

## **Item: 6**

**Orkney Health and Care Committee: 12 September 2019.**

**Chief Social Work Officer's Annual Report.**

**Report by Chief Social Work Officer.**

### **1. Purpose of Report**

To present the Chief Social Work Officer's report for 2018 to 2019.

### **2. Recommendations**

The Committee is invited to note:

#### **2.1.**

The Annual Report of the Chief Social Work Officer for 2018 to 2019, attached as Appendix 1 to this report.

### **3. Background**

#### **3.1.**

Section 3 of the Social Work (Scotland) Act 1968 as amended sets out the requirement for every local authority to have a professionally qualified Chief Social Work Officer. The particular qualifications are set down in regulations.

#### **3.2.**

In 2009, the Scottish Government published national guidance on the 'Role of the Chief Social Work Officer: Principles, Requirements and Guidance'. This guidance was updated in July 2016, with particular reference to Section 5(1) of the Social Work (Scotland) Act 1968, "Local authorities shall perform their functions under this Act under the general guidance of the Secretary of State".

#### **3.3.**

The role of Chief Social Work Officer provides professional governance, leadership and accountability for the delivery of social work and social care services, whether they are provided directly by the local authority or purchased from the private or voluntary sectors.

#### **3.4.**

Social work services are delivered within a framework of statutory duties and powers imposed on the local authority. Services are also required to meet national standards and to provide best value.

### **3.5.**

A number of duties and decisions which relate, in the main, to public protection and the restriction of an individual's freedom, must by law be made by either the Chief Social Work Officer or a professionally qualified and registered social worker who has been given delegated authority by the Chief Social Work Officer. Ultimately, the Chief Social Work Officer remains accountable for all decisions.

### **3.6.**

The 2009 guidance requires Chief Social Work Officers to produce an annual report. To ensure consistency across Scotland, the Office of the Chief Social Work Adviser to the Scottish Government developed a template for these reports in 2014. The intention was to allow succinct and consistent presentation of information on how social work services are being delivered, what is working well, what needs to be improved and why, and how local authorities, and partners, are planning for and delivering change. It is also designed to highlight innovative and good practice as well as areas of challenge for local authorities.

### **3.7.**

The Chief Social Work Officer's report will be shared with the Scottish Government and will inform a national overview report which will be prepared by the Chief Social Work Adviser to the Scottish Government.

## **4. Delivery of the Role in the Orkney context**

### **4.1.**

Orkney Health and Care integrates services of the Council and the National Health Service to provide the best possible community health and care services to residents. A number of professional leadership roles are required in specific areas. One of these professional leadership roles is the Chief Social Work Officer, and this role is vested in a senior officer who is a social worker within the management structure, in addition to their general management duties. The role of the Chief Social Work Officer is defined in statute and is a "proper officer" in relation to the Council's social work function.

### **4.2.**

The Chief Social Work Officer is responsible for specific decisions and will discharge their responsibilities under the Social Work (Scotland) Act 1968 and take the final decision on a range of social work matters including the Children (Scotland) Act 1995, the Secure Accommodation (Scotland) Regulations 1996, the Mental Health (Care and Treatment) (Scotland) Act 2003, and the Adults with Incapacity (Scotland) Act 2007. These decisions relate to:

- Adoption.
- Secure Accommodation for Children.
- Emergency Movement of Accommodated Children.
- Certain Community Orders imposed by the Courts on Offenders.

- Guardianship.
- Adults with Incapacity.
- Other statutory decisions required from time to time.

#### **4.3.**

A report on activity related to the role of Chief Social Work Officer for 2018 to 2019 is attached at Appendix 1.

### **5. Links to Council Plan**

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Council Plan strategic priority theme of Caring Communities.

### **6. Links to Local Outcomes Improvement Plan**

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Local Outcomes Improvement Plan priority of Living Well.

### **7. Financial Implications**

#### **7.1.**

The Chief Social Work Officer discharges their obligations within the funding made available by the Council.

#### **7.2.**

There are no immediate financial implications arising from this report, although the annual report does refer to the significant and increasing financial challenges facing the Council and other public sector partners in delivering the volume and quality of services required.

#### **7.3.**

Section 4 of the annual report covers the budget for the Integration Joint Board, the main heads of expenditure and financial outlook from increasing demographic and other pressures.

### **8. Legal Aspects**

There are no legal implications arising from this noting report.

### **9. Contact Officer**

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## **10. Appendix**

Appendix 1: Chief Social Work Officer's Annual Report 2018 to 2019.



# **CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2018-2019**



## Foreword

I am pleased to present the Chief Social Work Officer's (CSWO) Annual report for the period 1 April 2018 – 31 March 2019. This report provides a summary of Social Work activity, including key developments and information on statutory decisions made by the Chief Social Work Officer on behalf of Orkney Islands Council. This report is not intended to be exhaustive but does give an indication of key trends and priorities over the past year and sets the context for the year ahead.

There continue to be significant challenges facing the provision of social work and social care in Orkney. These include ongoing public sector reform, reducing funding from central government, the impact and implications of Brexit and the ongoing need to deliver services in the face of increasing demand and reducing resource.

In the past year I have heard directly from children, families, carers and adults of the positive impact services are making, and I have also heard directly from them when things haven't gone so well. Both contexts give pause for thought as to how we can collectively deliver the best we can for our residents within the challenging context described above. Our ongoing commitment to learning and developing practice is clear as we strive to deliver the best services possible to the community.

Colleagues across social work and social care continue to be our most valuable resource and they have once again worked professionally to ensure those in receipt of our services are treated with love, care, compassion and respect. Without them Orkney would not be able to ensure the benefits of growing up and living in Orkney are available to all.



**Scott Hunter**

Chief Social Work Officer

August 2019



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## Summary Reflections.

The Council's Social Work and Social Care services enable, support, care for and protect people of all ages in Orkney. We meet the needs of some of the most vulnerable members of our community either by providing services in-house or by commissioning services that promote their safety, dignity and independence. Further, our services contribute to community safety by reducing offending and managing the risks posed by people known to have committed offences.

Those services, which are required to meet national standards and provide best value, are delivered within a framework of statutory duties and powers imposed on the Council. Where possible, services are delivered in partnership with a range of stakeholders, including most importantly, the people who use them.

### Key Successes.

During the reporting year Social Work and Social Care services in Orkney have continued to deliver quality services to those in need. Service user feedback is overwhelmingly appreciative of the level of support and compassion shown while the Care Inspectorate provide us with external reassurance as to the continued quality of care in our regulated services.

