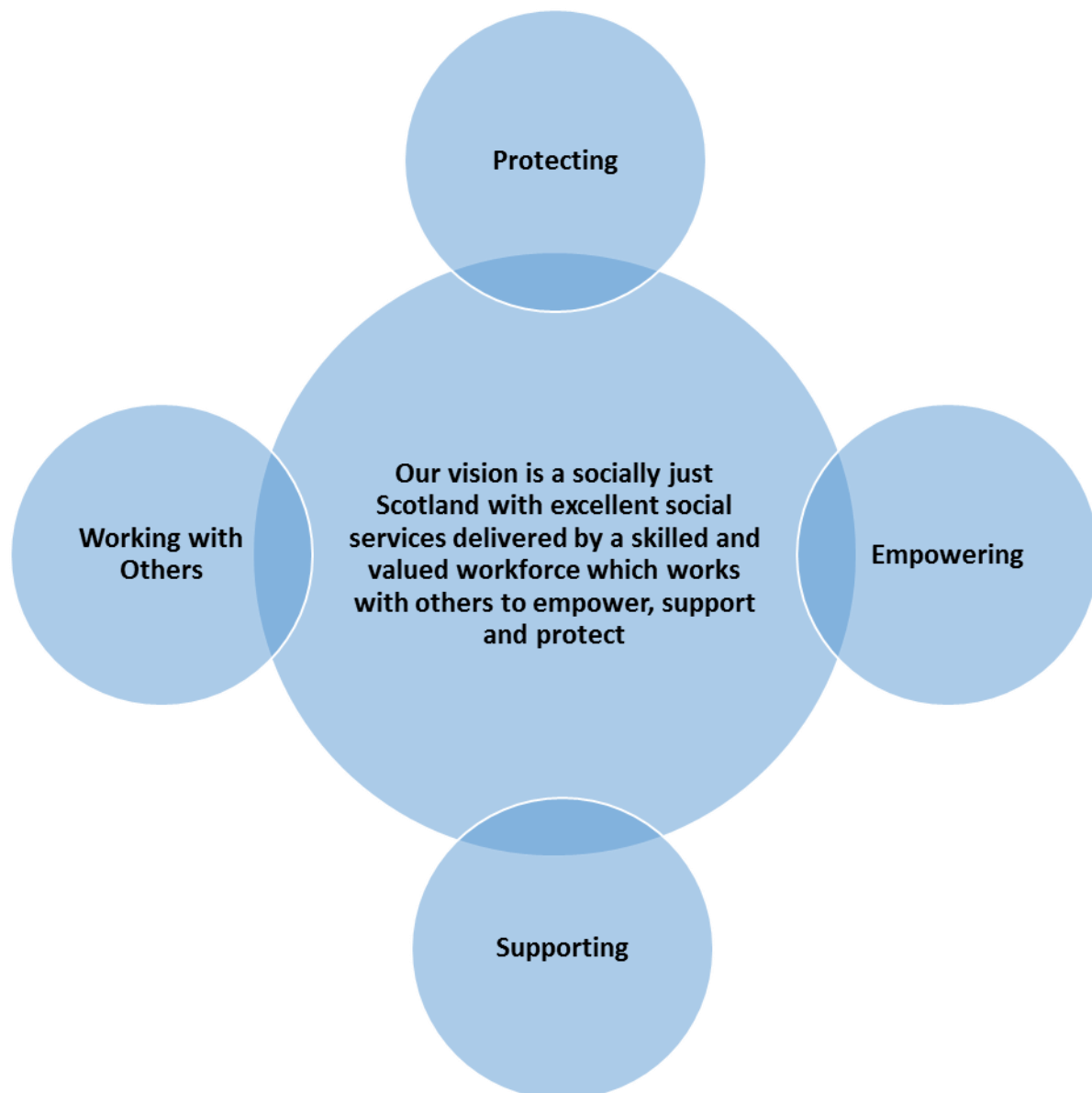
Workforce planning, including the provision of practice learning experiences for students, safe recruitment practice, continuous learning and managing poor performance.

Make decisions relating to the placement of children in secure accommodation and other services relating to the curtailment of individual freedom.

In cooperation with other agencies, ensure on behalf of the Local Authority that joint arrangements are in place for the assessment and risk management of certain offenders.

