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**REPORT TO: CHILDREN AND YOUNG PEOPLE'S COMMITTEE ON 13  
DECEMBER 2017**

**SUBJECT: ANNUAL REPORT OF THE CHIEF SOCIAL WORK OFFICER  
2016 – 17**

**BY: CORPORATE DIRECTOR (EDUCATION AND SOCIAL CARE)**

**1. REASON FOR REPORT**

- 1.1 This report provides Committee with the annual report of the Chief Social Work Officer on the statutory work undertaken on the Council's behalf during the period 1 April 2016 to 31 March 2017 inclusive, considers major policy and service initiatives across Social Work during the reporting period, summarises key issues in relation to governance and protection issues and advises Committee on measures taken to strengthen the workforce.
- 1.2 This report is submitted to Committee in terms of Section III D (1) (2) (3) and (5) of the Council's Scheme of Administration relating to exercising the functions of the Council as Education Authority, Social Work Authority in respect of Looked After Children and young people leaving care and in respect of the adoption and fostering of children.

**2. RECOMMENDATION**

- 2.1 The Children and Young People's Services Committee is asked to consider and note the contents of this report.**

**3. BACKGROUND**

- 3.1 A requirement that every local authority should have a professionally qualified Chief Social Work Officer (CSWO) is contained within Section 3 of The Social Work (Scotland) Act 1968. Particular qualifications are set down in the regulations. This is one of a small number of officer roles and duties with which local authorities have to comply.
- 3.2 The Council's Social Work Services require to support and protect people of all ages as well as contributing to community safety by reducing offending and managing the risk posed by known offenders. Social Work has to manage this together with the implications of significant demographic change and financial constraint whilst fulfilling a widening array of legal obligations and duties.

3.3 In April 2014 the Office of the Chief Social Work Advisor for Scotland issued new guidance for CSWO Reports in Scotland. This guidance also included a template for the report structure which has been used to produce the report for Moray 2016/17. The report contains information under the following headings:

- Moray Profile
- Partnership Structures/Governance Arrangements
- Social Services Delivery Landscape
- Finance
- Service Quality and Performance
- Statutory functions
- Improvement Approaches
- User and Carer Empowerment

3.4 The annual report is attached as **Appendix 1**.

#### 4. **SUMMARY OF IMPLICATIONS**

(a) **Moray 2026: A Plan for the Future and Moray Corporate Plan 2015 - 2017**

This report is in line with Moray 2026 Plan – healthier citizens, ambitious and confident young people, adults living healthier, sustainable independent lives safeguarded from harm and Council priority 4 – More of our children have a better start in life and are ready to succeed.

(b) **Legal Implications**

The services referred to in this report fall within the scope of a number of important pieces of legislation including:

- Social Work (Scotland) Act 1968
- The Adult Support & Protection (Scotland) Act 2007
- The Community Care & Health (Scotland) Act 2002
- The Children (Scotland) Act 1995
- The Joint Inspection of Children's Services & Inspection of Social Work Services (Scotland) Act 2006
- Adoption and Children (Scotland) Act 2007
- Looked After Children (Scotland) Regulations 2009
- The Public Bodies (Joint Working) (Scotland) Act 2014
- Children & Young People (Scotland) Act 2014

Significant policies and white papers that relate to these services include:

- Changing Lives, the Future of Unpaid Care in Scotland (2006)
- Delivery for Health (2005)
- All our Futures: Planning for a Scotland with an Ageing Population (2007)

- Better Health, Better Care: Action Plan for a Healthier Scotland (2007)
- Better Outcomes for Older People: Framework for Joint Services (2005)
- National Guidance for Child Protection in Scotland, The Scottish Government 2014

**(c) Financial implications**

There are no direct financial implications arising from this report. Future priorities will be addressed within the context of the financial planning process.

**(d) Risk Implications**

There are no risk implications associated with or arising from this report.

**(e) Staffing Implications**

Many local authorities are having to carefully manage staffing vacancies given the financial constraints facing the public sector. However within Moray we continue to make permanent appointments to positions relating to the difficulty in recruiting Social Workers and other caring type roles within the sector. Given the complex and high risk nature of Social Work the continuity and stability of the workforce is critical. The CSWO monitors the situation closely in terms of need for continuity and stability and to ensure that if any potential implications arise in relation to the quality and safety of services action is taken quickly.

**(f) Property**

There are no property implications arising from this report.

**(g) Equalities**

There are no equality issues arising from this report.

**(h) Consultations**

The following have been consulted in the preparation of this report – Corporate Management Team, Head of Human Resources & ICT; Head of Legal and Democratic Services; Head of Housing & Property, Education and Social Care Senior Management Team, Tracey Sutherland, Committee Services Officer and all agree its content.

**5. CONCLUSION**

**5.1 This is the eighth CSWO annual report for Moray. The overall conclusion is that Moray's Social Work Service has continued to adapt and improve in what has been, and will continue to be, a very challenging context and financial constraint. However, local staff have steadily improved and adapted what they do and have prioritised their resources to meet the growing demands associated with protecting and caring for the most vulnerable members of our community.**

Author of Report: Susan Maclaren, Chief Social Work Officer, Head of  
Integrated Children's Services

Background Papers: <sup>1</sup>The Changing Lives 21<sup>st</sup> Century Social Work Report,  
Scottish Government 2006.

Ref:

**Moray Council  
Chief Social Work Officer  
Annual Report  
2016/2017**

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## Moray Profile

Geographically 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 96,070<sup>1</sup>. The average population density is low at just 43 people per square kilometre, compared with 69 people per square kilometre nationally. 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.

The Scottish Governments 6 fold Urban/Rural classification (2013/14) states that, 25% of Moray's population live in "Other Urban Areas" (between 10,000 and 125,000 people) and a further 33% live in "Accessible Small Towns" or "Remote Small Towns" (settlements of between 3,000 and 10,000). The remaining 42% live 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, 48% of Moray's population (those in Accessible Small Towns or Accessible Rural) live within thirty minutes of such a settlement and 28% (Remote Small Towns or Remote Rural) live more than 30 minutes from such a settlement.

The mid-2016 population estimates for Scotland<sup>1</sup> put Moray's population at 96,070 – 48,417 females (Increase of 124 from 2015) and 47,653 males (Increase of 436 from 2015). In the past 30 years there has been only one year (2003) where the male population has exceeded the number of females, in recent years however the gap has closed. With the expected influx of RAF personnel in the coming years it is likely that the gap will close further. Moray's population continues to grow at a slightly higher rate than the national average with the largest growth rate witnessed within the 65+ age group. In 2001 16.3% of Moray's population were aged 65+; in 2016 the proportion had risen to 20.6%. In real terms this rise relates to an increase of 5,541 people in this age bracket. If the number of people aged 65+ continues to rise it is likely to place significant strain on the resources required to meet their needs. In contrast the 0-15 age group has witnessed a reduction from 20% in 2001 to 17.2% in 2016; between 2001 and 2016 there was a reduction of 961 young people aged 0-15 in Moray.

