

**Glasgow City
 Integration Joint Board
 Finance and Audit Committee**

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**SOCIAL WORK IN SCOTLAND – ACCOUNTS COMMISSION REPORT
 PREPARED BY AUDIT SCOTLAND (SEPTEMBER 2016)**

Purpose of Report:

To advise Committee on the key findings of the Audit Scotland report Social Work in Scotland published in September 2016; and, to seek approval of the action plan developed to address the report recommendations for the Council and Integration Joint Board.

Recommendations:

The Integration Joint Board Finance and Audit Committee is asked to:

- a) note the recommendations from the Audit Scotland report ‘Social Work in Scotland’;
- b) consider and approve the draft action plan (Appendix 1), which will be subject to ongoing scrutiny and oversight by this committee;
- c) remit the report to Glasgow City Council’s Integration Transition Board for consideration of the Council’s response; and,
- d) remit the report to the Integration Joint Board for consideration and approval of a direction to the Council.

Implications for Integration Joint Board:

Financial:

Audit Scotland make a number of recommendations in relation to budgeting and financial planning

Personnel:	Audit Scotland make a number of recommendations in relation to workforce planning
Legal:	Audit Scotland's recommendations relate directly to the statutory functions of the Integration Joint Board
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Equalities:	None
Risk Implications:	None
Implications for Glasgow City Council:	The Audit Scotland report contains a number of recommendations that apply to local authorities
Implications for NHS Greater Glasgow & Clyde:	None

1. Purpose of Report

- 1.1 To advise Committee on the key findings of the Audit Scotland report Social Work in Scotland published in September 2016; and, to seek approval of the action plan developed to address the report recommendations for the Council and Integration Joint Board.

2. Background

- 2.1 The aim of the audit, in which Glasgow City Council was one of six participating councils, was to examine how effectively councils are planning to address the financial and demographic pressures facing social work. The Chief Officer Planning, Strategy and Commissioning / Chief Social Work Officer was assigned to lead on the audit by the Council's Chief Executive, and was supported by Business Development. The audit objectives were to assess the:

- scale of the financial and demand pressures facing social work;

- strategies councils are adopting to meet these challenges;
 - effectiveness of governance arrangements, including how elected members lead and oversee social work services; and,
 - impact of financial and demand pressures on people who use services and on carers, and how councils involve them in planning how services are provided.
- 2.2 The audit did not cover all of the services delivered by Social Work. Neither did it examine health and social care integration arrangements, which will be the subject of separate audit work, but did consider their impact on councils' financial, operational and governance arrangements.
- 2.3 The report and accompanying supplements can be found at:
- <http://www.audit-scotland.gov.uk/report/social-work-in-scotland>

3. Audit Summary Findings

- 3.1 The primary finding from the audit is that *'Current approaches to delivering social work services will not be sustainable in the long term'*.
- 3.2 The key messages from the report are as follows:
- Current approaches to delivering social work services will not be sustainable in the long term. There are risks that reducing costs further could affect the quality of services. Councils and Integration Joint Boards need to work with the Scottish Government, which sets the overall strategy for social work across Scotland, to make fundamental decisions about how they provide services in the future. They need to work more closely with service providers, people who use social work services and carers to commission services in a way that makes best use of the resources and expertise available locally. They also need to build communities' capacity to better support vulnerable local people to live independently in their own homes and communities.
 - Councils' social work departments are facing significant challenges because of a combination of financial pressures caused by a real-terms reduction in overall council spending, demographic change, and the cost of implementing new legislation and policies. If councils and Integration Joint Boards continue to provide services in the same way, Audit Scotland have estimated that these changes require councils' social work spending to increase by between £510 and £667 million by 2020 (16–21 per cent increase).
 - The integration of health and social care has made governance arrangements more complex, but regardless of integration, councils retain statutory responsibilities in relation to social work services. Elected members have important leadership and scrutiny roles in councils. It is essential that elected members assure themselves that service quality is

maintained and that risks are managed effectively. Elected members have a key role to play in a wider conversation with the public about service priorities and managing people's expectations of social work and social care services that councils can afford to provide in the future. The Scottish Government also has an important role to play in setting the overall context of the debate.

- With integration and other changes over recent years, the key role of the Chief Social Work Officer has become more complex and challenging. Councils need to ensure that Chief Social Work Officers have the status and capacity to enable them to fulfil their statutory responsibilities effectively.

4. Audit Scotland Recommendations and Draft Integration Joint Board Action Plan

4.1 The audit made 13 recommendations to Councils and Integration Joint Boards. Of these recommendations:

- 7 recommendations are jointly directed to Councils and Integration Joint Boards
- 6 recommendations are directed to Councils

4.2 The recommendations relate to:

1. Social work strategy and service planning

3 recommendations to Councils and Integration Joint Boards in relation to instigating debate with communities about the long-term future for social work and social care in their area given the funding available and the future challenges; working with Scottish Government, Scottish Local Government Partnership, Social Work Scotland and other stakeholders to review how to provide social work services for the future and future funding arrangements; and developing long term strategies for the services funded by social work.