A SHARED VISION AND STRATEGY 2015-2020

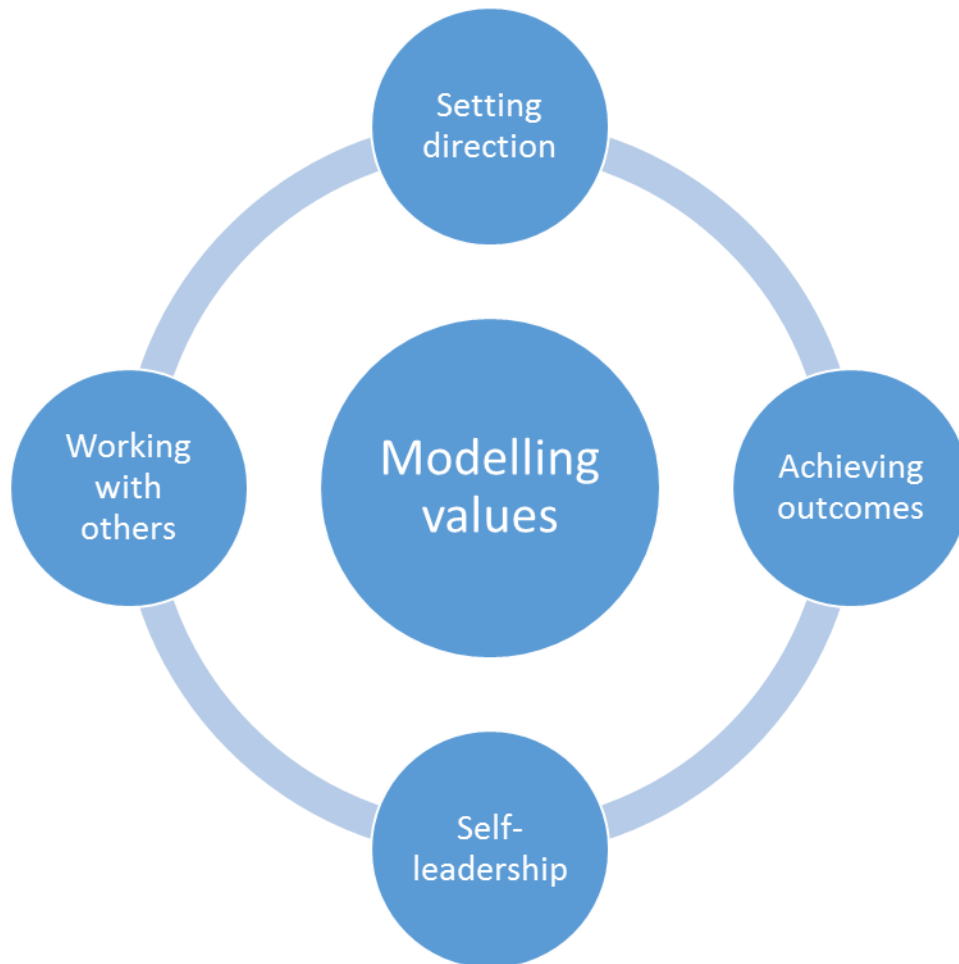
The Social Services in Scotland: a Shared Vision and Strategy 2015-2020 also sets out a clear vision for the future of delivery of Social Work and Social Care services. The strategy highlights that, in order to promote a socially just nation, the provision of excellent social care services requires a focus on the inter-connected areas of protecting, empowering, supporting and working with others:



The role of the CSWO in modelling and leading Social Work values is a central feature of this strategy. Applying the values, however, is not straightforward and often involves dilemmas and difficult decisions relating to such issues as rights, responsibilities, freedom, authority, safety, protection and power. They involve the complex and often ambiguous relationships between justice, care and control.

CSWO STANDARDS

The roles of CSWOs and their contribution towards the national and local implementation of the Social Services Vision and Strategy are underpinned and supported by the Scottish Social Services Council (SSSC) CSWO Standard published in July 2015. Given the complexity of the role, this Standard aims to outline the key competencies in the roles and responsibilities of CSWOs and outlines 5 key elements:



The Standard is promoted through a CSWO Accreditation Programme, which has a focus on self-directed learning. Each element has a number of overlapping competencies which include, for instance, advocating for the most vulnerable; engaging with partners; managing change, resources, people, performance and risk; integrity; and continuous professional development.