The social work profession in Orkney continues to have a strong value base with the promotion of social justice and promoting human dignity at its core. Social work staff carry out their roles in often difficult and demanding circumstances and need to be supported in their work. Crucially, our practitioners and managers have responded professionally to many challenges over the year in a way that is in keeping with social work values and ethics. This approach has ensured that decisions made at all levels of the organisation have been made in the best interests of those who use our services.

### Children's Social Work Services.

**During the reporting year we developed the following areas:**

- Introduction of a service Learning and Development Plan, providing clear guidance for all staff in terms of the knowledge, skills and continuous professional development required to provide the highest quality of social work services for children and families. The plan aims to improve retention of social workers in child care and protection by pro-actively supporting and investing in their, and the team's professional development;
- We continue to develop local intensive support, care and multi-agency interventions to claim and 'hold on' to our most complex and high-risk young people. Whilst this has significantly increased pressure on local care placements and support services, we have been able to look after all our children and young people requiring accommodation within Orkney in the year past.
- We have brought forward a comprehensive review of our services to children and young people in need of care and protection. This report will be presented to both Orkney Health and Care (OHAC) and Integration Joint Board (IJB) committees in June 2019 and will highlight the additional statutory duties on the local authority



in terms of Continuing Care, After Care and Corporate Parenting. The review will also outline the importance of the need to decisively move to early intervention if we are to improve outcomes.

### **Adult Social Work Services.**

- The first Social Worker from our commitment to increase our mental health capacity is due to qualify in the summer of 2019.
- Two Social Workers have been recruited to join the Community Mental Health Team (CMHT).
- Practice developments within the team has resulted in significant improvements in the management and support offered at the end of life.

### **Criminal Justice Services**

- Effective use of Orkney Criminal Justice Partnership (OCJP) funding to support external agencies that support Community Justice outcomes e.g. Families Outside to support family members of individuals in custody.
- There continues to be strong, collaborative working via OCJP and local Multi Agency Public Protection Arrangement (MAPPA) Processes (continued and sustained communication between MAPPA Partners) and joint-agency training delivery (e.g. Multi-Agency Risk Assessment Conference (MARAC) training delivered by Police Scotland and Safer Lives).
- There has been the time and resource within the service to carry out quality offender supervision.
- Using feedback from clients we have evidence CJSW clients find supervision beneficial; 100% of 2018-2019 respondents to the supervision completion questionnaire reporting that they were well informed at the beginning of the supervision process, treated with respect, supervision helped them reduce offending and change their thinking and behaviour. Additionally, 100% of 2018-2019 respondents to the unpaid work completion questionnaire reporting finding unpaid work worthwhile. Clients felt they had benefitted the community and that they were well informed and supported at the beginning of the process by their Community Payback supervisors. Feedback from clients included “my social worker helped me to make better life choices, to think about things. It really helped in that respect” and “my supervisor explained things and gave me confidence to try new things. It has all been a new experience to me. I feel very much that we gave something back to the community.”

### **Key Challenges**

As with the previous year Orkney Health and Care continue to face three significant barriers and challenges; recruitment, time and capacity and fiscal.

In order to deliver the high-quality services to the local community we need to recruit and retain high quality, professional staff. We have an excellent record of recruiting staff from within our local population, however, sometimes the skills we require, for example planning and performance, commissioning and data analysts, we need to widen the search for the right candidate. Such investment in external candidates has yielded success but converting the offer of employment into the candidate starting

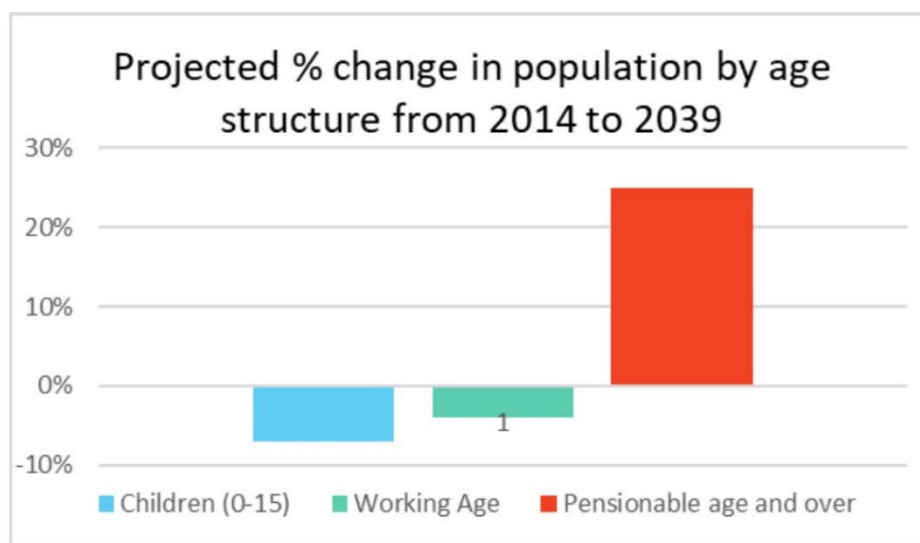
can be a lengthy challenging process that can fail due, for example, to the lack of housing.

Specialist services that are constituted around small teams are inherently dependent on individuals and we need to consider how best to retain and develop the skills required to discharge our statutory duties in a more sustainable way.

The second challenge relates to time and capacity. The challenges of operating in smaller systems bring circumstances that can hinder innovation or transformation. The time and capacity to establish sustainable and effective alternative models of care that require to be supported to achieve the desired outcomes is a critical challenge we face now and into the medium term. Along with this, the continuing pace of legislative and policy development, coupled with increased demand, is leaving Orkney Health and Care’s capacity to engage in strategic service planning and development increasingly diminished.

The third challenge relates to the fiscal issues facing Social Work and Social Care services in the face of current sustained high demand and forecasts of significant increases in demand in the medium term. Key to managing this demand is the development of preventative approaches to ensure support is received in the right way at the right time thus reducing the demand for urgent and high-level support. Invariably changing service delivery models brings with it a sense of anxiety for our communities and we acknowledge the need to work hard, and with integrity, in these processes.

