
Report to **Housing, Health & Care Committee**

Date of Meeting: **23 August 2012**

Subject: **Chief Social Work Officer Annual Report**

Report by: **Chief Social Work Officer**

1.0 Purpose

- 1.1. This report provides a summary statement of social services activities and progress in 2011-12. In doing so, it highlights significant changes which are impacting on Social Services and outlines key developments for the service over the coming year.
- 1.2. This report is submitted annually to Council for consideration and information.

2.0 Recommendations

- 2.1. It is recommended that the committee notes the report.

3.0 Background

- 3.1 Section 5(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 Chief Social Work Officer's Annual Report (attached as an Appendix) provides a summary of the key challenges that social work and social care services have faced and responded to over the last year and how well these have been achieved.
- 3.3 The Annual Report is designed to be complementary to other performance management reporting mechanisms and governance systems in existence. It considers the challenges that individual service areas have faced and the progress that has been made in relation to improving outcomes for vulnerable people.
- 3.3 The 2011-12 Annual Report covers the following broad areas:

- 1 - Inspections
- 2 - Complaints
- 3 - Budget

- 4 - Community Care - Assessment & Management
- 5 - Community Care - Provider Services
- 6 - Criminal Justice
- 7 - Children's Services
- 8 - Professional & Workforce Development
- 9 - Shared Services

4.0 Considerations

- 4.1 Given the Council's decision to enter into shared service arrangements with Stirling Council, this Annual Report is set in a different context to previous ones and, thus, has additional dimensions.
- 4.2 Shared service arrangements began to be put in place in October 2011 and the past 10 months have seen an exceptional level of activity. In addition to managing two social work services with separate governance arrangements, the service has been driving forward a review and integration agenda in order to streamline services, create efficiencies and put in place conditions for achieving better outcomes in future.
- 4.3 A Delivery Strategy has been drafted which outlines the shared service agenda and identifies priorities, timescales and leads for implementation. Progress towards the Delivery Strategy is managed through a Social Services Implementation Group, which offers regular reports to the Shared Service Project Board and the Steering Group. The implementation group considers where collaborative advantage can be gained through integration and where practice differs across the two Council, this will guide our planning moving forward.
- 4.4 In broad terms, the focus of these considerations has been as follows:
 - adult care services have continued to focus on further developing joint working within Stirling and Clackmannanshire's Community Health Partnerships, and in looking to the future implementation of Health and Social care Partnerships. Adult Support and Protection processes continue to be implemented and embedded in practice. The Independent Chair will publish her Biennial Report later this year which will be reported to committee in due course. In addition, Adult Care Services continue to work hard to deliver the work plan agreed through the Change Fund process to support the Reshaping Care for Older People agenda.
 - particular attention has been focussed on child care services across both local authority areas. In Stirling child protection has evidenced an ongoing requirement to improve the quality and delivery of service and in Clackmannanshire there is a considerable focus on looked after children further to the Independent Review into the quality of these services.
 - there has been considerable activity in relation to the Community Justice Authority and in developing Service Level Agreements with the Scottish Prison Service in relation to Cornton Vale and Glenochil.

4.5 A further shared services taking-stock exercise is being planned for later in the year. This will cover social services and education and will involve elected members from both councils in reviewing progress and considering future service developments.

5.0 Sustainability Implications

5.1 N/A

6.0 Resource Implications

Financial Details

6.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. N/A

6.3 Finance have been consulted and have agreed the financial implications as set out in the report. N/A

Staffing

6.4 There are no additional staffing implications associated with this report.

7.0 Exempt Reports

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

8.0 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)

9.0 Equalities Impact

9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
N/A

10.0 Legality

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

11.0 Appendices

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

CSWO Annual Report

12.0 Background Papers


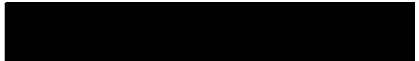
12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

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**Clackmannanshire
Council**

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CHIEF SOCIAL WORK OFFICER ANNUAL REPORT

