

**CLACKMANNANSHIRE COUNCIL**

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**Report to: Scrutiny Committee**

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**Date of Meeting: 18 August 2016**

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**Subject: Social Services Annual Performance Report 2015-16**

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**Report by: Head of Social Services**

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### **1. Purpose**

- 1.1. This report outlines the annual performance in Social Services throughout 2015/16.
- 1.2. It details performance measures, actions and risks against the agreed priorities and target measures.

### **2. Recommendations**

- 2.1. It is recommended that Committee notes this report and provides comment and challenge as appropriate.

### **3. Considerations**

#### **Ongoing Developments**

- 3.1. Over 2015-16, Social Services continued to manage a period of significant change across children's, adults' services and criminal justice services, at a national and local level. We worked to meet the challenges of implementing the Public Bodies (Joint Working) (Scotland) Act 2014, ongoing implementation of the Social Care (Self-Directed Support) (Scotland) Act 2013 and planning for the delivery of the Children and Young People (Scotland) Act 2014. Many of these have a direct impact on the cost of the delivering safe services and have a financial impact on the council as a whole.
- 3.2. Locally, growing budget constraints and most notably the decision to end the Shared Services arrangement taken in 2015-16, continue to pose challenges to the delivery of Social Services across Clackmannanshire. The Service started in 2015-16 to plan and identify transitional arrangements for delivery of Social Services.

- 3.3. Recruitment and retention of staff continued to pose challenges. The service successfully appointed new staff, but notably in children's services, these members of staff have been mostly newly qualified. As a consequence it is necessary at times to supplement the skill and expertise base of its qualified social workers by the use of agency staff. This is monitored closely and decreased in the last quarter of 2015-16. This has reduced both in terms of numbers and associated costs.
- 3.4. The absence rate for the Service was an area of concern throughout 2015/16. It has been recognised that this has an impact on service delivery and costs. The Service has focused on ensuring that return to work interviews were completed timeously and that managers took forward appropriate actions and supportive arrangements as required.

### **Annual Progress in Child Care Service and Criminal Justice Services**

- 3.5. The key actions and performance measures for Child Care and Criminal Justice Services are closely linked to the core priorities for Clackmannanshire Council.
- 3.6. Action has focused on the implementation of the Council's corporate parenting responsibilities, as set out in the Children and Young People (Scotland) Act 2014. These have been included in the Corporate Parenting Strategy and have been closely monitored throughout the year. The performance measures are aligned to these actions, for example, the Council has continuously met the national target of 75% of care leavers having a person-centred pathway plan; this has been achieved despite several staff changes in the Throughcare and Aftercare Team.
- 3.7. There has been a significant drop in the level of CP referrals to the service as can be seen in the chart below:

	<u>01/06/14 -</u> <u>31/05/15</u>	<u>01/06/15 -</u> <u>31/05/16</u>
June	54	39
July	41	33
Aug	34	43
Sept	43	50
Oct	46	39
Nov	58	27
Dec	17	28
Jan	39	35
Feb	31	31
March	50	33
Apr	57	29
May	65	27
<b>Total</b>	<b>535</b>	<b>414</b>

With the embedding of The Getting it Right for Every Child (GIRFEC) framework across agencies and earlier intervention using the Team Around the Child (TAC) approach, there has been a decrease in Child Protection referrals. This would indicate more appropriate earlier intervention occurring within universal services and is in line with the findings of the GIRFEC Pathfinder in Highlands. This ensures that the Child Protection referrals that we receive are more appropriate and therefore our Child Protection protocols are implemented in the right way for the right child at the right time.

- 3.8. The Child Care Service acted swiftly to review and analyse the numbers of children and young people on the Child Protection Register, which in August 2015 was the highest in Scotland. It was recognised there was a significant cross-over of children remaining subject to child protection registration despite being accommodated out of the family home whilst waiting on legal orders to be imposed by either courts or Children's Hearings. This process was addressed quickly and alternative business processes and safeguards were implemented which saw a significant decrease in dual registration and a more accurate picture of children who were considered to be at risk of harm and at home. The introduction of the Child Protection Team also had an impact on risk assessment being undertaken within tighter timescales allowing safe plan to be implemented quicker, particularly in relation to the 'unborn baby' client group which resulted in increased evidence of safe planning prior to babies births and less need for continued or longer-term Child Protection registration.
- 3.9. We did not consistently achieve the 100% target for weekly visits to children on the Child Protection Register in 2015-16. The Service implemented processes to review and manage this. The register is checked weekly by Managers to investigate the circumstances where visits have not taken place. Managers have confirmed that where visits have not taken place it is for the following reasons: unborn babies on the register would not be seen, children who have been accommodated would be seen in accordance with the child's plan.
- 3.10. Throughout 2015/16 Multi Agency Public Protection Arrangements and strong focus on managing high risk offenders remained paramount for our Criminal Justice Service. The Service has a robust quality assurance process and the Criminal Justice Service maintained the 100% of reviews of high-risk offenders, which were completed within agreed timescales.

