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**To: Renfrewshire Integration Joint Board**

**On: 25 November 2016**

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**Report by: Chief Social Work Officer**

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**Heading: Annual Report of the Chief Social Work Officer**

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## **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 Public Bodies (Joint Working) Scotland Act 2014 also establishes that Chief Social Work Officers are part of the governance structure of Health and Social Care Partnerships (HSCPs) in each area, and carry out those statutory duties in relation to social work services provided by these partnerships.
- 1.3. The annual reports of all CSWOs are submitted to the Office of the Chief Social Work Officer at the Scottish Government in order that a national overview report can be produced.

The report provides a summary of activity relating to the role of the Chief Social Work Officer during 2015/16. It also seeks to provide an overview of progress for members of the IJB on the changes to governance in light of the integration of adult health and social care and the creation of the Children's Services Directorate and changes in the national guidance on the role of the CSWO.

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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 Officer at the Scottish Government; and
  - Agree that annual reports will continue to be provided to this Board
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### **3. Background**

#### **The Chief Social Work Officer**

- 3.1 The principal role and purpose of social work services 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.
- 3.2 The role of the Chief Social Work Officer (CSWO) is critical in terms of achieving this purpose. New guidance on the role was issued by the Scottish Government in July 2016 and a paper on this was presented to the Education and Children Policy Board on 18 August 2016.
- 3.3 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.
- 3.4 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.
- 3.5 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.
- 3.6 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 revised guidance notes the role of the CSWO in providing professional advice and guidance to the Integration Joint Board on social work matters which have been delegated to that IJB, and reflects the changed environment in which social work services are now delivered.
- 3.7 The CSWO has a range of other responsibilities relating to the promotion of values and standards and leadership.
- 3.8 Social work services have a statutory duty to provide care and protection to the most vulnerable people across their local authority area. This means that many 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 In 2015/16, new structures for social work services in Renfrewshire were implemented as a result of the integration of adult health and social care. Social work services for adults transferred to the newly established Renfrewshire Health and Social Care Partnership under the management of a Chief Officer. Criminal Justice Social Work and social work services for children and families formed a new directorate – Children's Services – which also includes all education services provided by Renfrewshire Council.

4.2 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 care services delivered by the HSCP. The post 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 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) Leads for Social Work on 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
  - 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 2015/16**

- 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. 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 Renfrewshire Council in Autumn 2017 and thereafter to the Scottish Government and the Integration Joint Board.

## **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 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.
- 6.4 Services were part of a multi-agency inspection of integrated children's services during 2014/15, and findings were reported during 2015/16. These findings were very positive and partners are making good process in addressing the recommendations.
- 6.5 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, and also has a role in providing professional advice and guidance to the Integration Joint Board (IJB).
- 6.6 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.

- 6.6 Supporting appropriate and timely discharge from hospital remains a priority, and Renfrewshire continues to be one of the best performing areas in Scotland for minimising delayed discharges. Renfrewshire, in their Older People Commissioning Strategy clearly set out our intention to look after our service users in their home where possible, or in a homely setting with the aid of community services to ensure the best possible outcomes for them, and much progress has been achieved here in terms of expanding our care at home services. The rising levels of demand in this area present a real challenge going forward in terms of sustaining performance within the current financial climate.
- 6.7 The IJB has approved a governance framework, and within this the CSWO role' strongly embedded. Renfrewshire Health and Social Care Partnership has set out clear governance arrangements to ensure the smooth running of everyday social work services, and transparent working practices. A Council Head of Service and a Lead Social Worker, in the form of the Adult Services Manager, provide day to day professional leadership, guidance and expertise who meet regularly with the CSWO to keep him apprised of relevant and emerging issues.
- 6.8 The CSWO has arranged a conference to highlight the professional role of social work under the new integrated arrangements as part of his oversight of the social work functions in Renfrewshire. This is also to ensure a strong interface between Adults and Children's Social Work Services. There are a range of interface points between Children's Services and the Health and Social Care Partnership around for example: Child and Adult Protection, Transition arrangements, Gender Based Violence, and MAPPA.
- 6.9 Performance on Adult Social Work priorities within Renfrewshire Health and Social Care Partnership are reported on via the performance monitoring framework. Regular reporting has been established on social care activity such as assessment and review, Adult Support and Protection, Delayed Discharges, MHO Service, Occupancy rates within Day Centres and Care Homes, OT Waiting Lists, Self Directed Support and the use of financial resources. The reports are circulated and discussed at individual team level through to the SMT and then onto the IJB. Any performance issues are highlighted in Exceptions Reporting to the IJB. Performance has been maintained at a high level despite continually increasing demand and pressures on resources. We continue to make good progress in the implementation of the Self Directed Support (SDS) Act. The rollout of SDS has highlighted a number of challenges in respect of finances, business processes and engagement with service users which managers are engaged in seeking solutions.
- 6.10 The Criminal Justice Service supervises a range of community-based requirements on offenders, provides reports to Courts and the Parole Board, manages the inter-authority Pathways Partnership Project which works with 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 currently



