

# Moray Chief Social Work Officer's Report 2014/15

## **Moray Profile**

Moray is the 8<sup>th</sup> largest Council area in Scotland, covering an area of 2,238 square kilometres, from the Cairngorm Mountains in the south to the coast of the Moray Firth in the north. However, in terms of its population, it ranks 22<sup>nd</sup> out of 32 with a population of just 94,750. The average population density is low at just 42 people per square kilometre, compared with 69 people per square kilometre nationally. However, approximately 57% of the population live in the 5 main towns of Elgin, Forres, Buckie, Lossiemouth and Keith, where the population density is approximately 2,500 people per square kilometre.

According to the Scottish Government 6-fold Urban/Rural classification 24% of Moray's population lives in "Other Urban Areas" (between 10,000 and 125,000 people) and a further 32% lives in "Accessible Small Towns" or "Remote Small Towns" (settlements of between 3,000 and 10,000). The remaining 43% lives in "Accessible Rural" or "Remote Rural" (settlements of less than 3,000 people).

In terms of distance from a settlement of 10,000 or more, 57% of Moray's population (those in Accessible Small Towns or Accessible Rural) lives within thirty minutes of such a settlement and 19% (Remote Small Towns or Remote Rural) lives more than 30 minutes from such a settlement.

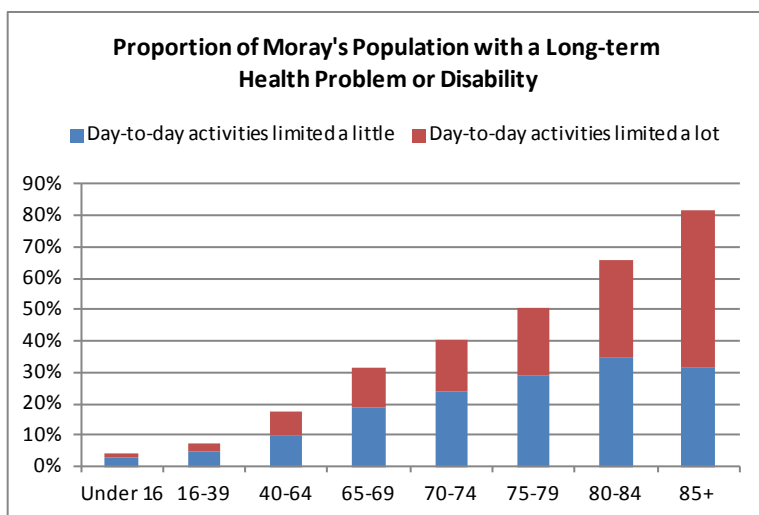
The mid-2014 population estimates for Scotland put Moray's population at 94,750 – 48,100 females and 46,650 males.

- 16,600 aged under 16yrs,
- 59,150 aged 16-64yrs and
- 19,000 aged 65yrs and over.

Figures from the 2011 Census indicate that the majority of Moray's population is white, accounting for 98.9%, the vast majority of whom are Scottish or other British (95.7%). White Polish is the largest single other white ethnicity (1%) with White Irish, White Gypsy Traveller and White Other accounting for the other 2.2%.

The largest non-white ethnicity in Moray is Asian, accounting for 0.6% of the population, the majority of who are Pakistani or Chinese. People of mixed or multiple ethnicity account for 0.25% of Moray's population, while those of African or Caribbean ethnicity each account for about 0.1%. Other ethnic groups account for the remaining 0.1%.

A total of 16,520 people in Moray are limited to some extent in their day-to-day activities by a long-term health problem or disability. About 7,050 are limited "a lot" and about 9,470 are limited "a little". This equates to 7.5% and 10.2% of the population respectively. An age breakdown illustrates the increasing incidence of limiting conditions with age. In all age groups the proportion limited a little is larger than the proportion limited a lot, except for those aged 85yrs and over. So not only do a much greater proportion of older people have their day-to-day activities limited by a long-term health problem or disability but the extent of that limitation is also greater.



### Moray's Children

In Moray at the time of the Pupil Census in September 2014 there were 1,670 children registered for ante pre-school/pre-school. This includes 42 under 3yr olds and 103 deferred entry pupils. Records indicate that there were about 120 children with recorded Additional Support Needs.

At the time of the Pupil Census in September 2014 there were 6,800 children on the primary school roll and 5,300 on the secondary school roll.

As at April 2015 there were 3,314 children with recorded additional support needs – 1,888 primary and 1,426 secondary. Support is provided according to the level of need of each pupil, determined using the Staged Intervention model, a means of identification, assessment, planning, recording and review to meet the learning needs of children and young people. The following table shows the proportion of children and young people with identified additional support needs at each level of intervention:

	Staged Intervention Level				
	2	3	4	ESF	No level identified
<b>Primary Total</b>	54.3%	25.5%	11.1%	9.1%	0.0%
<b>Secondary Total</b>	44.1%	35.8%	11.8%	5.8%	2.5%

Staged Intervention Levels:

Stage 1 – classroom support

Stage 2 – class room + additional adult support within the classroom

Stage 3 – school support + some support outwith school

Stage 4 – multi-agency support

ESF – Exceptional support funding required for sever and complex needs

According to the 2011 Census 872 children had a long-term health problem or disability that limited their day-to-day activities to some extent; about 1/3 of these children were limited a lot.

	<b>Number of people</b>	<b>Day-to-day activities limited a lot</b>	<b>Day-to-day activities limited a little</b>	<b>% Day-to-day activities limited a lot</b>	<b>% Day-to-day activities limited a little</b>	<b>Total % with some limitation</b>
<b>0 to 4</b>	5,246	50	60	0.95%	1.14%	2.10%
<b>5 to 9</b>	4,887	60	137	1.23%	2.80%	4.03%
<b>10 to 14</b>	5,638	100	226	1.77%	4.01%	5.78%
<b>15</b>	1,273	25	71	1.96%	5.58%	7.54%
<b>16 to 17</b>	2,496	49	94	1.96%	3.77%	5.73%

At March 2015 there were 191 looked after children in Moray, 156 (82%) of who were being looked after away from home.

## Partnership Structures/Governance Arrangements

The functions of the CSWO were the responsibility of the Corporate Director (Education and Social Care) until 29<sup>th</sup> August 2014 when they transferred to the Head of Integrated Children's Services.

The CSWO is responsible for monitoring Social Work service activity across the Council to ensure agreed standards are met and that professional standards are maintained. The post assists Moray Council in understanding the complexities of Social Work Service commissioning and provision; including particular issues such as child protection, adult protection and the management of high risk offenders, as well as the key role Social Work plays in contributing to the achievement of local and national outcomes. The CSWO also has a responsibility for overall performance improvement and the identification and management of corporate risk insofar as these relate to Social Work Services.

The CSWO is responsible for providing effective professional advice and guidance to the Council, its elected members and officers in the provision of social work services.

The Corporate Director (Education and Social Care) was line managed by the Chief Executive and as a member of the Council's Corporate Management Team, provided advice on the complex interface between the local authority and the Scottish Government on Social Work issues. He remained accountable to the Chief Executive and Elected Members regarding Moray Council's compliance with national government expectations.

