

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 6 June 2018
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Report title	Principal Social Work Annual Report	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Sandra Samuels OBE, Adults Councillor Paul Sweet, Children and Young People	
Corporate Plan priority	People - Stronger Communities	
Key decision	No	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	David Watts, Director of Adult Services Emma Bennet, Director of Children's Services	
Originating service	Adult Social Care/Children and Young People	
Accountable employee	Louise Haughton	Principal Social Worker Tel 01902 555534 Email louise.haughton@wolverhampton.gov.uk
Report to be/has been considered by	Directorate Leadership Team Strategic Executive Board	30 April 2018 5 May 2018

Recommendation for decision

The Cabinet is recommended to:

Approve the main priorities for the Principal Social Worker identified for 2018-2019.

1.0 Purpose

- 1.1 To provide a progress report on the work of the Principal Social Worker to promote and improve the quality of social work practice and outline priority areas of work to be undertaken in 2018-2019.

2.0 Background

- 2.1 Designated Principal Social Workers (DPSW) were first proposed by Professor Eileen Munro in her review of child protection in 2011, which identified the importance of better communication and understanding between social workers and senior management. Munro stated that Principal Social Workers should:

- Create a clear line of communication between frontline staff and senior management
- Champion best practice
- Encourage a “reflective approach” to social work
- Help to reduce bureaucracy and the amount of time spent on process-driven activities
- Support social workers to use their core skills and interventions which make a real difference to people.

- 2.2 Following this, the College of Social Work championed the extension of the role to include adult social work. As with the Children’s Principal Social Worker (PSW), the role of the PSW for adults also takes a professional lead across the organisation.

- 2.3 The Care and Support Statutory Guidance update in May 2016 provided further clarification around the role of the PSW for Adults. The Guidance states that the PSW should be visible across the organisation, from elected members and senior management, through to frontline social workers, people who use services and carers. PSW’s should also have a broad knowledge base on safeguarding and Making Safeguarding Personal. It also states that Local Authorities should make arrangements to have a qualified and registered social work professional practice lead in place to:

- Lead and oversee excellent social work practice
- Support and develop arrangements for excellent practice
- Lead the development of excellent social workers
- Support effective social work supervision and decision making
- Oversee quality assurance and improvement of social work practice
- Advise the Director of Adult Social Services (DASS) and/or wider Council in complex or controversial cases and on cases or other law relating to social work practice
- Function at the strategic level of the “Professional Capabilities Framework”

- 2.4 The PSW for both Adults and Children and Young People was appointed in March 2016.

- 2.5 The decision to appoint one PSW for Adult's and Children's Services was informed by a commitment to promote and embed a whole family approach in Wolverhampton. A key function of the PSW role is to promote a "think whole family approach" that will enable better working together across services, inspire greater aspirations for children, families and adult's with additional needs as well as ensuring the concept of wellbeing features in all of the work undertaken by Social Care.
- 2.6 The PSW reports directly to a Director as per best practice guidance. The work of the PSW is overseen and prioritised by the People's Social Work Development Board supported by a wider Workforce Development Board for Children and Young People and for Adults that also informs the work of the PSW.
- 2.7 A degree of independence is required of the role in order to provide challenge within the organisation. Effectiveness is then supported by having a direct line of access to the Director for Adults Services and the Director for Children's Services.
- 2.8 The regional and national networks of PSWs also provide information to the Chief Social Workers for adults and children's and regular consultations are held in respect of issues such as social worker health checks, knowledge and skill statements, accreditation, legislation, practice and learning developments.
- 2.9 In accordance with best practice an annual report will be prepared and formally presented within the Council's governance arrangements.