engaged in transition work as part of the new national arrangements for community justice.

## **7. Structural Change**

- 7.1 As noted in 4.1, there has been significant structural change in relation to the management and governance arrangements for social work services in Renfrewshire. Formal delegation of responsibility for adult social care passed to the Integration Joint Board (IJB) by 1 April 2016. The CSWO sits on the IJB as a non-voting member and on the HSCP Executive Governance Group. He also chairs the twice yearly meetings of senior social work managers from both Children's Services and the HSCP. Heads of Service for social work services also meet regularly to discuss areas of common interest.
- 7.2 More details of the CSWO's governance role are included in Appendix 2 to this report.

## **8. Key Challenges in 2016/17**

- 8.1 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; and
  - Tackling inequality in Renfrewshire.

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## **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 Risk Register.

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.

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### **List of Background Papers** – Chief Social Work Officer Report

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## **Appendix 1: Annual Report of the Chief Social Work Officer, 2015/16**

### **1. Local Authority Overview**

Renfrewshire's population of 174,560 is predominantly centred in the large town of Paisley and the four smaller towns of Renfrew, Johnstone, Erskine and Linwood. These five towns account for around 80% of the population, with most of the remaining residents living in semi-rural large villages. It is the tenth largest local authority in Scotland by population. There are areas of significant deprivation within Renfrewshire as well as areas of considerable affluence. As in other areas of Scotland, Renfrewshire has an aging population, with increasing numbers of older people and fewer of working age. There is a small but growing BAME population, who comprised 2.73% of the total population at the time of the last Census in 2011.

In 2015/16, new structures for social work services in Renfrewshire were implemented as a result of the integration of adult health and social care. Social work services for adults transferred to the newly established Renfrewshire Health and Social Care Partnership under the management of a Chief Officer. Criminal Justice Social Work and social work services for children and families formed a new directorate – Children's Services – which also includes all education services provided by Renfrewshire Council.

The direction of Renfrewshire Council is governed by the Council Plan, which sets out 10 priorities for Renfrewshire. Of particular relevance to this report are the priorities focusing on public protection and on care and wellbeing. Renfrewshire's Tackling Poverty Strategy is also a key driver of service development and delivery.

### **2. Partnership Structures/Governance Arrangements**

The responsibilities and duties of Social Work services are contained within the Social Work (Scotland) Act 1968, which gave local authorities the responsibility of "promoting social welfare". This includes a statutory duty to provide care and protection to the most vulnerable people in society, which often means that service users do not engage with services on a voluntary basis.

The role of the Chief Social Work Officer (CSWO) is critical in terms of achieving this purpose. The overall objective of the CSWO is to provide professional advice on the provision of social work services to elected members and officers and to the Integration Joint Board; 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.

