
To: Renfrewshire Integration Joint Board

On: 23 November 2018

Report by: Chief Social Work Officer

Heading: Annual Report of the Chief Social Work Officer 2017/18

1. Summary

- 1.1. The Chief Social Work Officer provides an annual update report to Council in Autumn each year. The requirement for every local authority in Scotland to appoint a professionally qualified Chief Social Work Officer (CSWO) is set out within Section 3 of the Social Work (Scotland) Act 1968. The particular qualifications are set down in regulations and this is one of a number of statutory requirements which local authorities must comply with. In Renfrewshire Council the role of the Chief Social Work Officer is held by the Director of Children's Services.
 - 1.2. The annual reports of all CSWOs are submitted to the Office of the Chief Social Work Advisor at the Scottish Government in order that a national overview report can be produced.
 - 1.3. The report provides a summary of activity relating to the role of the Chief Social Work Officer during 2017/18.
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2. Recommendations

It is recommended that the IJB:

- Note the key activities outlined in this report;
 - Note that the annual report has been submitted to the Office of the Chief Social Work Advisor at the Scottish Government; and
 - Agree that annual reports will continue to be provided to this Board.
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3. The Chief Social Work Officer

- 3.1 The principal role and purpose of the Social Work service is contained within the Social Work (Scotland) Act 1968, which gave local authorities the responsibility of "promoting social welfare". The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across Renfrewshire, often meaning that many of our service users do not engage with us on a voluntary basis. The role of the Chief Social Work Officer (CSWO) is critical in terms of achieving this purpose.

- 3.2 The CSWO is a 'proper officer' in relation to the social work function: an officer given particular responsibility on behalf of a local authority, where the law requires the function to be discharged by a specified post holder.
- 3.3 The qualifications of the CSWO are set down in regulations and stipulate that the postholder must be a qualified social worker registered with the Scottish Social Services Council. The CSWO must be able to demonstrate extensive experience of operational and strategic management at a senior level within social work or social care services.
- 3.4 The overall objective of the CSWO is to provide professional advice on the provision of social work services to elected members and officers; advice which assists authorities in understanding many of the complexities which are inherent across social work services. The CSWO should also assist authorities in understanding the key role that social work plays in contributing to the achievement of national and local outcomes, to improving local performance and in terms of the management of corporate risk. The key aspect of this locally has been the provision of an annual report to Council, and these, along with CSWO reports from other local authorities, are now being used nationally to create an overview report.
- 3.5 The scope of the CSWO role covers all social work and social care services, whether provided directly by the local authority, or in partnership with others. Where these services are purchased or commissioned from external providers, the CSWO has responsibility to advise on the specification, quality and standards of services commissioned. The environment in which social work services operate is much more complex than when the Act established the role, and current guidance reflects the increased strategic nature of the role, and the particular functions in relation to Integration Joint Boards and Health and Social Care Partnerships.
- 3.6 The CSWO has a range of other responsibilities relating to the promotion of values, standards, and leadership.
- 3.7 Social work services have a statutory duty to provide care and protection to the most vulnerable people across their local authority area. A significant proportion of service users do not engage with the service on a voluntary basis. Access to the majority of services is assessed on the basis of need, and social work staff work in partnership with individuals, carers, families and communities to meet this need within the resources available to the service and partner agencies.

4. Local Governance Arrangements

- 4.1 Within Renfrewshire Council the Director of Children's Services acts as Chief Social Work Officer. As well as the responsibilities associated with the directorship, as CSWO he retains professional leadership for adult social work and social care services delivered by the HSCP. From May 2018 the responsibility has been delegated to the Head of Childcare and Criminal Justice as per the Council's Standing Orders.
- 4.2 The CSWO has a number of general and specific duties, including:
- (i) Providing regular reports to elected members on the key activities and role of the Chief Social Work Officer.

- (ii) Leading for Social Work on the Renfrewshire HSCP Executive Governance Group and the Integration Joint Board
- (iii) Reporting directly to the Education and Children's Services Policy Board and Renfrewshire Council.
- (iv) Being a member of the Council's Corporate Management Team and the Chief Officer's Group and reporting directly to the Chief Executive and senior elected members.
- (v) Representing services and the council more widely, at a local, regional and national level.
- (vi) Chairing the Senior Leadership Team of Children's Services and the twice-yearly meeting of all social work managers from both Children's Services and the HSCP.
- (vii) Providing advice on social work issues to the Chief Officers' Group
- (viii) Specific Duties

In relation to specific duties associated with the position, the CSWO within Renfrewshire Council acts as:

- Final point of appeal in relation to Adoption and Fostering decisions
- Recipient of all Mental Health and Adults with Incapacity Orders, and Guardianship cases
- Decision maker in relation to Secure Care applications for Children

- (ix) Management of Risk

The Chief Social Work Officer is accountable to the Chief Executive, the Corporate Management Team and the Council as part of the Chief Officers' Group which manages public protection risks on a partnership basis. Heads of Service have responsibility for the management of risk within their respective service areas.