### **Annual Progress in Adult Care Service**

- 3.11. Similarly to Child Care and Criminal Justice Services, Adult Services too are linked to the core priorities for Clackmannanshire Council. The focus remains on redesigning services for older people in order to shift the balance of care towards effective care at home, ultimately leading to independence and self-efficiency.
- 3.12. Clackmannanshire residents live longer and the Services support them to live independently for as long as possible by providing care at home. That is why

over the years, there has been a steady increase in the proportion of people living at home who are also in receipt of prolonged care services. This means a higher proportion of those aged over 65 with intensive care and support needs in Clackmannanshire were supported to remain in their own homes rather than in an institutional setting. Although the target was reviewed in 2015/16 to make it more challenging, performance continued exceeding 45% target. During the year 2015/16 the number of care at home hours rose significantly, which has been a consistent trend since 2012. Similarly the number of service users receiving Telecare Services rose by 16% during the year. The combination of the two services providing evidence of services being developed in favour of care at home.

- 3.13. Residential Care Home services saw a fall of 2.44% in usage over the financial year. It should be noted however that the usage of the total capacity of care homes remains high and the levels of dependency of those living in care homes has become increasingly complex in relation to end of life and dementia care
- 3.14. Council Care Homes consistently scored grades of 4 and above when inspected by the Care Inspectorate maintaining and improving the quality in standards of care that have been provided in Clackmannanshire over a number of years.
- 3.15. Delayed Discharge performance has continued to be good. However it is clear that the Health & Social Care Partnership's ability to sustain this performance is being stretched as the home care providers continue to have difficulties in recruiting staff in order to meet the ever-increasing desire to support care at home. The challenge of the continually decreasing target set by the Scottish Government will continue to challenge practice and has a consequence for the adult care budget.
- 3.16. The changing target for holding adult protection discussions with one working day of referral from 75% to 100% in November 2015 proved difficult to achieve. Work is commenced to monitor referrals and ensure that initial discussions are held within the agreed national timescales.
- 3.17. The most recent Annual Adult Service Users Survey shows that our service users tell us that they feel safer as a result of our involvement in their lives – an 18% rise since last year. While this needs to be celebrated, there remain areas of further development.

### **Annual Progress in Strategic Developments**

- 3.18. There has been a substantial amount of work developing the framework to support Adult Health and Social Care Integration. In light of the Integration of Health and Social Care Agenda, a Performance Framework has been fully developed to support reporting on integrated adult health and social care services.

- 3.19. In 2015/16 the Strategy Service developed and implemented performance monitoring mechanisms aligned to high customer standards across Social Services.
- 3.20. The Service continues to lead on the implementation of the Social Care (Self-Directed Support) Scotland Act 2013 throughout 2015/16. During the last year, significant progress has been made in the area of self-directed support by appointing a Programme Manager and revising the Outcome Focused Assessment and Support Plan. Full implementation will progress and be reported to the Council during 2016/17.

### **Achievements and Awards**

- 3.21 In early 2016, the Autism Strategy received a Silver award in the COSLA Awards for Excellence, after impressing judges with the level of innovation and engagement shown to effect real and sustainable improvements in the quality of life of people with an ASD. This included the development of an Autism App in partnership with Stirling University and work to put in place "safe place" schemes in conjunction with local businesses. The Awards final takes place on 6th October 2016, with the team hoping to boost their Silver to Gold.
- 3.22 In 2015-16, the work of the Social Services Learning and Development Team was recognised in the Scottish Association of Social Work Annual Awards. The team secured an award for Best Practice Through Ongoing Learning. The team uses various types of training to meet different learners' needs including action learning sets, workshops, interactive sessions, mentoring and more traditional 'taught' sessions. Staff are being encouraged to develop their own learning through access to IT and sources such as SSSC open badges and other on-line resources. Many of these are now supported through our corporate on-line training systems and those of partner agencies, such as the Alcohol and Drugs Forum.
- 3.23 In 2015-16, the Learning and Development Team have supported 13 student placements in partnership with the Open University, Dundee, Glasgow, Stirling and Robert Gordon Universities. We extended the opportunities for learning for social work staff who support student placements, in partnership with the third and independent sector. We have introduced the opportunity for "mixed placements" where students might, for example, be placed with a voluntary sector organisation with support from a Local Authority member of staff who acts as their practice educator. We have invited those involved in supporting placements from across all social care sectors to participate in joint learning initiatives.
- 3.24 As part of our parenting support interventions, Mellow Parenting is run from Alloa Family Centre. This is an evidenced based programme which includes, Mellow Bumps and Mellow Babies and is used to support hard to reach and vulnerable families. A member of staff is also involved in delivery of a Mellow

Dads' group. This work was recognised in 2015-16 and was presented at the European Social Services Council Conference

## Complaints

3.25 Social Services received sixteen complaints in 2015-2016. Twelve complaints were dealt with at Stage 1 (eight related to Children's Services and four related to Adults Services). Two complaints progressed to Stage 2. Two complaints related to Children's Services progressed to Stage 3. Two complaints were upheld. One related to Adults Services and was about service quality and one related to Children's Services and was about communication by the Service. Three complaints were partially upheld.

3.26 Reasons for complaints

<b>Summary area of complaint</b>	<b>Number</b>	<b>%</b>
Communications by Service or Staff	4	<b>25 %</b>
Staff conduct or Attitude	4	<b>25%</b>
Service Standard or quality issues	4	<b>25%</b>
Resources not available, adequate or suitable	2	<b>12.5%</b>
Application of policy or Procedure	1	<b>6.25%</b>
Assessment	1	<b>6.25</b>
<b>Total</b>	<b>16</b>	<b>100.0%</b>

3.27 Complaint reports are submitted to the Senior Management Team on a quarterly basis to monitor the level of complaints reported to each service area. The reason for complaints and the respective outcomes and actions are Actions by SMT and Head of Service also initiated a complaint reporting model which requires all Service Manages to report all complaint enquires whether they are dealt with at enquiry stage or are formally registered as a complaint. The issues raised through enquiries are also collated for Quality Assurance purposes.