The Corporate Director (Education and Social Care) fulfilled this by:

- Participating as a member of Moray Council's Corporate Management Team and in CMT/SMT meetings as well as contributing directly to policy development;
- Reporting directly to the Chief Executive to ensure that he is appropriately advised on Social Work issues;
- Participating in Service Development Group and Area Based Review meetings to advise on how to safely refocus scarce resources and reframe practice;
- Meeting regularly with elected members (including chairs/vice chairs, group leaders and leading briefings on critical developments) to ensure that they are appropriately advised on Social Work matters;
- Providing regular reports on Social Work practice and performance to appropriate committees; and
- Contributing to the Community Health and Social Care Partnership, the emerging Integrated Health and Social Care Partnership, the Community Planning Partnership and the Adult Protection Committee as required and Moray's Child Protection Committee.
- Directly line manages the CSWO who is the Head of Integrated Children's Services and the Head of Community Care.

The Head of Integrated Children's Services fulfils her responsibility as CSWO by:

- Reporting directly to the Corporate Director (Education and Social Care) to ensure that he is appropriately advised on Social Work issues;
- Reporting to Moray Council's Corporate Management Team on areas that directly relate to social work services, including highlighting areas of potential risk;
- Meeting regularly with elected members (including chairs/vice chairs, group leaders and leading briefings on critical developments) to ensure that they are appropriately advised on Social Work matters;

- Providing regular reports on Social Work practice and performance to appropriate committees;
- Contributing to the shadow Integration Joint Board, the Community Planning Partnership, and the Public Protection Partnership;
- Chairing Moray's Child Protection Committee; and
- Meeting regularly with the Head of Community Care and the Chief Officer for Moray Health and Social Care Partnership.

## **Moray Council Governance**

### **Health and Social Care Committee**

It is the role of the Health and Social Care committee to exercise the functions of the Council under the:-

- Social Work (Scotland) Act 1968
- Mental Health (Care and Treatment)(Scotland) Act 2003
- National Health Service (Scotland) Act 1947
- National Health Service and Community Care Act 1990
- Adults with Incapacity (Scotland) Act 2000

Also to exercise the functions of the Council relating to contributing to the expense of housing the elderly, infirm or disabled people, the control of expenditure of available funds in Social Work Trusts, and to implement the Council's responsibilities with regard to adult protection, criminal justice and social work services.

### **Children and Young People's Committee**

It is the role of the Children and Young People's Committee to exercise the functions of the Council:

- As an Education Authority within the terms of relevant legislation with regard to school education, nurseries and child care, Gaelic and children's services.
- With regard to leisure, libraries and museums, sport and the arts, CLD and lifelong learning.
- With regard to the Children (Scotland) Act 1995, and to determine the Council's policies in regard thereto, including youth justice.
- In respect of looked after children and young people leaving care.
- To deal with Child Protection issues.
- In respect of the Adoption and Fostering of children in terms of the Adoption (Scotland) Act 1978. The Adoption and Children (Scotland) Act 2007 and the Foster Children (Scotland) Act 1984.

As a Local Authority, Moray Council has a statutory duty to provide services to young people and their families who are in need across the Council area. The responsibility for overall delivery of this service in Moray lies with the Department of Education and Social Care which comprises the following sections;

- Integrated Children's Services
- Schools and Curriculum Development
- Lifelong Learning, Culture and Sport
- Community Care

The department is led by the Corporate Director (Education and Social Care), assisted by four Heads of Service, each leading one of the sections above.

### **Community Care**

Four Service Managers report to the Head of Community Care, each with their specific responsibilities.

- Provider Service Manager
- Assessment and Care Service Manager
- Specialist Services Manager (Drug & Alcohol, Mental health & Learning Disability)
- Commissioning and Performance Service Manager

The Service Managers are supported by two Consultant Practitioners who have responsibility for development of professional practice, including Adult protection and Challenging Behaviour.

There are monthly social care Practice Governance Board meetings during which standards relating to quality of practice and care are examined.

### **Integrated Children's Services**

In addition to the Head of Integrated Children's Services the department has the following managers each with specific responsibility for their section:

- Corporate Parenting and Commissioning Manager – responsible for Commissioning and Placement Services.
- Children's Wellbeing Service Manager – responsible for early engagement, intake and assessment and outreach teams.
- Inclusion Manager – responsible for English as an Additional Language, Pinefield parc, Autism and Communication Disorders, Beechbrae and the Sensory Teams.
- Justice Services Manager – responsible for the Criminal Justice, Youth Justice and Out of Hours Social Work Teams.
- Principal Educational Psychologist – responsibility for Educational Psychology Team.
- Strategy Manager – responsible for policy and strategy development.
- Continuing Support Manager – responsible for longer term intervention through the Continuing Support Teams.

### **Community Planning**

The Community Planning Partnership is made up of public, private and Third Sector partners working together to increase the quality of life and well-being of everyone in Moray and has set out strategic priorities in line with Moray 2023 - A Plan for the Future. It is increasingly important that partnerships come together for and with communities to improve outcomes by focusing on a prevention approach, partnership integration and performance improvement. The focus of this plan is early intervention, anticipating and intervening wherever possible. The partnership is clear in where it is trying to intervene and for whom; has a bias for prevention and how it works for people and communities at all stages in life – not just the early years.

Moray 2023 – A Plan for the Future is based on five local outcomes. These reflect strongly the Scottish Governments national outcomes. There are a number of these in the national outcomes which the Moray Community Planning Partnership recognises as overlapping themes which are integral to the delivery of all local outcomes.

The overarching aim of Moray 2023 is to provide the best possible outcomes by providing leadership for Moray through collaborative and partnership working to design and deliver better services. In order to create and sustain a better quality of life and opportunity for all Moray citizens the partnership has established the following outcomes:-

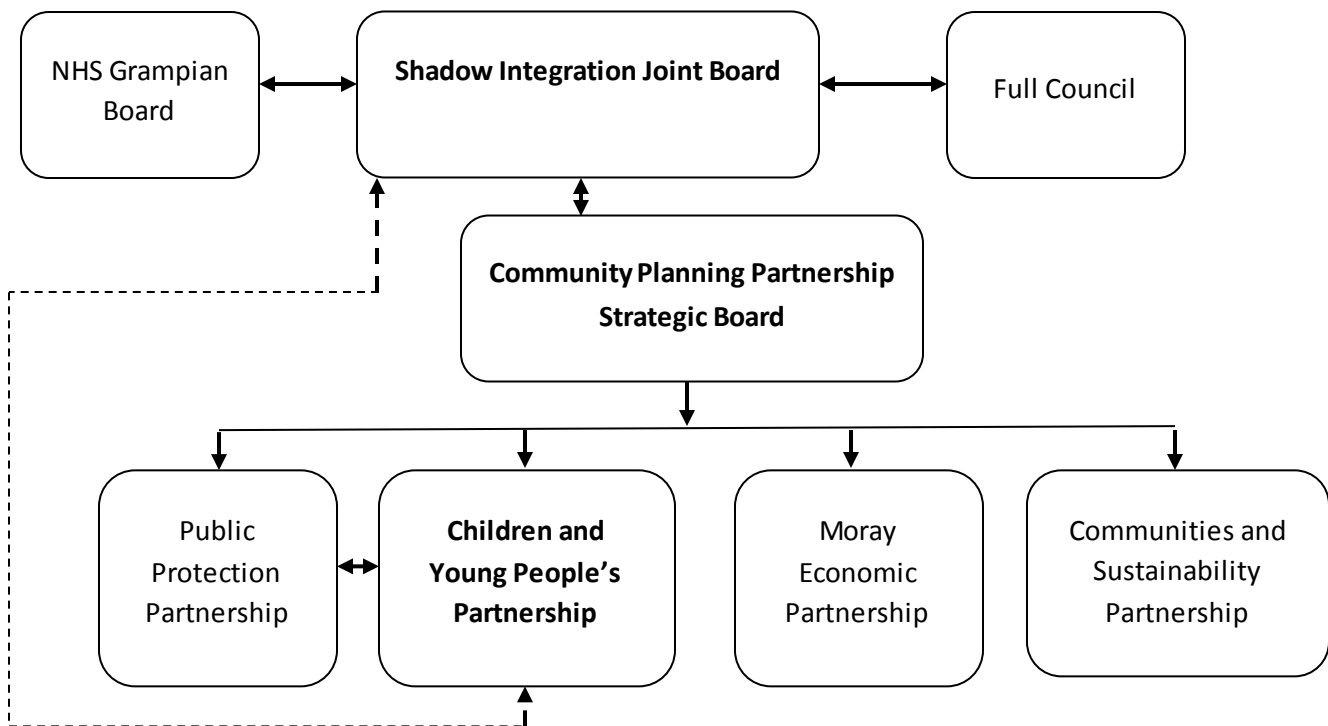
1. A growing and diverse economy.
2. Healthier citizens.
3. More ambitious and confident children and young people able to fulfil their potential.
4. Adults living healthier, sustainable, independent lives safeguarded from harm.
5. Safer Communities.

