
Report to Council

Date of Meeting: 8th September 2016

Subject: Chief Social Work Officer Annual Report 2015-2016

Report by: Chief Social Work Officer

1.0 Purpose

- 1.1. The Chief Social Work Officer (CSWO) Report provides an overview of the key priorities, challenges and achievements related to the delivery of the Social Services in 2015-2016.
- 1.2. The CSWO report is submitted annually to Council for their consideration and information.

2.0 Recommendations

- 2.1. Council is asked to note the report which is attached as an Appendix.

3.0 Considerations

- 3.1. Section 3(1) of the Social Work (Scotland) Act 1968 as amended by Section 45 of the Local Government, etc (Scotland) Act 1994 requires every Local Authority to appoint a professionally qualified Chief Social Work Officer.
- 3.2. The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of social work and social care services. This applies whether these are provided by the Local Authority or purchased from the private or voluntary sectors.
- 3.3. This report is completed using the standard template produced by the Office of the Chief Social Work Adviser. This is designed to enable a consistent approach across all Local Authorities. This aids the production of an overall Summary Report based on all reports from Chief Social Work Officers and aids peer learning and sharing of good practice across Scotland.
- 3.4. The report demonstrates the contribution of Social Services to the delivery of the Single Outcome Agreement and to nationally and locally agreed priorities and outcomes.

- 3.5 The report provides an analysis of the work of Social Services and reflects the CSWO's evaluation of the delivery and performance of those services and the change that has been progressed. This draws on the analysis of complaints, self-evaluation activities and internal and external scrutiny.
- 3.6 The report highlights the developments that Social Services have taken forward in line with the Public Sector Reform agenda and Priority Based Budgeting in Stirling Council and Making Clackmannanshire Better in Clackmannanshire Council. Pressures and areas of challenge for the year and years ahead are identified. From a national perspective, policy and legislative changes impact across all areas of the Service. This includes the Public Bodies (Joint Working) Scotland Act 2014, the ongoing implementation, the Social Care (Self-directed Support) Scotland Act 2013, the Children and Young People (Scotland) Act 2014 and the redesign of community justice services. Locally, substantial progress has been made in delivering, together with our key partners, on these policy and legislative objectives.
- 3.7 The Social Services Management Team have prioritised key actions for improvement over 2015-2016 in line with the findings of external and internal scrutiny and self-evaluation. There has been focus and strong leadership to support improvements across children's services. There has been a significant focus on improving financial controls and associated governance arrangements and on improving our understanding of demand across Social Services.

4.0 Sustainability Implications

- 4.1. This report does not relate to a Plan, Policy, Programme or Strategy therefore Strategic Environmental Assessment does not apply

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 that directly arise from the contents of this 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 | <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 checked="" 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 checked="" type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all | <input type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | <input checked="" type="checkbox"/> |

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

None identified.

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?

The report does not in itself recommend changes to policies, plans or strategies. The day-to-day work of Social Services is to provide a positive impact on vulnerable sections of the community. It does not fall into any of the prescribed requirements for an EQIA.

Yes No

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 - CSWO Annual Report 2015-16

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

Clackmannanshire - Single Outcome Agreement 2013 – 2023

Stirling - Single Outcome Agreement 2013 – 2023

Social Services Business Plan 2016-17

Social Service Annual Performance Report 2015-16

Author(s)

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Approved by

| NAME | DESIGNATION | SIGNATURE |
|------------------|-------------------------------|---------------------|
| Val de Souza | Head of Social Services/ CSWO | Signed: V de Souza |
| Elaine McPherson | Chief Executive | Signed: E McPherson |

CLACKMANNANSHIRE AND STIRLING COUNCILS



**Clackmannanshire
Council**



CHIEF SOCIAL WORK OFFICER ANNUAL REPORT

April 2015-March 2016

The Chief Social Work Officer Function

The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO) is specified in Section 45 of the Local Government (Scotland) Act 1994.

The CSWO provides professional governance, leadership and accountability for the delivery of social work and social care services, whether directly provided or delivered by the private or voluntary sector on behalf of the local authority. The role assists the local authority to understand the responsibilities and the complexities involved in the delivery of social work services. The CSWO has a key responsibility for performance management and the identification and management of corporate risk, as it relates to the delivery of social work services. The CSWO is required to ensure that all social services workers meet the requirements of the Scottish Social Services Council (SSSC) Code of Practice.

We currently have a Shared Service arrangement for the delivery of Social Services across Clackmannanshire and Stirling Councils. The Head of Social Services fulfilled the role of CSWO throughout 2015-16 for both Councils. The governance arrangements included in this report reflect the Shared Services arrangement that existed in 2015-16.

The CSWO is required to complete an annual report in accordance with Scottish Government guidance. The report evidences the contribution of Social Work Services to the delivery of positive outcomes for the people of Clackmannanshire and Stirling Councils. The report sets out the role of Social Work in providing support to those who are most vulnerable in our communities and reflects the scale and variety of activity. This report also meets the statutory requirement to report annually on Social Services complaints. Complaints data, with analysis and commentary is included as part of this report.

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Foreword

Welcome to the Chief Social Work Officer's Annual Report for 2015-2016 for Clackmannanshire and Stirling Councils.

My report provides an overview of Social Services activity; challenges and achievements across all care groups. This report is not designed to be comprehensive, and further information is available, from the Service and each Local Authority, for example, performance reports and care group specific reports. The report is organised in line with the template produced by the Scottish Government's Chief Social Work Adviser to support a consistent approach across all Chief Social Work Officers' Reports and assist in the provision of an overview across all of the local authorities.

In 2015-16, the Service has responded to and addressed a range of challenges. There has been significant national policy and legislative change, impacting on adult, children's and criminal justice services. At a local level, we delivered on a substantial improvement agenda following the joint inspection of Children's Services in early 2014. We have also progressed redesign activity across all service areas. The delivery of safe, high quality social work services has continued to be our highest priority.

I would like to take this opportunity to offer my sincere thanks to all the staff that deliver social work services across Clackmannanshire and Stirling, whether they work directly for Clackmannanshire or Stirling Council, or work in the third and independent sectors, delivering services in local communities. I would also like to thank all of the staff in partner organisations that have worked with us to improve outcomes for adults, children and families in our communities.

Thank you for taking the time to read this report. I hope that you find it both interesting and informative.

Val de Souza.

Val de Souza
Head of Social Services and Chief Social Work Officer

1. SUMMARY - KEY CHALLENGES AND DEVELOPMENTS IN THE PAST YEAR

Across Scotland, Social Work Services continue to experience unprecedented change. This includes the implementation of Public Bodies (Joint Working) Scotland Act 2014, the Social Care (Self-directed Support) Scotland Act 2013, the Children and Young People (Scotland) Act 2014 and the redesign of Community Justice Services. In 2015-16, we made substantial progress in delivering, together with our key partners, on these policy and legislative requirements.

The CSWO report of 2014-15 identified the following specific key challenges and opportunities for the Service in the year ahead. These developments have required significant changes to the way in which we engage with other stakeholders and partners in the planning and delivery of care and support services:

1.1 The scope and scale of the change agenda and the challenges in supporting the range of service redesign and improvement activities

Over the last year, we have addressed this by strengthening business skills and project management capacity. We have adopted a programme management approach with governance arrangements, including an overarching Transformational Care Board. All of the redesign programmes across the Service for both Local Authorities report to this Board, monitoring progress and identifying any risks and barriers to implementation. Colleagues from Finance Accountancy attend the Board to report on progress in delivering savings targets. The Service has also participated in the redesign of wider Council Services in both local authority areas.

1.2 The continued financial constraints and the increased levels of need with the drive to improve the quality of services and deliver a range of savings across all service areas

We have delivered on service redesign activities and associated savings in both Local Authority areas in 2015-6. Substantial work was completed in 2015-16 to ensure accurate and reliable financial information on expenditure on adult social services to determine the agreed financial budget for the Integration Authority.

In 2015-16, we engaged directly with front line staff to identify ideas for service redesign with potential for efficiency savings. We also held a series of staff engagement activities to encourage staff to offer additional ideas, challenge and contributions as we developed service options through Stirling Council's Priority Based Budgeting process in Stirling and Making Clackmannanshire Better. The Senior Management Team and the CSWO participated in wider public engagement and consultation with other stakeholders and partners in the delivery of services, to inform the budget setting processes.

The Social Services budget in Clackmannanshire Council was under considerable pressure throughout 2015-16. The Service is reporting a provisional revenue budget overspend of £1.1million for 2015-16. The overspend was largely attributed to childrens residential placements. There was considerable effort and actions taken in 2015-16 to address and reduce the projected overspend.

The Social Services budget in Stirling Council was also under pressure. The outturn position for 2015-16 was £427k overspent. Throughout 2015-16, there was focused attention on monitoring and reducing the projected areas of overspend.

1.3 The implementation of Health and Social Care Integration from April 2016

The Chief Officer for Health and Social Care Integration was appointed and came into post in August 2015. The focus in 2015-16 has been on meeting the legal requirements for 1 April 2016. The Transitional Board, Clackmannanshire Council, Stirling Council and NHS Forth Valley approved the Integration Scheme in June 2015. The Cabinet Secretary for Health, Wellbeing and

Sport approved the Integration Scheme in September 2015. The Order was laid before Parliament and came into force on 3 October 2015.

The Clackmannanshire and Stirling Strategic Plan was approved by the Integration Joint Board on 24 March 2016 and sets out the agreed financial partnership budget. The financial savings associated with Social Services redesign programmes (aligned to Making Clackmannanshire Better and Stirling Council's Priority Based Budgeting process) are incorporated within the financial plan. In addition to this, there was considerable work during the last year to prepare an operational framework for the Integration Authority. This included:

- Participation and Engagement Strategy
- Clinical and Care Governance Framework
- Workforce Strategy
- Risk Strategy
- Performance Framework
- Complaints Protocol
- Publication Scheme
- Information Security Policy

All of this work was informed by extensive engagement across the partnership area. The CSWO and the Social Services Management Team have contributed significantly to the development of the new integrated structures. This was supported by Organisational Development activity and front line social services staff members have participated in a range of workshops, together with staff from NHS Forth Valley and other partner organisations, focusing on the priorities that will support integrated service delivery.

1.4 Delivery of the Integrated Children's Services Plan and ongoing improvement work in Children's Services

We continued, in conjunction with partner agencies, to deliver the improvement plan for Children's Services, following on from the joint inspection of children's services in January 2014. Our actions included embedding governance and strategic planning arrangements and demonstrating effective leadership. The CSWO and the Social Services Senior Management Team played a key role in prioritising initiatives to strengthen the visibility of senior managers and to improve governance arrangements across Children's Services. This included establishing the Public Protection Forum, to provide scrutiny and to strengthen collaborative leadership across all areas of Public Protection.

We introduced additional joint training programmes. Training concentrated on developing the practice of front line staff in completing integrated chronologies and undertaking joint risk assessments. In conjunction with police colleagues, we worked to refine and further improve the Initial Referral Discussion processes. We reviewed and revised the arrangements for quality assurance and audit activity so that they focus on assessment and analysis, care planning and management of risk. The Care Inspectorate reviewed progress in May 2015 and concluded that significant progress had been made across all areas. We continued throughout 2015-16, to build on this progress.

The Children's and Young Peoples Strategic Partnership Group brings together the key agencies working with children across Clackmannanshire and Stirling and oversees the delivery of the Integrated Children's Services Plan and multi-agency working arrangements. In August 2015, a GIRFEC Programme Manager was appointed. Progress advanced to support effective implementation, centred on arrangements for information sharing, ongoing training and developing the Named Persons Service.

The Chief Social Work Officer was instrumental in promoting the Realigning Children's Services Programme, designed to improve outcomes and the focus on prevention across children's services. The Clackmannanshire Community Planning Partnership have been participating in the

Realigning Children's Services Programme and have progressed substantial work in this area in 2015-16.

1.5 The Redesign of Community Justice in conjunction with Community Planning Partners

The new model for community justice will see the eight Community Justice Authority Areas (CJAs) across Scotland dis-established on 31 March 2017. The Community Justice (Scotland) Act 2016 places duties for local strategic planning and the delivery of community justice services upon a defined set of community justice partners at a local level. A new national strategy for community justice will provide the strategic vision, and the new body, Community Justice Scotland, will provide leadership and professional assurance to Scottish Ministers on community justice outcomes in Scotland.

Both Local Authorities have developed transitional plans to transfer the Strategic Planning functions to each respective Community Planning Partnership. Each Local Authority has appointed a Community Justice Transition Co-ordinator to support this activity. In 2015-16, work has focused on developing a planning framework to ensure that the objectives of preventing and reducing offending are fully addressed through the new arrangements.

2. PARTNERSHIP STRUCTURES AND GOVERNANCE ARRANGEMENTS

This section provides an overview of the partnership arrangements and the structures used by the CSWO to provide assurance and ensure effective scrutiny of the quality of services.

2.1 Governance Arrangements

Throughout 2015-16, the Chief Social Work Officer was the Head of Service for Social Services across Clackmannanshire and Stirling Councils. Since the inception of the Shared Service, Clackmannanshire Council acted as the Lead Authority for the delivery of Social Services. Line management of the Head of Service / CSWO sits with the Deputy Chief Executive of Clackmannanshire Council. The post holder is accountable to both Chief Executives and elected members of both Local Authorities. The Chief Executive of both Councils has regular meetings with the Head of Service/CSWO to provide an overview of the role and function of the CSWO.

The Chief Social Work Officer is involved in financial planning, identifying service pressures and developing the Annual Business Plan, associated delivery plans and risk registers. Links with the Annual Governance Assurance process are considered during the preparation of the Annual Social Services Business Plan. The Business Plan sets out the priorities for the Service, and establishes the delivery plan and performance management arrangements for the coming year. The plan incorporates performance measures, the service risk register and the allocation of financial resources and approaches to staff and other stakeholder engagement.

Throughout 2015-16, the Service was governed through the two local authority committee structures. From the point that the Strategic Plan was approved in March 2016, the Integration Joint Board has governance responsibility for the functions delegated by the two Local Authorities to the Integration Joint Board, as set out in Annex 2, Part 1 of the Integration Scheme.

In 2015-16, Social Services reported on performance indicators to Clackmannanshire Council Health, Housing and Care Committee and Stirling Council Health and Social Care Committee incorporating information on resources, staffing, outputs and outcomes. This enables key stakeholders to access information about performance and supports service change and improvement. A joined up social work complaints procedure and guidance operated across Clackmannanshire and Stirling Councils to support a consistent approach to complaints handling. As part of the CSWO's Annual Report, an annual report providing data and analysis about complaints is provided to the two Councils. Reports are also submitted to the Finance and Economy Committee & the Scrutiny and Audit Committee for Stirling Council and the Resources

and Audit Committee for Clackmannanshire Council. The delivery of Social Services, including the delivery of externally commissioned services, is subject to external scrutiny and regulation from the Care Inspectorate.