THE SSSC: WORKFORCE REGULATION

The SSSC was set up under the Regulation of Care (Scotland) Act 2001 to regulate social work and social care practitioners and to promote their education and training. It aims to ensure that the workforce is trusted, skilled and competent in their practice. This is achieved through the registration of social work and social care workforce; settings standards; and supporting professional development:

Registration	Registration is central in setting high standards for the provision of social services, improving safeguards for people using services and increasing public confidence. All registered practitioners are, for instance, required to meet post registration training requirements.
Codes of Practice	The Codes of Practice for Social Services Workers and Employers sets out the standards which social workers/social care workers and their employers should meet and what the people who use services can expect.
Fitness to Practice	The SSSC has a role in ensuring that the workforce is fit to practice and are of good character, conduct and competence. Where necessary, the Fitness to Practice Team investigates concerns about the conduct of social work and social care practitioners.
Workforce Development	The SSSC also has a role in developing the workforce and makes a range of tools, resources and opportunities available to practitioners. It provides support and advice to education and training providers.

THE CARE INSPECTORATE: NATIONAL REGULATOR FOR CARE SERVICES

The Care Inspectorate is the national regulator of care services in Scotland. It also has responsibility for the inspection of Social Work services and carrying out joint inspections, supported self-evaluation, reviews and improvement activity, with partner organisations, such as Education Scotland or Her Majesty's Inspectorate of Constabulary (HMIC), where necessary. Their main function is to:

- Provide assurance and protection for people using services, their families, carers and for the wider public;
- Play a key part in improving services for adults and children across Scotland;
- Act as a catalyst for change and innovation in Social Work services and promote good practice.

The Care Inspectorate operates within a set of Health and Social Care Standards which came into force in April 2018. The standards seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity; and that the basic human rights that we are entitled to are upheld. The Standards are based on five headline outcomes relating to:

High quality care and support
Being fully involved in all decisions about care and support
Having confidence in the people who provide support and care
Having confidence in the organisation providing my care/support
Experiencing a high quality living environment if provided

Under each headline outcome, the standards include 5 principles on dignity and respect; compassion; inclusion; responsive care and support; and wellbeing. Each principle outlines a range of descriptive statements which place an emphasis on service users experiences of services. There is a focus on relationships and the extent, for instance, to which they feel:

- **Accepted and valued**
- **Supported to participate fully as a citizen**
- **Involved in agreeing and reviewing restrictions**
- **Encouraged to make and keep friendships**
- **Experience stability in care**

The new care standards apply to all health and social care services in Scotland and will be helpful to services, commissioners and scrutiny bodies in planning, designing and delivering services. They have a particular focus on relationships, the experiences of people using Social Work and Social Care services and the impact of those services on their health and wellbeing.

NATIONAL PRACTICE GOVERNANCE FRAMEWORK

The Practice Governance Framework was issued in March 2011 and revised in 2016 to provide an overview of the role of both the CSWO and the Registered Social Worker in statutory interventions, specifically in practice relating to child care, justice, mental health and adults with incapacity. The guidance sets out a Practice Governance Framework outlining responsibilities in respect of:



SOCIAL WORK SCOTLAND

Following a review of the former Association of Directors of Social Work (ADSW), Social Work Scotland was formed in 2014 as the professional leadership organisation for Social Work and Social Care in Scotland. As a leadership organisation it is committed to supporting CSWOs and the implementation of the national vision and strategy, including through regular liaison with the Scottish Government.

AUDIT SCOTLAND REPORT ON SOCIAL WORK

The CSWO role is also central to helping to address the recommendations outlined in the Audit Scotland report on Social Work published in 2016. This report examined pressures facing Social Work and made 13 recommendations to ensure Councils and Health and Social Care Partnerships operate within constraints whilst maintaining or improving the quality of support to people who require Social Work services:

1. **Social Work strategy and service planning** – 3 recommendations relating to instigating debates with communities about the long-term future of Social Work given the funding available and challenges; working with partners to review how to provide services for the future and future funding arrangements; and developing long-term strategies for the services funded by Social Work
2. **Governance and scrutiny** – 2 recommendations relating to ensuring governance and scrutiny are comprehensive across the range of Social Work services and having processes in place to monitor efficiency, effectiveness and outcomes. Three recommendations also related to Council support for CSWOs and the production of annual reports.
3. **Workforce** – 2 recommendations that Councils should work with COSLA, the Scottish Government and private and third sector employers to put in place a coordinated approach to resolve workforce issues and ensure that providers who use zero hours contracts allow staff to accept or turn down work without being penalised
4. **Service efficiency and effectiveness** – 3 recommendations to Councils and IJBs that they should include evaluation criteria when planning an initiative and extend or halt initiatives depending on their success; work with partners to review eligibility frameworks; and benchmarking services with other Councils and providers in the UK and overseas.

