

Chief Social Work Officer Report 2017/18

Comhairle nan Eilean Siar



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1 INTRODUCTION

- 1.1 There is a statutory requirement for all local authorities to appoint a professionally qualified Chief Social Work Officer (CSWO) who is registered with the Scottish Social Services Council (SSSC). The overall role of the CSWO is focused on the provision of effective professional advice and guidance to local authority Elected Members and Officers in the provision of Social Work services, whether directly provided or commissioned. The CSWO also has a responsibility for overall performance improvement and the identification and management of corporate risk insofar as these relate to Social Work Services.
- 1.2 This is the seventh annual report from the Comhairle's Chief Social Work Officer and covers the period April 2017 to March 2018. To ensure greater consistency across Scotland with regard to the highlighting of key issues and in the sharing of information and learning on a national basis, the Chief Social Work Advisor to the Scottish Government developed a template for these reports in 2014.

2 AREA PROFILE

- 2.1 Comhairle nan Eilean Siar Local Authority area is made up of the main islands of Lewis and Harris, North and South Uist, Benbecula and Barra. The island chain, which lies off the north western perimeter of Scotland, is some 140 miles from Lewis in the north to Barra in the south.
- 2.2 The current population estimate for the Western Isles is 26,950 as at 30 June 2017. This represents an increase in the overall population of 50 persons (0.2%) from mid-2016 to mid-2017. Positive net migration helped to counteract the negative natural change (deaths minus births).
- 2.3 The population is concentrated in Lewis (19,176 approx.), Harris (1,824 approx.), Uists and Benbecula (4,679 approx.) and Barra and Vatersay (1,221 approx). The Stornoway settlement has a population of approximately 7,440. The remaining population is scattered over some 280 townships with the rural population continuing to be largely Gaelic speaking communities.
- 2.4 The Gaelic language and culture are important factors of island life. They continue to remain embedded in communities throughout the island chain and are key considerations in the delivery of services. 50% of children in primary 1 are taught in Gaelic Medium with an aspiration to increase this to 75% in coming years.
- 2.5 The Outer Hebrides, along with Argyll and Bute and Dumfries and Galloway, is estimated to have one of the highest percentages of people aged 65 and over at 25% against the Scottish average of 18%
- 2.6 Broad age groups are as follows: 16% in the 0-15 year age group while Scotland has 17%; 57% working age population while Scotland has 63%; and 27% pensionable age while Scotland is 20%.
- 2.7 The 2014 population projections show a decline in broad age groups as follows: a 28% decline in the 0-15 years group (the largest decline in Scotland), a 21% decline in the working age population (the largest percentage decline along with Inverclyde) and an 11% increase in those of pensionable age (second lowest increase):
- The population of the Outer Hebrides is projected to decline by 13.7% over the 25 year period 2014-2039 with the largest percentage decline in Scotland in the number of annual births from 228 in 2012/13 to 158 in 2036/37.

- The Outer Hebrides is projected to continue to experience a small level of positive net migration (more people moving in than leaving), a total of 281; thus the anticipated population decline is due to a large negative natural change (more deaths than births), a total of 3,658.
- By 2039 the Outer Hebrides is projected to have the second highest percentage of those of pensionable age at over 33.2% (Inverclyde being highest at 33.3%).
- From the perspective of forward planning, it is important to note that projections become more uncertain the further ahead they go especially for smaller areas as these populations are affected more by the migration assumptions.

3 PARTNERSHIP STRUCTURES/GOVERNANCE ARRANGEMENTS

- 3.1 An Integrated Joint Board (IJB) for the Outer Hebrides was established by the Scottish Parliament on 21 September 2015. The IJB incorporates all adult social work services including Criminal Justice. Further reform was advanced in relation to Criminal Justice Services in 2016-17 with the responsibility for strategic planning of Community Justice Services being reshaped to sit within Community Planning Partnerships and with regional Community Justice Authorities being replaced by one national organisation (Community Justice Scotland). A Western Isles Community Justice Partnership has been established which includes statutory and non-statutory partners. A one year action plan was developed for 2017-18 and a further action plan for 2018–2021 is being finalised.
- 3.2 A review of organisational structures and governance arrangements was undertaken to reflect these changes, including the establishment of a joint NHS/Comhairle post of Chief Officer – Health and Social Care. The Chief Officer took up post in July 2015 and led on the preparation and implementation of the IJB’s Strategic Plan. The Chief Officer is managed jointly by the Chief Executives of the Comhairle and NHS Western Isles. Appendix 4 outlines the operating structure approved by the IJB for this reporting period.
- 3.3 The Comhairle services delegated to the IJB are managed by two Heads of Service reporting to the Chief Officer. A social work qualified Service Manager provides operational management and professional support to the Comhairle’s Assessment and Care Management Services and Criminal Justice Services through a line management structure with two Team Leaders and a Lead Officer for Adult Protection. The Partnerships and Commissioning Service Manager post is also a social work qualified role. Professional supervision for the two social work service management posts is undertaken jointly by the relevant Head of Service and the CSWO.
- 3.4 Children and Families Social Work services sit within the Comhairle’s Education and Children’s Services Department in which the Director of that Department is supported by a social work qualified Head of Service and one social work qualified Service Manager. **Appendix 6** outlines the management structure in Education and Children’s Services Department
- 3.5 The Comhairle’s CSWO is also the Head of Children’s Services in the Education and Children’s Services Department. The CSWO is a member of the Integrated Corporate Management Team (led jointly by the Comhairle and NHS Western Isles Chief Executives), is the co-chair, with NHS Western Isles Medical Director, of the IJB’s Clinical and Care Governance Committee and is a member of the Western Isles Public Protection Committee’s Chief Officer Group (COG), chaired by Police Scotland’s Chief Inspector for the Western Isles Command Area.
- 3.6 The CSWO is accountable to the Chief Executive with regard to the Comhairle’s Social Work function and, as Head of Children’s Services, is accountable to the Director of Education, Sport and Children’s Services and reports to the Comhairle through the established Committee structure. With regard to integrated services, the CSWO is a non-voting member of the IJB.

