

Chief Social Work Officer Annual Report

2017 to 2018

Foreword

I am pleased to present the Chief Social Work Officer's (CSWO) Annual report for 2017/2018. Having taken up post in August 2017 I wish to take this opportunity to thank the previous CSWO, Jon Humphreys, who continues to deputise when required, for his valuable contributions to the CSWO function in Orkney.

This report provides a summary of Social Work activity, including key developments and information on statutory decisions made by the Chief Social Work Officer on behalf of Orkney Islands Council. This report is not intended to be exhaustive but does give an indication of key trends and priorities over the past year and sets the context for the challenging year ahead.

Social Work and Social Care services are being delivered against a challenging economic and financial backdrop. The Council continues to face significant budget pressures and difficult decisions must be made about the future shape and size of service provision. In this context, the CSWO has a crucial role in ensuring that any financial decisions made do not compromise the safety and wellbeing of people who use Social Work or Social Care services. These pressures are felt not just by the local authority but also by our colleagues across the various partnerships.

In my time in post, I have heard directly from children, families, carers and adults of the difference that local services are making for them, and their communities, every day. These are stories which reaffirm the value and place of Social Work and Social Care in our community and crucially, its role in supporting our residents in what are often life's most challenging moments.

These stories are not our stories to share; they are private moments however, we must continue to ensure that the work our skilled practitioners and managers carry out is recognised in its contribution to ensure that the benefits of living and growing up in Orkney are available to all our residents.

Scott Hunter

Chief Social Work Officer
August 2018

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1. Summary Reflections

This is the tenth annual report from Orkney Islands Council's Chief Social Work Officer, covering the period 1 April 2017 to 31 March 2018. The Council's Social Work and Social Care services enable, support, care for and protect people of all ages in Orkney, by providing or commissioning services designed to promote their safety, dignity and independence and by contributing to community safety by reducing offending and managing the risks posed by people known to have committed offences.

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

Key Successes

Social Work and Social Care services in Orkney have continued to deliver a quality service to those in need. Service user feedback is overwhelmingly appreciative of the level of support and compassion shown while the Care Inspectorate provide us with external reassurance as to the continued quality of care in our regulated services. To achieve this high quality of care we have continued to invest in training and have realigned our processes to ensure that registration requirements and issues are identified more quickly to ensure that the totality of our workforce is available, wherever possible, to support our service users at all times.

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

Children's Social Work Services

- The process for initial child protection discussions has been redesigned to ensure a more coordinated planning response and this has been enhanced further through the introduction of a joint supervision process.
- Opportunities have been created to bring practitioners together as a response to concerns raised in relation to professional isolation. This resulted in shared learning opportunities and a greater sense of connection.
- We have continued to support a range of children and young people with significant levels of need and have worked closely with colleagues across the partnership to sustain these children within Orkney wherever possible.

Adult Social Work Services

- Our first trainee Social Worker qualified with a 1st Class Honours Degree and we will continue to offer these opportunities to allow career progression and the development of a workforce in tune with the needs of the local community.
- A Social Worker from the adult team is now part of the multi-agency hospital discharge planning process which has seen a significant drop in delayed discharges for our residents.
- Significant progress has been made with the new care facility in Stromness with regular photos and updates shared with staff and residents providing a focal point of discussion for residents, staff and visitors. Early work is also underway in relation to processes for the new care facility in Kirkwall.

Criminal Justice Services

- Positive public feedback has been received where Community Payback work has been carried out.
- The local sustained high level of successfully completed Community Payback Orders has been recognised by the Scottish Government who sought our advice on how we practice with a view to sharing this across Criminal Justice Social Work Services nationally.
- The year has seen the successful creation of the local Community Justice Partnership and its first outcome improvement plan based on a comprehensive and nationally praised local strategic needs assessment.

Key Challenges

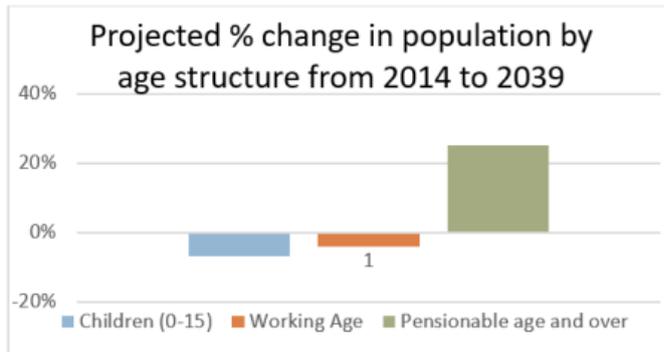
Social Work and Social Care services in Orkney face three critical challenges. The first relates to the sustainability of the highly skilled workforce and work is underway to explore organisational arrangements to strengthen our system. Specialist services that are constituted around small teams are inherently dependent on individuals and we need to consider how best to retain and develop the skills required to discharge our statutory duties in a more sustainable way.

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

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

communities and we acknowledge the need to work hard, and with integrity, in these processes.