<b>Population Breakdown<sup>1</sup></b>			
<b>Ages</b>	<b>Male</b>	<b>Female</b>	<b>%</b>
<b>0-4</b>	2,478	2,303	<b>5.0%</b>
<b>5-11</b>	3,877	3,709	<b>7.9%</b>
<b>12-17</b>	3,356	3,117	<b>6.7%</b>
<b>18-24</b>	4,186	3,453	<b>8.0%</b>
<b>25-44</b>	11,326	11,236	<b>23.5%</b>
<b>45-64</b>	13,526	13,749	<b>28.4%</b>
<b>65+</b>	8,904	10,850	<b>20.6%</b>

Between June 2015 and June 2016 there were 996 births in Moray and 1,014 deaths, for the second consecutive year deaths have exceeded births, this change

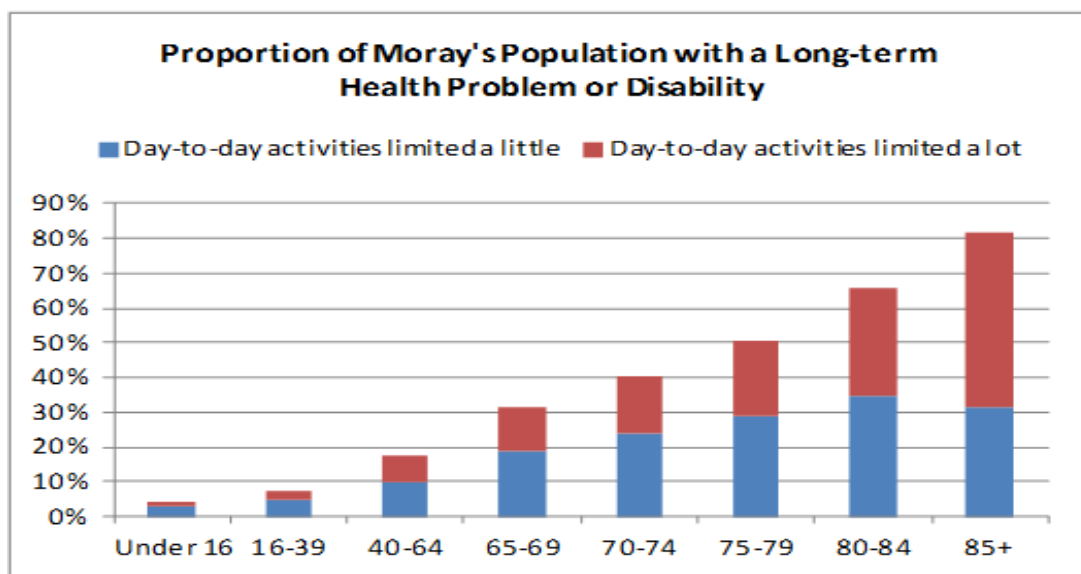
<sup>1</sup> National Records of Scotland, Mid-2016 Population estimates Scotland

has also been replicated nationally. With Scotland's population continuing to increase year on year, and Moray increasing at a higher rate, these increases are heavily influenced by net civilian migration from within Scotland, the rest of the UK and overseas.

The latest census (2011) data shows that Moray has a very small proportion of residents (4.4%) from out with the British Isles. "White Scottish" account for 77.7% of Moray's overall population which is significantly less than the national figure (84.0%). The "White – Other British" residents contribute 18.0% of Moray's population which is proportionately double the national figure (7.9%). This is likely due to the large transient populations at the two large military bases in Moray and others who have retired to the area after finishing their service.

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%.

At the time of the 2011 census 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. With Scotland's and Moray's population aging this trend is likely to continue which in turn will place increasingly more pressure on health care services.



### Moray's Children



As of September 2016<sup>2</sup>, in Moray there were 1,647 children registered for ante pre-school/pre-school a drop of 24 from 2015. This includes 64 under 3yr olds (more than double the 31 in 2015) and 88 deferred entry pupils. At the same time there were 7,026 children on the primary school roll and 4,915 on the secondary school roll (133 less than 2015).

At the end of June 2017 there were 225 looked after children in Moray, 188 (83.5%) of whom were accommodated in community placement, 19 (8.4%) in a residential placement within Moray, 17 (7.6%) in an out of area residential placement and one child in an out of area secure placement.

In December 2016<sup>3</sup> there were 547 school children in Moray for whom English is not their first language, an additional 80 attend nursery<sup>2</sup>. When children not yet at nursery age are taken into consideration it is envisaged that the overall numbers of children whose first language is not English are likely to exceed 700; 47 different languages are spoken. These numbers are increasing year on year which is reflective of the increasing migrant population of Moray. If this trend continues it is likely to have an impact on resources.

As at December 2016 there were 3,340 school aged children with recorded additional support needs (ASN) – 1,843 in Primary school and 1,493 in Secondary, this equates to 28.0% of the total school population. In addition there were 190 children in Early Years Education with ASN, equating to 11.5% of all registrations. All areas have shown increases since December 2015; children with ASN in Early Years Education by 1.8%, Primary school children by 7.5% and Secondary school children by 0.2%.

<b>Primary &amp; Secondary School Children identified with ASN/1000 of school population</b>							
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	Proportionate Change 2011- 16
	Rate/10 00	Rate/10 00	Rate/10 00	Rate/10 00	Rate/10 00	Rate/10 00	
Scotland	138.2	167.3	187.1	199.5	217.5	241.8	75.0%
<b>Moray</b>	<b>119.8</b>	<b>144.7</b>	<b>198.5</b>	<b>232.2</b>	<b>267.5</b>	<b>279.4</b>	<b>133.1%</b>
Comparator Average	130.3	155.6	187.9	207.5	243.6	258.1	98.0%
<b>Comparator Authorities</b>							
Angus	86.5	90.6	98.8	107.4	105.3	112.4	29.9%
Argyll & Bute	155.9	158.6	169.0	181.1	192.2	212.0	36.0%
East Lothian	177.4	197.2	216.2	214.7	211.0	214.9	21.2%
Highland	178.3	213.0	231.4	240.4	333.4	361.9	103.0%
Midlothian	72.4	114.3	148.3	178.2	215.1	233.2	222.3%
Scottish Borders	80.3	119.4	173.0	249.7	284.7	289.6	260.4%
Stirling	105.1	131.4	229.4	241.6	249.0	252.0	139.6%

<sup>2</sup> Early Years & childcare Statistics 2016

<sup>3</sup> Pupils in Scotland 2016

## Key challenges and developments during 2016/17

2016/17 was a very challenging year for Integrated Children's Services in terms of both embedding developments from the previous year and going through an inspection of children's services with Community Planning Partners.

We progressed and embedded developments started in 2015/16:

- Locality Management Groups became increasingly significant in responding to localised need.
- Moray Social, Emotional and Behavioural Needs (SEBN) Service built up a transition team consisting of a 0.6 full time equivalent teacher and a project worker as well as the existing Looked After Child (LAC) teacher.
- We contributed to the development of the Children's Service Plan –



<http://www.moray.gov.uk/downloads/file112627.pdf>

- We progressed the improvement priorities identified through inspection.
- We continued to develop our Self Directed Support (SDS) processes.

## Outcome from Inspection

A joint inspection of services for children and young people in Moray under the auspices of Moray's Community Planning partners was carried out between August and November 2016, led by the Care Inspectorate with input from other inspection agencies. The report can be accessed from the following link:

<http://www.careinspectorate.com/images/documents/3689/Moray%20services%20for%20children%20and%20young%20people%20joint%20inspection%20report%20February%202017.pdf>

As a result of the inspection 6 areas for improvement were identified by the Care Inspectorate, as below:

- Improve standards of operational practice, by setting clear expectations for staff and strengthening approaches to quality assurance and staff supervision.
- Improve initial risk assessment of, and response to, vulnerable children and young people at risk of, or experiencing neglectful parenting, or cumulative harm.
- Strengthen collective vision and collaborative leadership, to direct the delivery of integrated children's services. It should be underpinned by a strategic needs assessment and robust performance information and demonstrate measurable improvements in outcomes for children, young people and families.
- Strengthen the governance, leadership and accountability of the child protection committee.
- Implement a framework of joint self-evaluation, ensuring a clear focus on improved outcomes for children and young people, including those in need of protection.
- Strengthen the approach to corporate parenting, participation and children's rights to deliver improvements at pace.