5. Activities of the Chief Social Work Officer 2017/18

- 5.1 The report attached as Appendix 1 summarises the key activities of the Director of Children's Services in his capacity as Chief Social Work Officer in Renfrewshire during 2017/18. It does not provide an exhaustive description of the full range of duties and responsibilities undertaken by the Director, but seeks to provide a broad overview of the CSWO role. This report and its appendices will be submitted to the Office of the Chief Social Work Officer to inform a national overview report.
- 5.2 The next report on the activities of the Chief Social Work Officer will be submitted to the Council in Autumn 2019.

6. Overview of activities within social work services

- 6.1 Services continue to experience high demand in a number of areas, which is being managed in a financially prudent manner and during a period of significant structural change for social care and the wider Council. The management of significant levels of risk to vulnerable children and adults continues to be significant for the service and for partner agencies. Many of those pressures are related to deprivation and to high levels of alcohol and drug misuse in Renfrewshire. The service works as part of a multi-agency partnership to co-ordinate the provision of services which aim to protect vulnerable people locally and continues to deliver high-quality services to vulnerable people in Renfrewshire and to innovate and improve through a programme of continuous development and improvement.
- 6.2 The CSWO has a range of statutory duties which are detailed in Appendix 1 to this report; that appendix also includes more detail of demand and provision in those areas.
- 6.3 Statutory functions in respect of children encompass looked after and accommodated children, child protection, work with the Scottish Children's Reporter Administration and work with young people who offend and are subject to secure orders. In recent years, the service, in partnership with others, has developed a strong focus on early intervention and prevention, on the use of evidence-based programmes to support families, on the use of intensive support in complex cases, and on focusing on permanence including looked after and accommodated children who are not able to return to the care of their parent(s). The impact of this approach is considered in more detail in Appendix 1. Renfrewshire Council has participated in the Vulnerable Children's Resettlement Scheme and supports a small number of child refugees as a consequence, as well as several unaccompanied asylum seeking children. The council established a distinct team with staff with particular experience and knowledge in order to best support these children and young people.
- 6.4 Day to day management of adult social work services is delegated to Renfrewshire Health and Social Care Partnership. The CSWO retains a professional advisory role in relation to these services and continues to have statutory duties within adult social work. The Renfrewshire Adult Protection Committee is responsible for developing, implementing and monitoring the strategic approach to the management of the protection of vulnerable adults in Renfrewshire in terms of the Adult Support & Protection (Scotland) Act 2007. There continues to be increasing demand for work related to the Adults with Incapacity (Scotland) Act 2000. More detail is included in Appendix 1.
- 6.5 Adult social work and social care services were subject of a joint inspection by the Care Inspectorate and Healthcare Improvement Scotland at the end of 2017. The inspection focused on the effectiveness of local planning and commissioning of services to achieve better outcomes, and resulted in a positive report for the partnership. The HSCP has developed an improvement plan to take forward recommendations which will support continued good performance.
- 6.6 The Criminal Justice Service supervises a range of community-based requirements on offenders, provides reports to Courts and the Parole Board, manages a service for sexual offenders, and operates a range of statutory and voluntary services to support female offenders. A number of services which previously operated on a shared basis with neighbouring authorities have now

been brought in-house. Multi-agency arrangements are in place to manage high-risk offenders, violent and sexual offenders and to tackle domestic abuse. The service is also working closely with community planning partners to deliver on community justice responsibilities.

7. Key Priorities in 2018/19

7.1 Based on an assessment of internal and external factors the CSWO has identified key priorities for the year ahead:

- Supporting the wider Council to deliver on the priorities set out in the Council Plan
- Effectively discharging our public protection role and working with partners to ensure that vulnerable children and adults live as safely as possible within local communities
- Continuing to ensure strong and positive links between Children's Services and Renfrewshire Health and Social Care Partnership.
- Continuing to deliver high quality services in a period of financial constraint
- Improving outcomes for children living in Renfrewshire through evidence-based early intervention and preventative programmes and other initiatives which will aim to transform services for children
- Wider partnership working
- Tackling inequality in Renfrewshire

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community Planning** – The report details the progress made by the service to protect vulnerable children and adults, reduce offending behaviour, increase community safety, and promote early intervention, independent living and wider health improvement. It highlights partnership working, details the measures which ensure the workforce is skilled and effective and highlights achievements in relation to support to communities, customer service and consultation.
4. **Legal** - None
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None
9. **Procurement** –None
10. **Risk** - Risks related to the management and delivery of social work services within Renfrewshire Health and Social Care Partnership are closely monitored and are included within both the RHSCP Risk Register which follows the same format as the

Children's Services Risk Register which includes Children's Social Work and Criminal Justice – the latter is reported into Renfrewshire Council's Corporate and Strategic Risk Registers.

