
To: Renfrewshire Integration Joint Board

On: 24 November 2017

Report by: Chief Social Work Officer

Heading: Annual Report of the Chief Social Work Officer 2016/17

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 2016/17.
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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 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 post holder 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 revised guidance notes the role of the CSWO in providing professional advice and guidance to the Integration Joint Board (IJB) on social work matters which have been delegated to that IJB, and reflects the changed environment in which social work services are now delivered.
- 3.6 The CSWO has a range of other responsibilities relating to the promotion of values and 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.

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 sit alongside statutory education services in a Children's Services Directorate.

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'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) Provides 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
- 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 the Council in Autumn 2018 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 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.

- 6.4 Adult social work and social care services will be part of a joint inspection of Renfrewshire Health and Social Care Partnership in the second half of 2017/18. This will be carried out by the Care Inspectorate and Healthcare Improvement Scotland.
- 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. 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 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 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.

Key Priorities in 2017/18

- 6.7 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
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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 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

Author: Lisa Finland, Service Planning & Policy Development Manager
(Children's Services)



Renfrewshire Council

Annual Report of the Chief Social Work Officer

2017/18

1. Summary of Performance

Social work services continue to face the dual challenges of growing demand for services and continued financial pressures. These challenges are being met in the context of the significant structural change which has taken place since 2015.

Needs-driven early intervention and preventative work is a priority for Renfrewshire Council. During 2016/17, Children's Services undertook their second large scale study of children and young people, garnering survey responses from more than 10,000 young people aged 9-16. This will inform service development and evaluation not only within Children and Families social work but across the wider Renfrewshire Children's Services Partnership. The embedding of improved permanency planning within Children and Families social work is already contributing to a steady reduction in the overall number of looked after children in Renfrewshire, the rate of which is consistently above the national average.

Service improvements and innovation are key to meeting the demographic challenges faced by the local authority. In Care at Home, a new Out of Hours service has been implemented and tendering is underway for an electronic scheduling system which will enhance the efficiency of the service.

Adult protection and the management of welfare guardianships continue to be a growing area of work for the local authority. Renfrewshire also continues to have areas of significant deprivation and relative poverty, and above average levels of alcohol and drug misuse and this impacts on child protection work and contributes to higher than average rates of looked after children. Despite the challenges, external scrutiny indicates that services in Renfrewshire remain of high quality.

During 2017/18, adult services will be subject to the new model of joint inspection by the Care Inspectorate and Healthcare Improvement Scotland. Criminal justice services are in the first year of new partnership arrangements based on community planning arrangements, following the disbandment of community justice authorities.

This report provides details of the achievements within Renfrewshire's social work services during 2016/17 as well as the challenges. Case studies are used throughout to highlight some of the year's key developments.

2. Partnership Working

The role of 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 also includes all local authority education services.

As a Director, the CSWO sits on the Council's Corporate Management Team. He reports to elected members principally through the Education and Children 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. 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.

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 boards of Technology-Enabled Care, Macmillan Cancer Support, and Realigning Children's Services, and on the Widening Access Delivery Group.

Service users are also key partners in planning and delivery, and are supported to make their views known in a number of ways. The self-directed support ethos continues to be embedded in care planning, supporting the delivery of more personalised care packages to individuals. Renfrewshire's children and young people can share their views and experiences through the Youth Commission, through the Children's Champions Board, through the use of Viewpoint in the 5 children's houses, and through advocacy services provided by Who Cares Scotland and Barnardo's Hear4U. Adult service users and carers are represented on the HSCP's Strategic Planning Group. The case study on page 5 provides more detail on the Children's Champions Board.

Figure 1 below shows some of the key decision-making groups on which the CSWO sits as the representative of social work professionals.



3. 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, 3 centres providing day opportunities for adults with learning disabilities and a Care at Home service.

The standard of these registered services is high, with 80% graded as Very Good or Excellent for Quality of Care and Support, 76% Very Good or Excellent for Quality of Management and Leadership, and 80% Very Good or Excellent for Quality of Staffing. Most services are not routinely assessed on Quality of Environment but of those which were, 71% were Very Good or Excellent.

Case Study: Service User Engagement - The Children's Champions Board

Renfrewshire has one of Scotland's 8 Children's Champions Board and in 2016 was awarded almost a quarter of a million pounds over several years from the Life Changes Trust to develop further.

