

To: Council

On: 24 September 2015

Report by: Director of Children's Services

Heading: Annual Report of the Chief Social Work Officer 2014/15

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 Officer 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, and also seeks to provide an overview of progress for elected members 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. More details are given in Appendix 1.
- 1.4. This is a retrospective report covering services previously delivered by the Social Work Directorate and which have now transferred either to the Children's Services Directorate (Criminal Justice Social Work and Children & Families Social Work) or to the Renfrewshire Health and Social Care Partnership (HSCP) (Adult Social Work, Domestic Violence Services and Addictions Services).

2. Recommendations

2.1 It is recommended that elected members:

- Note the key activities outlined in this report;
- Note that the report will be submitted to the Office of the Chief Social Work Officer at the Scottish Government; and
- Agree that the next update to Council will be presented in Autumn 2016

3. The Chief Social Work Officer

- 3.1 The principal role and purpose of the Social Work service is contained within the Social Work (Scotland) Act 1968, which gave local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across Renfrewshire, often meaning that many of our service users do not engage with us on a voluntary basis.
- 3.2 The role of the Chief Social Work Officer (CSWO) is critical in terms of achieving this purpose. The practice guidance published by the Scottish Government in 2009 suggests that 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.
- 3.3 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 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.
- 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. This means that many of our service users do not engage with us 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 During 2014/15, there were a number of significant changes to the structure and governance of social work services in Renfrewshire. As a result of adult social care services integrating with health services, the Council created a new Directorate of Children's Services which incorporates Education, Children & Families Social Work and Criminal Justice Social Work. The former Director of Social Work, Peter MacLeod, was appointed to the role of Director of Children's Services. Adult social care services are now led by the Chief Officer Designate of Renfrewshire Health and Social Care Partnership (HSCP), David Leese. He reports jointly to Renfrewshire Council and NHS Greater Glasgow and Clyde.
- 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) Chairing various joint development fora such as the local Alcohol and Drug Partnership.
- (viii) Leads for Social Work on the Chief Officers' Group
- (ix) 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
- (x) 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 2014/15

- 5.1 The report attached as Appendix 1 summarises the key activities of the Director of Social Work, as the 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 of Social Work, but seeks to provide a broad overview of this 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 2016.

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. A programme of transition has

been undertaken throughout 2014/15 alongside 'business as usual' frontline service delivery.

- 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. Key elements of the annual report are summarised in Sections 6.3 to 6.15 below.

Activity relating to Statutory Duties in Children and Families Services

- 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. Renfrewshire has historically had a high number of looked after children and children on the child protection register, and much of this is attributable to high local levels of deprivation and substance misuse. 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).

Activity relating to Statutory Duties in Adult Services

- 6.7 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 a steady increase in Adult Protection referrals and work related to the Adults with Incapacity (Scotland) Act 2000. These are two areas of significant pressure in Adult Services.
- 6.8 Self-directed support is now being embedded in 'business as usual' in relation to assessment and care management, with performance and budget management built in to regular operational and strategic meetings. Many service users continue to opt for services chosen and arranged by the local authority but there is growing use of direct payments and of 'Option 2' whereby service users choose their own package of care and ask the local authority to arrange it on their behalf. As the SDS approach becomes more widespread, there is likely to be some impact on existing local authority services as people opt for alternative providers.

Activity relating to Statutory Duties in Criminal Justice Services

- 6.9 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.

Key Achievements in 2014/15

- 6.10 In Children's Services, there are significant pressures in relation to looked after children and child protection. Against this backdrop, the service has had considerable success in identifying permanent alternative family placements for children, and 24 children were adopted during 2014/15. Almost all children newly in need of foster care are now placed with local authority foster carers. Services were part of a multi-agency inspection of integrated children's services during 2014/15, and findings from this are expected by the end of 2015.
- 6.11 In Adult Services, Renfrewshire continues to be one of the most successful partnerships nationally in terms of reducing hospital bed days lost due to delayed discharge. The service faces significant demand pressures arising from an ageing population, from increased prevalence of co-morbid conditions in older age and from increased workloads related to the Adults with Incapacity Act and a significant rise in Adult Protection referrals. Although the service has added resource to the Mental Health Officer team, the volume of cases continues to rise, as it does across Scotland. The self-directed support model is becoming embedded as 'business as usual' and performance and budgets are being closely monitored in terms of delivering outcomes and ensuring continued sound budgetary management.
- 6.12 In Criminal Justice Services, the Throughcare (offenders in custody) and Drug Treatment and Testing Order services have been brought in-house following several years of operating shared services with neighbouring authorities. The Women Offenders Service is fully operational and is delivering positive outcomes in a number of areas. Multi-Agency Public Protection Arrangements (MAPPA) are in place for those convicted of sexual offences and violent offences. The service also contributes to Multi-Agency Risk Assessment Conferences (MARAC) in place to tackle domestic abuse. The supervision of Community Payback Orders, which are increasing in volume, continues to be a source of resource pressure for the service.