The Service has mechanisms in place to publicise plans and performance information and engage with those who use our services to obtain feedback. Service Plans and performance information are available on both Councils external websites. Performance information is also available at a national level to enable comparisons and benchmarking. Care Inspectorate scrutiny Reports and Grades for registered services are available on the Care Inspectorate website. Performance information is scrutinised at Committees in both Council areas. Internal Audit reports and the outputs from self-assessment activities are made available to Service Committees and other relevant fora e.g. the Public Protection Forum.

2.2 Shared Services

Since June 2011, Clackmannanshire and Stirling Councils have worked together to provide Shared Social Services. Clackmannanshire Council has been the lead agency for the delivery of Social Services. Clackmannanshire Council currently employs the Social Services Management Team including the Head of Service, Senior Managers, Service Managers and a number of other joint posts.

In December 2015, the Councils decided to withdraw from Shared Services arrangements. Both Councils have been working to put in place operational and managerial arrangements for the future delivery of Social Work Services. Stirling Council have developed arrangements for the delivery of social work services as part of a wider redesign and re-shaping of the Council's services. Stirling Council has now recruited to the post of Senior Manager Children and Families, the post holder will be appointed as the Chief Social Work Officer for Stirling Council. Clackmannanshire Council has now commenced recruitment to the post of Head of Social Services who will be appointed as the Chief Social Work Officer for Clackmannanshire Council.

2.3 Community Planning Partnerships

There are a number of joint governance arrangements across Clackmannanshire and Stirling Councils in conjunction with both Community Planning Partnerships (CPPs). A review of current planning and governance arrangements has taken place to inform future approaches in line with the end of Shared Services. The following sections provide details of the current governance arrangements linked to CPPs, as they relate to Social Services functions and activities.

2.4 Adult Social Services and Health and Social Care Integration

Clackmannanshire and Stirling Councils and NHS Forth Valley agreed the body corporate model for Health and Social Care Integration for the delivery of adult health and social care services. The Integration Scheme, which came into force in October 2015, sets out the vision and outcomes for the partnership, the arrangements for clinical and care governance, operational delivery, workforce and organisational development, communication and engagement and finances. Our local vision is *“to enable individuals in the Clackmannanshire and Stirling Health & Social Care Partnership area to live full and positive lives within supportive communities”*.

The Strategic Planning Group was established in August 2015 and developed the Strategic Plan and the Joint Strategic Needs Assessment. Social Services staff were fully involved in developing the Strategic Needs Assessment and the Strategic Plan. The Integration Joint Board approved the Strategic Plan and the agreed budget for the Integration Authority in March 2016. The Integration Joint Board is now fully constituted, with representation from all the relevant parties as prescribed in the statutory guidance. From this point, governance of the delegated adult social care services is through the Integration Joint Board. The Chief Social Work Officer is a non-voting member of the Integration Joint Board and is also a member of the Strategic Planning Group. The Strategic Planning Group and the Integration Joint Board have representation from service users and carers

and third and independent sector representation. The carer and service user representatives were nominated through an agreed process and arrangements are in place to support their full engagement as partners.

The Head of Social Services (and CSWO) currently chairs the Joint Management Team, which brings together the management teams for community health and adult social services across Clackmannanshire and Stirling Partnership and is focused on service developments, redesign and improvement activities.

2.5 Children's Services

The Community Planning Partnerships in Stirling and Clackmannanshire have a single strategic group for Children's Services. The Children and Young People's Strategic Partnership Group (CYPSPG) is co-chaired by the Director of Children Young People and Education and the Head of Social Services. The membership of the group has representation from NHS Forth Valley, Police Scotland, Scottish Fire and Rescue, Clackmannanshire Third Sector Interface, Stirlingshire Voluntary Enterprise and the Scottish Children's Reporters Administration. The following sub groups report to the CYPSPG: Early Years, Vulnerable Children, GIRFEC, Raising Attainment, Planning and Commissioning and Performance.

The governance arrangements for Corporate Parenting are well established across Clackmannanshire and Stirling. There is very active representation from elected members from both Local Authorities on the Corporate Parenting Steering Group. A joint action plan is in place and is monitored by the Steering Group.

2.6 Criminal Justice

In 2015-16, we continued to plan and deliver community justice services with the current Community Justice Authority Framework (for Fife and Forth Valley). The introduction of the new model for community justice will replace Community Justice Authorities. Services will be governed through Community Planning Partnerships at a local level.

2.7 Multi Agency Public Protection Arrangements (MAPPA)

Multi Agency Public Protection Arrangements bring together key agencies to deliver plans to protect the public from harm from sexual and violent offenders, including offenders with a mental disorder who are subject to restrictions. The Management of Offenders etc. (Scotland) Act 2005 places a duty on Scottish local authorities, the police, prisons and health to establish joint arrangements for the assessment and management of risk posed by these offenders.

The Strategic Planning and operational governance of MAPPA is at a Forth Valley level through the MAPPA Steering Group. This group consists of the MAPPA Coordinator, senior representatives from each of the responsible agencies and operational managers. The Police at Superintendent level currently chair the Steering Group. The MAPPA Steering Group meets on a bi-monthly basis. This group oversees the production of the Annual MAPPA Report, receives and reviews performance data and reviews cases where there are considered to be significant operational or strategic implications.

Face to face Meetings about all offenders subject to MAPPA take place in each Local Authority area. New cases are assessed, risk management plans are put in place and ongoing cases are systematically reviewed. The CSWO has responsibility for chairing MAPPA level 3 case management meetings, due to the level of risk and complexity. In 2015/16 there has been one level 3 cases. Senior staff from the Police or from the Criminal Justice Social Work Service chair these meetings.

2.8 Public Protection

A Public Protection Forum (PPF) is well established across Clackmannanshire and Stirling. The Chief Executives of both councils and NHS Forth Valley and the Police Scotland Chief Superintendent sit on the PPF. The CSWO attends and reports to the PPF. This is a high level group that oversees all areas associated with public protection and reports to both CPPs. The Chief Executive of Clackmannanshire Council currently chairs the Forum. The PPF provides oversight and scrutiny of the Child Protection and the Adult Support and Protection Committees, the Alcohol and Drugs Partnership, the strategic arrangements in respect of gender based violence and the Multi Agency Public Protection Arrangements (MAPPA). The PPF provides governance and leadership and engages in discussion around strategy and innovation.

The Chief Social Work Officer has been highly instrumental in supporting collaboration by the Public Protection Lead Officers across the Forth Valley area. Lead officers in child protection, adult support and protection, gender-based violence and the alcohol and drugs partnerships have been meeting on a regular basis since 2013. This has supported learning and sharing good practice across care groups, including the delivery of a bi-ennial Public Protection Conference and the delivery of joint training initiatives. Where individual lead officers were doing similar tasks, we now actively collaborate, for example, in public awareness raising activities and to support the delivery of training across all aspects of Public Protection.

The Clackmannanshire and Stirling Child Protection Committee continues to operate across both local authorities. The Adult Support and Protection Committee, previously convened in conjunction with Falkirk Council with Forth Valley wide remit, was set up for Clackmannanshire and Stirling only in 2015-16. An Independent chair was appointed to chair both the Child and Adult Protection committees. This is aligned to the strategic support arrangements for the two Committees, with both the Adult Support and Protection Coordinator and Child Protection Lead Officer having a clear line of accountability to the Chief Social Work Officer.

3. SOCIAL SERVICES DELIVERY LANDSCAPE

3.1 Local Authority Profiles

The context of service delivery is different across the two local authority areas, but the policy drivers at a national and local level are largely, held in common.

Clackmannanshire has experienced a transition from a traditional employment base of mining, brewing and textiles to more service based jobs. This has led to increased unemployment and relative deprivation in some localities. The Single Outcome Agreement (SOA) summarises these challenges:

- Increased dependency on welfare benefits as a result of fewer jobs and rising unemployment trends,
- Reducing household incomes and increased levels of homelessness, debt and social problems,
- Lower incomes bringing lower spend in Clackmannanshire, impacting on local businesses, and also bringing increased on demand for core services and support provided by partners.

The expected increase in the number of older people presents a particular challenge in Clackmannanshire. The working age population is set to decrease at the same time, potentially reducing the number of people available to be part of the social care workforce and those able to provide unpaid care. It is projected that the percentage of individuals aged 16-49 is expected to drop from 44% to 34% by 2037. Whereas the percentage of individuals aged 65-75 and 75+ is on projected to increase significantly, with the 75+ age group expected to double.

There are significant challenges in terms of substance misuse. The incidence of alcohol related mortality in Clackmannanshire sits at 38.85 per 1000 population, compared to the Scottish average of 21.43. There is also continued evidence of growth in the prevalence of problem drug use.

The Clackmannanshire SOA focuses on working co-productively with local communities, early intervention approaches, sustainable community development and regeneration. In response to the changing environment, the Council is delivering a major programme of change *Making Clackmannanshire Better (MCB)*. The programme seeks to improve customer experience while reducing costs and increasing efficiencies.

In Stirling Council area, major employers include public administration, finance and other business services, wholesale and retail, accommodation, food service and manufacturing. The needs and assets within the more remote and rural communities are a significant factor.

The size of the Stirling population is set to grow by approximately 16% from 91,000 to approximately 106,000 by 2037. As well as a change in population size there is a projected change in the age distribution of Stirling. The percentage of children and 16-49 year olds that make up the population is expected to remain similar, while it anticipated that the percentage of 50-64 year olds will experience a decrease from 19% to 14%. The two older adult age groups, 65-75 and 75+, are expected to experience an increase from 10% to 12% and 8% to 13% respectively.

The SOA for Stirling prioritises the main changes that need to be made in Stirling's communities and commits community-planning partners to harnessing collaborative effort to deliver on these objectives, in partnership with our communities. Stirling Council uses *Priority Based Budgeting (PBB)* with a focus on making best use of available resources through an engagement programme with local citizens, staff and other stakeholders to inform budget setting.

The emphasis in both local authority areas is on becoming more agile, developing new and alternative operating models and working in partnership with local communities and citizens to plan and deliver services. The importance of planning services in partnership with communities and on locality and placed based approaches is evident in the organisational restructure in Stirling Council and the proposed redesign of Clackmannanshire Council Services.

3.2 Commissioning / Shaping the market

In both Council areas most care at home, day care, respite, and care home provision for older people, people with long-term conditions or physical disabilities and those with mental health issues is delivered through the independent and third sector services. Some of the day care services and day opportunities for people with learning disabilities and physical disabilities are internally delivered. Intermediate care including short-term assessment beds and reablement provision are delivered internally and increasingly in conjunction with NHS Forth Valley.

Demand has increased significantly for care at home services. There has been an increase in the internal provision of intensive, intermediate care services, designed to maximise, promote independence, and reduce the level of demand for formal care and support. This is an area of challenge, particularly in the rural area of Stirling Council.

The on-going implementation of the Self-directed Support (Scotland) Act 2013 challenges the traditional approach to planning and purchasing services at a population level. With the move towards more individuals holding or directing their own budgets or care and support provision, an increasing number of supported people are becoming their own commissioners, changing the social care delivery landscape. We continue to place a focus on outcomes based commissioning and the Planning and Commissioning Team have been working to develop a Partners in Choice Framework, designed to promote choice, increase innovation and support providers to deliver personalised services.

The Service has completed some focused work in the following areas over the last year:

i) **Strategic Commissioning:** The Strategic Needs Assessment, the Joint Strategic Needs Assessment and the Housing Contribution Statement have enabled all partners - including members of the public as well as partners in delivering services - to have a more comprehensive understanding of need and demand for adult health and social care services. This provides a solid basis for more detailed locality planning.

Clackmannanshire Community Planning Partnership is currently participating in the Realigning Children's Services Programme. The Scottish Government programme is designed to work with Community Planning Partnerships to support better decision making, using good quality information, to improve the lives of children by adopting a joined up and strategic approach to the commissioning and delivery of children's services. Social Services are leading on the delivery of the Programme in partnership with Education, Third Sector Services and NHS Forth Valley, with input from other partner agencies and corporate support services, as required.

The key areas of work to support delivery of the Realigning Children's Services Programme are: i) Data Gathering and Analysis, ii) Service Mapping (including Resources and Investment), iii) Development support of the local partnership and iv) Communication with key stakeholders. In 2015-16, survey work took place in secondary schools and has now been completed in primary schools and with parents. The data from these surveys will be available to the partnership in late 2016. The Partnership will use this information, together with other data and the outcomes of the service mapping activity, to develop a joint strategic commissioning plan and support improved decision making about the future design and delivery of children's services.

ii) **Recruitment and Retention:** While this continues to be a challenge, particularly for external care at home and care home providers, we have worked in conjunction with provider organisations to identify actions that will improve their ability to recruit and retain front-line staff. Planning commenced in 2015-16 to support implementation of improved terms and conditions in conjunction with our local care providers including the delivery of the Scottish Living Wage. This continues to present a challenge for the partnership for 2016-17 and coming years, to deliver these objectives, within the allocated budget and while still achieving financial efficiencies.

iii) **Service Re-design and the Workforce and Succession Planning:** Over 2015-16, there have been more opportunities to engage front line staff and operational managers in redesign activities across all service areas. The transformational programmes have also been informed by public engagement and consultation.

4. FINANCE

There are pressures on the Social Services budget in both local authority areas. In reaching decisions about where to prioritise the use of our resources, there is a tension between continuing to invest in preventative approaches and the need to protect service provision for those with the highest levels of need. We have sought to strike a balance, with an emphasis on strengthening review arrangements across all service areas, more joined up approaches with universal services and further developing intensive support services, designed to promote independence and reduce the need for formal service provision.

4.1 The Social Services budget for **Clackmannanshire Council** was under considerable pressure throughout 2015-16. The Service is reporting a provisional revenue budget overspend of £1.1million for 2015-16. The main area of overspend was in the Child Care area of service and within the residential schools budget. Adult Services reported a balanced budget at the end of the financial year. This reflects the financial trends for Social Services expenditure over recent years.

All Social Services Managers meet with finance colleagues to ensure that the service maintains a rigorous and robust budget monitoring process. Budget monitoring is a set agenda at all management meetings.

The Service reported monthly to the Housing, Health and Care Committee from January, 2016 on the budget pressures and developed an action plan to address the particular challenges associated with the external placements budget. The Senior Management Team enhanced the scrutiny arrangements to address and review the financial pressures and risks. This included additional review arrangements for all children placed in external placements, and strengthening the cross-service approach to monitoring expenditure on high cost placements with Education, Social Services and Finance Accountancy involvement.

In January, 2016, Clackmannanshire Housing, Health and Care Committee asked the Resources and Audit Committee to undertake a review of the circumstances impacting on the overspend in Social Services. A scoping paper was approved for the review in March 2016. This review is ongoing.

4.2 The Social Services budget for **Stirling Council** was also under pressure in 2015-16. The outturn position for the revenue budget at the end of 2015-16 was £427k overspent. The main areas of overspend were in the Children's Services, with a £376k overspend, and Adult Social Care, with a £264k overspend. This was offset by underspends in the budget for the Senior Management Team and Strategy Services, due to staffing vacancies.