The purpose of the Board is to enhance the voice of care experienced young people, to allow more meaningful dialogue between these young people and their corporate parents, and as a consequence, give care experienced young people an opportunity to influence policy and practice.

The young people involved have worked with Children's Panel members to provide other care experienced young people and professionals with information about the rights of young people in relation to hearings. Following this, they also worked with the Scottish Children's Reporter Administration (SCRA) to redesign one of their hearing rooms and make it less formal. Young people have had social media training to support engagement with a wider group and have been involved in mentoring.

"Coming to the Champions Board has made me more confident with myself and not afraid to stand up for what I believe." (Care experienced young person, Renfrewshire Champions Board)

"I come along to the Champions Board because we get to put our views across about different issues and that we have our own voices instead of adults speaking for us. Also, we get to play lots of different games and we build trust with one another, it feels like a second family." (Care experienced young person, Renfrewshire Champions Board)

"I come to the Champions Board because I want to make a difference in the care system for other young people coming in. I also like to share my opinions." (Care experienced young person, Renfrewshire Champions Board)

The Champion's Board gives care experienced children and young people access to policy makers and influencers within children's services and provides an opportunity for them to discuss the particular challenges they face and how these can be overcome. This is of considerable benefit not just to the young people involved but to the agencies that support them.

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 homes for older people, some specialist day provision run by Alzheimer's Scotland, the Erskine Home and Erskine hospital which offers a range of supports and services, and two secure units (Cora Good Shepherd and Kibble).

There are a number of independent and relatively large care at home providers on the local authority framework and a growing number of smaller providers who are meeting some of the needs identified through the self-directed support process which may not fit with traditional care at home services.

Figure 2: A typical week in service delivery

Local Authority Provision	Independent and Third Sector Provision
Between 80 and 100 children on the Child Protection Register in any given week	17 children and young people living in independent residential schools or homes
131 children and young people living with local authority foster carers	85 children and young people living with externally provided foster carers
102 children and young people placed with kinship carers	1 young person placed in a secure unit
171 care leavers receiving aftercare services	An average of 31 nights of residential respite care provided for children with disabilities and their families. Loom Walk provided a total of 1590 overnight stays for 82 children in 2016/17.
645 adults with learning disabilities making use of day opportunities at 1 of 2 local authority hubs integrated into leisure centres	65 adults with a learning disability attending further education
248 adults with severe and profound learning disabilities attending a local authority day centre at least once a week	17 adults with a learning disability in employment
144 older people living in local authority residential homes	295 adults with a learning disability leaving in supported accommodation
912 older people receiving Care at Home services from the in-house	28 adults with a mental health issue and 22 adults with a physical disability

teams
110 adults with a physical disability attending the Disability Resource Centre
538 older people attending a local authority day centre at least once a week
68 older people living in extra care housing
22 Criminal Justice Social Work reports prepared for court
9 new Community Payback Orders made by the court to be supervised by the Criminal Justice Social Work service

or sensory impairment living in supported accommodation
755 older people receiving Care at Home services from independent providers
651 older people living in independent nursing homes and 57 older people living in independent residential homes

Social work services in Renfrewshire aim to be responsive to changing needs and demands and to address gaps in provisions or make improvements to existing services. The Children and Young People Wellbeing Survey undertaken in 2016 is one of the ways in which services identify needs and gaps. The case study on page 8 provides more detail on the survey.

As part of an ongoing commitment to early intervention and preventative work, Renfrewshire Council is currently developing an intensive service to support a small group of young people whose needs cannot be met within mainstream residential provision.

One of the Council's partners in the local Children's Services Partnership, Barnardo's, is developing a 'gap housing' project within Paisley which will provide sustainable accommodation for two young people as part of a support package which will help previously accommodated young people move towards independent living.

The Care at Home service is currently tendering for a new electronic scheduling system which will significantly reduce paperwork and improve the efficiency of rota planning, as well as allow for greater real-time monitoring of staff and service users, thus improving safety.

4. Resources

Renfrewshire Council's expenditure on social work in 2016/17 was just over £94 million. Services for older people make up the largest share at 42% and services for

children and families account for a further 32%. Criminal Justice Social Work services are directly funded by Scottish Government grant.

Case Study: Identifying Need through the Children and Young People Wellbeing Study

In 2011, in partnership with the Dartington Social Research Unit, Renfrewshire Children's Services Partnership undertook a large-scale survey of local children and young people, with all those aged 9-17 invited to take part. Over 12,500 responses were received.