3.28 In 2015 we introduced compulsory Complaint Handling Training to all managers. This training has raised awareness and assisted in developing

Complaint Handling skills of managers across Social Services. The Complaints Officer is now planning to deliver Complaint Procedures briefing sessions to Frontline staff at team meetings across Social Services. The briefing sessions will offer staff the opportunity to fully understand their responsibilities in complaint handling within a learning environment, with an emphasis on courteous and timely responses to enhance working relations and overall customer experience.

### **Financial Position**

- 3.26 Social Services budgets continue to be under considerable pressure. As demographic and service demands steadily increase financial forecasts suggest that this will consume an ever-increasing share of public spending.
- 3.27 There was a revenue budget overspend of £1.102m for 2015-16 (See Appendix 2 Table 1 for more details). The Service has provided committee monthly updates and has shown a steady decrease month on month. A significant reduction of £792k (42%) since reporting began in January 2016.
- 3.28 The continued focus of the overspend remains within the Child Care service and in particular the residential schools budget.
- 3.29 On the 28th January 2016, the Housing, Health and Care committee requested that the Resources and Audit Committee undertake a review of the circumstances impacting on the financial position. Council approved a scoping paper on 3rd March 2016. The Strategy and Customer Services Team are currently undertaking this Review.

### **Management Actions specific to External Placement Provision (EPP)**

- 3.30 Increased scrutiny by Senior Management Team by:

*Chairing Additional reviews.* The Assistant Head of Social Services Child Care instructed a review on all cases associated with the external provisions budget. The aim was to ensure that the service is managing associated risk while ensuring that the service continues to fulfil its statutory obligations to keep the child at the centre. As a result there were a small number of cases where alternative, and less expensive, resources were identified. These savings will not be seen until next financial year.

*Ensuring a multi-service approach to financial monitoring.* Social Services Managers, Education Officers and Business Managers continue to review all high cost placements at monthly meetings. This continues to ensure that:

- 1) Appropriate governance is in place
- 2) Decisions are agreed jointly
- 3) Consideration continues to be made on impact and financial viability
- 4) The services share and inform best practice.

- 3.31 Managers at all levels continue to meet with finance colleagues to ensure that the service maintains a rigorous and robust budget monitoring process. Budget monitoring is a core agenda item at all management meetings.
- 3.32 It should be noted that we are also realigning budgets to make sure that the costs of residential placements and other services, such as hospital based education, are properly allocated across relevant services.

### **On-going Pressures for External Placement Provisions**

- 3.33 The Children and Young People (Scotland) Act 2014 gives all local authorities a responsibility to ensure that all young people who turn sixteen have an entitlement to remain in their care setting until they reach the age of twenty one. Monthly reviews continue for all young people who are approaching school leaving age and any potential early exit strategies are actioned. However, if requested the young person has a right to remain in continuing care for a further five years.
- 3.34 It should be noted that all multi agency recommendations require to be ratified through the Children's Hearing who have ultimate decision-making responsibility in relation to a child's residence. At times decisions are made by Children's Hearings to accommodate children against the recommendation of the Service. This can cause unplanned and additional financial pressures.

### **Adult Service Final Budget Position**

- 3.35 Spending across adult service budgets is in their nature variable. They are demand led. Budget pressures change as clients have more choice on their care package through self-directed support options.
- 3.36 Currently the service is projecting an under spend in the adult provision of 40K. Additional income has been generated from NHS Forth Valley.
- 3.37 The recent change in our charging policy is having an impact on Disability Day Care services. The service continues to see a decrease in demand for day care services. However, early consultations with all stakeholders are underway to ensure that the Adult Day Service Provision is re-designed to meet demand. This is the first phase of the MCB option that Council agreed in Feb 2016.
- 3.38 Weekly Resource Panels in adult care are chaired by a Service Manager and are attended by senior managers both from Social Services and finance. This will continue to ensure that the service conducts robust analysis of all proposed care packages, whilst ensuring a best value and collegiate decision-making process.

### **Child Care Service Final Budget Position**

- 3.39 Alloa Family Centre continues to forecast an under spend of 197K. Analysis of this is due to the number of vacant posts, which have been sustained over the year.

- 3.40 Fostering and Adoption had forecast an overspend of £109K. However, this forecast reduced by 50K in March due to changes in Children's Plans where expensive external fostering resources were not required.
- 3.41 Capital of £250k was carried forward from 2015/2016. This contributes to a total investment of £1.00m, which has been identified for a new children's residential service as a "spend to save" MCB option. A steering group has been established and colleagues from Asset Management and Education are represented.

### **Criminal & Youth Justice Services**

- 3.42 The Criminal Justice Section 27 grant claim for 2015/16 submitted to the Scottish Government reflected all the costs associated with the provision of the Criminal justice social work. An underspend of 31K was reported due to a vacant post within the service. The service will ensure in 16/17 that the full allocation from Scottish Government is utilised.