- 3.7 The multi-agency Child Protection Committee (CPC), of which the CSWO is a member, is normally led by an independent chair and works effectively to improve joint services to safeguard and protect children. During 2016/17 the independent chair resigned and the acting chair has been the Social Work Services Manager until such time as a new independent chair is appointed. Recruitment to this position is currently underway.
- 3.8 The Western Isles Community Planning Partnership's Integrated Children's Services Plan (ICSP) 2017-2020 was approved in June 2017 for implementation across the Partnership area. The Western Isles Children and Young Peoples' Planning Partnership (CYPPP) is chaired by the the Vice-Chair of Comhairle nan Eilean Siar's Policy and Resources Committee and vice-chaired by NHS Western Isles Director of Public Health. The CYPPP has a lead role in the implementation of the ICSP through a number of thematic planning groups which lead on the implementation of particular actions contained in the ICSP. The chairs of these report progress on a quarterly basis to the Outer Hebrides Community Planning Partnership.
- 3.9 The multi-agency Adult Protection Committee (APC) is led by an independent Chairperson. Multi-agency procedures are continuously reviewed and updated and social workers within the Assessment and Care Management Service are trained 'Council Officers' who carry out initial enquiries and lead on Adult Support and Protection investigations. The CSWO meets with the Chair of the APC and receives minutes of Committee meetings.
- 3.10 The Outer Hebrides Alcohol and Drug Partnership has the strategic responsibility for alcohol and drug issues across the Western Isles. With alcohol in particular impacting negatively on so many individual and family situations, key focus areas for the agencies represented on the Partnership are prevention, early support interventions and services providing continued support in individual, family and group settings.
- 3.11 Although both alcohol use and prescription drug use remain a concern in the Western Isles, data indicates both issues have been in general declined over the last 5 years. In 2013, the Western Isles had the second highest national rates (defined daily doses/10,000 adult population) for prescriptions of medications for alcohol use. In 2017/18 this had, however, reduced to the extent that it is lower than the national average. 2013 data relating to prescribed benzodiazepines indicated Western Isles had among the highest prescribing rates in Scotland, with significant numbers of prescriptions administered to those over 65 years of age. By 2017 a gradually decreasing trend as emerged. The rates are, nevertheless, still higher than the national average. Despite a general reduction in numbers of prescriptions, the percentage prescribed to those over 65 years old has remained relatively consistent
- 3.12 The Criminal Justice Service plays an active role in the work of the Multi-Agency Public Protection Arrangements (MAPPAs). There are routine MARAC meetings where services aim to develop actions to minimize risk to victims of domestic violence. The multi-agency 'Getting It Right for Every Child' (GIRFEC) agenda and Early Years are well established and there is a strong emphasis on partnership, prevention and early intervention. The Early Years Collaborative Group is clearly focused on collaborative working to build resilience and reduce demand for targeted specialist services.
- 3.13 The Community Justice (Scotland) Act sets out the responsibilities of Community Justice Partners in addressing prevention of offending and re-offending. Local arrangements in respect of the Act began formally in April 2017. The Social Work Services Manager continues to lead on community justice planning to ensure the statutory and voluntary community justice partners are fully engaged in the process.

- 3.14 The Criminal Justice Service commits significant resources to addressing national training requirements. Criminal Justice Social Work (CJSW) staff have completed training specifically in assessment tools for risk management of sex offenders (Rm2K and SA07) and the Risk Assessment Tool as well as completion of the national Risk of Serious Harm training provided by the Risk Management Authority in 2017/18
- 3.15 Over 2095 hours of Unpaid Work were completed by offenders undertaking a Community Payback Order in local communities in 2017/18. This work is generally of benefit to voluntary sector organisations or in the enhancement of public amenities which would not otherwise have been completed. Positive feedback has been received from many stakeholders in general and, in particular, from Sheriffs and Police colleagues about the inclusive approach taken by the Criminal Justice Service. There were no complaints in CJSW in 2017/18.

4 SOCIAL SERVICES DELIVERY LANDSCAPE AND MARKET

4.1 Key strategic challenges for Social Work Services in Western Isles include:

- Managing, adapting to and responding to demographic changes (increasing older population and declining working age population).
- Meeting the requirements of external scrutiny and compliance.
- Affordability – reducing finances within a landscape of increasing demands and complexity of service needs.
- Recruitment and retention of experienced qualified social work staff at all levels in the key statutory service areas.
- Embedding a sustainable recruitment model for the Care at Home service.
- Realising the benefits of Health and Social Care Integration.
- Improving Delayed Discharge outcomes through increased residential and nursing care bed places whilst re-designing community facing services.
- Developing and providing responsive, flexible support services locally for children and adults to minimise the need for mainland resources.
- Continuing risk to children from alcohol misuse by their parents, parental mental health needs and those families affected by domestic abuse.
- An increase in the numbers of adults with additional support needs requiring services to enable them to live fulfilling and safe lives as independently as possible
- The development of an integrated commissioning strategy to clarify and prioritise the key services needed locally.
- Increasing complexity of the needs of children and adults with disabilities.
- Taking forward the newly established Community Justice arrangements as defined in legislation and guidance.
- Ensuring that services take account of the needs of an increasingly diverse population which includes residents who are, for example, of Asian, Chinese and Eastern European origin and, more recently, with the re-settlement in Western Isles of Syrian refugees. In schools throughout the Local Authority area there are around 19 languages spoken.

4.2 In Children and Families Social Work Services, during the last five year period, there has been a significant increase in pre-birth referrals and joint interventions by Health and Social Work services. A key contributing factor to this has been the increased awareness of maternity staff, the provision of relevant training and the introduction of the unborn baby protocol.

- 4.3. The Comhairle continues to be the main provider of Care at Home services, supported by local Third Sector organisations. One national private company operates a 38 bedded nursing home with two local voluntary providers providing a further 47 nursing/care home beds. A three-year framework contract agreement is operational and due to be re-contracted by the 1st April 2018 with external care home providers allowing stability for all parties involved.
- 4.4 The IJB has agreed that extra care housing will feature in the planning for replacement of residential care homes. Work is on-going to progress a project to establish a 52 bedded care home and 50 extra care housing flats in partnership with the Hebridean Housing Partnership at Goathill Farm. The potential to deliver an extra care housing based service in rural Lewis is also being explored.
- 4.5 Recruitment to social work posts continues to be a major challenge, as evidenced across a range of IJB services, and it is not unusual to be unsuccessful in filling vacancies or have a limited pool of applicants. The impact of this on the day-to-day management of services can be considerable, particularly given the relatively small scale of the social work management structure. Covering periods of holiday and sickness absence can also be challenging.

