

**Annual Report by Local Authority Chief Social Work Officers**  
**Suggested template and content guidance for production of 2016-17 report**

**May 2017**

**PURPOSE**

1. The template and content guidance are intended to assist Chief Social Work Officers (CSWOs) in production of their Annual Reports.

**BACKGROUND**

2. In compliance with their statutory functions under the Social Work (Scotland) Act 1968, all Local Authorities have a CSWO. For a number of years CSWOs have produced Annual Reports about social work services which are provided for relevant Committees and/or full Council and increasingly they are also of use to Integration Joint Boards and Health and Social Care Partnerships. In 2014 CSWOs agreed that the use of a Template would enable a more consistent approach to producing these Reports and that this would be useful for CSWOs. The approach would also enable the Office of the Chief Social Work Adviser in the Scottish Government (OCSWA) to collate an overview Summary Report based on the key content of the Reports. This summary would:

- be of value to CSWOs and also support the Chief Social Work Adviser (CSWA) in their role of raising the profile and highlighting the value and contribution of social work services.
- be a useful addition to the set of information available to aid understanding of quality and performance in social work services across Scotland – in line with the actions under the *Vision and Strategy for Social Services in Scotland 2015-2020*.

3. The template approach was introduced in 2014 and summary reports have been produced of the 2013/14, 2014/15 and 2015/16 CSWO reports.

**ASSUMPTIONS**

4. In the collaborative discussions which led to the development and uptake of the approach, agreement was made on the following assumptions:

- The Scottish Government CSWA has no role in “*performance management*” of LA social work services and use of the template and production of the overview Summary Report is not an attempt to change that position. Whether or not to use the template is entirely a decision for each local authority.
- The approach should be of use to the Care Inspectorate and not duplicate its work.
- CSWOs would be invited to comment on a draft version of any summary overview report which is produced by OCSWA.

## THE TEMPLATE

5. Some key points on use of the template:

- The Template provides a suggested structure for the annual CSWO Reports. The preference is that CSWO Reports cover a financial year rather than a calendar year or other time period.
- The Template is not intended to be restrictive. However, guidance within each template section describes what information might be included as a **minimum** under each section.
- The purpose of the Template is to enable presentation of information which succinctly and clearly sets out how social work services are being delivered, what is working well, what is not and why and how LAs, and partners, are planning for and delivering change. It is also designed to highlight innovative and good practice as well as areas of challenge for LAs.
- The Template is designed to enable CSWOs to produce reports which draw together already existing information in a more consistent way and does not require new information to be produced. Links to more detailed reports on activity and outcomes can, and should, be referred to and embedded in the report but the data itself need not be repeated.

## ACTION FOR CSWOs

6. CSWOs are requested to use the attached Template to structure their Annual Reports for 2016/17 and **email their completed reports to the Chief Social Work Adviser, Scottish Government by 30 September 2017 or earlier if possible.** Where possible, urls for the published reports should be included in the email. Reports should be emailed to: [Morag.Robertson@gov.scot](mailto:Morag.Robertson@gov.scot)

7. If at 30 September the report has yet to be cleared by the relevant Council Committee, CSWOs are asked to send in a draft report stating that its content is awaiting formal Committee approval and indicating when that is expected to happen.

*Office of the Chief Social Work adviser, Scottish Government*

*May 2017*

**ANNUAL REPORT BY LOCAL AUTHORITY CHIEF SOCIAL WORK OFFICERS**

**SUGGESTED TEMPLATE FOR PRODUCTION OF 2016/2017 REPORT**

**1 CSWO Summary of Performance- Key challenges, developments and improvements during the year**

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

**3. Social Services Delivery Landscape**

**4. Resources**

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

**6. Workforce**

**a) Planning**

**b) Development**

## GUIDANCE ON CONTENT FOR THE TEMPLATE SECTIONS OF THE 2016-2017 REPORT

The guidance provides a note of '*Indicative Content*' for each section of the Template. It is not the intention to prescribe the exact nature of all the information provided in the Template, that is a matter for individual CSWOs. However CSWOs are recommended to provide, **as a minimum**, the Indicative Content set out in this guidance. CSWOs are encouraged to provide additional information within the Template, where they feel that would be helpful.