**AUGUST
2012**

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT CLACKMANNANSHIRE COUNCIL

Introduction

This report provides:

- a) a summary statement of social services progress and activity for the period 2011 / 2012; and
- b) an outline of key developments for Social Services over the coming year
- c) an update of the key duties undertaken by the Chief Social Work Officer over the past year

It is organised in the following sections:

- 1 - Inspections
- 2 - Complaints
- 3 - Budget
- 4 - Community Care - Assessment & Management
- 5 - Community Care - Provider Services
- 6 - Criminal Justice
- 7 - Children's Services
- 8 - Professional & Workforce Development
- 9 - Shared Services

1.0 Inspection

- 1.1 All inspection of social work services is now undertaken by the Care Inspectorate. This includes both the regulatory activity (previously undertaken by the Care Commission) and the scrutiny activity (previously undertaken by the Social Work Inspection Agency and Her Majesty's Inspectorate of Education).

Regulatory Inspection

- 1.2 The regulatory inspections focus upon quality in up to four areas; care and support, environment, staffing and management and leadership. It should be noted that the inspections do not necessarily, nor ordinarily, cover all of these areas.
- 1.3 During the year 2011-2012 five Clackmannanshire Council establishments were subject to five inspections. Four establishments - Alloa Family Centre, Ludgate House Day Service, Ludgate House Resource Centre and Woodside Children's Home - were not inspected during the financial year. 100% of the indicators were found to be good or very good. The gradings from the inspection activity in relation to Clackmannanshire establishments are summarised on the table below.

Clackmannan Council Services					
Establishment	Date of Inspection	Quality Indicator Grade			
		Care and Support	Environment	Staffing	Management and Leadership
Home Care/Mobile Emergency Care Services	16/12/11	Very Good		Very Good	
Adoption Service	04/08/11	Good			Good
Fostering Service	04/08/11	Good			Good
Menstrie House	27/03/12	Very Good			Good
Whins Centre/Space	10/02/12	Very Good			Very Good

Scrutiny Inspection

- 1.4 A scrutiny inspection took place in Clackmannanshire in 2011-12 and the inspection report was published in November 2011. These reports are not graded but do make recommendations for improvement. The Care Inspectorate made the following five recommendations in relation to improving Social Work Services in Clackmannanshire:
1. Senior officers within Social Services should engage directly with staff, make sure that they are given information and this is disseminated efficiently and comprehensively to everyone at the same time.
 2. Managers should actively support practitioners in community care to be more rigorous in making sure that care plans are shared as routine practice with people

who use services. These care plans need to be in a format that is more outcome focused.

3. Social Services should adopt a strengthened and wider approach to quality assurance particularly in the assessment and management of risk. This should include enhancing current arrangements for supervision.
4. Social Services should fully implement formats for risk assessment, risk management plans, including chronologies and make sure that staff are trained and competent in their use.
5. Social Services should ensure that a full adult protection case conference is convened when this is required to protect an adult at risk of harm.

An action plan has been put in place to progress these recommendations.

2.0 Social Work Complaints 2011/12

- 2.1 Social Work Services are required by statute to have a formal complaints system in operation. This is in addition to any informal comments and complaints systems. Clackmannanshire meets this requirement by having an officer whose role is to investigate complaints at stage 2 after services have attempted to resolve the issues presented. The Complaints Officer is at "arms length" from the service delivery and reports directly to the Chief Social Work Officer.
- 2.2 In Clackmannanshire there were 5 stage 2 complaints as follows:
 - 1 Criminal Justice
 - 2 Childcare
 - 2 Adult care.
- 2.3 In respect of child care and adult care an apology and acknowledgement of improvements in communication resolved the complaint. The Criminal Justice complaint was not felt to have any grounds for complaint.
- 2.4 The Complaints Officer was asked to deal with one stage 1 complaint due to the sensitivities involved, this was resolved without redress to stage 2. During the previous three years an average of 10 complaints have been investigated by the Complaints Officer. In the circumstances it would difficult to draw any conclusions from this but a recent briefing and reminder of processes has been sent to operational managers.
- 2.5 In relation to complaint issues, communications and staff decisions retain a high profile. In itself this should not be surprising as it reflects the areas of greatest activity between the Service and citizens The volume of complaints compared with the volume of services delivered remains small.
- 2.6 Complaints are investigated with a high level of transparency and consultation with staff and managers. All relevant staff receive copies of outcome letters as do Service Managers, CSWO and Depute CSWO. On occasions the Complaints Officer will supplement this with separate commentary recommendations and lessons learned reports and briefings. On other occasions the Complaints Officer is requested by managers to provide additional information or comment. The Complaints Officer continues to be involved in providing induction training on complaints handling and attempts to meet with staff groups periodically to maintain awareness of the Complaint Procedure and its appropriate use.
- 2.7 A close interface exists between complaints dealt with within the Complaints