The Partnership currently has 12 members – Communities Scotland, Grampian Fire & Rescue, Grampian Police, HIE Moray, Joint Community Councils, Moray Chamber of Commerce, Moray Citizens' Advice Bureau, Moray College, tSi Moray, NHS Grampian, RAF, and The Moray Council.

By April 2016, the Moray Integration Joint Board (IJB) will have been established. It is a key element of The Public Bodies (Joint Working) (Scotland) Act 2014 that responsibility for the strategic planning for the delivery of both adult health and social care services will be the responsibility of the IJB. The shadow Integration Joint Board has been established and is working towards taking full responsibility for Health and Social Care services by April 2016.



## Community Planning Structure



### Children & Young People's Partnership

The aim of the Partnership is to set and oversee the strategic direction for children's services in Moray and lead the ongoing implementation and review of *getting it right for every child* in Moray.

#### Responsibilities:-

- (i) Take responsibility for the coordinated development, implementation and monitoring of Moray's Integrated Children's Services Plan;
- (ii) Agree the joint actions and resources necessary to support the effective delivery of the Plan;
- (iii) Take lead responsibilities to implement specific Moray 2023 outcomes on behalf of the Community Planning Partnership Board;
- (iv) Take responsibility for the development and review of policy and strategy for those areas within the Moray Council, NHS Grampian and partner agencies that involve collaborative and integrated working across children's services;
- (v) Provide effective governance and performance management arrangements locally and report on progress to the Community Planning Partnership Board as requested;
- (vi) Consult with children and young people, other agencies and organisations, including the third sector as appropriate, to achieve a co-ordinated approach to the provision of local services;
- (vii) Promote and seek opportunities to further embed collaborative and integrated working in children's services in Moray;
- (viii) Promote the streamlining and co-ordination of development activity within and between committees/partnerships to allow the opportunity for wider policy development and service interventions to take place on an evidence and intelligence-led basis;
- (ix) Encourage and promote training and development opportunities across agencies and sectors on areas of children's services where there are shared interests/concerns; and

- (x) Respond to consultations from Government and statutory bodies and make representations to Ministers and those national bodies regarding the services within the Partnership's remit.

### **Moray Early Years Public Social Partnership (PSP)**

In March 2014 we embarked upon a PSP to address issues of rurality, hidden deprivation and poverty. An ambitious project we aimed to establish an assertive outreach programme across rural Moray that promoted communication, capacity and growth across communities, agencies and partners. Driven through our Early Years Strategy Group and engaging with as many partners as possible our intended outcomes are:

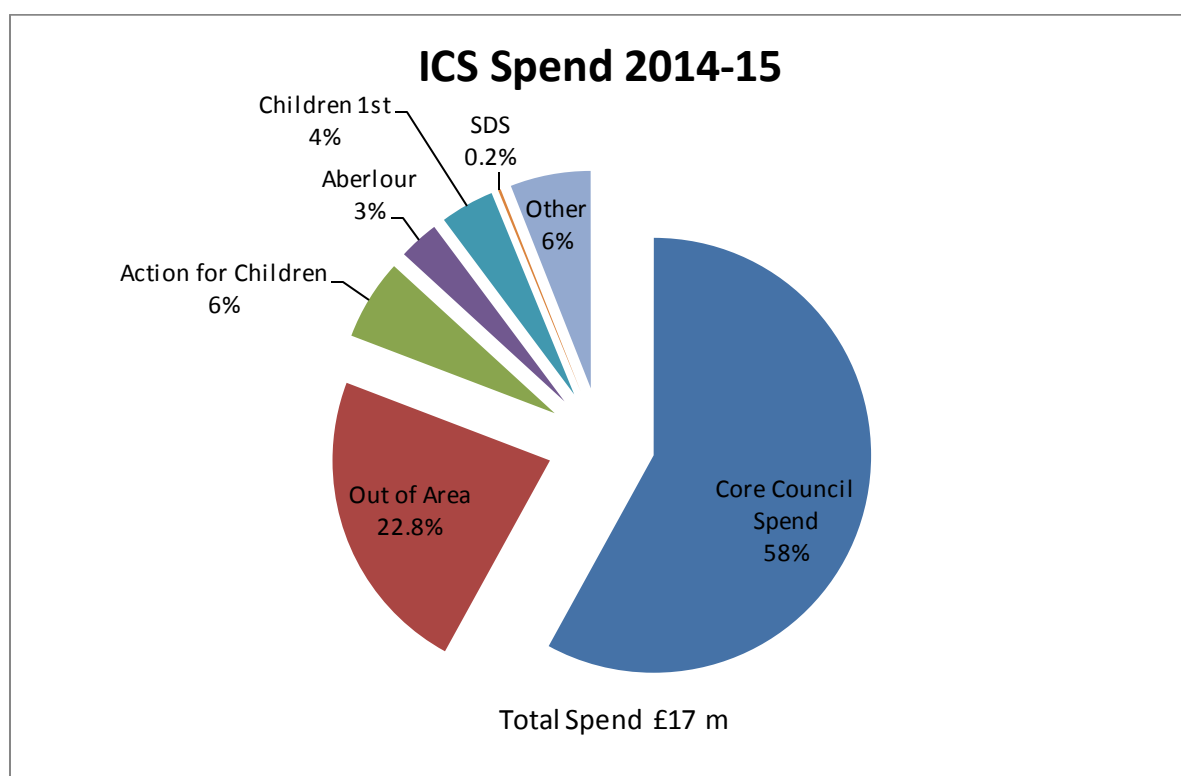
- Supporting families who are 'just coping';
- Earlier identification of family needs and quicker, supportive intervention;
- Effective engagement with 'hard to reach' families;
- Creating services that respond to local needs;
- Reducing the need for statutory interventions for families at risk; and
- Improving access to and the use of mainstream services.

An early review of the PSP conducted by Social Value Lab was positive about the design and concept of the PSP, and highlighted many of the strengths. The partners remain committed to the project and are taking forward the recommendations of the review.

## Social Services Delivery Landscape

The societal context shows that Moray is experiencing pressure from demographic change, both in terms of ageing population and a net loss of young people. These factors combined can create a sometimes challenging labour market for social care. The social care sector in Moray is delivered by the public sector and independent sector in both voluntary and commercial organisations. The sector is coordinated through commissioning activity in Community Care and Integrated Children's Services.

