

Recommendations in Audit Scotland National Report

Ref	Recommendation	Response
	Social Work Strategy and Service Planning	
1	Councils (and IJBs) should instigate a frank and wide ranging debate with their communities about the long term future for social work and social care in their area to meet statutory responsibilities, given the funding available and the future challenges.	<p>The Council has a robust community engagement process in respect of the budget setting process that takes account of the views of service users.</p> <p>Work has also commenced in 2017 to consult and engage with the public as part of the IJB Budget proposals. This will specifically focus on the proposals set out in the IJB Business Case 2017/18 and include the eligibility criteria framework.</p> <p>Criminal Justice have recently been involved in a wide ranging consultation with local communities, key stakeholders and service users in relation to developing the new Community Justice Plan for the local area.</p> <p>Children & Families have been working with a group of care experienced young people to develop a Champion's Board as part of our approach to Corporate Parenting.</p> <p>Social Work Adult Services are currently undertaking public consultation about a revised eligibility criteria framework and about review of our model of day services. The Health and Social Care Partnership (HSCP) will undertake a community engagement programme during 2017 to inform locality planning and community to build capacity. This will dovetail with the locality work led by the CPP as part of the community empowerment.</p>

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2	Council (and IJBs) should work with the Scottish Government, their representative organisation (the Confederation of Scottish Local Authorities (COSLA) or the Scottish Local Government Partnership (SLGP)), Social Work Scotland and other stakeholders to review how to provide social work services for the future and future funding arrangements.	<p>Falkirk Council is represented by the Chief Social Work Officer at policy briefings as a member of Social Work Scotland and the National Chief Social Work Officer group and therefore involved in discussions with COSLA on the future of Social Work Services and future funding arrangements.</p> <p>The Chief Officer of the Health & Social Care Partnership participates in a national Chief Officer's network which meets regularly with Scottish Government lead officers for integration and are represented on Key National Strategic Groups. The Chief Finance Officers of (HSCP) have a similar network.</p>
3	Councils (and IJBs) should develop long term strategies for the services funded by Social Work by:	The population of Falkirk Council is set to grow significantly over the next 10 years.
3a	Carrying out a detailed analysis of demographic change and the contribution preventative approaches can make to reduce demand for services.	<p>In terms of Adult Services, the Falkirk HSCP Strategic Plan was produced taking into account analysis on local needs including the Joint Strategic Needs Assessment, NHS Forth Valley Clinical Services Review, Falkirk Council Community Care Housing Needs Analysis. The Joint Strategic Needs Assessment was then published in March 2016.</p> <p>Locality Profiles were published June 2016 and an Integrated Workforce Plan approved by the IJB in March 2016.</p> <p>Work is underway on embedding the re-ablement approach in home care to support independence and self-management. The shift towards prevention is reflected in change of use of Summerford Care Home from long-term residential care to short stay intermediate care.</p> <p>Locally, we can predict that legislative change will result in an increased demand on care placements as young people are now entitled to continuing care up to age 21, and aftercare to age 26.</p> <p>We are currently working with Scottish Government on a re-aligning Children's Services project which will provide a baseline Strategic Needs Assessment.</p>

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		<p>From April 2017, Community Justice will be delivered through the Community Planning Partnership and will seek to provide a greater focus on earlier intervention through the greater use of support from universal services which will add to the Public Protection agenda which has been delivered by Criminal Justice Social Work to date.</p>
3b	Developing long term financial and workforce plans.	<p>Work is ongoing corporately to develop the workforce plan and within the IJB. This includes scoping of the current workforce, the anticipated demand and identifying skills gaps.</p> <p>Work is underway to improve budgetary accountability and reporting mechanisms within the Social Work Adults budget, aligning budgets around a new locality structure. The Falkirk HSCP workforce plan is being finalised and will inform the development of integrated locality teams.</p>
3c	Working with people who use services, carers and service providers to design and provide services around the needs of individuals.	<p>The Integration Joint Board has membership drawn from service users, patients, unpaid carers and providers in both the independent and third sectors. This is further supported by the engagement and participation work to support the development of the locality plans and implementation.</p> <p>In Children & Families we have successfully used a PSP (Public Social Partnership) approach involving providers in developing a contract for external fostering provision.</p> <p>The consultation work on review of adult day services model will enable stakeholder engagement in redesign. Work is continuing on implementation of the Self Directed Support legislation.</p>
3d	Working more closely with local communities to build their capacity so they can better support local people who may be at risk of needing to use services.	<p>Children and young people are involved in the development of the Integrated Children's Service Plan.</p> <p>The development of a new locality model as part of implementation of the integration of health and social care will provide a foundation for closer working with local communities. Stronger links are being built with the Community Trust across shared agendas.</p>