Procedure and service problems monitored and responded to within the context of contract compliance. Officer liaison between these two areas of activity is positive and constructive but is of an informal nature. As Services become increasingly contracted out there is a need to have more formally developed protocols to appropriately manage this interface. This is an area for future service development.

- 2.8 The Scottish Public Service Ombudsman directed that all Local Authorities implement a new Complaints Handling process. At present social work has been exempt from this. A national Consultation was undertaken the outcome of which is awaited. In response to the Shared Services agenda the complaints officers in both Clackmannanshire and Stirling Councils have begun to explore more common themes and areas for collaboration. A joint response to the national consultation on social work complaints process was prepared. It is proposed that a joint programme will be identified to implement any changes across both Councils.

3.0 Budget

- 3.1 Clackmannanshire Social Services net revenue budget for 2011/12 was £25.918m and the outturn was £24.181m resulting in a targeted saving of £1.737m. Main reasons for underspend were staffing vacancies due to restructuring of services, delay in progressing new model of family centre/outreach provision and delay in progressing the Upper Mill St. project for which spend to save money was allocated. In addition expenditure on residential schools and external foster care fell significantly in response to developments put in place over the previous 2 years to address these issues. There were also savings due to agreed savings targets having been met over 1 year rather than 2.
- 3.2 Clackmannanshire Social Services capital budget for 2011/12 was £0.090 and the outturn spend was £0.059. The underspend was due to slippage in plans for spend on Telecare and will take place in 2012/13.
- 3.3 Budget progress is reported on a monthly basis within the service to all budget managers and to the services' management team. Regular reports are made to Council on overall budget progress highlighting any issues and proposed actions to address the budget pressures.

4.0 Community Care - Assessment and Care Management

- 4.1 Service Reviews continue to be taken forward across authorities aimed at ensuring care plans are meeting need and that available resources are appropriately targeted. In Clackmannanshire the priority areas for reviews have been in Learning Disability and older people in Care Homes. As we go forward there is a need to tighten our approach to Reviews in line with the need to manage the budget effectively. The focus for 2012/13 is a rolling programme of reviews across all areas of service.
- 4.2 Adult Support and Protection services are now embedded and we are in the process of reviewing our structure in the light of early experience. A Forth Valley wide small-scale multi-agency audit of Adult Support and Protection cases was undertaken in May 2012. Seven cases have been identified from each of the three Forth Valley local authorities along with their corresponding police and health care records. The results will be published as part of the Adult Protection Committee Chair's Biennial Report and used to inform improvements.
- 4.3 Both Clackmannanshire and Stirling supported a national ASP campaign and a further West of Scotland publicity campaign, which was broadcast on television. A second wave of leaflets has also been distributed which include the Forth Valley logo and more local detail.