The pressures in Children's Services were largely associated with residential placements. This represented a growing pressure when compared with previous years (in 2014/15 £183k and in 2013/14 £108k). Analysis indicates that this is due to an increased number of placements of children in their mid-teens and children with complex care needs who required residential support. During the year, management actions were introduced targeted towards reducing expenditure of high cost placements in Children's Services through enhanced scrutiny and pre-screening of Authority GIRFEC Group cases. However, placement decisions are influenced by a number of factors and decision-making processes, and during 2015-16, there was an increase in the number of external placements, with associated additional expenditure.

Adults Social Care experienced additional pressures associated with the revised delayed discharge target, the further embedding of self-directed support, and a number of high cost packages that transferred from children's services. A budget action plan was implemented and focused on the review of high cost care packages, streamlining self directed support processes, and ensuring a more personalised, creative and outcome focused approach to care planning.

In 2015-16, the service secured savings of £1.32million as part of Stirling Council's Priority Based Budgeting process.

The Stirling Council Social Care and Health Committee agreed to a proposed process for undertaking a review of the Social Services budget. The Committee agreed that the review would examine budgetary pressures that occurred during 2015/16, financial pressures emerging for the following year and an analysis of areas of future demand and financial governance arrangements. A short life-working group has been established to undertake the review and the first phase of the work has recently been completed.

5. SERVICE QUALITY AND PERFORMANCE

This section provides an overview of service quality and performance for each functional area of service delivery, set within an overarching framework of continuous improvement. This section also incorporates information about key achievements and includes case studies and exemplars, illustrating the range and type of work.

5.1 Social Services

Across Social Work Services, there is a critical need to manage the complex balance of need, risk and civil liberties. These requirements are overseen through self-evaluation, quality assurance

and performance reporting processes. This supports a whole systems approach, increasing the capacity of the service to improve quality and embed a positive, learning orientated culture. The overarching Performance Framework brings all strands of performance management activity together. There is a clear focus on ensuring performance information is used effectively to support service change and drive improvements.

The Senior Management Team acts as the single point of reference for key performance information and activity. Service specific performance groups manage and monitor progress on improvement plans in their relevant areas, in response to self-assessment activity, internal audits, complaints and comments, and external inspection feedback.

The contribution of Social Services to the strategic priorities of both Clackmannanshire and Stirling Councils is set out and monitored through the Social Services Business Plan and associated service plans. Information on performance and quality is reported using a Social Services Balanced Scorecard. The scorecard incorporates information on resources, people, outputs and outcomes. Analysis of this enables the service and key stakeholders to have clear information about overall performance.

The contribution of Social Services to delivering agreed local and national outcomes is evidenced through joint governance arrangements and partnership working across all service areas. We have built on and introduced additional approaches to jointly measuring and monitoring performance with key partners. We developed a Joint Performance Framework for the Clackmannanshire and Stirling Health and Social Care Partnership. We further developed reporting arrangements to monitor implementation of the Clackmannanshire and Stirling Integrated Children's Services Plan. Further work is required over 2016-17 to embed and further operationalise joint reporting and monitoring. This will be influenced by decisions around how the services disaggregate from the shared service arrangement.

For services that are commissioned and delivered on behalf of the Local Authority, we have systems in place to identify and respond as appropriate to early signs of changes in service quality. Monitoring arrangements for all providers are risk based and proportionate and operational links are in place to support effective monitoring. There are close working relationships with the Care Inspectorate and other partner agencies, e.g. Fire and Rescue, to monitor improvement plans.

We adopt a service wide approach to key cross cutting strategic areas for development. The Chief Social Work Officer has championed cross service learning and activities in these areas. This has included our approach to the delivery of Self-directed Support and to developing approaches and support to unpaid carers or all ages.

We continued to drive forward the implementation of the Self-directed Support (Scotland) Act 2013 (SDS). There has been a focus on embedding good practice and developing better understanding of some of the barriers to successful implementation. We have refreshed our vision for the delivery of SDS, and we introduced a newsletter to share our progress. The newsletter provides information about recent activities and shares good practice

Our Vision for Self-directed Support

“The lives of supported people living in Stirling and Clackmannanshire will be enriched through greater independence, control and choice which leads to improved or sustained health and wellbeing, and the best outcomes possible.”

Feedback from Staff involved in developing the new support plan

"I enjoyed being part of the Support Planning Pilot and found it very useful to hear the views of Clackmannanshire and Stirling staff (and from different parts of both organisations)...any views given were carefully considered"

Feedback from the partner of a service user

"on my last trip through Self Directed Support, we were able to set up support for my wife that was efficient and friendly..I felt thoroughly confident that the necessary care would be forthcoming while I was away"

In conjunction with NHS Forth Valley, the Service has continued to progress initiatives to support **unpaid carers**, including young carers, recognising the very significant contribution that they make to support people to remain on their own homes. Joint working with the Carers Centres that operate in Clackmannanshire and Stirling has been a key feature of developing the Strategic Plan for the Health and Social Care Partnership and the input of unpaid carers into the planning work has been considerable. In recent years, we have worked collaboratively and with our colleagues in Education Services to strengthen support arrangements for young carers in school settings. Whilst we have progressed a number of initiatives to strengthen support for unpaid carers in Clackmannanshire and Stirling, we have identified that the introduction of the Carers (Scotland) Act 2016 will present a challenge to the Service. It is estimated that the potential costs associated with implementation will be substantial. Further planning work is required to inform this over 2016-17.

5.2 Adult Services

There has been intensive work throughout 2015-16, in preparation for the integration of adult health and social care services. This has focused on ensuring that the appropriate governance arrangements are in place to support effective delivery through localities. We have contributed significantly to the development of the Strategic Plan and to the framework that will support integrated service delivery. Redesign work is also underway across all areas of adult care services, in line with the vision and priorities contained in the Strategic Plan and to national policy drivers.

The **Integrated Care Fund** has been used to good effect to introduce and strengthen alternatives to hospital provision including the roll-out of an advice line, ALFY (Advice Line for You). ALFY is targeted at over 65s across Forth Valley, it aims to provide effective support arrangements for unpaid carers, embedding innovative practice and further supporting community capacity building in conjunction with the third sector. Although ALFY is nurse-led it has been developed in conjunction with Social Services and is coordinated to enable timely prioritisation for accessing social care services and supports based on identified needs. Awareness events informing the public across Clackmannanshire and Stirling about ALFY took place in 2015-2016.

We have consistently performed well in relation to the balance of care for older people across Clackmannanshire and Stirling. The percentage of people over 65 with intensive care needs who receive services at home compared with those who receive support in a residential setting, has exceeded the national target of 30%, with an upwards trend over the last three years. Clackmannanshire Council has increased the proportion of people supported to remain in their own homes year on year, reaching 48% for 2015-16, and Stirling achieved 35% for 2015-16. The figures reflect the continued demand to care for people in the community, and an increase in the average number of hours of home care provided.

5.2.1 Delayed Discharge

For most people admitted to hospital, the necessary care, support and accommodation arrangements are put in place in the community without delay and the individual returns to their own home, when clinically ready to do so. Delays can occur while the needs of individuals are being assessed and the appropriate arrangements for care and support are being put in place. From April 2015, the national target has been that no one should remain in hospital for longer than two weeks after being assessed as ready to be discharged.

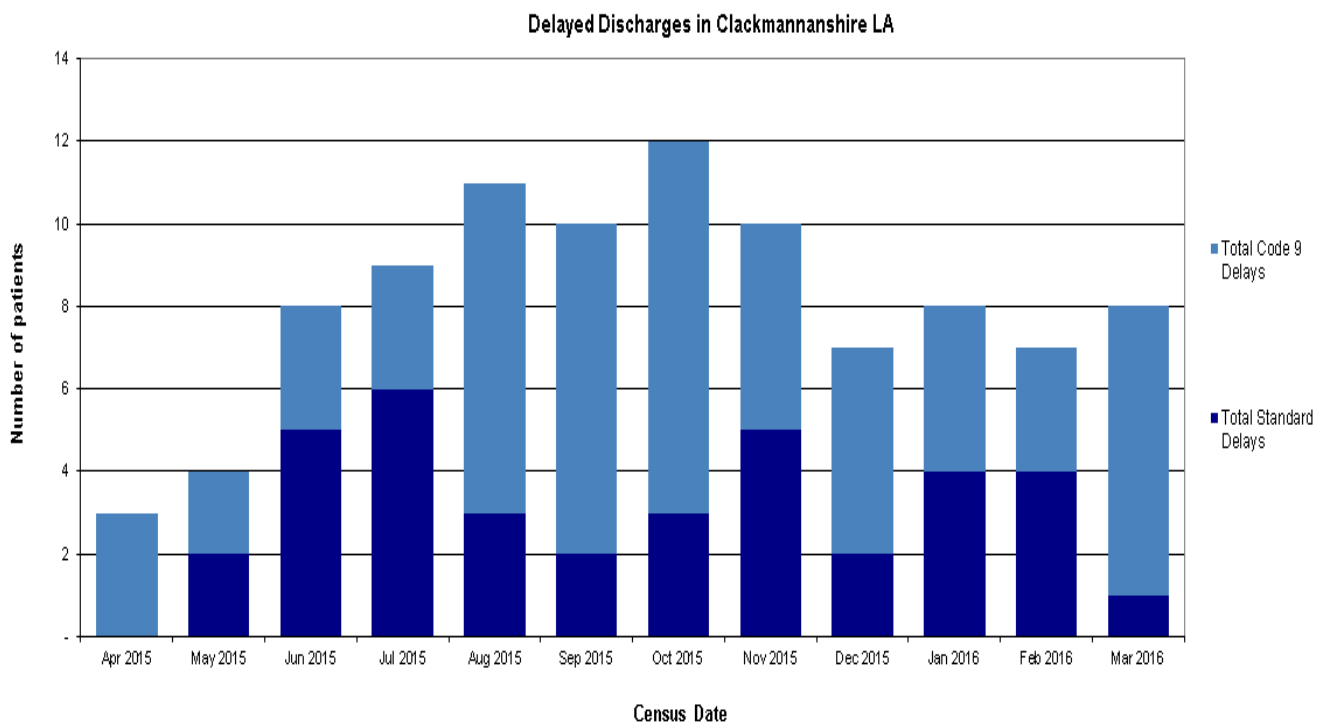
In 2015-16, we targeted staffing resources to ensure prompt assessments while individuals are in hospital. We have worked closely with NHS Forth Valley to improve integrated approaches around assessment. Nevertheless the new target has proved challenging.

Tables 1 and 2 show the number of individuals delayed in their discharge at the time of each monthly census in 2015-16. The tables show individuals with “standard delays” and those who are classified under Code 9, where there are complex or legal reasons that account for the delay. The main reason for standard delays was due to the choice of Care Homes being unavailable. The main reason for delays, classified under code 9, was due to people remaining in hospital where a guardianship process had commenced to enable decisions to be made about their future care. We have been progressing actions to further raise awareness – both amongst health and social care staff and the wider public - about the benefits of power of attorney arrangements. The rate of power of attorneys recorded does indicate that there is a growing understanding of the importance of advance planning.

The total number of people delayed longer than two weeks (excluding those classified under Code 9) was 19 for Clackmannanshire in 2015-2016, and are shown in Table 1

Table 1

Delayed Discharges for Clackmannanshire Council Area 2015-2016



The total number of people delayed longer than two weeks (excluding those classified under Code 9) was 43 for Stirling in 2015-2016 and are shown in Table 2.

Table 2

Delayed Discharges in Stirling Council Area 2015-2016

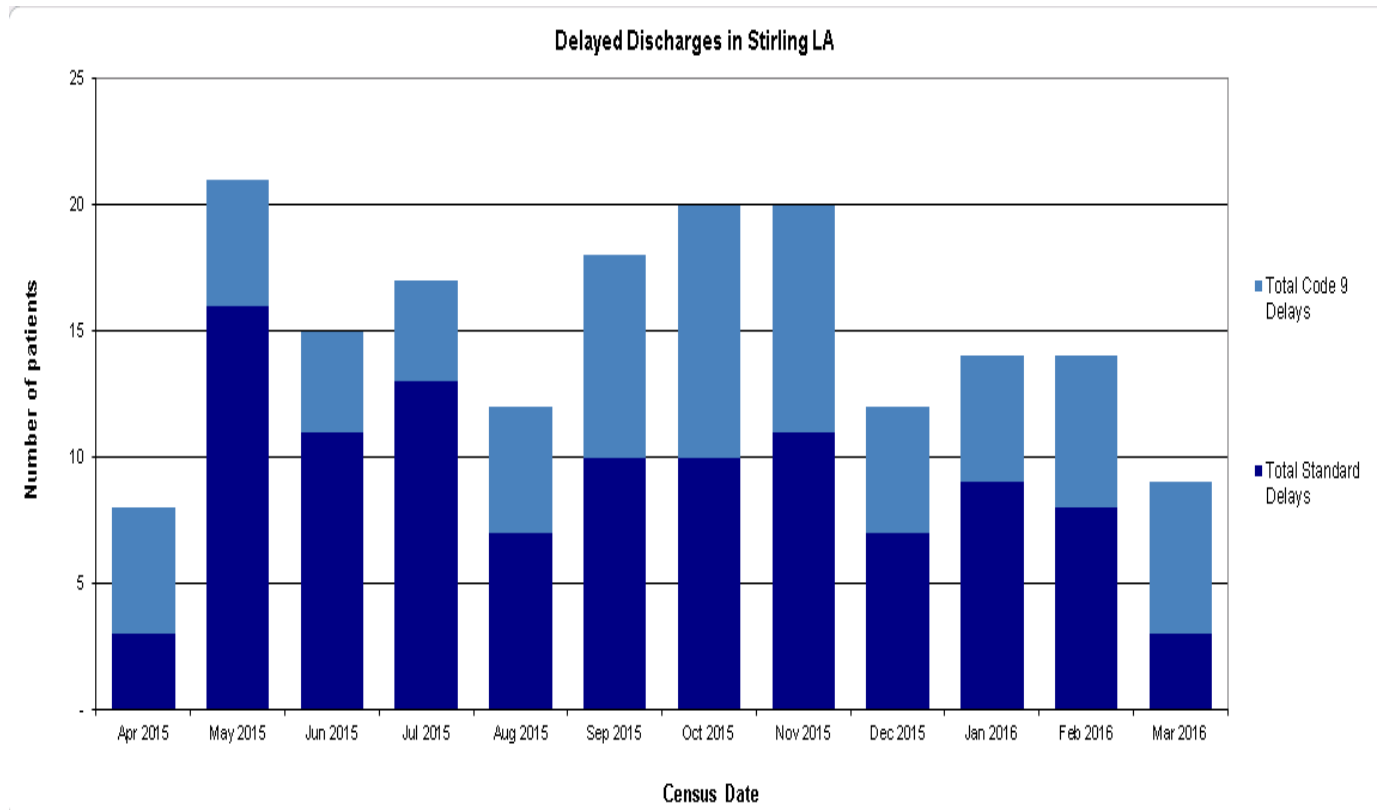
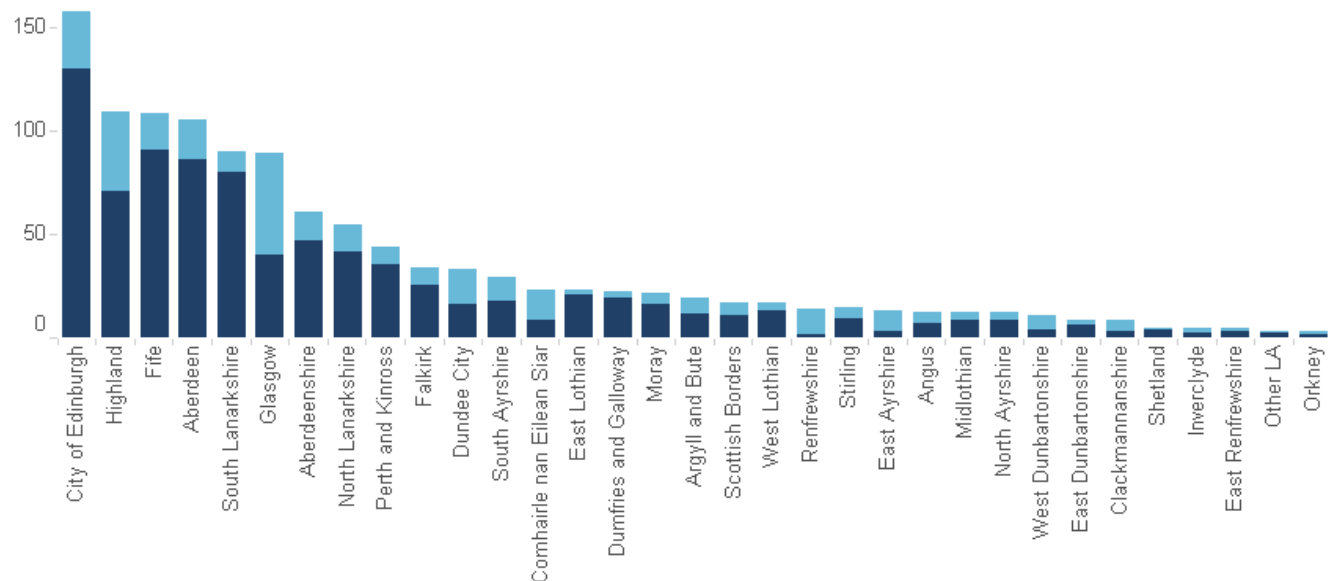