Recognising that these improvements would take time to deliver the following priorities were identified across the partnership:

- To protect children and young people from the risk of neglect and cumulative harm.
- To strengthen performance management, self-evaluation and quality assurance to demonstrate improved outcomes for children and young people.
- To improve operational practice through strengthening support and supervision of staff.

As a result of the findings from inspection ICS have been very involved in developing and implementing an improvement plan to address the issues identified.

In addition work has continued to:

- Develop and agree a transitions policy with adult services
- Bring 'in house' services previously delivered through third sector partners and redirecting the resources to invest in and improve the standard of social work assessment.
- Streamline internal allocation processes.
- Carry out an audit of young people's pathways through services in order to identify further improvement.
- Support teams around children with risk management and risk enabling policies and practice in order to increase the number of additional resource packages and reduce the risk of young people going out of area.

### **During 2016/17, the key challenges for Community Care were:**

Common themes emerged - the need to create the conditions of effective inter-disciplinary working; the need for empowered localities to provide a stronger connection between how resources were used and the needs of the community; the

need to redesign the system of care to sustain the independence of the people who used services.

Meeting the care needs of the people of Moray longer-term requires focusing on the following key challenges:

Demographically, the projected population of older people in Moray increased (a continual trend). The ageing population and increasing numbers of people with long term conditions and complex generated demand demonstrated a pressure which cannot be met long-term unless alternative service delivery models are generated. Based on the pressure in 2016/17, the population increase almost certainly means a shortfall in budget to meet the needs of the elderly population.

Staff recruitment and retention was a key area of concern within community care, taking into account the complex nature of care models and the number and skill mix of professionals involved in meeting the needs of people that we provide services to. A particular area of concern was within learning disabilities and meeting the needs of individuals with intensive complex care needs. Pressures also existed within home care and the recruitment and retention of staff which presented capacity issues.

The financial challenges in 2016/17 to meet our priorities, in parallel with managing the risks of an increasing population and providing safe and effective care to those with more complex health conditions cannot be underestimated and is a VERY HIGH risk on the MIJB's Strategic Risk Register, with zero appetite for risk of harm to people.

In Mental Health a retendering exercise resulted in the opening of the Wellbeing Centre that provides improved access to support for people with mental health issues.

In home care the first stage of a service redesign resulted in home carers being provided with new job titles; social care assistants and with salaried roles that regularise their income.

## **2. Partnership Working - Governance and Accountability Arrangements**

The Chief Social Work Officer in Moray is the Head of Integrated Children's Services. The CSWO is responsible for monitoring Social Work service activity across the Council and Integration Joint Board 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 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 Integration Joint Board, the Community Planning Partnership, and the Public Protection Partnership; and Moray Chief Officer's Group;
- Meeting regularly with the Head of Community Care and the Chief Officer for Moray Health and Social Care Partnership.

### **Moray Council Governance**

#### **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

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

### **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.
- ASN Manager – responsible for Additional Support Needs, English as an Additional Language, Pinefield parc, Autism and Communication Disorders, Beechbrae and the Sensory Teams.
- Justice Services Manager – responsible for the Criminal 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 Service Manager – responsible for the Reviewing team and longer term intervention through the Continuing Support Teams.

### **Moray Community Planning Partnership (CPP) Children's and Young People's Services Governance Structure**

Following the outcome of the 2016 joint services inspection a new governance structure was put in place for children's and young people's services at a Community Planning Partnership (CPP) level.

### **Moray Chief Officers' Group (MCOG)**

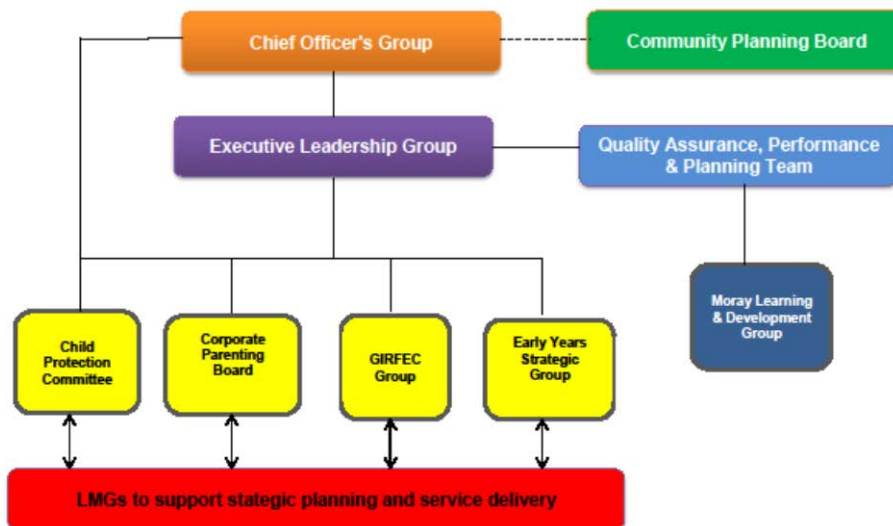
The MCOG was formed to provide a collective vision and collaborative leadership to direct the delivery and improvements of children's services in Moray.

### **Executive Leadership Group (ELG)**

The Executive Leadership Group (ELG) was formed to lead, develop and drive forward the joint services agenda for children, young people and families in Moray.

The following four strategic groups will oversee the delivery of the strategic and improvement priorities across the partnership: -

- GIRFEC (including Mental Health and Wellbeing)
- Child Protection Committee
- Early Years
- Corporate Parenting



### Moray Integration Joint Board

The key governance structures are: Practice governance, achieved through the Practice Governance Board (PGB) which meets every 5/6 weeks. The PGB now reports to the Clinical & Care Governance Committee.

The Chief Social Work Officer is present, or represented at the Integrated Joint Board and the Health & Care Governance Committee.

Health and Social Care Moray was formally established in April 2016 and brings together a wide range of health and social work services into a single operational system. The Moray Integration Joint Board (MIJB) is responsible for planning and overseeing the delivery of a full range of community health and social work/social care services and is also responsible for a number of Grampian health services relating to primary care.

Throughout the course of 2016/17, the MIJB has taken key decisions in relation to the establishment of the Partnership including the appointment of Officers, the delegation of functions and operating and governance arrangements. The MIJB's strategic vision is:

*"To enable the people of Moray to lead independent, healthy and fulfilling lives in active and inclusive communities where everyone is valued, respected and supported to achieve their own goals."*

### 3. 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.

Provision of residential care for Looked After Children (LAC) in Moray is provided by Moray Council, Action for Children, Aberlour 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.

#### Adult Social Care

Adult services are delivered by a range of services providers both internally by Moray Council and externally through contracted arrangements.

A major Housing development was opened in Forres in 2016 providing accommodation and support for older people in Moray.

There were no changes in the number of residential care homes or placements available and the number of placements made remained relatively static, but with a slight drop during the last quarter. This drop led to quite a large number of vacancies in local care homes.

The provision of care at home remained a key issue, although the introduction of the living wage brought about more stability in the workforce of care at home providers.

#### Implementation of the Working Time Directive, National Minimum Wage and the Scottish Living Wage

##### Background

**Overview of the Scottish Government's Commitment to Fair Work Practices, specifically "Living Wage"** The Living Wage commitment was agreed between the Scottish Government and Local Government as part of the Local Government Settlement 2016/17 and set out plans to improve wages for those working in adult social care by ensuring that all people who work providing direct care and support to adults are being paid the "Living Wage", an amount of £8.25 per hour from 1 October 2016.