- 4.4 Mental Health services in Clackmannanshire are integrated with NHS Forth Valley and continue to perform well. This model is being replicated within Stirling Council to provide a similar provision. The Service Manager for Partnership will be responsible for this development and will move to establish a second pooled budget, with the aim of amalgamating with Stirling in time. Mental Health Officer services are integrating line management across Stirling and Clackmannanshire to share best practice and achieve efficiencies, this realignment will allow for investment to raise the profile of Adult Support and Protection activity.
- 4.5 Public Information & Communication are key elements for assessment and care management as there is a real need to ensure citizens can easily access the support they require. Clackmannanshire have recently undertaken a review and reprint of information leaflets and have commenced a redesign of web based services.
- 4.6 The assessment team maintains a positive working relationship with external providers. The contracts and commissioning team support Community Care with complaint and compliment statistics, which are reviewed in liaison meetings with providers. It is intended to extend a successful providers' forum in Stirling to providers across the Clackmannanshire Care Home sector.
- 4.7 The Reshaping Older Peoples Care agenda is progressing in line with the national strategy. There has been significant engagement with the NHS, Third and Independent sector in achieving a whole systems approach to change. The last year has been spent ensuring project management processes are fit for purpose and can adequately support the ten year strategy to shift the balance of care and required cultural change. A multiagency support team is in place an implementation plan is in development and priority work streams have been established. Performance management is well underway and the alignment of service development and financial spend continues to be monitored. Investment to date has chiefly been in relation to re-ablement, anticipatory care and carer support. Priorities have been established via consultation and continue to be reviewed through partnership groups.

5.0 Community Care - Provider Services

- 5.1 Clackmannanshire's Older Peoples services continue to have in place Quality Management Systems in both Ludgate House Resource Centre and Menstrie House Care Home for older people in Clackmannanshire. This has been reviewed over the course of 2011/12. The BS EN ISO 9001:2008 standard has been maintained in both units since 1997. The review noted progress made in maintaining high quality service provision during a time of significant change due in large to:

- Reshaping Care for Older People agenda led by the Scottish Government
- The introduction of a National Dementia Strategy for Scotland which impacts positively on the lives and expectations of services users with dementia.
- New management structures following commitment to Shared Services.

The key findings of the Review are:

- The BS EN ISO 9001:2008 system continues to be effectively monitored and managed
- Improved policies for moving and handling have been introduced
- Appropriate steps have been taken in both units to ensure health and safety legislation is adhered to and maintained.
- Domestic provision in Menstrie House has been re-structured, with Facilities Soft Management assuming control of this service from July 2012

- The PRD process has been embedded within the service, which was also well represented at the Social Services Awards Ceremony held annually.
- 5.2 There continues to be a focus on Care at Home and Intermediate Care. Clackmannanshire delivers re-ablement services in partnership with both health and the independent sector and continues to deliver good outcomes in terms of a low use of long term beds, low numbers of emergency admissions and very few delayed discharges. The approaches to these services are different and as a result are being examined in order to ensure a streamlined approach as we go forward which will blend the best of both models.
- 5.3 Day Services for adults with both complex need are delivered at the Whins Resource Centre in Alloa. People who have less complex need are supported by Centre Space in Clackmannanshire.

Personalisation - Self Directed Support

- 5.4 Modernised services will be more personalised and flexible, with a greater focus on and outcome based approached to care planning. Personalisation will be delivered using a range of approaches including the implementation of Self-Directed Support (SDS). SDS is the term used to describe how people are able to design the support or care arrangements that best suit their specific needs. It puts the person at the centre of the planning process. The Social Care (Self-directed Support) (Scotland) Bill was introduced to Parliament on the 1st March 2012. This legislation lays the foundations for Self-Directed Support (SDS) to become the mainstream choice for people receiving care. The Bill together with the Scottish Government's Self Directed Support Strategy (2010) sets out the need for a cultural shift around the delivery of care and support in Scotland.
- 5.5 A Self Directed Support steering group has been established to lead, facilitate and oversee the implementation planning and development of SDS support systems within the two local authority areas. The Steering Group has 4 main aims:
- awareness-raising activity
 - setting out the strategic framework for action in preparing for the implementation of SDS
 - preparing a 3 month scoping exercise to identify baselines in key areas for development, key work stream areas, priorities, resources and timescales
 - preparing an initial communications plan for dissemination of information and awareness-raising with key stakeholders in Stirling and Clackmannanshire
- 5.6 The Steering Group has held engagement events to raise awareness across the service and inform the development of SDS and has established four workstreams to progress the implementation of SDS across Clackmannanshire and Stirling Council areas. Work has commenced on reviewing all of the assessment, review and care-planning tools across both Council areas in partnership with front line staff. This will enable the sharing of good practice across the two areas and will be supported by a programme of staff engagement and workforce development activity.
- 5.7 Recruitment is currently in progress to appoint a Programme Manager to provide project management support to the workstream activity and ensure effective communications with all stakeholders.