Clearly, these are significant challenges and CSWO Governance Frameworks provide opportunities to ensure the recommendations are implemented and monitored across both Children and Families Services and Health and Social Care Partnerships, in collaboration with key partners and whilst engaging with local communities. They allow assurances to be given and key issues highlighted to Elected Members.

PART 2

DUNDEE ARRANGEMENTS

INTRODUCTION

In Dundee, the Council and Health and Social Care Partnership fully embrace the important role of the CSWO and the unique contribution Social Workers make, often in integrated or multi-disciplinary teams. The role is crucial to the realisation of the vision and ambitions described in our strategic plans, each of which outline a range of actions to which Social Work makes major contributions:

- **City Plan 2017-2026** - highlights 4 key priorities relating to Children, Young People and Families; Health, Care and Wellbeing; Community Safety and Justice; and Fair Work and Enterprise.
- **Health and Social Care Strategic and Commissioning Plan 2016-2021** – outlines 8 strategic priorities for the transformation, commissioning and delivery of health and social care services: health inequalities; early intervention and prevention; person-centred care and support; carers, localities and engaging with communities; building capacity; models of support / pathways of care; and, managing resources effectively.
- **Tayside Plan for Children, Young People and Families 2017-2020** – outlines 5 priorities relating to Early Years; Educational Attainment; Physical, Mental and Emotional Health; Inequalities and Disadvantage; and Child Protection.
- **Community Justice Outcome Improvement Plan 2017-2028** – outlines priorities relating to community awareness and involvement; access to services; and the delivery of services to reduce re-offending.

HEALTH AND SOCIAL CARE

The Public Bodies (Joint Working) (Scotland) Act 2014 required NHS Boards and Local Authorities to integrate the planning and delivery of certain adult health and social care services. The Dundee Integration Joint Board (IJB) was established on 1st April 2016 to plan, oversee and deliver adult Health and Social Care services through the Dundee Health and Social Care (HSC) Partnership.

The 2014 Act required Local Authority and Health Boards to jointly prepare an Integration Scheme for the area, setting out the functions which were to be delegated. In response, Dundee City Council delegated all adult social work and social care functions to the IJB. Children and Families Social Work functions, including Community Justice, were retained by the Local Authority.

CHILDREN AND FAMILIES SERVICE

The Children and Families Service consists of Education, Children's and Community Justice Services. In the context of Getting it Right for Every Child (GIRFEC), the service leads on Integrated Children's Services with partners across the city. It also includes a Strategy and Performance Team which consists of Council, NHS Tayside and Third Sector staff and an Out of Hours Service covering Angus and Dundee.

IMPLICATIONS FOR THE CSWO IN DUNDEE CITY

Following the implementation of the HSCP, combining adult health care with adult social care and social work, and the creation of a single Children and Families Service, combining Children's Services Social Work and Community Justice with Education Services, the CSWO oversees Social Work functions across the portfolios of four Chief Officers as follows:

Chief Social Work Officer			
Head of Integrated Children's Services and Community Justice	Head of Health and Community Care, Health and Social Care Partnership	Head of Finance and Strategic Commissioning, Health and Social Care Partnership	Senior Manager, Learning and Organisational Development, DCC

In addition to the services outlined, the Council's Advice Service, including Welfare Rights and Financial Inclusion, sits within Council Corporate Services Division and has important links to Social Work functions in relation to early intervention, prevention, protection and social inclusion. The Council's Community Safety Service also sits with Neighbourhood Services and overlaps with services relating to Community Justice.

CSWO REPRESENTATION AT LEADERSHIP GROUPS

The CSWO has direct access to Elected Members, the Chief Executive, Directors, Heads of Service, managers and front line practitioners both within the Council and with partner agencies in relation to professional Social Work issues. They attend a broad range of DCC leadership and strategic partnership meetings with varying terms of reference as follows:

- Reporting to the Executive Director of Children and Families and regular meetings with the Chief Executive.
- Member of the Integration Joint Board and IJB Performance and Audit Committee.
- Member of the Tayside Clinical Care Professional Governance Forum, alongside CSWOs from Angus and Perth and Kinross.
- Member of 3 Executive Boards which oversee the implementation of community planning priorities.
- Member of the Adult Support and Protection (ASP) Committee, providing advice on Social Work matters relating to vulnerable adults.
- Member of the Alcohol and Drug Partnership (ADP), providing advice on Social Work matters relating to substance misuse problems.
- Member of the Child Protection Committee (CPC), providing advice on Social Work matters relating to children and young people at risk of harm.
- Member of the Chief Officer Group for Protecting People, contributing leadership and oversight on all public protection matters.
- Member of the Tayside Strategic Children and Young People Collaborative Group as the representative of the CSWOs in all 3 local authority areas.