Table 3 shows all delays (including complex cases) and sets out performance across Scotland, by Local Authority area. Clackmannanshire was within the top best performing quartile and Stirling was within the second best performing quartile.

Table 3

Average number of delayed discharges across all census points in 2015/16

[Click area to filter](#)



5.2.2 Intermediate Care Services

In 2015/16, work has continued to develop Intermediate Care Service provision, designed to promote independence and ensure that individuals receive the appropriate level of care and support. We have continued to build on models of care, to support preventative approaches and facilitate safe and timely discharge from hospital. New measures introduced in 2015/16 demonstrated that, at year end, 51% of service users in Clackmannanshire and 61% in Stirling had reduced care hours or zero care hours at the end of a period of reablement.

In early 2015, Delayed Discharge funding was used to put in place a small team of carers who have been employed to support timely hospital discharges in the Stirling area. The Hospital Discharge Team work closely with NHS colleagues to provide bridging care and support to people who are waiting for care services but are assessed as clinically ready for discharge, to prevent delays in hospital. In 2015/16, this team supported **136** service users in Stirling in their discharge from hospital. The same model of care was rolled out to Clackmannanshire in November 2015, with a further **11** service users accessing this service over the winter period. This service has supported individuals and their carers in transition from hospital, enabling them to return home as soon as possible and giving people time to regain skills and confidence:

Mrs Miller was supported in her discharge from Forth Valley Royal Hospital by the Hospital Discharge Team, following an admission for falls following an infection. She initially received 4 visits every day and the assistance of 2 carers.

When the Hospital Discharge Team commenced the service, they were able to provide timely support in meeting Mrs Miller's needs, while carrying out further assessment of her needs within her own home. This gave her with the time and space to further recover from her stay in hospital, and meant that the team were able to amend the original request for the package of care, being able to tailor this more closely to Mrs Miller's needs. The times of her package of care visits were adjusted, and one visit was reduced. This meant that the package of care, which was then passed onto a longer-term care provider, was tailored to her needs. .

Mrs Miller's husband was also able to seek guidance and support from this service, which reassured him and supported him to continue in his caring role.

Names have been changed

Clackmannanshire Reablement Service was evaluated in 2015/16. The evaluation identified that this model of intensive assessment and intermediate support has key benefits and secures positive outcomes for service users, leading to reduced dependency on formal care services at the point of discharge from the service. The next step will be to evaluate the longer-term effectiveness and benefits of the Reablement Service, to assess whether the initial benefits are sustained. This evaluation is currently being progressed by the Joint Management Team. The benefits of this service are highlighted in the case study below:

Mr Archibald was referred to Clackmannanshire Reablement Service following a lower limb amputation. The service organised equipment to support Mr Archibald in his recovery and help him regain more independence.

After 2 weeks of support and mobility practice under the guidance of the Reablement team, he was soon able to transfer and move around his home with the use of his zimmer. Following on from this, he progressed in the use of a prosthetic leg, which he was able to

use, firstly with the aid of crutches, and then without needing crutches.

The team worked with Mr Archibald until he became confident in going up and down stairs and out into his garden. He told us that the service had made a real difference for him. He felt that he had regained a sense of personal dignity because he was given the opportunity and support to improve his independence and his ability to get about and outside of his own home.

Names have been changed

5.2.3 Care at Home

Capacity and sustainability of the care at home market, particularly in the rural Stirling area, continues to present a challenge. The proportion and number of those aged 65 and over is predicted to increase year on year, and surpass the national average by 2018-19. We have engaged with local providers to consider how we can develop different models of care and support. We have worked with care at home providers to examine the barriers and enablers, specifically around recruitment and retention, and worked with them to develop action plans to address areas for improvement. We have also promoted new ways of working in conjunction with providers and local businesses, encouraging diversification and working more closely with unpaid carers to respond to their needs.

5.2.4 Residential and Day Care Provision

We have initiated reviews of residential care services, day care provision and community supports for older people in the Clackmannanshire Council area. The first phase of this work, which took place in 2015-16, was workshops with managers across these service areas to agree the scope of the work and to establish workstreams and responsibilities to support this.

In Stirling Council area, extensive planning work has been completed to finalise the business case for the Stirling Care Village over the last year. It is planned that the Care Village will deliver a campus of health and social care services for older people. This will bring together existing intermediate care services for older people currently being provided in partnership with Stirling Council and NHS Forth Valley, along with inpatient and specialist community health services currently delivered by NHS Forth Valley. The 'Care Hub' element of the Care Village will provide an integrated health and social care service model for older people. The hub will include services for older people who require short-term care, or rehabilitation following an illness or operation, or an acute hospital admission. It is not intended that the 'Care Hub' will provide long-term residential care. The 'Care Hub' will also provide specialist support for patients with dementia and those who require palliative and end of life care. Alongside the planning for the Care Village, engagement work commenced in 2015-16 in the west rural area of Stirling Council, to consult on proposals for a neighbourhood approach to delivering health and social care services based around a care hub.

5.2.5 Technology Enabled Care

In 2015-16, the Service submitted a successful bid to the Technology Enabled Care Fund. This funding will be used to support the expansion of the Mobile Emergency Care Service and Telecare provisions in Clackmannanshire and Stirling Council areas.

Proposed developments include appointment and training of Technology Enabled Care Assessors to provide specialist, outcomes focused assessments for Telecare both in the community and in conjunction with the hospital discharge team. This will enhance the ability of the Service to get the right equipment to individuals at the right time, promoting safety and helping to support safe discharges from hospital. The funding will also be used to purchase additional equipment and will enable the trial of the latest technology.

5.2.6 Learning Disability Services

During 2015-16, we have consulted with service users and carers in both Clackmannanshire and Stirling to help promote and inform a more comprehensive Participation Strategy. The Service contributed to the development of a Forth Valley wide Learning Disability Strategy. In Stirling Council area, we are taking forward a 'Shared Lives' scheme to enable service users to be supported in their own communities in a more inclusive way, promoting greater inclusion and reduced dependency on formal support services.

At a Resource Centre in Stirling, staff, service users and their families are enabling three-way communication through use of an innovative "active communication " book.

A New Voice

People using the Riverbank Resource Centre in Stirling have been given a "new voice" thanks to the "active communication" book. This communication tool consists of a durable flip-over book that uses photographs to help people describe what they did and how they felt during the day. The book is divided into sections to illustrate feelings, activities, meal times, transport and weather, and is personalised for each service user. It also contains a checklist that staff complete during the day to show what they did. When the person gets home, their family can use the book with its checklist and images to talk with them about their day.

One parent said, " My daughter can't wait for when I get home to get out her active communication book and tell me all that she has been up to and who she has been sharing her day with. Before we had this book, there was no way to prompt or get into the kind of conversations we have now, every day. Brilliant."

5.2.7 Mental Health

In 2015-16, we continued in partnership with NHS Forth Valley to develop the Integrated Mental Health Service in the Stirling area, building on learning from the well-established services in Clackmannanshire. There is a single manager for NHS Forth Valley and Local Authority staff. There is a pooled budget in Clackmannanshire and in Stirling; the single manager has responsibility for the NHS Forth Valley and Local Authority budgets.

The learning from this model continues to inform approaches to delivering integrated care services across other care groups, as we progress with the implementation of Health and Social Care Integration. The benefits and positive outcomes for individuals are clearly aligned to the objectives of wider integrated service delivery.

The Services have a strong recovery focus. The Integrated Mental Health Services provides supports and signposting for people with depression and anxiety, for example through stress control classes and group-work. Longer-term services and supports are also provided to people who have more severe and enduring mental health problems. The Service has a strong partnership focus and operates within a recovery-based model. There is evidence that the Service has reduced the incidences of hospital admission, increased the use of preventative versus crisis provisions and has supported timely discharge from hospital.

During the year, the Integrated Mental Health Service has retained Customer Service Excellence accreditation. The report stated that overall retention of CSE accreditation is richly deserved with four elements of compliance plus being retained and two new ones identified. Compliance plus is awarded where the assessor feels there is something that stands out, promotes good practice and could be adapted for use by other services:

5.2.8 Adult Support and Protection

A new independent chair was appointed for the Adult Support Protection Committee in 2015-16. The independent chair is also responsible for chairing the Child Protection Committee, ensuring learning and sharing across these two areas underpinning a more joined up, strategic approach to Public Protection across Clackmannanshire and Stirling. In early 2016, the Adult Support and Protection Committee held a development day, which has informed the development of the Committee's strategic plan.

There are strong working relationships between the Adult Support and Protection leads and the Planning and Commissioning Team to support improvement activity across externally commissioned services and to jointly monitor and address any adult protection concerns. The benefits of engagement and awareness raising, particularly across the independent care home sector, is evidenced by the number of contacts from care homes for advice and guidance and to discuss potential referrals.

Quality Assurance activity has been further developed and refined in 2015-16. During the year, the Committee commissioned an Adult Support and Protection audit. Social Services and Police Scotland staff were involved in undertaking the audit in February 2016. 14 cases were audited across Clackmannanshire and Stirling. The audit team found some improvements, when compared to the results of Social Services single agency audit conducted in 2014/15. These improvements included the timeliness of responses, the progress of interventions leading to a satisfactory conclusion and the quality of leadership. Areas for further action included the consideration of referrals to independent advocacy and some aspects of case recording.

The Adult Support and Protection Coordinator initiated the introduction of monthly Social Services spot checks on a sample of open Adult Support and Protection referrals. These spot checks have identified good practice and areas for improvement. Actions to address the areas for improvements are integral to the Committee's strategic plan.

5.2.9 Registered Services:

In both Stirling and Clackmannanshire Council areas all adult care registered services attained grades of 4 (Good) or above at the end of 2015-2016. In many areas there has been evidence of consistent and sustained improvement in the quality of service provision. A number of our registered services have secured or maintained grades of 5 or 6 (Very Good or Excellent).

Riverbank Resource Centre in Stirling secured grades of 5 and 6 (Very good and Excellent) following an inspection completed in April 2016. The Care Inspectorate said that they " saw how people had developed their abilities, skills and confidence at their resource centre".

"Great service, staff are all very good to me"

"Ludgate respite provides an excellent service to the residents. The staff go above and beyond to provide the care and support that not only the residents require but their family also"

Quotes from people who have used Ludgate House Resource Centre, Alloa. The centre attained grades of very good and excellent following an inspection completed by the Care Inspectorate in October 2015.

In Clackmannanshire, the Registered Adult Provisions Services also hold BS EN ISO 9001:2008 accreditation. This is a quality management system that has further strengthened the audit and scrutiny of the quality of care and support delivered within these services. This tool for continuous improvement is used to effectively plan for service level improvements, which fully involve service users and carers as well as wider stakeholders. The approaches adopted have also been used in Stirling Council registered services and there is evidence that this has helped managers to more effectively demonstrate the systems and supports in place, as part of inspection processes.

5.3 Children's Services:

There was extensive improvement work across Children's Services following on from the joint inspection in January 2014. The improvement work focused on these five priority areas:

1. Improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need.
2. Improve plans for individual children and young people to manage risk and meet their needs.
3. Ensure that all vulnerable children, young people and their families get the help and support they need at an early stage when they are experiencing difficulties.
4. Implement systematic and robust processes for the joint strategic planning of integrated children's services.
5. Provide the strong collaborative leadership needed to increase the pace of change and improvement across services for children and young people.

The Care Inspectorate returned in May 2015 for a follow up scrutiny visit. During the Progress Review in May 2015 the inspectors:

- Took account of the work carried out by the Care Inspectorate Link Inspector and Education Scotland Area Lead Officer to support chief officers and senior managers in improving services;
- Reviewed position statements submitted by partners assessing their own progress against all five of the main areas for improvement along with significant supporting evidence;
- Interviewed chief officers, senior managers and staff groups. Met with strategic partnership and multi-agency review groups;
- Held focus groups around the five recommendations made in the May 2014 report;
- Reviewed recording of 36 Initial Referral Discussions, 19 Child Protection initial reports and 36 comprehensive assessments and children's plans.

The Care Inspectorate advised that they had recognised significant progress in all five areas for improvement identified. The normal programme of inspection has been re-established. Following on from this, we have continued to work across all areas of improvement, with a particular focus on strengthening our own approaches to self-evaluation.

5.3.1 Child Protection

A new independent chair was appointed for the Child Protection Committee in 2015-16. The independent chair is also responsible for chairing the Adult Support and Protection Committee, ensuring learning and sharing across these two areas underpinning a more joined up, strategic approach to Public Protection across Clackmannanshire and Stirling.