In Renfrewshire, the role of CSWO is held by the Director of Children's Services, Peter MacLeod, who also fulfils the role of CSWO for the Renfrewshire Health and Social Care Partnership. As a Director, the CSWO sits on the Council's Corporate Management Team. He reports regularly to the Education and Children Policy Board, the Children and Young People Thematic Board and the Integration Joint Board. In the Renfrewshire HSCP context, a CSWO Quality and Performance Sub-group has been established and meets on a 3 monthly basis. The purpose of this meeting is to support the CSWO to evaluate quality of practice across social work services and to analyse performance reports in relation to a range of service areas. In addition to the CSWO, RHSCP

Heads of Service attend this meeting along with operational leads responsible for adult protection, mental health, learning disabilities, and locality team services. Areas covered include:

- Significant events; incidents and alerts
- Complaints Overview
- Outcomes from recent Inspections of registered services
- Professional registration issues
- Contract monitoring and compliance
- Mental health officer functions including Guardianship
- Adult/public Protection
- Risk – significant events and actions
- Service Improvement / Redesign
- Good practice examples

A social services focussed conference is also being planned.

The CSWO has a key role in relation to local multi-agency public protection arrangements and sits on Renfrewshire Child Protection Committee, Renfrewshire Adult Protection Committee and the overarching Chief Officers Group. He is also a member of Renfrewshire Alcohol and Drugs Partnership.

At a national level, the CSWO has Co-Chair of the National Steering Group on Joint Commissioning and Chair of the Institute for Research and Innovation in Social Services (IRISS). He is also on the board of the Digital Health Institute, Macmillan Cancer Support and Realigning Children's Services. He is a past President of the Association of Directors of Social Work (now known as Social Work Scotland).

Renfrewshire Council has 40 elected members across 11 multi-member wards and is governed by a Labour-led administration. Elected members oversee social work services principally through the the Education and Children Policy Board and the Integration Joint Board, although issues may be reported to full Council or other Boards as appropriate. The CSWO provides a significant number of reports to these Boards throughout each year, as well as to full Council and other Boards as required. These include reports on policy developments, service redesign, budget position, improvement activity and performance and legislative changes impacting on social work. Policy Boards have cross-party representation. Renfrewshire Community Planning Partnership, of which Renfrewshire Council is a key partner, also operates a number of thematic boards with specific remits, and Social Work involvement has been particularly strong on the Children and Young People Thematic Board, the Community Care, Health and Wellbeing Thematic Board, and the Safer and Stronger Thematic Board.

### **3. Social Services Delivery Landscape**

#### **Summary**

In common with many areas of Scotland, there are significant demand pressures impacting on Social Work services in Renfrewshire. As noted above, the area has an ageing population, leading to increasing numbers of people assessed as having complex needs. This includes growing numbers of people with dementia and significant numbers of people with long-term conditions.

Almost one-third of residents reported in the last Census that they had at least one such condition. This includes 7.2% of people reporting a physical disability, 6.9% with a hearing impairment, 5.2% with a mental health condition and 2.4% with a visual impairment. These are not mutually exclusive and some people report multiple conditions. National figures indicate that 27% of people aged 75-84 have two or more long-term conditions, and there is evidence that multi-morbidity increases with deprivation.

Renfrewshire has significant numbers of people living in areas classed as deprived. There are 9,000 people in Renfrewshire living in areas among the 5% most deprived parts of Scotland and the Ferguslie area of Paisley is ranked as the most deprived area of the country. Multiple deprivation is prevalent in some communities, with inequalities in health, housing, income, education and employment impacting heavily in some areas.

In relation to health needs in particular, average figures for Renfrewshire can mask the real inequalities which persist. There are marked differences in life expectancy and health in different localities; for example, people in Ferguslie are fourteen times more likely to be admitted to hospital for some conditions than people in Ralston, two areas of Paisley only two and a half miles apart. Some schools within Renfrewshire are each supporting hundreds of children who live in areas which are classed as Scotland's most deprived 20%. In one school, 92% of children fall into that category. Renfrewshire's Tackling Poverty Strategy is a flagship programme encompassing many projects focused on minimising and mitigating the impact of child poverty in particular, and wider issues of deprivation in general. The new service configuration which integrates social care and education functions means there is a clearer joint approach to identifying and tackling need include a cross-service focus on poverty and attainment.