6.0 Criminal Justice Service

- 6.1 Clackmannanshire and Stirling's Criminal Justice Services are two of four councils that form an integral part of the Community Justice Authority (CJA) that covers the

Fife and Forth Valley area of Central Scotland. The services share the aspirations of the CJA to work to create safer communities and promote public protection. Over the past 12 months the impact of Government Legislation has seen a rise in the number of statutory orders imposed by the local Court. New national policies have augmented the impact of community sentences by recommending a more robust approach to risk assessment and management, exemplified by the introduction to all local authorities of the Level of Service/Case Management Inventory (LS/CMI), an electronic case management system.

- 6.2 The Multi Agency Public Protection Arrangements (MAPPA) continue to review procedures to ensure they are fully compliant with the national guidelines. A Review of its services undertaken in conjunction with neighbouring councils and the area MAPPA Coordinator demonstrate good partnership working and the findings emanating from the review evidence the advances in its implementation with performance measures clearly showing a high level of compliance in a number of key areas.
- 6.3 The Prison Based Social Work Unit at Glenochil Prison has had to extend its staffing complement to accommodate the transfer of over 370 registered sex offenders from predominately Peterhead Prison. This process started in December 2010 and the inclusion has already substantially increased and refocused the workload of the social work unit within the prison around the challenging areas of risk assessment and preparation for release. A Service Level Agreement is in the process of being drafted and will reflect the agreed workload parameters of the Prison based social work team.
- 6.4 Criminal Justice Service staff are now trained and have access to the 'Caledonian System' which is an integrated approach to address men's domestic abuse, to improve the lives of women, children and men. Its aim is to reduce the re-offending of men convicted of domestic violence related offences, while offering services to partners, ex-partners and children. This is in line with the Scottish Government three fold intended outcomes for community based interventions: public protection, reduction of custody and the social inclusion of rehabilitated offenders.
- 6.5 The Criminal Justice Service now shares its Service Manager across both authorities as part of the planned integration of social services across the two councils. As part of the process of consolidating this arrangement a criminal justice integrated service plan is now well advanced reflecting the aspirations and outcomes of the CJA Area Plan 2011-14 and the Joint Services Business Plan 2012-13.
- 6.4 Community Payback Orders have been in place as community disposal since February 2011. The use of this disposal has steadily increased over recent months to the extent that we are out performing national performance standards in relation to speed and immediacy of getting people on schemes as well as out performing national standards in respect of completion of order time frames. This however is acknowledged by the Community Justice Authority as a pressure area into which additional resources are required from Scottish Government. The Community Justice Authority chief officer has written to Scottish Government on this matter. Across the shared service we are now using Facebook to interact with the community and showcase unpaid work activity
- 6.5 The LS/CMI assessment and risk management tool has, as identified earlier, been fully introduced into community justice. The service is currently awaiting sign off from Scottish Government and the Scottish Prison Service in respect of the introduction of LS/CMI into prisons. Once this is in place a standardised Assessment and Risk Management tool will be consistently applied across the Criminal Justice system.

6.6 The service continues to focus our audit and quality system at High Risk and Violent Offenders to ensure processes are robust. Clackmannanshire have introduced a MAPPA based model of joint assessment and review of the management of High Risk offenders and the plan is to roll this model out into Stirling shortly.

7.0 Children's services

7.1 Child Care services Clackmannanshire have faced considerable challenges over the course of 2011/12, particularly in relation to the independent review of the long term team. The Council has received an action plan on taking forward the recommendations of the review and regular updates will be provided to the Housing, Health & Care Committee.