2. Governance and scrutiny arrangements

2 recommendations to Councils and Integration Joint Boards in relation to ensuring 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; and, improving accountability by having processes in place to measure outcomes, monitor the effectiveness and efficiency of service, allow elected members a level of assurance that the quality of social work services is being maintained, measure people's satisfaction with the services, and report the findings to elected members and the Integration Joint Board .

3 recommendations to Councils that they should demonstrate clear access for, and reporting to, the council by the Chief Social Work Officer in line with guidance; ensure the Chief Social Work Officer has sufficient time and authority to enable them to fulfil the role effectively; and ensure that the Chief

Social Work Officer's annual reports provide an annual summary of performance of the social work service, highlighting achievements and weaker areas of service delivery - setting out plans to improve weaker areas - and that these are actively scrutinised by elected members.

3. Workforce

2 recommendations to Councils that they should work with their representative organisation (CoSLA or the SLGP), the Scottish Government and private and third sector employers to put in place a coordinated approach to resolve workforce issues in social care; and, 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.

4. Service efficiency and effectiveness

2 recommendations to Councils and Integration Joint Boards that they 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; and work with CoSLA/SLGP to review the eligibility framework to ensure it is still fit for purpose in the light of recent policy and legislative changes.

1 recommendation to Councils that they should benchmark their services against those provided by other councils and providers within the UK and overseas to encourage innovation and improve services.

- 4.3 All of the audit recommendations are appended to this report along with a first draft action plan for scrutiny by Committee prior to being remitted to the Council, and Integration Joint Board (Appendix 1) for consideration and approval of a direction to the Council. Ongoing scrutiny and oversight will be done by this Committee.
- 4.4 It should be noted that work is already underway or completed in Glasgow, to address many of the recommendations outlined above.

5. Recommendations

- 5.1 The Integration Joint Board Finance and Audit Committee is asked to:
- a) note the recommendations from the Audit Scotland report 'Social Work in Scotland';
 - b) consider and approve the draft action plan (Appendix 1), which will be subject to ongoing scrutiny and oversight by this Committee;
 - c) remit the report to Glasgow City Council's Integration Transition Board for consideration of the Council's response; and,
 - d) remit the report to the Integration Joint Board for consideration and approval of a direction to the Council.

Audit Scotland Report: Social Work in Scotland September 2016

Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Completion Date
1. Social work strategy and service planning				
Councils and Integration Joint Boards	1. 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	The Participation and Engagement Strategy, presented to Integration Joint Board for approval 31 October 2016, and Locality Plans approved on 21 September 2016 have a strong focus on engagement at local community level. Action plans to be developed for implementation.	- Chief Officer: Operations - Chief Officer: Planning Strategy and Commissioning / Chief Social Work Officer	- Action plans completed by end 2016, ongoing implementation subject to regular review.
	2. Work with the Scottish Government, their representative organisation (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	Engage with Scottish Government, SLGP, Social Work Scotland and other stakeholders as required. Develop outline position and initial thinking from a Glasgow perspective to inform discussions	- Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer - Chief Officer: Finance and Resources	- Ongoing, timescales subject to agreement with partners.
	3. Develop long-term strategies for the services funded by social work by: a) carrying out a detailed analysis of demographic change and the contribution preventative approaches can make to reduce demand for services b) developing long-term financial and workforce plans (paragraph 81) working with people who use services, carers and service providers to design and provide services around the needs of individuals	a) Review data from multiple sources (incl. SIMD, Census, Centre for Population Health) re demographic change. Consideration given to commissioning research into effectiveness of preventative approaches. b) Financial planning is within the remit of the Integration Joint Board, which includes representation from service users, carers and service providers. The Integration Joint Board is required to produce a workforce plan within its	Recommendations 3a & 3d - Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer - Chief officer: Finance and Resources Recommendations 3b & 3e - Chief Officer: Finance and Resources	3a Data Compendium updated by end March 2017 3b Ongoing 3c Actions plans developed by end 2016 3d Ongoing 3e Ongoing