3.0 Progress

- 3.1 The PSW for Adults and Children in Wolverhampton has a key responsibility for Policies and Procedures and the Quality Assurance and Improvement team. The function of this unit is to implement and further develop the Quality Assurance Frameworks for Adult Social Care and Children and Young People, to support inspections and peer review work and support the sector led improvement programmes.
- 3.2 Highlights of the work undertaken by the PSW since March 2017 is outlined below:

Generic work

- 3.3 The post holder has continued to promote the whole family approach through a number of mechanisms, these include the quarterly practice shares between adult's and children's social workers that had been started in 2017. These have continued to be a success with the most recent also including professionals from the police, health, and the domestic abuse forum. The event considered best practice when working with families affected by multiple and complex factors like domestic abuse, mental health difficulties, learning difficulties and drug and alcohol misuse. All participants felt that the practice share was beneficial and made positive statements in their feedback like "It is a good way to get to know people from different areas and I will leave today ensuring that I take

their contact details” and it was “Interesting to hear about approaches and tools used by others”.

- 3.4 The ‘Think Family Social Work Programme’ was launched. This programme gave both adults and children’s social workers the opportunity to undertake a six-month secondment in a contrasting environment. The Think Family Social Work Programme is a career pathway that has been developed to enable social workers to successfully transition between Adult’s and Children’s Services, acquire new skills and share their practice knowledge and experience across specialisms.
- 3.5 An older person’s social worker joined a Child in Need and Child Protection team and a fostering social worker joined a mental health team. The adult’s social worker feels that the relational skills she developed in the adult’s arena where there are fewer statutory powers to intervene in family life placed her in good stead to effectively engage hard to reach families. She has also been able to support the team with their understanding of the Mental Capacity Act. The Children’s social worker feels that she now has a much better understanding around how to support adults with Mental Health difficulties. As well as this she has been able to contribute to critical reflection discussions, such as when it is appropriate to make a referral about the wellbeing of children living with parents who have mental health difficulties.
- 3.6 Both participants have fully enjoyed their experience and will soon be going back to their respective teams. They will take with them their new gained knowledge and experience which will naturally be shared during team discussions and reflective practice meetings. Importantly the respective members of all teams involved have been able to develop relationships that can be utilised in the future should they require advice and guidance that could support their work with a family.
- 3.7 The PSW has promoted the City Councils commitment to whole family social work at the Compass social work job’s fair and the annual social work conference. The range of work that has taken place around ‘Boundary Spanning’ between Adult and Children’s Social Work in the City of Wolverhampton received particular interest, including a tweet from the Chief Social Worker for Adult’s and an invite to write a piece for a guest spot on her blog. The Chief Social Workers blog has a huge national reach and will not only promote the importance of taking a whole family approach but will also contribute to continuing to raise the profile of social work in Wolverhampton.
- 3.8 The third Annual People’s Social Work Conference took place in March 2018 around the theme of relationship based practice. Approximately three hundred social workers employed by the City of Wolverhampton Council attended the event. The Centre for Social Work Practice state that “*Meaningful and effective social work always entails the provision of an attuned, reflective, and professionally thoughtful relationship with service users, carers, networks, social work colleagues and colleagues from other disciplines – even under conditions of conflict. Good services are by definition services provided through, or in the context of, such relationships*”. This year, social workers heard 4 people who had used adult’s and children’s services talk about what they felt has been

helpful in the work undertaken with them. Practitioners had opportunity to ask these experts by experience questions related to improving practice with children, young people and adults with additional needs. The Chief Social Worker for Adults also delivered a key note lecture on relational and strength based practice as well as setting out the national direction of travel for both Adults and Children's Social Work. Feedback from the event was positive with all participants reporting that all of the sessions were beneficial.