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3e	Considering examples of innovative practice from across Scotland and beyond.	<p>Locality plans are being prepared for all three localities and this is resulting in a wide range of engagement events taking place.</p> <p>In relation to Children's Services we have been exploring various initiatives: Includem (Fife); Functional Family Therapy (Renfrew); Families in Need (Middlesbrough).</p> <p>Social Work Adult Services and Children's Services have engaged the support of In Control Scotland, a national organisation which is affiliated to half of Scotland's Councils. In Adult Services, this is to ensure that redesign of eligibility criteria and day services is informed by knowledge of best practice elsewhere. Design work on a new build intermediate care facility has taken account of best practice elsewhere. The Falkirk HSCP are working jointly with Ihub, Healthcare Improvement Scotland and NHS Education Services to develop a whole system map of health and social care services. This work has engaged a range of staff working across the sectors and will involve service users and carers.</p> <p>In Children's Services, this work is focussing on bringing young people back from external residential units to local provision.</p>
3f	Working with the NHS and Scottish Government to review how to better synchronise partners' budget-setting arrangements to support these strategies.	<p>There has been some realignment at local level to support the budget setting process but this remains a challenge at national level, particularly as the budget allocation process for the NHS and local authority partners varies. This issue has been raised and is being discussed through events including Scottish Government, NHS Board of Directors of Finance, Local Authority and IJB Section 95 officers with commitment to continue to work together to better align budget setting cycles for future years. The IJB's Chief Finance Officer role makes a key contribution to this work.</p> <p>Again within Children's Services, including Criminal Justice, there has been some rebasing of budgets at a local level. We have robust systems in place to monitor and scrutinise spending. All out of authority placements for children and young people are currently being reviewed.</p>

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	Governance and Scrutiny Arrangements	
4.	Councils (and IJBs) should ensure that the governance and scrutiny of Social Work Services are appropriate and comprehensive across the whole of Social Work Services, and review these arrangements regularly as partnerships develop and services change.	<p>The Clinical and Care Governance Framework was approved by the IJB in March 2016. A CCGG meets bi-monthly, with the Chief Social Work Officer (CSWO) as the current chair. Work has been undertaken to develop a performance framework for integrated services which is reported in the first instance to the IJB and thereafter to the NHS FV Board and the Council's External Scrutiny Committee.</p> <p>The CSWO is a non-voting member of the IJB. The CSWO has established a Social Work Services Practice Governance Group which meets quarterly.</p> <p>There are regular meetings between the CSWO and the link inspector from the Care Inspectorate. Children's Services Children & Families Social Work report regularly to the Executive Committee and the Scrutiny Committee on Outcomes for Looked After Children. A continuous improvement group reports regularly to the multi-agency Children's Commission.</p>

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5.	Council (and IJBs) should improve accountability by having processes in place to:	Performance Information is regularly reported to the Performance Panel and Scrutiny Committee.
5a	Measure the outcomes of services, for example in criminal justice services, and their success rates in supporting individuals' efforts to desist from offending through their social inclusion.	Information is currently captured across the Social Work service and reported annually to Scottish Government.
5b	Monitor the efficiency and effectiveness of services.	<p>Outcomes of Services for Children are measured via regular case file audits. Engagement with Service Users takes place via the Children's Right Officer and Who Cares? Staff Engagement Sessions and external inspections.</p> <p>Through the delivery of statutory Criminal Justice Social Work Services there have been a number of new developments brought about through a new Community Justice Improvement Plan. This has been presented to the CPP and the Executive and indicates how Criminal Justice and Social Work Services, alongside partner agencies, will measure the outcomes to be achieved in supporting individuals to address their offending behaviour.</p> <p>Added to this, Criminal Justice Social Work Services are also in the process of developing a performance framework, which will ensure that governance arrangements are in place for the effective delivery of our services.</p> <p>The IJB had undertaken work to develop a performance framework based on contribution analysis and whole system mapping. This work will support the shift towards outcomes based measurement.</p> <p>Outcomes based performance will be included in the design of the new home care tender.</p> <p>A partnership funding group monitors efficiency and effectiveness of integrated service developments.</p>
5c	Allow Elected Members to assure themselves that the quality of Social Work Services is being maintained and that Councils are managing risks effectively.	Reports are regularly submitted to a range of Committees to allow Elected Members to assure themselves of the quality of Social Services, including the Performance Panel, Scrutiny Committee, Executive, Council and IJB.

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5d	Measure people's satisfaction with those services.	<p>Regular reports are scrutinised by key Managers across Services.</p> <p>Regular corporate community engagement events take place to gain Service Users' view on service delivery.</p> <p>The use of Viewpoint is encouraged within Children & Families for use with Looked After children. MECS and Home Care undertake annual customer satisfaction surveys. Criminal Justice undertake exit interviews routinely with service users. These are only brief examples in relation to measuring people's satisfaction with services received.</p> <p>The Social Work service continues to implement a Participation and Engagement Strategy, which has many and varied examples of service user participation.</p> <p>Satisfaction questionnaires and surveys are used in Social Work Adult Services.</p>
5e	Report the findings to Elected Members and the Integration Joint Board.	Regular reports are submitted to Council and its Committees and the IJB that account for service delivery. The annual Chief Social Work Officer report is presented to Council.
6.	Councils should demonstrate clear access for, and reporting to, the Council by the Chief Social Work Officer, in line with guidance.	The Chief Social Work Officer reports to the local authority Chief Executive, Elected Members and IJBs - providing comment on issues which may identify risk to safety of vulnerable people or impact on the Social Work Service and also on the findings of relevant service quality and performance reports.