- 11. Privacy Impact** – None. The information to be made available via the Publication Scheme is information which would be disclosed in response to a request under the Freedom of Information (Scotland) Act 2002. This therefore would not include Personal Data as defined by the Data Protection Act 1998.

List of Background Papers – Chief Social Work Officer Report

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Annual Report of the Chief Social Work Officer

2017/18



Summary of Performance

Social work services across Scotland continue to face the challenges of increasing levels of demand for services, financial constraint, and workforce issues. Consequently, early intervention and preventative approaches, along with service innovation and continuous improvement, are critical to sustainable service delivery.

Renfrewshire continues to have areas of significant multiple deprivation and relative poverty, and above average levels of alcohol and drug misuse. The local authority area has also had historically high rates of looked after children, compared to the national average. Through strengthened permanency planning and early intervention work, this has been falling year on year; in 2016/17 it was 1.9%, still the sixth highest in Scotland, but lower than the 2.3% of five years earlier. Later in this report, a case study outlines the work Renfrewshire Council has done to reduce numbers of looked after children.

Adult protection and the management of financial and welfare guardianships remain a growing area of work within adult social work. Renfrewshire continues to be one of the best performing areas in Scotland in relation to minimising delayed discharge from hospital through robust joint working, but success in this area places increasing pressures on community-based services which are challenged to deliver the capacity needed to meet demographic-driven demand.

Renfrewshire Health and Social Care Partnership was subject to its first joint inspection of integrated arrangements at the end of 2017 and received positive feedback from the inspection team on progress to date. A new joint model of inspection of services for children and young people is currently being rolled out nationally.

A Week in the Life



Criminal Justice Social Work will prepare 17 new CJSW reports for court and start supervising 10 new Community Payback Orders



30 adults with a physical disability or sensory impairment will be living in supported accommodation

Over 1000 older adults will be supported in residential or nursing care



645 adults with learning disabilities make use of the day opportunities hubs



198 looked after children will be living with foster carers and another 117 will be living with kinship carers



Partnership Working

The role of Chief Social Work Officer (CSWO) was originally designed to provide professional advice on social work services to elected members and council officers, in order to assist local authorities in understanding the complexities inherent in social work and social care services. The growing incidence of strategic partnerships across the public sector, whether legislated for or developed through good local joint working, adds a level of complexity to the role of Chief Social Work Officer.

In Renfrewshire Council, social work services for children and families and criminal justice social work services are delivered by Children's Services whilst social care and social work services for adults are delivered by the Health and Social Care Partnership. As such, the CSWO fulfils the role for both the Council and the HSCP. The post is held by Peter MacLeod, who also serves as Director of Children's Services. In Renfrewshire, Children's Services includes all local authority education services. The role of deputy Chief Social Work Officer is fulfilled by the Head of Childcare and Criminal Justice.

As a Director, the CSWO sits on the Council's Corporate Management Team. He reports to elected members principally through the Education and Children's Services Policy Board and the Communities, Housing and Planning Policy Board, but also through the Council's other Boards and Committees as required. Heads of Service from both Children's Services and the Health and Social Care Partnership meet regularly to discuss practice issues and policy matters of shared interest. The CSWO chairs a Professional Governance group within the HSCP. Co-location of both organisations also contributes to strong and positive working relationships.

The CSWO has a key role in relation to local multi-agency public protection arrangements and sits on the Renfrewshire Child Protection Committee, Renfrewshire Adult Protection Committee, Renfrewshire Alcohol and Drugs Partnership and the Chief Officers Group. The deputy CSWO chairs the local Gender Based Violence Strategy Group.

Renfrewshire's CSWO is also active on a number of national groups. During 2017/18, he was Co-Chair of the National Steering Group on Joint Commissioning and Chair of the Institute for Research and Innovation in Social Services (IRISS) and sat on the boards of Technology-Enabled Care, Macmillan Cancer Support, and

Realigning Children's Services, and on the Scottish Government's Widening Access Delivery Group.

Service user voice is a growing feature of the planning and delivery of services, and in Renfrewshire, service users are supported to make their views known in a number of ways. Children and young people can share their opinions and experience through the Youth Commission, the Children's Champions Board, the use of Viewpoint, and through advocacy services provided by Barnardo's and Who Cares Scotland. For adults, the HSCP's Strategic Planning Group (SPG) brings together key stakeholders such as service user and carer representatives, partners in council and health services, third sector organisations, and care providers. The SPG is an opportunity for adult service users and carers to make their views known, and service users and carers are also represented on the Renfrewshire Integration Joint Board. The HSCP also has strong links with various service user and carer groups across Renfrewshire. The embedding of self-directed support is contributing to the delivery of more individualised care packages and a consequent shift to service users having greater control over their care is beginning to emerge.