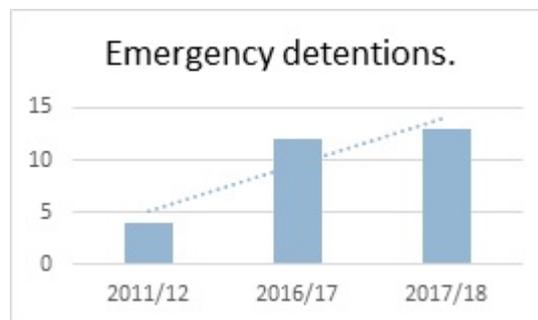
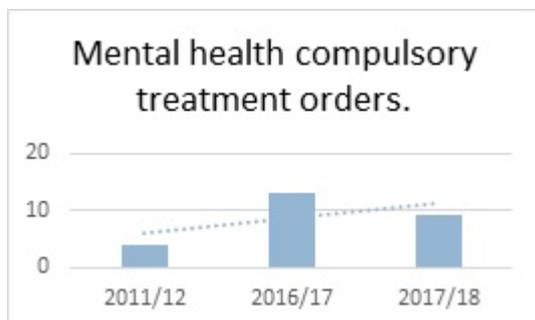
Demographics: We are seeing the increasing demand for services that comes from our ageing population. Population projections give an indication of the urgent need to continue to redesign services to meet this growing need. Population projections also show an increase in adolescent population over the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

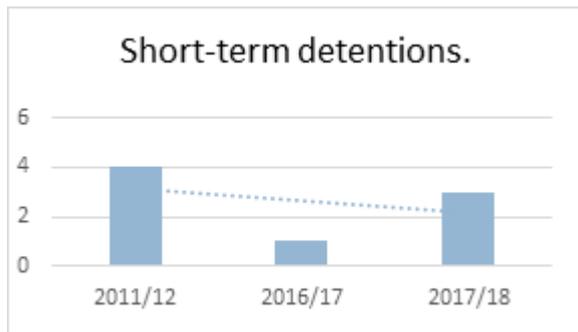


Finance: The challenge to set and achieve a balanced budget becomes a greater challenge year on year particularly where financial recovery is required. Current financial projections identify recurring savings required over the coming years as:

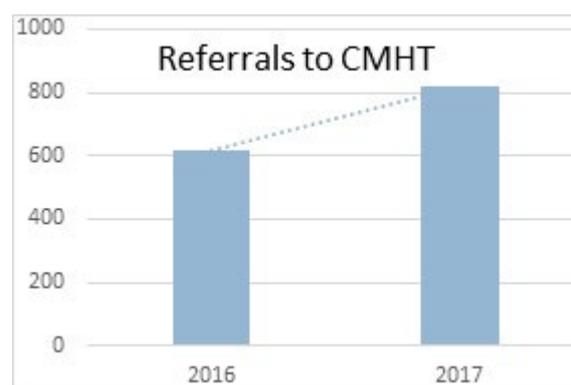
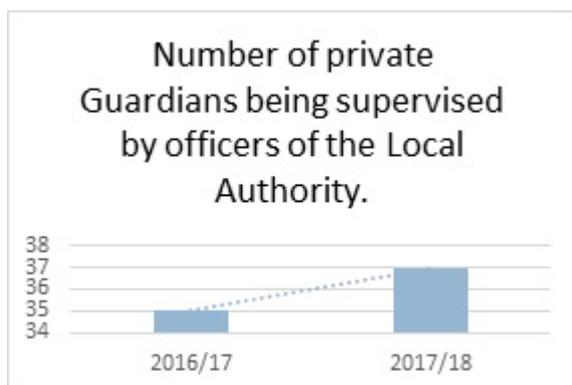
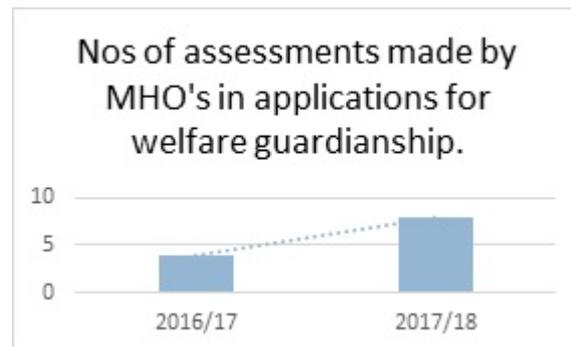
Year.	Orkney Islands Council.	NHS Orkney.
2018/2019.	2.2%.	5%.
2019/2020.	3%.	3%.
2020/2021.	3%.	3%.

Statutory Interventions in Mental Health: 2017/2018 has continued to see demand increase in relation to statutory interventions:





Alongside this the demands in relation to guardianship work are shown below:



The significant increase in referrals to the Community Mental Health Team (CMHT) gives a clear indicator as to the level of support growing parts of our community need.