In June 2014 Integrated Children's Services presented a Commissioning Framework that was approved by Children & Young People's Service Committee for use throughout the section. The Framework is available online - <http://www.moray.gov.uk/minutes/data/CP20140625/Item%205-Appendix.pdf>



Provision of residential care for Looked After Children (LAC) in Moray is provided by Action for Children and by Scottish Autism. Prior to the contracts coming to an end procurement activity, consistent with The Moray Council financial regulations, will commence in line with the method detailed within the ICS Commissioning Framework.

### Community Care

#### Self-Directed Support (SDS)

The SDS legislation was introduced on 1<sup>st</sup> April 2014, at the same time we have entered year 5 of a Government 10 year implementation strategy for SDS. Since the introduction of the legislation, all service users eligible for long terms support from Community Care have had a legal requirement to be taken through the SDS process and all those service users currently in receipt of long term support from community care would be taken through the SDS process. This process requires the

identification of an indicative budget and outcomes to be identified to form the basis of a support plan based around choice and control for the options, with the four options of SDS being explained and offered to an individual.

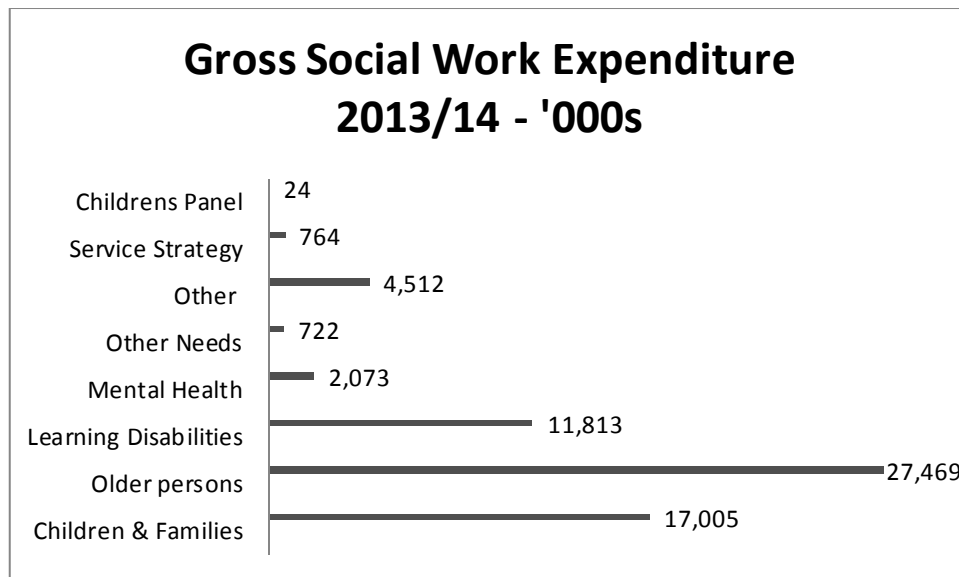
Over the past 2 years we have been working with IRISS (Institute for Research and Innovation in Social Service) on two out of four pilotlight pathways, the pathways have been exploring SDS for Mental Health Service Users and SDS for a Small Business. Products and material have been developed within the pathways along with products from the other two pathways from which other local authorities were involved in. As IRISS worked with Moray to co-produce two of tis pathways they wanted to launch the products from all of the pathways here in Moray. Moray is to hold an SDS Celebration event in September to promote the good news stories from Moray and to give a platform for IRISS to launch the products.

Work has also been undertaken to develop Individual Service Funds (ISFs) through option 2 of SDS. We are co-producing this process with seven providers who expressed an interest to work with us to develop this service. We are entering a delivery phase following extensive back room work with providers to be able to offer ISFs as an alternative way of receiving SDS. The delivery phase of the test project is anticipated to last between 12-18 months to allow for significant learning for all parties involved and in-depth evaluation prior to rolling out delivery.

We were successful in a bid to Scottish Government to look at testing all of the SDS options with Residential Care. A project team has been recruited for this test project and work is now underway in relation to this. There will be liaison with Scottish Government and also East Renfrewshire who is the other successful local authority to look at SDS and residential care over the next two years. We will be working alongside providers of residential care in Moray to develop the process to test out the viability of allowing all four of the SDS options to be chosen when accessing residential care, in particular that of Direct Payments (Option 1 of SDS).

## Finance

Moray Council continues to experience severe financial pressure, albeit savings were not called for in 2014/15 work was progressed to identify potential areas for savings from 2016 onwards. The CSWO has been very involved in the discussions in respect of Integrated Children's Services; however this does pose a dilemma for those who hold the CSWO post as Head of Service. There are occasions when obliged to offer up savings as Head of Service which may mean a reduced service provision which, as CSWO, you would advise against in terms of risk.



## Service Quality and Performance

Social work services contribute to the development of Moray as identified in Moray 2023, which provides a strategic context for the delivery of social work services in Moray.

Key issues identified for social work action is to promote:-

- Early Intervention / Prevention
- Independence
- Choice & Control
- Community Engagement and Capacity Building
- Support for Carers
- Reduction from Harm due to Substance Misuse

## Community Care

Developments in Social Work / Social Care for 2014/15 in Community Care have been focussed on the following areas:

- Progressing Self-Directed Support
- Enhancing work in Adult Support & Protection
- Improving the organisation of Mental Health Officers
- Supporting the Independence of Older People
- Promoting the voice and involvement of people with live experience
- Improving our care and support of people who have the most complex needs in Learning Disability
- Establishing the principle of recovery in mental health services.

### Supporting Independence of Older People

Community Care supported the independence of older people through:

- Continuing provision of home care and reablement
- Increasing preventative approaches
- Working to ensure timely discharge from hospital

The following statistics demonstrate activity over period 2014/15:

- The rate of those in Permanent Care, which went from 29.45 older people per 1,000 population in April 2014 to 26.57 people per 1,000 at the end of March 2015. A raw figure reduction from 540 to 496.
- “Having Things to Do”, where in 2014/15 the question was relevant in 1,258 assessments and the outcome was met 823 (65.4%) times, partially met, 380 (30.2%) times and not met only 55 times (4.4%) – This gives a met or partially met rate of 95.6%.
- “Living Life The Way You Want To”, where in 2014/15 the question was relevant in 1,235 assessments and the outcome was met 868 times (70.3%), partially met, 307 (24.9%) times and not met only 60 times (4.9%) – This gives a met or partially met rate of 95.1%.

<b>Balance of Care</b>				
<b>(Number of Service Users Receiving Permanent Care and Homecare)</b>				
	<b>Permanent Care</b>	<b>Homecare</b>	<b>Receiving less than 10 hours of Homecare</b>	<b>Receiving 10+ hours of Homecare</b>
<b>Apr-14</b>	<b>540</b>	<b>1043</b>	683	360
<b>May-14</b>	<b>535</b>	<b>1060</b>	694	366
<b>Jun-14</b>	<b>529</b>	<b>1072</b>	694	378
<b>Jul-14</b>	<b>533</b>	<b>1079</b>	699	380
<b>Aug-14</b>	<b>528</b>	<b>1065</b>	692	373
<b>Sep-14</b>	<b>516</b>	<b>1070</b>	691	379
<b>Oct-14</b>	<b>512</b>	<b>1065</b>	695	370
<b>Nov-14</b>	<b>503</b>	<b>1039</b>	671	368
<b>Dec-14</b>	<b>507</b>	<b>1032</b>	671	361
<b>Jan-15</b>	<b>497</b>	<b>1003</b>	647	356
<b>Feb-15</b>	<b>492</b>	<b>999</b>	646	353
<b>Mar-15</b>	<b>496</b>	<b>1007</b>	657	350

The number of Older People in Permanent Care has been decreasing despite a growing demographic. There has, in fact, been a decrease in all receiving care, with those receiving 10+ hours showing the smallest decrease. This evidences that the balance of care in Moray is shifting towards providing more care and support in service user's homes as opposed to care homes.