The Child Protection Committee had a Development Day in February 2016, and a new Strategic Plan was developed in line with the Care Inspectorate's 2012 Quality Framework "*How well are we improving the lives of children and young people?*" The Strategic Plan for the Committee sits within the wider context of integrated children's services planning and *Getting it Right for Every Child*, promoting the ethos that "child protection is everyone's job".

The Forth Valley Child Protection Policies, Procedures and Protocols subgroup has continued to monitor and update child protection policies during the period under review. In March 2016, the Forth Valley Child Sexual Exploitation Guidance was launched. Guidance on Responding to Self Harm and on Supporting Young People who Misuse Substances was developed and shared within Education Services in Clackmannanshire and Stirling. The Child Protection Committees and Alcohol and Drug Partnerships across Forth Valley worked collaboratively to update and disseminate to all partner agencies "Getting Our Priorities Right for Children and Families affected by Parental Problematic Alcohol and Drug Use."

The Clackmannanshire and Stirling Child Protection Committee Quality Assurance and Performance Management subgroup has overseen a range of self-evaluation activity over the period 2015/16. In April 2015, there was an audit of Out of Hours Contact between N.H.S. Forth Valley and the Out of Hours Social Work Service, the findings from which have informed ongoing inter-agency and single agency child protection training. Also in 2015, the Child Protection Committee and Alcohol and Drugs Partnership undertook an audit of attendance at child protection core groups of services including Social Work, Education, Health and Drug Treatment Services and an audit of the use of the newly developed Parental Substance Misuse Tool.

In January 2016, Clackmannanshire and Stirling Child Protection Committee participated in a joint audit with Clackmannanshire and Stirling Alcohol and Drugs Partnership. The audit focused on evaluating the assessments, care planning, decision-making and actions taken to protect and address risks in respect of seven individuals about whom there were concerns including substance misuse, allegations of sexual assault and other high risk behaviours. Following the audit a multi-agency Action Plan was agreed to address areas for development. This included focused staff development and support in relation to substance misuse, child sexual exploitation, trauma, youth offending, online safety and the need for staff to better understand links across all these areas.

In March 2016, there was a multi-agency child protection audit, supported by the Care Inspectorate, of children subject to child protection registration between the months of June and September 2015. The audit focussed on the assessment of risk and need, the making of plans to manage risk and need, the implementing and reviewing of these plans and the wellbeing and outcomes for the children. The findings from this audit are informing future staff development needs, particularly in relation to risk assessment and the effective use of multi-agency chronologies.

There is an extension of quality assurance activities to support effective joint interviewing of children and young people under Child Protection Procedures. A procedure was introduced for the evaluation of social work and police interviewers' practice. Following training, seven evaluators are now available to participate in an extensive programme to support the learning and development of joint investigative interview staff across Forth Valley. This includes formal annual evaluations of all those involved in conducting joint investigative interviews.

The Independent Chair and Lead Officer Child Protection regularly attend meetings of the Scottish Child Protection Committee Chairs Forum and the Central and North East Scotland Child Protection Committees Consortium and report back to the Child Protection Committee.

In April 2015, the Child Protection Committee hosted a Forth Valley multi-agency event at Stirling Community Hospital at which Superintendent Catriona Paton from Police Scotland spoke about the national Risk and Concern Project.

In November 2015, the Child Protection Committee in partnership with the Adult Support and Protection Committee hosted a Scottish Government Consultation event at Stirling Community Hospital in relation to the proposed National Missing Persons strategy and a joint response to the consultation document was subsequently submitted.

The Forth Valley Child Protection Training Facilitator has continued to deliver a range of training across Forth Valley including the Child Protection Foundation course; Giving Evidence in Court; A

Child's Journey through Child Protection; Direct Work with Children; Pre-birth Planning; Forced Marriage in Scotland; and Joint Investigative Interview Training. The Joint Investigative Interview Evaluator's Training has now been delivered to all JIIT Trainers, to enable them to evaluate Joint Investigative Interviews.

The Lead Officer Child Protection delivers an Introduction to Child Protection to staff from all agencies every two months. Multi-agency e-module training on child protection was piloted in November 2015, and is now available to staff across agencies.

In 2015-16, the Lead Officer Child Protection has delivered child protection awareness-raising briefings to New Struan School; the Salvation Army; Crossroads; Raploch Community Centre; Hawkhill Community Centre; Stirling Families Forum; Stirling Action in Mind; Clackmannanshire Council apprentices; Stirling Council Waste Management Services; and N.H.S. Forth Valley student health visitors.

A public protection training module Keeping People Safe in Forth Valley: A Shared Commitment, was delivered in May, 2015, bringing together public protection concerns relating to child protection, adult support and protection, alcohol and substance misuse, domestic abuse and MAPPA. The module was modified to use the COLT (Collaborative Learning and Training) materials developed by With Scotland and is now being delivered on a regular basis.

A further training module, Working with Children affected by Domestic Abuse, Parental Substance Misuse and Parental Mental Health Issues was delivered in November, 2015 and March 2016 with further sessions planned for the coming year.

Over 2015-15, the Child Protection Committee organised a series of multi-agency Practitioner Forums that focussed on the themes of Fabricated or Induced Illness; Online Safety relating to Child Sexual Exploitation, Radicalisation and Bullying; and Neglect and the Graded Care Profile.

In relation to public information and communication, Child Protection information leaflets and posters for the public are available on the council websites. Work has continued to develop information leaflets for children, young people and families directly involved in child protection investigations. Child Protection information for adults and for children and young people was made available on International Day of Families, May 15th, 2015, when Signpost and Plus held specific events for service users, and on International Youth Day, September 12th, 2015, as well as at the Create Summer events in 2015. Public information about both child protection and violence against women was also made available throughout the Sixteen Days of Action campaign in November and December 2015. Child protection information is now included in information packs for all new tenants in Stirling Council and is mentioned in the Open Door newsletter which is delivered to all council tenants in Stirling. It has also been shared with Start Up Stirling and is available at foodbanks in Stirling.

Central E-Safety Partnership has promoted online safety through Caught in the Net, an educational drama workshop delivered to primary schools and youth groups, and through an Online Safety competition for eight to eighteen year olds around Safer Internet Day.

In November and December 2015, an online survey asking the public for their views on child protection issues and related services was made available on both Clackmannanshire and Stirling Councils' websites and the feedback from this has informed discussion at the Child Protection Committee Public Information and Communication subgroup. A paper version of the survey has since been produced and shared with partner agencies and the Children's Rights Officer and Lead Officer Child Protection have begun a consultation exercise with groups of children and young people so that their views will also inform how information is developed and shared going forward.

5.3.2 Child Sexual Exploitation

The local response focuses on prevention, disruption and prosecution of offenders and supporting children and young people affected by Child Sexual Exploitation. In 2015, the CSWO initiated and delivered briefings to Elected Members and Senior Managers across Council Services about Child Sexual Exploitation, designed to raise awareness and understanding across the two Councils. These briefings were well received and provided information about the nature of the issues and the work being taken forward across Clackmannanshire and Stirling.

We have worked in partnership with Falkirk Child Protection Committee and the Scottish Government to pilot work relating to Child Sexual Exploitation. In August 2015, the Lead Officer Child Protection delivered a presentation to a joint meeting of the Ministerial Working Group on Child Sexual Exploitation and the National Working Group. The work of the Forth Valley pilot on data monitoring was shared with Child Protection Committees across Scotland. In March 2016, Forth Valley Child Sexual Exploitation Guidance together with a Joint Assessment Tool and Vulnerability Checklist was launched and multi-agency training has been delivered, designed to improve our understanding and response across all services. Specific briefings relating to the Joint Assessment Tool and Vulnerability Checklist (part of the Forth Valley Child Sexual Exploitation Guidance) have also been arranged.

5.3.3 Corporate Parenting

The CSWO plays a key role in ensuring that all Council Services and other Community Planning Partners recognise and address, in their areas of responsibility, the needs of looked after children and young people. The Corporate Parenting Strategy for 2013-2018, developed in conjunction with Elected Members, sets out how we will achieve this across Clackmannanshire and Stirling.

Social Services have a key role in ensuring that care arrangements made for children and young people are safe and of a good standard and that there are no unnecessary delays in progressing plans for children and young people. We work to minimise the number of moves for children who are looked after and accommodated child and ensure effective planning to help all "our children" meet their potential. In both local authority areas, Through Care and After Care Services have worked hard over 2015-16 to further improve the arrangements for pathway planning for young people leaving care. Pathway plans consider the young person's need for support and assistance and cover accommodation, life skills, education and training, employment, financial support, any specialist support requirements and contingency planning, as appropriate. Across both Council areas, all eligible young people are offered a pathway plan with the majority making use of this opportunity.

Here are examples of some of the achievements of young people who have been in the care of Stirling Council

- 3 young people attending 2nd year of University
- 1 young person is being trained to provide advocacy by Who Cares?
- 1 young person being trained as a peer mentor with Barnardos.
- 4 young people in higher education
- 3 young people in full time employment, 2 in part-time.
- 4 young people involved with work placements, training providers or voluntary with 4 more awaiting a start date.
- 2 young people have been identified to be involved on a part-time basis in the facilitation and development of Stirling Council's Corporate Employment Project.
- 4 young people living in stable Supported Lodgings placements.

In the Stirling Council area, we agreed in 2015-16, to introduce a Corporate Parenting Employment Project. Developments for this are now well underway, with a couple of placements identified for individual young people.

In Clackmannanshire, the Council's Corporate Parenting Employment Project provides young people, looked after by the Council or care leavers aged 16 plus, with the opportunity for training, taster sessions and work experience placements within various services of the Council and external organisations. This well-established project has helped young people establish structure and routine and develop their personal confidence as well as helping them to gain relevant experience within a particular field. Each placement is centred on the needs and career aspirations of the individual young person.

Here are examples of some of the achievements of young people who have been in the care of Clackmannanshire Council, who have received support from the Clackmannanshire Corporate Parenting Employment Project

- *One young person, who was undertaking an Early Years Course, took up the opportunity of two summer placements, within a local nursery and a primary school. The young person has now successfully gained full-time employment with the Council.*
- *One young person is a qualified sports coach, following on from the opportunity to complete summer placements with the Sports Development Team*
- *One young person has secured a placement with a local vet and an animal rescue charity, with a view to applying to University to complete a veterinary course*
- *One young person has secured a placement with a local joiner and is now in full time employment with the same employer*

5.3.4 Registered Services:

In Clackmannanshire, Woodside Children's Unit provides a residential care service for up to 7 young people aged 11-18 years. Woodside was inspected most recently in November 2015. The unit has consistently secured grades of 5 (Very Good) and 6 (Excellent). The quality of management and leadership in the unit is currently graded as excellent.

The Care Inspectorate commented, "young people told us that staff listen to them and always given them an answer to their questions and queries".

Care Inspectorate, Inspection Report - Woodside Children's Unit, Clackmannanshire, November 2015

Brucefield Care Home in Stirling provides a residential care service for up to five young people, aged 11-18 years. Brucefield currently has grades of 3 (Adequate) and 4 (Good). Improvement plans have been developed and progressed focused on the identified areas for development.

Clackmannanshire Council Fostering Service has attained grades of 4 (Good) with evidence of improvement across all areas inspected. The Care Inspectorate commented that *"a range of training opportunities is available for foster carers and these together with the good quality of relationship they enjoyed with their supervising social worker meant that they felt well supported in*

the fostering task." The Adoption Service currently has grades of 3 (adequate) and 4 (good). An action plan was developed to address areas for development. Feedback from the most recent inspection indicates that improvements have been achieved.

Stirling Council Adoption Service attained grades of 4 (Good) and 5 (Very Good) when most recently inspected. The Fostering Service is also graded as 4 (Good) for the quality of care and support, management and leadership and 5 (Very Good) for the quality of staffing.

"We saw a clear commitment from the agency in relation to children's advocacy. For example, in the most recent newsletter the Assistant Head of Service had written an article encouraging foster carers to advocate on behalf of children particularly where there were any perceived delays in care planning"

Care Inspectorate, *Inspection Report - Stirling Council Fostering Service, July 2015*

5.4 Criminal Justice Services

We continue to work in partnership for the planning and delivery of Community Justice Services across Fife and Forth Valley. Over 2015-16, the planning for the new arrangements through Community Planning Partnerships has intensified.

The number of Community Payback orders continues to increase in both areas and more individuals are supported to remain in their communities, through alternatives to custody under supervision of Criminal Justice staff, acquiring new skills and for some, enhancing their opportunities to gain paid employment.

5.4.1 Community Payback Orders

Individual and group placements have continued to offer flexibility and valuable workplace experience for service users. Well established partnerships with local charity shops, churches and the Citizens Advice Bureau have continued to be well utilised. Direct engagement with individual members of the public has continued to develop through the now well established use of social media.

Some quotes from people subject to Community Payback Orders in Clackmannanshire and Stirling:

"I am learning new skills and it is helping with my confidence... I am hoping to volunteer once my paid work is complete"

"I enjoy getting stuck in .. the day passes quickly"

"I have had some difficulties with housing and have been supported by workers whilst attending paid work,

Some quotes from people or groups who have benefited from work completed across Clackmannanshire and Stirling:

"I have seen the amazing work the group have done on the cycle path. This has given

us some real motivation to move on with the project. Please pass on our thanks." Alva Community Council:

"Thank you once again for your team's effort. They were brilliant - moving all the timber on to our site for bed building. I was especially impressed when I heard how few people were working last Wednesday. We're now putting it all together into vegetable beds" Tullibody Community Garden:

"The Trossachs and Breadalbane ranger Team are delighted to have the Criminal Justice Service on board as part of our measures for dealing with the fall out from care based camping and anti-social behaviour" Loch Lomond and Trossachs National Park

"the whole school is delighted with the standard of work and extremely efficient and personal service" Cambusbarron Primary School

6. DELIVERY OF STATUTORY FUNCTIONS

The role of the Chief Social Work Officer is to provide professional governance, leadership and accountability for the delivery of social work services. There are a number of duties and decisions that relate primarily to the curtailment of individual freedom and the protection of both individuals and the public, which must be made either by the Chief Social Work Officer or by a professionally qualified social worker to whom this responsibility has been appropriately delegated.

The Council's scheme of delegation provides for designated social work staff to make certain decisions on behalf of the local authority in the following areas:

- **Mental Health**, encompassing the role of Mental Health Officers (MHOs) and working with/enacting the Mental Health and Treatment Act and the Adults with Incapacity Act.
- **Adoption**
- **Secure Accommodation** and emergency placement of children.
- **Protection and Risk Management**
 - Child Protection
 - Adult Protection working with the Adults Support and Protection (Scotland) Act 2007
 - Multi-agency Public Protection Arrangements (MAPPA) - includes the risk management of sex offenders and certain violent offenders

This Section of the report provides statistical information about the delivery of these specific functions in 2015-16. Some of the statistics provided here are due to be subject to further verification.