7.2 Getting it Right for Every Child (GIRFEC) is implemented through the Forth Valley approach to this agenda which includes the development of the Early and Effective Intervention (EEI) model which is currently focussing on a youth offending protocol and Child Protection services co-located on a multi agency basis at the Hub in Larbert. EEI was launched on a phased basis across Forth Valley and was implemented in Clackmannanshire in August 2011 (and in Stirling Council in December). Council staff have been dedicated to the Multi-Agency Assessment and Screening Hub (MAASH), which is intended to be the core identification route for vulnerable children and prioritisation of services, leading to the delivering of earlier and more effective intervention for vulnerable children in need. The Early and Effective Intervention Model also focuses on the management of youth offending which will have a close interface with the Multi-Agency Screening Hub (MAASH) for care and protection concerns to ensure a holistic approach. The joint Clackmannanshire and Stirling Children and Young People's Implementation Partnership is driving forward the implementation of relevant principles at operational level within both Councils, focussing initially on vulnerable young people and child protection. This includes the introduction of the Integrated Assessment Framework and paperwork by August 2012.

7.3 Child Protection remains of the highest priority and is an area where the service has faced challenges in coping with significant increased demand. As stated earlier the service has been jointly located at the Hub in the Larbert Police office in order to support real time multi agency responses to Child Protection referrals. However, there remains an issue with capacity which is being formally addressed. Over the course of this year the Child Protection Committee has been combined across the Shared Service and is led by an Independent Chair. The Committee is supported by a Multi Agency Continuous Improvement Group which has developed a comprehensive Action Plan aimed at raising standards and embedding improvements. The current focus is a multi agency self evaluation exercise involving the Care Inspectorate which will inform the improvement agenda over the coming year. Lessons Learned reports are being routinely prepared and used where a clear need to improve practice is identified and staff are committed to developing a high quality service.

7.4 The Corporate Parenting Strategy is the framework in place for elected members, officers and partners in fulfilling their duties and responsibilities, as corporate parents of Looked After children and young people.

7.5 In Clackmannanshire there is a well-embedded initiative, Meet the Bosses, which is an ongoing consultative programme aimed at supporting young people to identify their priorities and hold senior managers to account for delivering on these. The initiative has been highlighted as an area of good practice by the Care Inspectorate.

7.6 In 2009 the Scottish Government brought forward regulations to govern the provision of formal kinship care. The Looked After Children (Scotland) Regulations 2009 define

a formal kinship care arrangement as relating to “looked after” children where a Local Authority has approved a “ person who is related to the child” or “ who is known to the child, and with whom the child has a pre-existing relationship” as a suitable carer for the child. Kinship Care schemes with clear policies and processes are being introduced and developed across the Council.

- 7.7 Children's Rights and Independent Advocacy services for children sourced via Independent Advocacy services. Stirling employs a dedicated Children's Rights officer and the two approaches are being examined in the context of shared services with the aim of offering a streamlined approach which capitalises on the best of both models.
- 7.8 The management of Children's Residential Services has now been combined across Clackmannanshire and Stirling in order to both share good practice and maximise resources. An exercise is underway to examine the need across the two areas so that the optimal use of resources can be built into plans and proposals going forward.
- 7.9 In relation to fostering and adoption services, there remains an overriding need to recruit foster carers and this has been a focus over the past year. Plans to move to a Forth Valley wide service have not been developed so work will now take place across Clackmannanshire and Stirling only to examine policy and practice and assess whether there is the possibility of having a more streamlined service.

8.0 Professional and Workforce Development

Registration of the Workforce

- 8.1 In Clackmannanshire a further 10 staff in Adult provision services achieved their SVQ qualifications to meet SSSC registration requirements through the local SVQ Centre. With the implementation of Shared Services 8 SVQ candidates have been registered with the Stirling SVQ Centre. In residential Child Care 2 staff completed their awards and a further 4 are currently working towards completion this autumn. All of the residential Child Care staff have been funded and supported through Scottish Institute of Residential Child Care funding, which ceased in March 2012. The small numbers of staff on waiting list who require SVQ's for registration are currently in the process of applying for the Stirling autumn intake. Future SVQ candidates will be new starts or staff require qualifications as part of their contract of employment.