5 FINANCE

- 5.1 Comhairle nan Eilean Siar's Social Work budget for 2017/18 was £23.132m. The broad financial breakdown was £19.820m in Adult Care and Older People's Services, £385k in Criminal Justice Services and £2.927m in Children and Families Services.
- 5.2 Adult Care and Older People's Services had an underspend of £2.303M for the 2017/18 financial year, the most significant variances being as follows:
- Home Care - £490k underspent
 - Elderly Residential Care - £1,272k underspent
 - Direct Payments - £115k underspent
 - Adult Mainland Placements - £56k underspent
 - Adult Care and Support Services - £382k underspent
 - Management and Administration - £67k underspent
- 5.3 The Comhairle's re-designed Home Care Service, which was implemented in 2015/16, has resulted in the achievement of financial efficiencies as well as reducing waiting times for the service and in enhanced regulatory compliance.
- 5.4 The Children's Mainland Placement budget was overspent by £157.5k during 2017/18. As investment in local services such as respite and prevention continues to develop, fewer children are being placed off island. Additionally increased governance arrangements are being developed to scrutinise such requests.
- 5.5 Mainland placement activities for children are reported on regularly to the relevant Service Committees. Adult Services placements are reported to the ICMT of the IJB.
- 5.6 The Children and Families service has strengthened the local fostering service and has invested in developing small scale residential respite and housing support resources for children aged 16+. These initiatives have led to improved outcomes for children and young people by enhancing early support arrangements and reducing the need for off island placements.

- 5.7 The Fostering service in the Western Isles currently provides less than 10 full-time carer placements and less than 5 respite carer placements throughout the Local Authority area. Less than 10 children are in foster placements and a small number of these receive holiday respite care. Two new foster carers are currently being assessed and these assessments are due to be completed by September 2018. The Adoption Service in the Western Isles has placed less than 10 children for adoption in the past year and is in the process of placing a small number of other children.
- 5.8 Significant levels of outreach respite for children with learning disabilities and other particularly complex needs are provided by the Comhairle's Extended Learning Service with additional outreach respite provided by Action for Children which is jointly funded by CNES and NHS Western Isles. The Extended Learning Service currently provides outreach respite to less than 10 children and Action for Children to less than 20 children. Action for Children are also funded to provide Short Breaks respite at Hillcrest Residential Unit in Stornoway and currently provide residential respite to less than 10 children.
- 5.9 Plans to reshape the community based respite, residential respite and full time residential placements provided in the Western Isles have not been currently realised. Further service redesign efforts will be required in the coming year in order to both improve services and realise potential efficiencies.
- 5.10 The housing support service for vulnerable young people aged 16 – 25 has been based in 'The Old House'. The intention is to invest in the accommodation provided and effort is currently being expended to secure the appropriate finance.
- 5.11 Some services for adults and children with learning disabilities and other particularly complex needs mean that a small number of individual care packages are costing in excess of £150k per annum.
- 5.12 Additional staff training is essential to ensure that staff are confident and competent, not only in the provision of the most beneficial and effective care to people with multiple conditions and more complex care needs, but also to facilitate the delivery of appropriate support, within the context of increasingly limited resources, for the benefit of the growing number of people, particularly within the older population, who require health and social care support in a variety of circumstances.
- 5.13 Whilst the implications and management of sickness absence continues to present both financial and operational challenges to the Comhairle, the average number of days sickness for 2017/18 was 10.49 days representing a welcome reduction from 14.76 days during the previous year. At the time of writing of this report, overall national ranking information for 2017/18 was not available.

6 PERFORMANCE

- 6.1 The Care Inspectorate undertook joint strategic inspections of services for both children and young people and for older people in 2015. The Inspectorate reported on the outcome of these inspections in January 2016 for Children's Services and in March 2016 for services to Older People's. The full reports for each of these inspections can be found on the Care Inspectorate website at www.careinspectorate.com with the Progress Review findings available on the website when published.
- 6.2 Throughout 2017/18 the findings of, and associated action plans, resulting from these inspections, together with other relevant scrutiny exercises, have continued to be reported to and monitored by, as appropriate, Comhairle committees, the Community Planning Partnership and the IJB, with progress on subsequent action and improvement plans forming the basis of regular updates.

- 6.3 Action and improvement plans developed in partnership with relevant stakeholders are also monitored and reviewed by the Outer Hebrides Chief Officer Group for Public Protection to ensure progress is being achieved in relation to the delivery of planned improvements.
- 6.4 In addition, Audit Scotland – Through the Local Area Network (LAN) have plans in place to monitor progress on a number of improvement activities which are currently underway through contact with the Care Inspectorate link inspector and Health Improvement Scotland colleagues.
- 6.5 The Care Inspectorate has continued to inspect individual regulated services, both directly provided and those which are commissioned. Specific details of these inspections can be found at www.careinspectorate.com and summaries of gradings awarded in both Adult and Children’s services are contained in Appendices 1 to 3 of this report.
- 6.6 The Joint Inspection of Older Peoples’ Services identified a number of areas for improvement. Following the publication of the inspection report in March 2016 a specific action plan, additional to the IJB’s wider strategic action plan, was prepared to address the recommendations of the inspection and improvement action continues in relation to areas identified. Details of key initiatives and developments to date are outlined in Section 10 of this report. Comprehensive reports on progress are presented regularly to the IJB.
- 6.7 In Children’s Services, a wide-ranging action plan was approved by the Community Planning Partnership. Implementation of this commenced in the latter part of 2015/16 with regular monitoring taking place within service areas and overall scrutiny at a strategic level being undertaken by the Chief Officers’ Group for Public Protection. Regular reports on progress are also submitted to the Children’s Services Planning Partnership which reports to the multi-agency Community Planning Partnership
- 6.8 In May/June 2017 the Care Inspectorate undertook a review inspection of Children's Services which resulted in the production of a positive report highlighting key areas of improvement since the 2016 Care Inspectorate report was published. The most significant of these, as detailed in the review report, are:
- Corporate Parenting had been thoroughly embraced by Partners and the voices of care experienced children and young people were increasingly influencing policy and practice;
 - There was evidence of improved collaborative working at all levels across partner organisations
 - Staff were committed to making further improvements in their services and ensuring they enable better outcomes for children, young people and families.

Furthermore, Care Inspectorate officers stated that they were satisfied with the action partners had taken to strengthen and improve services for children and young people and commented favourably on the extent to which improvements had been achieved within a relatively short timeframe. As a result of the outcome of the review inspection the Care Inspectorate indicated that they did not intend to conduct any further progress reviews in relation to the 2015 Joint Inspection of Services for Children and Young People in the Outer Hebrides Community Planning Partnership area.

- 6.9 The Comhairle Children and Families Services has constructive links with comparator local authorities and strategic developments and training initiatives are supported by expertise provided through a number of national organisations.
- 6.10 The Comhairle’s 2017/18 Local Scrutiny Plan highlighted the conclusion of the 2016/17 Shared Risk Assessment that most areas of provision, including leadership and governance, resource planning and management and education, did not require any additional scrutiny beyond statutory and ongoing work.