6.1 Mental Health

Local Authority Mental Health Officers (MHOs) are social workers that have received additional training and are appointed by the CSWO to undertake a statutory role with people with a mental

disorder. MHOs have a role in preparing applications, reports and care plans in relation to people who are or may be subject to compulsory care and treatment in hospital or in the community. Presenting reports and evidence at Mental Health Tribunals, which have the power to authorise compulsory measures, represents a substantial proportion of Mental Health Officers' workload. In addition MHOs have a role in providing advice and support to the wider Social Work Service in respect to the complex interaction of mental health and incapacity legislation, and in adult care, child care and criminal justice cases where mental disorder is presented.

There are currently 11.9 FTE MHOs appointed and operational in Clackmannanshire and Stirling Councils. We have one Stirling Council employee currently in training to be an MHO. We have identified that there is a need to train more MHOs across the two Councils to meet current and future needs.

Table 4

Rates of Detention for period April 2015 to March 2016 under the Mental Health (Care and Treatment) (Scotland) Act 2003

| Category of Detention | Stirling | Clackmannanshire |
|--|----------------------------------|------------------|
| | Emergency Detention Certificates | 26 |
| Short term Detention Certificates | 51 | 52 |
| Compulsory Treatment Orders (new applications) | 9 | 9 |

Any registered medical practitioner can authorise an Emergency Detention Certificate. There should be consent from a Mental Health Officer wherever possible. The vast majority of Emergency Detention Certificates are issued out of office hours, or in a crisis. The rates of Emergency Detention across Clackmananshire and Stirling are in line with figures across comparable areas of Scotland.

Table 5

Total number of orders for Mentally Disordered Offenders - Mental Health (Care and Treatment) (Scotland) Act 2003 / Criminal Procedures Act (Scotland) 1995 for 2015-2016

| Total | Clackmannanshire | Stirling |
|--------------------------------------|------------------|----------|
| Compulsion Orders/Restriction Orders | 5 | 2 |

If an individual has committed a criminal offence, but is suffering from a mental disorder at the time, the court has the power to ensure the person receives care and treatment under the Mental Health Act. A Mental Health Officer will contribute to the assessment of the person and provide reports to court. If an individual is convicted of an offence for which the punishment is imprisonment, instead of imposing a prison sentence the court may detain the person in hospital using a Compulsion Order, or impose strict conditions, which would allow the person to receive treatment while living in the community. If the court makes an individual subject to a Compulsion Order, it can also add a Restriction Order, if it considers this necessary. This will restrict the person's movement to the extent that s/he may not be transferred to another hospital or be granted leave from the hospital without the consent of the Scottish Ministers. There have been no significant variations in the rate of use of orders under Criminal procedures in either Local Authority area.

There tends to be much smaller numbers of compulsory measures applied to people who are mentally unwell and who also commit offences. The legislative requirements regarding these generally are critical and complex.

Adults with Incapacity

Under the Adults with Incapacity (Scotland) Act 2000, Local Authorities have a duty, where someone over the age of 16 who has a mental disorder is deemed incapable of making decisions to safeguard his/her welfare and/or property or finances, to carry out an assessment and make recommendations as to whether someone else should be given the legal authority to make decisions on their behalf. Mental Health Officers undertake these assessments.

Any person with an interest in an individual's welfare including a family member may make an application to Court to be appointed as welfare and/or financial guardian. If the need for guardianship is established and no interested person is willing or able to take on the role, the local authority has a duty to make an application for the Chief Social Work Officer to be appointed as welfare guardian.

There is a requirement that the Local Authority make applications for necessary Intervention Orders (one off statutory authorisations) or Guardianships (ongoing authorities to make decisions) in relation to Welfare or Financial matters where no one else is able to do so. Councils are also required to undertake an investigative function, into allegations of neglect, exploitation or abuse against those who do not have or have lost capacity.

In the main welfare guardianship orders are used for older people or people with learning disabilities to ensure care is provided to which the adult cannot consent. Such orders can also be applied to protect an adult from others who might place them at risk. Most welfare guardianship orders are private applications, whereby an adult with a relevant interest in the subject of the order, and who has no statutory role, can be appointed. Where there is no such relevant adult then the CSWO may be appointed as the Welfare Guardian. In contrast financial guardianship orders tend to be used where the adult has substantial capital and cannot manage their estate or is at risk of exploitation by others. Financial guardians cannot be council officers.

The Mental Welfare Commission's report for 2014/2015 demonstrates that the number of existing and new orders under the Adults with Incapacity (Scotland) Act 2000 continues to rise. We have also seen an increase locally. This development presents challenge in managing the workload of Mental Health Officers and ensuring that there are sufficient MHOs to carry out all of the statutory duties.

The granting of orders on an indefinite basis continues to reduce and suggests that cognisance is being taken of the value in having / granting time limited orders especially for young people or for adults with conditions (e.g. alcohol brain injury) whereby circumstances may change and some areas of capacity may be regained. Notably, the Mental Welfare Commission reports that the number of applications for adults with learning disability is greater than those with dementia, which represents a distinctive change since the monitoring of guardianship began.

Assessments undertaken under Adults with Incapacity Legislation 2015-2016

Table 6

Existing Guardianship Orders

| | | |
|--|------------------|----------|
| 2015 - 2016 | Clackmannanshire | Stirling |
| Existing Guardianships Total (private and local authority) | 113 | 126 |
| Local Authority Existing Guardianships | 22 | 29 |

Table 7**Guardianship orders granted 2015-2016**

| | Local Authority | Private | All |
|------------------|-----------------|---------|-----|
| | Number | | |
| Clackmannanshire | 1 | 23 | 24 |
| Stirling | 14 | 27 | 41 |

The majority of welfare guardianship orders are known as 'private', whereby an adult with a relevant interest in the subject of the order, and who has no statutory role, is appointed as guardian. The Chief Social Work Officer is required to both advise and supervise all private welfare guardians in the discharge of their functions.

There is an ongoing requirement for the CSWO to ensure that there are sufficient Mental Health Officers to deliver the above functions and to monitor and ensure their effective deployment across the Service. This latter point will remain a crucial consideration for workforce planning, particularly taking into account planned changes to a range of legislation. Examples include the current consultation on implementation of the Mental Health (Scotland) Act 2015; the review of learning disability and autism in Scottish Mental Health Law and the consultation on the Scottish Law Commission Report on Adults with Incapacity.

6.2 Adoption**Table 8****Adoption figures for 2015-2016**

| | Clackmannanshire | Stirling |
|----------------------------------|------------------|----------|
| Children placed for adoption | 2 | 5 |
| Registered for adoption at panel | 9 | 4 |

Securing early permanent alternative family-based care for children unable to remain with their birth family is one of the most important factors in their healthy emotional development. It is recognised that there are alternatives to adoption, which can secure this permanence including permanence orders and kinship care arrangements. More collaborative working supports earlier matching of children to adoptive parents across Clackmannanshire, Stirling and Falkirk Councils to share information about potential adoptive parents and about children requiring adoption.

The adoption services across Clackmannanshire and Stirling have had a successful year in terms of both placing children with lifelong families and supporting adoptive parents. The improved procedures and planning arrangements to ensure that children are placed in life long families at an earlier stage are well embedded. The Care Inspectorate commented on improvements made in both Local Authority areas in planning for permanent placements for children and young people, with evidence that this has reduced delays in decision making. There is a joint adoption panel across Clackmannanshire and Stirling Councils, which has helped to embed consistent approaches and share learning. While we continue to recruit potential adopters, this continues to be a challenge, particularly in Clackmannanshire. The PACS service (Post Adoption Central Support), with Barnardo's Adoption Service and the GAP Group for adopted people continue to work in partnership with the agencies to ensure on-going support is available to individuals.

6.3 Secure Accommodation

In prescribed circumstances, when children are likely to abscond putting their own welfare at risk and are considered to present a serious risk of harm, either to themselves or to others, the Chief Social Work Officer may authorise their detention in secure accommodation. These decisions must be confirmed by a Children’s Hearing and must be kept under close review. Courts also have the power to order the detention of children in secure accommodation. Emergency placement of children is subject to statutory provisions: Children’s Hearings may impose conditions of residence on children subject to supervision requirements. Only a Children’s Hearing may vary such conditions. The Local Authority must ensure that these conditions are implemented. If a child who is required to reside at a specified place must be moved in an emergency, the Chief Social Work Officer may authorise the move, following which the case must be referred to a Children’s Hearing.

Close support provides vulnerable young people with a safe structured setting to either prevent the need for them to enter into secure care or as a follow on from them leaving secure to assist in the transition back to their communities.

The numbers for young people in secure care and close support tend to be very low, sitting at less than 1% of all Looked After and Accommodated young people. This makes comparisons between authorities less meaningful. However the figures do show a fall in the number of children accommodated in secure accommodation by Clackmannanshire and Stirling Councils. Both Local consistently have fewer children in secure accommodation than the Scottish average.

Table 9

Numbers of young people admitted to secure care 2015-2016

| Local Authority | Number |
|------------------|--------|
| Clackmannanshire | 1 |
| Stirling | 0 |

6.4 Protection and Risk Management

Child Protection

Table 10

Child Protection Figures

| Category | Time period | Clackmannanshire | Stirling |
|--|------------------------|------------------|----------|
| Number of referrals | April 2015- March 2016 | 244 | 544 |
| Number of case conferences | April 2015- March 2016 | 105 | 118 |
| Children on Child Protection Register | As at July 2015 | 57 | 44 |
| Children looked after at home with parents | As at July 2015 | 59 | 64 |
| Children looked after away from home | As at July 2015 | 143 | 152 |

The reported statistics show a relatively high number of children and young people on the Child Protection Registers at July 2015. However managerial and operational efforts were made to ensure safe and supportive transition has been provided to those at risk which resulted in the number of children on the registers reducing by half by the end of 2015/16 (22 in Clackmannanshire and 28 in Stirling).

In Clackmannanshire, it was recognised there was a significant cross-over of children remaining subject to child protection registration whilst accommodated outside of the family home and waiting for legal orders to be put in place. We have addressed this and alternative safeguards were put in place, ensuring a more accurate picture of children considered to be at risk of harm. Improved processes for risk assessment within tighter timescales allowing safe plans to be implemented, particularly in pre-birth assessments has resulted in increased evidence of safe planning and less need for continued or longer-term Child Protection Registration.

Adult Protection

Table 11

Adult Protection Figures

A summary of the volume of adult protection referrals, including trends, is shown below:

| Year | Number | Rate (per 1,000) | Number | Rate (per 1,000) | Total |
|---------|------------------|-------------------|----------|------------------|-------|
| | Clackmannanshire | | Stirling | | |
| 2009/10 | 52 | n/a | 108 | n/a | 160 |
| 2010/11 | 101 | n/a | 162 | n/a | 263 |
| 2011/12 | 51 | n/a | 249 | n/a | 300 |
| 2012/13 | 73 | 1.77 | 220 | 2.95 | 293 |
| 2013/14 | 112 | 2.66 | 270 | 3.60 | 382 |
| 2014/15 | 164 | 3.2 | 381 | 4.2 | 545 |
| 2015/16 | 119 | 2.32 | 394 | 4.24 | 513 |

The number of referrals had increased by 43% between 2013/14 and 2014/15. This level of increase has not been sustained in 2015/16 and referral rates have levelled off. The reason for this is unclear but the trajectory of increase in referral rates has been steep since 2010 and it is to be expected that rates will not continue to increase, as practice and understanding of Adult Support and Protection is more mainstreamed.

Table 12

A summary of the volume of adult protection activity is shown below:

| Year 2015/16 | Number Clackmannanshire | Number Stirling | Total |
|-------------------------|-------------------------|-----------------|-------|
| Referrals | 119 | 394 | 513 |
| Investigations | 29 | 56 | 85 |
| Case Conferences | 9 | 17 | 26 |
| Review Case Conferences | 6 | 7 | 13 |

There were 85 investigations in 2015/16, representing an increase of 35% on previous year. The highest category of cases that were investigated across the two areas was infirmity due to age (28%) followed by learning disability (20%). This is a slight change from the previous year where the highest category was learning disabilities.

In line with the previous year the most prevalent type of harm was physical harm (28%) followed by financial harm (26%). More than half (53%) of all harm investigated took place in the person's own home and nearly a third (27%) were harmed in care homes. Nearly one third of all investigations resulted in a case conference. This is a proportional reduction in comparison to the previous year.

Criminal Justice

Table 13

Offenders in the community subject to statutory supervision at 31 March 2016

| | Male | | Female | | Clackmannanshire | Stirling |
|--|--------|----------|--------|----------|------------------|----------|
| | Clacks | Stirling | Clacks | Stirling | | |
| Community Payback Orders | 250 | 243 | 48 | 42 | 298 | 285 |
| Community Payback Orders with a requirement for unpaid work | 179 | 173 | 14 | 20 | 193 | 193 |
| Drug Treatment and Testing Orders | 6 | 5 | 1 | 0 | 7 | 5 |
| Bail supervision | 9 | 1 | 3 | 0 | 12 | 1 |
| Number of individuals subject to Statutory Through Care in custody | 28 | 37 | 2 | 1 | 30 | 38 |
| Number of individuals subject to Statutory Through Care in community | 26 | 33 | 0 | 3 | 26 | 36 |

Bail Supervision is offered by Stirling Criminal Justice Services to the local court in Stirling however the court chooses not to make use of this facility. However if residents of Stirling appear at other courts, where this facility is available, and are assessed as suitable for Bail Supervision, this arrangement may be made. This is reflected in the low numbers.

7. USER AND CARER EMPOWERMENT

User and carer empowerment is evident at an individual, community and strategic level. The voices and experience of service users and carers influence both our direct practice and our strategic priorities.

7.1 Assessment , Planning:and Reviews

Direct service delivery is the main way in which we interact with those who use our services. It is essential that we use the information that we gather for the purposes of individual assessment and reviews, to understand what we are doing well and where we need to improve.

Managers and front line staff across all service areas have received training in **outcomes focused assessment, planning and review** and managers have been trained on outcomes based practice in **staff supervision**. By developing outcomes based approaches to service delivery, service provision is more in line with needs and we have a better understanding at an individual level and across the service about the impact of interventions, *"it is really important for us to be able to record how a person is doing when they start reablement and to track their progress over time"* Occupational Therapist on the importance of tracking and recording reablement goals.

Self-Directed Support (SDS) has a major part to play in empowerment, personalisation, choice and opportunities for service users and carers. It can enable individuals to have more control over their day-to-day support and help them to determine the best way to meet their outcomes. At an individual level, our assessment and planning processes are outcome focused as are our review and staff supervision arrangements. They promote personalisation and support the active participation of service users and carers at all stages. The processes guide person-centered conversations allowing staff to get to know service users and carers and identify strengths supports and needs. A survey was carried out to get a better understanding of service user and carer experience of SDS. Meetings also took place with groups of unpaid carers to both inform and listen to their views about how we could improve SDS processes to better meet their needs.