This commitment covers all purchased services and applies to all hours worked.



Councils were required to deliver on this commitment or the Scottish Government may remove access to, or recover, the specific funding identified in the settlement. Local Government will be responsible for ensuring the commitment to the Living Wage is delivered through local contracts and agreements.

**Distinction between the “Living Wage” and the “National Living Wage”/National Minimum Wage and implications of the Working Time Directive**

The Living Wage is a voluntary rate which employers choose to commit to paying. It goes beyond legal requirements to pay the National Minimum Wage (now called the “National Living Wage”- see below). The Living Wage is calculated each year by the Centre for Research in Social Policy at Loughborough University by considering the cost of living using the Minimum Income Standards (annual research to identify what households need in order to have a minimum acceptable standard of living). The Living Wage was currently fixed at an hourly rate of £8.25 (since November 2015) and the new rate is announced in November each year. The rate is used by the Living Wage Foundation to accredit employers as ‘Living Wage Employers’.

The Living Wage is different from the Government's “National Living Wage”. The National Living Wage was introduced by law on 1 April 2016 and it must be applied to all working people aged 25 and over. It is set at a rate of £7.20 per hour (until April 2017). The current National Minimum Wage for those under the age of 25 continues to apply.

The Working Time Directive which came into force on 1 April 2014 means that anyone required to be in work overnight even if it is called a sleeping night must be paid at least the minimum wage hourly rate for each hour of attendance rather than a sleeping night allowance.

**Implications for Providers** The settlement which was agreed between the Scottish Government and Local Government was predicated on providers making a contribution to the overall cost of the commitment. It was acknowledged that this commitment will not only be an increase in the cost of wages to a provider but will also incur other costs, such as increased pension and national insurance costs and maintaining the pay differential across the provider's staff. In addition, it is also recognised that providers who operate across England, Wales and Northern Ireland as well as Scotland may have increased costs to maintain equal pay across their organisation.

**The Way Forward** We attended a short life working group organised by COSLA to discuss implementation of SLW and the differing approaches being taken by local authorities, the impact on the providers and to share good practice. Argyle & Bute Commissioning Team were praised by a number of providers for the approach they have taken and the team kindly agreed to share their methods with Moray. Essentially they had developed a spread sheet that is completed by the provider for each contract, the information provided calculates the average hourly rate paid to that worker now and what percentage uplift would be required to pay the national minimum wage and then the SLW. You can then determine how much a provider will need and be able to provide an audit trail to show how you have spent your budget and justify the reasoning behind it.

**Present Day** The spread sheet has been used successfully to implement the initial increase to the Scottish Living Wage and the National Living Wage in 2016/17. The cost of implementation in 2016/17 was £1,491,681\*.

#### 4. Resources

Moray Council continues to experience severe financial pressure. Work has been 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.

#### 2016/17 Gross Social Work Expenditure

	£000's
Children's Panel Service Strategy	20
Criminal justice social work services	958
Adults with physical or sensory disabilities	925
Adults with Other Needs	4,121
Mental Health	1,250
Learning Disabilities	2,097
Older Persons	11,701
Children & Families	28,242
	19,416
	<u><u>68,730</u></u>

#### **Integrated Children's Services Financial Position**

The most significant overspend for Integrated Children's Services is in the Out of Area budget, which was £560,000 in 2016/17. The pressures the department faces include:

- There is a consistency in the information for children in foster care in for example of 89 children 44 were in permanent care and for 15 others permanence processes were under way.
- Of local fostering provision there are currently 6 households with placement available (depending on matching considerations) for 9 children.
- Following due process and certain other changes, including adoption or need for residential accommodation, the number of children we have placed in independent foster care is likely to reduce from 19 placements to 12: 75% of those remaining YP are permanently matched with their foster carer.

- We have a number of residential placements in Moray to meet a range of needs including complex learning and autism needs as well as what is referred to as social emotional behavioural needs. Residential provision in Moray is supplied by Moray Council, Action for Children, Aberlour Child Care Trust and Scottish Autism: the total number of beds available are 21 plus an assessment bed.
- There are a further 21 residential beds out of Moray placement being made on a number of needs. Placement breakdown, especially adoption or long term fostering breakdown is increasing and we are undertaking an audit into this issue.
- The increase in activity in the education development of the SEBN provision will ensure planning is effective for young people returning to Moray. This takes time and planning to ensure alternative education package paired with appropriate care placement.

### Community Care Financial Position

#### MORAY INTEGRATED JOINT BOARD

#### SOCIAL CARE SERVICES OUTTURN 2016/17

#### MORAY INTEGRATION SERVICES FINANCIAL OUT TURN 2016/17

	£ 000'S
Learning Disabilities	4,882
Mental Health	948
Addictions	823
Adult Protection & Health Improvement	165
Care Services provided in-house	13,047
Older people & PSD - Assessment & Care	16,267
Intermediate Care & OT	1,629
Care Services provided by External Contractors	9,946
Admin & Management	785
	<b>48,492</b>

Due to the focussed structure of the IJB this is presented as outturn rather than budget against actual as this would distort things given that the funds that flow to the IJB from the Council aren't the same as those that flow back to the Council.

However, key financial pressures remain in domiciliary care for older people and complex learning disability.

## 5. Service Quality and Performance including delivery of statutory functions

### Service Quality and Performance

Social work services contribute to the development of Moray as identified in Moray 2026, which provides a strategic context for the delivery of social work services in Moray.

### Community Care

There are currently 200 people in receipt of direct payments. Of this number, 144 employ Personal Assistants, with a further 41 getting a regular weekly payment to purchase their own services from either a care provider or for other weekly activities. The remaining 15 have received a one off direct payment. The number of individuals in receipt of a direct payment fluctuates, however numbers are still increasing in relation individuals opting to take option 1 of SDS.

The Option 2 ISF project has now come to a conclusion, with an evaluation of the project written. The learning from the project showed that individuals who chose to use an ISF did so as they wanted a Direct Payment style of support. Individuals and their families wanted the choice and control over the support that they received without the direct control over their budget. This was especially evident when individuals wanted a Personal Assistant style of support with the ISF provider employing the staff to give continuity in support. Building on from the learning we will be looking at further raising the awareness of Individual Service Funds with practitioners and service users to fully embed the full suite of options of SDS to individuals Moray.

The SDS Residential Care Project has concluded and the final report has been submitted to the Scottish Government and recommendations will be made to the minister based on the findings from Moray and East Renfrewshire in due course. Local learning which we can draw upon, and are developing as a result of the project, is having meaningful conversations with individuals residing in care homes in Moray regardless of any legislation change relating to the use of Direct Payments.

A revised action plan is currently being devised, also taking into consideration the recent Audit Scotland report to allow further development of SDS in Moray in recognition of the 10 year strategy (2010-2020) for embedding SDS.

### Community Care Performance

Community Care performance is monitored and reviewed monthly on a formal basis. The following statistics demonstrate activity over period 2015/16:

- The rate of those in Permanent Care has gone from 25.53 in Q1 2016/17 to 24.56 as of Q2 2017/18. This has been a raw figure reduction for the respective quarters of; 485 to 476
- For the personal outcome “Having Things To Do”, where in 2015/16 the question was met 67.9% times, partially met 28.5% and not met 3.6%. As of Q2 2016/17

these numbers are currently 66.5% met, 30.5% partially met and 2.9% not met. As a result the direct rate of not met has been reduced by 0.7%.

- For the personal outcome “Feeling Safe”, where in 2015/16 the question was met 75.4%, partially met 30.5% and not met 2.9%. As of Q2 2016/17 these numbers are currently 79.4% met, 18.7% partially met and 1.9% not met. This is a reduction of 0.6% not met.