Children's Social Work Services

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

Adult Social Work Services

- Demands on the Social Work role have continued to increase with people referred for assessment having more complex needs in an environment where the expectation is that resources to meet those needs must be met from steadily decreasing budgets.
- There is a requirement to continue to develop the use of self-directed support as a solution for some of our citizens. This work needs done against a backdrop of continuing to represent at a national level, the fact that in small systems the economies anticipated to be brought about by SDS are not possible.
- The increased complexity demanding more Social Work time along with staff absences have meant that routine case reviews have not been possible over the last year. It is likely that this situation will continue for the foreseeable future.
- The increased complexity is also apparent within our social care facilities with service users presenting with challenging physical or mental health conditions more commonly found in nursing care homes.

Criminal Justice Services

- On occasion the service experiences the requirement to support individuals with very specific needs where, if specialised service were available, better outcomes would be possible. As such we are exploring partnership arrangements with mainland authorities to bridge such gaps.
- There is a challenge for the service to remain connected to national networks and workstreams in relation to broader strategic and policy developments. This can sometimes mean that national developments may not reflect the needs of island communities.
- Nationally experienced difficulties around the suitability of Police Scotland vetting processes for council staff accessing Police computers persist. Representation continues to be made through Social Work Scotland highlighting that this issue requires a national solution.

2. Governance and Accountability

Integration Joint Board

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

The primary strategic direction is set by the board and delivered via the Strategic Commissioning Plan (SCP). In 2017 the annual refresh of the SCP took place and the annual performance report reflected progress in relation to work across services with key challenges in relation to the provision of child and adolescent mental health services, therapeutic interventions and associated waiting times.

Two of the strategic planning group workstreams which have commenced will have a direct impact on the future provision of social work and social care. These are in relation to generic workers and the isles model of care both of which offer the potential of creating a more sustainable health and social care system for Orkney in the future.

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



Orkney Integration Joint Board September 2017.

Back row, left to right: Rognvald Johnson, NHS Orkney Non-Executive Board Member; Councillor Steve Sankey; David Drever, NHS Orkney Non-Executive Board Member. Front row, left to right: Councillor Rachael King, Vice Chair; Jeremy Richardson, NHS Orkney Non-Executive Board Member and Chair; Councillor John Richards.

Children's Social Work Services

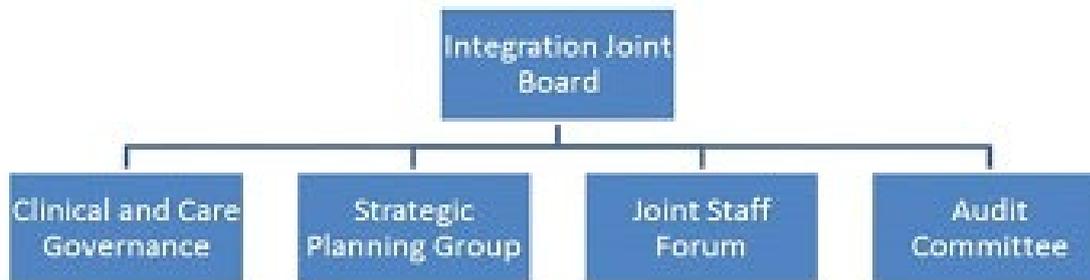
Children's Social Work services continue to report into the IJB and OHAC committee as part of Orkney Health and Care.

In line with statutory guidance, Orkney is currently working towards achieving the outcomes identified within "Clear and Connected: Orkney's Children's Services Plan". During the past year the partnership overseeing this work (The Orkney Children and Young People's Partnership) has successfully held the second Growing Up In Orkney conference where practitioners and young people were joined by internationally recognised speakers Jennifer Davidson and Bruce Adamson.

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

Professional Governance

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



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

Reporting into the CCGC via the CSWO are two professional committees, the Professional Social Work Advisory Committee (PSWAC) and the Professional Social Care Advisory Committee (PSCAC). Along with providing governance and oversight of service delivery, the committees have also developed key workstreams in relation to service improvement. An example of this would be in relation to subject access requests which have sought to put the service user back at the centre of process and away from a more bureaucratic approach.

3. Social Services Delivery

The recruitment, retention and skills development of our practitioners is key to ensuring we attract and retain a workforce skilled to meet the increasing complexity of demand being placed upon the service. In 2017/2018 the Social Work service delivery picture consisted of:

Children and Families Social Work.

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

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

All Age Learning Disability Service

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

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

Criminal Justice Social Work Service

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

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

Adult Social Work

- 1 FTE Principal Social Worker.
- 1 FTE Case-holding Senior Practitioner.
- 5 FTE Social Workers.
- 0.97 FTE Home Support Workers.

On average the adult social work service will be working with 170 - 180 active cases, plus 250 cases which require regular review of established packages of care.

Community Mental Health Team – Social Work Component

- 1 FTE Senior Practitioner.
- 2 FTE Social Workers.
- 3 FTE Support Workers.
- 0.57 FTE Home Support Workers.