Demographics: We are seeing the increasing demand for services that comes from our ageing population. Population projections give an indication of the urgent need to continue to redesign services to meet this growing need. Population projections also show an increase in adolescent population over the next five years which is traditionally a vulnerable group in requirement of Social Work support. In planning for the next generation, the anticipated change in our demography is shown below:



Finance: As with previous years the challenge to set and achieve a balanced budget becomes a greater challenge year on year particularly where financial recovery is required. Current financial projections identify recurring savings required over the coming years as:

| Year      | OIC | NHSO |
|-----------|-----|------|
| 2019-2020 | 3%  | 3%   |
| 2020-2021 | 3%  | 3%   |
| 2021-2022 | 3%  | 3%   |

### Children's Social Work Services

- During this year we have continued to develop closer working relationships with our colleagues in the education service as part of our approach to focus on more preventative approaches and develop the integrated children's service agenda.
- There is a requirement to support and develop Orkney's foster and residential care capacity to reduce dependence on purchased provision within mainland Scotland.
- There is a requirement to find a sustainable solution to the role of the independent reviewing officer to promote and protect the rights of looked after children and young people and ensure positive outcomes are achieved.
- Develop our capacity to affect whole systems change within the children's services arena.

### Adult Social Work Services

- Demands on the Social Work role have continued to increase with people referred for assessment having more complex needs in an environment where the expectation is that resources to meet those needs must be met from steadily decreasing budgets.
- There is a requirement to develop the use of self-directed support as a solution for some of our citizens.
- Solutions to the complex range of issues affecting families and individuals can no longer be solved solely by the local authority and we need to continue to develop our market and approaches to commissioning activity.

### Criminal Justice Services

- There continues to be a challenge around the public issue reporting of offending behaviours and the private problems this can have for accused persons.
- Some specialist programs/group work projects are not available in Orkney e.g. Moving Forward, Making Changes, Caledonian Project. Some of these gaps are being reviewed during the service redesign work for OHAC starting in May 2019.
- There is an ongoing challenge of transfer of custodies to and from the islands and ensuring a smooth reintegration into the community - Orkney would benefit from a single point of contact for locating Orkney custodies and ensuring release date etc is relayed to local services before return. This post could answer some of the question regarding, for example does the person have suitable

accommodation, are they registered with a GP prior to release and return to the community.

## Governance and Accountability

### Integration Joint Board

The Integration Joint Board became legally responsible for the effective delivery of a large range of services within health and social care in April 2016. The membership of the IJB is largely prescribed by the legislation in terms of numbers and the organisations that they represent.

The primary strategic direction is set by the board and delivered via the Strategic Commissioning Plan (SCP). In 2018 the annual refresh of the SCP took place and the annual performance report reflected progress in relation to work across services with key challenges in relation to the provision of child and adolescent mental health services, therapeutic interventions and associated waiting times.

Our strategic vision in Orkney is to:

“Help the people of Orkney live longer, healthier and more independent lives within their own communities wherever possible”

“Getting it right for everyone in Orkney”

The CSWO is by regulation a non-voting member of Orkney’s Integration Joint Board; a member of the IJB Audit Committee and a member of the IJB Strategic Planning Group.



Councillor David Drever stepped down as the chair of the IJB this year and I’d like to thank him for his work and contributions throughout the year. I would like to extend my welcome to Councillor Rachael King as the new chair of the IJB.

### Children’s Social Work Services

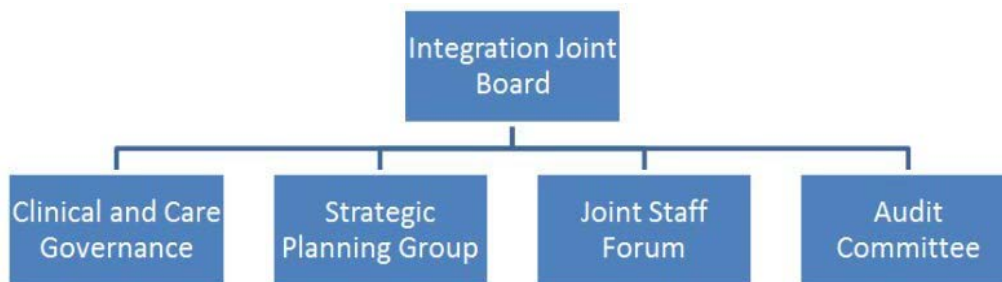
Children’s Social Work services continue to report into the IJB and OHAC committee as part of Orkney Health and Care.

In line with statutory guidance, Orkney is currently working towards achieving the outcomes identified within “Clear and Connected: Orkney’s Children’s Services Plan”. During the past year the partnership overseeing this work (The Orkney Children and Young People’s Partnership) along with the Orkney Child Protection Committee has successfully held the third Growing Up In Orkney conference where over 150 local practitioners were joined by care experienced young people from across the highlands and islands supported by ‘Who Cares Scotland’.

The Chief Social Work Officer and senior Children’s Social Work leaders are represented in each of the OCYPP governance groups ensuring that the Corporate Parenting, Child in Need and Child Protection agendas will be supported within a multi-agency context.

**Professional Governance**

The IJB has a clear governance structure to discharge legislative duties:



For Social Work and Social Care, arrangements have been put in place by the IJB to comply with the National Framework for Clinical and Care Governance. The Orkney Clinical and Care Governance Committee (CCGC) provides assurance to the IJB in relation to the quality and safety of services commissioned by the IJB from both parent bodies. Its key role is to ensure that there are effective structures, processes and systems of control in place. The committee meets four times per year and the CSWO is a member of the committee and provides a quarterly report on Social Work and Social Care matters to members for scrutiny.

The year past has seen the completion of a review of social work and social care governance. The result has seen the old professional advisory committees replaced by a new single governance group. The Social Work Governance Group (SWGG) provides professional leadership and establishes direction on key issues such as endorsing work in relation to generalist practice or out of hours provision.

## Social Services Delivery Landscape

The recruitment, retention and skills development of our practitioners is key to ensuring we attract and retain a workforce skilled to meet the increasing complexity of demand being placed upon the service. Although there remains challenges in the recruitment and retention of staff the current picture in 2018/2019 the Social Work service delivery picture consisted of:

### Children and Families Social Work

- 1 FTE Principal Social Worker
- 1 FTE Operational Manager
- 1 FTE Senior Practitioner.
- 7.2 FTE Children and Family Social Workers
- 2.8 FTE Fostering and Adoption Social Workers
- 1.00 FTE Senior Family Support Worker
- 1.94 FTE Family Support Worker

On average the Children and Families Team will be working with 80 to 90 families and more than 150 children and young people.