One of the largest service user voice initiatives was Renfrewshire Children's Services Partnership All Children Study of Wellbeing, which was re-run at the end of 2016/17. This work was a follow-up to the 2011 study and over 10,000 children and young people aged 9-15 in Renfrewshire were surveyed. Throughout 2017/18, engagement activity with children and young people, as well as other key stakeholders, took place to discuss the implications of the findings and provide the direction and priorities for the local Children's Services Partnership Plan.

Shown overleaf are the key roles and partnership arrangements which fall within the remit of the CSWO in Renfrewshire.

Renfrewshire CSWO: Key roles and partnerships



Inspection of Adult Health and Social Care

A new model of joint inspection is in place for integration authorities and Renfrewshire Health and Social Care Partnership was subject to joint inspection by the Care Inspectorate and Healthcare Improvement Scotland between October and December 2017. The focus of the inspection was the effectiveness of local planning and commissioning of services to achieve better outcomes. Grades were awarded against two quality indicators – Key Performance Outcomes, and Policy Development and Plans to Support Improvement in Service. Inspectors also looked at a third Quality Indicator – Leadership and Direction that Promotes Partnership – but did not formally grade this element.

Renfrewshire HSCP was graded as Good for both the assessed elements and received positive feedback in relation to leadership and direction. The feedback report particularly noted strong performance against national targets, and the ongoing development of early intervention and support services for adult service users and carers.

The HSCP has developed an improvement plan based on the findings of the inspection, and this will be monitored by the Strategic Planning Group, a group which includes a range of stakeholders including partner organisations and service users. Areas being developed include the gathering of qualitative and outcomes-focussed feedback from service users, revising and updating the partnership's strategic commissioning plans, maintaining levels of consultation and engagement, and developing a structured programme of training for Integration Joint Board members.

Duty of Candour

The organisational duty of candour provisions set out in the Health (Tobacco, Nicotine etc. & Care) (Scotland) Act 2016 and The Duty of Candour (Scotland) Regulations 2018 came into force on 1 April 2018. These provisions are to support a consistent response across health and social care providers when an unexpected incident results in death or harm, and where the incident is not related to the condition for which a person is receiving care.

In Renfrewshire, communications have been issued to ensure all staff are aware of the regulations and to reinforce that the ethos of duty of candour is part of our commitment to putting service users at the heart of all we do. The local social work complaints policy and procedures are being reviewed to ensure they reflect the new duty of candour requirements. Our self-evaluation activities are also being reviewed to identify how duty of candour reporting processes might link to the new Care Inspectorate inspection framework.

Social Services Delivery Landscape

Renfrewshire Council retains a significant proportion of the local market in social care and social work provision, with 25 registered services including 3 care homes and 5 day centres for older adults, 5 children's houses, 4 centres providing day opportunities and 1 residential respite centre for adults with learning disabilities, 1 day centre for adults with physical disabilities, and a Care at Home service. The standard of these registered services is high, with 75% graded as either Very Good or Excellent for Quality of Care and Support.

The Renfrewshire local authority area also has a well-developed independent and third sector social care market. This includes more than 20 nursing and residential care homes for older people, specialist daycare provision run by Alzheimer's Scotland, national resources including the Erskine Home and the Royal Blind care home and day centre, ROAR Connections for Life, a range of supported accommodation, two secure units, and independent educational provision for those whose needs do not fit with mainstream education.

The self-directed support agenda has increased the number of smaller providers meeting tailored local needs, and the local authority also continues to work with larger framework care at home providers. As part of the strategic commissioning process required as part of the legislation on integrated health and social care, Renfrewshire Health and Social Care Partnership has developed a market facilitation statement.

Statutory Service Delivery: Children & Families Social Work

A continuing focus on early intervention and on strong permanency planning is contributing to the planned long-term reduction in the number of looked after children in Renfrewshire; for many years, Renfrewshire has had a much higher rate of looked after children within the population than other areas. At 31 March 2018, there were 662 LAC in Renfrewshire of whom 246 were looked after and accommodated; this represents a fall of 9% in the overall number of accommodated children on the previous year. Of the accommodated placements, 80% are with foster carers and a further 3% are pre-adoptive placements.



The Fostering and Adoption team have been very successful in recruiting and retaining local authority foster carers and in securing adoptive placements – 16 adoptions were secured in 2017/18. Where appropriate, foster carers are taking on the role of supported carers and continuing to provide a home for their foster children beyond the age of 18.

Secure orders continue to be used infrequently and intensive intervention and community-based support packages are considered a better approach with complex cases. Six young people from Renfrewshire spent some time in a secure placement during 2017/18; this represents a considerable reduction over recent years in the use of such placements, due in part to the work of the Whole Systems Team. Children's

Services have extended the remit of this team, which will now work with young people displaying offending behaviour up to the age of 21, rather than 18. Renfrewshire Council is also developing a new residential service, to be operational before the end of 2018/19, to facilitate much more intensive work with the small group of young people at risk of such placements.