The survey identified several areas which partners wanted to focus interventions on: behaviour, emotional wellbeing, social relationships, educational skills and attainment, and physical health. This led to the implementation of a number of evidence-based programmes, including:

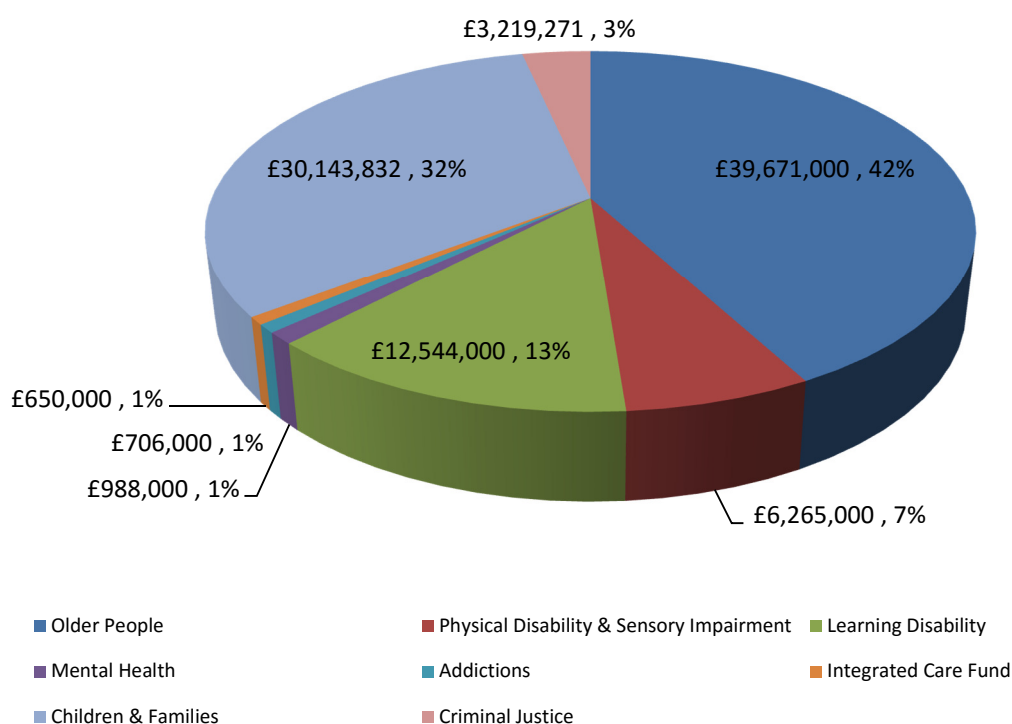
- Triple P (Positive Parenting Programme)
- Family Nurse Partnership
- Incredible Years
- Functional Family Therapy
- Promoting Alternative Thinking Strategies

In 2016, Renfrewshire became the first local authority area to repeat the study, this time targeting 9-16 year olds. The survey was delivered through schools over several weeks in November and December 2016. There were 10,099 responses received; 4375 from primary schools and 5724 from secondary schools.

The 2016 survey was informed by the learning from Renfrewshire's earlier work and from those other local authorities who worked with Dartington. There were some changes to the question set for 2016, including a reflection of the social media environment which was in its infancy during the 2010 study.

The data is now being analysed and key themes identified. These will inform service and partnership plans for 2017/18 and beyond.

Figure 3: Expenditure on social work services, 2016/17



In adult social care, there are significant demand and financial pressures in Care at Home, in Adult Placements and in the Care and Repair service. Renfrewshire's continuing strong performance in relation to minimising delays from hospital has driven demand for community-based services, particularly Care at Home.

There are significant pressures in criminal justice social work arising from increasing demand and the issues associated with the new funding formula, which reduces the available resource.

The adoption of a Living Wage by Renfrewshire Council in 2012 had implications for all council services, partly due to the need to increase the wages of the lowest-paid staff but also the need then to maintain distinctions between the salaries paid to those undertaking more complex duties, for example. Providers have also sought financial support from the local authority to allow them to implement the Living Wage in line with the council policy which expects all contracted providers to be paying their staff that as a minimum.

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. 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.