7 STATUTORY FUNCTION

7.1 Comhairle nan Eilean Siar Committees have welcomed the information provided in previous CSWO annual reports.

Secure Care

7.2 During 2017/18 there were no secure placement(s) required by children from the Western Isles.

Adoption and Fostering

7.3 Adoption is the process whereby parental rights and responsibilities are transferred from birth parents to adopters.

7.4 Although the Courts determine whether an Adoption is granted, the CSWO is the ultimate Comhairle decision maker on matters pertaining to Adoption.

7.5 In February 2014 the Children and Young People (Scotland) Act was passed into legislation. In relation to Adoption Services, the Act requires Local Authorities (and registered Adoption services) to provide specific information on approved adopters who are waiting to be matched to the Scotland's Adoption Register.

7.6 The intention is that the Register will facilitate the matching of children with approved adopters on a national rather than Local Authority basis.

7.7 In April 2016 regulations changed the Register from a voluntary service to a mandatory service. This change means that adoption agencies (local authorities and voluntary organisations) are now required to:

- Refer all children to Scotland's Adoption Register a minimum of 3 months after the agency has made the decision that that adoption is in the best interests of a child or, that an application for a permanence order granting authority for a child to be adopted should be made under Section 80 of the Act.
- Refer adopters a minimum of 3 months after their approval by the Adoption Panel.

7.8 During 2017/18 the Comhairle:

- had less than 10 children placed on Scotland's Adoption Register (Permanency Order with authority to adopt).
- less than 10 Adoption Petitions were granted.
- Less than 10 children were matched with prospective adopters.

7.9 Also during 2017/18 the Agency approved 1 Foster Carer (Level 1) and 1 Foster Carer family (Level 3).

7.10 Despite the introduction of a fee based payment system for Foster Carers, the recruitment of Foster Carers continues to present challenges.

8 WELFARE AND FINANCIAL GUARDIANSHIP

8.1 If an adult is unable to make key decisions or take necessary action to safeguard his/her own welfare, a Court can appoint a "welfare guardian" to do so. A welfare guardian might be a friend, relative or other and the Courts can also appoint the CSWO.

8.2 Financial Guardianship arises where there is impairment to the adult's capacity to safeguard his/her property or financial affairs. As with welfare applications, the Court is involved and it may be necessary at times for Local Authorities to undertake this function and responsibility where no one else can do so.

8.3 The Comhairle has five Mental Health Officers (MHOs), all of whom meet the requirements necessary to continue in practice and who contribute to Out of Hours services as required.

8.4 MHO activities during 2017/18 were as follows:

Adults with Incapacity (Scotland) Act 2000:

- AWI reports – 13
- AWI renewals - 2

Mental Health (Care and Treatment) (Scotland) Act 2003:

- Short Term Certificates – 6
- Compulsory Treatment Orders – 4
- Compulsory Treatment Order Renewals – 2

There continues to be a high demand for local authority applications for both Welfare and Financial Guardianship Orders.

8.5 For people with mental disorder who come to the attention of the police, Appropriate Adults are provided by the Local Authority. The role of the Appropriate Adult is to facilitate communication and ensure that people are not disadvantaged by their mental disorder when making a statement or being interviewed as a suspect or accused. This service is coordinated by the Lead Officer for Mental Health and provides another form of protection to people who are considered to be vulnerable.

8.6 The provision of the Appropriate Adult service is embedded within the Criminal Justice (Scotland) Act 2016. During office hours the Appropriate Adult commitments are met through duty services of Children and Adult Social Work Services as required. Outside of office hours the services are delivered as required by the Out of Hours practitioners from the Social Work Services Out of Hours rota. These provisions are still under review in light of the new legislation. The Western Isles Appropriate Adult requests for the reporting year were 14.

8.7 The Adult Protection Committee (APC) operates with an Independent Chair and reports to the Chief Officer's Group for Public Protection. The quarterly meetings of the APC include an activity report by the Lead Officer together with an update report from the Chair on national developments, information sharing and actions for the Committee. The Lead Officer attends weekly multi-disciplinary meetings with colleagues from Police Scotland and NHS Western Isles to consider the adult concern reports generated by the national Vulnerable Person Database (VPD).

8.8 The VPD process was introduced in 2016/17 and has continued throughout this reporting period. When Police Scotland are involved with members of the public they consider 'vulnerable', they generate an 'Adult Concern Form'. To consider these concerns there was formerly a discussion between Health, Local Authority and Police Scotland at a local level. However, Police Scotland changed the system in early 2015 and there is now a 'tele-conference' meeting with the Police Scotland Hub in Inverness. The screening process has reduced the number of concerns being shared locally. Activity Reports from these meetings are presented to the Adult Protection Committee.

8.9 The statutory duties in relation to Adult Protection have been supported through investment in data management systems and processes that are embedded within the main social work Carefirst service user database. There have been improvements in consistency in relation to recording of Adult Support and Protection activity and referrals and work has been undertaken throughout the reporting period in revising documentation to improve processes further. This is an ongoing process.

8.10 The Adult Protection Committee contributed to this process and routinely receives reports on activity data at the quarterly meetings of the Committee. The independent Chair of the Adult Protection Committee participates in the National Network and provides a valuable link which facilitates the sharing of best practice and learning with, and from, other Partnerships. This engagement, together with the national Lead Officer network, assists the Committee in considering the most effective practice in relation to self-evaluation. Work has been undertaken in the reporting period to discuss self-evaluation across the three island authorities with a view to improving learning and practice. This has proven to be a valuable exercise in comparing processes with areas which encounter similar challenges to those in the Western Isles local authority area and it is intended that this work will continue.

9 COMPLAINTS

9.1 The Social Work (Scotland) 1968 Act placed a duty on Local Authorities regarding Social Work complaints, with direction and guidance provided by Scottish Government.

9.2 The Scottish Government completed a national review of Social Work Complaints Procedures which resulted in application of the Scottish Public Services Ombudsman (SPSO) model 'Complaints Handling Procedures' to Social Work complaints and, accordingly, from 1 April 2017, all Social Work complaints received follow the new Social Work Complaints Procedure in that, following a Stage 2 investigation, appeals now proceed to the SPSO rather than a Local Complaints Review Committee.

9.3 Number of Complaints 2016/17

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Children and Families	7	6	8	4	5	2: 1 partially upheld; 1 not upheld	6: 2 Upheld 2 Partially Upheld 2 Not Upheld
Community Care	5	8	15	12	12	8: 2 upheld; 5 partially upheld; 1 not upheld	7: 3 Upheld; 3 Partially Upheld 1 Not Upheld
Criminal Justice	0	1	1	0	0	0	0
Total	12	15	24	16	17	10	13

- 9.4 The community care complaints ranged from care needs assessments, staff conduct and unavailability of provision for 24hr care.
- 9.5 The Children and Families complaint categories related to staff conduct, delays in service provision and accuracy of reports and assessments.
- 9.6 Complaints are recorded and learning points, whether the complaint is upheld or not, are used to influence and inform service improvements and learning.