Case study: Looked After Children

At the end of 2009/10, Renfrewshire had 796 looked after children (2.1% of the local 0-17 population, compared with 1.4% nationally). At the end of 2017/18, Renfrewshire had 656 looked after children, a decrease of 18% in overall numbers. Over the same period, the number of young people in our residential units fell by 42%. Over several years, Renfrewshire has taken a multi-faceted approach to reducing the number of children and young people coming into care, which has included:

- A planned reduction in the number of local authority residential beds. The five houses are run on a philosophy of care approach which promotes nurturing, safe environments. These will be complemented at the end of 2018 by an additional house for young people needing more intensive support.
- Work with CELCIS to strengthen our approach to permanency. Teams take a dual approach and plan for permanency as well as for a return home, so that, should a return home not be possible, delays in securing a permanent placement are minimised.
- The introduction of services such as Functional Family Therapy, which in the last five years has successfully prevented children and young people from becoming accommodated and has supported improved family relationships. The service has had positive external evaluations and has won several awards.

During 2017/18, 15 children were the subject of a Child Protection Order under Section 57 of the Children (Scotland) Act 1995. This compares to 24 in the previous year and 18 in 2015/16. The number of children on the Child Protection Register at any one time varies depending on the circumstances and nature of risk attending to the children and families that are being supported. As at 31 March 2018, there were 96 children on the Child Protection Register, though this rose above 100 throughout the year. As a snapshot, the number is subject to considerable variation. New statutory duties in respect of young carers came into force on 1 April 2018 and Renfrewshire has identified an additional resource to enhance support to this group of young people.

Statutory Service Delivery: Criminal Justice Social Work

The volume of work delivered by the Criminal Justice Social Work service continues to grow, particularly in relation to unpaid work requirements. In 2017/18, there were 528 new Community Payback Orders made by courts in respect of Renfrewshire clients, and 409 of these had an unpaid work requirement. Since the introduction of Community Payback Orders in 2011, the overall number of orders per year has doubled. Between 2011/12 and 2017/18, the total hours of work imposed rose by 32%, from 44,747 hours to 59,327. There were also 55 new Fiscal Work Orders made, which alone required more than 2000 hours of unpaid work to be carried out. The timescales for completion can be challenging for the service, partly as a result of the challenge in finding sufficient suitable work placements and of recruiting sufficient staff, but also due to the difficulties in ensuring client compliance.

In 2017/18, there were 27 new Drug Treatment and Testing Orders made in respect of Renfrewshire service users. At year end, the CJSW service was managing 93 individuals on licence in the community, including 16 on Life Licence. The 93 licences included 50 which commenced during 2017/18.

Case study: Supporting female offenders

There is a body of evidence which demonstrates that many female offenders have complex needs arising from a history of gender-based violence, mental health issues, and/or addictions. In 2012, the Commission for Women Offenders recommended multi-agency one-stop-shops which could co-ordinate a range of supports for this group. In response, Renfrewshire created the Women's Community Justice Service.

The team supervises those women serving community sentences (e.g. Community Payback Orders) and those subject to licence (following a custodial sentence). There is a strong focus on rehabilitation and recognising and attempting to address the other issues which may be causing women to reoffend. Recently, service users have been involved in creative projects which contributed to Paisley's bid for City of Culture.

The service also works with women at risk of being remanded in custody, by providing bail supports or by pursuing a diversion from prosecution. Women released from short custodial sentences are also able to access support on a voluntary basis.

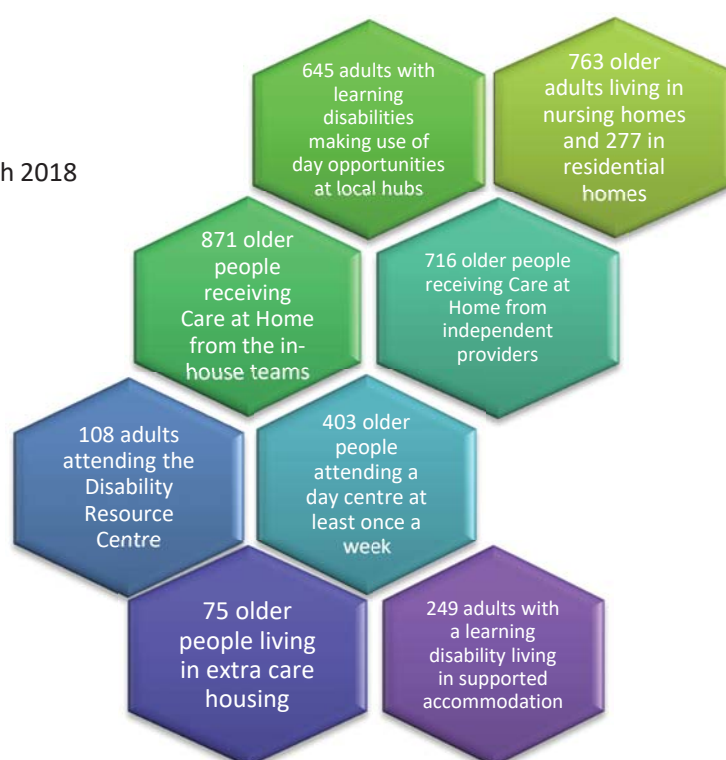
Partnership working is central to this service. It includes a range of qualified and para-professional social work staff, as well as co-located third sector staff. This enables access and allocation to the most appropriate worker. These staff co-facilitate groupwork and the drop-in service. The service is intentionally co-located with addiction services to allow access to alcohol and drug counselling on site, as well as access to mental health and co-morbidity nurses for those women who have mental health issues alongside an addiction.