Structural Change

- 6.13 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 will pass to the Integration Joint Board (IJB) by 1 April 2016. Strategic responsibility for domestic violence will also transfer to the new partnership. The CSWO will sit on the IJB as a non-voting member and will also sit on the HSCP Executive Governance Group.
- 6.14 The Advice Works service has transferred to the Council's Directorate of Finance and Resources.

- 6.15 Under the new structural arrangements, the Chief Social Work Officer now serves as the Director of Children's Services and has overall strategic and operational responsibility for Children & Families Social Work, Criminal Justice Social Work and Education. He will continue to be the professional lead for social work services within the HSCP. As part of this role, he will sit on the Integration Joint Board and on the Renfrewshire HSCP Executive Governance Group. He will also chair twice-yearly meetings of senior social work managers from both Children's Services and the HSCP. More details of the CSWO's governance role are included in Appendix 2 to this report.

Key Challenges in 2015/16

- 6.16 Based on our assessment of internal and external factors the CSWO has identified key priorities for the year ahead:
- Embedding the new governance and structural arrangements for Children's Services and integrated health and social care services and maintaining strong links between them
 - 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
 - Supporting vulnerable people affected by the current programme of welfare reform
 - 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
 - Strategic commissioning
 - Wider partnership working
 - Tackling inequality in Renfrewshire
- 6.17 These key priorities will be linked to the priorities set out in the Council Plan and the Community Plan.

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** –
 - (a) 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 are closely monitored and are included within the Social Work Risk Register.
11. **Privacy Impact** – None

List of Background Papers

None

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Appendix 1: Annual Report of the Chief Social Work Officer, 2014/15

1. Local Authority Overview

Renfrewshire's population of 174,230 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. It is often noted that the variation between male life expectancy in the most deprived and least deprived areas of Renfrewshire is 16.4 years.

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.

Renfrewshire Council is undergoing a period of structural change which began during 2014/15. In line with legislative requirements, adult social care services have transferred to the Renfrewshire Health and Social Care Partnership. Social care services for children & families and for offenders form part of the new Directorate of Children's Services along with Education services. Embedding of new structures will continue through 2015/16.

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 practice guidance published by the Scottish Government in 2009 suggests that 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.

In Renfrewshire, the role of CSWO is held by the Director of Children's Services, Peter MacLeod. Previously, as Director of Social Work, he had responsibility for all service areas until March 2015, when operational and strategic management of Adult Social Care transferred to the Renfrewshire Health and Social Care Partnership. As Chief Social Work Officer, the Director of Children's Services continues to have a professional leadership role in terms of Adult Social Care.

As a Director, the CSWO sits on the Council's Corporate Management Team. He reports regularly to the Education and Children Policy Board and the Children and Young People Thematic Board and will continue to have input into reports to the Social Work, Health and Wellbeing Policy Board for matters that relate to adult services and addictions until services are formally delegated to the Integration Joint Board. An Integration Joint Board (IJB) has now been formally established

following the Scottish Government's approval of Renfrewshire's Integration Scheme and the CSWO is a non-voting member of the IJB providing professional leadership for social work staff.

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. An independent chair oversees both the adult and child protection committees in Renfrewshire.

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 a past President of Social Work Scotland (formerly known as the Association of Directors of Social Work).

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 Social Work, Health and Wellbeing Policy Board and the Education and Children Policy 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.

Throughout 2014/15, Social Work continued to be a key partner in local Joint Planning & Performance Implementation Groups, which are a formalised stakeholder engagement mechanism structured on a client group basis.