Children, young people and families are encouraged to be involved in all individual plans and decision making which affect them. Through Care and After Care workers and the Children's Rights Officers support looked after children to participate in meetings in whatever way they can, either through direct participation or through the workers advocating on their behalf. Planning is child-centred and is used to help everyone to understand the strengths as well as the pressures in a child's life and to help decide what actions are required. There are a range of engagement tools that encourage children and young people to express and record their own views and staff employ these across a range of ages, settings and circumstances. We have also further developed the ways in which foster carers can share their views in relation to service delivery. There are regular opportunities for foster carers to meet with staff and each other and they are also encouraged to participate in the recruitment and delivery of training to prospective carers. The information gathered is used to evaluate and evidence how the service is improving the lives of children and young people.

Our **criminal and youth justice services** encourage service user feedback on their experience of our service. In 2015-16, a new experiential survey has been introduced in youth justice services. The survey is evidence and research based. The Experiential Survey asks questions which are framed to provide information that will help the service understand whether our approach to engaging with the young person is moving in the right direction and as such supporting more positive communication and involvement by the individual in their programme intervention

In **adult services**, considerable progress has been made in the development of **self-management** resources to promote recovery, individual control and choice. The service is also actively promoting the use of Telecare and Telehealth to improve choice, promote independence and reduce reliance on services.

7.2 Service user and carer feedback

Many people within our communities find it difficult to have their voice heard. **Independent advocacy** helps people to have a stronger voice, protects their rights and interests and enables people to have as much control as possible over their own lives. Independent and issue based advocacy is available for children and young people, adults affected by mental ill health or learning disabilities and older people. In 2015/16, referrals to advocacy services increased across all care

groups. In the forthcoming tender for advocacy services we are looking to extend provision to include collective advocacy, this will enable peer groups and wider communities with shared interests to have their views, preferences and experience heard.

Customer satisfaction is evaluated through annual surveys, information from service reviews, customer feedback and complaints data. Throughout the course of the year the service has convened consultation events with service user and carers' groups. We have revised public-facing information, web based and leaflets, in the light of feedback.

Self-evaluation and inspection enables us to gather feedback and information to evidence outcomes for services users and carers. Tools for helping services aggregate feedback on individual service user experience in order to assist with strategic redesign continue to be used and developed.

7.3 Engagement and Involvement

The service participated in and led on a range of consultations during 2015/16. Consultation and engagement has informed the development and implementation of the Autism Strategy, Corporate Parenting, the Integrated Children's Services Plan, Dementia Friendly Communities and our vision and outcomes for the Integration of Health and Social Care. We have employed a range of innovative and interactive approaches to ensure that members of the public have had the best possible opportunity to participate and engage.

Improving **public engagement**, participation and understanding is a priority area for development in line with the requirements of the Community Empowerment Act. We are continually looking at ways in which we can reduce barriers and increase accessibility to services and support particularly in the more rural areas. In both Council areas, redesign activities are focused on locality planning and the involvement of citizens in service planning and in co-production. We are contributing actively to this and have commenced focused work in the rural area of West Stirling, where there are particular challenges accessing services. The emphasis therefore is on a model of care that focuses on empowering people and on self management. This approach recognises the importance of investing in prevention and early intervention and the crucial role that informal lower level services play in keeping people physically and mentally active and socially connected.

Service users and carers are engaged in strategic planning, service redesign, staff interviews and the design and delivery of training across Social Services. Through Health and Social Care Integration, service users and carers are represented at all levels of planning. We also contract with third sector organisations and community groups to support service user representation, involvement and engagement. The direct experience of service users and informal carers is used to inform priorities for the service. For example, decisions about the delivery of the Integrated Care Fund have been developed in partnership with unpaid carers and service users from a range of services, health, social care, housing, the third and independent sectors. Service users and carers are consulted in all tenders and decisions regarding tender awards.

In Clackmannanshire, the Service have consulted with the assistance of an advocacy worker from Who Cares? about the proposals to develop a new child care residential unit in the Clackmannanshire area. We have engaged with children and young people who are currently accommodated outside of the local authority area to get their views about the development of a residential unit in Clackmannanshire. Young people have participated very enthusiastically and have identified some very positive and helpful ideas about what is important to them, about the design of the unit and what it should be like.

In 2016 we will produce the first **Market Position Statement** for Clackmannanshire and Stirling Health and Social Care Partnership. This will stimulate active engagement from current and future service users and carers. We recognise that effective and meaningful engagement is essential to develop collaborative trusting relationships and co-produce solutions that help us to achieve our ambitions for health and social care.

8. WORKFORCE: PLANNING AND DEVELOPMENT

8.1 Workforce Planning

Changing expectations and needs, together with technological, economic and legislative developments continue to impact on the Social Services workforce. Our staff and those in the wider social care market across Clackmannanshire and Stirling require the necessary skills and knowledge to operate within this ever-changing environment.

Planning commenced in the latter part of 2015-16 as part of the cessation of the Shared Services to ensure that the workforce in both Local Authority areas fits with current and future needs. This has been progressed alongside Priority Based Budgeting and Making Clackmannanshire Better change programmes. This includes determining the ratio of professionally qualified staff and para-professional staff and ensuring registration requirements are addressed. It includes consideration as to whether services should be delivered internally or through externally commissioned routes. It also incorporates succession planning and recognition that in key areas, there are specific challenges due to an ageing workforce, difficulties with staff retention or having a high number of newly qualified staff.

We are taking forward workforce planning as a core activity to support the delivery of integrated health and social care services. We have identified the total number of staff employed by Social Services in Clackmannanshire and Stirling Councils (and those in NHS Forth Valley), to deliver the functions delegated to the Integration Joint Board. We have commenced workforce planning activities. We have established a Joint Staff Forum with Trade Union and Staff Side Representatives. We have started to explore how we will measure the benefits of staff engagement and staff satisfaction in partnership with the staff representatives.

8.2 Staff Engagement and Leadership

The use of an Outcomes Focused Supervision Framework is at the heart of strengthening leadership at all levels, with the expectation that each member of staff and his or her line manager will demonstrate responsibility for the support, learning and guidance needed to improve outcomes for all of our service users. The aim is to move away from mechanistic case management, to evidence how practice and individual autonomy can make a difference in keeping service users safe and empowering them to achieve their goals.

In May 2015, the Senior Management Team delivered two all staff engagement events, *Visions, Values and Behaviours*, focused on our vision for the Service and our roles in delivering this in our teams and through direct work with service users and their families. There was an emphasis on developing leadership at all levels of the organisation and across all service areas. A dynamic approach, using drama, allowed for the active exchange of ideas and placed equal value on experiences across all work settings.

While these kind of formal events play a key role, the senior management team also foster an open approach that is demonstrated through regular 'open door' sessions with the CSWO.

During the period of transition relating to both Health and Social Care Integration and Shared Services, there have been regular workshops and engagement in key areas designed to provide information, alleviate anxiety and include workers in informing the future design of services.

Through evaluation of staff participation in training events and practitioner forums, the Learning and Development team is able to adapt, develop and commission learning opportunities which help to meet professional development needs and keep workers motivated and engaged with their roles in the organisation.

Senior Management participation in a range of strategic groups such as the Integration Joint Board and the Children and Young People's Strategic Partnership ensures that themes of leadership cross-sectoral boundaries and are disseminated through the workforce via shared practice approaches and training.

In addition to the underpinning approaches to leadership, the service continues to provide:

- Leadership development for Service Managers
- Leadership development events extending the same themes for Team Leaders
- Quarterly forums for Childcare and Adult Care Team Leaders led by the Assistant Heads of Service
- Improvement events for childcare and adult services enabling staff to shape future provision

Opportunities for involvement are not restricted to one off events; service plans incorporate the principle of shared leadership and encourage staff to progress areas where they have a specific skill or interest, regardless of their role in the organisation.

- overview of workforce development actions – key challenges and achievements including progress with registration of the workforce and support for CPD.

8.3 Workforce Development

We have a comprehensive programme of training to ensure that staff at all levels of the organisation and with varying types of registration requirements are supported to achieve best outcomes in continuous professional development. The service offers SVQ at levels 2 to 4 and also facilitates the Professional Development Award in Supervision. These qualifications link to registration requirements, but also support staff to demonstrate competence in practical and values based elements of their work. We also support several accredited programmes, including a Certificate in Management and Leadership.

As well as an annual programme of learning and development events, the service can respond to particular needs arising from inspection, policy change, learning reviews and sharing good practice. These can take the shape of action learning sets; workshops or more formal commissioned courses and will be multi-agency where appropriate.

The programme includes a range of **multi-agency learning and development** opportunities. In 2015/16 the service has worked closely with colleagues across Health and Social Care Integration to map learning and development in all areas and to create a Joint Workforce Development and Training Framework. This is being mirrored in training that is currently being delivered internally within adults' services, as approaches focus on roles, shared values and outcomes. Colleagues within Social Services Learning and Development have been part of programmes to deepen understanding in this area through delivery of shared training in areas such as outcomes focused approaches and practices in dementia. Other examples include NHS and Housing services staff accessing Health and Social Care SVQ alongside with social services staff.

Adult Support and Protection and Child Protection training and practitioner forums continue to be provided on a multi-agency basis, with a recognition of the richness of learning afforded by discussing issues and perspectives with partners in other disciplines. Similarly, the roll-out of the *Getting Our Priorities Right* training has successfully brought adults and children's services staff together to promote common understanding and ensure that the needs of vulnerable children are at the forefront of all practitioners' minds. .

The *Getting It Right For Every Child* approach has been further embedded in our area through training and briefings at all levels. This ranges from introductory sessions, through to more detailed input on the National Practice Model, Outcomes, Chronologies and the Named Person, with more advanced sessions focusing on higher levels of risk assessment and management.

The work undertaken by Social Services Learning and Development in this area and in support of organisational change was recognised in 2015 through a national team award for **Best Practice Though Ongoing Learning** from the Scottish Association of Social Work.

We use 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.

The team uses workbooks as a way to optimise numbers of staff who can engage in learning, while ensuring this is followed up to ensure that it has been effective and can be demonstrated in practice.

In 2015-16, we 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 that 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.

9. APPROACHES TO IMPROVEMENT AND INNOVATION

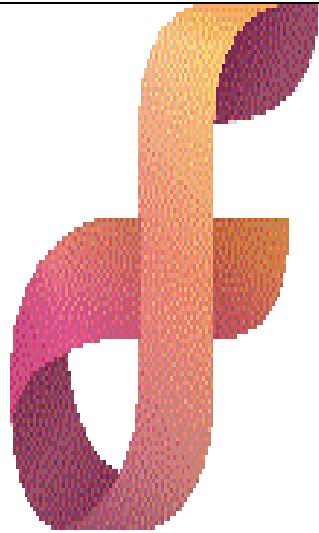
Examples of improvement activity have been highlighted throughout the report. This section showcases a number of innovative approaches. Some of these initiatives have been taken forward by the service independently. Others have been developed and implemented in partnership with other organisations. It is planned that these examples will be used to share learning and good practice across the Social Work Sector, and beyond.

Child Protection and Adult Support and Protection in Clackmannanshire and Stirling

In 2015- 16, the Clackammanshire and Stirling Child Protection Committee and the newly formed Clackmannanshire and Stirling Adult Support and Protection Committee have developed a strategic plan to prioritise and oversee the work of the two committees. This has been supported by consistent and collaborative leadership arrangements. The Chief Social Work Officer in conjunction with the Independent Chair of both Committees have prioritised this work.

The plans will enable an oversight of all activities of both Committees, with measurable outcomes. This approach ensures a more joined up approaches to the actions and activities of both the Child and Adult Protection Committees.

Whilst the plans are strategic in function, the impact on practice and on improving outcomes for children, young people and adults who may be at risk of harm, is clear. The plans cover training requirements, audit and quality assurance activities, public awareness raising and procedural developments. Actions are aligned to identified and agreed areas for improvement.



DEMENTIA FRIENDLY Stirling

Dementia Friendly Stirling

Stirling Council is working with partner agencies to make Stirling dementia friendly. Our aim is to build a community that actively seeks to include those living with dementia and to create an environment where the needs of people with dementia and their carers are better understood. Social Services staff members have played a lead role in progressing this work and in delivering events and activities.

In December 2015, we brought together people living with dementia and their carers, statutory organisations, Stirling University, third and independent sector partners and local businesses to help take forward some of our ideas. We used the opportunity to hear about what can help people build their confidence to get out in their local area and support them better in the early and later stages of the illness.

A programme of awareness raising and training is being rolled out to local businesses, public transport workers, taxi drivers, public sector employees and elected members. We are also working to promote dementia friendly design by improving signs, lighting and public toilet facilities and promoting dementia friendly menus in restaurants and cafes.

We linked in with King's Park garden group and Active Stirling to create a sensory garden and organised memory walks within the park for people with dementia and their carers.

Clackmannanshire and Stirling's Autism Strategy

We worked with Police Scotland, NHS Forth Valley and a host of independent and third sector organisations and businesses to develop the 10 year strategy and implementation plan to improve services and support for adults and children with Autism Spectrum Disorder (ASD), their families and carers.

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. The Awards final takes place on 6th October 2016, with the team hoping to boost their Silver to a Gold.

Work has included developing an app in partnership with Stirling University that supports people with autism, many of whom have difficulties managing change, to set out their likes and dislikes in a range of different ways to help with transitions such as leaving school or preparing for a respite visit or a stay in hospital.

In conjunction with Police Scotland, we are implementing a safe place scheme to help vulnerable people feel safe within their community. The initiative identifies suitable premises and works in partnership with them to ensure that the premises can become a safe place for someone who may feel threatened or vulnerable. A number of local businesses within both our city and rural communities have signed up.

Other work undertaken includes the development of a dedicated Autism Forth Valley website (www.autismforthvalley.co.uk) that includes a directory of services so that people with ASD, their carers and professionals have quick and easy access to information and the services and resources available.

The full Clackmannanshire and Stirling Autism Strategy can be viewed online at <http://www.clacksweb.org.uk/document/5013.pdf> or <http://my.stirling.gov.uk/services/social-care-and-health/social-services-policies-and-plans/autismstrategy>.

Children and adults with Autistic Spectrum Disorder produced all of the artwork featured in the strategy document.



APPENDIX ONE

Social Services Complaints 2015/16

Purpose

This report provides information and analysis of Social complaints activity in Clackmannanshire and Stirling over 2015/16.

Introduction

Social Services is committed to providing high quality services to service users, unpaid carers and the wider community. There are occasions when things go wrong and when this occurs it is important that we act quickly to resolve the situation. Complaints show us where we are not achieving what people expect of us, and where we are failing to meet agreed standards. An effective complaints process offers us the opportunity to take actions to improve our services. Listening to service users and unpaid carers helps us to put things right and to learn from our mistakes. It also helps us to identify areas for further development, or where there may be particular operational pressures

The service has placed a particular focus over the last year on resolving complaints and issues raised as quickly as possible and at the first point of contact. This provides a positive and prompt resolution for the individual. While the service aims to resolve issues where possible without recourse to the formal process, it is also recognised that the nature of the service can inhibit complaints being made in a range of different sectors especially when people are in receipt of a service on a compulsory basis. It is important to ensure that those receiving services have an understanding of how to complain about Social Services, complaints leaflets are available to support this.