### **Strategy and Management Support**

- 3.43 Strategy service end of year figures reveal an underspend of 63K. This incorporates the Self Directed Support (SDS) budget, which is being carried forward. This is Scottish Government one off payment, which is ring-fenced towards the on-going implementation of SDS.

### **Summary**

- 3.44 Over the last three months the service has reported monthly to committee on the specific financial improvements made towards decreasing the overspend. The evidence can be seen in a 42% reduction from the first forecast to the final end of year figures.
- 3.45 This report gives an overall summary of the detail and complexity associated with the on-going management of the social services budget and performance. It outlines council and multiagency statutory responsibilities, and highlights on-going and variable demands across the service. It demonstrates the actions the service has taken to both manage demand, monitor spend, monitor compliance with financial controls and financial regulations.

## **4.0 Sustainability Implications**

- 4.1 None.

## **5.0 Resource Implications**

### *5.1 Financial Details*

- 5.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes

5.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4 Staffing - There are no staffing implications associated with this report.

## 6.0 Exempt Reports

6.1 Is this report exempt? No

## 7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box )

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

## 8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? No

This report is for information only. No policy changes or changes to service provided are recommended.

## 9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

## 10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices please state "none"

Appendix 1 – Social Services Business Plan 2015-16 report from Covalent

**11.0 Background Papers**

11.1 Have you used other documents to compile your report? Yes (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

**Author(s)**

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**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Val de Souza	Head of Social Services	Signed: V de Souza
Nikki Bridle	Depute Chief Executive	Signed: N Bridle



# Performance Report 2015/16 APPENDIX 1

## Annual Progress Report

### KEY TO SYMBOLS

PERFORMANCE INDICATORS					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available

ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled

RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		

## High Level Summary

Ob Our Public Services are Improving			
 Actions	 5	 0	 6
 Risks	 3	 0	 0
 Pls	 3	 1	 2

Ob Vulnerable people and families are supported			
 Actions	 0	 0	 4
 Risks	 0	 1	 2
 Pls	 2	 0	 7

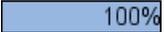
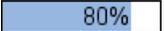
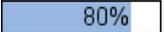
## Vulnerable people and families are supported

Code	Description	2012/13	2013/14	2014/15	2015/16		Comments	Lead
		Value	Value	Value	Value	Target		
ADC ADA 008	Number of Clackmannanshire people waiting in short stay settings for more than 2 weeks for discharge to appropriate settings from April 2015	1	4.25	2.5	0.5	0	This annual figure is an average of the 2015/16 quarterly figures reported for this indicator (using the same methodology used for reporting in previous years). Based on September 2015 data validated and published by ISD, 2 people waited for more than two weeks to be discharged from hospital (Quarter 2). Both patients were reported as awaiting completion of a community care assessment. Performance was worse than the other three quarters where no delayed discharges were reported in the last month of each quarter.	Val de Souza
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	66%	68%	73%	87%	100%	The target for this outcome was 75% until changed in November 2015 to 100% to reflect national standards. Work is ongoing to monitor referrals to ensure that initial discussions are held within one working day.	Val de Souza
ADC ADA 01a	% of Clackmannanshire people aged 65 and over with intensive care needs who receive 10 hours or more of home care per week	42%	47%	47%	48%	45%	Our residents live longer and we support them to live independently for as long as possible by providing care at home. However, as life expectancy increases so does the need. That is why over the years we have seen a steady increase in the proportion of people living at home who are also in receipt of prolonged care services.	Val de Souza
ADC ADA 022	% Adult Support and Protection investigations audited that have independent advocacy offered			37.5%	40%	55%	Adult At Risk of Harm referrals are screened to ensure that Council Officers involved in adult support and protection inquiries consider offering independent advocacy to adults at risk of harm. Council Officers will record where advocacy is offered, accepted, or declined, and to record the reason for any decision not to offer advocacy e.g. existing Guardianship/Power of Attorney in place. Annual indicator to be reported on before March 2016. 2 of 5 investigations were offered independent	Val de Souza

Code	Description	2012/13	2013/14	2014/15	2015/16		Comments	Lead
		Value	Value	Value	Value	Target		
							advocacy.	
ADC ADA B2b	Self-directed Support spend on adults (aged 18+) as a percentage of the total Social Work spend on adults (aged 18+), according to the figures published for the Local Government Benchmarking Framework (LGBF), provided by the Scottish Government	1.1%	1.0%	1.1%		5.0%	There are queries over this indicator as it is part of the LG Benchmarking Framework rather than a SG indicator and Clackmannanshire calculates it differently from Stirling and do so in a way that excludes Option 3. Therefore 5% will never be reached. Information for 2015/16 will not be available until the end of 2016.	Val de Souza
CHC CPR 029	This indicator monitors the percentage of children who are on the Child Protection Register who have been visited within the last seven days and seen.	100%	100%	94%	92%	100%	The Service regularly monitors performance in this area and acts appropriately. However, due to holiday periods as well as the current monitoring system (maintained manually), not all children were seen each week. In order to address this issue, the Service is looking into making adjustments to the system, which would automatically flag up cases potentially missing the set target. A weekly report could then be forwarded to managers for follow-up and allow any corrective actions to be taken timeously.	Val de Souza
CHC CPR 078	This indicator monitors the percentage of children who are currently on the Child Protection Register, or are within 3 months of de-registration, who have had at least one Core Group in the last month.	80%	86%	95%	98%	95%	After introducing a new increased target of 95% for Core Groups to be held within 15 working days from the initial Child Protection Case Conference, performance remained stable and consistently exceeding the new target throughout the whole of 2015/16.	Val de Souza
CHC LAC 18a	% of children looked after away from home with 3 or more placement	8%	3%	0%	4%		Although on average 4% of all looked after children had 3 or more placements during 2015/16, a number of them moved back home or started residing with relatives.	Val de Souza
CHC PER 001	Number of internal foster care disruptions in the quarter for Clacks Social Services.	0	0	0	0	0	There were no internal placement disruptions throughout 2015/16.	Val de Souza
CHC SCR 002	Proportion of children seen by a supervising officer within 15 working days	80%	86%	76%	85%	100%	The current information management system as well as recording issues resulted in not all children being seen by a supervising officer within the national target of 15 days. Monthly meetings have been set up to monitor the situation and address these	Val de Souza