- 3.9 The PSW arranges quarterly children's social work briefings and bi-annual adult's social work briefings that provide critical space for social workers to share their views with senior leaders, ensure important information is shared face to face with frontline social workers. The sessions also have a learning and development focus often chosen by social workers themselves. These have proved to be highly successful with social workers reporting that they are able to apply their learning to practice and generally state in feedback that everything presented is of use to their practice.
- 3.10 A key function of the PSW role is to support development of new social workers. There have been three main workstreams that have contributed to this:
- a. The West Midlands Teaching Partnership is made of ten local authorities and the University of Birmingham. The Partnership secured a teaching partnership grant of up to £1.6 million for November 2016 – March 2018. The Teaching Partnership has a focus on the development, embedding and evaluation of professional practice leadership across both Children's and Adults Services. This involves further developing the undergraduate and post graduate social work programmes. The potholder has led a workstream focused on the quality of social work based placements provided to students. This has involved strengthening the feedback loop between quality assurance mechanisms and practice educators across the partnership and working with the partnership to ensure all students from the University of Birmingham had at least one statutory placement.
 - b. It is anticipated that any future Teaching Partnership in the region will include most of the 14 Councils and at least five local universities. This will increase the ability of the partnership to influence the quality of social work education across the region and bring a great consistency to the experience of students.
 - c. The post holder has worked with practice educators across adult's and children's social work to embed a virtual student hub. Practice educators come together three times a year to plan how they can work together to ensure all students within the City have a consistently good experience. Students receive group learning sessions on critical areas of social work practice like undertaking child protection investigations or adult safeguarding enquiries, assessing mental capacity and undertaking statutory visits. This ensures no student placed in the City of Wolverhampton has not received good quality training on essential social work functions. They also participate in group reflective practice. This enables them to develop their critical thinking skills and develop the habit of using reflection to continuously improve their practice.

- d. The Assessed Year in Practice (ASYE) programme continues to be an area of strength that attracts newly qualified social workers to work in the City. The ASYE programme has been designed to equip social workers with foundational knowledge that will equip them to work with families around issues that are prevalent within the City. These include Domestic Abuse, Neglect, Child Sexual Exploitation, working with the Youth Offending Service and planning for permanence as well as Restorative Practice. The training afforded to ASYE's continues to be rated highly according to feedback gathered in the social work health check.
- 3.11 The regional and national networks of Principal Child and Family Social Workers also provide information to the Chief Social Worker for children and regular consultations in respect of issues such as social worker health checks, workload, employer standards, practice and learning developments.
- 3.12 The social work Health Check completed June 2017 identified a number of key themes:
- a. The survey had a much higher response rate than is experienced in most Councils with a response rate of 67% in CYP services and 60% in Adult Social Care (ASC).
 - b. In both the Adults and the Children's health check workforce development was rated highly and most people felt that there were good opportunities for continuous professional development within the City.
 - c. Social work is a notoriously demanding profession and this also came through in both the Adult's and Children's survey with a high proportion of staff reporting some level of stress.
 - d. At the time the numbers of those who were considering leaving the Council were respectively low across both adults and children's social work.
 - e. In both areas a need was identified to reduce bureaucracy and free social workers to work directly with Children, Young People and Adults with additional needs.
- 3.13 Action plans were developed for both CYP and ASC with most actions being completed. Further work will be taking place over the next 12 months when the recording mechanisms in both CYP and ASC will be transformed to help social workers improve efficiency, resulting in more time for direct work.

Adults

- 3.14 An audit process for adult social care has been embedded as part of the People Quality Assurance Framework. The quality assurance framework also includes observation of practice and brings together the critical reflections of frontline practitioners to help promote a learning culture. Many pieces of development work have taken place as a direct result of information gathered through audits. These include: updating the Care Act 2014 eligibility training on the learning hub, introducing strength based assessment guidance and creating new risk assessment guidance. Since the Quality Assurance

Framework for Adults was introduced in April 2016 improved performance has been noted in a number of areas including: personalised approaches and interventions to support the person to live the life they want, effective multi-agency working, and the number of cases where advocacy has been considered has risen significantly. In quarter 3 this was the case in 75% of cases.