Complaints Data and Recording

Corporate complaints databases and the complementary Social Services database are used to improve the recording of complaints at all stages. This supports a more comprehensive examination of complaints within performance frameworks. For example, the Social Services database captures information about complaints that are resolved at first point of contact and do not progress further. The Complaints Officer's role in managing the processes, policy and guidance has been pivotal in advising, guiding and supporting Managers dealing with informal, stage 1 and stage 2 complaints and ensuring that all complaints reported are recorded for quality assurance purposes.

Over the last year there has been an enhanced focus on auditing the progress made with respect to the outcomes and recommendations made following complaints, the experience of the process and following up with complainants in order to improve the overall quality and delivery of Social Services and enhance the customer experience.

Staff Sessions

In recent years, the Social Work Complaints Officer has placed a focus in providing support to operational managers to become more effective in handling complaints. This has increased frontline managers' confidence in dealing with complaints by achieving early resolution on an informal basis and enhancing working relationships with service users and families. Briefing sessions on Complaints Procedures and Guidance has been delivered to all relevant staff, using skills workshops. Social Work Complaints is due to transfer to the Scottish Public Service Ombudsman (SPSO), Complaint Handling Process in April 2017 and this has also been covered in the above briefing sessions.

All Complaints 2015-2016

| 1 April 2015 – 31 March 2016 | | | |
|--|-----------|------------------|------------|
| | Stirling | Clackmannanshire | Totals |
| Total Complaint enquiries | 48 | 37 | 85 |
| Those dealt with through informal resolution | 18 | 21 | 39 |
| Total Complaints | 30 | 16 | 46 |
| Stage 1 | 26 | 12 | 38 |
| Upheld | 8 (31%) | 2 (16.5%) | 10 (26.5%) |
| Part Upheld | 7 (27%) | 3(25%) | 10 (26.5%) |
| Not Upheld | 11 (42%) | 7 (58.5%) | 18 (47%) |
| Stage 2 | 3 | 2 | 5 |
| Upheld | 1(33.3%) | 0 | 1(20%) |
| Part Upheld | 1(33.3%) | 2(100%) | 3(60%) |
| Not Upheld | 1(33.3%) | 0 | 1(20%) |
| % upheld in full or part | 57% | 50% | 55% |
| 28 Day Y | 18 (60%) | 7 (50%) | 57% |
| 28 Day N | 12 (40%) | 7 (50%) | 43% |
| Children | 9 (30%) | 12 (75%) | 46% |
| Adults | 16 (53%) | 4 (25%) | 43% |
| CJS | 5(17%) | 0 | 11% |
| CRP Stage 3 | 1 | 2 | 3 |

Clackmannanshire

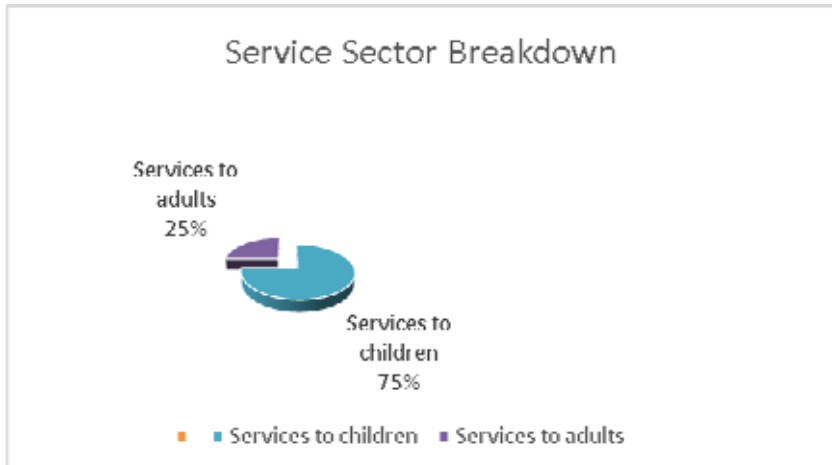
The following figures relates to the period 1 April 2015 to 31 March 2016. The total number of complaints received by the Service in 2015/16 was 16 (10 in 2014/15 and 15 in 2013/14). Of the 16 recorded complaints 15% were upheld in full, 35% were upheld in part and 50% were not upheld. 50% were dealt with within target time scales (28 calendar days). There were a total of 37 complaint enquiries to Social Services with 21 (56%) being resolved on an informal basis and diverted from registration by local managers in line with Social Work Complaints Procedures and Guidance. All informal complaints are recorded for Quality Assurance purposes to assist in improving the quality of service delivery where required.

In 2015/16 50% of complaints were dealt with within target timescales (28 calendar days). Complaints investigations are allocated to operational managers. The length of time to investigate and respond to was extended for a variety of reasons including complexity of the investigation, staff workload, non-availability of the complainant or key staff. In line with procedures, complainants were kept updated of the progress of their complaints when extended time scales applied following negotiation.

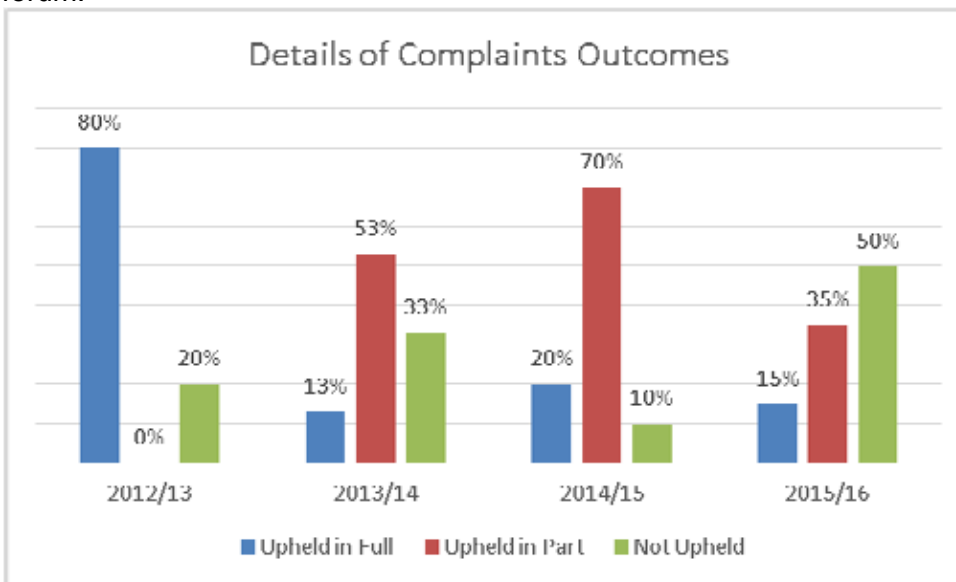
Of the 16 complaints received these can be broken down into service sectors as follows:

- Services to adults 4 (25%)
- Services to children 12 (75%)

- Criminal Justice 0 (0%)



In 2015/16 there were 2 appeals to the Complaints Review Panel in separate complaints by the same Service User who after further consultation elected to resolve their complaints outwith this forum.



Commentary

There has been a 60% increase in complaints in 2015/16 (16 complaints) compared with the previous year (10). The figure compares to the 2013/14 complaint total of (15), so this may not reflect a significant variation taking into account overall numbers. There were also a significant number of complaints dealt with on an informal basis by operational managers over the last year in line with Complaint Procedures and Guidelines. An informal approach to complaint handling can enhance and maintain the casework relationship due to early resolution of the concerns raised. These concerns are also recorded for quality assurances purposes allowing the opportunity to learn and improve our service.

In Clackmannanshire, the number of complaints from children's services was higher than those received by adults services.

The main areas of dissatisfaction have been in relation to communication by staff or the service, staff conduct or attitude and resources not available or adequate or suitable. Remedial action was undertaken where required, when formal complaints were upheld/partially upheld. This has

included some changes to procedures, training of staff, supervision, team discussions and consultation with commissioned services to improve customer experience.

In terms of complaints received there is often an element of communication being cited as an aggravating factor. The Service knows that it needs to ensure that even in complex situations basic customer care practices are not overlooked such as ensuring promised return calls are made timeously and expectations are managed realistically

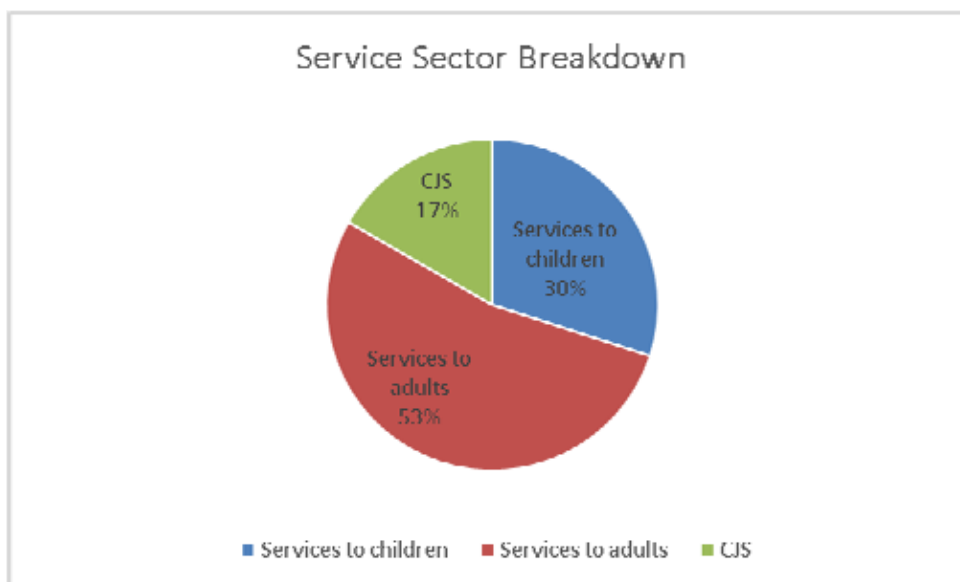
Stirling

The following report figures to the period 1st April 2015 to 31 March 2016. The total number of complaints received by the Service in 2015/16 was 30 (48 in 2014/15 and 44 in 2013/14). Of the 30 registered complaints 31% were upheld in full, 28% were upheld in part and 41% were not upheld. There was a total of 48 complaint enquiries to Social Services with 18 (38%) being diverted from registration due to quick resolution by local managers in line with Social Work Complaints Procedures and Guidance. All informal complaints are recorded for Quality Assurance purposes to assist in improving the quality of service delivery where required.

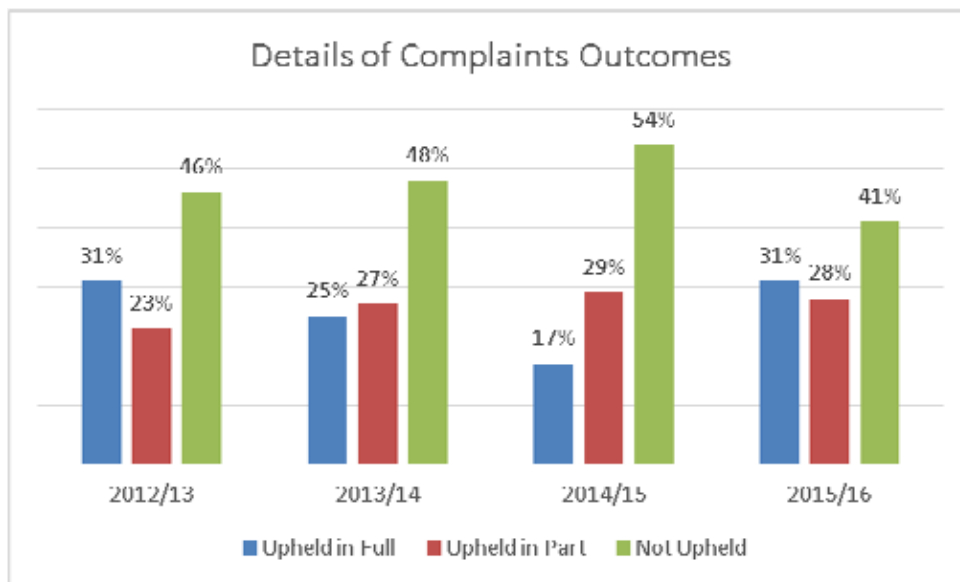
In 2015/16 60% of complaints were dealt with within target timescales (28 calendar days). The length of time to investigate and respond to the remaining 40% of complaints was extended for a variety of reasons including complexity of the investigation, staff workload, non-availability of the complainant or key staff. In line with procedures, complainants were kept updated of the progress of their complaints when extended time scales applied following negotiation.

Of the 30 complaints received these can be broken down into service sectors as follows:

- Services to adults 16 (53%)
- Services to children 9 (30%)
- Criminal Justice Service 5 (17%)



In 2015/16 there was 1 appeal to the Complaints Review Panel. Council approved the Complaints Review Panel's recommendation and these were implemented by the relevant Service.



Commentary

There has been a decrease in complaints in 2015/16 (30 complaints) compared with the previous year (48). There were also a significant number of complaints dealt with on an informal basis (18) by local managers over the last year. This is comparable to the figure for 2014/15.

The Service has endeavoured over the year to resolve complaints at the first point of contact, which aims to provide a positive response to complainants and diverts complaints from registration within the Complaints Procedure, as seen in the large percentage dealt with on an informal basis by local managers. A large proportion of the complaints that are registered are often complex matters comprising legal, contractual or financial elements. These types of complaints bring a varied range of challenges to staff and can be difficult to resolve to the satisfaction of all parties concerned, without fuller investigation.

In Stirling, Adult Services continues to attract the highest level of complaints. This is to be anticipated given the volume of people known to the service, compared to other service areas.

The main areas of dissatisfaction have been in relation to communication by staff or the service, staff conduct or attitude and resources not available or adequate or suitable. Remedial action was undertaken where required, when formal complaints were upheld/partially upheld. This has included some changes to procedures, training of staff, supervision, team discussions and consultation with commissioned services to improve customer experience.

In terms of complaints received there is often an element of poor communication being cited as a factor. The Service knows that it needs to ensure that in all situations basic customer care practices are not overlooked such as ensuring promised return calls are made timeously.

Complaints Service Developments

The integration of Health and Social Care services provides the opportunity to provide seamless services across Adult Care. This enhanced level of service integration requires a more joined up approach to complaints handling, making it easier for service users and clients to know where to contact and how to complain about services. We have developed a joint protocol setting out how complaints will be handled. This will be reviewed during the next year acknowledging the national changes for complaints handling in both health and social services.

In April 2017 the separate complaints handling arrangements for the different public sector providers will be integrated into a standardised approach, and be consistent with the model

Complaints Handling Procedure (CHP) developed by the Scottish Public Services Ombudsman (SPSO). Work is ongoing in conjunction with both Councils to plan for this.