Alcohol and drug misuse are correctly recognised as significant drivers of poor health outcomes, though the extent of misuse in any community can be difficult to quantify as problems can often be hidden. In parts of Renfrewshire, drug and alcohol related hospital admissions are two or three times the average. The impact of these factors is evident in the demand for services, and this is particularly true in relation to looked after children and child protection, where services are frequently involved because of substance misuse within families. The high levels of substance misuse and deprivation are a critical element in explaining the comparatively high rates of child protection cases and numbers of looked after children locally.

Areas of high demand within social work services in Renfrewshire continue to be the provision of care services for older people, managing the impact on child wellbeing of issues such as multiple deprivation and substance misuse, supporting relatively large numbers of looked after children, managing increased workloads in Criminal Justice Social Work (particularly in relation to unpaid work), and growing demand pressures in the Mental Health Officer service.

#### **4. Finance**

Budgets for social work services are split between those allocated to Children's Services and those delegated to the HSCP. The budget for adult services is in the region of £60 million whilst that for children and families and criminal justice services is in the region of £36 million. Many of the support costs are held in centralised budgets.

In common with other local authorities, Renfrewshire Council is operating in a period of unprecedented financial challenge. For a number of years, social work services in Renfrewshire have had a strong focus on early intervention and prevention as both a means of improving outcomes for the people the service supports and as a means of ensuring the service is able to meet the growing demands within the resources available. Social work services in Renfrewshire have benefitted from considerable support from elected members who have recognised the necessary role in protecting and supporting people. Services have engaged in a number of programmes in order to support delivery of the Council's budget strategy whilst continuing to focus on good quality outcomes for those the services work with.

## **5. Service Quality and Performance**

Alongside the changing policy landscape, social work services continue to make good progress in terms of improving services to support improved outcomes for vulnerable people within Renfrewshire. Our key achievements for the past year are summarised here.

- Put in place arrangements to deliver on the new duties under the Children and Young People (Scotland) Act 2014.
- Improving permanency planning for looked after children. Social Work is collaborating with the Centre for Excellence for Looked After Children in Scotland (CELCIS) on a new approach, Permanency and Care Excellence. During 2015/16, 17 children were adopted.
- Continued to work with our partners in Development and Housing to provide supported employment opportunities for young care leavers.
- Updated our child protection training to include internet safety and child sexual exploitation.
- Established Families First teams into Foxbar, Gallowhill and Johnstone.
- Extended the Promoting Positive Thinking Strategies Programme (PATHS) into two more schools.
- Submitted a Transition Plan which outlines how we will develop arrangements to support the management of community justice services through a Community Planning Partnership approach.
- Established a new post to strengthen the links between youth justice and criminal justice services.
- With partners, delivered a new public awareness campaign in relation to child protection.
- Delivered a range of professional training to our own staff and provided training opportunities in relation to public protection to other agencies.
- Developed an action plan to address, with partners, the recommendations from the very positive multi-agency inspection of children's services across Renfrewshire.

## **6. Statutory Functions**

The statutory duties of social work services to provide care and protection to the most vulnerable people in society are laid out in legislative frameworks which include, but are not restricted to, the Social Work (Scotland) Act 1968, the Children (Scotland) Act 1995, the Criminal Procedure (Scotland) Act 1995, the Adults with Incapacity (Scotland) Act 2000, the Mental Health (Care and Treatment) (Scotland) Act 2003, the Children's Hearing Act (Scotland) 2011, the Social Care (Self-directed Support) (Scotland) Act 2013 and the Children and Young People (Scotland) Act 2014. Consequently, many of our service users do not engage with us on a voluntary basis. Access to the

majority of services is based on an assessment of need, and Social Work staff work in partnership with individuals, carers, families and communities to meet these needs within the resources available.