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; a shift in the balance of care of older people towards community settings which means people go into residential or nursing care much later in life than they might have done in the past; evidence based programmes delivered by the council and partners in order to promote improved parenting; a service for female offenders which provides support with the issues which may have contributed to offending.

5. Service Quality and Performance including delivery of statutory functions

During 2016/17, social work services in Renfrewshire continued to deliver high quality and often innovative services to our communities and families. Some of these are outlined below and two approaches are considered in more detail on pages 13 and 14.

Understanding our communities	
We completed our second Children and Young People Wellbeing survey in partnership with the Dartington Social Research Unit. Renfrewshire is the first local authority in Scotland to undertake a second survey. Over 10,000 children and young people responded and the data will be used not only to measure the impact of existing services and supports but to help inform future plans and identify priorities.	We continue to support the participation of children and young people in decision making. We do this through our Children Champion's Board, through the Barnardo's Hear4U advocacy service and through the local work of Who Cares Scotland.
Targeting specific needs	
We have completed a redesign of children's social work services to enable a strong focus on pre- and post-birth	We have created a specialist team to meet the particular needs and challenges facing our small population of

services, on kinship care and on our throughcare service.	unaccompanied asylum seeking children.
Children's Services is developing an intensive support service for young people with high levels of need which would benefit from more individual support.	
Reducing reoffending and focusing on rehabilitation	
Delivered, as a proof of concept, a pilot of the Penal Policy Improvement Programme, which has contributed to a reduction in the number of women on remand.	We have led on the development of a Community Justice plan for Renfrewshire, which has a strong focus on helping people with convictions address the issues which led to their offending.
Working more efficiently	
The Self-Directed Support team have streamlined the budget approval process so that frontline staff can arrange support plans more quickly. The time to approve a budget for a service user has fallen from 16 days in 2014 to 4 days in 2016.	The Care at Home Service is in the process of procuring an electronic scheduling and monitoring system which will make the process of scheduling visits by staff much simpler and much more efficient.
New approaches to care	
Our 5 children's houses have adopted the 'Philosophy of Care' model of care, a trauma-informed approach. Young people report a positive shift in their experience of living in the houses, with a greater emphasis on discussing and resolving problems, and more respectful engagement with staff.	With wider partners, the local authority has invested in training in the 'Safe and Together' approach to working with perpetrators and victims of gender-based violence. One area of focus for the model is working with the perpetrator in order to reduce the risk to children.

Current Service Delivery: Statutory Services

The focus on early intervention and strengthened permanency planning is contributing to a steady reduction in the overall number of looked after children in Renfrewshire. At 31 March 2017, there were 673 LAC in Renfrewshire of whom 269 were looked after and accommodated; this represents a fall of 4% and 10% respectively on the previous year. Of the accommodated placements, 80% are with foster carers and a further 4% 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 – 18 adoptions were secured in 2016/17.

Eight young people from Renfrewshire spent some time in a secure placement during 2016/17. Secure orders continue to be used infrequently and intensive

intervention and community based support packages are considered a better approach with complex cases. The Whole Systems Approach is supporting a reduction in secure placements. Renfrewshire Council is currently developing a new service to facilitate much more intensive work with the intention of further reducing such placements.

During 2016/17, 24 children were the subject of a Child Protection Order under Section 57 of the Children (Scotland) Act 1995. This compares to 18 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 2017, there were 111 children on the Child Protection Register, compared with 79 at the end of 2015/16 and 83 at the end of 2014/15; as a snapshot, the number is subject to considerable variation throughout the year.

Adult protection continues to see a high volume of contacts. During 2016/17, 1569 adult welfare concerns and 953 adult protection contacts were received by Renfrewshire Council. In the same period, 90 adult protection investigations were initiated and a total of 125 initial or review case conferences took place. These resulted in 17 individuals being subject of an Adult Support and Protection Plan. Renfrewshire HSCP now has a dedicated Adult Support and Protection Team to deal with the increased workload in this area.

The management of welfare guardianships is another area of increasing volumes. As of 31 March 2017, the Chief Social Work Officer had responsibility for 110 Welfare Guardianships, including 25 new orders granted during 2016/17. 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 25 cases during 2016/17, up from 9 in 2015/16. These are in addition to the Welfare Guardianships, many of which also include an application for financial guardianship where an independent solicitor is appointed to act as Financial Guardian. 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 450. The management of this activity is a significant challenge for the Authority given the number of private welfare guardianship orders being made.

