

**CLACKMANNANSHIRE COUNCIL**

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**Report to: Clackmannanshire Council**

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**Date of Meeting: 15<sup>th</sup> December 2016**

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

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**Report by: Executive Director**

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## **1.0 Purpose**

- 1.1. This paper provides an interim report on the Social Services Scrutiny Review, the scope for which was agreed on the 21<sup>st</sup> April 2016. The report details progress against each of the key aspects outlined in the scope document; progress on key lines of enquiry identified as part of the review and the next steps for completion of the review.

## **2.0 Recommendations**

It is recommended that the Committee notes:

- a) the activity and progress since September (paragraphs 2.11 and 2.12)
- b) progress against the agreed scope set out in table 1 and
- c) the next steps (paragraphs 2.14 to 2.16).

## **Considerations**

- 2.1. On the 21<sup>st</sup> April, the Resources and Audit Committee agreed the scope, approach, resourcing and reporting arrangements for undertaking a Social Services Scrutiny review. This is attached at Appendix 1 for ease of reference.
- 2.2. A progress report on the review was reported to Scrutiny committee on the 20th October 2016. This report updated committee on review activity undertaken since approval of the scoping document; progress against each of the key elements detailed in the scoping document and next steps.

## Background

- 2.3. Following the approval of the scoping document at Resources and Audit committee in April 2016 a series of meetings with the Vice Convenor took place to establish and agree core principles for the review; expectations on administrative matters; preferred tools and techniques for the review, presentation of initial analysis in respect of the scope, identification of key lines of enquiry and scheduled meetings with key interviewees in line with the scope of the review. This work was taken forward throughout April and May 2016.
- 2.4. Progress with member leadership of the review then stalled due to changes in the political leadership of the Council which impacted both decision making structures (the Resources and Audit Committee was abolished and replaced by the current Scrutiny Committee) and the Convenorship of the Scrutiny Committee also changed in line with political balance. These changes took place between the 12<sup>th</sup> May and 2 June 2016.
- 2.5. Following confirmation of the Scrutiny Committee Convenorship to the Chief Executive on 16<sup>th</sup> June, the Depute Chief Executive met with the new Scrutiny Committee Convener on 5<sup>th</sup> July. It was agreed that initial analysis would be shared with him, in the first instance, during the recovery period of his planned absence. This was subsequently actioned and the Convener requested further analysis be undertaken
- 2.6. Given the ongoing absence of the Convener, summary information arising from the initial analysis was also shared with the Vice Convener of the Scrutiny Committee in September.
- 2.7. Work progressed to date has been undertaken using internal staff resources. The work has been undertaken by The Depute Chief Executive, Executive Director, Project Manager, Internal Audit Manager, Accountancy, Social Services Management, and analytical support from the Strategy Team within Strategy and Customer Services and the Social Work Business Manager. This is in line with the anticipated resource usage presented to the Committee in April.
- 2.8. The scope provides an option for external specialist advice to be procured to assist with aspect of the review. Up to £10k is available to Scrutiny Committee for these purposes. On request of Vice Convenor, enquiries were made to establish the availability of a consultant who previously conducted the Council's Independent Review of Childcare, with a view to building on that original work and providing further input to the Scrutiny Review of children. The consultant was, however, not available to undertake this work.
- 2.9. An approach has been made to MKM consultants to undertake a review on thresholds for intervention in children and families, however

this will not be funded from the £10k available to the committee but from existing service budget.

### Progress and Activity to Date

2.11 Since September a series of member briefings and Scrutiny Review Group meetings have taken place. The aim of these meetings has been to consider and discuss data and analysis prepared in line with the agreed scope and to enable feedback to be provided to officers on additional areas of enquiry and further analysis required. These meetings have included;

- A briefing for all elected members was held on the 20<sup>th</sup> October to present environmental, financial, social and demographic data. An analysis pack was also prepared for members setting out this data in detail.
- A briefing for all elected members was held on the 3<sup>rd</sup> November to present information on financial pressures in childcare and potential causal factors and mitigations.
- A series of Scrutiny Review Group meetings have been held (9<sup>th</sup> November; 23<sup>rd</sup> November and 6<sup>th</sup> December) and briefings and additional information provided on key areas of enquiry identified by members of the Review Group.

2.12 A progress report to October Scrutiny Committee was presented on progress to date as was originally agreed in the Scope for June and October 2016.

### Progress against scope

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

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

Scope activity	Progress	Outstanding activity
Social and economic environment of Clackmannanshire (Scope paragraph 3.4)	<p><b>Complete</b></p> <p>Data pack presented to all member briefing 20<sup>th</sup> October 2016.</p> <p>Further data and analysis provided to briefing on the 3<sup>rd</sup> November and Review Group meetings on the 9<sup>th</sup></p>	<p><b>None</b></p>