JOINT SOCIAL WORK MANAGEMENT TEAM

The Joint Social Work Management Team brings together the Chief/Senior Officers (or their representatives) with responsibilities for Social Work functions, alongside supporting officers. The group maintains oversight of:

- key national and regional developments with implications for social work practice, including considering local actions required in response and monitoring implementation of these actions;
- local developments, both strategic and operational, with specific implications for the social work workforce and services;
- datasets relating to statutory social work functions;
- the effectiveness of arrangements to support the CSWO in discharging their statutory role; and
- the production and publication of the CSWO annual report.

PART 3
GOVERNANCE FRAMEWORK

Function	Assurance Mechanisms	Lead	Frequency
1. Provide appropriate professional advice in the discharge of the Local Authorities functions as outlined in legislation, including where Social Work services are commissioned.	Consultation on/consideration of reports to committee/IJB on social work functions	Diane McCulloch	As required
	Membership of/access to Council Management Team	Jane Martin	As required
	Membership of IJB	Jane Martin	2 monthly
	Regular meetings with: <ul style="list-style-type: none"> • Relevant Convenors <ul style="list-style-type: none"> • IJB Chair • Chief Executive (DCC) • Chief Officer (HSCP) 	Jane Martin	As required
	Regular meetings with Independent Chairs of Public Protection Committees	Kathryn Sharp	Quarterly
	Regular meetings with Senior Manager responsible for strategic support to Public Protection Committees	Jane Martin/ Kathryn Sharp	Monthly
	Oversight of strategic commissioning and contract monitoring arrangements for HSC and Children's Services	Kathryn Sharp/ Glyn Lloyd	Report to Joint SW MTM
	Oversight of case file quality assurance mechanisms	Glyn Lloyd/ Alexis Chappell	Reports to Joint SW MTM as available

Function	Assurance Mechanisms	Lead	Frequency
2. Assist Local Authorities, Health and Social Care Partnerships and their partners in understanding the complexities and cross-cutting nature of Social Work service delivery, including corporate parenting and public protection.	Production and dissemination of annual report of CSWO	Kathryn Sharp/ Glyn Lloyd	Annually
	Oversight of dataset on Looked After Children in kinship care, fostering, adoption and internal and external residential placements	John Cooper	Quarterly
	Involvement in case file quality assurance for cases identified as high risk of harm to self or others	Martin Dey/ Arlene Mitchell	Quarterly
	Oversight of dataset on the risks and needs presented by vulnerable children and adults	Derek Aitken/ Alexis Chappell	Quarterly
3. Promote the values and standards of professional Social Work, including all relevant National Standards and Guidance and adherence to Scottish Social Services Council Codes of Practice.	Identification and exceptions reporting of complaints where expected standards of professional practice have not been met	Clare Lewis- Robertson	Report to Joint SW MTM
	Regular reporting of disciplinary and grievance cases, outcomes and identified issues	Gillian Milne	Report to Joint SW MTM
	Production of an annual composite report on inspection outcomes for all care homes (internal and external)	Kathryn Sharp	Annually
	Consultation on/consideration of reports to committee/IJB on registered/regulated services	Diane McCulloch	In line with Committee / IJB cycles
	Involvement in induction for all new SW staff by CSWO (in person or through other medium)	Frances Greig	As required

Function	Assurance Mechanisms	Lead	Frequency
	Production and distribution of CSWO newsletter (3 times a year)	Glyn Lloyd/ Kathryn Sharp / George Ireland	4 monthly
	Membership of Clinical, Care and Professional Governance Group	Jane Martin	Quarterly
	Oversight of PVG checks, SSSC registration and SSSC re-registration	Gillian Milne	Report to Joint SW MTM
	Notification and oversight of referrals to the SSSC and Care Inspectorate complaints	Gillian Milne/ Jane Martin/ Diane McCulloch	As required
	Regular visits to and/or meetings with all staff groups	Jane Martin	Quarterly
	Ensure evaluated good practice recognised and shared	Glyn Lloyd	Twice yearly
4. Establish a Practice Governance Group or link with relevant Clinical and Care Governance Arrangements designed to support and advise managers in maintaining high standards.	Establish CSWO governance group with appropriate membership and terms of reference	Jane Martin	Quarterly