Professional Practice and Practice Learning

- 8.2 In Clackmannanshire, practice learning has been supported in 2011- 2012 through a session arrangement one day per week. This support has now been transferred to Stirling Council to create a single system across the shared services and to use resources more effectively.
- 8.3 Professional practice has shifted from the traditional methods of delivering learning to designing programmes based on an holistic developmental approach, this will support the culture change the shared service aspires to. Practitioner forums, the principles of shared leadership and embedding existing knowledge and skills into practice underpin all current and future activity. In Clackmannanshire specific activity has centred around childcare and adult provisions. Additional activities were provided on a multi-agency basis, cross council, in-house and external courses. A number of events have also taken place to support Team Leader level staff within Child care services.

Supervision and Professional Development Planning

- 8.4 Clackmannanshire Council has comprehensive supervision policies to provide adequate support for staff. Plans are in place for developing a consistent approach across both Clackmannanshire and Stirling Councils. An audit framework is under development to ensure supervision is offered to an adequate standard, results are represented within the service performance framework.

Induction

- 8.5 There is a need for a shared service wide induction and this is currently being progressed through the development of the Induction Policy and Guidance. Both Councils have developed arrangements to support Newly Qualified Social Workers and Team Managers. Developing Shared Service Induction is a substantial piece of work that requires careful planning and timing in relation to staff and other resources available and other demands across the shared services. With this in mind the plan has been designed to be developed in two distinct phases. Phase 1 aims to address new areas identified for development and there are proposals to arrange a focus group with representatives from the target staff groups prior to the end of June. Phase 2 is scheduled to commence in the autumn on the completion of phase 1. The focus will be on reviewing existing induction arrangements.

9.0 Shared Services

- 9.1 Service delivery and development are set in the context of the shared services between Clackmannanshire and Stirling. The decision to share services was made in the light of a national context that is guiding the emergence of more streamlined and efficient services. The move to joint working was based on a set of principles relating to improvements in performance and the delivery of outcomes creating a more efficient service while retaining independent governance in each council.
- 9.2 Following the Councils' decisions the emerging shared service has been focussed on developing a shared vision, creating new models for improved service delivery, establishing joint management and organisational structures and developing arrangements for joint funding.

Quality Assurance and Performance Information

- 9.3 Following the development of the shared social service, a Social Services Performance Framework was developed. This framework relies heavily on the requirements of the Care Inspectorate and outlines our intentions in the areas of performance reporting, self assessment activity and whole system change. The document includes a reviewed balanced scorecard offering simple and meaningful performance data to guide progress; this data is informed by national guidance, local need and improvement recommendations. The service aspires to a continual learning culture and the framework will support these intentions.
- 9.4 A Performance Forum has been established to manage, challenge and monitor service performance and is attended by Service Managers and IT, HR and Finance colleagues across both Stirling and Clackmannanshire. Below this forum are four service specific performance groups, all supported by the Performance and Quality Improvement Manager. These groups are:
- Adult Care
 - Child Care
 - Criminal Justice
 - Public Protection (Child Protection, Adult Protection and MAPPAs) still in the development phase.

- 9.5 The performance forum considers performance data, self assessment, audit, absence and workforce development.
- 9.6 A proportionally high number of staff have been trained in Covalent to support efficient performance reporting, this method also allows for analysis of the interrelations between various service elements.
- 9.7 A specific Performance and Quality Framework is in place for Child Protection services, ensuring national guidance is being met and appropriate partnership working is in place. This outlines required performance data, self assessment activity and workforce support and involvement.
- 9.8 A staff survey was initiated within this year and will be repeated annually thereafter, this is key to understanding staff needs, challenges and responding to them appropriately. A service user and carer survey will also be put in place within the next year , alongside a survey to gain wider professional partner views.
- 9.9 Each of the service areas are undergoing a programme of Public Service Improvement Framework assessment to identify gaps and strengths and to prioritise improvement and operational activity in moving forward.