Code	Description	2012/13	2013/14	2014/15	2015/16		Comments	Lead
		Value	Value	Value	Value	Target		
							performance issues.	
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (council)	48%	90%	81%	71%	75%	Staff turnover and difficulty in recruiting experienced staff resulted in delayed submissions of reports to SCRA. However, the Service is recruited a number of staff, however, improvements in this area might not be visible until the new workers are fully in post. Monthly recruitment meetings are now set up with HR and Communications to address recruitment issues, but this is a long-term problem in the area.	Val de Souza
CHC TCA 002	% of care leavers with a pathway plan	29%	29%	89%	76%	75%	The figures have been consistently above the target of 75% since 2014. The drop in 2015/2016 can be correlated with a social worker within the TCAC team being promoted to Team Leader of the service which left only one social worker to compile plans. This change in staffing saw the statistics for 2015/16 Q2 fall well below 75% until a new process was implemented in relation to scheduling plans. Once the new process was in place the statistics have evidenced a rise above the 75% target which the team continues to meet.	Val de Souza
CHC TCA 003	% of care leavers with a pathway coordinator	29%	29%	100%	100%	100%	The target of 100% has been met since 2015. Correspondingly, all care leavers had an allocated pathway coordinator throughout 2015/16.	Val de Souza
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%	100%	100%	100%	During 2015/16 public protection and strong focus on high offenders remained paramount. Similarly, quality assurance audits continue to lead to further improvements in the area of high risk offending.	Stuart Landels
SOS CUS 006	% Adult Care service users surveyed who feel safer as a result of social services involvement in Clackmannanshire	88%	79%	70%	88%	80%	The 2015/16 Annual Adult Service Users Survey indicates marked improvements in our clients reporting feelings safer as a result of Social Services' involvement in their lives. In spite of the structural changes, it appears that our dedicated workforce keeps putting the service user at the centre of all we do. However, caution needs to be taken when interpreting this year's results as the methodology has been refined. Please note that these results are provisional and will be subject to	Chris Sutton

Code	Description	2012/13	2013/14	2014/15	2015/16		Comments	Lead
		Value	Value	Value	Value	Target		
							thorough analysis followed by an action plan.	
SOS CUS 007	% Clacks Adult Social service users surveyed who report satisfaction that social services helped them to lead a more independent life	86%	79%	68%	81%	80%	Following a significant decline in service users' satisfaction with Social Services helping lead independent lives, the 2015/16 Annual Adult Service Users Survey shows significant improvements in our clients' perception of Social Services with some stressing how invaluable the services have been not only to the client but also to their families. It needs to be noted that caution should be taken when interpreting this year's results as the methodology has been refined this year. Please note that these results are provisional and will be subject to thorough analysis and an action plan.	Chris Sutton

Covalent Code	Action	By When	Lead	Progress Bar	Expected Outcome	Latest Note	Last Modified Date
SOS SSS 050	Implement the process in relation to the role of the Lead Professional under the Children & Young Persons legislation and the transition between the Lead Professional and Named Person service.	31-Aug-2016				The role of the Lead Professional is fully understood and implemented within the Children's Service. With Social Work primarily being the Lead Professional for all cases allocated.	27-Apr-2016
SOS SSS 051	Roll out of the Outcomes Framework for all children in Children's Services to evidence outcomes for children and families	31-Aug-2016				The outcomes framework has been rolled out to include all children subject to Child Protection Registration, as well as those who are subject to being Looked After by the LA ( At Home & Accommodated ). Outcomes scoring is embedded in all GIRFEC and National Risk Framework training.	29-Jun-2016
SOS SSS 052	Roll out and review use of the recognised assessment tools such as National Risk Assessment Framework, Graded Care and Substance Misuse Tools.	31-Aug-2016				Staff have been trained in the use of the National Risk Assessment Framework, and this is now part of rolling programme of training. Audit activity increasingly indicates the use of a recognised assessments tools in the interventions provided for the children we work with.	27-Apr-2016

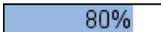
Covalent Code	Action	By When	Lead	Progress Bar	Expected Outcome	Latest Note	Last Modified Date
SOS SSS 053	Finalise in conjunction with NHS FV the Strategic Plan for adult health and social care services	11-Mar-2016		<div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div>		Strategic Plan and Strategic Needs Assessment have been now approved and published by Integration Joint Board.	23-Jun-2016