### 1 CSWO's Summary of Performance - Key challenges, developments and improvements during the year

This section should provide a brief narrative on the key progress on priorities and challenges which occurred in 2016/17 and any key developments and achievements which CSWOs wish to highlight. Further detail can be included later on in the report – this section should provide the CSWO's own perspective on a summary of the year.

*Indicative Content:*

- evidence of actions and developments in addressing key priorities and challenges in your area
- highlighting areas where more progress needs to be made in order to meet desired outcomes and particular challenges going forward
- key successes and improvements that were achieved in 2016/17

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

This section should give an overview of the systems and structures that CSWOs have in place to assure themselves of the quality of social work services in their area. It should outline Governance and strategic partnership arrangements, and comment on how they are functioning in regard to social work services. It should also include a focus on the partnership arrangements with Third and Independent Sectors and with service users and carers.

*Indicative Content:*

- an overview of strategic partnership structures and governance arrangements - including health and social care partnerships, community planning partnerships, children's services partnerships and partnerships with the Third and Independent Sectors. It would be helpful to highlight any developments around these partnerships and also to indicate any challenges and how they are being addressed
- the role of the CSWO in the governance and accountability structures and the arrangements by which the CSWO discharges their functions in these structures
- care governance structures and how the CSWO is placed to assure the quality of social workers and of social work practice
- how users, carers and communities are engaged as individuals and collectively as partners in service planning, commissioning and development

### 3. Social Services Delivery Landscape

This section should provide an overview on how social services provision is supplied within the area (what is the "market" of provision?). This should include comment on the nature and make-up of local

provision, how well it is working and whether there are any significant service or provider gaps and what is being done to address those.

*Indicative Content:*

- what is the nature and size of local social service provision, explain how 'market' data is collected and shared with delivery partners how are the independent and voluntary sector, service users and communities involved in planning and designing the delivery of services
- how local commissioning is working and being taken forward – what are the challenges and how are these being tackled.

#### **4. Resources**

This section should provide an overview of the resources available to provide social services including: a view on how financial constraints have impacted on services, identifying the pressure areas and how they are being mitigated; highlighting areas where improvements are delivering efficiencies and more cost effective services.

*Indicative Content:*

- what are the main financial pressure areas, has there been a risk analysis of these areas and are there plans in place to address the financial pressures
- how the LA is shifting resources to early intervention and prevention

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

This section should present an overview of social services quality and performance. It should cover achievements; weaker areas and what is being done to resolve these; challenges and pressures around delivery and sustainability (generic and service specific); key risks to delivery and the activity being taken to mitigate those risks; and it should also describe progress with delivering key national policies and key developments around the continuous improvement agenda. It should also include an overview of the LA's capacity/ability to deliver its statutory functions related to social work and comment on the capacity of CSWOs and others to discharge these functions. It is for CSWOs to decide which areas of performance they cover in more detail but the overview needs to encompass a view across all areas of service provision.

*Indicative Content:*

- how social work delivery is contributing to local and national outcomes, national change programmes and to the public sector reform agenda
- overall progress with the shift to outcomes focus , early intervention, integration of health and social care, personalisation of services, co-production and self-directed support, risk enablement, and community capacity building
- an overview on how services are performing, what is working well, what have been the key achievements in the past year, what needs to be improved
- areas of good practice, new and innovative services developed, service redesign

#### **6. Workforce**

The purpose of this section is to provide an overview of relevant a) workforce planning and b) workforce development activity within the LA - including joint activity with key partners.

*Indicative Content:*

a) Workforce Planning

- key workforce planning activity – what works well and why, what could work better, what are the challenges, what improvements are planned and what are the priorities for the year ahead
- evidence of predictive future workforce planning activity, including work with the independent and third sectors to workforce plan
- succession planning for the CSWO role
- recruitment issues – overview of position, existing challenges and solutions to tackle these

b) Workforce Development

- collaborative approaches to workforce development, cross-sectoral and multi-agency workforce development strategies/activity
- how the CSWO is strengthening leadership at all levels, collaborative leadership activity and any linkages with wider public sector leadership development agenda
- overview of workforce development actions – key challenges and achievements including progress with registration of the workforce and support for CPD.
- workforce engagement/surveys - describe how feedback from the workforce is used to improve retention of the workforce