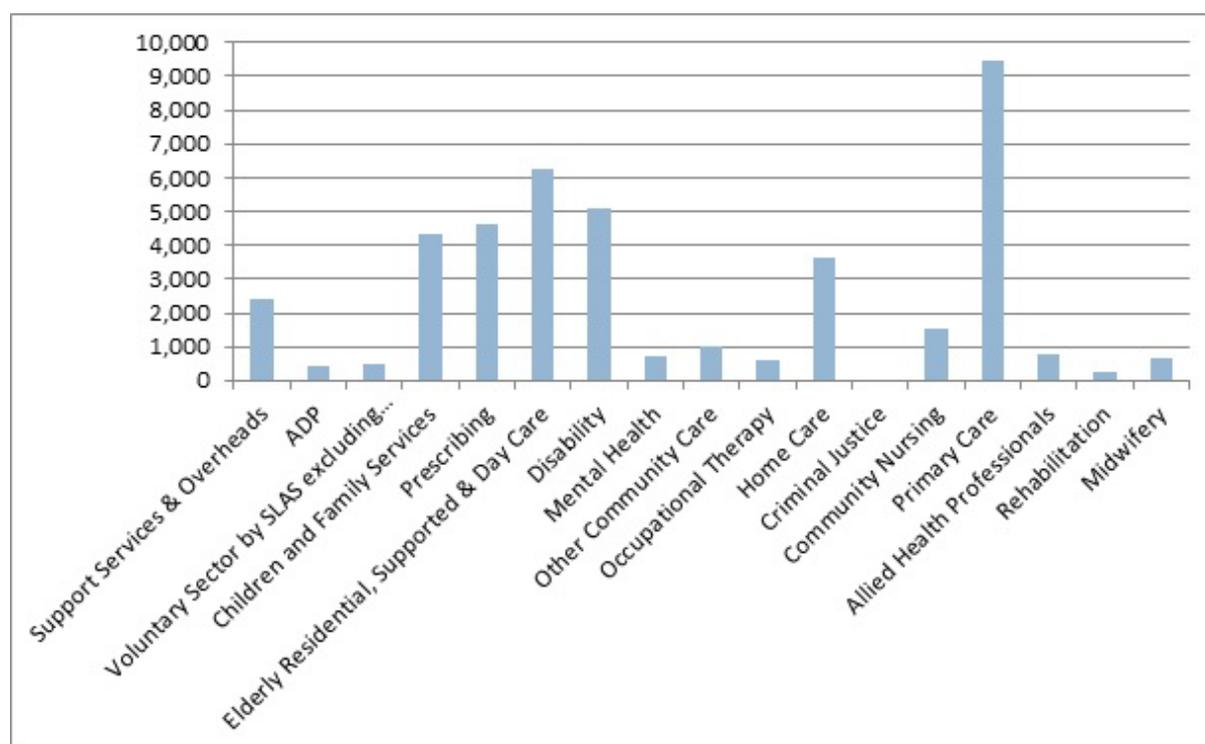
On average the CMHT will be working with 150 – 160 cases. In 2017/2018 there were 2067 visits undertaken by MHO's and CMHT support workers.

4. Finance

The Orkney Health and Care outturn for 2017/2018 was as follows:

	£000.
OIC Social Care.	18,270.
NHS Orkney.	31,358.
Total.	49,628.

Spending by area of service delivery is shown below:



The financial outlook for Orkney Health and Care remains exceptionally challenging with increasing demands in relation to child care and older adult services prevailing. As with any small system, a small number of high cost placements can place exceptional demands on the budget and by virtue of need, these placements are often required due to high levels of risk to the individual or community and are statutory in nature.

Financial forecasting indicates savings for OHAC for 18/19 as:

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

With such a financial backdrop there is an urgent requirement to renegotiate the social contract with the people of Orkney. Strong leadership is required, at all levels, to ensure the discipline of professional Social Work practice and Social Work management is central in this conversation. The levels of service provision and expectation are not sustainable and there have been examples of significant public discourse including troubling levels of hostility and blame when the possibility of service redesign or reviews have been put forward. This significantly challenges the viability of constructive debate and limits the opportunity for transformational change.

5. Service Quality and Performance

Orkney Health and Care takes great pride from directly providing the best care possible to our residents in their home wherever possible. When this is not possible our residents access a range of registered services who are regularly inspected by our colleagues at the Care Inspectorate. In 2017/2018 a number of our services were inspected.

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

6 Excellent.	5 Very Good.	4 Good.	3 Adequate.	2 Weak.	1 Unsatisfactory.
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By way of overall summary in 2017/2018 93% of quality themes inspected received grades of good or very good [2016/2017 77%]. The remaining 7% were inspected as adequate [2016/2017 23%]. To report such a level of improvement in the external validation of the quality of our care provision is one that should be celebrated and provide confidence in the skills and abilities of our practitioners and managers to deliver high quality care. The grades for services inspected in 2017/2018 are shown below:

Service.	Date.	Care and Support.	Environment.	Staffing.	Management and Leadership.
Adoption Service.	20/10/17.	5.	N/A.	5.	5.
Aurrida House.	20/06/17.	5.	N/A.	4.	N/A.
Braeburn Court.	16/02/17.	5.	N/A.	5.	N/A.
Braeburn Court (Support).	16/02/17.	5.	N/A.	5.	N/A.
Braeburn Court (Housing Support).	16/02/17.	5.	N/A.	5.	N/A.
Camoran Children's Resource Centre.	16/02/17.	5.	N/A.	N/A.	5.
Care at Home (Housing Support).	04/07/17.	4.	N/A.	4.	N/A.
Care at Home.	16/03/17.	4.	N/A.	4.	N/A.
Crossroads Orkney.	22/03/17.	5.	N/A.	N/A.	4.
Disability Resources Support Accommodation.	13/09/17.	4.	N/A.	N/A.	4.
Enable Scotland.	28/07/17.	5.	N/A.	4.	N/A.
Fostering Service.	20/10/17.	5.	N/A.	5.	N/A.
Gilbertson Day Centre.	06/07/17.	4.	4.	4.	4.
Glaitness Centre.	30/06/17.	4.	3.	3.	4.
Glaitness Centre (Support).	30/06/17.	4.	4.	3.	4.
Glaitness Summer Playscheme.	04/08/17.	5.	N/A.	5.	N/A.
Kalisgarth and Very Sheltered Housing.	30/03/17.	5.	N/A.	4.	3.
Kalisgarth Care Centre.	30/03/17.	5.	5.	4.	3.
Orkney Responder.	28/02/17.	5.	N/A.	N/A.	5.

Service.	Date.	Care and Support.	Environment.	Staffing.	Management and Leadership.
Smiddybrae House.	19/10/17.	5.	N/A.	5.	N/A.
St Colm's Respite Bungalow.	23/03/17.	4.	4.	4.	4.
Learning Disabilities – Supported Living Network.	03/08/17.	4.	N/A.	4.	3.
Learning Disabilities – Support.	03/08/17.	4.	N/A.	4.	N/A.
St Peter's House.	09/02/17.	4.	N/A.	N/A.	4.
St Rognvald's House.	26/04/17.	4.	4.	4.	4.
West Mainland Day Centre.	18/07/17.	4.	4.	5.	4.

Work continued across services to implement the actions identified in the report of the joint inspection of adult health and social care services carried out in 2016/2017. By the year end all identified actions had been completed. Our commitment to delivering the best possible services using evidence informed models remains a key aspect of our approach and will be in particular focus as we look to continue to develop services in the year ahead including the development of our new care facility in Stromness.



Artists Impression of the New St Peter's House, Stromness.

6. Delivery of Statutory Functions

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

Welfare Guardianship or Intervention Orders under the Adults with Incapacity Act – these are used primarily to provide a legal basis for the provision of care and support to people who lack the mental capacity to consent themselves, where this appears to be necessary. In most cases, a family member will apply. The local authority then has a duty to supervise the family member guardian in their use of their powers. Where an order appears to be necessary and there is no person able or willing to apply, the Local Authority has a responsibility to do so. In this case, the CSWO becomes the legal guardian. Interventions of this nature have shown a gradual increase in the last few years and this has continued in 2017/2018:

Type of Order/Intervention (Guardianship).	2016/2017.	2017/2018.
New Welfare Guardianship orders where CSWO is the guardian.	*.	*.
Total orders for which the CSWO is guardian.	13.	12.
Number of assessments made by Mental Health Officers in relation to applications for welfare guardianship including private and CSWO applications.	*.	8.
Number of private guardians being supervised by officers of the Local Authority.	35.	37.

Compulsory treatment in hospital or in the community can be ordered under the Mental Health (Care and Treatment) (Scotland) Act 2003. This generally requires the consent of a Local Authority Mental Health Officer (MHO). MHOs are experienced Social Workers with a post qualifying mental health award. There are also compulsory measures available in respect of mentally disordered offenders. The Council retains Mental Health Officer responsibility for Orkney citizens in the Royal Cornhill Hospital Aberdeen and other out of Orkney placements. Work of this nature continues to increase. This trend is reflected across the north of Scotland and Royal Cornhill Hospital has been under considerable pressure in terms of available beds and nursing staff to escort unwell patients from Orkney.

Type of Order/Intervention (Adults).	2011/2012.	2016/2017.	2017/2018.
Mental Health Compulsory Treatment Order.	*.	13.	9.
Emergency Detentions.	*.	12.	13.
Short Term Detentions.	*.	*.	*.
Other Mental Health Officer Assessments includes those not relating to detentions, assessments to extend and/or vary orders, social circumstances reports and reports for court disposals for mentally disordered offenders.	12.	26.	16.
Mental Health Tribunals attended.	*.	9.	8.

Where a child or young person presents a level of significant risk to themselves or others secure accommodation may be required to meet their needs. The CSWO had cause to authorise the use of secure accommodation for one young person in 2017/2018.

Type of Order/Intervention (Children & Young People).	2016/2017.	2017/2018.
Secure Care Authorisation.	*.	*.