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. Long-term conditions are prevalent, with almost one-third of residents reporting 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. Inequalities in health and income are key features of deprivation. Some 25,000 people in Renfrewshire are classed as income-deprived. Renfrewshire Community Planning Partnership set up a Tackling Poverty

Commission in 2014 to develop policies and actions to mitigate and minimise the impact of child poverty. The Commission is particularly focused on child poverty though it will also look at wider issues of deprivation. It has set five priorities for Community Planning Partners, focused on attainment, access to employment and improving health and wellbeing for low income families.

Average figures show that Renfrewshire has generally poorer health than the Scottish average. Rates of hospitalisation resulting from COPD, coronary heart disease and cerebrovascular disease are above the Scottish average, as are hospital psychiatric admissions. Cancer rates are slightly lower than the Scottish average although early deaths (before age 75) from cancer are above the average. The prevalence of diabetes is around the national average, and the prescribing rate for anxiety and/or depression (generally used as a proxy for mental health) is a little higher than the average.

However, average figures for Renfrewshire can mask the real inequalities which persist. As with life expectancy, there is a marked difference between 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.

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.

Provision of Services

Social Work services in Renfrewshire have around 5,500 service users engaged with different parts of the service. Two-thirds are aged over 65, with the remainder split evenly between children and adults. Services are delivered on the basis of assessed need. The table below gives an indication of levels of service delivery.

Services delivered (as at 31 March 2015):

- 1785 older adults receiving home care services
- 616 people receiving community meals services (almost 5400 meals per week)
- 105 people receiving direct payments
- 1074 people supported in care homes (985 older adults and 89 adults)
- 552 older adults receiving day care services
- 3100 people had a community alarm
- 693 looked after children, including 298 accommodated children
- 83 children on the Child Protection Register
- 1272 people involved with drugs services across Renfrewshire
- 1017 people involved with alcohol services across Renfrewshire

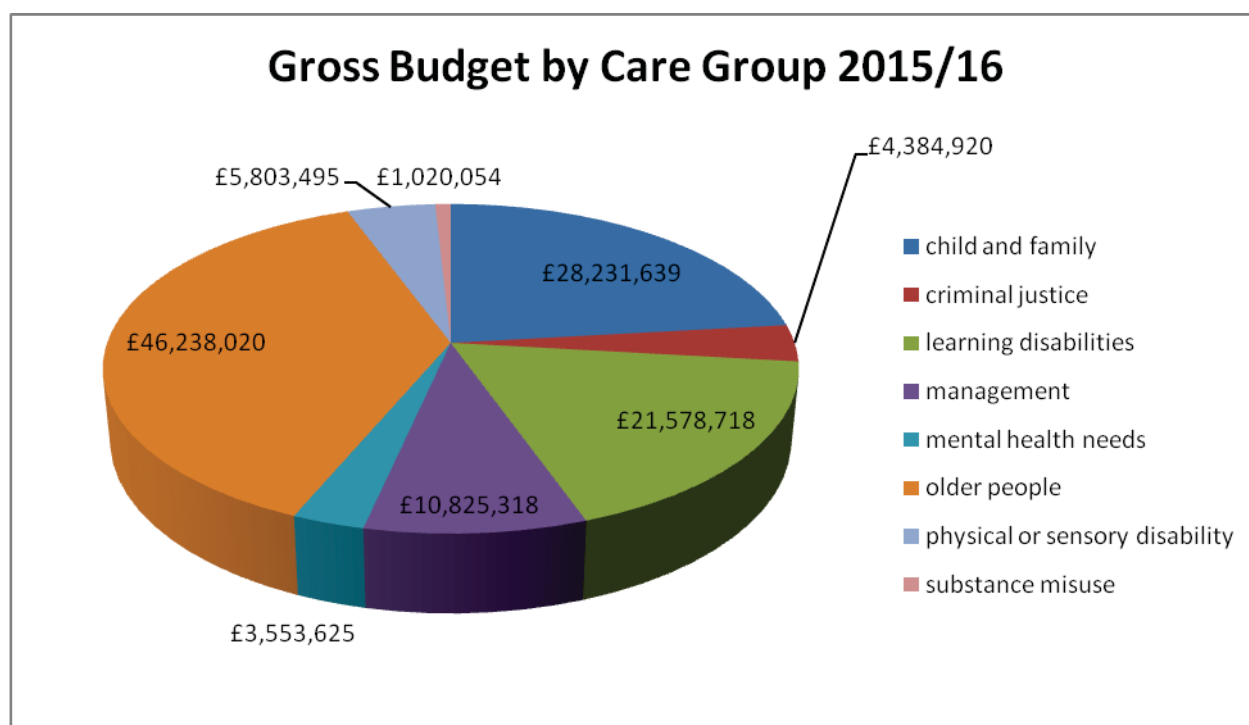
Criminal Justice Services continue to be impacted by the workloads resulting from Community Payback Orders which require the provision of a range of interventions including but not limited to unpaid work. The timescales associated with completion of unpaid work continue to be challenging for local authorities. The service has also transferred of formerly shared services to Renfrewshire, specifically the Drug Treatment & Testing Order team and the Throughcare team. These returned to a single authority management structure on 1 April 2015. In 2015/16, Criminal Justice Social Work will embark on a pilot with the Scottish Government to reduce the use of remand and short sentences.