Scope activity	Progress	Outstanding activity
	November; 23 <sup>rd</sup> November and 6 <sup>th</sup> December.	
Child care statistics, trends and forecasts: for instance re number of Looked after children, child protection referrals (Scope paragraph 3.5)	<p><b>Complete</b> Presented to all member briefing 3rd November 2016 and Review Group meetings on the 9<sup>th</sup> November; 23<sup>rd</sup> November and 6<sup>th</sup> December.</p> <p>Recovery Plan being implemented and progress reported to Audit and Finance committee.</p>	<b>None</b>
Significant areas of childcare expenditure (Scope paragraph 3.6, BP 1)	<p><b>Complete</b> Presented to all member briefings 20th October and 3<sup>rd</sup> November 2016 and Review Group meetings on the 9<sup>th</sup> November; 23<sup>rd</sup> November and 6<sup>th</sup> December.</p>	<b>None</b>
Examination of the specific causes of financial pressures on childcare to establish whether these might be mitigated (Scope paragraph 3.6, BP 2)	<p><b>Complete</b> Presented to all member briefing on 3rd November 2016</p> <p>Review of 3<sup>rd</sup> sector Children's services provision in Clackmannanshire and gap analysis on family support provision (linked with Realigning Children's Services project)</p>	<b>None</b>
Analysis of the demographics of Looked After Children (Scope paragraph 3.6, Bullet point 3)	<p><b>Complete</b> Presented to all member briefings 20th October and 3<sup>rd</sup> November. Further analysis presented at Scrutiny Review Group meetings on 9<sup>th</sup> November; 23<sup>rd</sup> November and 6<sup>th</sup> December 2016.</p>	<b>None</b>
Financial governance including compliance with Financial Regulations, Scheme of Delegation and managerial controls (Scope paragraph 3.6, Bullet Point 4)	<p>Governance for the 2015/16 overspend obtained via Resources and Audit Committee (25<sup>th</sup> February 2016 and Council 3<sup>rd</sup> March 2016)</p> <p>Review of social work Q1 finance presented to Audit and Finance Committee 15<sup>th</sup> September, including</p>	<b>Implement Financial Management Action Plan.</b>

Scope activity	Progress	Outstanding activity
	<p>Service Recovery Plan</p> <p>Implementation Review of Social Work Case Management System presented to Member Forum 27<sup>th</sup> September including lessons learned and next steps</p> <p>Social Services Finance Report and Financial Management Action Plan presented to Audit and Finance Committee 17<sup>th</sup> November.</p> <p>New working protocols between Service Management and Accountancy</p>	
<p>Service policies, processes and models of care offer Best Value (Scope paragraph 3.5)</p>	<p>Options for change discussed with Administration August 2016</p> <p>Service Recovery Plan, Audit and Finance Committee 15<sup>th</sup> September</p> <p>Vanguard scoping exercise undertaken over 3 sessions in November 2016.</p> <p>16/17 Finance Report and Financial Management Action Plan to November Audit and Finance Committee.</p> <p>Information presented to Scrutiny Review Group on:</p> <ul style="list-style-type: none"> <li>• The National Guidance for Child Protection in Scotland;</li> <li>• The decision making process in Social Services;</li> <li>• The Children's Hearing System in Scotland;</li> <li>• Extract from National Guidance for Child Protection in Scotland 2014.</li> </ul>	<p><b>Recovery Plan to be reviewed and evaluated as appropriate</b></p> <p><b>Independent review of thresholds for intervention in children and families. Consultant approached to undertake this work.</b></p>

## Next Steps

2.14 To date a significant amount of work has been undertaken to take forward the review in line with the agreed scope. Two all-member briefings and three Scrutiny Review Group meetings have taken place over October – early December to present analysis. Feedback has been provided to officers on additional lines of enquiry and further analysis in line with the agreed scope.

2.15 The next steps of the review are;

- to complete all remaining analysis to fully understand the circumstances and context of the financial pressures on child care services in Clackmannanshire;
- to set out concisely any areas for development in child care services and actions planned to ensure that a sustainable resourcing position is possible for the Council.

## 3.0 Sustainability Implications

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

## 4.0 Resource Implications

4.1. *Financial Details*

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

4.3. *Staffing*

4.4. There are no direct staffing implications at this stage.

## 5.0 Exempt Reports

5.1. Is this report exempt? No

## 7.0 Declarations

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

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

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

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

**8.0 Equalities Impact**

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Not applicable

**9.0 Legality**

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

**10.0 Appendices**

- 10.1 Appendix 1 – Social Services Scrutiny Review: Proposed Scope

**11.0 Background Papers**

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)  
Yes  (please list the documents below) No

**Author(s)**

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Garry Dallas	Executive Director	Extension : 2531

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Garry Dallas	Executive Director	Signed: G Dallas
Elaine McPherson	Chief Executive	Signed: E McPherson

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**Report to Resources & Audit Committee**

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**Date of Meeting: 21 April 2016**

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

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

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**1.0 Purpose**

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

**2.0 Recommendations**

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

**3.0 Considerations**

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

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

### Objectives

3.3. The objectives of the review are as follows:

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

### Scope

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

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

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

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

### Approach

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

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

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

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

### Resources

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

### Reporting

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

### **Conclusions**

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

## **4.0 Sustainability Implications**

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

## **5.0 Resource Implications**

### 5.1. *Financial Details*

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

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

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

## 6.0 Exempt Reports

6.1. Is this report exempt? Yes  (please detail the reasons for exemption below) No

## 7.0 Declarations

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

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

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

People are better skilled, trained and ready for learning and employment

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

Health is improving and health inequalities are reducing

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

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

## 8.0 Equalities Impact

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

Yes  No  Not considered applicable in this context.

## 9.0 Legality

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

## 10.0 Appendices

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

none

## 11.0 Background Papers

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

Yes  (please list the documents below) No

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

### Author(s)

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### Approved by

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