10 CONTINUOUS IMPROVEMENT

- 10.1 Quality improvement and assurance systems are in place across a wide range of Children's Services to ensure that a culture of continuous improvement is applied effectively and consistently and to develop service improvements within the context of integrated children's services planning.
- 10.2 There is an open approach to the promotion of reflective practice and self-evaluation in individual, section and multi-disciplinary practice which underpins the Social Work services commitment to ensuring that children are safe and that all decisions are open to review.
- 10.3 Self-evaluation and inspection reports have all been converted into Improvement Plans and data is utilised to target interventions, evaluate outcomes and measure impact.
- 10.4 Children's Services make use of external expertise to review practice and, where relevant, assist in service development.
- 10.5 There is an effective Child Protection Committee which has promoted high levels of awareness and training in terms of early identification, referral, prevention and intervention on a proactive basis. A sub-committee of the Child Protection Committee uses case file audits to evaluate practice and improve interventions in the lives of children and young people.
- 10.6 GIRFEC Policy and Procedures and the national minimum data set provide a robust child centred framework for assessment and intervention together with baseline measures for all objectives in all plans (i.e. for individuals, group settings and the authority) allowing for more effective evaluation of outcomes.
- 10.7 Key elements of the Children and Young People (Scotland) 2014 Act have been introduced within the wider context of the GIRFEC framework which includes all relevant staff contributing to the My World Assessment process and the construction of individual Child's Plans. Multi-agency training is delivered with an emphasis on ensuring that the team around the child operates effectively whilst also clearly understanding their respective roles and remits within the team.
- 10.8 A robust data-based approach is applied to target setting for individual children and young people in terms of social, emotional and behavioural difficulties. The Child's Plan, the use of SMART targets and regular reviews are utilised to track individual progress against baseline measures which, thus enabling authority performance to be measured against comparator authorities and national data. In addition, national annual data is used and is combined into a local data set based around the Wellbeing Indicators.
- 10.9 Efforts are continuing to develop and roll out 'The Outcome Star', an outcomes monitoring tool. This can be used in partnership with children, their families and across a range of different service user groups to establish baseline measurements centred on the eight national GIRFEC health and wellbeing indicators. Use of the Outcome Star can assist people in supporting and encouraging service users to participate constructively in achieving improved outcomes in key areas of health and wellbeing.

- 10.10 There are continuing efforts to offer a wide ranging yet focused learning and development programme to staff. Training opportunities over this period have included input on: child protection; parental substance misuse; autism; physical intervention; de-escalation; mental health first aid; domestic violence; outcome focused work; specific parenting programmes; child development; resilience theory; solution focus brief therapy; risk assessment and life story work. Additionally, staff continue to be accredited and reaccredited in practical skills such as manual handling and first aid.
- 10.11 Where children are not able to continue to live with their immediate family, the following are among a range of options available, and being further developed, to provide alternative safe, nurturing and sustainable care to vulnerable children and young people:
- Extension of kinship and foster care services.
 - Redesign of supported residential accommodation.
 - Provision of a broader range of wraparound support and family intervention services.
 - Empowerment of young people to exercise choice and support them to make their needs known.
 - Provision of parenting classes.
- 10.12 These initiatives have contributed to improvements in Fostering and Adoption services, as reflected in positive Fostering and Adoption inspection reports in 2016/17, together with a reduction in mainland placements for some children and the extension of a wider range of local resources for vulnerable children and young people. In addition, the fee paid fostering service has been extended to provide family/community type placements for young people with the most complex and challenging needs.
- 10.13 Foster Carers are provided with bespoke internet safety training and have direct access to sustained support from dedicated I.T. staff in Education and Children's services. They are familiar with the K9 internet safety facility and the parental control features.
- 10.14 The Government's ambition of 1140 hours of Early Learning and Childcare for every eligible child has been implemented in full. Nursery staff have attended GIRFEC training and Building the Ambition training.
- 10.15 The Poverty Action Group and Early Years Collaborative continue to raise awareness across the Community Planning Partnership in relation to child poverty and how this impacts on health and wellbeing. Interventions based on wellbeing indicators are a key focus of the Early Years Collaborative approach.
- 10.16 The Community Planning Partnership has set ambitious targets with partners to break the cycle of intergenerational child poverty and inequality. In addition to this, particularly in the context of the Western Isles, the Community Planning Partnership has a particular focus on addressing the compounding impact of rural poverty. The Local Outcome Improvement Plan reflects the need to address key issues and those of particular relevance to the Western Isles.
- 10.17 In Adult Services, during 2017/18, the core and cluster service providing residential and respite care for adults continued to support the repatriation of service users and enhance the service provision available to local people. The main factors restricting further development of such services are demographic in nature, resulting in significant difficulty recruiting appropriate personnel.

- 10.18 There was approval for the introduction of intermediate care reablement services during 2016/17 within a framework of transformation and strategic planning of Home Care services. The work on this has been ongoing with engagement and participation across the Health and Social Care Partnership and an application submitted to operate a specialist resource in the locality of Stornoway and Broadbay. Recruitment to the service is on-going and the phasing in of referrals will be progressed as staffing allows.
- 10.19 The redesign of the Generic Home Care service received was completed in October 2017 with a contracted workforce being supported via a workforce change process to take up new working arrangements.
- 10.20 An Outline Business Case for the replacement model of care for Barra and Vatersay continued to be progressed and refined for Scottish Government consideration. If approved this would enable the Project to be taken to Full Business Case. The significant interest to the Older Population of Barra and Vatersay would see the replacement of residential care with housing with care being developed along with a new hospital facility replacing the current St Brendan's Hospital and Care Home.
- 10.21 The Project Board established to enable the Lewis Residential Care Review continues to progress the transformation of existing services through the introduction of extra care housing. Project proposals have been developed to enable the Comhairle to commit £15.8m to the Project on the basis of concluding capital and revenue projects and securing commitment from the Integration Joint Board, the Hebridean Housing Partnership and the Scottish Government in relation to Housing allocations.
- 10.22 Improvements in the whole system approach to delayed discharges are being realised through the continued implementation of a holistic Action Plan. The Delayed Discharge Action Plan encompasses a range of strategic and operational actions to enable improvements within acute and community based settings with the focus on maximising the benefit of the services available locally in supporting people to be discharged to a homely setting.
- 10.23 Both Self Directed Support and assessment and care management staff ensure that relevant information in respect of the Self Directed Support (Scotland) Act 2013 is provided to the general public through the Comhairle's website/publicity leaflets and, more specifically with regard to individual service users and carers in the course of the assessment or review process.
- 10.24 The implementation of the Carer's Act has been achieved in line with the commitments placed on the Integration Joint Board and partner agencies. The approach taken to achieve this has been based on the fundamental principles of close partnership working with carer organisations and work continues to identify carers, and to support them to continue to care through accessing services ranging from information sharing and informal networking to accessing service provision such as respite and short breaks.