Renfrewshire continued to perform strongly during 2014/15 in relation to minimising delayed discharges from hospital, but this has required additional resources in community-based services, particularly in Care at Home and Mental Health Officer services. Referrals overall are increasing and there has been a steady increase in the volume of Adult Protection work. As services transition into an integrated model, the priorities identified in the 10 year Older People's Joint Strategic Commissioning Plan will continue to be the partnership's main focus.

Throughout 2014/15, the service has worked to embed self-directed support as 'business as usual'. Good progress has been made and clear processes are in place to support this more person-centred approach to support. Care planning and budgets are overseen by a Support Plan Authorisation Group, and performance is regularly reported to senior managers.

4. Finance

The service has a gross budget of approximately £122m in 2015/16. This allocation of resources demonstrates close alignment with the Community Plan themes of Children & Young People; Jobs & the Economy; Community Care; Health & Wellbeing; Safer & Stronger Renfrewshire; Greener Renfrewshire and Empowering Communities. Figure 1 shows the breakdown of the budget:



Against the background of ongoing financial constraint, one of the key challenges for the Social Care Service has been the continued development of strategies and approaches which allow the service to provide high quality outcome-focused services to individuals in the community who require them within the resources available. Given that the Social Care budget accounts for almost a quarter of the Council total, it is recognised that effective management of the Social Care budget is critical to the delivery of the Council's budget strategy. The Council continues to commit significant levels of investment to the Social Care service in recognition of the real demographic pressures it faces across all client groups:

- in children's services, where there continues to be high numbers of children requiring to be looked after by the local authority and often over long periods,
- in adult services where people with disabilities and increasingly complex needs are living longer and more independent lives in the community with significant support from the Social Care service and often from ageing carers,
- in relation to the increasing numbers of older people requiring a range of supports to continue to live independently in their homes and where this is no longer possible, requiring extra care housing, residential or nursing care. The increasing incidence of dementia is also a critical factor here,
- implementing Health and Social Care integration to improve services for individuals within these areas, allowing expertise and resources to be combined, shared and coordinated.

The Council's budget strategy currently makes provision for annual budget investment to address the cost impact of these demographic pressures. It is recognised that constraints on finance will continue to be a feature over the medium term and therefore the service has developed and is implementing a range of early intervention, preventative and reablement approaches to manage demand-led cost pressures and so mitigate the financial impact of local social economics and national demographics. The development and consolidation of these approaches aims to protect or improve outcomes for local people.

As noted above there are significant demand-led pressures facing social work services at a time of ongoing financial constraint. Renfrewshire Council is involved in 'A Better Future, A Better Council' programme which has work streams focused on efficiencies, smarter working and stronger asset management amongst other areas. Social care services will work closely with the programme to realise strategic outcomes for the Council.

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 within the context of the seven service outcomes. Over the coming months, plans will be developed which reflect the new governance arrangements and there will be an opportunity to consider what the key outcomes should be.

Service Outcome 1: Vulnerable children and adults feel protected and live as safely as possible in the community

- Improving permanency planning for looked after children. Children & Families staff are collaborating with the Centre for Excellence for Looked After Children in Scotland (CELCIS)

on a new approach, Permanency and Care Excellence. In 2014/15, 24 were adopted and as of 31 March 2015, a further 19 were in pre-adoptive placements.