- 3.15 This information is reported to the Transformation of Adult Social Care Board quarterly ensuring senior managers have oversight of the quality of frontline practice and are able to use this information to inform improvement actions. The City of Wolverhampton have implemented a robust quality assurance framework that is not common place in adult social care and will be presenting this along with some comment on impact to a local Association of Directors of Adult Social Care meeting.
- 3.16 The post holder has delivered training on strength based approaches like building social capital on purpose and utilising narrative approaches to help people re-frame their stories. This approach helps people identify unknown strengths and realise that they might be able to achieve more than they thought possible. These approaches can be particularly useful when social workers are supporting adults with additional needs to live more independently and achieve the 'good life' they want.
- 3.17 Reflective practice Involves the critical analysis of everyday working practices to improve competence and promote professional development. It is crucial to the improvement of social work interventions as it helps professionals identify gaps in their skills and knowledge and apply this learning to their practice. Time for reflective practice has long been established in adult social care teams but the PSW along with her team has introduced reflective practice tools that ensure the learning cycle is completed in each session and ensures professionals reflect on their own practice as well as discussing solutions to the problems they may be facing.
- 3.18 A key piece of work undertaken by the PSW with the support of the workforce development team was the procurement of coaching in a strength based model that will help to transform culture and enable frontline practitioners to undertake good quality social care practice and support people to achieve good outcomes. It is anticipated that social workers will spend much less time form filling and undertaking bureaucratic tasks and much more time helping people with care and support needs.
- 3.19 The 'Three Conversations' model has been procured and aims to create a new relationship between professionals and people who need support, providing a graded process of conversations aimed at helping people lead independent lives, with traditional support packages offered only when other options have been exhausted. The Three Conversations replaces the default 'contact, divert, triage, re-ablement, assessment for services' process with a dynamic asset based approach to listening to people, aimed at supporting independent living, and reducing the need for dependence on formal services.

- 3.20 The Three Conversations model is purported to have three main benefits; better support to families resulting in improved outcomes, improved staff productiveness and sense of wellbeing, as well as achieving financial savings.
- 3.21 Implementation began in February 2018 and the PSW will be the Senior Reporting Officer for the project which will be in implementation phase until February 2019.

Childrens

- 3.22 Four of the eight Ofsted recommendations related to frontline management and social work practice. The PSW has lead a variety of work designed to improve these areas of practice; A bespoke first line managers programme was developed and delivered by both internal experts and external trainers, a range of training was commissioned to improve practice around assessment, analysis, planning and the voice of the child. Advanced practitioners have also undertaken a variety of focused work to both embed good practice and ensure that when children and young people are placed with family and friends, social workers are clear about what actions must be completed to assess and formalise those arrangements in line with placement regulations.
- 3.23 Restorative Practice was selected as the overarching practice framework for the Children and Young People's Service. It is a strengths-based approach that is fundamentally about building, maintaining and repairing relationships. It supports a strong relational way to delivering services, working with children and families, identifying strengths but also having the sound relationship for challenge; enabling a 'high support/high challenge' approach to work with children and families to affect necessary change. Whilst this approach is not new to most qualified social workers it is powerful to have a unified way of working and a developing shared language amongst colleagues.
- 3.24 In November 2016 the Children and Young People's service began the wide scale whole system roll out of the restorative practice training. Between November 2016 and early 2018 this was delivered by an external consultant. Subsequently a training pool of sixteen restorative inhouse trainers across the wider workforce have been trained and supported to deliver this training in-house. Social workers and other staff groups were encouraged to put themselves forward as restorative trainers to be part of the training pool. Trainers have been supported into the role with coaching sessions delivered by the external consultant and they now have access to coaching when and as required via telephone or skype. Restorative champions have also been identified in every team. Champions are supported by regular workshops and also provide support, mentoring and advice within their team and locality.
- 3.25 The restorative approach has begun to change and challenge the way employees work with families as well as providing a set of values and behaviors that all of the workforce can share and understand. Phase one of an evaluation undertaken by the University of Wolverhampton has been completed around four themes: learning and development, cultural change, organisational change and outcomes and relationships. The phase one report by Dr. Karen D. Roscoe, (2018), University of Wolverhampton found:

- a. *“Clear evidence of multi-layered and deep learning (transformative) in the way of application and reflection of the key concepts in Restorative Practice particularly in the following areas: Social Discipline Window, Three Stage Model, Solution Circles and ‘Check in’- in work and wide”*
- b. *“Practitioners felt a sense of belonging, equality and ‘feeling valued’ in the organisation as a result of the training, it had influenced a sense of a collective institutional identity, role and purpose”*
- c. *“The 3 - stage model has directly impacted upon practitioners listening skills where families are given a change to ‘tell their story’ and this was considered by some to foster more empathy and change outcomes in the way of relationships”*
- d. *“Time was perceived by some individual practitioners as the biggest constraint or barrier to adopt these ideas”*

- 3.26 The post holder has embedded a Childrens and Young Peoples face to face induction. This sits alongside the corporate induction and introduces new employees to Heads of Service and the Service Operating Model. The event is designed to induct employees into the wider service and demonstrate how colleagues can work together to achieve good outcomes for children. A further key learning outcome is to ensure all new employees are exposed to the culture being purposely developed around restorative practice. Care leavers also deliver a powerful session that encourages practitioners to put children and young people at the centre of their practice. The event is well received and feedback is consistently positive.
- 3.27 The PSW has provided leadership, mentoring and coaching to the seven advanced practitioners appointed in the CYP Service. Meetings have taken place fortnightly to monitor progression of action plans, share learning and good practice and develop a shared understanding of what good social work practice looks like. Advanced practitioners are then able to model a consistent approach within teams.
- 3.28 Advanced practitioners have provided practical support to newly qualified social workers by attending complex meetings with them, modelling good practice and helping them write good assessment and plans. Advanced practitioners also run fortnightly drops in's, where support on a range of topics is available including pre-birth assessments, managing risk, sibling assessments and planning for permanence. Advanced practitioners have also delivered training on key themes linked to our Ofsted improvement plan and strategic aims like understanding private and regulated family and friend's placements and more recently they have delivered a series of workshops designed to build practitioner confidence at facilitating family meetings. This a key tool to help us imbed restorative practice and help practitioner engage and work with families.
- 3.29 61.5% of the respondents in the June 2017 health check replied that they had received support from an Advance Practitioner. Of those who rated the support they received, from 1 (not helpful) to 10 (very helpful), 60.56% rated the support as an 8 or above.

- 3.30 Future Social is a regional Department of Education (DfE) funded programme that has been created to develop an alternative delivery approach that transforms recruitment, retention, workforce development, quality and cost to create an autonomous, flexible, skilled and supported Children's Social Care workforce within the region. The post holder has represented the regional Principal Social Work network on the project group and contributed to the business case that was submitted to the DfE. The business case was accepted and Future Social is now in delivery phase. This will be a key piece of work for the PSW over the next two years.
- 3.31 The post holder has continued to project managed the Frontline programme in the City of Wolverhampton. Frontline is a registered charity that is funded by the DfE to deliver a social work qualification that prioritises hands-on-experience through practice based learning. The first cohort of 4 students were placed in a Frontline unit and will have completed more than 200 days practice based learning by September 2018, at which time they will be awarded a generic social work qualification. All students are on track to pass their social work qualification and the Council has been commended for the practice experience it has provided to the students. The students have experienced a full variety of casework and have had caseloads that will prepare them for their first year in practice.
- 3.32 Due to the success of the programme the CYP service has agreed to increase the Frontline Units from one to two 2018-2019. Each unit has one consultant manager who manages and educates the four students and a deputy who covers annual leave etc. This will enable the service to train eight students using the Frontline model. The post holder has worked collaboratively with Frontline to appoint a second consultant social worker (CSW) and deputy consultant social worker.