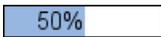
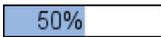
## Our Public Services Are Improving

Code	Description	2012/13	2013/14	2014/15	2015/16		Comments	Lead
		Value	Value	Value	Value	Target		
ACC BUV SOS	Projected variance as % of actual budget	0.88%	3.11%	3.99%	3.97%	0%	Social Services had an overspend of £1.119m in 2015/16. This was due to an overspend in the Residential Schools budget of £1.515m, which was partially offset against other service underspends of £0.396m.	Val de Souza
GOV SAB SOS	Social Services service sickness absence level measure through annualised days lost.	5.47		10.23	13.66	11.23	The absence rate for the Service is an area of concern. It is recognised that this has an impact on service delivery and costs. The Service has focused on ensuring that return to work interviews are completed timeously and that managers take forward appropriate actions and supportive arrangements as required.	Chris Sutton
SOS CUS 001	Number of stage 2 complaints received in quarter for Clackmannanshire	3	3	1	2	0	There were two stage 2 complaints received to Social Services relating to Child-care in 2015/16.	Chris Sutton
SOS CUS 002	% of reported indicators for Clackmannanshire Council social services registered provision graded good or better by Care Inspectorate over previous 12 months	93.75%	64.29%	81.82%	95.83%	90%	Of all 7 services registered with the Care Inspectorate and inspected during 2015/16, only Adoption Services were rated adequate for management and leadership. The remainder were graded good, very good or indeed excellent.	Val de Souza
SOS CUS 008	% of Clackmannanshire Adult Care service users satisfied with the overall service they received from Social Services	93%	83%	76%	84%	90%	The overall satisfaction with Social Services has reached a 3-year high of 84% according to the latest Adult Service Users Annual Survey. However, it needs to be noted that the results are provisional and will be subject to further analysis followed by an action plan.	Chris Sutton

Code	Description	2012/13	2013/14	2014/15	2015/16		Comments	Lead
		Value	Value	Value	Value	Target		
SOS IBP 007	% of social work case files audited where there is evidence of service user involvement in their care at the review stage	100%	61%	85%	79%	75%	With the exception of quarter II which saw a poorer than expected performance (58%), there was clear evidence of service users involvement at care review stages.	Chris Sutton
SOS IBP 008	% of case files audited where there is evidence of regular review of care or supervision of all social services files	100%	71%	86%	86%	90%	Internal audits indicate that half of all cases in 2015/16 either met or exceeded the 90% target set in the Business Plan.	Chris Sutton
SOS LAG 003	% of Clackmannanshire staff surveyed who responded felt that the annual appraisal system helps them improve the way they do their job	54%	54%	31%		60%	Annual Social Services Staff Survey was not undertaken in 2015/16 due to ongoing structural changes.	Val de Souza
SOS LAG 027	% staff who feel they have the ability to improve the service their team provides	55%	57%	50%		65%	Annual Social Services Staff Survey was not undertaken in 2015/16 due to ongoing structural changes.	Val de Souza

Covalent Code	Action	By When	Lead	Progress Bar	Expected Outcome	Latest Note	Last Modified Date
SOS SSS 040	Ensure effective budget management arrangements are in place and are effectively reported	11-Mar-2016	Val de Souza	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Finance is discussed at weekly Senior Management team meetings. The budget action plan for both adults and childcare services is overseen by the relevant Assistant Head of Service. Regular meetings take place between Service Mgrs and Service Accountants. A Business Manager was recruited in February 2016 to support and oversee the business processes.	13-Jun-2016
SOS SSS 042	Ensure customer standards are effectively reported and managed	11-Mar-2016	Val de Souza	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Performance framework and scorecards in place across service which are linked to customer standards. Performance Framework has also been developed to support reporting on integrated adult health and social care services.	23-Jun-2016
SOS SSS 043	Produce a Social Services specific approach to Workforce Planning in line with corporate approach to Workforce Planning	11-Mar-2016		<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%		Engagement and planning for Adult Care Priorities are supporting social services scoping and planning for workforce. This is mirrored in	23-Jun-2016

Covalent Code	Action	By When	Lead	Progress Bar	Expected Outcome	Latest Note	Last Modified Date
						work on children's services redesign in line with embedding GIRFEC and implementation of Children and Young People's Act. Workforce Strategy has been developed to support Health and Social Care Integration. Workforce data gathered to inform next stage of workforce planning. Further, Service is working with Corporate Services to progress service specific development of workforce planning. Appropriate reporting arrangements have been put in place including reports to committee.	
SOS SSS 044	Review approaches to staff engagement and strengthen opportunities for front-line staff to be involved in improvement activities	11-Mar-2016				Senior Management Team have hosted a range of staff engagement events with the aim to share visions and encourage front-line workers to take ownership of service aims. Staff at all levels have been invited to attend and contribute to Health Social Care Integration consultation events.	23-Jun-2016
SOS SSS 054	Review of day care provision	11-Mar-2016				Review of all Adult Day Services - The proposal supports integrated Care Pathway Strategic Themes by redesigning activity on complex care provision. This is a three year MCB programme. Phase 1 (2015-2016 ) Consultations with staff and partners to identify stakeholders. Develop the scope of the project, the savings, project team, and links other council wide projects. This work has been completed Phase 2 (2016-2107) . Further consultations with communities, Agree and identify an appropriate model of delivery which meets customers and statue responsibilities. Reviews include high cost service pathways, developing locality hubs that support early intervention. This work will review current day and community support arrangements with a view to developing therapeutic models of support that are enabling and integrated with health.	17-Jun-2016
SOS SSS 055	Develop feasibility study for shared residential childcare facility	11-Mar-2016				The Service has developed a comprehensive framework for appraising potential sites for the	22-Jul-2016

Covalent Code	Action	By When	Lead	Progress Bar	Expected Outcome	Latest Note	Last Modified Date
						childcare facility. In addition, a Project Manager has been identified who will be taking this work forward.	
SOS SSS 056	Review Social Services equipment provision and distribution arrangements	11-Mar-2017				This is being progressed within 'Making Clackmannanshire Better'. Business Cases have been completed and approved. The key aim of this option is to provide a standardised, streamlined service integrated across Forth Valley that maintains a balance between costs and service provision. This option will comprise two phases: Phase 1: (2015 – 2016) ...this will involve a range of improvement and efficiency activities concerned with logistics, stock control, ordering and processing systems, rationalisation and infection control standards. Phase 2: Jan 2017 onwards – to develop and implement a fully integrated Forth Valley-wide service	27-Apr-2016
SOS SSS 057	Implement redesign of Adult intake/reception services	11-Mar-2016				Pilot of triage service and eligibility toolkit has been put on hold due decision not to pursue Shared Services. .	27-Apr-2016
SOS SSS 058	Improve delivery of Child Protection Services	31-Mar-2017				Following a review of the funding for the single case management system programme, and the decision not to fully integrate as a shared service, this programme will now no longer be pursued in this format. The council have however agreed through the council budget meeting in February 2016 to pursue a case management system for Clackmannanshire council that is fit for purpose.	06-Apr-2016
SOS SSS 059	Re-design of children's Social Services	11-Mar-2017				Initial plans will now be reviewed following decision not to proceed with a shared service.	06-Apr-2016
SOS SSS 060	Embed self-directed support across Social Services.	11-Mar-2017				The Outcome Focussed Assessment and Support Plan have been revised and are awaiting final agreement from the board. The next step will be to have them operationalised and on the systems. The Commissioning Framework (Partners in Choice) is being	16-Jun-2016

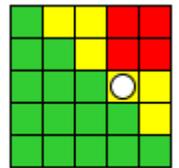
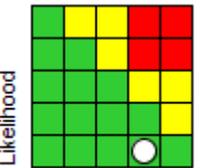
Covalent Code	Action	By When	Lead	Progress Bar	Expected Outcome	Latest Note	Last Modified Date
						consulted on with providers and service users.	

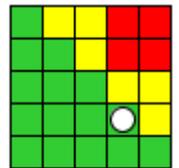
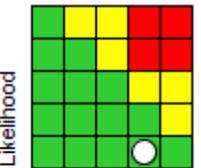
## Social Services Committee Risks

Code & Title					Status	Current Rating	16	Target Rating	8
SOS 015	<i>Redesign activity does not match pace and scale of change required.</i>								
<b>Potential Effect</b>	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs								
<b>Related Actions</b>	SOS RIS 022	Workforce development and skills plan being developed corporately and by Social Services		<b>Internal Controls</b>	Health & Social Care Joint management team	Likelihood		Impact	Impact
	SOS RIS 023	Re-aligning Childrens Services program to develop Joint Commissioning Strategy for Childrens Services.			HSC Strategic Plan				
	SOS RIS 024	Health & Social Care Strategic Plan			HSC Strategic Planning Group				
					Social Services Transforming Care Board				
<b>Latest Note</b>	Governance arrangements revised and implemented: Transforming Care Board in place. Service specific programme management office established.					<b>Managed By</b>	Val de Souza		
						22 Feb 2016			

Code & Title					Status	Current Rating	16	Target Rating	5
SOS 022	<i>We may fail to have sufficient competent, confident staff and managers to undertake core duties.</i>								
<b>Potential Effect</b>	We may fail to deliver the required services. We may fail to meet statutory requirements. Lack of effective support to staff. Risk of harm to current or potential service users.								
<b>Related Actions</b>				<b>Internal Controls</b>	Health & Safety Management System	Likelihood		Impact	Impact
					Integrated Children's Services Plan				
					Social Work Supervision policy				
					Performance Forum				
					MAPPa guidance				

			Child protection procedures		
			Workforce Learning & Development Strategy		
			Public Protection Forum		
<b>Latest Note</b>	A single supervision policy is in place across the Service aligned to core duties. Core learning and development needs identified. Priority actions addressed. CS			<b>Managed By</b>	Val de Souza
				09 Jan 2015	

Code & Title			Status	Current Rating	12	Target Rating	4
SOS 026	<i>Quality of care not maintained due to reduced capacity for contract monitoring. Service delivery standards are not met.</i>						
<b>Potential Effect</b>	Pressure on contract compliance staff. Paying for services not provided. Non-compliance with statutory requirements. Critical services may not be supplied.						
<b>Related Actions</b>		<b>Internal Controls</b>	Procurement Strategy	Likelihood		Likelihood	
			Council Standing Orders				
			Commissioning Arrangements				
			HSC Strategic Plan				
			HSC Market Positioning Statement		Impact		Impact
<b>Latest Note</b>	Internal Audit report identified areas of improvement in adult care commissioning arrangements and some areas for further development			<b>Managed By</b>	Val de Souza		
				15 May 2015			