### All Age Learning Disability Service

- 1 FTE case – holding Senior Practitioner
- 1 FTE Occupational Therapist
- 3 FTE Social Workers
- 1 FTE Reviewing Officer

On average the all age learning disability service will be working with 80 – 100 cases.

### Criminal Justice Social Work

- 1 FTE case – holding Service Manager
- 2 FTE Social Workers
- 1 FTE Community Payback Supervisor
- 0.58 FTE Criminal Justice Assistant
- 1 FTE Planning and Performance Officer

On average the criminal justice service will be working with 80 – 90 cases.

### Adult Social Work

- 0.47 FTE Principal Social Worker
- 1 FTE Case-holding Senior Practitioner
- 5 FTE Social Workers
- 0.6 FTE Trainee Social Worker
- 0.97 FTE Home Support Workers

The team currently has on average 180 open cases and 289 on our review list.

**Community Mental Health Team – Social Work Component**

- 2 FTE Social Workers
- 3 FTE Support Workers 2 support workers
- 0.57 FTE Home Support Workers

On average the CMHT will be working with 80 – 90 cases.

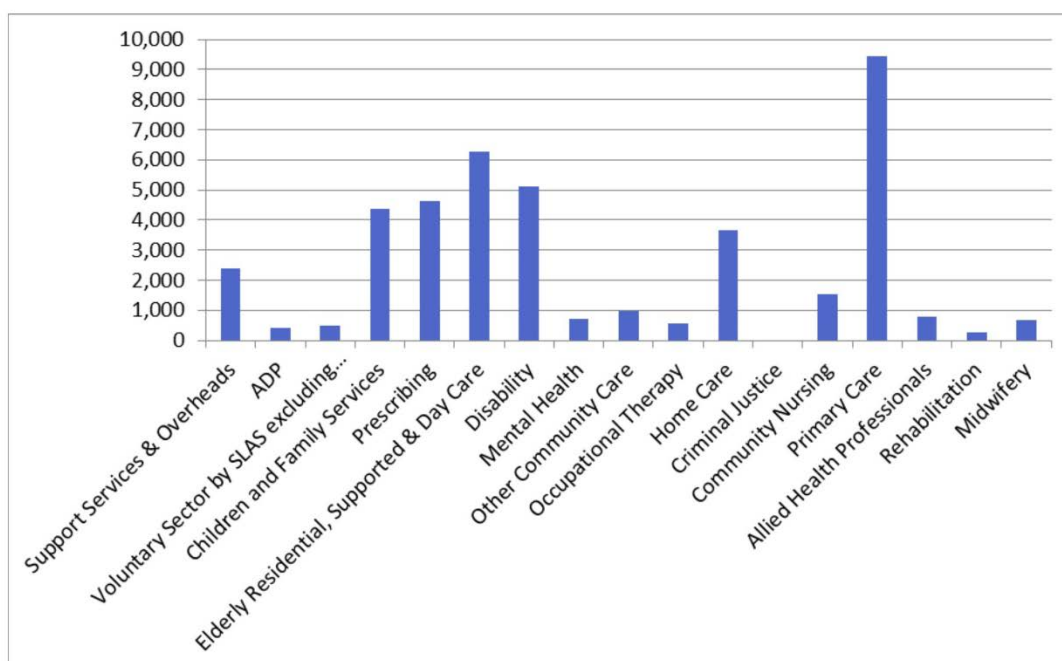


## Finance

The Orkney Health and Care outturn for 2018/2019 was as follows:

|                 |               |
|-----------------|---------------|
| OIC Social Care | 19,389        |
| NHS Orkney      | 32,129        |
| <b>Total</b>    | <b>51,518</b> |

Spending by area of service delivery is shown below:



The financial outlook for Orkney Health and Care (OHAC) remains challenging as demand continues to increase while available public spending is reducing. Orkney is not immune to the national trend of an aging population and the resource pressure that results. Further pressure comes from improved medical interventions and treatments that mean people with very complex medical requirements require greater support throughout their life. It is clear that the partnership cannot continue to respond to the needs of its' communities in the same way, all will have to work jointly and differently.

In response to this during this financial year a review of children's services for those in need of care and protection was carried out working with young people who are care experienced, carers and professionals drew several conclusion and recommendations. One recommendation made is that the partnership develop more services within universal services as an early intervention. De-escalating services to this early intervention rather than statutory responses should reduce budget and staff pressures in the long run but will require resources to effectively shift the balance of

care. The report and its' recommendations will be presented to the IJB for decision in June 2019.

Financial forecasting indicates savings for OHAC for 2018/2019 as:

| Partner    | £000  | % of Baseline Budget |
|------------|-------|----------------------|
| Council    | 384   | 2.2                  |
| NHS Orkney | 1,060 | 5.0                  |
| Total      | 1,444 |                      |

With such a financial backdrop there is an urgent requirement to renegotiate the social contract with the people of Orkney. Strong leadership is required, at all levels, to ensure the discipline of professional Social Work practice and Social Work management is central in this conversation.

## Service Quality and Performance

Orkney Health and Care takes great pride in delivering high quality services to communities, encompassing the National Health and Wellbeing Outcome:

**People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community. (OHAC Strategic Plan 2019-2022).**

Where it is not possible for some of our more vulnerable residents, both young and old, to remain within their home services are provided to them by local providers. All services are required to register with the Care Inspectorate in order to deliver services within our communities.

The Care Inspectorate undertakes planned and unannounced inspections. Inspections do not assess all quality themes during each visit. Themes are selected from a range of "intelligence" including self – evaluations and other assessments. The Care Inspectorate grading scheme in all regulated services is:

- 6 - Excellent
- 5 - Very Good
- 4 - Good
- 3 - Average
- 2 - Weak
- 1 - Unsatisfactory

During 2018/2019 there were 11 inspections of services, 8 of these inspections resulted in services retaining their previous gradings, one service improved their grades and two services grades dropped. One service, Glaitness Summer Playscheme is now inactive, however, they are required to complete an annual return at this time.