- Embedded the Women's Community Justice Service, which now manages the majority of female offenders. The service works in partnership with the voluntary sector through the temporarily funded Public Social Partnerships and with other public sector partners. A national report evaluating women's services across Scotland is underway.
- Launching an Integrated Services Plan, setting out the strategic direction of multi-agency Children's Services across Renfrewshire.
- Working with community planning partners to prepare for the changes to the community justice arrangements from 2016/17.
- Preparing for the structural changes within the Council with the creation of a Directorate of Children's Services. The Chief Social Work Officer, Peter MacLeod, has been appointed as the new Director of the service, and a Transition Manager is in place to support the Directorate in taking forward the arrangements for full implementation.

Service Outcome 2: Our services focus on early intervention and rehabilitation so that people have the opportunity to improve their quality of life and live independently in the community as long as possible

- Scoped local strategic priorities and areas for development to form the basis of joint strategic commissioning plans for people with learning disabilities and people with mental health issues.
- Ahead of the creation of the new service, we engaged with Education to develop a local strategic group to progress work on improving education attainment for looked after children.
- Implemented the Renfrewshire Autism Strategy 2014-2017 to deliver the national policy on autistic spectrum disorder. The local strategy was published in August 2014 and identifies several emerging priority areas for action including; improved communication and co-ordination between agencies and smoother transition processes for service users as they move through key life stages. These priority areas will be developed as part of the Integration Joint Board's strategic planning for people with learning disabilities.
- Continued to develop the reablement care at home services model by extending provision to people aged under 65 years.

Service Outcome 3: Local people are healthy and active, regardless of who they are or where they come from

- Identifying opportunities for community capacity building and piloting an approach which will seek to develop several projects with partners in the community and the third sector.
- Supporting all areas of the service to undertake Equality Impact and Human Rights Assessments when developing policy as part of a service level approach to mainstreaming the Equalities Act 2010 and contributing to the corporate Equalities Plan.
- Established governance arrangements and scoped local strategic priorities and areas for development to form the basis of a joint strategic commissioning plan for people with physical disabilities and/or sensory impairment. This will be taken forward as part of the Integration Joint Board's Strategic Plan.
- Worked with community partners as part of the Community Care, Health and Wellbeing Thematic Board to tackle local health inequalities including analysis of locality information gathered during community planning conferences.

Service Outcome 4: Our services work in partnership with other organisations and with communities to ensure that vulnerable people can get the right support, from the right person, at the right time

- Launching 'Positive Destinations', which is focusing on supported employment opportunities for young people leaving care.
- Embedding the Functional Family Therapy service in partnership with Action for Children, and exploring options to continue this partnership approach.
- Implemented Year 4 of the Reshaping Care for Older People's Change Fund, working with partners to shift the balance of care towards community based settings.
- Continued to work with partners to reduce delayed discharge from the Royal Alexandra Hospital, extending the roll out of the reablement model of care at home including out of hours and rapid response services.
- Developed proposals with partners as part of the Clinical Services Review to reduce avoidable hospital admissions, focussing Social Work involvement on early assessment and treatment, anticipatory care planning and care at home.

Service Outcome 5: Local people are treated as individuals and are able to make choices about the support they receive

- Continued to develop and refine local arrangements to deliver Self Directed Support including financial systems and business processes to promote choice and control using of the four options.
- Continued to work with community groups and organisations to develop their web presence to fully benefit from a resource directory being developed.
- Reviewed assessment and care planning tools to identify options to make these personal outcomes focussed and undertook consultation with staff to develop best practice.

Service Outcome 6: Our staff are skilled, knowledgeable, efficient and effective at delivering services

- Undertaking extensive preparation for the multi-agency inspection of Integrated Children's Services which commenced in January 2015. Partners are in discussion with inspectors about initial findings and a report is expected before the end of the year.
- Rolling out replacement ICT equipment to support staff to work flexibly
- Developed and delivered Year 3 of the Social Work Learning and Development Plan.
- Made good progress in implementing a programme of dementia awareness training within the care at home service with 64 staff successfully completing a six month course.
- Developed a reablement and palliative care training programme in partnership with NHS palliative care teams which continues to be refined and delivered to care at home staff.