Code & Title			Status	Current Rating	8	Target Rating	4
SOS 016	<i>There is a risk that procedures do not accurately relate to operational and statutory requirements.</i>						
<b>Potential Effect</b>	We may fail to meet Scottish Government objectives. We may fail to meet Council objectives. We may fail to deliver the required services. Risk of harm to current or potential service users.						
<b>Related Actions</b>	SOS RIS 004	<b>Internal Controls</b>	Service Plans	Likelihood		Likelihood	
	SOS RIS 025		Inspection and external audit				
	SOS RIS 026						
					Impact		Impact
<b>Latest Note</b>	Process workshops to support implementation of Single Case Management System are being used to develop procedural guidance that is fit for purpose in line with national guidance and legislation and address risk.			<b>Managed By</b>			
				12 Jan 2015			

Code & Title			Status	Current Rating	8	Target Rating	4
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<i>STP SOS 014</i>	<i>We may fail to work effectively in partnership with NHS Forth Valley</i>				
<b>Potential Effect</b>	We may fail to meet Scottish Government objectives, we may fail to meet Council objectives, we may fail to deliver the required services.			Likelihood	Likelihood
<b>Related Actions</b>		<b>Internal Controls</b>	CMT Health & Social Care Joint management team		
<b>Latest Note</b>	Integration Scheme in draft form.			<b>Managed By</b>	Val de Souza
				12 Jan 2015	

Code & Title			Status	Current Rating	16	Target Rating	8
<i>SOS 017</i>	<i>Organisational information and knowledge are not effectively managed due to poor information sharing, records and absence management and succession planning, increased dependence on IT systems and unrecorded knowledge held by staff members.</i>						
<b>Potential Effect</b>	Negative impact on the smooth running of the service.			Likelihood	Likelihood		
<b>Related Actions</b>	SOS RIS 016 Implementation of Child Care Case Management System	<b>Internal Controls</b>	Business Continuity Plans Joint IT Governance Group Continuity			Impact	Impact
<b>Latest Note</b>	Following a review of the funding for the single case management system programme, and the decision not to fully integrate as an agreed service, this programme is now on hold. Implementation will now be reviewed.			<b>Managed By</b>	Chris Sutton		
				12 Oct 2015			

Code & Title			Status	Current Rating	8	Target Rating	3
<i>SOS 025</i>	<i>Failing to engage effectively with staff.</i>						
<b>Potential Effect</b>	Disruption to service delivery. Negative impact on employee morale, risk of harm to service users or potential service users.			Likelihood	Likelihood		
<b>Related Actions</b>		<b>Internal Controls</b>	Industrial relations meetings Staff Engagement Plan			Impact	Impact
<b>Latest Note</b>	Reviewed January 2015 grading remains the same. CS			<b>Managed By</b>	Val de Souza		
				09 Jan 2015			



## Appendix 2

**Table 1 - Revenue Expenditure**

<b>Service</b>	<b>Annual Budget 2015/16</b>	<b>Actual Spend to 31/03/16</b>	<b>Projected Outturn to 31/03/16</b>	<b>Variance Outturn V Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Mental Health & Learning Disability	6,334	6,319	6,319	(15)
Elderly & Physical Disability Care Management	4,979	4,956	4,956	(23)
Adult - Provision	4,676	4,674	4,674	(2)
<b>Adults</b>	<b>15,989</b>	<b>15,949</b>	<b>15,949</b>	<b>(40)</b>
Child Care - Clacks Locality	2,208	2,227	2,227	19
Child Care - Resourcing, Disability, TCAC	6,254	6,144	6,144	(110)
<b>Child Care</b>	<b>8,462</b>	<b>8,371</b>	<b>8,371</b>	<b>(91)</b>
Criminal & Youth Justice Services	240	121	121	(119)
Strategy	565	502	502	(63)
Social Services Management Support	367	267	267	(100)
Residential Schools	2,583	4,098	4,098	1,515
<b>Total Revenue</b>	<b>28,206</b>	<b>29,308</b>	<b>29,308</b>	<b>1,102</b>

**Table 2 - Breakdown of Residential Schools overspend**

<b>Service Provision</b>	<b>Budget £'000</b>	<b>Projection £'000</b>	<b>Variance £'000</b>
External Residential Placements	1,339	1,813	474
Other LA Residential Placements		37	37
Education	1,082	1,906	824
Outwith LA Education	162	266	104
Additional Education Support Provision		74	74
Hospital Education		2	2
<b>Total</b>	<b>2,583</b>	<b>4,098</b>	<b>1,515</b>

**Table 3 – Capital Expenditure**

<b>Project</b>	<b>Annual Budget 2015/16 £000</b>	<b>Actual Spend to 31/03/16 £000</b>	<b>Projected Outturn to 31/03/16 £000</b>	<b>Variance Outturn V Budget £000</b>
Social Work Integrated System	145	0	0	(145)
Telecare	75	68	68	(7)
Child Care Residential Unit	250	0	0	(250)
<b>Total Capital</b>	<b>470</b>	<b>68</b>	<b>68</b>	<b>(402)</b>