Mental Health Officer (MHO) Service

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

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

Work under the Mental Health Care and Treatment Act is generally unplanned, resulting from the need to assess with regard to emergency detentions. It has again been a busy year in this regard. Previously identified weaknesses in relation to MHO capacity have begun to be addressed with one Social Worker commencing the MHO course in 2017/2018 with a further two places to be offered, one place in 18/19 and one place in 19/20. Further consideration to MHO capacity will be given in the year ahead as part of a broader review of how Social Work services are delivered in Orkney.

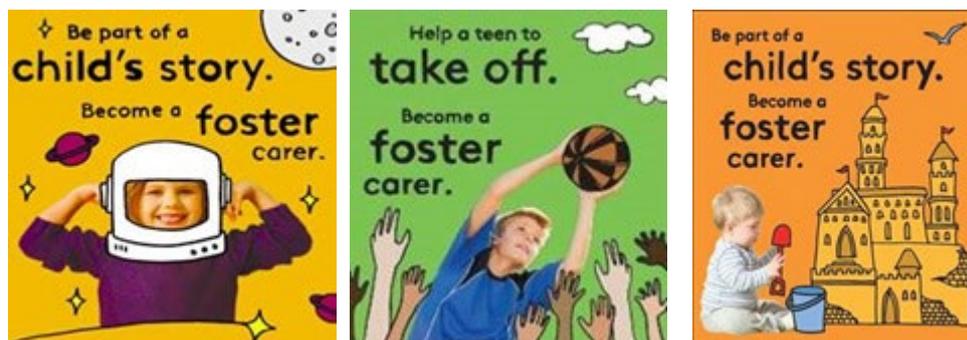
There is an appreciable concern that, like most other local authority areas in Scotland, Orkney may not be able to sustain a generally achieved record of a 100% response rate to requests for Mental Health Officer input to statutory detention processes. Legislation states that an emergency detention can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

Fostering, Adoption and Permanence Panel

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

Fostering and Adoption Panel.	2017/2018.	2017/2018.
Panels Convened.	6.	5.
Foster Care Families recommended for approval by the ADM.	*.	*.
Foster Care Families deregistered.	*.	*.
Annual Reviews completed.	*.	*.
Children's Plans presented for permanence.	*.	*.
Children matched with adoptive parents.	*.	*.

The increase in demand for foster care placements is being addressed through a three-year recruitment campaign which will place further demands on the family placement team and the panel. A key aim of the recruitment campaign is to recruit to the intensive fostering roles which the council baselined into the budget in 2017/2018.

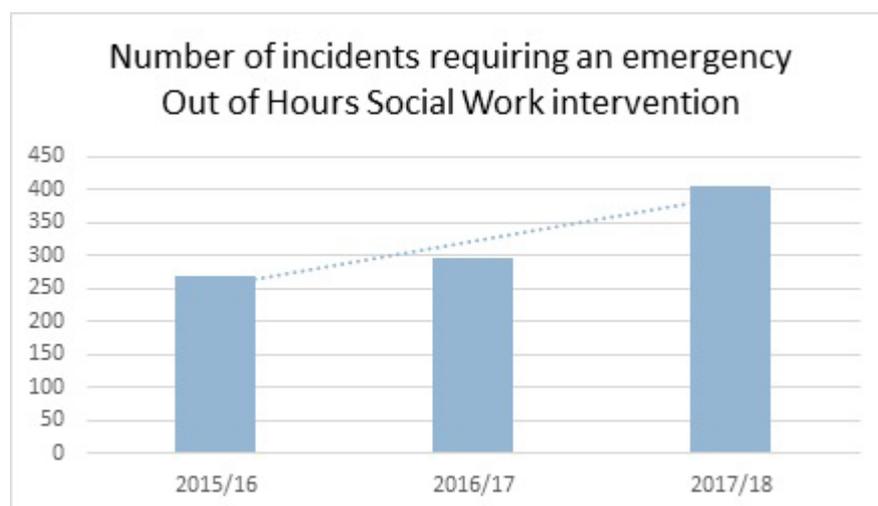


Emergency Social Work Services

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

The emergency Social Work service continues to be busy with the table below showing incidents requiring a Social Work intervention increasing by 37% in 2017/2018 (these do not include the many calls where general advice or sign posting was provided):

Emergency Social Work Service.	2015/2016.	2016/2017.	2017/2018.
Number of incidents requiring an emergency Social Work Intervention.	268.	296.	404.



Commissioned Services

The CSWO has to be satisfied that specifications for commissioned services have been reviewed and are fit for purpose. Services are commissioned from organisations in the independent and voluntary sectors. During the reporting year the Council had contractual arrangements in place with 15 social care services for individuals both locally and out with Orkney. Grant funding was awarded locally to 27 organisations to contribute to the provision of advice and support services, including lunch clubs in Orkney run by locally based charitable organisations to a value of £590,000. Both OHAC and the third sector are keen to develop shared approaches to the financial challenges with participatory budgeting and greater commissioning shared objectives.