Service Outcome 7: The views of service users, the community and staff will shape our services and we will work with communities to help them develop their own supports

- Undertaking a review of current processes and performance in relation to service level complaints ahead of developing an improved approach.
- Developed a service Communications Strategy for approval, the contents of which will be taken forward into the wider strategic planning arrangements for the Integration Joint Board and which will form the basis for a separate communications plan for Children's Services.

- Organised a series of officer workshops to develop proposals for community-based preventative and early intervention services in Adult Services and identified third sector leads for each.

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.

During 2014/15, significant work was undertaken to implement the Children & Young People (Scotland) Act 2014, embedding GIRFEC and preparing for the introduction of a Named Person and the Children's Plan. This legislation brings in far-reaching changes, including in areas such as kinship care and throughcare services for young people leaving care.

Looked After Children

Social Work has 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. At the end of 2014/15, there were 693 looked after children in Renfrewshire, of whom 298

were looked after and accommodated. There has been a steady decrease in overall numbers in recent years, reflecting the success of work on early intervention, and evidence-based approaches. The majority of accommodated children are looked after in a community setting.

In Renfrewshire, there is a strong focus on permanence for those looked after and accommodated children including those who are not able to return to the care of their parent(s). The service is working with the Centre for Excellence for Looked After Children at the University of Strathclyde on a permanency project which implements small scale tests of change in order to improve practice. The early phase has been successful and these tests of change are now being rolled out to a wider cohort.

Social Work secured adoption for 24 children in 2014/15, with a further 19 children in pre-adoptive placements at 31 March 2015. 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. In Renfrewshire, intensive intervention and community-based support packages are considered to be a better approach to dealing with complex cases. As at 31 March 2015, 7 children in Renfrewshire were the subject of a secure order. There were 13 Renfrewshire children who spent time in a secure unit at some point during 2014/15.

Referrals to Scottish Children's Reporter Administration

Provisional data from the Scottish Children's Reporter Administration (SCRA) show that there were 681 referrals on non-offending grounds in Renfrewshire, and 143 on offending grounds. The number of children subject to a supervision order has been falling over a number of years, and there were 571 children subject to an order at the end of 2014/15, compared with 600 the previous year. Nonetheless, there continues to be a high number of looked after children in Renfrewshire (as noted above) and this reflects the longer-term arrangements in place for many children.

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 Social Work 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.

During 2014/15, 26 children were the subject of a Child Protection Order under Section 57 of the Children (Scotland) Act 1995. 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 2015, there were 83 children on the Child Protection

Register, compared with 99 at the end of 2013/14; as a snapshot, the number is subject to considerable variation throughout the year. Renfrewshire historically has, and continues to have, a much higher rate of child protection registrations per 1000 population than much of Scotland.

In September 2014, Sheriff Ruth Anderson published the findings of a Fatal Accident Inquiry into the death of Declan Hailey in 2009. Although Sheriff Anderson made it clear that parental neglect was a contributory factor in Declan's death, she found that improved interagency working and communication could have prevented this. The sheriff formally recorded that the Inquiry recognised the improvements which had been made in this regard and the progress which had been made in implementing the recommendations of the Significant Case Review of 2012. Sheriff Anderson made four recommendations in her report in respect of:

- Staffing levels in Social Work and Health Services
- Action to be taken when a Notification of Concern in relation to an unseen child is received by a Social Work department
- The distribution of medical information to those working in cases where there are children of substance misusing parents
- Mandatory training of general practitioners in the guidance and protocols relating to child protection

All partners continue to work together through the Renfrewshire Child Protection Committee to embed the improvements resulting from both the Significant Case Review and the Fatal Accident Inquiry Report.

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 number of adult protection contacts received in 2014/15 was 1708, similar to the levels reported in 2013/14. As in previous years, the majority of these concerns (73%) were reported by the police. Of these concerns, 105 led to Adult Protection Inquiries, and there were 37 Initial Adult Support and Protection Case Conferences and 75 Review Conferences. As a result of increasing volumes of work in this area, the service is redesigning its fieldwork arrangements in order to allocate a dedicated resource to this work.

