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**Report to: Scrutiny Committee**

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**Date of Meeting: 26<sup>th</sup> October, 2016**

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**Subject: Social Services Scrutiny Review: Progress Report**

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**Report by: Depute Chief Executive**

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## **1.0 Purpose**

- 1.1. This report provides an update on activity since the scope document for the Social Services Scrutiny Review was agreed on the 21<sup>st</sup> April 2016. It also details progress against each of the key aspects detailed in the scope document and proposes the next steps for taking forward the review.

## **2.0 Recommendations**

It is recommended that the Committee:

- 2.1 notes the scope, approach, resourcing and reporting arrangements as amended and agreed by the Resources and Audit Committee on 21 April 2016 (paragraphs 3.1 and 3.2, and Appendix 1)
- 2.2 notes the activity and progress since April (paragraphs 3.4 to 3.13)
- 2.3 notes progress against the agreed scope (Table 1)
- 2.4 notes the complementary work being taken forward by the Service in its Recovery Plan reporting to the Audit and Finance Committee (paragraph 3.16)
- 2.5 notes the realignment of management responsibilities for the review in line with the chief officer support provided to committees (paragraph 3.16)
- 2.6 provides feedback and further direction as appropriate in respect of the progress reported against the scope (Table 1)
- 2.7 provides feedback and further direction as appropriate in respect of the next steps (paragraphs 3.18 to 3.22).

### **3.0 Considerations**

- 3.1. On the 21<sup>st</sup> April, the Resources and Audit Committee agreed the scope, approach, resourcing and reporting arrangements for undertaking a Social Services Scrutiny review. This is attached at Appendix 1 for ease of reference.
- 3.2. The Resources and Audit Committee also agreed the following amendment to the document attached as Appendix 1:

*Under recommendations at 2.1 remove all that is 2.1.1, 2.1.2, 2.1.3 and 2.1.4 and replace with:*

*2.1.1 Agrees the scope set out in respect of the planned Scrutiny Review of Social Services.*

*2.1.2 The Resources and Audit Committee agrees to conduct a review of the circumstances impacting on the Social Services budget position and report its findings to Council.*

*2.1.3 Agrees a member of the Resources and Audit Committee convenes these meetings and a suitably qualified named Senior Officer be the main contact with other officers involved in the scrutiny review.*

*2.1.4 Notes that a provisional budget allocation of £10k has been identified from within existing sources to facilitate access to external specialist advice should it be required.*

*Insert at 2.1.4*

*2.1.5 Agrees to a progress report being reported to Council in August and October 2016.*

*2.1.6 Notes that the findings of the review will be reported to Council in December 2016.*

*2.1.7 Agrees to set a date and time for the first meeting.*

*3.8 Resources*

*3.8 The Resources and Audit Committee will be supported by a team of Senior Officers sponsored by the Depute Chief Executive. The core support will, amongst others, as required include representation from Internal Audit, Finance, Strategy and Social Services. Other specialist advice and support will be available as appropriate.*

*3.12 Reporting*

*3.12 Progress will be reported to the August and October 2016 meetings of Council.*

- 3.3. This paper updates the Committee on:
- activity since the approval of the scope
  - progress against each of the key elements detailed in the scope
  - next steps.

### **Progress and activity update**

- 3.4. Given the unavailability of the Convenor of Resources and Audit to convene (per paragraph 2.1.3 of the Committee decision) the agreed meetings following the April Committee, the Vice Convenor took responsibility for taking the review forward.
- 3.5. Officers met with the Vice Convenor in a series of meetings which commenced on the 26<sup>th</sup> April. These meetings focussed on:
- establishing core Principles to guide the work of the review
  - clarifying a range of Administrative matters
  - presenting the initial analysis undertaken in respect of the agreed scope
  - considering the range of tools and techniques which the Committee wished to use, including interviews.
- 3.6. The overall approach was intended to engage Committee Members in an iterative and interactive review of the issues detailed in the scope. In line with the decision of the Committee, the review was to be 'member-led' and this was also reflected in the principles discussed and agreed with the Vice Convenor.
- 3.7. Meetings with the Vice Convenor were supplemented by a number of officer meetings, led by the Depute Chief Executive, to agree and allocate resourcing to take forward the work agreed. Analysis work was also commenced in order that it could be presented to an early meeting of Committee Members.
- 3.8. The Vice Convenor agreed an agenda for convening the first meeting at a meeting with the Depute Chief Executive and Project Manager on 9<sup>th</sup> May and invitations were subsequently issued for a meeting on the 19<sup>th</sup> May 2016. The Draft Agenda is attached at Appendix 2.
- 3.9. Progress with member leadership of the review then stalled due to changes in the political leadership of the Council which impacted both decision making structures (the Resources and Audit Committee was

abolished and replaced by the current Scrutiny Committee) and the Convenership of the Scrutiny Committee also changed in line with political balance.