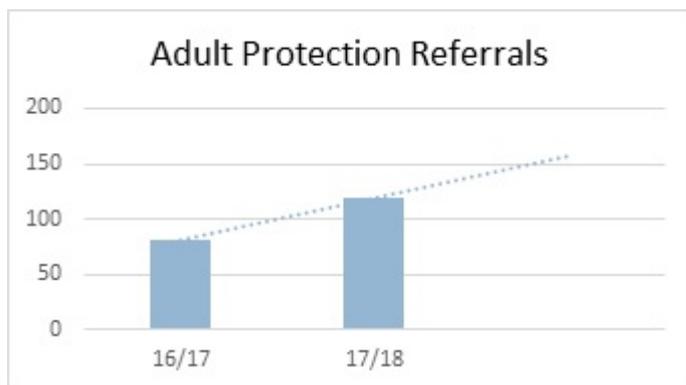
A small number of contractual arrangements or ongoing agreements remain in place for the provision of miscellaneous services, such as Mental Health Officer hospital based services in Aberdeen, calls handling system support and calls handling centre services in relation to Care Alarms, and meeting facilitation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

Procurement of service remains compliant with local policy and makes use of national contract arrangements where these services can meet identified need. Orkney continues to use the member / officer extraordinary packages of care group to provide governance and assurance of best value of high cost placements. As with any small system significant budgetary pressures can be brought to bear from a small number of cases for example, where need has not previously been identified or there are high risk behaviours requiring secure accommodation.

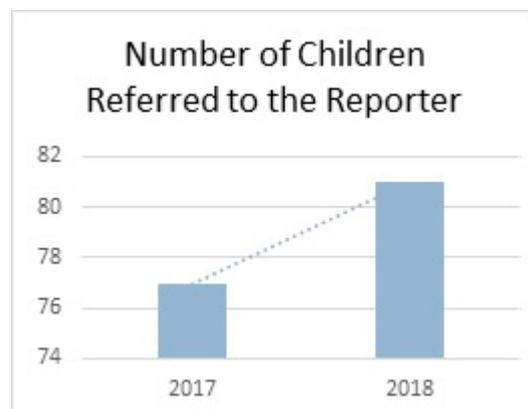
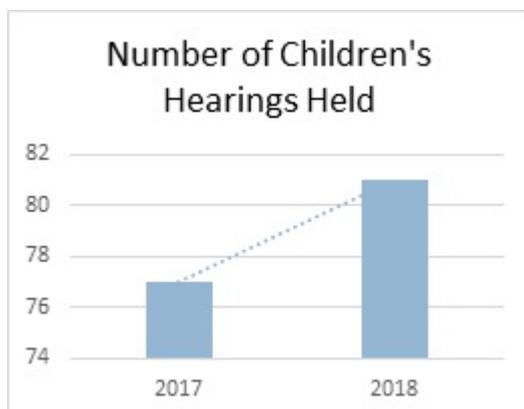
Protection and Risk Management.

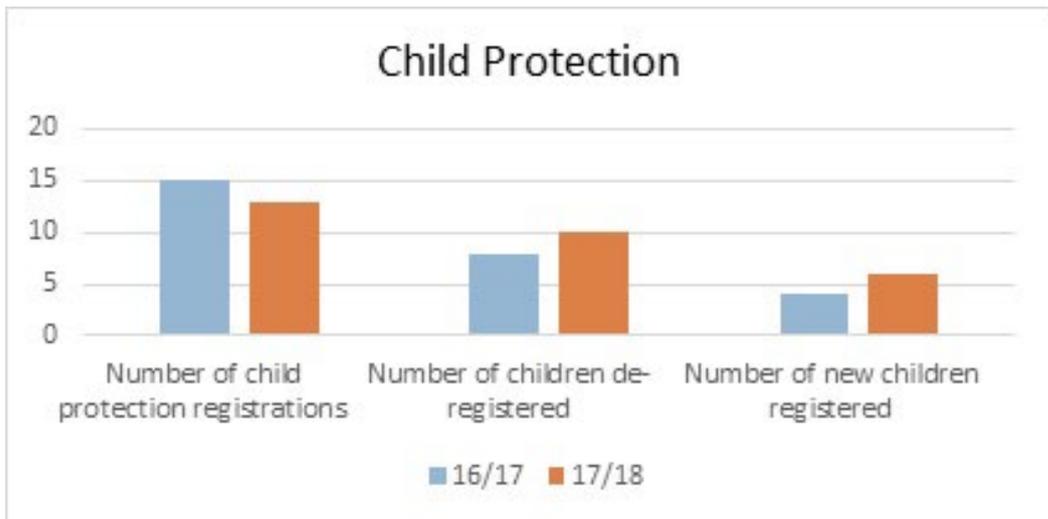
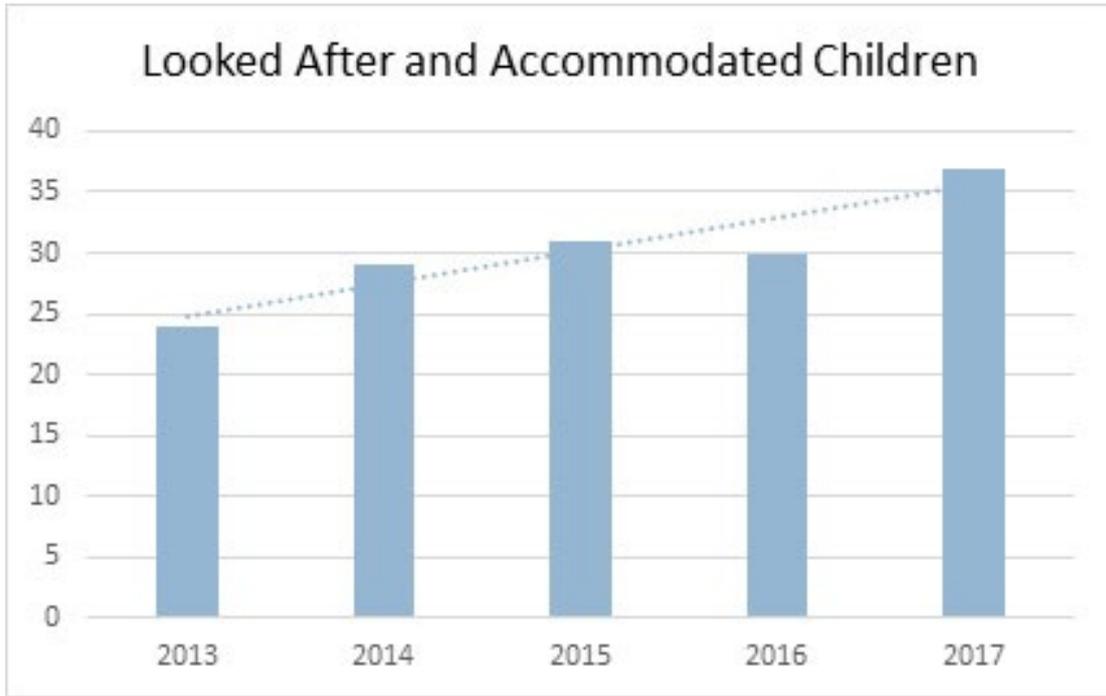
The assessment and management of risk posed to individual children, adults and the wider community are part of the core functions of social work. Risk management for the key service user groups in Orkney is located primarily in three service areas: Adult Social Work for adults at risk of harm, Criminal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