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 Social Work has an MHO team comprising 8 full-time MHOs, and 15 frontline social workers (including 6 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) and as at 31 March 2015, 97 people in Renfrewshire were subject to a CTO.

The legislation also makes provision for mentally disordered offenders. At 31 March 2015, there were 14 patients subject to a Compulsion Order & Restriction Order (CORO), and a further 13 people subject to other measures under the criminal procedures part of the mental health legislation.

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 2015, the Chief Social Work Officer had responsibility for 89 Welfare Guardianships, including 19 new orders granted during 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 8 cases. These are in addition to the Welfare Guardianships, many of which also include an application for financial guardianship. The local authority cannot itself act as a Financial Intervener or Financial Guardian, so solicitors are appointed from an approved list. The local authority also has a duty to supervise all private welfare guardianships. The management of this activity is a significant challenge for the Authority given the number of guardianships being made. Renfrewshire saw a rise of 91% in new order during period 2014/15 and the rate of new orders continues.

The service has appointed a full time Financial Welfare Officer to support the CSWO and MHOs in managing Financial Matters relating to Adults With Incapacity (AWI) & Department of Work and Pensions (DWP) benefits for clients who lack capacity.

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, a number of previously shared services are now delivered 'in house'..

In 2014/15, Criminal Justice prepared 911 Criminal Justice Social Work Reports for court. In addition, the following were approved and monitored by Criminal Justice services and partnerships:

- 761 new Community Payback Orders, including 455 with an unpaid work requirement
- 27 other community orders (Community Service Order, Probation, Supervised Attendance Orders)
- 19 new Drug Treatment and Testing Orders
- 64 individuals released from custody on licence and supervised in the community. At 31 March 2014, 152 individuals were on licence in the community.

Timescales for the completion of unpaid work continue to be challenging for the service. During 2015/16, Procurator Fiscals will be able to impose Fiscal Work Orders, which is likely to add to pressures in the service in terms of identifying sufficient suitable work placements.

Multi-Agency Public Protection Arrangements (MAPPA) are in place for those convicted of sexual offences and violent offences. 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. The extension of MAPPA for violent offenders is anticipated in 2015/16.

Criminal Justice services operate a service to co-ordinate the range of statutory and voluntary services available to support female offenders. Women subject to Community Payback Orders or Supervised Attendance Orders have access to Lifeskills Groups which include interventions in a range of areas including health improvement, literacy services and welfare rights services. Social Work and voluntary sector staff are co-located and the service has been able to begin offering mentoring support for these vulnerable women, and also has a link to services for women subject to gender-based violence. The service has now been in place for a year and is delivering positive outcomes for the women supported by it. An evaluation of the first nine months of the programme shows clearly improved outcomes in relation to mental health and emotional wellbeing, problem solving, housing issues and substance misuse, as well as many other presenting issues.

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.

Addictions

At the end of 2014/15, drugs services were working with 1272 service users and alcohol services were working with 1017. This is a considerable increase on the previous year. In the last quarter of 2014/15, responsibility for Addictions Services transferred to the Health and Social Care Partnership, as required by the Public Bodies (Joint Working) (Scotland) Act. The new structures will build on existing strong joint working arrangements and build on the recovery model which is the

primary focus for Addictions services locally. Progress has been made around the recovery agenda and there is a thriving Recovery Cafe in the centre of Paisley regularly attended each week by people in recovery. Funding has also been secured from the banking sector to support families with children up to the age up 8 where parental substance use is a concern.

Planning and Risk Assessment

As with other Council services, Social Work prepared an annual Service Improvement Plan and reports progress with this to elected members. In Renfrewshire, a strategic commissioning approach to planning has been developed within Social Work in recent years and this is now the key planning tool for services and will continue to be in the new structures.

The Council also has formal arrangements for the identification and oversight of potential service level risks. The service produces an annual risk management plan and reports on this twice-yearly to elected members. The avoiding/mitigating actions identified in the risk management plan are monitored quarterly by senior managers within Social Work. As new structures are now in place, a 2015/16 Risk Management Plan has been developed for Children's Services and a joint plan will be produced for integrated health and social care services from 1 April 2016, pending which risk management issues relating to adult and addiction services will continue to report to the Social Work, Health and Wellbeing Policy Board.

