

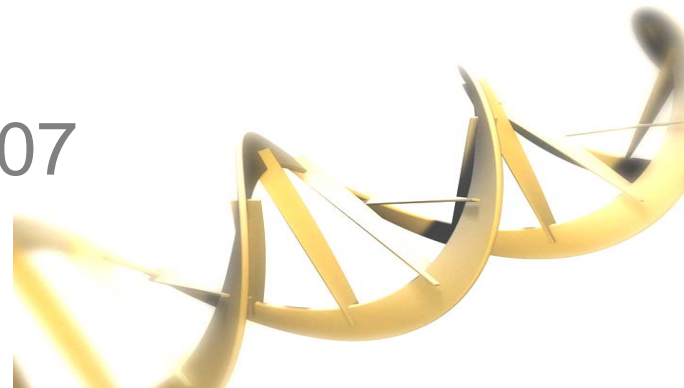


Leadership and Governance

Are we really 'leading to deliver'?

Newbattle Abbey College

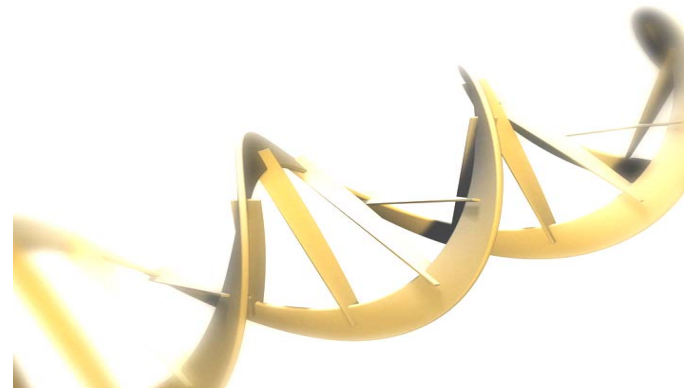
22nd November 2007






Key Issues

- Role and function
- Scope, rights and responsibilities
- Accountability and reporting arrangements





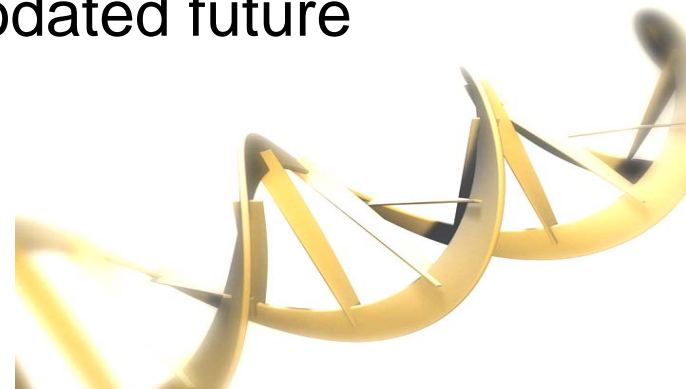
The role of CSWO

- The role is already required in statute.
 - Section 3 of the Social Work (Scotland) Act 1968 required regional and islands authorities to appoint Directors of Social Work and also laid down certain requirements with regard to their qualifications and appointment.
 - Section 45 of the Local Government etc (Scotland) Act 1994 abolished this requirement and substituted a new section requiring the new unitary authorities, which came into operation on 1 April 1996, to appoint Chief Social Work Officers holding qualifications prescribed by the Secretary of State
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Role and function

- Recognises the importance of local authorities being appropriately advised as to their social work responsibilities
- recognises that authorities operate with very different types of management structure
- confirms local authorities are able to determine what structure would work best for them;
- 'future-proof' against change so that the role of CSWO is defined in such a way as to accommodate future organisational structures






Scope, duties and responsibilities - 1

- The scope of the role should include **all social work settings** including services delivered in partnership and those commissioned by the local authority
 - Responsibility for **setting values**, standards and understanding of professional decision making;
 - **access** to people and information,
 - Duty to report to Council;
 - Duty to be accessible to all registered social workers
 - Responsibility to maintain and develop standards of practice, workforce planning and quality assurance;
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Scope, powers and responsibilities - 2

- Duty to **promote** good practice
 - Responsibility to ensure that appropriate systems are in place to identify and **address weak practice** and monitor their effectiveness;
 - To provide a **clear link** between professional leadership and front line staff.
 - The **power to intervene** where appropriate anywhere in the organisation that has a bearing on social work professional standards or values;
 - **agency decision maker** – final decision maker in *adoption, guardianship and other* statutory decisions required from time to time
 - Responsibility to develop professional **leadership and accountability**
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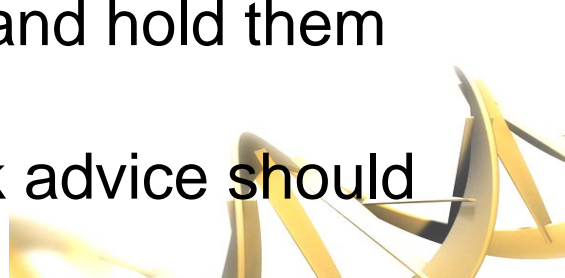


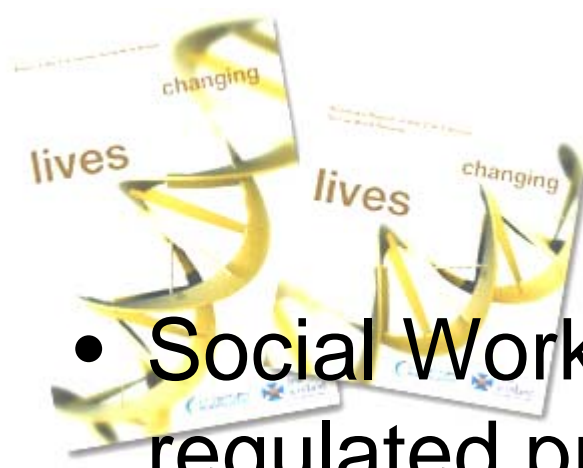
Scope, powers and responsibilities - 3

- The responsibility to **manage risk** – discharged by the governance role – and provide professional opinion to the local authority;
 - Being able to **advise/inform elected members** in order to help them make strategic decisions.
 - **Acting on reports** - The CSWO will act on reports by SWIA, Care Commission, HMle and other competent bodies and will ensure compliance with them
 - CSWO should **prepare an annual report** for Council
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Accountability and reporting arrangements

- CSWO should be enabled to contribute to corporate issues such as managing risk, setting budget priorities and public service reform;
 - CSWO should have direct access to the Chief Executive and councillors;
 - there needs to be a regular reporting relationship to the CE - though this need not be through direct line management;
 - CE should depend upon the CSWO and hold them accountable for their advice
 - Independent professional social work advice should inform in the appointment of CSWO
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In conclusion

- Social Work is now a registered and regulated profession
- Social work needs a framework of governance
- Practitioners need to be supported to change
- The CSWO could hold a key