4.0 Priorities for work plan 2018-2019

Quality assurance and improvement

- 4.1 The children's audit process will be reviewed and aligned with new inspection framework. This will promote an even greater focus on what practice looks like on the frontline and what impact this practice is having on outcomes for children and young people.
- 4.2 The quality assurance framework will provide greater opportunity for senior managers to observe frontline practice and discuss audits to contribute to a continued good understanding of what practice looks in the City of Wolverhampton.
- 4.3 In ASC there will be a greater focus on gaining the views of people who use services and ensuring these views inform learning for individual practitioners, learning for the organisation and contribute towards service wide improvements.

Workforce Development

- 4.4 A particular role that will be undertaken is to continue to ensure that the People's Workforce Development plan incorporates the training required by social workers to

undertake statutory work and deliver good social work practice in line with service outcomes.

- 4.5 The PSW will continue to promote the 'whole family approach'. Activities to support this will include; providing opportunities for shared learning, advanced practitioners will continue to facilitate a quarterly practice share to include all areas of adult and children's social care, and where appropriate training will be undertaken in mixed cohorts across Adult's and Children's Social Care. The Think Family Social Work programme will be evaluated and the opportunity offered to other practitioners in the coming year.
- 4.6 Implementing the Three Conversations model across ASC is a significant priority for the service area. It must deliver the cultural change around strength based and relational practice resulting in improved customer experience. The post holder is the senior reporting officer for the project and will work closely with the project team and frontline practitioners to ensure the outcomes of the project are achieved.
- 4.7 Two practitioners have been formally trained in the Family Group Conferencing model for Adult's. This a strength based approach typically used in safeguarding that fits well with the Three Conversations model. ASC is now in a position to test the application of the approach, following which a wider service implementation plan will be designed.
- 4.8 Working with regional partners to deliver the Future Social agenda will also be a significant priority for the PSW. There are 14 Councils within the region and most of them are in close proximity to one another. The workforce therefore naturally moves between councils for career progression opportunities or to experience different ways of working. It is therefore crucial that the region grasp this opportunity to take a regional approach to workforce planning for the future.
- 4.9 The PSW will continue to provide leadership, mentoring and coaching to the six (FTE) advanced social work practitioners to be appointed in the Children and Young People Service. The focus of this work will be to support the ongoing transformation of children's services through the ongoing improvement of frontline social work practice. Advanced practitioners will assist with the establishment of consistently "Good" and "Outstanding" practice across CYP services.

Recruitment and Retention

- 4.10 The post holder will continue to take a lead responsibility along with Human Resources and Workforce Development for the implementation of the recruitment and retention strategy and attached action plan. There is currently a recruitment and retention paper in development that the PSW has contributed to. This will set out options designed to reduce turnover rate in CYP social work teams. Once agreed, recommendations will be incorporated into the recruitment and retention strategy.
- 4.11 The recruitment and retention strategy seeks to support the development of a stable workforce which is an integral part of any improvement journey. A stable workforce

allows the council to embed good practice and provide children, families and adults with consistent workers.

- 4.12 Positive publicity and social media presence can be influential in raising the profile of social work within a Council and therefore attracting highly skilled individuals into the workforce. The PSW maintains a Twitter account and has 468 followers. The space is used to promote positive messages, stories and events related to social work practice within the City. People considering moving to the area are not only interested in social work but also want to know about schools, housing and leisure opportunities. For this reason, the post holder also, re-tweets any positive stories related to the City as a whole.
- 4.13 This year the PSW has delivered a workshop at a job fair in Birmingham. The session was well received and was a positive forum to promote social work practice within the City. This approach will be utilised at all future job fairs that the PSW's team attends. As well as this it is a key aim to have more articles and blogs published within national blog spots and professional journals about good practice in both ASC and CYP Services.