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 2016/17, the MHO team applied for 44 new CTOs.

They also dealt with 16 emergency detentions (72 hour detentions for assessment) and 117 short-term detentions (up to 28 days). The service also manages restricted patients.

Case Study: Spinner's Gate – From the Ground to the Plate

The Spinner's Gate Resource Centre in Paisley is the base for several support services for adults with learning disabilities and/or autistic spectrum disorders. Part of the garden area has recently been transformed into an outdoor growing space so that people who attend services at the centre will have the opportunity to grow their own food and learn more about healthy eating, all whilst being more physically active.

Grant funding has enabled the construction of a greenhouse and the employment of a horticulturist for six months to help kick-start the initiative.

The aim of the project is ultimately to improve the self-esteem and self-confidence of participants. Along the way, people taking part in the project will develop skills in growing and cooking, and in teamwork, and learn more about how what we eat can contribute to a healthier lifestyle.

In addition to developing growing skills, the project will also support the development of cookery skills and team working.

The volume of work delivered by the Criminal Justice Social Work service continues to grow, with increasing numbers of Community Payback Orders made each year. During 2016/17 the Criminal Justice Social Work team worked with 475 individuals on 524 Community Payback Orders, including 227 with an unpaid work requirement. The timescales for completion can be challenging for the service, partly as a result of the challenge in finding sufficient suitable work placements but also due to the difficulties in ensuring client compliance. The service also worked with 22 new individuals given Drug Treatment and Testing Orders, while 34 Fiscal Work Orders commenced. These new orders create additional demand for unpaid work placements. At the end of 2016/17, 82 individuals were on licence in the community, including 15 individuals on a life licence, while there were 44 individuals newly released from custody on licence.

Case Study: Up2U

Up2U is an innovative cognitive behavioural programme designed for people who engage in domestically abusive behaviours. It engages perpetrators through individualised work whilst also supporting victims and promoting positive parenting. The programme was developed in an English local authority and Renfrewshire's Criminal Justice Team recognised the benefits of the programme and worked with the programme's developer to redesign it for a Scottish criminal justice context.

All our Criminal Justice staff have undergone training to deliver the programme on a one-to-one basis and our female staff have also achieved the award in Domestic Abuse Advocacy to enhance their support to high-risk victims of domestic abuse.

Staff are at various stages of work with services users and delivery is very promising which is reflected in the fact there has been an extremely low attrition rate, which research shows has been hugely problematic in the delivery of previous domestic abuse programmes.

Between July 2016 and February 2017, the team received and screened 68 court report requests where domestic abuse was a feature. Following on from the screening, 26 individuals have community payback orders which include Up2U. The first completions are now taking place and this has provided an opportunity to analyse risk reduction and key outcomes. The feedback from men completing the programme demonstrates its impact:

"It makes you think more about yourself and how you behave. It highlights your failings, I don't mean that in a negative sense, as I now know that I have jealousy and insecurity difficulties and I can now work towards addressing them. I benefitted from the discussion but also feel that the visual learning (flip charts etc) helped me understand and process things better. It is different when you see things written down and are able to make the connections."

"In future relationships, I am going to slow down and build trust. I also saw in the media recently about men controlling their partner's phones, social media. That was who I was; I don't want to be that man anymore."

The Renfrewshire approach was recognised nationally when the team won the SSSC award for Making Research Real in June 2017.

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. At the end of 2016/17, Renfrewshire Drugs Service had 711 open cases whilst the alcohol service had 280 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 140 open cases at the end of 2016/17.

6. Workforce Planning and Development

In common with other local authorities, the recruitment and retention of a social work and social care workforce remains challenging. In adult services, almost half of the HSCP workforce is aged over 50 and there is competition from staff from other sectors of the economy where the work is seen as less physically and emotionally demanding. An intensive recruitment drive during 2016/17 in the Care at Home service has resulted in 68 new staff joining the service, which should alleviate some of the pressures.

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. Staff also have access to more generic training offered by the Council, including opportunities for management training. The team also delivers multi-agency training in child and adult protection.

A new supervision policy for social workers and senior social workers has been rolled out. Based on professional competencies, it reflects the 'fitness to practice' ethos.

The Training Service continues to provide support to ensure that Care at Home staff are able to meet the registration requirements which will apply to them from October 2017. A new supervision policy for social workers and senior social workers has been implemented during 2016/17.