In addition, women subject to unpaid work are able to attend a women-only unpaid work squad. This was developed in 2015 in recognition of their complex needs and the additional support which may be required to allow women to successfully complete their orders within a safe and nurturing environment.

Statutory Service Delivery: Adult Social Work and Social Care

Adult protection continues to see a high volume of contacts. During 2017/18, 1826 adult welfare concerns and 1003 adult protection contacts were received by Renfrewshire Council. In the same period, 64 adult protection investigations were initiated and a total of 119 initial or review case conferences took place. These resulted in 17 individuals being subject of an Adult Support and Protection Plan.

Snapshot: 31 March 2018



An Initial Case Review (ICR) was undertaken at the request of Scottish Fire & Rescue in June 2017, following the death of a vulnerable service user in a fire. A multi-agency action plan based on the findings is being monitored by Renfrewshire Adult Protection Committee and an inter-agency learning event based on the ICR took place in June 2018. The Adult Support & Protection Team also conducted two large scale investigations in 2017/18, prompted by concerns that several residents in care homes for older adults were at risk of harm.

A multi-agency Financial Harm group has been established to address prevention, identification and intervention in relation to financial harm. As well as a half-day learning event in March 2018, monthly awareness sessions are being offered.

The management of welfare guardianships continues to be an area of high demand. As of 31 March 2018, the CSWO had responsibility for 117 Welfare guardianships, which included 20 new orders granted during period 2017/18. In cases where the CSWO has been appointed as Welfare guardian, the day to day management of each case is delegated to a 'nominated officer'. These cases are reviewed regularly by the CSWO with relevant service managers.

The local authority applied for an Intervention Order in 20 cases during 2017/18. These are in addition to the Welfare Guardianships and can include an application for the appointment of a financial guardian where the authority seeks the appointment of an independent solicitor to act in this role. The MHO team manager now has the authority to act as Intervener where only matters relating to signing for and terminating tenancies is involved. The local authority also has a duty to supervise all private welfare guardianships; there are currently over 450 such guardianships across Renfrewshire. Managing this activity in the light of such volumes remains a considerable challenge for the HSCP; referrals to the MHO Service have risen by 44% since last year.

The Mental Health (Care & Treatment) (Scotland) Act 2003 authorises a range of requirements for individuals with mental disorders, including detention in hospital, authorisation of the administration of particular treatments, and community based orders which, in some cases, specify where a person must reside. These are known as Compulsory Treatment Orders (CTOs); in 2017/18 Renfrewshire MHOs made 77 CTO applications, an increase of 75% on the previous year. They also dealt with MHO consent for 16 Emergency Detentions (72-hour detention for assessment) and 138 short-term detentions (up to 28 days). The service also manages 'Restricted Patients' who come under the control of Scottish Ministers.

The day to day management of addictions services falls within the purview of the HSCP. Strong joint working remains a key feature of addictions services within Renfrewshire and the impact of substance misuse on children is a continued focus and this is reflected in the range of early intervention and preventative approaches taken in Renfrewshire. Senior managers from Children's Services and the HSCP work together with partners through the local Alcohol and Drug Partnership. At the end of 2017/18, Renfrewshire Drugs Service had 825 open cases whilst the Integrated Alcohol Team had 224 open cases. The specialist RADAR service, which works with children and young people, remains within the Council as part of Children's Services and had 95 open cases at the end of 2017/18.

The internal Care at Home service is undergoing a major review in order to streamline processes and capitalise on opportunities for multi-disciplinary working. The assessment, care management, and review functions will transfer to locality teams and give Care at Home a clearer role as a provider of services. The review has recognised the broad range of responsibilities of supervisory and managerial staff within the service and aims to simplify this by creating specialist teams. A service delivery team will be responsible for processing service requests, commissioning services and scheduling care; a new electronic scheduling system will be implemented over the next year. Locating these tasks in a specific team will allow locality-based staff to focus on support planning, staff management, and monitoring service quality. The locality model will allow each Operations Manager to run the service based on the needs of their particular community.