11 PLANNING FOR CHANGE

- 11.1 The IJB Strategic Plan was approved in March 2016 and details 25 Key Deliverables as the priority areas for change and investment in order to improve outcomes for individuals, carers and services. The Plan has been highlighted as an example of best practice and will be used to support early engagement with Locality Planning Groups. The Plan is due to be refreshed and approved in the spring of 2018.
- 11.2 The future direction of the Comhairle's social work services is being driven by a number of local and national factors and initiatives. Alongside the integration of Health and Social Care services, Self- Directed Support and the Carer's Act continues to be the biggest change in the delivery of adult social work services. The major capital projects being pursued are required to acknowledge the need for additional capacity in service provision to offer personalised 24/7 care services.

- 11.3 In the 2017 LDSS return (previously known as eSay) there was a total of 169 adults with learning disabilities. Of these, 48 were living at home with family carers. It should be noted, however, that there are also 29 where this information was classed as unknown in the 2017 return due to information not captured on the system. It should also be noted that the age of carers was not requested in the return. It is, nevertheless, known that significant number of adults with learning disabilities are living at home with family carers who are aged 75+. Many of these carers have reported not having firm forward planning arrangements in place for a time when they were no longer available to provide this care.
- 11.4 The IJB's management structure has been implemented to unite locality based services such as residential care, community nursing, care at home, day care services and related services. The social work services such as assessment and care management, criminal justice and adult protection are located with allied health professionals, commissioning and business support services. This structure creates opportunities to maximise the expertise of specialisms and generate efficiencies in relation to the delivery of care.
- 11.5 In Children and Families services, the Integrated Children Services Plan 2017-2020 brings together key areas of work presently being delivered with the developments required across all relevant agencies to ensure that the shape and future direction of services for children and young people are fit for purpose.
- 11.6 A leading aspect of service re-design within the Comhairle's Children's Services has been the establishment of a Children's Services Partnership designed to bring together key partner agencies, both statutory and non-statutory, within a collaborative service provision framework in which the primary focus is on ensuring that the assessed needs of vulnerable children and families are best met in, or as near as possible to, their own homes and/or their own home communities.
- 11.7 An underpinning principle of the Partnership is to ensure that services are flexible and, with regard to equality of access, can be provided where the child and family are rather than the child and family having to be supported away their own local area as a result of services being centrally based and structured in such a way that they are tied to the fixed location of a service. This principle is particularly relevant in a remote, and predominantly rural, islands area
- 11.8 Where there is an assessed need for a child or young person to be supported away from their home or local area base, the emphasis is on ensuring that this is limited to as short a period as possible in order to ensure minimum disruption in relation to crucial links with place, culture, natural support networks and key relationships.

12 WORKFORCE PLANNING AND DELIVERY

- 12.1 The Scottish Social Services Council (SSSC) continues to progress its agenda for all members of the workforce to be registered. Failure to support staff to achieve the necessary qualifications presents a significant risk to the employability of staff affected as well as to the sustainable delivery of key services. All staff are PVG checked and compliant with the registration requirement from the SSSC. The Comhairle continues to work in partnership with Lews Castle College - University of the Highlands and Islands (UHI) in meeting the 2017 Home Care registration requirement, with 70 Home Carers having already achieved Level 2 SVQ in Social Services and Health Care.
- 12.2 The Health and Social Care Workforce Strategy has been agreed. Training plans for service areas are being refreshed. Expanding joint training with Third Sector partners is a matter being considered.
- 12.3 The Learn Pro e-Learning system is utilised to deliver Health and Safety training, Fire Awareness and Food Safety. Working in partnership with the area Child Protection Officer, CnES Child Protection Training has been adapted to be delivered to all

partnership staff via the LearnPro Platform. Adult Protection Training has also been adapted to be delivered through LearnPro. To support staff who are unsure of working with IT packages, basic training is delivered in conjunction with the NHS and the CnES Learning Shop.

- 12.4 Accredited Training and Skills are working in partnership with the Education Department and UHI in the delivery of the National Progression Award to 5th and 6th year pupils in The Nicolson Institute in Stornoway, Isle of Lewis and in Sgoil Lionacleit, Isle of Benbecula. As part of the year two study plan, pupils can undertake an SVQ in Social Services and Health Care which will comprise a Foundation Apprenticeship. This will equip them with the work experience and qualifications required to be fully registrable with the SSSC and work ready on leaving school. A mentor/buddy system is in place which engages past Modern Apprentice candidates to support pupils through the programme.
- 12.5 In addition to external training opportunities, multi-agency in-house training, facilitated by an external trainer, has been provided on Self Directed Support.
- 12.6 For Social Work staff there is a formal supervision framework and this is supplemented by the corporate annual appraisal system.
- 12.7 Adult Support and Protection services operate with 5 Mental Health Officers (MHOs) and actively monitors the future need for training and/or recruitment of MHO qualified Social Workers.
- 12.8 Using Change Fund finance, a project focusing on Career Pathways was established with NHS Western Isles, schools and further education establishments to develop local options for more integrated working and joint training opportunities.
- 12.9 Services for Older People in the Western Isles have been re-designed and reshaped and progress has been made in shifting the balance of care, increasing the support delivered at home and developing new approaches such as reablement and prevention. Given the challenging demographics and the pressure on existing finance and human resources such progress is an indication of commitment in these areas.

13 ADDRESSING KEY CHALLENGES IN THE YEAR AHEAD

- 13.1 Delivering safe and sustainable social work services in remote and rural areas and in an environment of reducing public finances will continue to place significant workforce and financial pressure on the Social Work service and the Comhairle. The Welfare Reform Act, together with current austerity measures will also impact negatively on many households with the increased likelihood of those living in low income households requiring additional assistance as a consequence.
- 13.2 At a time of reducing budgets, significant pressures continue with rising demand for services in many areas, new legislation and national policy requirements Self-Directed Support, The Children and Young People (Scotland) Act 2014 and further public sector reform are to be addressed within the challenging context of the Western isles demographics, with specific challenges being raised in relation to recruitment. Continued and developing joint working initiatives with Community Planning Partners, Third Sector and community groups is therefore essential to ensure maximum efficiency and the reduction in duplication of processes.
- 13.3 Whilst the Social Work service in the Western Isles continues to provide a broad range of statutory services which are appreciated by service users and the wider community, self-evaluation, together with inspection and audit work and the analysis of service complaints highlight areas for improvement and learning.
- 13.4 The 2016 Scottish Household Survey ask if people are satisfied with Local Health Services. In Eilean Siar 91% said they were very of fairly satisfied with local health

services against 83% nationally. There is also a Local Government Benchmarking Framework Indicator % Satisfied with their Care or Support. For 2015-16 this stood at 83% for Eilean Siar and 81% nationally.