### **Integrated Children's Services**

The priorities for service development in 2014/15 were:

- Fully embedding the new structure for Integrated Children's Services across Moray.
- Embedding a culture of self-evaluation and continuous improvement across ICS
- Further developing early engagement and early intervention services to meet the needs of children, young people and families.
- Further developing early years services through the Early Years Collaborative.
- Fully contributing to the Integrated Children's Services Plan developed through the Children and Young People's Partnership and Community Planning Board.

Throughout 2014/15 the service continued to embed the newly created structure. A review of the new structure and the impact upon social work teams has been completed and the findings have informed our plans for 2015/16.

The focus of the Children's Wellbeing (Engagement) team has been on progressing another of the service plan priorities – the development of early engagement and early intervention services to meet the needs of children, young people and families. This includes increasing both the range and utility of support that is freely available and the capacity to provide the support, identify risk and vulnerability and so determine as early as possible, those who may need targeted support or intervention and help them to engage with it. Parent Early Education Partnership (PEEP) and Step by Step are two examples of programmes that have been developed to provide parents with advice guidance and support. The further development of Locality Management Groups have empowered localities to consider the priorities outlined in Moray 2023 and through a process of community profiling identify specific locality priorities which support the overall targets outlined in Moray 2023.

A key focus of the Children's Wellbeing (Intake and Assessment) Team has been on ensuring that children, young people, parents and professionals who require targeted social work support can do so in a non-bureaucratic and timely fashion. A key development in this area is the Triage system; a single point of contact/telephone number staffed by an intake team who signpost callers to the most appropriate aspect of the service.

#### Placement Services

Prior to restructuring the fostering and adoption functions were distinct from Throughcare/Aftercare (TCAC), Kinship and the Supported Lodging Scheme. The experience of this for young people could be fractured with referral needing to be made from one service provision to another. This was disjointed and inappropriate for those young people who become looked after and accommodated, as with any child planning for progression from childhood into adulthood should be seamless. By creating a Placement Services Team, with all these functions under one manager the intention is that young people will experience a continuum of care.

The experience of the young people is reviewed on an individual basis by use of the recent implementation of viewpoint. The experience of the population of looked after children in Moray has yet to be audited and will require monitoring over time, again use of Viewpoint will be vital in analysis of feedback.

The inspection of Moray Council's Supported Lodgings Project was completed in October 2014, with a further two inspections of Moray Council's Fostering Service and Moray Council's Adoption Service by the Care Inspectorate completed on 21 November 2014. All resulted in evaluations of very good (rating of 5) for quality of care and support, quality of staffing and for quality of management and leadership. While within placement services we seek the experience of young people to be a continuum of care where applicable, for Care Inspection purposes 3 of the services provided directly by The Moray Council are inspected as individual services.

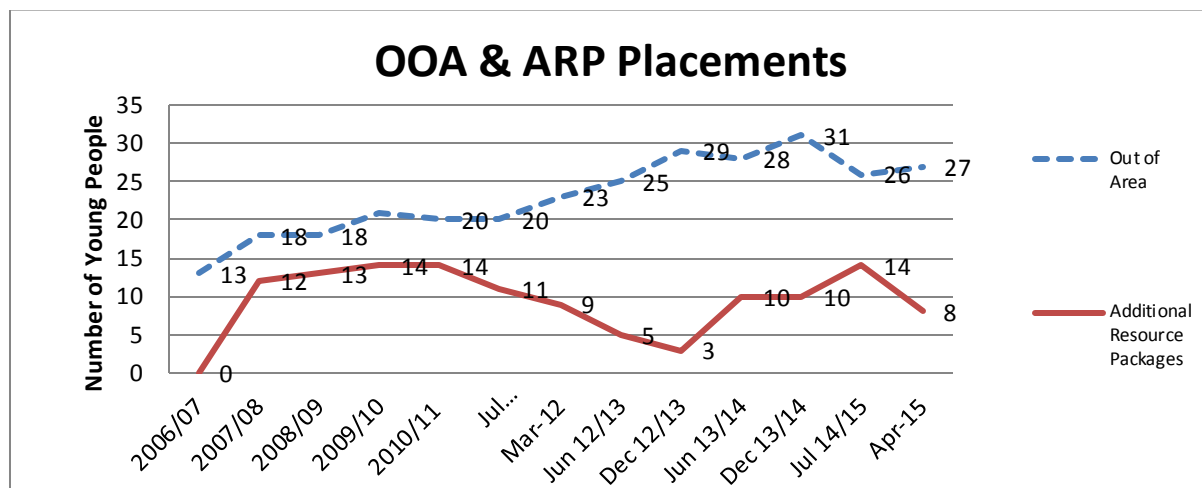
The Moray Fostering and Adoption Panel Annual Review 2014 highlights the numbers of children and carers who have been considered by Panel over the past 7 years. Initial indications are that one of the intended outcomes of the restructure – to reduce drift and delay in care planning – has been achieved, however numbers do fluctuate over the years so it may be too early to conclude this absolutely.

As noted there is considerable positive work progressing which evidences reduced delay in care planning for Moray's looked after children and young people. The audit of care and planning for individual children and looked after children as a group is undertaken within Moray's Permanence Monitoring and Development Group. The evidence to date reflected and recorded within the Moray Fostering and Adoption Panel Annual Review 2014 is indicating reduced delay and drift in care



planning and in achieving permanent future care. However as part of the process of preventing drift in care planning for children and young people, Moray’s Permanence Monitoring and Development Group undertook specific audit of the circumstances of three children, selected because delay in achieving permanence was evident. The outcome of the audit has indicated that transfer of cases between teams is an area for further analysis and improvement.

A number of residential care placements, some with and a number without education provision as part of the placement, continue to be made outwith Moray. Placements are necessary given either resources within Moray being at capacity or the specific care needs of the child/ young person being placed.



**Number of Out of Area Residential Placements & Additional Resource Packages – April 2015**

**Corporate Parenting**

The issues that impact on Looked After Children have become more in focus given the Children and Young People (Scotland) Act 2014. As a consequence of the Act and the increase in people and organisations that are now “corporate parents”, Moray Council was instrumental in creating the Corporate Parenting Board which is directly mandated by the Community Planning Board and Children and Young Peoples Partnership. The first Corporate Parenting Board meeting is scheduled for May 2015 at which the Corporate Parenting Action plan will be tabled, the first action plan entirely concerned with the issues relevant for Looked After Children which has been written jointly by those who are Corporate Parents within the new legislation.

The implementation of Corporate Parenting, especially in terms of how colleagues from other services interpret their role and responsibilities, is proving challenging at present. In Moray we have held training for Corporate Parents, and are planning further training in 2015/16, however there continue to be robust discussions in relation to what being a Corporate Parent really means for colleagues in other services and the allocation of resources.