The statutory functions cover the delivery of services in relation to looked after children, public protection (including child and adult protection), mental health legislation, Adults with Incapacity legislation, the supervision of offenders in the community, support for people with substance misuse issues, and reports to the courts, the Parole Board, the Scottish Prison Service and the Scottish Children's Reporter Administration.

Significant preparatory work has been undertaken to ensure compliance with all elements of the Children and Young People (Scotland) Act 2014 in line with legislative deadlines. This puts Renfrewshire in a strong position to respond once legal challenges in relation to parts of the legislation are resolved. Those elements which can already be delivered will continue to be. Criminal Justice Social Work services are also preparing for the transition to a community planning approach to the delivery of community justice services.

### **Looked After Children**

Social work services have a range of statutory duties in relation to vulnerable children, including the duty to act as a corporate parent to children placed under a supervision requirement (Children's (Scotland) Act 1995), to operate a Fostering and Adoption Panel in its role as a fostering and adoption agency (Children's (Scotland) Act 1995), and to provide support to care leavers up until the age of 26 (Children and Young People (Scotland) Act 2014).

The Head of Child Care and Criminal Justice operates as the Agency Decision Maker (ADM) who makes decisions based on the recommendations of the Fostering Panel and the Adoption Panel. These panels, which meet at least monthly, considers the assessment of applications to be foster carers and prospective adoptive parents, permanence plans for children, reviews of current foster carers, and the matching of individual children with prospective long term foster carers or adoptive parents. The Chief Social Work Officer has overall responsibility for all matters relating to fostering and adoption and acts as the final point of appeal for all decisions.

Renfrewshire has historically had a high number of looked after children, a trend which is at least partly attributable to the area's levels of deprivation and substance misuse. The percentage of children who are looked after has tended to be higher than the national average for a number of years but a stronger focus on early intervention, prevention and permanency arrangements is leading to a reduction in numbers. At the end of 2015/16, there were 701 looked after children in Renfrewshire, of whom 295 were looked after and accommodated. This compares to 693 and 298 at the end of 2014/15 and 773 and 329 in 2011/12. Children's Services continues to work with the Centre for Excellence for Looked After Children In Scotland to progress tests of change which improve practice in relation to permanency planning for looked after children. This is contributing to the steady fall in the numbers of looked after children and the growing number of adoptive and long-term fostering arrangements put in place to give children stability.

In Renfrewshire, adoptive placements were for secured for 17 children in 2015/16, with a further 14 children in pre-adoptive placements at 31 March 2016. Wherever possible, children requiring foster



care are placed with local authority carers, and very few new placements are with external carers. This is possible in part due to success in recruiting and retaining local authority foster carers.

## **Secure Orders**

Secure Orders can be made by a Children's Panel, on the authorisation of the CSWO or by a Sheriff as an alternative to remanding a young person to a young offender's institution. Secure orders are used infrequently and only in circumstances where the young person is at significant risk or poses significant risk to others. During 2015/16, nine young people from Renfrewshire spent time in a secure placement. In Renfrewshire, intensive intervention and community-based support packages are considered to be a better approach to dealing with complex cases. Children's Services plans to develop a close support unit which would allow much more intensive work with a small group of children and young people with the intention of diverting them from secure placements.

## **Referrals to Scottish Children's Reporter Administration**

During 2015/16, 702 children and young people in Renfrewshire were referred to the Children's Reporter. Of these, 99 were on offending grounds. Although there was a slight increase in overall referrals from the previous year, there was a considerable decrease in the numbers related to offending, which is down 31% from 143 in 2014/15

## **Child Protection**

Renfrewshire Child Protection Committee is responsible for implementing and overseeing the strategic approach to the protection of vulnerable children across Renfrewshire and ensuring partners work together to achieve their common goals in this area. All key partners are represented on the committee. The Committee has a lead officer to co-ordinate its work and Children's Services has a Child Protection Officer who supports Social Work best practice in this area. During 2014/15, a multi-agency inspection of Integrated Children's Services in Renfrewshire was undertaken and the final report from this was received during 2015/16. There are six recommendations for partners arising from this report and the improvement plan continues to be progressed through Renfrewshire Children's Services Partnership.

