

WEST DUNBARTONSHIRE COUNCIL

Department of Social Work and Health

Role of the Chief Social Work Officer

CSWO Accountability Framework 2009-2010 – Improving Outcomes for Individuals and Communities
(Changing Lives)

Requirements	Outcome	Improvement Plan(s) and Evidence	Timescale
1. Accountability and Reporting Arrangements			January 2009
1.1 Recruitment and Removal of CSWO Postholder	1.1 Systems and procedures that match statutory requirement and guidance, including independent professional perspective on appointment and removal of CSWO.	1.1 *Annual Report to Council by CSWO *Revised H.R. procedures	March 2009 January 2009 March 2009
1.2 Access to Chief Executive and Elected Members	1.2 Priority for social work issues and influence with key decision makers.	1.2 * Annual report to Council by CSWO * Implementation individual PM, PDP and Leadership and Organisational Development for Senior Managers and Elected Members (B.V. Improvement Action Plan MP2)	6-monthly review 2009
1.3 CSWO influence on Corporate Issues such as Risk Management,	1.3 Enhancing the role of social work to add value to the Council and its partners'	1.3 * Membership of CMT * Individual PDP of Executive Director/	

<p>Budget Setting and Public Sector Reform</p> <p>1.4 Clarify accountabilities between CSWO and operational line managers.</p>	<p>performance in delivering positive outcomes locally.</p> <p>1.4 Clear relationships and responsibilities.</p>	<p>CSWO. * Council's long term financial plan (BV/PO2) * CSWO Corporate Role for Continuous Improvement and other Areas in Best Value Improvement Action Plan (BV/PO4) * Corporate and Service Service Strategic Risk Framework (BV/P11)</p> <p>1.4 Build on Joint Future Joint Forum's work of Joint Accountability Working Paper across NHS and Local Authority.</p> <p>CSWO's Annual Report</p>	<p>2009</p> <p>Annual Review December 2008</p> <p>January 2009</p> <p>February 2009</p> <p>December 2008</p> <p>January 2009</p>
<p>2. Competencies, Scope and Responsibilities of the CSWO</p> <p>2.1 Qualifications and registration as a 'proper officer' for the Council</p> <p>2.2 Scope of the role relating to all social work services</p> <p>2.3 Responsibility for</p>	<p>2.1 Matching legislation and guidance</p> <p>2.2 Clarity about services covered</p> <p>2.3 Will help to deliver</p>	<p>2.1 Achieved as current postholder is qualified and registered with SSSC Registration and Continuing Professional Development to be checked</p> <p>2.2 Defined in CSWO Annual Report and Service Plan.</p>	<p>Yearly and status report through Annual Report to Council</p> <p>January 2009</p>

<p>Values and Standards</p>	<p>Person centred services for individuals and communities based on consultation, continuous learning, research and development and a culture of continuous performance improvement Will help to develop a confident, competent and valued workforce.</p>		
<p>2.3.1 Values and Standards of SSSC Code of Practice and requirements of registered workers</p>	<p>2.3.1 Values and standards for registered workforce defined and monitored</p>	<p>2.3.1 Annual Review of Service Plan and Service Plan workshops</p> <p>Updated DataBase for SSSC registered staff</p> <p>Internal Communications Strategy (BV/P04)</p> <p>PSIF Roll out</p>	<p>March 2009</p> <p>Annual CSWO report</p> <p>January 2009</p> <p>March 2009</p>
<p>2.3.2 Corporate Workforce Planning and Quality Assurance, Safe Recruitment and managing poor performance</p>	<p>2.3.2 Safe and successful services and workforce</p>	<p>2.3.2 Corporate Safer Recruitment Working Group (chaired by Education/Social Work and Health) Disclosure Scotland Audit Feedback</p> <p>Induction and Mentoring Programmes for new staff</p> <p>Workforce Planning and</p>	<p>CSWO Annual Report</p> <p>CSWO Annual Report</p>