Service and Strategic Planning

- 9.10 Social Services are underpinned through two key documents:
 - a. The Social Services Business Plan
 - b. The Delivery Strategy (specific to the shared service agenda)
- 9.11 This allows the focus to remain on maintaining current practice and performance whilst developing the shared service agenda

The Social Services Business Plan

- 9.12 This document is a corporate requirement for both Local Authorities and outlines the key purpose, priorities, progress and performance for social services. The Business Plan makes explicit links to the authorities SOAs and corporate agendas.
- 9.13 Team specific plans (Childcare, Adult Care etc) are being developed to support Service Managers to engage with staff and make their own unique and specific contribution to the objectives of the wider service. It is expected that this will serve as a vehicle for increased staff engagement, involvement and shared leadership. The Quality Improvement Framework measures the success of such initiatives and staff response to it.

The Delivery Strategy

- 9.14 The Delivery Strategy outlines the shared service agenda and identifies priorities, timescales and leads for implementation. It also clearly outlines our aspirations for the programme. The Strategy has been developed by managers and staff alike and an action plan is being put in place to support it, following 17 staff engagement sessions held in January and February 2012 across the workforce. These events were delivered across Clackmannanshire and Stirling to enable everyone in Social Services to attend and hear about progress in developing shared services. The events were also promoted as opportunities for staff to share their own ideas or questions about the Joint Service and to meet with colleagues and share practice experience across the service areas. The commitment was given to incorporating staff feedback from these events into the Delivery Strategy with a

clear message that these events were the start of a process of ongoing engagement.

- 9.15 The programme for each session has included; a presentation by and questions to the Head of Service, workshop discussions and the recording of individual staff reflections. 443 staff attended the sessions. Key themes were clearly identified as being critical to the delivery of our vision for the Shared Service: Clear Communication and Effective Listening, Service User Engagement and Visible / Accessible Leadership. It was evident that there was a high level of commitment from staff to share positive ideas and to adopt a can do approach, to help make Shared Services work for the benefit of service users . These events were the start of a process of staff engagement. The Social Services Communication Group are taking forward the ideas and themes raised through the staff engagement events and the staff survey, to ensure these are embedded across both areas.
- 9.16 Progress towards the Delivery Strategy is managed through the Implementation Group, which offers regular reports to the Shared Service Project Board. The implementation group considers where collaborative advantage can be gained through integration and where practice differs across the two Council, this will guide our planning moving forward.
- 9.17 In service specific areas, the following plans have been taken forward during this period:
- Stirling Children and Young Peoples Integrated Plan is currently being developed
 - The Clackmannanshire Children and Young Peoples Integrated Plan and an Early Years Strategy were approved by Council in December 2011. It is intended that a joint plan will be adopted in 2013.

Conclusions

- 19.18 Shared Service arrangements began to be put in place in October 2011 and the past 10 months have seen an exceptional level of activity. In addition to managing 2 social work services with separate Governance arrangements, the service has been driving forward a review and integration agenda in order to streamline services, create efficiencies and put in place conditions for achieving better outcomes in future.
- 19.19 However, the service has also had to deal with the outcome of the Independent Review into Looked After Children in Clackmannanshire and with child protection concerns in Stirling. These pressures have been very testing for the newly formed Senior Management Team and time out is planned in order to take stock and review progress. A key priority is to complete the workforce capacity review in Child care and secure the staffing structure and levels required to deliver a safe and sustainable service.
- 19.20 The service has established a clear vision for going forward as laid out in the Delivery Strategy. Staff remain upbeat and enthusiastic about shared services and their detailed plans for integrated services across Child Care, Community Care and Criminal Justice services. The focus over the coming year is to review those plans, consult with staff and take forward the transformational change required to deliver high quality, streamlined and effective services.