The Care Inspectorate routinely seek the views of people using services and some of the recent comments include:

**"Crossroads provide me with a wonderful service. The staff that come to help me are not only respectful and professional but also kind and caring. I live on my own with limited mobility and they help me with the physical things, getting washed and dressed and so on. As far as I am concerned the organisation is very well run and the staff I see strike the right balance."** (Service User Crossroads (Inspection Report 2019)

**"When I get homework staff help me if I get stuck."** (Children's Residential Services Inspection Report 2018)

The grades for services inspected in 2018/2019 are shown below:

| Service   | Date     | Care / Support | Environment | Staffing | Management/ Leadership | Req | Rec |
|---|----------|----------------|-------------|----------|------------------------|-----|-----|
| Adoption Service  | 20.10.17 | 5              | N/A         | 5        | 5                      | 0   | 0   |
| Aurrida House   | 20.06.17 | 5              | N/A         | 4        | N/A                    | 0   | 2   |
| Braeburn Court (Care Home Services)                       | 09.02.18 | 5              | N/A         | 5        | N/A                    | 0   | 0   |
| Braeburn Court (Support Services)                         | 14.11.18 | 5              | N/A         | N/A      | 5                      | 0   | 0   |
| Braeburn Court (Housing Support Service)                  | 14.11.18 | 5              | N/A         | N/A      | 5                      | 0   | 0   |
| Camoran Children's Resource Centre                        | 06.06.18 | 5              | 5           | N/A      | N/A                    | 0   | 0   |
| Care at Home Services (Housing Support Service)           | 17.01.19 | 4              | N/A         | N/A      | 4                      | 0   | 0   |
| Care at Home Services                                     | 17.01.19 | 4              | N/A         | N/A      | 4                      | 0   | 0   |
| Crossroads Orkney   | 07.02.19 | 5              | N/A         | 5        | N/A                    | 0   | 0   |
| Disability Resources Support Accommodation (Glaitness HS) | 13.09.17 | 4              | N/A         | N/A      | 4                      | 0   | 1   |
| Enable Scotland leading the way - Old Scapa Road          | 31.08.18 | 5              | N/A         | N/A      | 4                      | 0   | 1   |
| Fostering Service - Kirkwall                              | 20.10.17 | 5              | N/A         | 5        | N/A                    | 0   | 0   |
| Gilbertson Day Centre                                     | 06.07.17 | 4              | 4           | 4        | 4                      | 0   | 1   |
| Glaitness Centre (Care Home)                              | 13.09.17 | 4              | N/A         | N/A      | 4                      | 0   | 0   |
| Glaitness Centre (Support Service)                        | 30.06.17 | 4              | 4           | 3        | 4                      | 0   | 1   |
| Glaitness Summer Playscheme                               | Inactive | 5              | N/A         | 5        | N/A                    | 0   | 0   |
| Kalisgarth and Very Sheltered Housing                     | 21.02.19 | 5              | N/A         | N/A      | 4                      | 0   | 0   |
| Kalisgarth Care Centre                                    | 13.12.17 | 5              | N/A         | 4        | 3                      | 0   | 0   |
| Orkney Responder Service                                  | 01.11.18 | 5              | N/A         | N/A      | 4                      | 0   | 0   |
| Smiddybrae House  | 15.11.18 | 5              | N/A         | N/A      | N/A                    | 0   | 0   |
| St Colm's Respite Bungalow (Care Home)                    | 31.08.18 | 4              | N/A         | N/A      | 3                      | 0   | 2   |
| Learning Disabilities Services - Supported Living Network | 03.08.17 | 4              | N/A         | 4        | 3                      | 1   | 0   |
| Learning Disabilities Services - Support Service          | 03.08.17 | 4              | N/A         | 4        | N/A                    | 1   | 0   |
| St Peter's House  | 15.01.18 | 3              | N/A         | 3        | N/A                    | 1   | 1   |
| St Rognvald's House                                       | 11.07.18 | 4              | N/A         | 4        | N/A                    | 0   | 2   |
| West Mainland Day Centre                                  | 18.07.17 | 4              | 4           | 5        | 4                      | 0   | 4   |

Our commitment to delivering the best possible services using evidence informed models remains a key aspect of our approach and will be in focus as we look to continue to develop services in the year ahead. An example of our ongoing commitment to improving the experience of our residents is evident as our new care home, Hamnavoe House approaches completion.



Hamnavoe House, Stromness under construction.

## Delivery of Statutory Functions.

The Chief Social Work Officer or his/her delegate is required to intervene to protect the public and individuals in the following circumstances.

Welfare Guardianship or Intervention Orders under the Adults with Incapacity Act – these are used primarily to provide a legal basis for the provision of care and support to people who lack the mental capacity to consent themselves, where this appears to be necessary. In most cases, a family member will apply. The local authority then has a duty to supervise the family member guardian in their use of their powers. Where an order appears to be necessary and there is no person able or willing to apply, the Local Authority has a responsibility to do so. In this case, the CSWO becomes the legal guardian:

| Type of Order / Intervention. (Guardianship)   | 2017-2018 | 2018-2019 |
|--|-----------|-----------|
| New Welfare Guardianship orders where CSWO is the Guardian.  | 1         | 3         |
| Total orders for which the CSWO is Guardian.   | 12        | 12        |
| Number of assessments made by Mental Health Officers in relation to applications for welfare guardianship including private and CSWO applications. | 8         | 6         |
| Number of private Guardians being supervised by officers of the Local Authority.   | 37        | 35        |

Compulsory treatment in hospital or in the community can be ordered under the Mental Health (Care and Treatment) (Scotland) Act 2003. This generally requires the consent of a Local Authority Mental Health Officer (MHO). MHOs are experienced Social Workers with a post qualifying mental health award. There are also compulsory measures available in respect of mentally disordered offenders. The Council retains Mental Health Officer responsibility for Orkney citizens in the Royal Cornhill Hospital Aberdeen and other out of Orkney placements. Work of this nature continues to increase. This trend is reflected across the north of Scotland and Royal Cornhill Hospital has been under considerable pressure in terms of available beds and nursing staff to escort unwell patients from Orkney. It is pleasing to note 2018/2019 has seen a continued reduction in both compulsory treatment orders and emergency detentions. Consequently, we have seen a significant rise in the number of other assessments required to be completed by an MHO:

| Type of Order / Intervention. (Adults)   | 2016 - 2017 | 2017-2018 | 2018 -2019 |
|--|-------------|-----------|------------|
| Mental Health Compulsory Treatment Orders.   | 13          | 9         | 1          |
| Emergency Detentions.  | 12          | 13        | 4          |
| Short-term Detentions.   | 1           | 3         | 2          |
| Other Mental Health Officer assessments includes those not leading to detentions, assessments to extend and/or vary orders, social circumstance reports and reports for court disposals for mentally disordered offenders. | 26          | 16        | 50         |
| Mental Health Tribunals attended.  | 9           | 8         | 1          |