Case study: Supporting the independence of service users with dementia

Renfrewshire Council has been using technology to support people with dementia for several years. The most recent development is the introduction of the One Touch GPS device, which uses GPS technology to maintain a link between service users and their family/carers whilst they are out living their day-to-day lives in the community. The technology is only appropriate in the earlier stages of the dementia journey, when service users are still able to use it to maintain a degree of independent living and, crucially, still have capacity to consent to the use of GPS as a monitoring device.

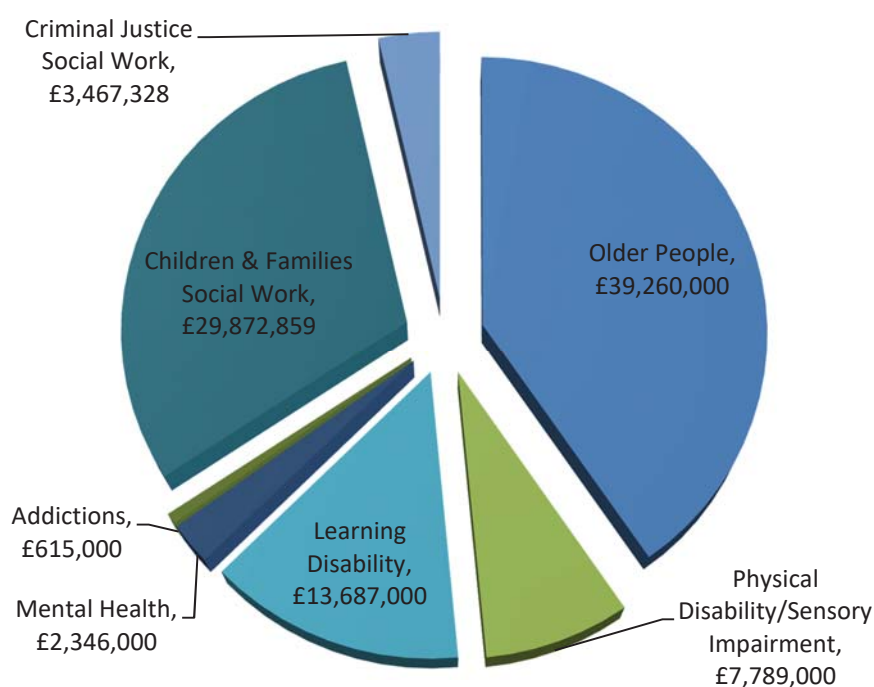
Service users and their families can programme the device to meet their individual needs and can set safe parameters if desired. Service users can use the device to trigger an alert if they need assistance whilst out in the community or can set an alert to be triggered if they travel outwith the agreed parameters. If a service user consents, family members or carers can access a portal which gives the service user's location.

Since inception in December 2017, 34 service users with dementia have been provided with the One Touch device. It is proving to be an effective means of providing reassurance to service users and carers and allowing people with dementia to continue to participate in the life of their community.

Resources

Renfrewshire Council's expenditure on social work in 2017/18 was just over £97 million. Services for older people make up the largest share at 40% and services for children and families account for a further 31%. The chart below shows expenditure by service area in 2017/18. Criminal Justice Social Work services are directly funded by Scottish Government grant. In common with other Scottish local authorities, Renfrewshire Council is trying to meet growing demand at a time of financial austerity. In its risk management plan, the Council considers financial challenges to be the greatest risk to the ongoing delivery of local services.

Expenditure on social work services, Renfrewshire, 2017/18



Demand pressures continue to generate financial challenges for social work services. These include continuing high numbers of looked after children (which is partly related to levels of deprivation, parental neglect and drug and alcohol misuse); increasing use of community sentences by courts rather than short prison sentences; the impact of longer life expectancy and a greater proportion of the population being aged 65 and over; the increasing diversity of our communities and the need to provide specialised support to, for example, refugees and unaccompanied asylum seeking children. Throughcare (that is, the support offered to care experienced

young people) is an area where we will continue to see rising demand due to the ongoing implementation of the Children and Young People (Scotland) Act 2014.

There are significant pressures in criminal justice social work arising from increasing demand and the issues associated with the new funding formula. Funding changes have led to the disaggregation of some services which were previously provided on a shared basis with neighbouring authorities, increasing the cost of provision for Renfrewshire.

Early intervention and preventative work not only supports improved outcomes for the people of Renfrewshire but can also support a sustainable financial position. Examples of local work include the embedding of early permanency planning for looked after children where appropriate; the development of an intensive residential service for young people with high levels of need; a gradual shift in the pattern of service usage as self-directed support embeds; a service for female offenders which provides support with the issues which may have contributed to offending and therefore seeks to reduce reoffending.

Service Quality and Performance

During 2017/18, social work services in Renfrewshire continued to deliver high quality and often innovative services to our communities and families.