**Early Years**

The Early Years Strategy Group is overseeing the work of the Early Years Collaborative, which is continuing to make a difference to services and is being recognised by practitioners as making a positive contribution to the development of early year’s services. The second year of Early Years Change Fund funding received from the Scottish Government, has been invested in PEEP, a parenting programme which engages with parents and communities following a successful pilot in the Lossiemouth area. Other areas of work include a focus on early communication, developmental milestones, maternal and infant nutrition, maternal substance misuse and Performance Indicators in

Primary Schools (PIP) scores (in areas of deprivation and comparing to academic achievement and positive destinations). The Strategy Group is also working in partnership with the Scottish Book Trust, developing Bookbug sessions throughout Moray and, through the Assertive Outreach project Bookbug sessions in the home.

### **Priorities 2015 – 16**

#### **Moray 2023 Targets:**

- To ensure that women experience positive pregnancies which result in the birth of more healthy babies by a reduction of 15% in the rates of stillbirths and infant mortality.
- To ensure that 85% of Moray children have reached all of the expected developmental milestones at the time of their 27- 30 month child health review.
- To ensure that 90% of Moray children have reached all of the expected developmental milestones at the time they start primary school.
- To ensure that 90% of Moray children have reached all of the expected developmental milestones and learning outcomes by the end of primary 4.
- A reduction in the number of Looked After Children by 18.9% from 222 in 2013 to 180 in 2023.
- A reduction in the number of children aged 0-7 yrs that are referred to the Children's Reporter in relation to care and protection issues from 38.9% of all 0-7 yr olds referred to the Reporter in 2011/12 to 24.2% in 2023/2.
- To increase in the number of school leavers entering a positive destination.
- To increase the number of school leavers achieving a level 4 in Literacy and Numeracy.
- To sustain the number of schools recording good or better for learners experiences.
- To increase the number of schools recording good or better for curriculum.

#### **Moray Council 4 year Corporate Plan**

- The Moray GIRFEC strategic group has re-established its priorities to align with the five National priorities for GIRFEC which are
  - i. a named person for every child and young person in the universal services.
  - ii. protocols and governance for lead professional.
  - iii. information sharing and sharing of concerns and risks.
  - iv. a single planning process to develop a single plan for all children and young people requiring additional support.
  - v. ensuring the use of the national practice model.
- The Early Years Strategy Group will continue to ensure our early years provision is in line with national policy emanating from the Early Years Collaborative.
- The Moray Council is fully supportive of the need for and importance of early intervention and clear prevention planning in pursuing the five key strategic objectives as outlined in Moray 2023: A Plan for the Future. Early intervention and prevention are vitally important in making a difference to our communities across Moray. The Community Planning Partnership Prevention Plan will seek to bring together some of the key plans, strategies and projects which currently exist within the Moray area and will have a central role in ensuring our plans and our work make a difference.

#### **Priorities For Development – Integrated Children's Services 2015/16**

The priorities for service development in 2015 - 16 are to continue to improve and embed the structure for Integrated Children's Services across Moray and fully contribute to the Integrated

Children's Services Plan developed through the Children and Young People's Partnership and Community Planning Board.

In order to do this the service will:

- Develop the use of the 'Measuring Outcomes in Moray' tool across the service to help evidence improving outcomes for children and young people.
- Make better use of Viewpoint to enable the service to gather the views of service users to inform future planning and provision of services.
- Contribute fully to the CPP Prevention Plan through the Early Years Strategy.
- Review the current provision in relation to early intervention, assessment and engagement.
- Develop Self Directed Support to enable families to inform and have greater involvement in the future planning, design and delivery of services.
- Make better use of performance information and locality intelligence to target intervention fairly and consistently across Moray.
- Continue to develop the workforce to ensure that they have the skills and knowledge to deliver improved outcomes for Moray's children and young people.
- Improve communication across the service and with all partners and stake holders.

### Complaints

	Number of Complaints	Number and % responded to in target timescale	Number and % Upheld / Part Upheld / Not Upheld or Lack of Evidence	Number progressing to Complaints Review Process
Integrated Children's Services	36	22 (61%)	6 / 9 / 21	1
Community Care	21	17 (81%)	8 / 3 / 10	0
Total	57	39 (68%)	14 / 12 / 31	1

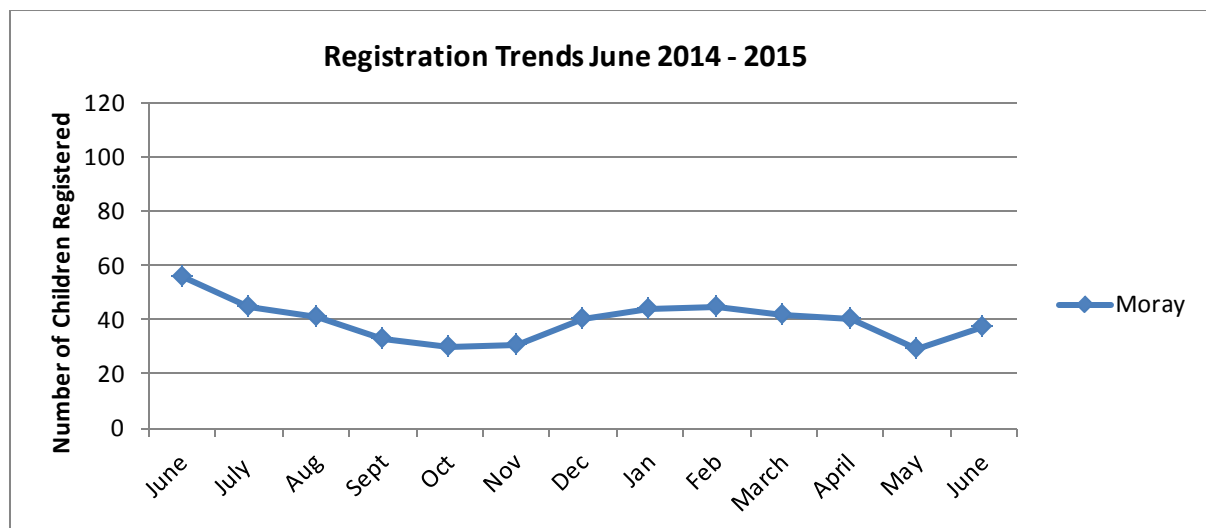
## Statutory Functions

### Child Protection

The Moray Child Protection Committee (CPC) produced its Annual Report for 2014/15 and its Improvement Plan for the coming year. These resources can be found on the Moray CPC webpage [http://www.moray.gov.uk/moray\\_standard/page\\_88801.html](http://www.moray.gov.uk/moray_standard/page_88801.html)

The Moray CPC regularly receives performance management information which is derived from the North East of Scotland Child Protection Register (CPR) which covers Grampian and is managed by the Child Protection Partnership (CPP). The CPP provides data trends across the Grampian area in relation to risk indicators and comparisons to previous quarters throughout the year. In addition, the Moray CPC also considers information from comparator local authorities and compiles a separate report more focussed on the Moray area. The number of children recorded on the CPR in Moray remains below the national average. These figures are very useful for the Moray CPC, but they are indicative and not to measure performance.

As of 31 December 2014 there were 40 children from Moray on the North East of Scotland Child Protection Register (2.3 per 1000 population aged 0– 16), this is a decrease of 17% from December 2013.