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7.	Councils should ensure the Chief Social Work Officer has sufficient time and authority to enable them to fulfil the role effectively.	<p>The Chief Social Work Officer participates in, or chairs, a variety of relevant meetings. Some examples are:-</p> <ul style="list-style-type: none"> • Integration Joint Board (IJB) • Adult Support and Protection Committee • Monthly Meetings with Chief Officer IJB • Clinical and Care Governance • MAPPA Strategic Oversight Group • Child Protection Committee • Corporate Parenting Group • Unaccompanied Asylum Seeking Children Group • Children's Commission <p>The Council has established a specific Depute Chief Social Work Officer role to support the Chief Social Work Officer to fulfil the role.</p>
8.	Councils should ensure that CSWO annual reports provide an annual summary of the performance of the Social Work Service, highlighting achievements and weaker areas of service delivery, setting out the Council's response and plans to improve weaker areas and that these are actively scrutinised by Elected Members.	<p>The CSWO Annual Report 2015/16 followed the prescribed guidance from the Scottish Government Chief Social Work Advisor. It included performance information, achievements and areas for improvement and plans to remedy those. It also contained various hyperlinks to more detailed report information.</p> <p>The CSWO Annual Report 2015/16 was presented to Council on 21 September 2016 and to the IJB on 7 October 2016.</p>

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	Workforce	
9.	Councils should work with their representative organisation (COSLA or the SLGP), the Scottish Government and private and third sector employers to put in place a co-ordinated approach to resolve workforce issues in social care.	<p>Integrated Workforce Plan was approved by the IJB in March 2016.</p> <p>Council Workforce Development Framework in draft form and being progressed through the Council Committee cycle.</p> <p>Review of workload is undertaken regularly by all Social Work Managers to ensure that caseloads are manageable and that any staffing issues that emerge are resolved.</p> <p>Work had been undertaken with home care providers to support their workforce planning, for example by giving prior assurance that work will be commissioned if they undertake recruitment, as part of a co-ordinated approach to improvement on delayed discharge performance.</p>
10.	Councils should, as part of their contract monitoring arrangements, ensure that providers who use zero hours contracts allow staff to accept or turn down work without being penalised.	<p>Work has commenced to prepare a new tendering exercise for Homecare and Community Care, with the objective of having a new contract in place for October 2017.</p> <p>There is an established Care at Home Providers Forum which meets on a regular basis.</p> <p>Whilst the objective of the funding and supporting guidance is welcomed, providers cannot be compelled to implement the Living Wage. As such, implementation will require to be achieved through an inclusive and collaborative process.</p>

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	Service Efficiency and Effectiveness	
11.	Councils (and IJBs) should, when planning an initiative, include evaluation criteria and extend or halt initiatives depending on the success of new approaches in improving outcomes and value for money.	<p>Review of Commissioned Services is currently underway across Social Work Services to evaluate outcomes and value for money. All externally commissioned services have a monitoring officer and reports are provided through the Following the Public Pound process.</p> <p>A Partnership Funding Group has been formed to assess and monitor partnership funding. Recommendations made by the group will be presented to the Strategic Planning Group and then to the IJB.</p> <p>Work has taken place to ensure that Partnership Funding (Integrated Care Fund and Delayed Discharge) monitoring processes adopt and support a strategic approach to service re-design and future targeting of partnership funding.</p>
12.	Councils (and IJBs) should work with COSLA to review the eligibility framework to ensure that it is still fit for purpose in the light of recent policy and legislative changes.	<p>The report recommends clarity about national eligibility criteria for accessing Social Work Services.</p> <p>The IJB approved a report on 2 December 2016 to consult on a draft revised Eligibility Criteria Framework for Social Care supports and services. This included approval to develop a revised Resource Allocation System. Both proposals are intended to support the process of planning how supports and care are delivered, including managing inherent risk in a context where demand can be hard to predict and financial resource is finite.</p> <p>Practitioners across Children's Services work to the National GIRFEC agenda which supports identification of need and risk.</p>

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13.	Councils should benchmark their services against those provided by other Councils and providers within the UK and overseas to encourage innovation and improve services.	<p>The Council is involved in benchmarking with a number of Local Authorities depending on the area of activity and practice.</p> <p>Falkirk HSCP are members of the national Health and Social Care Benchmarking Network.</p> <p>The Partnership is actively engaging with HIS, TRIST and NES to secure additional capacity to support a range of work including whole systems mapping, Discharge to Assess, Community Equipment/Adapting for Change and reablement services.</p> <p>We will continue to look for benchmarking opportunities and opportunities to learn from best practice.</p>