Improving partnership working

The HSCP expanded the Community Connectors project, which has community workers based in GP practices to provide support and signposting to people experiencing mild to moderate mental health challenges

Children's Services embarked on a partnership with WhoCares Scotland? which aims to tackle stigma around the care experience. The project works with children and young people in two of our secondary catchment areas.

Using technology to engage with service users

An app has been developed which allows workers and volunteers from a range of agencies to refer young carers for an initial assessment of need.

The new Children's Services Partnership Plan has been developed as a "Plan on a Page" and includes embedded QR codes which link to video clips and further information.

Corporate parenting

The Renfrewshire Children's Services Partnership has piloted a Family Firm approach supporting care experienced young people into employment.

Two new projects - 'Healthy Together' and 'Girl's Night In' - which support care-experienced young people have been awarded funding through the council's intrapreneurship programme.

Helping people to live in homely settings

Renfrewshire continues to be one of the best-performing areas of Scotland in relation to delayed discharge. The Multi-Agency Patient Flow Hub supports reduced length of stay and minimisation of delays.

Care at Home services use a range of assistive technology - door sensors, GPS, etc - to support people with dementia to maintain their independence for as long as possible.

Empowering individuals

The Promoting Peer Support Project worked with individuals in recovery from substance misuse to become Peer Supporters and in turn provide practical and motivational support for others on a recovery journey.

Young people in our children's houses are included in the recruitment process for new house staff.

Promoting inclusivity

The Autism Connections team offer advice and support to other services in the HSCP to help them become more autism-friendly.

The council's Digital Participation Project has supported older people and people with physical disabilities to get online. Initiatives include a heritage project, links with universities, film-making, and the provision of a Digital Room within day services.

Workforce Planning and Development

In common with other local authorities, the recruitment and retention of a social work and social care workforce remains challenging. The potential for future staff shortages due to an ageing workforce also needs to be addressed. In Renfrewshire, 20% of the local authority's social work staff were aged 55 and over in 2016, an increase from 18% in 2012 and 15% in 2016. For some sectors, the proportion is greater; 30% of central and strategic staff, 30% of adult care home staff, and 32% of adult day care staff are aged 55 and over.

Within Renfrewshire Council, each service produces a workforce plan which details actions to be taken to tackle the council's workforce challenges. Within Children's Services, current priorities including tackling retention and succession planning within the children's residential workforce, and identifying ways to increase opportunities for staff to undertake reflective practice. In the HSCP, the development of new roles within the council's Care at Home service creates opportunities for career progression through the creation of the role of Senior Home Support Worker and the implementation of a revised management structure.

The in-house Social Work Professional Training Service continues to operate across Children's Services and the HSCP and offers a broad range of training and development opportunities for practitioners. The team also delivers multi-agency training in child and adult protection. A dedicated post provides training and support for foster carers, and Renfrewshire Council offers foster carers a wide range of training on issues such as child protection, attachment and trauma, Theraplay, internet safety, the impact of parental substance misuse, and managing transitions. Renfrewshire has one of the highest incidences of domestic abuse in the country, and we have implemented the 'Safe and Together' model to support work on reducing the impact on children. 'Safe and Together' is a child-centred approach focusing on the strengths of the survivor and the pattern of behaviour of the perpetrator.

Staff also have access to more generic training offered by the Council, including a two-tier leadership development programme which runs over a 12-month period.

Future Priorities

In 2018/19, Renfrewshire Council, along with partners, will publish a new gender-based violence strategy aligned to Equally Safe, and produce the first outturn report from Community Justice Renfrewshire. The HSCP will continue to deliver on the action plan arising from the positive inspection of 2017.

Services will develop to reflect new legislative and policy frameworks, including the extension of the presumption against short sentences to 12 months and the Domestic Abuse (Scotland) Act 2018. Services will reflect on draft legislation currently progressing through the Scottish Parliament, including the Children and Young People (Information Sharing) Bill, the Health and Care (Staffing) (Scotland) Bill, and the Age of Criminal Responsibility (Scotland) Bill. The CSWO will also contribute to Renfrewshire Council responses to government consultations which impact upon social work services, including proposed changes to the Protection of Vulnerable Groups scheme and to Part 1 of the Children (Scotland) Act 1995.

A new needs-driven plan for children's services was published by Renfrewshire Children's Services Partnership in March 2018. With local authorities and the NHS jointly responsible for producing these plans, the oversight of the CSWO is critical in terms of ensuring successful delivery. This is particularly important in relation to the new model of inspection for children's services, which will have a clear focus on this plan as a means of improving outcomes for children and young people.

Many of the challenges facing social work services will be unchanged in the short- and medium-term. Demographic change, particularly in relation to an ageing population, will continue to exert demand pressures. These are likely to be felt most keenly in community-based supports for older people, such as Care at Home, and in MHO services. At the same time, all local authorities will face the ongoing challenge of maintaining or improving the quality of services in a period of financial austerity. Early intervention and preventative approaches remain key to future-proofing services.