Over the past year the Moray CPC has:

- Published a briefing document to all children's services on the refreshed national guidance
- Identified 2 cases suitable for learning reviews and has subsequently compiled action plans to address the issues raised
- Adopted the national SCR guidance published by Scottish Government
- Drafted several key CSE actions within the Improvement Plan to help tackle CSE in Moray
- Adopted the NHS Family Nurse Partnership in Moray which specifically supports first time parents under the age of 19 years old
- Appointed a Forced Marriage Champion to ensure Moray is kept updated, and to provide core training, on this sensitive issue
- Rolled out training on the National Risk Framework used by all services in a multi-agency approach
- Approved the Self Evaluation group to carry out performance indicator across all children's services

- Created supervision and audit structures within Social Work and Health to identify errors of human reasoning and accurate data recording.

The Communication and Consultation Strategy was recently developed and is now in place for Integrated Children's Services within Moray. Viewpoint, which is an interactive web based tool that enables services to gather the views of children and families from individual service users to larger surveys, has been developed and training has been delivered. It provides valuable information in respect of how children and young people engage with, and benefit from, our services. This is currently being rolled out in a phased approach within Integrated Children's Services.

### **Adult Protection**

In my previous Report, I commended on the Adult Protection Units continued commitment to working with our partner agencies. Our partnership working arrangements across Moray continue to develop, particularly in relation to the involvement of an extended network of partner agencies contributing to the protection of adults at risk of harm these have included the Scottish Ambulance Service, Fire and Rescue Services and Trading Standards. Good partnership working is particularly strong at an operational level supported by the community health and social care partnership that exists in Moray. I believe these arrangements are effective and efficient, and help to deliver a consistent service to the residents of Moray

A key strength is our multi-agency adult protection procedure which includes Interagency Policy for Adults at Risk of Harm; Information Sharing Protocol; Medical Examination Protocol; Significant Case Review Protocol; Large Scale Investigations Protocol these lead to a shared understanding in each organisation, which assists us to provide a speedy response when issues are identified which need to be investigated. We have developed a rolling programme to manage the review and updating of these documents as identified in our previous report.

During 2014 we have streamlined our referral processes, we now operate an initial screening process whereby all concerns regarding adults considered to be at risk of harm are initially dealt with by the Duty Access Team. On receiving an adult at risk concern, the primary task of the duty social worker is to screen the information to confirm whether the adult referred is known or believed to be an adult at risk as defined by the Adult Support and Protection (Scotland) Act 2007 and the 3 point test. Thereafter, the duty access team will signpost any none ASP referral to the most appropriate service for assessment and support. Those considered to meet the 3 point test are referred to the Adult Protection Unit which will consider whether any immediate action is required to protect the adult under the 2007 Act or whether there is a need to otherwise intervene under any other relevant legislation. The Adult Protection Unit will also confirm if a duty exists across the primary Acts, and where necessary, will arrange for action to be undertaken.

In our previous report we identified the need to:

- a) **Increase awareness of adult protection**, to assist with this the local authority lead Officer and the training officer have continued to deliver raising awareness sessions across the Council, NHS, Third Sector, Advocacy, and Care Providers. In response to the Winterbourne report, a primary focus for the year 2014 to 15 has been raising awareness of adult support and protection in a care home setting with care home provider services. Additional "training for trainers" sessions have been delivered where we train care home staff to deliver adult support and protection sessions that are compliant with Scottish Legislation and local procedures. We have this year developed a risk assessment tool to help care home staff identify when a service user to service user incident requires reporting to the adult protection unit.

- b) **Support practitioner confidence and competence** The Council has developed and disseminated a Council Officer handbook, which explains what Council Officers typically need to do to effectively conduct a non-criminal investigation and provides detailed information on how to carry out an inquiry or investigation. It takes the reader through a 5-stage investigatory interview and on to medical examination risk assessments and capacity assessments as well as applying for protection orders. We now have in place a shared Adult protection training strategy.
- c) **Develop a joint partnership auditing tool** we therefore developed a formal case file evaluation process designed to evaluate inter-agency working. The process is based on the Scottish Patient Safety model of case file examination and the outcomes from the James Hogg audit tool. We have undertaken case file audits using this tool. From that audit there was evidence of co-operation between agencies in order to protect an adult at risk.

Our focus for the year 2015 to 2016 will be:

1. Continue to raise public awareness
2. Ensure policies, procedures and protocols are current relevant and appropriate
3. Raise awareness of adult protection with community NHS staff
4. Raise the profile of financial harm.

### **Criminal Justice**

Over the past year Criminal Justice staff have been involved in contributing to the Improvement Plan associated with the National MAPPA Inspection and have participated in Focus Groups arranged by the Care Inspectorate.

Moray Criminal Justice Service acted as a pilot area in relation to the introduction of the new MAPPA templates. We have provided feedback to the Risk Management Authority which should help shape the roll-out of the planned national training of the templates by the RHA.

All staff have been trained in the Moving Forward Making Changes case management pack which is now delivered to High Risk Sex Offenders.

We have evaluated services to women offenders and redesigned our group work programme in order that it is both financially sustainable and effective.

Joint work with Police, Youth Justice and other Council Services continues in order to improve outcomes for young people at risk of offending.

Officers have been involved in preparing for and addressing the changes to Community Justice which will result from the Scottish Government's Community Justice Re-design.

### **Mental Health Officers**

Changes in the management arrangements of the MHO Services have been implemented. This has involved the following:

- Team Manager, Mental Health Social Work oversees the MHO Service and is responsible for the allocation of designated MHO casework under the Mental Health Act.
- Line Management and supervision of MHO caseload now provided by team managers in community care giving a greater accountability and workload management.

- Combining of the MHO and social work role to promote consistency in the multi-disciplinary teams and to reduce the number of professionals in the life of the individual. Long term MHO cases allocated to the MHO/Social worker connected to the multi-disciplinary team.
- Update to job description of the Advanced Practitioner, Mental Health Social Work giving a greater emphasis to the MHO Service.
- Changes to the MHO rota providing a more consistent approach. Day time MHO rota covered by Advanced Practitioner 3 days a week.
- The number of MHO's available to meet rota commitments has reduced due to retirement, sickness and maternity leave. However the smaller pool of MHOs continue to ensure their availability to cover the demands. Two newly qualified MHOs have recently been appointed by the CSWO.
- Four social workers applied to undertake the next MHO Training Programme and were all successful at interview. Three have been offered places and one social worker is being deferred for 12 months as Moray has only been offered 3 places on the course. Priority is being given to the Out of Hours Service and the Mental Health Social Work Team.
- Adults with Incapacity work continues to increase slightly. This is due to an increase in applications being made by families for Welfare Guardianship in relation to older adults and young adults with learning disability. This is a national trend and is probably as a result of a greater emphasis on Self-Directed Support in learning disability and an increase in dementia diagnosis in older adults.

## **Practice Governance**

### **Role of Chief Social Work Officer**

The role of the CSWO is increasingly challenging in the current context of integration and partnership working, especially for those CSWO's who are at Head of Service level and have accountability for services they are not involved in the direct day to day management of.

The Head of Community Care chairs a Practice Governance Group for adult services that meets regularly to consider:

- Performance management data
- Complaints – outcomes/learning
- Outcomes from audits
- Inspection reports/updates
- Team improvement plans

Membership of this group includes service and team managers.