- 13.5 The redesign of Home Care not only focused on the shifting emphasis of care at home or in a homely setting but has significantly sought to shift the emphasis on traditional Home Care and the role and responsibilities that staff have held. A ‘top-down’ and ‘bottom-up’ approach to roles and responsibilities has reshaped the mandatory training programme not only for the frontline workforce but has created a new competence and skill set for the supervisory and management team to lead on. The frontline supervision and management of the workforce will now seek to underpin training within the settings where care at home is provided.
- 13.6 A further challenge is that the support needs of service users living in either their own home, supported accommodation or residential care continue to increase. People with complex needs are being cared for by social care staff, supported by health services and the Third Sector. Whilst this may meet the living preferences of existing service users, the challenges associated with providing services in a remote and rural island area are such that, from a financial and staff resource perspective, in the longer term it will not always be possible to sustain individual complex care packages.
- 13.7 Developments in assisted technology are, however, supporting the availability and use of Telecare. Key outcomes sought through the use of telecare solutions are:
- Improved level of support to enable people to stay at home for longer
 - Improving the experience of service users who are assisted through these solutions.

As illustrated in the table below, the number of telecare users as at 31 March 2018 totaled 982.

People receiving Telecare at 31/03/2018

0-17 Under 18	2	2
18-64	86	86
65-74	127	127
75-84	384	384
85+	380	380
No Age recorded	3	3
	982	982

(Source Care First)

- 13.8 The IJB Strategic Plan is being implemented with a core focus on three areas for development, namely Mental Health, Residential Care in Lewis and Intermediate Care Services. The Locality Planning Groups are fully operational and are developing their own planning mechanisms to address local circumstances.
- 13.9 Recruitment across the spectrum of Adult Service areas continues to be challenging, specifically attributed to the demographic profile of the workforce and the general population. The challenge exists in terms of internal and external services and will continue to feature in planning of service re-design in order to address the services aspirations to extend on-island care capacity.
- 13.10 Developing career pathways through training and service redesign will, however, support the sector in being seen as a worthwhile and rewarding profession.

- 13.11 In this respect, the Comhairle has developed a specific project aimed at making a career in the social care and health sector a viable and attractive option for young people leaving school, as well as for adults looking at new career options.
- 13.12 A programme has been established which provides opportunities for people to access training in the social care and nursing sector with some courses specifically designed for young people, some of whom live in the most remote and rural areas of Western Isles. The programme offers foundation apprenticeships and Skills Development Scotland selected the Comhairle's Education and Children Services Department as a pathfinder authority for the senior phase vocational pathway development in Health and Social Care.
- 13.13 In addition, the Comhairle is committed to the establishment of modern apprenticeships across all departments, to undertake a range of roles and at all levels with, in 2016, in Children and Families Social Work Services, a modern apprentice recruited and currently being supported to complete the Degree in Social Work.

David Gibson
Chief Social Work Officer
Comhairle nan Eilean Siar

CNES Registered Care Services, Adults and Older People – Gradings 2017/18

CNES Care Services - Regulatory Monitoring as of March 2018

Date	Care Service	Care and Support	Environment	Staffing	Management	Reqs	Recs
8/8/17	Dun Eisean Care Home	↑5		4		0	6
30/03/16	Dun Berisay/Harris House SH	3		3	3		
04/07/17	Dun Berisay Care Home	5		4		0	4
25/04/17	Harris House Care Home	5	6		4	0	1
25/04/17	Harris House Support Service	5	6		4	0	0
1/12/17	Trianaid Care Home	5	5	5	5		
01/12/17	Trianaid C@H/HSS	↑6		5	5		
22/11/17	Taigh a'Chridhe Uile Naomh CH	↑5			4		
22/11/17	Taigh a'Chridhe Uile Naomh SS	5			4		
19/10/17	St Brendan's Care Home	3	3	3	↑3	↓2	↑4
15/11/17	Grianan Day Care Centre	↑4	↑4	↑4	↑4	↓4	3
01/09/17	Generic C@H L&H	↑4		4	4	↓1	↓1
16/11/17	Generic C@H U&B	3		3	2	↓5	3
23/01/17	L&H Community Living	↓4		↓4	↓4	4	
05/10/17	Ardseileach Care Home	↑5		4		1	
06/10/17	Ardseileach Centre	3	3	3	3	7	6
29/08/17	Barra Day Centre	6		5			
01/12/17	Craigard Centre	5		5	4	1	

COMMISSIONED SERVICES Inspection Grades 2017/18

Commissioned Services - Regulatory Monitoring as at March 2018

Date	Care Service	Care and Support	Environment	Staffing	Management
29/01/18	Penumbra Stornoway	6	-	-	6
19/12/17	Key Housing Newbridge	4↑	-	4	4↑
26/05/17	Ark Western Isles	5↑	-	4	-
07/02/18	Ark Angus	4↓	-	-	4↓
14/02/18	Ark Perth	5↑	-	-	4
26/10/18	Ellen Mhor – Danshell	5↑	5	-	-
16/08/17	Thistle Care Home - Danshell	4	4	4	4
24/01/18	Daldorch House School	4	3↓	4	4
16/08/17	Daldorch Respite	5↑	4	-	-
08/04/16	Action for Children	4	-	4	4
09/03/17	Manor Care Centre, Nairn	4	-	-	4
25/07/17	Solas Day Care Alzheimers Scotland	6↑	-	5	5
19/06/17	Meallmor Lodge	3	4	3	3
14/02/17	Tagsa Uibhist	4	-	4	4
16/02/18	Newton Dee Housing Support	6	-	-	6
29/03/17	Cobhair Bharraigh	6	-	5↓	-
23/05/17	Cantraybridge	5	-	-	5
01/02/18	Crossroads Harris	6	-	6	6
22/01/18	Crossroads Lewis	6	-	-	5↓
24/08/17	Blar Buidhe Care Home HC-One	4	4↑	3	4↑
11/10/18	Linlithgow Care Home – HC-One	5	-	-	5
15/12/17	Bethesda Care Home	5	-	-	5
26/10/17	Leverburgh Care Home	5	-	-	5
14/11/16	Gateway Highland Homeless Trust	5	-	-	5↑