		<p>Development Strategy and Training Plans</p> <p>Universal implementation of PDP</p> <p>Implement and support standards of supervision, case recording, assessment, review and care management across all services.</p>	<p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p>	<p>Report to Committees</p> <p>March 2009</p>		
2.3.3	Support managers to maintain and develop standards of practice.	2.3.3	Part of leadership and management development to improve services	2.3.3	<p>BVIP MP2 Management Development</p> <p>Direct Access by CSWO to key operational managers and staff for statutory work.</p>	<p>March 2009</p>
2.3.4	Person centred services that match the needs of service users/carers	2.3.4	Coherent needs assessment and commissioning strategies across all social work services that reflect consultation and service performance.	2.3.4	<p>Copnsultation strategies in place (BV MP3 a Service Plan)</p> <p>Improved Procurement Models (BV1P10)</p> <p>PSIF Roll out</p>	<p>6 monthly</p> <p>Report to Committees</p> <p>Review of Service Plan</p> <p>March 2009</p>
2.3.5	Effective Governance for the management of the complex balance of need, risk and civil liberties in accordance with professional standards	2.3.5	Service standards match Council's corporate policies and management of risk	2.3.5.	<p>* Effective protocols, service standards, training and procedures in place; including inter agency work</p>	<p>Service Plan and PSIF</p>

<p>2.3.6 Taking final decision on behalf of the Council for key issues such as: Adoption, secure accommodation, guardianship</p>	<p>2.3.6 Best interests of vulnerable people and the community are served well.</p>	<p>* Carrying out reviews of significant cases/ critical incidents</p> <p>2.3.6 Delegation and support are well defined</p>	<p>Annual Report of CSWO</p>
<p>2.3.7 Performance Management and Continuous Improvement</p>	<p>2.3.7 All Social Work Services should be committed to self evaluation and improvement. This effort should be tied into clear outcomes that service users, carers, communication partners and staff can understand and support.</p> <p>This work should influence and be informed by the local SOA, Community Plan and the Council's Corporate Plan.</p>	<p>2.3.7 *Reports to C.E./Elected Members on performance including reports from scrutiny bodies such as: SWIA, Care Commission, HMle, Child Protection and Adult Protection Committees, Mental Welfare Commission, Office of Public Guardian, Audit Scotland.</p> <p>* Investment to make the Council's Performance Management System (Co-valent) reflect the full range of social work and health outcome based performance and improvement activity; including Service Plans, PSIF and SWIA Action Plans and report to elected members</p>	<p>2009</p>

		<ul style="list-style-type: none"> * Support the achievement of agreed SOA priorities linked to social work and health * Build on partnership work with staff and trades union to improve morale and communication and reduce absence levels. * Provide management intelligence and evaluation to be shared to improve services * Develop 'what works' models of intervention and analysis to share good practice and models, i.e. C.J. services and positive psychology 	<p>March 2009</p> <p>Annual Staff Survey</p> <p>Reports to Committees April 2009</p>
<p>3. Leadership responsibilities</p> <p>3.1 The CSWO is responsible for providing appropriate professional advice and guidance at a professional and a corporate level to the Council</p>	<p>3.1 The CSWO's role will enhance professional leadership and accountability throughout the organisation to support the quality of services and their delivery.</p> <p>The role will support social work's contribution to good</p>	<p>3.1 * This outcome will be evidenced in the CSWO's annual report, internal communications strategy and the implementation of the Council's senior management and leadership development programme (BV 1P</p>	<p>January 2009</p>

	<p>outcomes for local people and their communities and will ensure effective partnership working across professions, agencies and boundaries to deliver integrated services.</p> <p>There must be emphasis placed on the CSWO delivering an effective vision of the purpose and ambitions for social work services and to communicate this well to everyone involved in using or delivering services.</p>	<p>MP2)</p> <ul style="list-style-type: none"> * The Executive Director's PDP and mentoring programme will be used to evidence change and improvement * SOA, Service Plan 	<p>March 2009</p>
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