Audit Scotland Report: Social Work in Scotland September 2016

Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Completion Date
	<p>c) 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> <p>d) considering examples of innovative practice from across Scotland and beyond</p> <p>e) working with the NHS and Scottish Government to review how to better synchronise partners' budget-setting arrangements to support these strategies.</p>	<p>first year of establishment; this work is in train. There is a need to ensure coherence with the Council workforce plan.</p> <p>c) The Participation and Engagement Strategy (presented to Integration Joint Board for approval 31 October 2016), and Locality Plans approved on 21 September have a strong focus on engagement at local community level. Action plans to be developed for implementation</p> <p>d) Research and review examples of innovative practice and identify any learning relevant to Glasgow</p> <p>e) Engage with NHS and Scottish Government re budget setting arrangements and timescales</p>	<p>- Chief Officer: Planning, Strategy and Commissioning</p> <p>Recommendation 3c -</p> <p>- Chief Officer: Operations</p> <p>- Chief Officer: Planning, Strategy and Commissioning / Chief Social Work Officer</p>	
2. Governance and scrutiny arrangements				
	<p>4. 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>	<p>Integrated arrangements are already in place for professional governance linked to Integration Joint Board and Partnership structures, with appropriate links back to Council and Health Board as required. Council Internal Audit are currently conducting a review of governance arrangements. Review of governance and scrutiny arrangements expected following end of first year of integration</p>	<p>- Chief Officer</p>	<p>- Informal review of working arrangements is ongoing</p> <p>- Formal review by summer 2017</p>

Audit Scotland Report: Social Work in Scotland September 2016

Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Completion Date
Councils and Integration Joint Boards	<p>5. Improve accountability by having processes in place to:</p> <p>a) 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</p> <p>b) monitor the efficiency and effectiveness of services</p> <p>c) allow elected members to assure themselves that the quality of social work services is being maintained and that councils are managing risks effectively</p> <p>d) measure people's satisfaction with those services</p> <p>e) report the findings to elected members and the IJB</p>	<p>Recommendations 5a, b, d and e Performance reporting and performance management framework has been developed and agreed by the Integration Joint Board. The Integration Joint Board has established ongoing scrutiny through its committee structure and its senior management structure such as Finance and Audit, and Public Engagement Committees. The Integration Transformation Board is a senior management level structure charged with reshaping services, and ensuring best value. Clinical and professional governance arrangements are established within the Partnership and the Council.</p> <p>Recommendation 5c Glasgow City Council has established an Integration Transition Board with responsibility to monitor the Council's delivery of social care services under direction of the Integration Joint Board.</p>	<p>Recommendations 5a, b, d and e - Chief Officer: Operations - Chief Officer: Planning, Strategy and Commissioning / Chief Social Work Officer</p> <p>Recommendation 5c - Chair of Integration Transition Board</p>	<p>Recommendations 5a, b, d and e Integration Joint Board Annual performance report published by end July 2017 Ongoing scrutiny through established structures.</p> <p>Recommendation 5c Integration Transition Board established, monitoring ongoing</p>
Councils	<p>6. Demonstrate clear access for, and reporting to, the council by the Chief Social Work Officer, in line with guidance</p>	<p>Role of Chief Social Work Officer is clearly articulated in guidance and understood by Elected Members of Glasgow City Council. Chief Social Work Officer annual report completed annually in line with statutory guidance.</p>	<p>- Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer</p>	<p>Ongoing. Annual reports completed by September each year.</p>

Audit Scotland Report: Social Work in Scotland September 2016

Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Completion Date
	7. Ensure the CSWO has sufficient time and authority to enable them to fulfil the role effectively	Maintain status of Chief Social Work Officer as key member of Senior Management Team. Chief Social Work Officer is a statutory non-voting member of the Integration Joint Board.	- Chief Officer	Ongoing
	8. 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	Review Chief Social Work Officer Annual Report	- Chair of Integration Joint Board	Annual reports completed by September each year.
3. Workforce				
Councils	9. Work with their representative organisation (CoSLA or the SLGP), the Scottish Government and private and third sector employers to put in place a coordinated approach to resolve workforce issues in social care	Engage with stakeholders to identify issues particular to the workforce in Glasgow, agree priorities and actions to address said issues.	- Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer	Ongoing, initial progress report by Summer 2017
	10. 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	Scrutinise Council application of Contract Management framework, with particular focus on monitoring application of fair working practices	- Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer - Chief officer Finance and Resources	Ongoing, initial progress report by Summer 2017
4. Service efficiency and effectiveness				
Council and Integration Joint Boards	11. When planning an initiative, include evaluation criteria and extend or halt initiatives depending on the	Incorporate evaluation criteria and evidence-based commissioning into decision making processes	- Chief Officer: Strategy, Planning and	By end 2016 and ongoing thereafter

Audit Scotland Report: Social Work in Scotland September 2016

Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Completion Date
	success of new approaches in improving outcomes and value for money		Commissioning / Chief Social Work Officer	
	12. Work with CoSLA/SLGP to review the eligibility framework to ensure that it is still fit for purpose in the light of recent policy and legislative changes	Engage with review as required	- Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer	Timescale to be set by CoSLA/SLGP
Councils	13. Benchmark their services against those provided by other councils and providers within the UK and overseas to encourage innovation and improve services	Engage with Local Government Benchmarking Network, Core Cities Network and others as required to benchmark services	- Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer - Chief Officer: Finance and Resources	Completed and ongoing