<b>Balance of Care (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>Jun-17</b>	<b>467</b>	<b>1099</b>	<b>551</b>	<b>337</b>
<b>Jul-17</b>	<b>469</b>	<b>1108</b>	<b>551</b>	<b>346</b>
<b>Aug-17</b>	<b>477</b>	<b>1111</b>	<b>562</b>	<b>342</b>
<b>Sep-17</b>	<b>483</b>	<b>1105</b>	<b>557</b>	<b>343</b>

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**

In 2016 Education and Social Care adopted a departmental service improvement plan. This plan included further detail in relation to the national position -

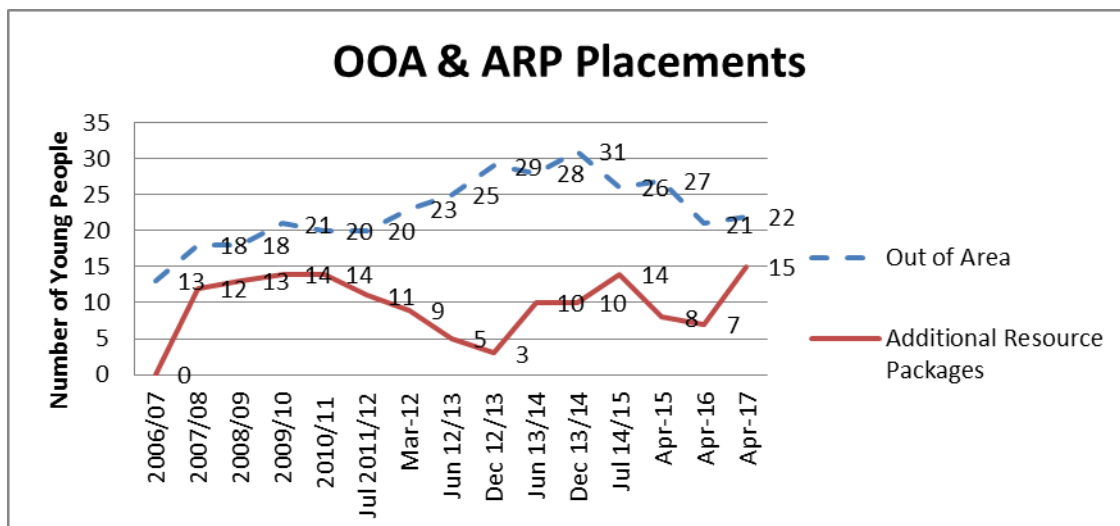
<b>Indicator</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Change</b>	<b>Performance Against Comparators / National</b>
<b>Integrated Children’s Services</b>				
The gross cost of “Children Looked After” in residential based services per child per week	£4,093	<b>£3,792</b>	<b>-£301</b>	<b>Moray</b> –gross cost of “Children Looked After” in residential based services per child per week - <b>£3,792 (Rank 10<sup>th</sup>)</b> ( <i>Rank 1<sup>st</sup> highest gross cost</i> ) <b>Scotland - £3,406</b>
The gross cost of “Children Looked After” in a community setting per child per week	£362	<b>£393</b>	<b>+£31</b>	<b>Moray</b> –gross cost of “Children Looked After” in a community setting per child per week - <b>£393 (Rank 4<sup>th</sup>)</b> ( <i>Rank 1<sup>st</sup> highest gross cost</i> ) <b>Scotland - £292</b>
Balance of care for looked after children: % of children being looked after in the community	86.1%	<b>83.6%</b>	<b>-2.5%</b>	<b>Moray</b> – looked after children: % of children being looked after in the community – <b>83.6% (Rank 29<sup>th</sup>)</b> <b>Scotland– 90.4%</b>

At the end of March 2017 the overall rate of Looked After and Accommodated Children (LAAC) in Moray stood at 8.9 (per 1,000 of the child population), a slight increase on the previous quarter (8.3), and above the target of 8. The majority of children are accommodated in a family placement (78.2%), however this has reduced slightly from quarter 4 last year (79%) and is below the 80% target. The

percentage of LAAC accommodated in a residential placement has increased to 12%, which is 2% up on last year and well above the target threshold of 8.5%. While the rate of residential placements has increased, the level of out-of-area placements has actually reduced over the same period – this will largely be due to the opening of Moray Council residential Houses in Elgin providing an additional six placements meaning less children are required to be accommodated in out-of-area placements.

Criminal Justice performance indicators are now included within the Integrated Children's Services suite of indicators. Year on year there has been an increase (65% since 2013/14) of social enquiry reports submitted to courts. Throughout the course of 2015/16 a total of 439 (128 in quarter 4) of these reports were submitted to courts, of these only one was not submitted by the due date. The number of new probation orders issued has risen for the second consecutive year with a total of 139 orders issued in 2015/16 in comparison with 119 in 2013/14. In 2015/16 less than half of offenders were offered a work placement within 7 working day, national figures are not yet available for this indicator, however if 2014/15 figures are compared Moray is performing significantly less than Scotland (Moray 57.0%, Scotland 72.7%).

### Number of Out of Area Residential Placements & Additional Resource Packages – April 2017



The April 2017 figure represents: -

- A. Out of area residential placements consisting: -
- (i) 20 residential placements for Looked After Children; 3 of which are expected to end no later than July 2017;
  - (ii) 2 educational placements requested by parents for children with specific educational needs each of which will end by July 2017.

A total of 22 residential placements, which is an increase of 1 since April 2016.

- B. Additional resource packages consisting of 15 additional resource packages, 7 of which maintain looked after children in school/education.

Apart from the joint children's services inspection the service had two further inspections:

Moray's supported Lodgings Project was inspected in October 2016 by the Care Inspectorate. The service provides an Adult Placement Service to young adults in the Moray area who have been Looked After Children. The aims and objectives of the service are to help young people currently aged 16 - 21 move from a care setting into a supportive environment to help them prepare to live independently in the community.

Inspectors reported on the following quality indicators and the evaluation for the Moray Project were as follows: -

• Quality of Care and Support	Grade 5	Very Good
• Quality of Staffing	Grade 5	Very Good
• Quality of Management and Leadership	Grade 5	Very Good

Moray's Residential Service, managed by the council, Cala, was inspected in October 2016 by the Care Inspectorate. The service provides 6 residential placements for young people 11 and over with the aim of providing a therapeutic setting to support recovery from trauma and positive movement towards independence.

Inspectors reported on the following quality indicators and the evaluation for the Moray Project were as follows: -

• Quality of Care and Support	Grade 2	Weak
• Quality of Staffing	Grade 3	Adequate
• Quality of Management and Leadership	Grade 2	Weak
• Quality of Environment	Grade 5	Very Good

Following this inspection a robust action plan was put in place and an internal review carried out. An unannounced visit from the Care Inspectorate took place in February 2017 and positive progress in respect of the action plan, care and support provided and commitment of staff was noted.

### **Complaints 2016/17**

Moray has really developed its focus on corporate parenting. We applied for LCT funding in December 2016 and were advised of award, from April 2017.

There was prelaunch of Champions Board and as CSWO I expect to have considerable update on developments over the year in my next annual report.



	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	25	12 (48%)	9 / 4 / 12	1
Community Care	35	24 (69%)	2 / 3 / 30	1
<b>Total</b>	<b>60</b>	<b>36 (60%)</b>	<b>11 / 7 / 42</b>	<b>2</b>

A total of 25 ICS complaints were responded to and closed within the reporting year. All 25 complaints were resolved at investigative stage. Over the year 9 ICS complaints were upheld and a further 4 were part upheld, with appropriate action taken to resolve these issues. The remaining 12 complaints were not upheld. The average time taken to respond to complaints was 25 days, exceeding the target of 20 working days. A total of 12 complaints were actually responded to within the 20 working days, while 6 complaints received extensions that were authorised for various reasons.