During 2015/16, 18 children were the subject of a Child Protection Order under Section 57 of the Children (Scotland) Act 1995. This compares with 26 in the previous year. 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 2016, there were 79 children on the Child Protection Register, compared with 83 at the end of 2014/15; as a snapshot, the number is subject to considerable variation throughout the year.

## **Getting It Right For Every Child (GIRFEC)**

The CSWO, in his role as Director of Children's Services, chairs the strategic multi-agency implementation group for GIRFEC in Renfrewshire. As reported to the Education and Children Policy Board on 18 August 2016, a recent decision by the Supreme Court has led the Scottish Government to defer implementation of some aspects of the Children and Young People (Scotland) Act 2014. Arrangements will be put in place locally to ensure that partners are ready to implement

policy once a further view from the Supreme Court is established and guidance is made available by the Scottish Government.

## **Adult Protection**

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. The Committee was established in April 2008 and consists of an elected member, officers from Renfrewshire Council and partner organisations and is led by an independent chairperson. The work of the Committee is supported by a lead officer who co-ordinates its work. The Health and Social Care Partnership (HSCP) has an Adult Protection Officer who supports best practice amongst practitioners in relation to processes and data quality. The HSCP undertakes day to day management of adult protection and the CSWO continues to have oversight as the professional social work lead.

During 2015/16, there were 1569 adult welfare concerns raised, and 953 adult protection contacts. Of the adult protection concerns raised, 90 were identified as an Adult Support and Protection issue requiring an investigation. During the year, 78 investigations were completed and 34 warranted a case conference. There were 27 initial case conferences and 64 review conferences during the year. The initial case conferences resulted in 17 new Adult Support and Protection Plans being put in place.

## **Mental Health and Adults with Incapacity**

Local authorities have a number of duties under the Mental Health (Care & Treatment) (Scotland) Act 2003 to provide care and support to people with mental health disorders. These include duties to enquire into the circumstances of a person with a mental disorder who appears to be at risk, responsibility to provide services to promote wellbeing, and the duty to appoint a sufficient number of mental health officers (MHOs). An MHO is a registered Social Worker who has relevant experience, has undergone training and continues to meet the accreditation requirements detailed in the legislation and accompanying directions. MHOs have a wide range of duties under the legislation in terms of preparation of reports, applications to the mental health tribunal service and monitoring and supervision of people subject to mental health legislation. Renfrewshire Council has an MHO team comprising 8 full-time MHOs, and 16 frontline social workers (including 9 team managers) who are qualified MHOs and carry a small number of these cases and cover MHO duty in addition to their team case load.

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 administering of particular treatments, and community-based orders which specify where a person lives. These are known as Compulsory Treatment Orders (CTOs); in 2015/16, the MHO team assessed 45 people as part of a CTO application. They also dealt with 95 short-term detentions and 15 emergency detentions. The service also works with 3 people subject a Compulsion Order and Restriction Order (CORO) which is a provision for mentally disordered offenders.

Under the Adults with Incapacity (Scotland) Act 2000, Guardians can be appointed to manage on an ongoing basis the financial and/or welfare affairs of a person unable to look after those affairs him or herself. The Local Authority has a duty under the legislation to make application for such orders



where it is necessary and no one else is doing so; these will seek to appoint the Chief Social Work Office as welfare guardian. This is an area of increasing pressure both locally and nationally.

As of 31 March 2016, the Chief Social Work Officer had responsibility for 104 Welfare Guardianships, including 28 new orders granted during 2015/16. This is an increase from the 19 new orders in 2014/15. Where the CSWO acts as Welfare Guardian, the day to day management of each case is delegated to a nominated officer. These are reviewed regularly by the CSWO with relevant managers.