Where a child or young person presents a level of significant risk to themselves or others secure accommodation may be required to meet their needs. The CSWO had no cause to authorise the use of secure accommodation for any young person in 2018/2019. There is no secure accommodation on Orkney and all young people are required to be accommodated off Orkney. 2018/2019 has however resulted in an increase in child protection orders year on year, although the reported number is within a normal range for Orkney.

| Type of Order / Intervention. (Children & Young People) | 2017-2018 | 2018-2019 |
|---|-----------|-----------|
| Secure care authorisation.                              | 1         | 0         |
| Child Protection Orders                                 | 2         | 6         |

### **Mental Health Officer (MHO) Service.**

The bulk of the statutory Adults with Incapacity Act work is taken up by the MHOs in the form of reports for local authority and private welfare guardianships. As in previous years the number of requests for MHO reports has been steady. In addition to this, much of the day to day work undertaken by social workers within the adult teams involves duties under the Act.

Advice and information is provided across a wide range of media to members of the public, service users, and other professionals. A lot of work is routinely done as part of general practice including advising and supporting people to put in place welfare and financial power of attorneys; implementing the principles of the Act; and advising in relation to statutory guidance when intervening in the lives of people who lack capacity and deprivation of liberty issues.

Work under the Mental Health Care and Treatment Act is generally unplanned, resulting from the need to assess with regard to emergency detentions. It has again been a busy year in this regard. Previously identified weaknesses in relation to MHO capacity have begun to be addressed with one Social Worker qualifying as an MHO in 2019 with a further two social workers commencing in September 2019.

There is an appreciable concern that, like most other local authority areas in Scotland, Orkney may not be able to sustain a generally achieved record of a 100% response rate to requests for Mental Health Officer input to statutory detention processes. Legislation states that an emergency detention can proceed if a Mental Health Officer cannot be found, but this is not an ideal situation, and does not reflect the ambition of Orkney Health and Care to provide a resilient MHO function.

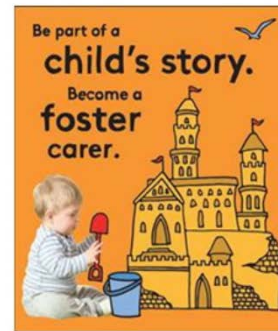
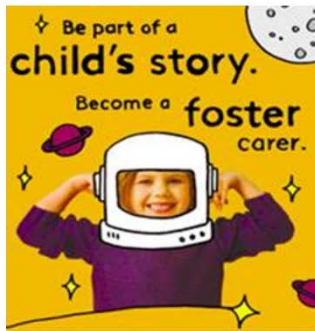
### **Fostering, Adoption and Permanence Panel.**

The role of Agency Decision Maker for the Panel and the Council is delegated by the CSWO to the Principal Social Worker (Adults) and appeals, where necessary, are heard by the CSWO.

| Fostering & Adoption Panel                               | 2017-2018 | 2018-2019 |
|--|-----------|-----------|
| Panels convened  | 5         | 7         |
| Foster care families recommended for approval by the ADM | 1         | 2         |
| Foster care families de registered                       | 3         | 0         |
| Annual reviews completed                                 | 1         | 2         |
| Children's plans presented for permanence                | 0         | 2         |
| Children matched with adoptive parents                   | 1         | 3         |
| Appeals  | 0         | 1         |

The increase in demand for foster care placements is slowly being addressed by the recruitment campaign that appears every 12 weeks in local media sources. Along with this it is pleasing to note the uplift in plans presented for permanence and children matched with adoptive parents.

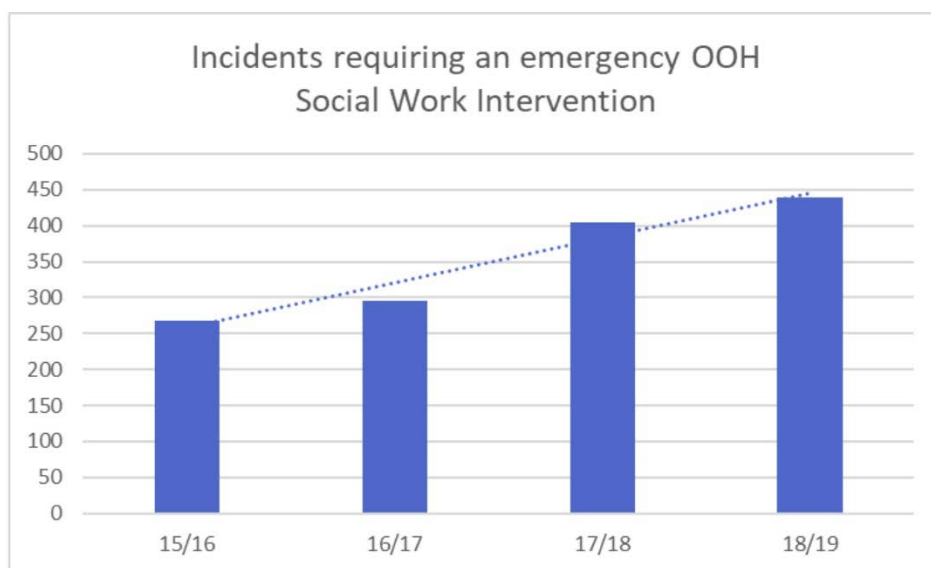




**Emergency Social Work Services.**

The CSWO has a duty to ensure that Social Work Services are available 24 hours per day, 365 days per year, with capacity to ensure that emergencies out with normal working hours can be responded to safely, promptly and appropriately. Currently this service is provided during office hours by duty teams in the respective children and adult Social Work teams. Out of office hours the emergency Social Work service is provided by our Social Workers and managers on a rota basis which is in addition to their substantive daily duties. Emergency Social Work can often be unpredictable and requires skilled assessments of high-risk situations, as a result we continue to support our Social Workers and managers to mitigate the effects of this to ensure their health, safety and wellbeing. A review of the emergency out of office hours social work service is under way with a view to ensure that the service is sustainable and that it meets local needs.

| Emergency Social Work Service                                       | 2016-2017 | 2017-2018 | 2018-2019 |
|---|-----------|-----------|-----------|
| Number of incidents requiring an emergency Social Work intervention | 296       | 404       | 439       |



## **Commissioned Services**

The CSWO has to be satisfied that specifications for commissioned services have been reviewed and are fit for purpose. Services are commissioned from organisations in the independent and voluntary sectors. During the reporting year the Council had contractual arrangements in place with 15 social care services for individuals both locally and out with Orkney. Grant funding was awarded locally to 27 organisations to contribute to the provision of advice and support services, including lunch clubs in Orkney run by locally based charitable organisations to a value of £590,000. We recognise we need to review the way we currently purchase services, our strategic direction is to use the commissioning cycle to help redesign services to meet early intervention ambitions. The CSWO is currently looking for a candidate to review services and develop and implement this approach and this work will begin May 2019.