In terms of vulnerable adults, the continued increase in demand is shown below:



In terms of children in need of compulsory measures of care and protection the continued increase in demand is shown below:





Criminal Justice services continue to oversee high rates of completion for community payback orders issued by the court:



In view of the importance of joint working, and the statutory requirement to have an adult protection committee with an independent Chair, the work of the Orkney Child Protection Committee and the Orkney Adult Protection Committee has been harmonised, with meetings under the same independent chair held consecutively on the same day, with an overlap period to consider issues of joint relevance such as Multi Agency Public Protection Arrangements (MAPPA) primarily relating to the supervision of sex offenders, and Multi Agency Risk Assessment Conferences (MARAC) addressing domestic abuse.

The CSWO is a member of both protection committees. This allows the CSWO to have an overview of related risk management activity, both within the Council and across agency boundaries. The CSWO participates in individual planning meetings under the MAPPA arrangements for the highest risk (Level 3) offenders. The CSWO also provides professional advice to the Chief Officers' Group which is responsible for the leadership, governance and performance management of the multiagency aspects of public protection in the county.

7. Workforce Planning and Development

A well-motivated and engaged staff group is key to delivering safe, effective and efficient services. Professional development increases the skills of this vital resource and supports practitioners to be confident that they can deliver a quality service. Our Learning and Development team delivered a comprehensive training calendar in 2017/2018 to ensure ongoing regulatory compliance and awareness of key issues such as child and adult protection. Practitioners have also accessed other training such as Moving and Handling, Dyadic Development Psychotherapy, Stress and Distress (dementia), Management and Leadership training, domestic violence etc. We have seen practitioners achieve qualifications at all levels up to Masters level which strengthens practice and is supporting us to become a more overtly learning organisation.

Qualification.	No. of Sponsored Staff 2016/2017.	No. of Sponsored Staff 2017/2018.
HNC Social Care combined with SVQ 3 Health and Social Care.	0.	2.
SVQ 4 Health and Social Care.	2.	1.
SVQ 3 Health and Social Care.	2.	1.
SVQ 3 Health and Social Care Partially Funded.	3.	0.
SVQ 2 Health and Social Care.	10.	21.
SVQ 2 Health and Social Care Partially Funded.	7.	6.
CPD Leading and Managing Care Services.	1.	1.
PDA Health and Social Care Supervision.	1.	1.
Total.	26.	33.

There continue to be significant difficulties in recruiting to certain posts within our Social Work and Social Care services. With a limited labour pool available and increasing demand, recruitment within our adult social care services is an ongoing activity. During 2017 we have required to bring Agency social care staff to Orkney for brief periods of time to ensure ongoing safe delivery of service, it is likely that this will not be an isolated occurrence. The issues experienced in late 2017 in relation to perceived bullying cultures prompted a range of activity which will help us focus on improving retainment of our staff.

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