The local authority also applied for an Intervention Order in 20 cases, up from 8 in 2014/15. These are in addition to the Welfare Guardianships, many of which also include an application for financial guardianship. The MHO Team Manager now has the authority to act as a Financial Intervener and manages these cases directly. The local authority also has a duty to supervise all private welfare guardianships, of which there are currently in excess of 430. The management of this activity is a significant challenge for the Authority given the number of guardianships being made.

## **Criminal Justice**

The Criminal Justice service supervises a range of community-based requirements on offenders, as well as providing reports for courts and the Parole Board. Community-based orders are predominantly Community Payback Orders but the service continues to supervise a small number of offenders completing Community Service Orders, Probation Orders and Supervised Attendance Orders, all of which are reducing as they only apply to offences committed before 2012. As a result of funding changes to Criminal Justice Social Work Throughcare services for those in custody and those released on licence, Drug Treatment and Testing Order services are no longer shared with other local authorities. Renfrewshire continues to provide a Court Social Work service and the Pathways service to East Renfrewshire Council.

During 2015/16, the Criminal Justice Social Work team worked with 733 individuals on Community Payback Orders, including 568 with an unpaid work requirement. This is an area of work which continues to grow and the timescales for completion can be challenging for the service, partly as a result of the challenge in finding sufficient suitable work placements. The service also worked with 20 new individuals given Drug Treatment and Testing Orders, and 29 individuals newly released from custody on licence. At the end of 2015/16, 69 individuals were on licence in the community, including 16 individuals on a life licence.

Criminal Justice services operate a service to co-ordinate the range of statutory and voluntary services available to support female offenders. This includes interventions covering health improvement, literacy and life skills, and provides mentoring support and links to services for women who have been subject to gender-based violence. The service is delivering improved outcomes for women offenders by addressing the range of wellbeing and socio-economic factors which are frequently prevalent.

In partnership with the police, other agencies and other council departments, high-risk offenders are managed through the Multi-Agency Tasking and Co-ordinating Agency (MATAC) and Multi-Agency Risk Assessment Conferences (MARAC) are in place to tackle domestic abuse. Multi-Agency Public Protection Arrangements (MAPPA) are in place for those convicted of sexual offences and violent offences since 31 March 2016. Renfrewshire Social Work leads and manages the Pathways

Partnership Project service for those individuals subject to management and supervision in the community as a result of sexual offending.

## **Addictions**

The day to day management of addictions services falls within the purview of the HSCP. Nonetheless, 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.

The specialist RADAR service, which works with children and young people, remains within the Council as part of Children's Services.

## **Gender-Based Violence**

The local Gender Based Violence Strategy Group is a partnership group and is chaired by the Head of Childcare and Criminal Justice. The CEDAR (Children Experiencing Domestic Abuse Recovery) project has recently been successful in attracting a further 5 year's funding to continue the programme of groupwork for children and their mothers.

## **Planning and Risk Assessment**

Children's Services produce an annual Service Improvement Plan and report progress at mid year and year end to elected members through the Policy Board structure. Services within the HSCP are planned through the HSCP Strategic Plan and reported through the Integration Joint Board.

Wider partnership services for children are also planned through the multi-agency Renfrewshire Children's Services Partnership (RCSP) and this group will produce a new Integrated Children's Services Plan during 2016/17.

The Council also has formal arrangements for the identification and oversight of potential service level risks. Again, the two bodies managing social work services each produce an annual risk management plan and report on this twice-yearly to elected members. Each also contributes to the Council's Corporate Risk Management Plan.

New arrangements for the delivery of criminal justice social work will be implemented in April 2017 with the abolition of community justice authorities. Planning for this change is well established in Renfrewshire with a transition plan having been submitted to the Scottish Government in 2016.