3.10. These changes took place between the 12<sup>th</sup> May and 2 June 2016 resulting in a need to recall the invitations issued for the first Scrutiny Review meeting of 19<sup>th</sup> May. During this time, officers continued to progress analysis.

3.11. Following confirmation of the Scrutiny Committee Convenership to the Chief Executive on 16<sup>th</sup> June, the Depute Chief Executive met with the new Scrutiny Committee Convener on 5<sup>th</sup> July. It was agreed that the initial analysis would be shared with him, in the first instance, during the recovery period of his planned absence. This was subsequently actioned and the Convener requested further analysis be undertaken (an outline of this is included at Appendix 3).

3.12. Given the ongoing absence of the Convener, summary information arising from the initial analysis was also shared with the Vice Convener of the Scrutiny Committee in September. This resulted in a request for the following:

- a briefing to be organised for all elected members to present the analysis undertaken to date and in particular to include feedback from the Head of Social Services and Assistant Head of Social Services in respect of the childcare financial pressures, potential causal factors and potential mitigations (paragraph 3.6 of the Appendix 1 scope)
- to allow sufficient time for the briefing to take place, prior to the next scheduled meeting of the Scrutiny Committee, the Scrutiny Committee date was to be rescheduled to 26<sup>th</sup> October
- a progress report to be presented to the Scrutiny Committee on 'progress to date as originally agreed for June and October'
- progress report to highlight 'outstanding issues and how they are to be delivered for the target date of a report to full Council in December'.

3.13 Officers have actioned these requests as follows:

- an all member briefing was provided on 20<sup>th</sup> October at which the Project Manager presented environmental, financial and demographic data. This is reflected in Table 1 below and Appendix 4 sets out the main areas of analysis covered at the briefing
- a second all member briefing has been scheduled for the 3<sup>rd</sup> November aiming to cover financial pressures in Child care and potential causal factors and mitigations. This will be presented

by the Head of Social Services and Assistant Head of Social Services (Childcare). This planned activity is also reflected in the progress reported to date in Table 1 below

- the Scheduled Scrutiny Committee was moved from the 20<sup>th</sup> to 26<sup>th</sup> October 2016
- this report for Committee summarises activity and progress against the scope since April and also sets out the potential next steps.

### Progress against scope

3.14 The key aspects of the scope are detailed in Table 1 below. A summary of progress to date and key aspects of what is outstanding is provided against each area.

**Table 1: Summary of progress and outstanding issues against the agreed scope for the Scrutiny Review of Social Services @ October 2016**

Scope activity	Progress	Outstanding activity
Social and economic environment of Clackmannanshire (Scope paragraph 3.4)	<b>Complete</b> Presented to all member briefing 20 <sup>th</sup> October 2016 (see also Appendix 4)	<b>None</b>
Child care statistics, trends and forecasts: for instance re number of Looked after children, child protection referrals (Scope paragraph 3.5)	<b>Partial</b> Scheduled for presentation to all member briefing 3rd November 2016	<b>Implement, embed and test Recovery Plan actions as reported to Audit and Finance Committee 15<sup>th</sup> September re forecasting demographic growth</b>  <b>Calculate the current costs of care and present alternative options</b>
Significant areas of childcare expenditure	<b>Complete</b> Presented to all member	<b>None</b>

Scope activity	Progress	Outstanding activity
(Scope paragraph 3.6, BP 1)	<p>briefing 20th October 2016 (see also Appendix 4)</p> <p>Narrative to be expanded/ further contextual explanation provided at the all member briefing scheduled for 3<sup>rd</sup> November 2016</p>	
Examination of the specific causes of financial pressures on childcare to establish whether these might be mitigated (Scope paragraph 3.6, BP 2)	<p><b>Partial</b></p> <p>Scheduled for presentation to all member briefing 3rd November 2016</p>	<p><b>Requires Scrutiny Committee Members input to ensure satisfactory coverage of scope areas</b></p>
Analysis of the demographics of Looked After Children (Scope paragraph 3.6, Bullet point 3)	<p><b>Complete</b></p> <p>Presented to all member briefing 20th October 2016 (see also Appendix 4)</p> <p>Narrative to be expanded re Clackmannanshire position at the all member briefing scheduled for 3rd November 2016</p>	<p><b>None</b></p>
Financial governance including compliance with Financial Regulations, Scheme of Delegation and managerial controls (Scope paragraph 3.6, Bullet Point 4)	<p><b>Partial</b></p> <p>Governance for the 2015/16 overspend obtained via Resources and Audit Committee (25<sup>th</sup> February 2016 and Council 3<sup>rd</sup> March 2016)</p> <p>Review of SW Q1 finance presented to Audit and Finance</p>	<p><b>Establish interim arrangements to provide monthly financial information for the Head of Service</b></p> <p><b>Implement, embed and test Recovery Plan actions re improved financial governance</b></p> <p><b>Review Recovery Plan</b></p>

Scope activity	Progress	Outstanding activity
	<p>Committee 15<sup>th</sup> September, including Service Recovery Plan</p> <p>Implementation Review of Social Work Case Management System presented to Member Forum 27<sup>th</sup> September including lessons learned and next steps</p> <p>Service requests for fee uplift for providers 15<sup>th</sup> September Audit and Finance Committee</p> <p>New working protocols between Service Management and Accountancy</p>	<p><b>to identify additional action required to embed robust financial governance within the Service</b></p>
<p>Service policies, processes and models of care offer Best Value (Scope paragraph 3.5)</p>	<p><b>Partial</b></p> <p>Options for change discussed with Administration August 2016</p> <p>Service Recovery Plan, Audit and Finance Committee 15<sup>th</sup> September</p> <p>Vanguard scoping exercise scheduled for October/ November 2016</p>	<p><b>Options to be evaluated and prioritised</b></p> <p><b>Recovery Plan to be reviewed, amended, implemented and evaluated as appropriate</b></p> <p><b>Vanguard scoping exercise outcomes to deliver Service change/ Improvement Programme</b></p>

3.15 Work progressed to date has been undertaken using internal staff resources. The work has been undertaken by The Depute Chief Executive, Project Manager, Internal Audit Manager, Accountancy, Social Services Management, and Analytical Support from within the Strategy Team within Strategy and Customer Services and the Social

Work Business Manager. This is in line with the anticipated resource usage presented to the Committee in April.

- 3.16 On the 15<sup>th</sup> September, the Social Services Q1 Financial Performance for 2016/17 was reported to the Audit and Finance Committee. In response to the new and continuing pressures reported, the Depute Chief Executive highlighted some priority improvement actions alongside a Service Recovery Plan. This work is being progressed, in parallel with the Scrutiny Review, by the Depute Chief Executive working with the Service Management Team. As part of this current activity, scoping work has been commissioned with Vanguard to take forward the specification of a medium term Improvement/ Change Programme for the Service. It is envisaged that much of the activity being taken forward will also inform the Scrutiny Committee's work.
- 3.17 As a consequence of the changes in the Committee structures, the chief officer support for the new Scrutiny Committee has changed and the Executive Director now provides chief officer support to the new Scrutiny Committee. In order to align chief officer managerial responsibilities within both the Committee and review, the Executive Director will act as project sponsor and the Depute Chief Executive will continue to sponsor the Social Services Recovery Plan as agreed and reported through the Audit and Finance Committee (paragraph 3.16).

### **Next Steps**

- 3.18 To date whilst much work has been taken forward, there has been limited direct feedback to or from the Scrutiny Committee, particularly in terms of any further analysis which is required to satisfy Members that the review is progressing in line with its agreed scope and its expectations. It also means that potential new or additional lines of enquiry have not been considered in response to the data analysed and presented to date.
- 3.19 It is proposed that the Vice Convener schedules an early meeting of Scrutiny Committee Members to evaluate the information, data and analysis presented to date and provide feedback and direction:
- to confirm the Committee's agreement with the level of reported progress
  - to highlight any areas for new or additional analysis as a consequence of the Committee's review of the information provided to date
  - to prioritise outstanding work and preferred methods of review.

The feedback will allow the newly appointed Head of Service the

opportunity to closely examine statistical, demographic data, practice and culture which may offer a context to the areas of overspend and ensure that the Service is fully supporting the Scrutiny Review.

- 3.20 The Vice Convener also requested that enquiries be made to establish the availability of the consultant who previously conducted the Council's Independent Review of Childcare, with a view to building on her original work, to provide further input to the Scrutiny review of childcare. The original review work was openly advertised and tenders received and evaluated as it was in excess of £10k. The Procurement Manager was consulted and confirmed that it was possible to approach the consultant directly in the current context, as long as expenditure remained below £10k.
- 3.21 On that basis, the consultant was approached as requested. However she is no longer available to undertake such consultancy work and is not based in the area. If alternative external consultancy is to be procured in support of the Scrutiny Review, the Procurement Manager has advised that this would need to be supported by a reasonable number of quotes against a standard specification.
- 3.22 The Vice Convener has indicated that all work should be complete in order that a report can be presented to full Council in December. Officers are currently planning, reviewing resourcing requirements and working to deliver a report within this timescale. However, it is important that the Scrutiny Committee is satisfied with the work undertaken and reported to Council compared with its original scope. On this basis, the Scrutiny Committee feedback referred to in Paragraph 3.18 is critical to the delivery of a report within the specified timescales, especially since the need for additional work and analysis is a key factor in assessing timing and resource requirements.

#### **4.0 Sustainability Implications**

- 4.1. The Council will aim to deliver sustainable services to both internal and external customers. All services aim to support the Council's duties relating to the environment and sustainable development.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. There are no new financial implications arising from the recommendations of this report. Yes

##### *5.3. Staffing*

- 5.4. There are no direct staffing implications at this stage.

## 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	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(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?  
Not applicable

## 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 Appendix 1 – Social Services Scrutiny Review: Proposed Scope  
Appendix 2 – Draft Agenda for 19<sup>th</sup> May  
Appendix 3 – Analysis request received from Scrutiny Convener

Appendix 4 – Index of analysis presented 20<sup>th</sup> October 2016

**11.0 Background Papers**

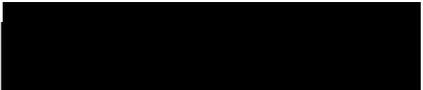
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

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Cherie Ann Jarvie	Strategy Service Manager	Extension : 2365
Nikki Bridle	Depute Chief Executive	Extension : 2030

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Nikki Bridle	Depute Chief Executive	
Elaine McPherson	Chief Executive	



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**Report to Resources & Audit Committee**

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**Date of Meeting: 21 April 2016**

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**Subject: Social Services Scrutiny Review: Proposed Scope**

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**Report by: Head of Strategy & Customer Services**

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**1.0 Purpose**

- 1.1. On the 28 January 2016, the Housing, Health and Committee requested that the Resources & Audit Committee undertake a scrutiny review of the circumstances impacting on the Social Services budget position and report its findings to Council.
- 1.2. The purpose of this report is for the Resources & Audit Committee to agree the scope and resources for that review.

**2.0 Recommendations**

- 2.1. It is recommended that Committee:
  - 2.1.1. agrees the scope and approach set out in respect of the planned Scrutiny Review of Social Services;
  - 2.1.2. notes that a provisional budget allocation of £10k has been identified from within existing resources to facilitate access to external specialist advice should it be required;
  - 2.1.3. agrees to a progress report being reported to Committee in June and October 2016;
  - 2.1.4. notes that the findings of the review will be reported to Council in December 2016.

**3.0 Considerations**

- 3.1. Based on November 2015 outturns, Social Services projected a revenue overspend of £1,894,000 for the year 2015/16 of which £1.676,000 related to Child Services. This was reported to the Housing, Health and Care Committee on 28 January 2016
- 3.2. The Social Services management team discussed the increasing revenue overspend with the Convenor of Housing, Health and Care Committee. Given

the extent of the projected overspend and its implications for the Council's overall budget, it was concluded that a wider review of the situation would be beneficial to examine all the circumstances impacting on the service's financial position. This approach was agreed by Committee and subsequently approved by Council on 3 March 2016.

### Objectives

3.3. The objectives of the review are as follows:

- identify the key factors impacting on the Social Services revenue budget position;
- identify areas for improvement and actions to ensure that a sustainable resourcing position is possible for the Council.

### Scope

3.4. This project will necessarily be tightly focused. Whilst operational management arrangements are a consideration, for example financial and managerial controls, the review will also consider the wider social and economic environment within which Social Services operates in Clackmannanshire.

3.5. The review will focus its research on matters directly relevant to the costs and levels of child care services in Clackmannanshire, for example, number of children in the care system, child protection referrals and whether service policies, processes or models of care offer best value. This should include current considerations, possible future trends and the likely local outlook.

3.6. The following issues should be considered within the scope of this review. Should the project lead wish to clarify or extend the scope then this will be considered by the Resources and Audit Committee.

- the review will focus on the significant areas of Child Care expenditure including:- children's residential schools; fostering and children's disability services
- examination of the specific causes of financial pressures on Child Care Services in Clackmannanshire to determine if and how they might be mitigated.. This will include a detailed analysis of the cause and effect of variable factors beyond general data already provided to the Committee.
- analysis of the demographics of the looked after children population that specifically affect service demands in Clackmannanshire to ensure that current resources and demand forecast are realistic.
- financial governance to ensure compliance with Financial Regulations, Scheme of Delegation and managerial controls.

### Approach

3.7. The review should examine the current profile of social services

expenditure and consider the anticipated budget requirement for the future. Again, it will be important to remain focused on those issues impacting upon Child Services in Clackmannanshire.

The review will consider current best practice and may undertake benchmarking field visits. It is expected that the review should take into account a wide range of factors including:

- a) relevant demographics
- b) statutory requirements
- c) benchmarking spend, provision and policy against those of other councils
- d) the financial control environment.

### Resources

- 3.8. The review project team will be sponsored by The Depute Chief Executive, with a designated Chief Officer responsible for project management leadership. Effective project management and communication with a range of stakeholders will be essential to the review process.
- 3.9. The core review team will, amongst others as required, include representation from Internal Audit, Finance, Strategy and Social Services. Other specialist advice and support will be available as appropriate.
- 3.10. In order to meet the requirements of the scope of the review, it may be necessary/desirable to obtain external specialist advice. This will be financed and procured in line with Financial Regulations and Contract Standing orders. A provisional maximum budget of £10k has been identified from within existing resources to facilitate this if required.

### Reporting

- 3.11. The final report should be reported to Council no later than December 2016.
- 3.12. Progress should be reported to the Resources & Audit Committee in October 2016.

### **Conclusions**

- 3.13. The Resources and Audit Committee has been requested by the Housing, Health & care Committee to undertake a scrutiny review of the circumstances impacting on the Social Services budget position and report its findings to Council.
- 3.14. This report proposes objectives, scope, approach, resources and reporting arrangements to enable the review to be completed by December 2016.

## **4.0 Sustainability Implications**

- 4.1. There are no direct sustainability implications arising from this report.

## **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 - staff resource implications are set out within the body of the report.*

## 6.0 Exempt Reports

6.1. Is this report exempt? Yes  (please detail the reasons for exemption below) 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?

Yes  No  Not considered applicable in this context.

## 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".

none

## 11.0 Background Papers

11.1 Have you used other documents to compile your report? (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)

Yes  (please list the documents below) No

Housing, Health & Care Committee of 28 January 2016: Report prepared by the Head of Social Services entitled, Social Services Finance Report 01/04/15 to 30/11/15

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127

### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	Signed: S Crickmar
Garry Dallas	Executive Director	Signed: G Dallas





## **RESOURCES AND AUDIT COMMITTEE REVIEW OF SOCIAL SERVICES**

### **Draft Agenda - 9th May 2016**

The Objective of the review are:

- a) identify the key factors impacting on the Social Services revenue budget position;
- b) identify areas for improvement and actions to ensure that a sustainable resourcing position is possible for the Council.

1. Welcome and Chair's Remarks
2. Administrative Matters:
  - Frequency of Meetings - 3 weekly
  - Duration of Meetings - 2 hours
  - Consistency of attendance
  - Substitutes
3. Principles
4. Analysis
  - Demand and demographic analysis
  - Financial analysis
  - Selection of comparator councils
  - Review of existing reviews and reports
5. Interviewees
  - Selection of interviewees
  - Format and timing of interviews
6. Agenda items for future meetings
7. AOBC
8. Date and time of next meetings





## RESOURCES AND AUDIT COMMITTEE REVIEW OF SOCIAL SERVICES

### Principles:

- 1) Focussed Review
- 2) Aim for continuity and consistency of attendance/engagement (officers and committee members)
- 3) Scope of review to be flexible and adaptive to findings
- 4) All work to receive appropriate authority from R&A Committee prior to commencement;
- 5) All meetings will be minuted.

DRAFT

### **Appendix 3 – Feedback - Further Analysis and Key Lines of Enquiry.**

There would appear to be a correlation between Child Protection Cases/LAC, Deprivation and spend, I would ask therefore that investigations and analysis of the following issues be looked at and reported back as part of the discussions around Social work review :

- a) Young people on CPR/in residential care; Domestic background ie care package, home address area, reason for being placed on CPR, costs of care package, location of care package, likely outcome both short and long term.

There are a number of services, from treatment/ recovery/support to job and work training and support, where the statistics remain fairly consistent on lack of positive outcomes :

- b) Are we able to map out all services relevant to: substance/alcohol misuse, Domestic Violence, Mental Illness, and within this mapping can we identify funding sources, numbers dealt with and outcomes.

We need to drill down to seek the most effective long term recovery 'treatments' for vulnerable people and invest wisely in their delivery.

- c) Which programmes/ interventions actually work? What is the actual spend from all sources, Scottish Government/council/3rd sector/charity and how really effective is the funding in alleviating deprivation and poverty which seem to lie at the base of the care and education issues.
- d) If CP/Care referrals are mainly due to mental health, neglect and domestic / substance misuse, how are our services (across the board) targeted to deal with these issues, are they effective, do they deliver significant long term outcomes?

It would appear that as poverty and deprivation is intrinsically linked to CP and Care for our young people, so far, 2012 -16. The stats remain consistent in SIMD, so how do we develop a programme, interventions an/or regeneration scheme to bring these issues (and areas) out of the lower quartile?

Figures would suggest that if this happened the levels of cp care requirements would decrease. Hawick are benefitting from a "£10m ,intervention from SG for decline of knitting industry.

- e) I would suggest that building a programme and regeneration scheme would allow us to develop a proposal to target the 5% most deprived areas in Clackmannanshire plus an overall regeneration programme for Clackmannanshire in order to reach the root causes of demands on care, deprivation, poverty and poor educational outcomes.
- f) I would also like to see a police review of domestic violence undertaken to analyse, increases (causes), mitigating actions, long term trends and outcomes for families after sentencing/completion of intervention or support.
- g) Finance - what actions have been taken to date to ensure budget compliance? Are care budgets being effectively managed? Has a review of high tariff cases and families been carried out and if so what were the outcomes? Where is the programme that was designed to target high tariff families by intensive work teams from SW?

Whilst I appreciate the above will not necessarily decrease any overspend immediately, I feel much has been done already to mitigate this and we need to look at the deeper issues that contribute to this ongoing problem. We need to find long term answers to these issues, which are not necessarily within the social work remit and are a result of generational decline in income in these targeted areas, we need to treat the cause not the effect.

## **Appendix 4 – Social Services Scrutiny Review.**

### **Index of Analysis.**

1. Population, Economic and Labour Market
  - a. Population and growth
  - b. Employment and unemployment trends and comparisons
  - c. Economic activity trends and comparisons
  - d. Earnings trends and comparisons
  - e. Key out of work benefits trends and comparisons
  
2. Deprivation, Poverty and Inequality
  - a) Overview of deprivation
  - b) SIMD 2016 results
  - c) Health inequalities and risky behaviours
  - d) Community Health and Well-being Profiles
  - e) Drug and Alcohol misuse and impact.
  
3. Crime, Offending and Justice
  - a. Crime trends for Clackmannanshire and comparisons
  - b. Domestic Abuse trends and comparisons
  - c. Offending and reoffending profile for Clackmannanshire
  - d. Youth Justice trends for Clackmannanshire
  
4. Children and Young People
  - a. Number and nature of referrals to Scottish Children's Reporter (SCRA) and trends
  - b. Child Protection trends and comparisons
  - c. Looked after children trends and comparisons
  - d. Nature of accommodation and costs trends and comparisons
  
5. Perceptions
  - a. Longitudinal analysis Clacks 1000 results

### **Financial Analysis**

- a. Childcare revenue budgets, outturns and variance 3 year trends
- b. Significant areas of childcare revenue expenditure