## STATUTORY FUNCTIONS

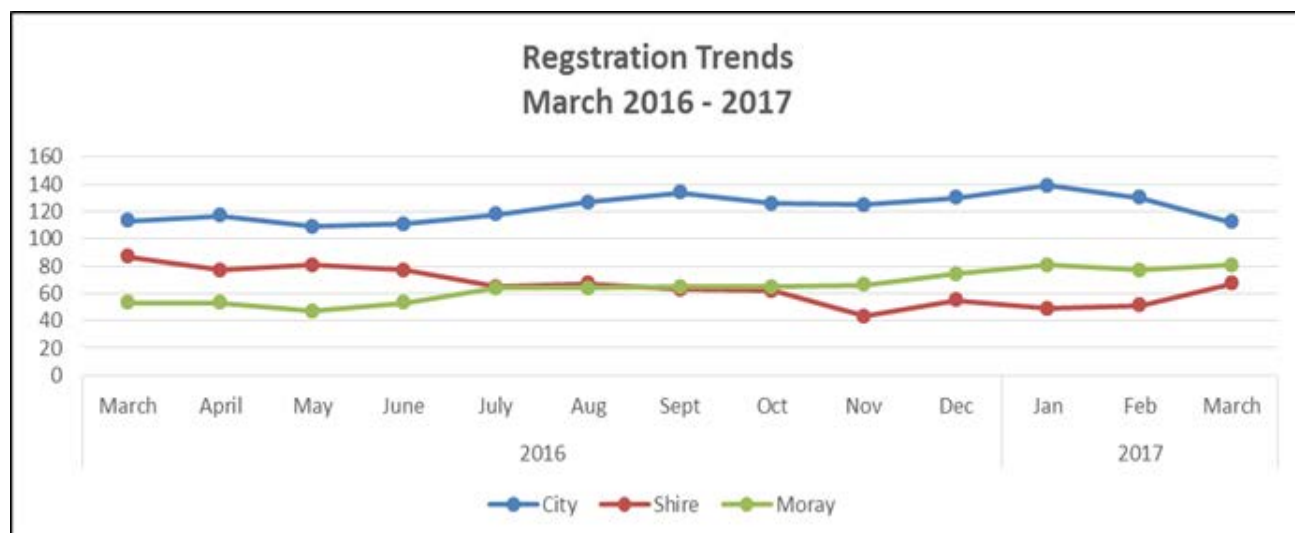
### Child Protection

The Moray Child Protection Committee (CPC) has updated several key multi-agency documents over the past year including the role and remit of the Child Protection Co-ordinating Group, implementing the Significant Case Review procedure and refreshing the IRD procedure. The updated resources can be found here:

[http://www.moray.gov.uk/moray\\_standard/page\\_90286.html](http://www.moray.gov.uk/moray_standard/page_90286.html)

The Moray CPC regularly receives performance management information which is derived locally and from the North East of Scotland Child Protection Register (CPR) which covers Aberdeenshire, Aberdeen City and Moray and is managed by the Child Protection Partnership (CPP). This information provides data trends across Moray in relation to risk indicators and comparisons to previous quarters throughout the year. The number of children recorded on the CPR in Moray has risen to 70 plus as can be seen in the chart below which is above the national average as of 31 March 2017.

Moray CPC is currently reviewing all performance management information in order to gather and present meaningful information that can help identify both good practice and areas for improvement. Most importantly Moray CPC is looking to provide rich analysis behind the performance management information so that this can be used to improve outcomes for children and direct targeted resources accordingly.



Over the past year the Moray CPC has:

- Strengthened its Governance through the creation of Chief Officers Group and subsequent revised structure across the Moray Partnership
- Successfully held a development day with all staff connected to Moray CPC and actioned the key feedback
- Developed and implemented the Significant Case Review procedure for all staff
- Updated guidance for all staff on the process for Police Concern Reports under the Children and Young People (Scotland) Act 2014
- Successfully conducted an IRD audit and taken the learning into the new IRD procedure which is set for a multi-agency launch later in 2017
- Introduced a Neglect sub group of the CPC to take forward the Neglect agenda across Moray

- Published guidance for staff on accessing Legal Services and this was offered with training also.

Moray CPC is considering how it can take help take forward the outcomes from the recent Joint Children's Service Inspection carried out by the Care Inspectorate, its own improvement plan, and the recommendations from the National Child Protection Improvement Programme set out by Scottish Government. The ongoing audit and review of IRDs and Childs Planning Meetings will further enhance the CPCs ability to keep children safe and improve outcomes for all children cross Moray.

The Moray CPC has played a key role in the progress of the Moray Learning and Development Group (MLDG). The MLDG consists of experienced professionals from Health, Education, Social Work, Police, and Third Sector. It is the responsibility of the MLDG to develop and deliver a multi-agency Child Protection, GIRFEC and Early Years training calendar for all staff working with children and young people across Moray. After a successful year the MLDG are currently rolling out 3 monthly training calendars to address multi-agency training gaps and, importantly, will quality assure the training to measure its impact on practice. There are various training courses available which can be found here:

<http://www.moray.gov.uk/downloads/file104571.pdf>

### **Adult Support & Protection**

The previous report identified areas we would need to work on to promote awareness of Adult Support & Protection:

- a) Continue to raise public awareness and NHS staff Work continues on promoting awareness across Moray. The ASP trainer and Lead officer attended an open day at Elgin town hall along with many other agencies which was attended by the public. The stand offered information via leaflets and discussions about ASP and also captured some enquiries that had to be followed up via investigation route. It was an opportunity to 'network' with other agencies to promote the ASP legislation throughout the Moray area. Leaflet distribution continues and posters were delivered to all GP surgeries and hospitals for display in public areas. The Adult Protection Committee health representative will ensure literature is displayed and updated timeously. It is our intention to begin the process of reaching more public businesses across Moray and hope to make links with the local supermarkets in particular the delivery drivers who can play a big part in reaching those in more rural and isolated areas. The ASP facilitator/trainer has already secured a date late summer 2017 to disseminate information in one of the major supermarkets in Elgin. The Z cards have been updated and ready for approval by Moray Adult Protection Committee. These are wallet sized cards that hold relevant information about ASP, including telephone numbers for people to contact if they have a concern. They will be distributed across all agencies who will also be encouraged to give out to the public. Over the past two years, the APU in Moray has continued to work on promoting awareness of adult protection. There has been a general increase in referrals in this reporting period, however, it is difficult to ascertain whether this is due to more people being aware of how to report a concern or an increase in those who are deemed to be most at risk. There is no doubt, however, that the number of agencies, statutory and independent, who have participated in training and events to raise awareness has steadily risen.

The APU consultant practitioner attends the weekly public safety hub established in January 2015 and led by the community safety team based in Elgin. It is attended by all statutory agencies and relevant information is shared proportionately. There have been improvements in agencies attending ASP case conferences and it is felt this is due to the sharing of information and the introduction of these weekly hub meetings.