A small number of contractual arrangements or ongoing agreements remain in place for the provision of miscellaneous services, such as Mental Health Officer hospital based services in Aberdeen, calls handling system support and calls handling centre services in relation to Care Alarms, and meeting facilitation services.

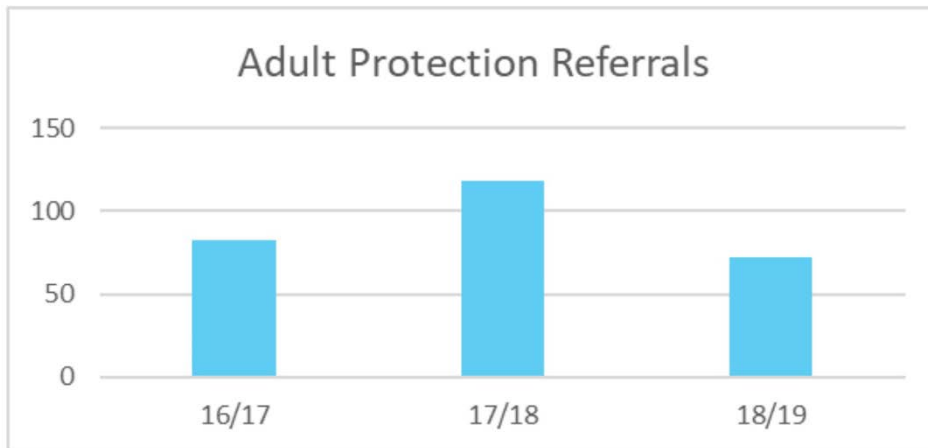
Procurement of service remains compliant with local policy and makes use of national contract arrangements, including publication on the Public Contracts Scotland website, where these services can meet identified need. As with any small system significant budgetary pressures can be brought to bear from a small number of cases for example, where need has not previously been identified or there are high risk behaviours requiring secure accommodation.

In order to support some of our most vulnerable children OHAC commissioned an independent advocacy service, using a robust, compliant procurement process. This service will support vulnerable young people to have a say in what's happening to them. The contract was awarded to Who Cares? Scotland and will be implemented in July 2019 for up to five years.

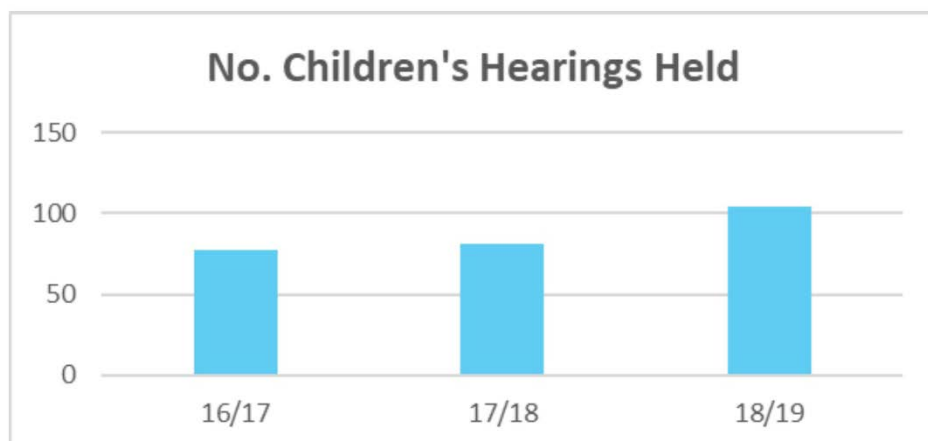
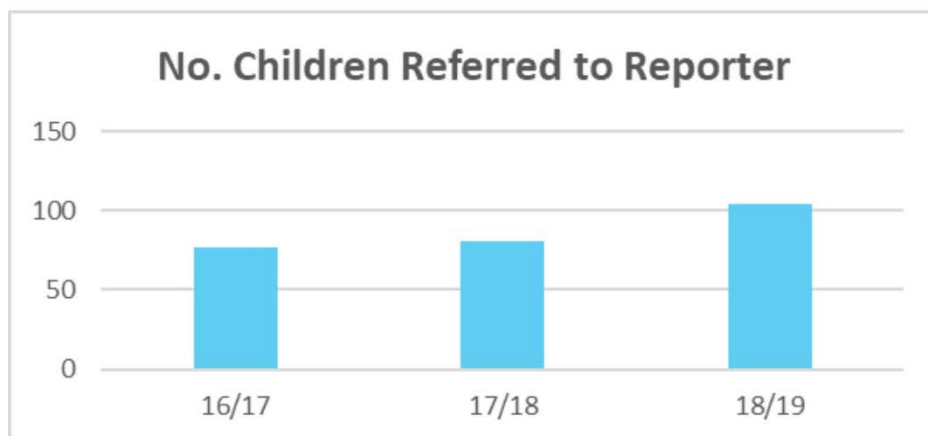
## **Protection and Risk Management.**