Function	Assurance Mechanisms	Lead	Frequency
	Agree appropriate arrangements for deputising for the CSWO in relation to: <ul style="list-style-type: none"> • Attendance at meetings / events • Operational decision making / oversight 	Jane Martin/ Diane McCulloch/ Glyn Lloyd	As required
5. Promote continuous improvement and identify and address areas of weak and poor practice in Social Work services, including learning from critical incidents and significant case reviews.	Monitor and analyse CSWO dataset covering statutory functions	Kathryn Sharp/Glyn Lloyd	Twice yearly
	Notification of ICRs and SCRs to the CSWO where there has been involvement of social work services / professionals	Kathryn Sharp	As required
	Notification of Large Scale Inquiries (LSIs)	Diane McCulloch	As required
	Provision of reports from self-evaluation activities	Kathryn Sharp/ Glyn Lloyd	Report to Joint SW MTM
	Notification of all inspection outcomes for relevant registered services (internal or contracted)	Diane McCulloch/ Jane Martin/ Laura Menzies	As reported
	Informing and consulting the CSWO regarding reviews of services delivering statutory functions.	Heads of Service/ Locality Managers/ Service Managers	As required

Function	Assurance Mechanisms	Lead	Frequency
	Consultation on/consideration of Adult Support and Protection Biennial Report	ASP Independent Convenor/ Andrew Beckett	Annually
	Consultation on / consideration of Child Protection Committee Annual Report	CPC Independent Chair/Andrew Beckett	Annually
	Oversight of arrangements to ensure service users are consulted on in the design and delivery of services	Heads of Service/ Locality Managers/ Service Managers	As required
6. Support and contribute towards evidence informed decision making and accountability, including where Social Work contributes towards achieving national and local outcomes.	Advocating for the prioritisation of resources towards meeting the needs of vulnerable people.	Jane Martin/ Diane McCulloch	As required
	Promoting the inclusion of improved outcomes for vulnerable people within the LOIP and other relevant strategic plans.	Jane Martin	Strategic planning cycles

Function	Assurance Mechanisms	Lead	Frequency
7. Workforce planning, including the provision of practice learning experiences for Social Work students, safe recruitment practice, continuous learning and managing poor performance.	Involvement in induction for all new SW staff by CSWO (in person or through other medium)	Frances Greig	As required
	Establish CSWO dataset covering recruitment	Gillian Milne	Quarterly
	Oversight of training and workforce development plans relating to Social Work staff	Frances Greig	Annually
	Oversight of annual Personal Action Plans and Performance Development Reviews for Social Work Senior Management Team	Jane Martin	Annually
8. Make decisions relating to the placement of children in secure accommodation and other services relating to the curtailment of individual freedom.	Monitor and analyse CSWO dataset covering statutory functions, including long term prisoners, guardianship, powers of attorney and mental health provisions	Kathryn Sharp/Glyn Lloyd	Twice yearly
	Access to child protection, adult protection, MAPPA and violence against women balanced scorecards	Kathryn Sharp	Quarterly
	Access to SCRA quarterly reports	Jane Martin	Quarterly
	Establish mechanism to ensure all placements in secure care are approved by the CSWO and reviewed on a weekly basis	Jane Martin	Weekly

Function	Assurance Mechanisms	Lead	Frequency
9. In cooperation with other agencies, ensure on behalf of the Local Authority and the Health and Social Care Partnership that joint arrangements are in place for the assessment and risk management of certain offenders who present a risk of harm to others.	Consultation on/consideration of MAPPA annual report	MAPPA Independent Chair/Elaine Osborne	Annually
	Access to MAPPA balanced scorecard	Kathryn Sharp	Quarterly
10. Report directly to Elected Members, the Integrated Joint Board and the Chief Executive/Chief Officer any significant, serious or immediate risks or concerns arising from his or her statutory responsibilities.	Membership of IJB	Jane Martin	2 monthly
	Regular meetings with: <ul style="list-style-type: none"> • Relevant Convenors <ul style="list-style-type: none"> • IJB Chair • Chief Executive (DCC) • Chief Officer (HSCP) 	Jane Martin	As required
	Membership of / access to Council Management Team	Jane Martin	As required

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Recommendation Related To	Recommendation	Dundee Actions and Developments
<p>Councils and IJBs</p>	<p>Instigate a frank and wide ranging debate with communities about the long-term future for Social Work to meet statutory responsibilities, given the funding available and future challenges.</p>	<p>IJB – as part of the engagement process associated with the development of the first Health and Social Care Partnership strategic commissioning plan a number of activities were undertaken to involve communities and other stakeholders in conversations regarding the future design and delivery of health and social care services. Co-production with communities is an important principle for the HSCP and has underpinned development work in areas such as mental health and carers. The strategic commissioning plan is currently being reviewed and will again be informed by a range of engagement activities with stakeholders.</p> <p>Children and Families – as part of the Getting it Right for Every Child (GIRFEC) Improvement Programme, the service is working with partners to engage with communities, identify key priorities and build local capacity. Partners are also working collaboratively to help build capacity in Health Visitors for 0-5's; in teacher's capacity to carry out Lead Professional roles; and in the Third Sector to develop Family Support Hubs which will provide assistance to families where initial concerns have been identified. Each of these are intended to enhance the effectiveness of preventative services and reduce requirements for statutory Social Work interventions. Co-production principles are also informing approaches towards Looked After Children and Young Carers.</p>
<p>Councils and IJBs</p>	<p>Work with Government, COSLA, SWS and other stakeholders to review how to provide Social Work services for the future and future funding arrangements.</p>	<p>IJB – the HSCP actively engages with the Scottish Government, Social Work Scotland, COSLA and other national stakeholders to influence and support the development of adult social work and social care policy and practice. This is an important aspect of the partnerships work to shift the balance of care from institutional settings to arrangements which support people to live independently in their own homes and communities for as long as possible.</p> <p>Children and Families – the service engages with the Scottish Government, Social Work Scotland, COSLA and other stakeholders as required. In Children's Services, this includes funding arrangements for new legislative requirements such as Continuing Care, the financial impact of which is being monitored and reported to Elected Members. In Community Justice, funding continues to be ring-fenced and allocated locally on the basis of an agreed national formula relating to workloads and local demography. Going forwards, partners are working with Community Justice Scotland on the development of a national commissioning framework.</p>

<p>Councils and IJBs</p>	<p>Develop long-term strategies for the services funded by SW by:</p> <ul style="list-style-type: none"> a) Carrying out a detailed analysis of demographic change and the contribution preventative approaches can make to reduce demand for services b) Developing long-term financial and workforce plans working with people who use services, carers and services providers to design and provide services around the needs of individuals c) Working more closely with local communities to build capacity so they can better support local people who may be at risk of using services d) Considering examples of innovative approaches from across Scotland and beyond e) Working with the NHS and Scottish Government to review how to better synchronise partners budget setting arrangements to support these strategies 	<p>IJB – the HSCP has produced and maintains a strategic needs assessment, including locality profiles, which set out analysis of demographic change and population health and social care needs. In addition, analytical support provided by NHS Services for Scotland has supported a range of activity to model future demand for services in areas such as home care provision. Building Community Capacity and Early Intervention and Prevention are two of the partnership’s strategic objectives and a wide range of activity has been progressed to support people to manage their health and social care needs within their own home and community. This has included work to reduce falls and to address health inequalities experienced by some of the most vulnerable citizens within the city. Through national networks the HSCP accesses information regarding best practice approaches from across Scotland and has used this to inform developments in areas including mental health and modelling future demand for unscheduled hospital care.</p> <p>Children and Families – the service carried out the Dartington Survey, which identified critical risk factors to inform the targeted delivery of preventative services and led to the development of the 5 priorities outlined in the Tayside Plan. This includes a focus on early years; educational attainment; mental health, substance misuse and parenting; groups more likely to experience inequalities such as Looked After Children, Young Carers, Complex and Additional Support Needs; and Young People Who Offend. Strategies are being developed in accordance with key principles involving an emphasis on prevention, early identification and proportionate support which makes the best use of personal assets and does not encourage continued dependence on services. In implementing the plan, the service is also liaising with the Scottish Government and Chief Social Work Advisor on other models of good practice.</p>
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<p>Councils and IJBs</p>	<p>Ensure that the governance and scrutiny of Social Work services are appropriate and comprehensive across the whole of Social Work services and review these arrangements regularly as partnerships develop and services change</p>	<p>IJB – integrated arrangements are already in place for professional governance linked to the Integration Joint Board and partnership structures, with appropriate links back to the Council and Health Board as required. Partners are presently developing a shared Tayside Clinical and Practice Governance Framework, which will be informed by the Chief Social Work Officer and will be aligned with the CSWO Governance Framework.</p> <p>Children and Families – the CSWO is a member of the Children and Families Executive Board and a range of other partnerships relevant to the delivery of effective services, such as the Child Protection Committee. This will be assisted by the development of a single coherent CSWO dataset, spanning the range of statutory services and providing key information on performance issues. This will continue to be reported via the Annual Report and thematic reports.</p>
<p>Councils and IJBs</p>	<p>Improve accountability by having processes in place to:</p> <ul style="list-style-type: none"> a) Measure the outcomes of services, for example in criminal justice services and their success rates in supporting individuals efforts to desist from offending through their social inclusion b) Monitor the efficiency and effectiveness of services c) Allow Elected Members to assure themselves that the quality of Social Work services is being maintained and that Councils are managing risk effectively d) Measure people’s satisfaction with those services e) Report the findings to Elected Members and the IJB 	<p>IJB – there are a range of mechanisms in place within the HSCP for monitoring and reporting performance in relation to social work and social care services. The IJB’s Performance and Audit Committee, of which the CSWO is a member, scrutinises quarterly performance reports, the partnership’s annual performance report, external scrutiny reports and bespoke analytical reports focusing on specific areas of service provision. Performance is also reported through Clinical, Care and Professional Governance arrangements. The Partnership is currently implementing the new Health and Social Care Standards, which will compliment other activity aimed at capturing the views and experiences of services users and their carers.</p> <p>Children and Families – the Children and Families Board, of which the CSWO is a member, oversees implementation of the Tayside Plan and the City Plan where it relates to children and young people. The Child Protection Committee, of which the CSWO is also a member, similarly scrutinises Social Work practice and inter-dependencies with other services. This also applies to the MAPPA Strategic Oversight Group in respect of the management of high risk of harm offenders. In addition, the service has access to Balanced Scorecards relating to Protecting People, including Child Protection, Violence Against Women, Multi Agency Public Protection Arrangements (MAPPA) and Adult Support and Protection. The service also coordinates both single and multi-agency case file audits, which provide a more qualitative overview of practice strengths and areas for improvement. Building on this, it is presently implementing the new Health and Social Care Standard, which emphasises the importance of relationships and the views and experiences of service users.</p>