Leadership on Social Work Practice

During 2014/15, 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 will sit on the newly-established Renfrewshire Health and Social Care Partnership Executive Governance Group. He will also chair twice-yearly meetings of senior social care managers as part of his professional leadership and governance role.

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. Some initial discussions on findings have taken place and a full report is anticipated before the end of the year.

The service also continues to meet regularly with the Care Inspectorate's link inspector to discuss improvement activity within the service.

During 2014/15, an informal review of complaints handling was undertaken, and processes have been revised in light of this, in order to ensure a more consistent approach. In 2015/16, work will begin to align social work processes in terms of the new service structures.

The service is part of Renfrewshire Council's programme in Customer Service Excellence (CSE) and the Public Sector Improvement Framework (PSIF) and all areas of Social Work are covered by these. These involve operational staff in the service's continuous improvement activity. The service is also reviewing and analysing information in relation to complaints in order to increase understanding of how services could be improved from a customer perspective. As new structures are embedded, improvement activity will be refocused to reflect new governance arrangements.

Children's Services are now implementing a Plan, Do, Study, Act (PDSA) approach for Children & Families work and will now roll this out into Criminal Justice Social Work.

8. User and Carer Empowerment

Social work services in Renfrewshire undertake a range of activity focused on increasing personalisation, choice and control for service users and carers and is working towards an outcomes-based approach to service delivery.

Stakeholders, including service users and carers, are represented on the Joint Planning & Performance Implementation Groups (JPPIGs), multi-agency groups with oversight of planning along care group lines. The service also has strong links to Renfrewshire Carers Centre and the Renfrewshire Access Panel. Links with community groups and the third sector are strengthened through the work of the Community Link Team, which administers Section 10 funding to allow community groups to develop and grow. Work to develop joint commissioning plans has service user engagement built in as a key component of the process. A Champions Board for Looked After Children provides an opportunity for all looked after children in Renfrewshire to meet with elected members and senior Council officers to express their views.

The service has invested in additional resources to support the implementation of Self-directed Support. New service users are moving through the process and it is being embedded as 'business as usual'. To date, around one-third of service users have chosen to have the local authority design and arrange their package of care based on an outcomes-focused care plan.

There is recognition that there are many opportunities in Renfrewshire to strengthen community capacity and participation. Activity is currently focused on services for older people and opportunities are being explored under the auspices of Reshaping Care for Older People and as part of the development of the HSCP.

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.

Our approach to learning and development in child protection has been refreshed and updated to reflect the complex nature of the work. An ongoing modular programme is offered to all frontline child care staff which will promote core skills and knowledge development for new staff and provides an opportunity for existing staff to refresh their professional role and share their experience and knowledge with newer co workers.

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.

Our approach to self-directed support continues to gather momentum. As our staff have become more familiar with the approach and systems utilised our learning and education programme has adapted to reflect the changing needs of practitioners. The programme now focuses on working with staff to enhance and develop their partnership skills; working in a co-production model with service users and their families, guiding and enabling individuals to shape and develop themselves and their lives. This training has been offered in local venues to mixed agency groups, working in short bursts to maximise peoples time. A mentoring and support model has also been utilised to support individuals on their learning journey.

Our frontline home care, residential and day care staff are all involved in structured learning programmes; individuals all complete regular training in moving and assisting, health emergencies, dealing with dementia etc and our own promoting positive behaviour programme. This is a considerable investment by the Council and reflects the desire to ensure staff are confident and equipped to deliver a high quality service to those who use our services. These programmes are further enhanced by our approach to qualification with all of our residential and day care staff qualified and a considerable number of our large home care work force.

Multi agency practice development is a cornerstone of our learning agenda. The training group around adult and child protection continue to develop a range of learning programmes around the broad protection agenda to staff from within the partnership. The children's services group has been reformed to widen the focus of the group to take into account the learning requirements from the Children and Young People (Scotland) Act 2014. Training in relation the named person and the Child's Plan will be a core element of the programme.

The public service reforms that are taking place within social care will continue to develop our partnership working. In Renfrewshire this will take place with Health and Education professionals building on the strengths and success that we currently have in place through strong and clear learning strategies for the next 3 years. The Renfrewshire Health and Social Care Partnership will develop a workforce plan for integrated services.

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

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