- b) Ensure policies, procedures and protocols are current relevant and appropriate. The Interagency Grampian Working Group (representatives from Moray, Aberdeen City and Aberdeenshire) has updated the Interagency Grampian Policy and Procedures for ASP and this has been approved by all three APC's. To assist MAPC in fulfilling its multi-agency functions and responsibilities, a series of short life working groups have been established to take forward the work of the Committee. In addition to these, there are now three Sub Groups which meet on a regular basis to address the key functions of MAPC:
- The Grampian Working Group;
  - The Grampian Joint Training Group; and
  - The Financial Harm Group

The short life working groups have covered the following areas of work:

- Public information and awareness;
- Data collection systems;
- Multi agency auditing;
- LSI (Large Scale Investigations)
- Workforce development and learning

In addition, recognition is also taken of the outcomes from national reports on adverse events.

- c) Raise the profile of financial harm

There are many challenges for Adult Support and Protection across all agencies, one being co-operation from the many financial institutions including post offices, but it is hoped this will improve as the awareness raising continues across Moray. The introduction of the updated and Scotland wide approved form - Re: Request for Information from Financial Institutions - Section 10 Adult Support and Protection (Scotland) Act 2007 (ASPA) has now been implemented. It is anticipated this will encourage financial institutions to participate more willingly in the ASP process therefore reducing the risk to Adults at Risk of financial harm or exploitation.

Our focus for the year 2017 to 2018 will be;

- Provide appropriate and updated training across health and social care partnership
- Work closely with local business groups to promote more public awareness of ASP
- Ensure policies and procedures are relevant and robust
- Develop and roll out ASP protocol for 16 – 18year olds.

## **Criminal Justice**

Over the past year Criminal Justice staff have continued to be involved in contributing to the Improvement Plan associated with the National Multi Agency Public Protection Arrangements (MAPPA) Inspection.

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

Following the training given to all staff the Moving Forward Making Changes case management pack is now delivered to High Risk Sex Offenders. 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 resulted from the Scottish Government's Community Justice Re-design. Following considerable consultation with the public and across the partnership the new Community Justice Partnership (CJP) held its first meeting on 13<sup>th</sup> January 2017; the CJP also submitted its first plan to government in line with the statutory requirements.

## **Integrated Mental Health Services**

Good Mental Health for All in Moray 2016-2026 was launched in September 2016. The strategy was developed by people with lived experience of mental health problems, their families and those involved in mental health service delivery. It focusses on protection, promotion, prevention and early intervention as well as treatment and care services. It is recovery focussed and promotes a strengths based perspective. The implementation plan has progressed and the partnership has achieved the following:

- The newly commissioned Mental Health and Wellness Centre has opened. It is operated by Penumbra and located in a shop premises in the centre of Elgin. Members of the public can access it directly to receive short term support and/or information about mainstream and targeted activities in Moray to promote mental wellbeing and it provides a first contact for people in distress.
- Link workers attached to GP practices are employed to provide direct access for GPs to time limited help and support for people experiencing mental distress.
- Peer Support Workers have been commissioned in Moray to increase community capacity and to improve self-management skills.
- The Making Recovery Real Initiative has progressed throughout the past year, with Recovery Café events and Recovery Roadshow events taking place in Moray.
- The Partnership has supported delivery of Wellness Recovery Action Planning (WRAP) and Living Life to the Full courses. These are led by

Community Recovery and Wellbeing Champions contracted through the Scottish Recovery Network. The Wellbeing Hub also runs these programmes.

- A recovery service improvement exercise is planned throughout the mental health service using SRI2. This will inform future developments in recovery focussed service delivery.
- A review of commissioning for residential based care and housing support for those who have high and complex support needs is being progressed and will continue into the coming year.
- The coming year will see a review of the function of the Community Mental Health Team

### **Mental Health Social Work Team**

In the past year the focus has been on embedding SDS into mental health services, offering people more choice and control in their support. There has been a development towards a re-enablement approach which results in shorter term interventions. There continue to be challenges around differing thresholds for the secondary service.

One of the priorities for the Mental Health Social Work Team for the coming year is a focus on strengthening a recovery approach to the support that is provided to individuals who live with mental ill health.

The acute mental health ward has reduced its bed capacity due to staffing difficulties and this has had an effect on the mental health team who have had to be more creative in their support of service users experiencing deterioration in their mental health.

### **Mental Health Officers**

The Mental Health Social Work Team Manager and Consultant Practitioner have an overview of all casework undertaken by the Mental Health Officer service. Accountability for the service has been strengthened and the MHO Governance Group including Mental Health Team Manager, Consultant Practitioner, Service Manager Learning Disability and Chief Social Work Officer now meet biannually to discuss issues arising from the MHO provision.

Mental Health Officer Rota commitments continue to be met successfully. In the past year one MHO candidate successfully completed the course and is practicing on the rota while another MHO retired. There are currently 3 candidates undertaking the Mental Health Officer programme. There are two candidates with work outstanding from the 2015-2016 MHO programme. The reason appears to have been the lack of appropriate MHO work opportunities for 3 candidates and there has been a decision to limit the number of candidates to 2 in future years to avoid similar situations.

There is no appropriately experienced candidate interested in undertaking the Mental Health Officer Programme starting in August 2017. However there are a number of interested parties for the programme starting in 2018 and unless there are a number of MHOs leaving the service then Moray should be able to meet its statutory mental

health responsibilities without difficulty. A preparation period for people undertaking the programme is planned.

The Mental Health Officer Forum has been re-established and is well attended. An MHO improvement plan is in place which includes improving MHO recording on Care First, a quality audit of MHO reports, peer supervision and CPD events.

### **Adults with Incapacity**

Adults with Incapacity work continues to increase. There were 55 requests for guardianship in 2015 and 75 requests in 2016, an increase of 36%. 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 and both local authority and private application for further powers to comply with statutory guidance regarding restriction of liberty. Currently the Moray Council MHO service has been able to respond quickly to requests and there is no delay in the preparation of the reports caused by the service being unable to assign an MHO.

### **Challenges in Relation to Incapacity**

The supervision of guardians within the time scales is difficult to achieve. A prompt from the Unit administrator notifying social workers of review is in place and it has been recommended to social workers that they schedule reviews to coincide with annual social work reviews of the support plan.

The trigger for action under AWI for older people tends to be a crisis either a health crisis where the person is admitted to hospital. Often an older adult being admitted to hospital receives a capacity assessment and the conclusion is reached that the adult does not have capacity to make decisions about their future care. Consequently, the person remains in hospital until action can be taken under AWI. The length of time that private guardianships in particular take to complete is contributing to the delays in hospital discharge.

Section 13ZA Social Work Scotland Act 1968 is used only occasionally to place older adults with incapacity in care homes. Factors that preclude its use include difficult family relationships, financial and property matters exceeding the level at which access to funds would be appropriate or the adult had indicated that they would never wish to go into a care home. Discussions continue to find a solution to reduce long stay hospital admission where there is incapacity.

### **Complex Needs – Learning Disability**

Our learning disabilities accommodation review team was created through funding through the Integrated Care Fund. In late summer 2016 we established, through a commissioned study by Alder Associates, that there is significant scope to improve the quality of life of people with a learning disability in Moray. At present we are missing opportunities to help people achieve greater levels of independence whether in terms of living arrangements or work/leisure. Although there are some strategic and operational initiatives in hand to address this we recognise that there is also significant scope to improve the economic impact, efficiency and effectiveness of the services being provided. There is therefore a strong business case for service transformation which is in summary:

- A higher quality of life occurs when services deliver better outcomes for people with a learning disability.
- Better outcomes and higher quality of life reduce need.
- Need is a driver of services, and therefore cost.
- By focussing on improved outcomes, and so reducing need, we have the opportunity to reduce the level of expenditure and develop a more sustainable financial model.