Councils	Demonstrate clear access for and reporting to the Council by the CSWO, in line with guidance	The role of the CSWO is clearly articulated in the Social Work (Scotland) Act 1968 and Scottish Government Guidance. Elected Members and the IJB receive an Annual Report, which outlines key trends relating to key statutory functions and associated issues. The assurance mechanisms outlined in the new CSWO Governance Framework will strengthen this further.
Councils	Ensure the CSWO has sufficient time and authority to enable them to fulfil the role effectively	The CSWO is line managed by the Executive Director of Children and Families and has regular meetings with the Chief Executive. They also attend the Council Management Team where necessary and have regular contact with Elected Members.
Councils	Ensure that CSWO annual reports provide an annual summary of the performance of the Social Work service, highlighting achievements, weaker areas of service delivery and the Council's response	The CSWO provides an Annual Report to Elected Members and the IJB in accordance with a national template developed by the office of the Chief Social Work Advisor at the Scottish Government.
Councils	Work with representative organisations (COSLA) and the Scottish Government and private and third sector employers to put in place a coordinated approach to resolve workforce issues in social care	The CSWO works with the Council's Learning and Organisational Development and Human Resources services to effectively plan for and meet the range of demands across the workforce in line with national and local priorities. This includes continuing professional learning and post-qualifying learning, professional supervision. It involves links with national directives for the SSSC registered workforce and Newly Qualified Social Workers (NQSWs) and post-registration training. They also respond to national priorities on Social Work education such as the effective provision of practice learning opportunities in partnership with universities.
Councils	As part of their contract monitoring arrangements, ensure that providers who use zero hours contracts allow staff to accept or turn down work without being penalised	All Social Care tendering processes include an assessment of Fair Working Practices to ensure providers take a positive approach towards employees. This includes a range of considerations including the stability of employment, hours of work and the avoidance of exploitative practices, such as inappropriate use of zero hours contracts, before awarding contracts. Contracts negotiated nationally also have a clear statement regarding Fair Working Practice. Work is underway locally to bring existing Social Care contracts in line with the national model.

Councils and IJBs	When planning an initiative, use evaluation criteria and extend or halt initiatives depending on the success of new approaches in improving outcomes and value for money	The Council and IJB use evidence based commissioning cycles to inform the procurement of services and routinely monitor arrangements through contract monitoring processes.
Councils and IJBs	Work with COSLA to review the eligibility framework to ensure that it is still fit for purpose in light of recent policy and legislative changes	The CSWO will engage with this review as required.
Councils	Benchmark services against those provided by other Councils and providers within the UK and overseas to encourage innovation and improve services	The CSWO will engage with the Local Government Benchmarking Network, Core Cities Network and others as required to benchmark services.