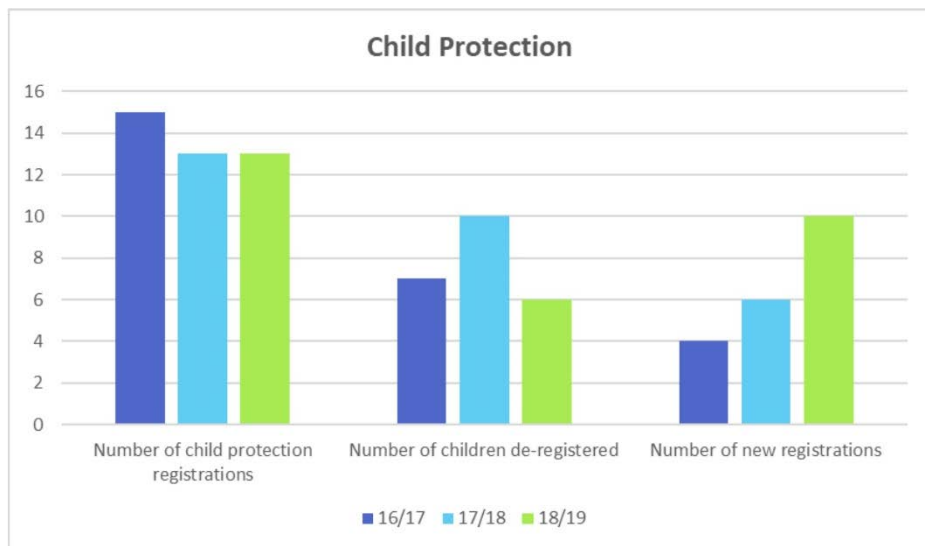
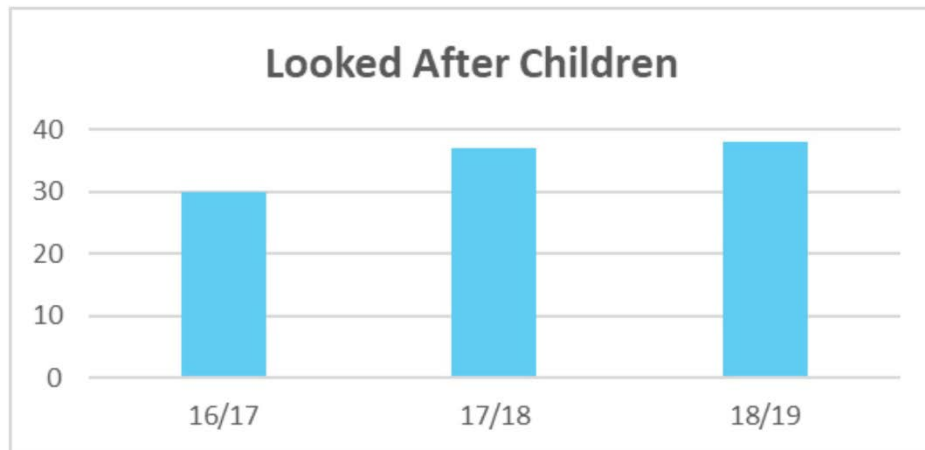
The assessment and management of risk posed to individual children, adults and the wider community are part of the core functions of social work. Risk management for the key service user groups in Orkney is located primarily in three service areas: Adult Social Work for adults at risk of harm, Criminal Justice for the management of people who have committed offences; and Children and Families for child protection.

In terms of vulnerable adults, referral rates have dropped somewhat since the previous year, amounting to 72 referrals. Most referrals were received from Police Scotland. All Adult Protection referrals requiring action were managed without the requirement for an Adult Protection case conference.



In terms of children in need of compulsory measures of care and protection there is a continued increase in demand as shown below. Work is underway to better understand why demand is increasing so significantly as this will not be sustainable in the long term and will put further pressures on limited resources.





Criminal Justice services continue to oversee high rates of completion for community payback orders issued by the court. In 2018/2019 there were 46 new orders, of this number 18 were supervision and unpaid work, 6 were supervision only and 22 were for unpaid work only.

In view of the importance of joint working, and the statutory requirement to have an adult protection committee with an independent Chair, the work of the Orkney Child Protection Committee and the Orkney Adult Protection Committee has now formally been integrated into a Public Protection Committee (PPC). PPC considers all aspects of protection work such as Multi Agency Public Protection Arrangements (MAPPA) primarily relating to the supervision of sex offenders, and Multi Agency Risk Assessment Conferences (MARAC) addressing domestic abuse. The CSWO is a member of PPC. This allows the CSWO to have an overview of related risk management activity, both within the Council and across agency boundaries. The CSWO participates in individual planning meetings under the MAPPA arrangements for the highest risk (Level 3) offenders. The CSWO also provides professional advice to the Chief Officers' Group which is responsible for the leadership, governance and performance management of the multiagency aspects of public protection in the county.

## Workforce Planning and Development

A well-motivated and engaged staff group is key to delivering safe, effective and efficient services. Professional development increases the skills of this vital resource and supports practitioners to be confident that they can deliver a quality service. Our Learning & Development team delivered a comprehensive training calendar in 2018/2019 to ensure ongoing regulatory compliance and awareness of key issues such as child and adult protection. Practitioners have also accessed other training such as Child Sexual exploitation, Signs of Safety (Child and Adult Protection) training, Dyadic Development Psychotherapy, Stress and Distress (dementia), Management and Leadership training, domestic violence etc. We have seen practitioners achieve qualifications at all levels up to Masters level which strengthens practice and is supporting us to become a more overtly learning organisation.

| Qualification                                     | Number of Sponsored Staff |           |
|---|---------------------------|-----------|
|   | 2017-2018                 | 2018-2019 |
| HNC Social Care and SVQ 3 Health and Social Care. | 2                         | 1         |
| SVQ 4 Health and Social Care.                     | 1                         | 0         |
| SVQ 3 Health and Social Care.                     | 1                         | 5         |
| SVQ 3 Health and Social Care Partially Funded.    | 0                         | 0         |
| SVQ 2 Health and Social Care.                     | 21                        | 22        |
| SVQ 2 Health and Social Care Partially Funded.    | 6                         | 1         |
| CPD Leading and Managing Care Services.           | 1                         | 1         |
| PDA Health and Social Care Supervision            | 1                         | 3         |
| TOTAL   | 33                        | 33        |

There continue to be significant difficulties in recruiting to certain posts within our Social Work and Social Care services. With a limited labour pool available and increasing demand, recruitment within our adult social care services is an ongoing activity. During 2018 we have required to bring Agency social care staff to Orkney for brief periods of time to ensure ongoing safe delivery of service, it is likely that this will not be an isolated occurrence.

It is important to reflect on our significant challenge in recruiting to promoted posts particularly within the context of our managers age profile. Several attempts have been made to recruit to service manager posts which have been unsuccessful despite a wide net being cast. These posts are critical in the guidance they offer front line services whilst also providing key governance in relation to critical issues requiring attention at Senior Management level. We have had initial conversations with HR colleagues in relation to exploring options to address this locally. We are also working with our HR colleagues to produce a new workforce development plan for the IJB to cover all services.