We will introduce the “Progression” model as part of a transformational change of services in Moray. The “Progression” model is a person-centred developmental approach that has been tried and tested in England and Wales, and seeks to help each adult with a learning disability to achieve their aspirations for independence. It is a relational change from traditional care management approaches by focussing on the individuals’ hopes and choices, using these as the basis to co-develop care and support plans that enable each person to reach their potential.

The model calls for changes to systems and processes that will have implications for professional practice:

- The way in which assessments are carried out.
- Support plans are prepared.
- Risks are managed.
- Reviews are undertaken.

There are also implications for the way in which care and support services are commissioned.

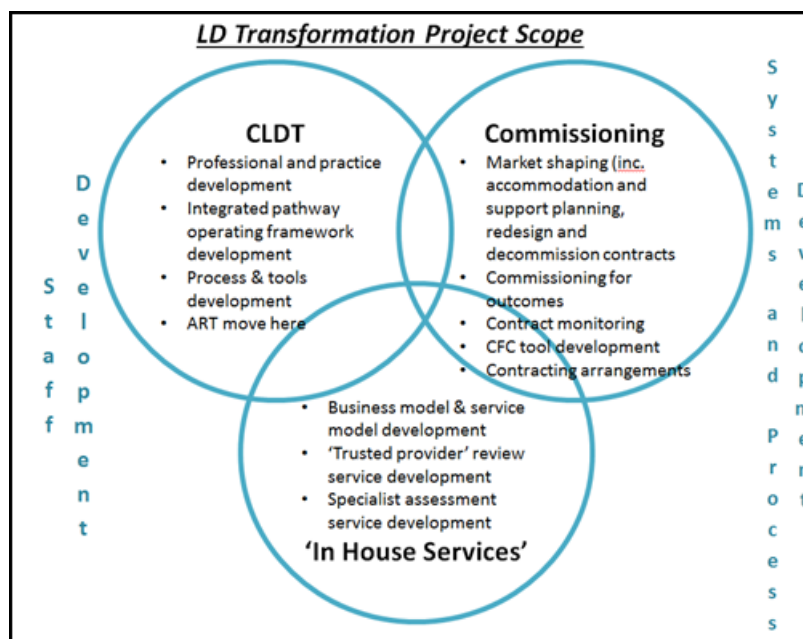
Services such as residential care, supported living and day opportunities must introduce new models that offer greater flexibility and provide a strong focus on enablement of individuals.

Our introduction of the “Progression” model will be linked to the opportunity created by moves to develop more effective integration working between NHS Grampian and Moray Council. This will require significant changes to establish practices. By simultaneously introducing the “Progression” model we will ensure alignment between integrated working arrangements and our goals for the transformational change of our ways of working with people with a learning disability.

We recognise the scale of the change required. We have learnt from the English and Welsh experiences of adopting the “Progression” model and aspire to create a Scottish model of “Progression” that suits our national context. We are seeking to introduce a whole system change that will profoundly affect the culture and delivery of our learning disability services. It will include:

The following diagram shows what is in scope for the project.





We recognise the significant overlap and inter-relationship between the work that will take place across the three work streams of the project.

Work will continue through 2017/19 to achieve this transformational change.

### **Woodview (Urquhart Place, Lhanbryde)**

The decision to decommission a care home at Maybank, Forres for service users with severe autism and to commission a new build on the outskirts of Lhanbryde was taken in 2013. This was a time when a critical report had been published by the Care Inspectorate in relation to the quality of care provided at Maybank for 4 service users with severe autism.

The report reflected Adult Community Care's concerns regarding the overall suitability of the Maybank property to support people with challenging behaviour and the related impact that this had on recruitment and the retention of staff.

During the week of 14 August 2017, Maybank was decommissioned as a care home residence and the 4 service users became tenants at a £2.5m new build development consisting of 8 bungalows, an office and communal area at Woodview on the outskirts of Lhanbryde.

Although, this represents the initial phase of the project, there has been a significant drop in the recorded incidents and a reduction in the medication for the tenants. Staff retention rates also remain high. Overall, this project has already had a significant positive impact on the lives of the tenants and members of staff.

Plans are in place to support a further 4 service users from Moray and out of area to move to Woodview in the Spring of 2018.

**6. Workforce**

- a) Planning**
- b) Development**

Moray Council's corporate workforce strategy sets out the council's overarching approach to developing a skilled, motivated and flexible workforce able to deliver efficient high quality services that will make a difference to the community of Moray. The main themes for 2016-17 were workforce transformation and change, employee engagement and leadership development and capacity and while these broad themes are set at a corporate level, there is an expectation that they are cascaded throughout the organisation and embedded within workforce development activity. Underpinning this, Moray Council continues to promote and develop a positive workforce culture in line with the values set out in Working Together for a Positive Workforce incorporating the Corporate plans and aspirations; Ambitious, Listening, Respect, Fairness, Sustainability & Accountable.

In September 2016, as part of the council's response to the need for transformational change, an Organisational Development (OD) service was established bringing together the corporate training team, the social work training team and the workforce policy and strategy team. Combined with reviewing the design and delivery model for training across the council, the OD service is tasked with ensuring that the overall training resource is effectively allocated and managed to meet council priorities whilst ensuring the workforce is engaged and motivated.

It is against this backdrop that the social work training team have continued to support employees within the social work disciplines and teams to meet their registration requirements during 2016-17 as well as developing, delivering, facilitating and promoting a range of learning and development opportunities.

The learning and development delivered has been based on the information gathered from managers via the annual training needs analysis (derived from supervision, individual casework, team meetings and for some employees from the corporate employee review and development programme) discussions with heads of service about the strategic requirements for the workforce and responding to demand arising from the Care Inspectorate Joint Inspection of Services for Children and Young People in Moray and partnership arrangements with the Moray Integrated Joint Board.

While the implementation of the new Standard for Residential Child Care qualification has been halted pending further consultation, work continues with the residential services for children and young people to support the learning and development of the team as well as ensuring attainment of SSSC registration requirements mainly with regard to SVQs. This has included a number of specific development days for team building which has improved the overall cohesiveness of the teams.

The training team continues to sponsor and co-ordinate the attainment of the practice teacher qualification for a number of social workers across the organisation

both financially and through facilitating and supporting access to social work students through placements at various points throughout the year.

Work also continues to support newly qualified social workers to evidence their post registration training and learning (PRTL) ensuring that core competencies are embedded, specialist skills are developed and effective learning is promoted.

Work has begun on our response to the Foster Care Standard that has been developed based on one of the outcomes of the 2013 National Foster Care Review. While foster carers are already undertaking learning relevant to their roles within our authority, and in many areas this will match the Standard, we will make sure the learning they are providing meets the Standard to help foster carers feel more confident and better prepared for their roles.

A number of post-graduate qualifications are being sponsored including the Post-Graduate Certificate in Child Welfare and Protection and the Mental Health Officer Award to ensure the council's capacity for knowledge and skill within these specialist areas is kept up to date.

Workforce development activity has also been delivered through the multi-agency Moray Learning and Development Group (MLDG) which works on behalf of the Community Planning Partnership and is responsible for the development, delivery and quality assurance of a multi-agency Child Protection, GIRFEC and Early Years training calendar for all staff working with children and young people across Moray.

In 2016 the MLDG successfully delivered its first full multi-agency training calendar and work is now underway to continue to deliver that calendar alongside developing training to address the key training needs emerging from the afore mentioned Care Inspectorate Joint Inspection of Services for Children and Young People in Moray as well as training needs emerging from the Moray Children's Services Plan 2017-2020.

Work to support the learning and development of the social work workforce within adult services continues as part of the social work training team's standard training catalogue and going forward this will include liaising with the MIJB about the wider transfer of knowledge required longer term regarding the Progression Model currently being developed and implemented across the MIJB.