Social Work Voice at Strategic Level

- 4.14 Undertaking and analysing the annual Social Work Health Check is key to improving social work recruitment and retention. The quality and improvement team will continue to support a greater level of engagement with social workers about the findings and associated actions in order to ensure social workers know their feedback is welcomed and taken seriously by senior managers
- 4.15 Attendance by the PSW at the Children and Young People's and the Adults management team meetings on at least a monthly basis to ensure operational engagement and oversight.
- 4.16 Monthly meeting will continue to take place with the Statutory Director for CYP Services and the Statutory Director for ASC. The PSW also meets with the Strategic Director frequently to undertake audits and the director has an open door should the PSW need to discuss any issues related to social work practice.

Local, Regional and National Practice Leadership

- 4.17 The PSW attends quarterly national principal social work network days facilitated by the Association of Directors of Children's Services. These meetings are learning and development opportunities. It provides opportunity for the national Chief Social Workers for adults and children to share the direction of travel, answer questions and receive feedback from PSW's. These events also provide opportunity for the sharing of good practice. Notes are shared with the appropriate leadership team following attendance at these events.
- 4.18 The PSW also attends regional network meeting on a bi-monthly basis. This allows regional work to take place as directed by the regional West Midlands Association of Directors of Children's Services and the Association of Directors of Adults Services.

5.0 Evaluation of alternative options

- 5.1 The priorities outlined within this report will contribute to the transformation of ASC and CYP Services.

6.0 Reasons for decision

- 6.1 The role of the PSW contributes to a number of key priorities across CYP and ASC Services. The post holder is the senior reporting officer leading the culture change programmes in ASC and CYP Services. Restorative Practice in CYP and Three Conversations in ASC are approaches and models that enable social workers to build professional relationships with people who need services that help and promote a strength based approach to their practice. These approaches will enable the workforce to strengthen families where children are at risk, promote the independence of older people and people with disabilities as well safeguarding people in vulnerable situations.
- 6.2 The PSW provides dedicated resource to the recruitment and retention strategy which in turn helps the Council reduce its spend on agency. The role is also responsible for raising the profile of social work in the City which also contributes to making the City of Wolverhampton a social work employer of choice.
- 6.3 The role also provides the professional knowledge required to drive local and regional workforce development plan that will help develop good and outstanding

7.0 Financial implications

- 7.1 There are no direct financial implications arising directly from this report. Any costs arising from the actions in the workplan and priorities set by the PSW will be met from existing budgets.
- 7.2 Good social work reduces demand and costs. Relationship based social work is anticipated to reduce demand and whilst difficult to quantify could lead to potential efficiencies. The work currently being undertaken in the three Adult Social Care innovation sites may provide evidence of indicative financial efficiencies if the new ways of working was rolled out across the whole of the service.

[MI/10052018/P]

8.0 Legal implications

- 8.1 There are no legal implications arising from this report.

[RB/29052018/E]

9.0 Equalities implications

- 9.1 The role of the Principal Social Work is a key one in our leadership arrangements to continually improve the quality of our social work practice. Social workers provide support to the whole community including the full range of diverse groups. Excellent quality social work practice will be more attuned to the equality issues experienced by individuals, families and communities. High quality social work will more competently deploy required skill in the practice situation. This annual report shows some of the ways being used to strengthen this aspect of social work practice e.g. updating and widening the influence of the social work Quality Assurance Framework.

10.0 Environmental implications

- 10.1 There are no environmental implications arising from this report.

11.0 Human resources implications

- 11.1 There are no human resources implications arising from this report. However, it is noted that close collaborative working has taken place over the last year on the implementation of the recruitment and retention strategy and action plan. This includes back office support and attendance at Social Worker interviews and recruitment campaigns.

12.0 Corporate Landlord implications

- 12.1 There are no corporate landlord implications arising from this report.