The Head of Integrated children's Services recognises that within children & families and criminal justice social work we have no formal, explicit practice governance. In order to address this a group is being established that will meet bi-monthly to discuss:

- Performance management data (including reports generated through Viewpoint and the outcome measures tool)
- Complaints – outcomes/learning
- Learning from local/national case reviews
- Learning from Thematic Reviews
- Outcomes from audits
- Inspection reports/updates
- Team improvement plans

- Training Needs

The group will also consider the SSSC codes of practice for employers and provide reassurance that, as employers, we are meeting our responsibilities in relation to regulating the social service workforce.

The membership of this group will include all service and team managers, the Strategy Manager, Continuous Improvement Officer and Training Team Manager. This group will support and complement the work of both the ICS Managers Group and the Social Work Managers Group with a clear focus and remit of practice governance and improvement.



## Improvement Approaches

### Learning and Development Plan

Social Service In Scotland – A shared Vision & Strategy 2015, reflects and reinforces the progress and improvements that have occurred since the Changing Lives report, a decade ago. It also sets out a vision for a sustainable social service within the context of current policy and drivers. The document states where additional actions are required to ensure that the workforce are robust partners to empower, support, protect and ensure good outcomes for individuals, families and the wider community.

The actions identified in the strategy, include supporting the workforce *“Everyone in the workforce needs to feel valued and be motivated to improve their contribution and be innovative in their practice”* There is a wide range of frameworks, regulations, national standards, qualifications, learning and development infrastructures which include qualification based registration. As well as supporting the existing workforce to be confident, skilled and dedicated it is important to recruit and retain staff in front line practice and provide them with appropriate career pathways and continuous professional development.

The Moray Council seeks to promote and develop a workforce culture in line with the values set out in this corporate plan. These are; Ambitious, Listening, Respect, Fairness, Sustainability & Accountable part of this approach involves supporting, guiding and developing the workforce through a wide range of learning and development opportunities. The Social Work Training Team continues to support staff to meet their registration requirements as well as promoting a range of learning and development opportunities, commissioning external agencies and delivering a wide range of subject by the team.

In response to annual Employee Review and Development Process (ERDP), annual training needs analysis, restructuring of the department and the integration of health and social care the training plan presented in 2014 reflected changing needs of the workforce. The plan no longer focuses specifically on social work training; it offers learning and development opportunities to a wider spectrum of professional and para professionals across services. This is to support and compliment the development of the Integrated Children’s Services as well as taking into account the integration of health and social care. The training plan seeks to enhance shared staff learning and development themes and support an increased understanding of the roles of our partners to develop more effective, efficient and integrated services.

Working with Integrated Children’s Services now means that we are offering learning & development opportunities within social work, social care, community learning and development and education. The Integration of Health and Social Care provides developmental opportunities to support staff in social work, social care and health sectors and we offer learning and development opportunities to our health colleagues. These opportunities will continue to develop and it is hoped that these joint learning & development opportunities will enhance joint working and develop shared understanding and approaches to meet the identified outcomes of service users, carers and their families.

Within our SVQ centre we have developed and are accredited leadership programmes, at SCQF levels 10 & 11 to meet SSSC requirements as well as promoting the vision within The Moray Councils Corporate Plan.

The Unpaid Carers Project continues to develop and meet the outcomes set out at for a 2 year funding period and we are on target to meet the forecast number of unpaid carers achieving an SVQ qualification.

The Social Work Training Team continues to work alongside the Autism Trainers as they deliver Autism Awareness sessions to the people of Moray. The feedback and evaluation of this project is extremely positive and an analysis regarding the future steps for development are now underway.

Working in partnership to enhance confidence, competence, understanding and knowledge is the GIRFEC and Child Protection Interagency Learning and Development Plan. This plan sets out the interagency priorities across Moray agencies to provide learning and development opportunities as part of ensuring that the children of Moray get the right support at the right time with a workforce that is equipped and robust.

The learning and development plan 2015-2016 sets out the priorities for the forthcoming year, meeting national and local drivers as well as the outcomes within the corporate plan.

### **Community Care**

Community Care has a 4 bed unit for people who have complex needs and a learning disability. To aid and improve the quality of this service we have trained all staff involved utilising BSS approaches.

During 2015/15 Community Care promoted the objectives of recovery for people with mental health problems. This was reflected in the IRISS pilotlight project undertaken where several users of mental health services worked to achieve a working micro-enterprise utilising their SDS budget as start-up funding.

### **Integrated Children's Services**

We have developed a Commissioning Framework within ICS and reported on both the implementation of the Framework and progress on Self Directed Support to Committee in June 2014:

<http://www.moray.gov.uk/minutes/data/CP20140625/Item%205-Commissioning%20Framework.pdf>

<http://www.moray.gov.uk/minutes/data/CP20140625/Item%208-Self%20Directed%20Support-Implementation%20in%20Children's%20Services.pdf>

Following approvals by Children and Young Peoples Services Committee; Policy and Resources Committee and Full Council during 2014, progress has been made in building our own residential provision which will offer care to children and young people from September 2015. Moray has not operated its own residential provision since 1998 and so this is an exciting period in the history of residential care in Moray.

In November 2014 we reported to Committee on the development of our Corporate Parenting Board and action plan:

<http://www.moray.gov.uk/minutes/data/CP20141119/Item%208-Corporate%20Parenting-Amended Redacted.pdf>

In June 2014 we started an interim review of how restructuring had impacted upon key elements of ICS. This interim review was commissioned by the Head of Integrated Children's Services following the restructure of the Children & Families Social Work Service. Although this restructure impacted across Education & Social Care, and had implications for partners, the focus of the review was upon the newly formed elements of the service:

- Continuing Support Team
- Intake and Assessment Team
- Engagement Team

In considering the scope of this interim review, it was decided to concentrate on two key questions:

1. To what extent have we implemented what we agreed on?
2. How well is what we have implemented working?

The key learning points for the Service following this review are:

- A restructure of this complexity should have been managed through dedicated officer capacity – not as an ‘add on’ to the day job.
- Communication, both in clarity and frequency, is key – within the service and with partners. It is also the responsibility of all involved.
- Workload management is key to moving the service on and relieving stress for the workforce.
- A restructure will expose pre-existing cultures, practices, systems and processes, which did not always work in favour of promoting best practice and best outcomes for our children and families.

Following on from this review we have introduced a new audit and supervision process throughout the Continuing Support and Intake and Assessment Teams, and are currently working on developing a workload management tool through CareFirst.

The Continuous Improvement Officer is currently collating complaints on an annual basis in order to analyse and identify commonly occurring themes; this work will be considered at the ICS Practice Governance Group.

#### **PARTNERSHIP HUB**

The Partnership HUB has been created to *‘get it right for every child in Moray, together, supporting continuous improvement, prevention and early intervention through partnership and collaboration’*. Within this HUB are the Partnership Officers for Child Protection, Getting It Right For Every Child (GIRFEC), and Early Years.

The Hub produces a monthly newsletter for practitioners which is widely distributed across all partners in Moray, leads on the development of inter-agency strategies and improvement plans and training.

For more information: <http://www.moray.gov.uk/downloads/file98979.pdf>

## **User and Carer Empowerment**

### **Community Care**

Community Care has supported the involvement of people with lived experience through the establishment of Partnership Groups in Learning Disability and Autism and for people with Drug & Alcohol problems through a series of events and meetings. Additionally, Community Care has a technology user group and an Older People Reference Group.

### **Integrated Children's Services**

Viewpoint, an interactive web based tool that will enable the service to gather the views of children and families from individual service users to larger surveys, has been developed and training has been delivered. The system went live in 2014 and will provide us with valuable information in respect of how children and young people engage with, and benefit from, our services.