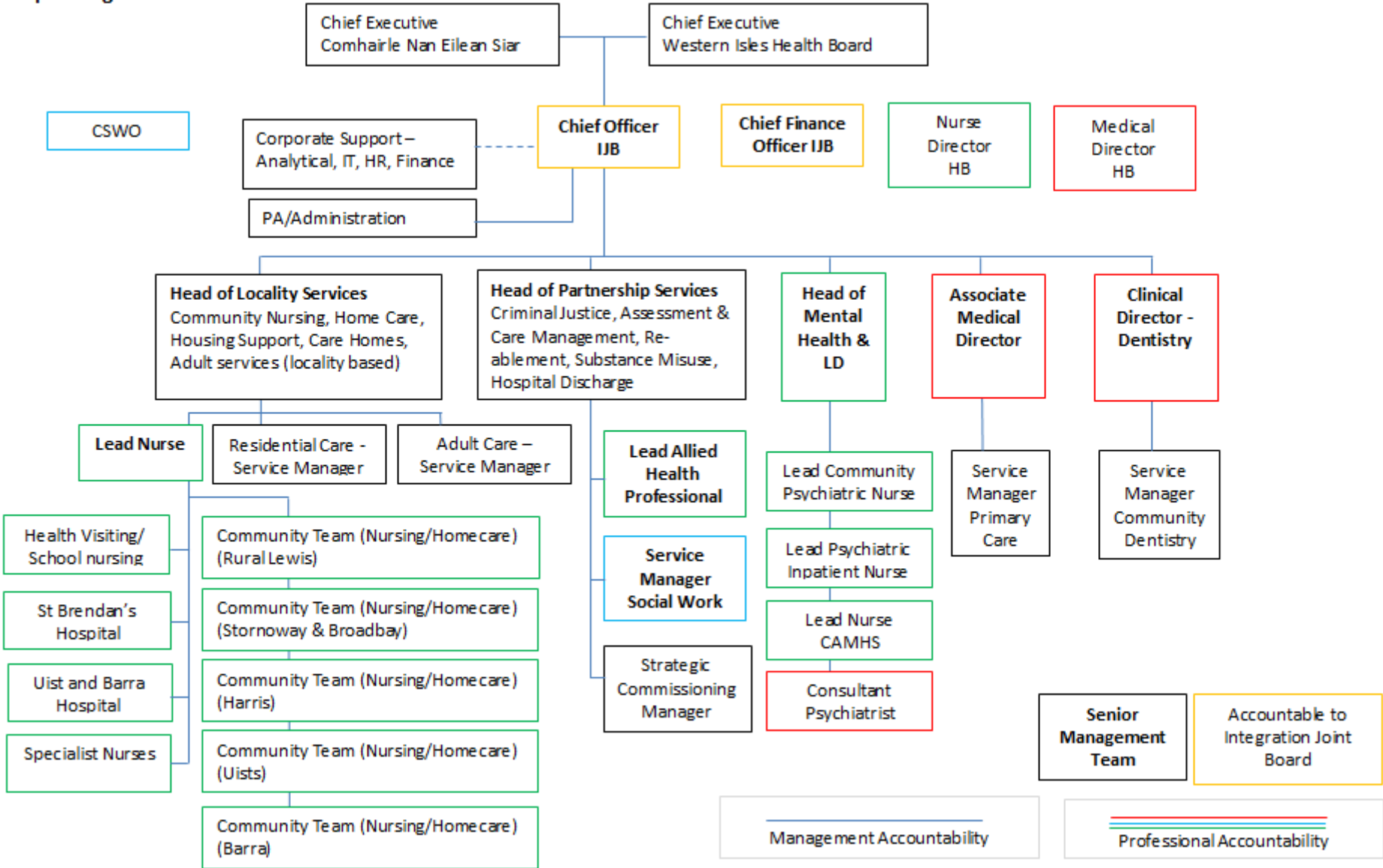
APPENDIX 3

CHILDREN'S SERVICES REGISTERED SERVICES – WESTERN ISLES 2017/18

Registered Care Service	Type of service	Quality of Care & Support	Quality of Environment	Quality of Staff	Quality of Management & Leadership
Fostering Service - Stornoway	Fostering Service	4	NA	5	5
Adoption Service - Stornoway	Adoption Service	4	NA	4	5
Rowantree House	Care Home Service	4	4	3	3
Moor Cottage	Care Home Service C&YP	4	3	4	3
Action for Children - Hillcrest	Care Home Service	4	N/A	N/A	4
Western Isles Foyer	Housing Support	5	N/A	N/A	5
Stornoway Childcare Centre	Day Care of Children	5	5	N/A	N/A
Stornoway Primary School Nursery	Day Care of Children	5	5	N/A	N/A
Sgoil Araich Lacasdail	Day Care of Children	5	5	N/A	N/A
An Cotan	Day Care of Children	6	N/A	N/A	5
WI Mobile Childcare Service	Day Care of Children	5	4	N/A	N/A
Sgoil Araich an Rubha	Day Care of Children	5	N/A	N/A	N/A
Sgoil Araich Loch a Tuach	Day Care of Children	5	5	N/A	N/A
Tong School Nursery	Day Care of Children	5	4	N/A	N/A
Pairc Playgroup	Day Care of Children	5	6	4	N/A
Sgoil Araich nan Loch	Day Care of Children	N/A	4	N/A	N/A
Sgoil Araich Shiaboist	Day Care of Children	5	5	N/A	N/A
Tolsta School Nursery	Day Care of Children	6	6	N/A	N/A
Sgoil Araich an Taobh Siar	Day Care of Children	5	N/A	N/A	4

Sgoil Araich Uig	Day Care of Children	5	N/A	N/A	5
Sgoil Araich Bhreascleit	Day Care of Children	5	5	N/A	N/A
Sgoil Araich Lionail	Day Care of Children	5	4	N/A	N/A
Sgoil Araich an Tairbeart	Day Care of Children	5	4	N/A	N/A
Sgoil Araich an Oib	Day Care of Children	5	4	N/A	N/A
Sgoil Araich Thunga	Day Care of Children	5	4	N/A	N/A
Sgoil Araich Bhaile a Mhanaich	Day Care of Children	6	6	6	6
Sgoil Araich an Iochdair	Day Care of Children	6	6	N/A	N/A
Sgoil Araich Dhalabroig	Day Care of Children	6	5	N/A	N/A
Castlebay Primary School	Day Care of Children	5	5	N/A	N/A

Operating Structure



COMHAIRLE NAN EILEAN SIAR

Department of Education and Children's Services – Structure from August 2018 DRAFT