## **Leadership on Social Work Practice**

During 2015/15, the CSWO continued to engage with senior managers and staff in relation to service developments, particularly in relation to professional leadership within the new governance structures. The CSWO continues to be the professional lead for social work staff within the Renfrewshire Health and Social Care Partnership and sits on the Integration Joint Board. He continues to have direct responsibility for Mental Health Officers and Guardianships. In addition, he continues to take a prominent role in a number of national groups.

As part of his role, the CSWO sits on the newly-established Renfrewshire Health and Social Care Partnership Care Governance Group, a twice-yearly meetings of senior social care managers as part of his professional leadership and governance role. The CSWO Governance group within HSCP arrangements considers issues including training, standards and staffing resources as well as other areas of importance to the social services workforce.

## **7. Improvement Approaches**

Social work services for children and families in Renfrewshire were part of a multi-agency inspection which took place in early 2015. The positive inspection report made six recommendations and an improvement plan is in place to monitor and report on progress. The CSWO also continues to meet regularly with the Care Inspectorate's link inspector to discuss improvement activity within the service.

Services for children and families have a track record of adopting new approaches and Renfrewshire delivers a range of evidence-based early intervention programmes. Children's Services also leads on the Families First programme, which provides practical support to families across Renfrewshire, including supporting them to access services and income to which they are entitled. An independent evaluation of the first phase of the programme found it had a very positive impact on families involved.

As noted above, Renfrewshire continues to work with CELCIS to support improvements in practice in relation to permanency planning for looked after children.

In October 2016, a second epidemiological study of children in Renfrewshire will be undertaken with the support of the Dartington Social Research Unit.

## **8. User and Carer Empowerment**

Strengthening service user and carer engagement and empowerment is embedded in social work services for children. In addition to the links with Who Cares Scotland and financial support for advocacy services, Renfrewshire also has a Champions Board for Looked After Children which provides regular opportunities for all looked after children in Renfrewshire to meet with elected members and senior Council officers to express their views. There are strong links with statutory and third sector partners who come together with the Council as the Renfrewshire Children's Services Partnership. The service also links with the Renfrewshire Carers Centre to help support young carers. Service user engagement will be a central feature of the strategic commissioning approach Renfrewshire Council is adopting across council services.

Changes to the governance and structures within adult social work services have provided an opportunity to reflect on the ways in which service users and carers in that area are able to participate in service planning, design and delivery, and this is an area which will be developed during 2015/16.

## **9. Workforce Planning and Development**

The development of professional social work and social care staff has continued to be a priority within Renfrewshire. Our staff are involved in front line assessment, support and care for a wide

range of service users and carers and require to have the competence, skills and knowledge to carry this out effectively. Children's Services within Renfrewshire Council hosts the Social Work Training Team who work across Children's Services and the Health and Social Care Partnership to offer professional learning and development opportunities not only to council staff but to staff from partner organisations.

Our approach to learning and development in child protection has been refreshed and updated to reflect the complex nature of the work. The programme now includes training on internet safety and on recognising and dealing with child sexual exploitation. Training on adult and child protection is also offered to partner agencies free of charge.

There has been a focus on preparing for the implementation of the Children and Young People (Scotland) Act 2014, including the role of the Named Person, information sharing and the Child's Plan.

Our Philosophy of Care approach in the residential child care service has been supported by an extensive education programme developing staffs skills and competence in a range of areas including abusive behaviours, neglect and protection issue. This approach has been supported by our qualification agenda; all of our staff meet the national qualification standards.

Self-directed support is becoming embedded in assessment and care management practice, and experience from the early stages of implementation continues to shape and refine the processes which sit behind the model. Training to support staff with the SDS approach continues to be offered regularly.

Social work services for children have been redesigned in order to strengthen the frontline teams and in recognition of the changing pattern of demand (for example, the rise in the number of kinship carers providing homes for children not subject to statutory measures).

**Appendix 2: The CSWO's role in local governance arrangements**

The Chief Social Work Officer has a key role in the following groups within Renfrewshire Council:

