1.0 Purpose
1.1 The purpose of this report is to give an update of the Transitional Child Care Plan (Appendix 1). Also to provide a summary of the progress from regular reporting of the Social Work developments provided for committee since June 2012.

2.0 Recommendations
It is recommended that the Housing Health and Care Committee:
2.1.1 Note the progress and developments that have been achieved since June 2012 and comment and challenge as appropriate
2.1.2 Note this final report with future performance incorporated into the routine reporting for committee

3.0 Considerations
3.1 Progress on the Child Care Strategic Transitional Plan has been reported to each Committee since June 2012. The aim was for the plan to become embedded into mainstream activity by the end of the 13/14 financial year.
3.1.2 This report will comment on the issues and progress to date and make reference to areas and issues highlighted from previous committee reports. The report will also raise points of note for the Committee regarding current issues and themes relevant to Social Work Child Care services.

3.2 Centre of Excellence for Looked After Children in Scotland (CELCIS)
3.2.1 CELCIS have been involved throughout the period of transition as a consultative support and critical friend. They have offered mentoring to staff and managers, support in developing and delivering training and advice and guidance in the development and implementation of the Child Care Transitional Plan.
3.2.2 In September 2012 Clackmannanshire Council requested through the Scottish Government that CELCIS assist in developing and implementing an improvement plan specifically in the areas of permanence and looked after children away from home. Below is a summary of some areas of note from
CELCIS. Also attached is a report from CELCIS (Appendix 2) which identify their work and progress to date within Clackmannanshire Child Care as well as work across Stirling Council.

3.3 **Targeted Areas of Progress**

3.3.1 **GIRFEC implementation** has been identified as a tangible development. The routine use of Integrated Assessment Framework (IAF), the multi-agency training of GIRFEC across all Social Work child care staff. The use of GIRFEC reports as routine practice are recognised as being achieved and continue to progress.

3.3.2 Development of the workforce previously reported to committee has also seen training and development of staff in the following areas over the past 18 months:

- Rapid Improvement Event in relation to Child Protection.
- Peer Reviews offered to staff by CELCIS.
- Attachment Theory and Behavioural responses to Trauma
- Permanency Planning Training in relation to completion of formal paper work and review of Permanency Planning Business Processes.
- Through Care After Care Training for Social Workers and wider stakeholders.

3.3.3 The above developments and work of CELCIS have been integral to the improvement plan. Notwithstanding the above Social Work staff have also accessed additional training as part of their own individual development.

3.3.4 CELCIS will continue to work with Clackmannanshire Council and Stirling Council until December 2014. This will provide support to maintain the current progress achieved to date as well as to support the development of a multi-agency action plan following the publication of the findings of the Integrated Child Care Inspection.

3.4 **Workforce Development**

3.4.1 As reported at committee dated the 20th of March the grading structure of Social Work staff within Clackmannanshire council had a negative impact on recruitment and retention. As of the 1 April 2014 all Social Work staff will start at grade 8. This development now reflects a starting salary commensurate with neighbouring local authorities.

3.4.2 **Agency staff** have been deployed over a significant period from October 2012 to cover Social Work posts due to a deficit in numbers of staff to meet demand. As reported in previous committee reports there was a cost implication to the service and a local authority commitment of £750K was made to address the risk associated with inadequate staffing. This was not only to manage risk but also to stabilise the workforce during the period of transition. Due to the resolution of the starting salary above the future need to rely on agency staff will reduce.

3.4.3 **Staffing.** Since 2012 there has seen significant developments in front line social work capacity as well as management capacity. The following is a comparison of established posts in the Long Term Teams as identified in October 2012 with current establishment in March 2014.
3.4.4 As identified above the local authority commitment of £750K has seen a significant increase in staffing. This also enabled an increase in management capacity and the development of Team Manager posts with Assistant Team Manager posts also being created to add to capacity and management support.

3.4.5 Towards the end of 2013 a review of the senior management capacity was also undertaken. This was in light of the implications of Health and Social care Integration and as a result of the introduction of the Children and Young Peoples Bill. As a result the post of Assistant Head of Services Child Care was established and a permanent full time appointment made in January 2014. This is seen as a significant post with a commitment to ensuring children’s services remain a priority within Clackmannanshire through a period of significant change and challenge in social services.

3.5 Social Work caseloads

3.5.1 Social Work caseloads were highlighted previously as an area of concern. With the commitment to increased staffing capacity and with improvements in systems and practice the average caseload of a qualified worker has decreased incrementally. In October 2012 the average caseload in the Long Term Teams was identified as 47 cases per full time equivalent worker. Current caseloads as a result of the increased capacity is in the region of 20 cases.

3.5.2 Pending lists were also identified as a risk and in October 2012 the reported pending list for the Long Term Teams was 191. These were cases with no identified allocated worker. Current practice and developments note that there is no pending list as at March 2014. There is a system in place with two qualified workers identified to review all new referrals and prioritise as appropriate so that risk management of cases is on-going. Changes in a child or families circumstances can be responded to and reprioritised to ensure an appropriate and proportionate response.

3.6 Governance

3.6.1 A Balanced scorecard/performance matrix has now been implemented. Not only does this measure and report on performance but identifies early and routinely areas or individuals where additional attention or developments are needed. This is a transparent process that holds managers and staff accountable on an individual level for performance and practice. There is still a challenge ensuring that managers and staff complete the necessary activity and see this as an integral part of their role however, the balanced scorecard highlights areas of concern at an early stage.
3.6.2 As previously reported to Committee each area of child care is subject to a Service Plan with a Service Manager lead for each plan. Service Managers will report progress in their respective areas at regular intervals using Covalent. The Child Care Performance Forum will be the mechanism for reporting progress which meets monthly and jointly chaired by the Assistant Head of Social Services for Strategy Performance and Partnership and the Assistant Head of Service for Child Care.

3.6.3 The Practice Governance Quality Assurance Framework launched in November will also be a standing item at the Childcare Performance Forum. A monthly reporting of activity has been devised for all managers which will be transparent to identify sampling and auditing of case records on an on-going basis. The Multi Agency Children’s Improvement Group (MACIG) has also identified a programme of sampling and audit activity over the next year. Below is a sample of the audits currently undertaken and planned for the coming year. Social Work staff are identified as leads and participants for each audit which is reported to the MACIG chaired by the Assistant Head of Social Services for Strategy Performance and Partnership.

- December 2013: Children’s Case Files - 9 Files Audited
- January 2014: Multi Agency Self Evaluation against Outcomes
- June 2014: Timing of risk assessment is in keeping with the needs of the child on CPR. Risk dealt with adequately. Quality of risk is good or better.
- August 2014: Frequency of children on the CPR being seen
- October 2014: Bi-annual multi agency child protection case file audit. Thematic audit to focus on referrals/thresholds and outcomes
- December 2014: Chronology in place in CP files, CP plans are smart

3.6.4 There is still a recognition that the challenge for continued improvement must progress further. Not withstanding the progress that has been made and the processes for monitoring improvement that is ongoing there is a recognition to develop a culture of improvement that is embedded in practice. This will instil respect for and from service users as well as amongst stakeholders. Staff engagement is seen as critical to promote this objective. Further staff engagement sessions are therefore planned. These will focus on progress to date and how we maintain the momentum as well as looking at how we challenge and support each other to improve services and outcomes.

3.7 Integrated Childcare Inspection (ICI)

The joint inspection of services for children and young people in Clackmannanshire Community Planning Partnership area took place between January and February 2014. The inspection covered a range of services in the area that had a role in providing services to children, young people and families. The first phase of the inspection was reviewing Leadership and strategic direction. A review of case files has also been undertaken with 87 Clackmannanshire Social Work case files being inspected. A programme of focus groups with front line staff was also undertaken as well as focus groups
and individual interviews with service users as part of the inspection. The inspectors have also undertaken a staff survey and this will be reported on as part of the inspection findings.

3.7.1 The outcome of the inspection will be formally notified to the local authority end of May/June 2014. The findings of the report will inform actions and areas for development across the Community Planning Partnership area for services that have a role in providing services to children.

3.7.2 As part of the inspection interim informal feedback has been received from the lead inspectors to senior officers and managers across services. Interim feedback has identified areas of good practice as well as areas of development. The process is to allow agencies in an integrated way to respond to the interim findings with a written response. This will be completed for 25th of April 2014 for inspectors for consideration for their final report in May/June 2014.

3.8 **Transitional Child Care Plan.**

3.8.1 The Transitional Child Care Plan was developed in October 2012. As well as a tool to assist and measure improvement and development in service delivery the aim was to consolidate good practice into mainstream activity and performance. As a department child care is now in a good position to continue to build on the developments to date. The above areas highlighted and details outlined in the CELCIS report as well as the Transitional Plan identify increased investment and capacity of the staff group and management capacity; increased investment in staff development; a review of systems and processes to improve performance and identify concerns on an on-going basis; improved processes in for example permanency planning and case management.

3.8.2 The final review of the Transitional Child Care Plan is scheduled for June 2014 however the plan should now evolve into the Joint Integrated Care Inspection Action Plan which will be the focus of action and development over the coming year. The reporting of this plan should now become mainstream reporting in child care for future committees.

4.0 **Sustainability Implications**

4.1 Activity to improve service delivery assists in achieving a sustainable service for the future.

5.0 **Resource Implications**

5.1. *Financial Details*

5.2. There are no financial implications associated with this report. Yes ✔

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. N/A in this instance Yes ✔

5.4. *Staffing*
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)

None.

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? N/A on this occasion. 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 - Transitional Strategic Plan Clackmannanshire Child Care
- Appendix 2 - CELCIS Report
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)

<table>
<thead>
<tr>
<th>NAME</th>
<th>DESIGNATION</th>
<th>TEL NO / EXTENSION</th>
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<tbody>
<tr>
<td>Liam Purdie</td>
<td>Assistant Head of Social Services, Child Care</td>
<td>01259 225192</td>
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Approved by

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<tr>
<td>Val de Souza</td>
<td>Head of Social Services</td>
<td>Signed: V de Souza</td>
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<tr>
<td>Nikki Bridle</td>
<td>Director of Finance &amp; Corporate Services</td>
<td>Signed: N Bridle</td>
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TRANSITIONAL STRATEGIC PLAN Clackmannanshire Child Care Service January 2013 – June 2014  

**Aim:** To keep children safe, healthy and prepare them well for adulthood

**Position at March 2014**

<table>
<thead>
<tr>
<th>Outcome to be achieved</th>
<th>What will achievement of the outcome look like?</th>
<th>Action to achieve outcome</th>
<th>Accountable person</th>
<th>Progress</th>
<th>Timescale for completion</th>
<th>How will we know we have –got there? Associated Measurement</th>
<th>Evidence</th>
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<tbody>
<tr>
<td>1 Successful Implementation and embedding of the principles of Getting it Right For Every Child (GIRFEC)</td>
<td>1.1 GIRFEC training completed and being embedded in practice.</td>
<td>All staff have undertaken multi-agency GIRFEC training</td>
<td>Jane Menzies Assistant Head of Social Services (AHOSS)</td>
<td>A multi-agency training programme has been delivered</td>
<td>Completed January 2013</td>
<td>Programme of training events delivered with appropriate support.</td>
<td>Courses x 5 provided on Permanence / Form E / Adult Protection / Attachment / Trauma</td>
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<td></td>
<td>1.2 Staff operating according to GIRFEC principles and processes including the use of Integrated Assessments Vulnerable children are safe and supported</td>
<td>Multi-agency workshops delivered by TO ENSURE consistent use of new GIRFEC paperwork including the Integrated Assessment Framework</td>
<td>Multi Agency training group</td>
<td>Workshops have taken place</td>
<td>Completed February 13</td>
<td>Multi-agency workshops report that staff are ‘compliant’ in delivering practice based on GIRFEC principles and practice. An audit of cases between Feb and April 13 presented to the children’s hearings shows there is an IAF in place</td>
<td>Programme of short inputs to team meetings and peer review</td>
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<td>1.3 The quality of risk assessment and management is improved There is clear evidence of early intervention and decision making</td>
<td>The review and implementation of assessment and care planning and permanence processes.</td>
<td>CELCIS With Scotland</td>
<td>Workshop has taken place social service staff on child protection processes Training in planning stage to support wider range of</td>
<td>Review Jan 14</td>
<td>All child care processes, including child protection, are easy to understand.</td>
<td>33 attended across 3 workshops IAF now operational in LAAC process from May 2013</td>
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<td>Chair of Children’s Hearings reports significant improvement in assessment</td>
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<td>Process mapping complete, Quality assurance, system and support issues address in case management workshop. Implementation of Barnardos outcome framework measuring</td>
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<td>staff to chair core groups</td>
<td></td>
<td>Further review of progress required Feb 14</td>
<td>Evidence through audit of case files adhering to risk management process agreed and that this assessment is of an acceptable quality</td>
<td>risk and needs of most vulnerable children</td>
</tr>
<tr>
<td>1.4 There is a multi-agency understanding of risk thresholds with consistent application across Stirling and Clackmannanshire. Children are safe and protected</td>
<td>Review and implement robust and effective risk assessment and risk management procedures</td>
<td>CC AHOS</td>
<td>Multiagency assessment of referrals has been agreed. Some residual discussion but agreement when IRDs and Multiagency discussion required. An audit of CP risk processes has taken place - multi agency self assessment - Jan - March 2013 A permanence process mapping event has taken place</td>
<td>Completed April 13</td>
<td>Completed May 2013</td>
<td>Processes are embedded in practice</td>
<td>Clackmannanshire staff present and incrementally developing a role in the MA HUB Practice Governance framework in place to ensure a systematic approach to audit. Agreed permanence process implemented with support from CELCIS. New childcare case mgmt system has aligned this process with IT system ensuring QA and role clarity.</td>
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<td>1.5 The service can clearly evidence its response and intentions in relation to: • Immediate response to child protection concerns • Planning for the individual child • Quality of assessment of risks and needs • Early and effective intervention</td>
<td>A review of child protection processes and decision making to understand, issues and opportunities for improvements</td>
<td>Jane Menzies</td>
<td>A three day child protection rapid improvement event has been undertaken identifying pathway from child protection concern raised to initial case conference</td>
<td>Care Inspectorate supported a multi-agency assessment exercise in relation to Child Protection services now complete/ Multi-agency briefings regarding Child Protection self-evaluation of key staff planned for Dec 2013. An interim CP case conference chair has been engaged with assistance from CELCIS.</td>
<td>Complete April 13 Review re Multiagency element Feb 14 Report produced April 2013 (Completed)</td>
<td>Clear and agreed process is in place for the HUB, with associated service change</td>
<td>All social services arrangements in place. Some multiagency discussion needed to address capacity concerns of partners. Clacks in the Hub with role incrementally developing. Report provided to CEX that evidenced clear progress from previous inspection, Paper presented to Committee. Actions from inspection in CP Self Evaluation Plan monitored through the Multi-agency Continuous Improvement Group. Service Specific issues embedded in childcare service plans to progress.</td>
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<tr>
<td>1.6 Planning for the individual child</td>
<td></td>
<td>CC AHOS</td>
<td>CELSIS partnership work for children with disabilities and a specific focus group will be established for this client groups</td>
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<td>1.7 Early Intervention</td>
<td>Actions in place to ensure early and effective intervention in the care of children</td>
<td>Proposed childcare redesign considers a prevention focus and family centred approach</td>
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<td></td>
<td>The spread sheets to monitor progress in permanency cases and the monthly tracking meetings continue to develop. This allows for on-going scrutiny and early intervention as cases progress.</td>
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<td>Withscotland has researched CP referrals rates, scrutiny of this information will allow for an earlier and more informed approach to reducing referrals</td>
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<td>1.8 There is evidence that the fostering and adoption (permanence panel) operates to the quality required by children needing permanence in Clackmannanshire and Stirling (Including frequency, process, decision making etc)</td>
<td>Review effectiveness of fostering and adoption panel and all permanence focussed meetings.</td>
<td>CELCIS AHOSS</td>
<td>A Review is completed to ascertain effectiveness of permanence meetings.</td>
<td>Completed June 13</td>
<td>No waiting list exists for presentation to the panel</td>
<td>No waiting list</td>
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<td>1.9 Appropriate performance measures are in place to gauge efficiency of the process Supported by evidence of Self Evaluation.</td>
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<td>Jane Menzies / AHOS</td>
<td>Foster care panel has been developed to review all existing foster carers by march 14, as well as kinship care reviews. Tracking process in place which has now been built into case management system</td>
<td>Evidence of timely decision making and a single decision being made There is no evidence of unnecessary delay Comprehensive plan in place for permanency practice.</td>
<td>New process has reduced delay</td>
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<td>1.10 Staff and managers have access to robust up to date information on children and their families and use this information to take effective decisions</td>
<td></td>
<td>A full review of ICT and Case management requirements</td>
<td>Jane Menzies</td>
<td>A Business Case to introduce SWIFT across Shared Service has been agreed with Northgate engaged. Monthly project board meetings. Demonstration of SWIFT workshops underway with a wide range of staff. All key areas of childcare practice have been</td>
<td>Review and staff engagement completed June 2013</td>
<td>An improved level of staff compliance with reporting expectations</td>
<td>Improved reporting mechanisms and improvement in data quality evident. Monthly audit schedule in place to ensure continual improvement.</td>
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**Jane Menzies / AHOS**

Childcare balanced scorecard refreshed Audit of childcare cases December 13.

This element requires on-going review. Progress to date noted.

Clear performance framework Reporting schedule Evidence of self-evaluation

Regular performance reports to Health, Housing and Care Committee Corporate CIM process underway Balanced scorecard monitored Practice governance framework in place Evidence of recent audit

A tracking meeting is now in place to provide quality assurance in relation to the progress of cases.

**Evidence**

Focus groups on Contact have been completed. Project implementation plan for case management system in

49
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<tr>
<td>2</td>
<td>The workforce has the appropriate capacity to carry out their role</td>
<td>Recreation in progress to meet shortfall already identified.</td>
<td>AHOSS c/care</td>
<td>Significant recruitment activity has been undertaken. Recruitment has continued and appointments have been made to key roles. However it continues to be difficult to recruit to Enhanced Practitioner post.</td>
<td>Completed but requires ongoing review to ensure appropriate staffing levels in place</td>
<td>No. of cases held by staff</td>
<td>A reduction in caseload numbers</td>
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<td></td>
<td>2.1 Clackmannanshire can evidence:</td>
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<td>Evidence that staffing vacancies are filled promptly</td>
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<td>- Appropriate staffing levels</td>
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<td>A robust absence management strategy is in place</td>
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<td>- Appropriate case management levels</td>
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<td>Monthly H.R. meetings in place</td>
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<td>- Appropriate staffing knowledge and experience</td>
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<td>65% of staff report workload is manageable</td>
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<td>2.2 A comprehensive induction is in place for staff</td>
<td>An appropriate workforce development strategy for childcare staff</td>
<td>AHOSS / Jane Menzies</td>
<td>Service plans in place to engage staff and support shared leadership Practitioner forums in place. Review of grade 7 and 8 posts to assist recruitment and retention underway. Pilot of peer review system has started and will be evaluated by staff</td>
<td>Subject to continual review</td>
<td>Staff report regular supervision and consider it useful Evidence of an induction process in place for all staff</td>
<td>The majority of staff report supervision is adequate and regular, but there are issues in staff feeling PRD is not as useful as it could be</td>
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<td>% staff reporting improved knowledge and support</td>
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<td>% of staff with completed PRDs has increased</td>
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<td>Practitioner forums</td>
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<td>Service Plans</td>
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<td>Leadership events for service management and team</td>
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<td>3 Staff are supported, assisted to develop and engaged in the improvement process</td>
<td>3.1 A comprehensive workforce Development Plan is produced and delivered.</td>
<td>Workforce development plan is agreed and action is being taken to roll</td>
<td>AHOS Jane Menzies with support from CELCIS</td>
<td>Workforce development plan in place. An outcome focused supervision and annual appraisal policy is in place.</td>
<td>Completed end February 2013</td>
<td>Comprehensive workforce development plan is in place and staff are being developed and engaged.</td>
<td>Over 2/3’s of staff feel improvements can be made and that they have the ability to improve it. 66% of staff feel they are empowered to do their jobs</td>
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<td>3.2 Staff are well supported and developed.</td>
<td>Staff have protected time to reflect on practice</td>
<td>C/care AHOS</td>
<td>Service Plans in place TM events, roll out to all staff in early 14. Programme of updating PRDs</td>
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<td>72% of staff feel that the quality of service has improved over the last year and 76% state that they enjoy their work. 81% feel they have regular team meetings and that these are both purposeful and effective</td>
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<td>Outcome to be achieved</td>
<td>What will achievement of the outcome look like?</td>
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| 3.3 Staff apply evidence based practice in all their work with children and families. | Supervision policy in place  
Monthly audit schedule in place of case files, recording and supervision | AHOSS | (Completed) | | | | Additional courses x 5 provided on Permanence / Form E / Adult Protection / Attachment / Trauma  
Provision of resource material on legislation and research  
Programme of short inputs to team meetings and peer review  
Practice government framework  
Audit schedule  
Audit completed December 13, awaiting report. |
| 3.4 There is a support and development plan in place for Team Leaders. | Clarity exists regarding expectation  
Competency framework to be established | Jane Menzies | | | | | |
| | Forums for team managers established.  
Workforce Development plan for wider CC services outlines expectation as does job profile.  
Review of TM roles underway  
Team manager engagement events are held quarterly  
TM leadership event held December 13 outlining | | January 2014 | Completed and on going | Attendance levels at team manager forums  
The existence of a competency framework in line with revised job profiles  
Performance as core competency in job profile and monitored via supervision | | |


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<th>Evidence</th>
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<tr>
<td>3.5 Specialised training, mentoring and coaching is in place where a need is identified</td>
<td></td>
<td>Regular clinics to take place involving legal staff to review and track Permanency Planning processes</td>
<td>CELCIS CC / AHOS Completed.</td>
<td>Peer review commenced in November 2012 focusing on complex permanence cases. Solicitor engaged specifically to work with the childcare team to offer advice, guidance and support. Audit of permanence cases was completed over May/June with learning being absorbed into improvement planning</td>
<td>System established February 2013. Dec 13 - engagement of internal legal support. (Completed)</td>
<td>Training, coaching and mentoring is in place for staff and there is evidence that practice has improved Evidence of a reduction in delay, efficient decision making and knowledge of the permanency process</td>
<td>Support in place from CELCIS, existing management, staff, new recruits to posts of Assistant Team Manager, and temporary appointment of an experienced manager to assist staff manage complex cases. Solicitor engaged for childcare Support in place from CELCIS, existing management, staff, new recruits to posts of Assistant Team Manager, and temporary appointment of an experienced manager to assist staff manage complex cases. Solicitor engaged for childcare Positive feedback from Chair of Children's Hearings. 3/5 comprehensive case reviews will be undertaken with WithScotland.TBC Jan 14</td>
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</table>

4 The service will be appropriately performance managed, with evidence of on-going quality assurance

| 4.1 A multi-agency self assessment process will be completed, led by the Care Inspectorate | A self-evaluation action plan will be in place to monitor progress | Care Inspectorate Supported by: Jane Menzies | Completed Jan 13, Report published Apr 13. Evidence of improved multiagency practice | April 13 (Completed) | A clear multi-agency improvement plan established with clear accountabilities. | Action plan in place, progress positive. Further inspection due Feb 14 to scrutinise progress. Barnardo’s outcome framework implemented, allowing for further self-evaluation and the views of children to be considered. | **4**

53
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<th>Outcome to be achieved</th>
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<th>Evidence</th>
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<tr>
<td>4.2 The children’s service performance forum has:</td>
<td>To establish a process to ensure learning from performance information, regular reporting to the service performance forum, ensure the involvement of staff at all levels of the organisation.</td>
<td>AHOS Jane Menzies</td>
<td>Childcare performance forum is established</td>
<td>Established February 2013. Reviewed Oct 14.</td>
<td>Transparent approach to performance management and monitoring</td>
<td>Performance management process in place, with monthly reporting to child care management meeting.</td>
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<td>Jane Menzies / AHOS</td>
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<td>To ensure a systematic approach to reliable performance information gathering.</td>
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<td>A balanced scorecard is in place. Performance management process in place, with monthly reporting child care.</td>
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<td>Report for proposed redesign of childcare to better meet current and future need complete. To be presented to Committee.</td>
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<td>Delivery plan to meet service changes and ensure adequate monitoring to be completed Jan 14.</td>
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<td>Action plan for areas of challenge to be completed Jan 14.</td>
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<td>Complete in draft form</td>
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<td></td>
<td>A clear direction of travel for childcare</td>
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<td>A clear rationale for delivery model</td>
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<td>A framework in which to hold improvement activity</td>
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<td>Jan 14</td>
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<td></td>
<td>Data overseen by social services forum. Regular reports to committee and monthly audit activity</td>
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<td></td>
<td>The majority of staff report that they are aware of their teams performance regarding local targets. Redesign proposal</td>
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<td>Delivery plan in progress</td>
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<td>Service plans in place with accountability at SM level</td>
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<td>4.3 Childcare policies and procedures will be reviewed and updated.</td>
<td>Full review of policies undertaken</td>
<td>CELCIS AHOS</td>
<td>Work commenced in January 2013</td>
<td>Complete March 2013. Wider procedures subject to review at this time. For completion Jan 14</td>
<td>Evidence that policies are up to date and relevant Process in place to monitor and ensure adherence</td>
<td>Key policies for permanence and child protection have been revised, Benchmark exercise with other Council areas completed.</td>
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<tr>
<td>4.4 Childcare managers are proactively managing staff performance issues in partnership with Human Resources</td>
<td>Improved knowledge of HR policies and expectation</td>
<td>AHOSS</td>
<td>Leadership events July 13 to confirm and support role TM event Nov 13 Launch of practice governance framework Nov 13 with assoc audit requirements HR link strengthened and monthly meetings established.</td>
<td>Complete but will require on-going review.</td>
<td>Feedback from HR colleagues that relations and process adherence has improved Evidence from HR that issues are dealt with locally and are only escalated appropriately</td>
<td>Complete. Positive relationship between service and HR. Evidence that this is the case with no further issues reported. Regular joint working with HR on workforce issues and redesign.</td>
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<tr>
<td>4.5 Service managers have the necessary capacity, training and support to deliver all aspects of the</td>
<td>A paper will presented to committee to consider practical steps to release</td>
<td>Jane Menzies</td>
<td>Service redesign paper in draft awaiting committee approval.</td>
<td>End January 2013 (Completed)</td>
<td>Clear management strategy in place to refine roles and align to natural child journey</td>
<td>Committee Paper</td>
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<td>5 Staff are clear that quality assurance is key to their role</td>
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<td>Permanent post at Assistant Head of Service for Childcare to commence January 14. Additional staff appointed to the strategy service following vacant posts TL expectations and support requirements addressed at leadership events Nov 13</td>
<td>End February 2013 (Completed)</td>
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<td>Competency based job profile in place</td>
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<td>management role. capacity</td>
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<td>Practice Governance framework has clear SM responsibilities.</td>
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<td>Priorities established for childcare, including permanence to ensure focus on key issues.</td>
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<td>Strategy support to childcare under review and mgmt. responsibilities clarified in service plans and practice governance framework.</td>
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<td>6 Communication is clear, concise and consistent throughout</td>
<td>5.1 Staff are clear that all employees have a key responsibility regarding performance and quality assurance management.</td>
<td>Individual accountability will be strengthened via service management</td>
<td>AHOS – CC and Strategy</td>
<td>Performance Forum established Practice governance framework in place</td>
<td>End March 2013 (Completed)</td>
<td>% of staff reporting improved communication and engagement</td>
<td>Performance forum established. Some areas of continued challenge. Action plan to be implemented Jan 14. Individual accountabilities dictated in service plans – financial, performance, absence etc. Supervision audits in place. Monitoring via staff survey. PDP rates improving</td>
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<td></td>
<td>6.1 Front line staff are supported, encouraged and respected and are continuing to deliver the service Engagement events have taken place and action is being implemented from these.</td>
<td>Staff engagement events to take place Subsequent review of staff engagement strategy and delivery plan Team meeting schedules</td>
<td>AHOS CC and Strategy</td>
<td>Twelve engagement events across the authorities have taken place. Feedback absorbed into shared service stock take, delivery plan and End March 2013 (Completed)</td>
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Although 2/3rds of staff feel there is a clear vision for social services, the majority remain concerned about communication with managers. This is being addressed through service planning and engagement events in the new
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<th>Evidence</th>
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| 6.2 Take active steps to enhance the public image of social services | Meetings to be established with key groups or where issues had occurred  
Good news stories promoted where appropriate | Meetings to be established with key groups or where issues had occurred  
Good news stories promoted where appropriate | AHOS CC | Regular updates to Housing, Health and Care Committee  
Discussion on-going with Children's Panel members  
Regular meeting between CSWO and CS Police and NHS Senior Mgt  
Meeting took place with chair of the Fostering and Adoption Panel  
Public Information evening May 2013 for | Requires on-going review  
Some issues remain with a small number of partners. Attempts to positively engage have not been successful. | Evidence of existing good relationships improving with partners  
Community perception, understanding and involvement are improved. (information from press coverage)  
Reduction in issues raised by external services | Partners have been kept informed and support the improvement agenda. Relationships are positive.  
Positive developments in terms of joint working and strategic and operational level reported.  
Information on social service functions given to community groups as required. Public information via website.  
Review of processes in Child Protection and permanence |
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<td></td>
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<td></td>
<td>foster carers</td>
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<td>have begun with positive feedback being received. e.g. from Children's Panel, Fostering and Adoption Panel CELCIS and the service to meet with Foster carer groups, to feedback re foster carers questionnaire Focus groups on contact have included Panel members and Reporters.</td>
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Purpose of report

1. The purpose of this report is to provide an update on progress of partnership work with Clackmannanshire Council and to share early work with Stirling Council on permanence and throughcare and aftercare improvements.

Background

1. In September 2012, Clackmannanshire Council requested that CELCIS assist them in developing and implementing an improvement plan in their permanence planning processes. This request was made in recognition of the need to secure overall improvements in the delivery of child care services, following the publication on 30th April 2012 of an Independent Review commissioned by Clackmannanshire Council.

2. The Independent Review was commissioned following the issue of a Sheriff’s note in June 2011. The Review was commissioned and supervised by the Chief Executive of Clackmannanshire. The Sheriff’s Note was in relation to an Appeal in terms of s51 of the Children (Scotland) Act 1995 (appeal against decision of Children's Hearing) and also included concerns expressed in other Sheriff’s notes and those raised by solicitors, safeguarders and other stakeholders.

What did CELCIS find in November 2012?

3. From September to November 2012, CELCIS and Council staff helped to establish key areas of permanence activity which required action in addition to the work which was then being undertaken by BAAF.

4. Some of the improvement areas identified in the Review were out with the remit of the PaCT (Permanence and Care Team) at CELCIS and, as such, were led by local staff and With Scotland.

5. In addition, the CELCIS Throughcare and Aftercare consultant has worked in partnership with both Councils to secure throughcare and aftercare improvements. This work is ongoing at present.

6. It should be noted that although Clackmannanshire has areas of high prosperity it also includes a number of the most severely deprived communities and this is reflected in high Child Protection registrations which was $5.4/1000$ in respect of under 5’s in 2013. The average rate in Scotland for 2013 was $2.9/1000$. See table below.
Number and rate\(^{(1)}\) of children on the child protection register per 1,000 population aged 0-15: 2011-2013\(^{(2)}\), by local authority

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<th>2011</th>
<th>2012(^{(3)})</th>
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<td>Number</td>
<td>39</td>
<td>55</td>
<td>50</td>
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<td>Rate</td>
<td>4.1</td>
<td>5.8</td>
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Clackmannanshire

7. It should also be noted that the Social Work service in Clackmannanshire had been under significant pressure due to a number of staffing changes and there was significant under resourcing. To address this, 17 additional posts were created in the Child Care service following cross party support at a special Council meeting in October 2012.

8. Staff were very willing to engage with the CELCIS team and accepted support offered to deliver improved practice right from the beginning of the working relationship. Staff have remained committed to making improvements in order to benefit vulnerable children and young people and their families.

9. Staff confidence was a major issue, partly in response to the criticisms levelled in the Sheriffs note and the independent review findings. Despite this, staff were committed to working towards improvement. In working to improve practice, understanding the local context is key, as highlighted by this Senior Manager:

   “... The good intentions and good practice of staff that identified issues where children clearly weren't going to be able to return home felt like it was being constantly undermined by the legal system, which would prioritise giving parents additional chances and extending that time. ...some of the sort of systemic problems that had caused the independent review had been made very public in the local press, so there are quite significant problems with local credibility.”

10. The Independent review report recommended action in the following 10 key areas:

   - Implementation of GIRFEC - in relation to principles and materials and adaptation of IT systems.
   - Equip workers with the tools for the job (improving resources for direct work with children and families, undertaking assessments, contact and rehabilitation plans and provide lap tops to improve delivery of timely case records and reports).
   - Review and redefine expectations of the resources provided by business support.
   - Review capacity of the long term team to meet demand; develop a workforce plan in terms of skills and experience and consider whether this would also require specialisation and a dedicated contact service, as well as realistic training and developments plans.
• Strengthen supervision and capacity for case scrutiny by appointing a second team manager and strengthen capacity of the long term team to review all cases so that the quality of care planning and risk management can be assured.

• Re-state the expectations of staff and strengthen arrangements for monitoring compliance with policy, procedures and processes.

• Ensure managers have time for training and support to deliver their ‘management role’ and avoid the need to default into professional social work role to keep service running.

• Proactively implement the shared services agenda to realise benefits in the area of policy, procedures and performance management.

• Review external image of service and take proactive steps to enhance its reputation and standing. Make efforts to positively influence those stakeholders who have negative views about the service to avoid attitudes becoming entrenched.

• Support, encourage and respect front line staff who are continuing to deliver front line services.

• Celebrate the strength and quality of partnership working across Clackmannanshire (both internal and external agencies).

11. The Long Term team has been the major focus of the CELCIS work to December 2013. The package of support began in November 2012 following the drawing up of a terms of reference which also involved With Scotland who were asked to carry out specific tasks in relation to child protection issues. This included an analysis of the child protection demography in the Clackmannanshire area. A detailed improvement plan was developed which was signed off at the Clackmannanshire Health, Housing and Care Committee. The Committee has received regular updates thereafter via the Head of Service and Chief Executive in Clackmannanshire, most recently at February 2014.

12. Since January 2014, CELCIS has replicated the support package applied in partnership with Clackmannanshire with Stirling Council.

13. CELCIS is currently working in partnership with the local authorities to support the merger of the fostering and adoption panels in Stirling and Clackmannanshire and this work is scheduled to conclude in June 2014.

What did Clackmannanshire Council and PaCT set out to achieve?

14. A number of areas of focus were identified including:

• Improving permanence assessment and care planning
• Reviewing and improving permanence planning processes, policies and procedures
• Reviewing the effectiveness of the fostering and adoption panel
• Introducing a peer review process, as part of workforce development
• Supporting staff to apply permanence evidence based practice
• Introduce a multi-agency permanence planning meeting process to ensure delays are tackled timeously

How did PaCT work with Clackmannanshire Council?

15. CELCIS worked in partnership at all times to ensure that any developments were owned and shared by the Council.

16. PaCT consultants completed a process mapping exercise to identify potential areas for improvement in the permanency process. This led to the production of draft procedures and guidance on permanency planning, individual support plans and non-disclosure
conditions. Multi-agency permanency planning meetings have also been piloted, as part of ensuring progress of children's plans. Eighteen children have been considered by this group.

17. Following this, PaCT has also worked with the Authorities' IT department to develop a **system for tracking children** through the permanence process to ensure senior managers have an overview of outstanding cases and any operational difficulties can be anticipated and resolved.

18. In relation to **contact contracts**, local research has been undertaken with staff groups and panel members across Clackmannanshire and Stirling to identify areas of good practice, as well as opportunities to develop services to children and their families. Feedback sessions with staff and panel members are currently being undertaken to precede the introduction of contact contracts. Children, young people, parents and carers will all be involved with the evaluation of the contracts to ensure that they meet the needs of service users as well as improving the recording and assessment of contact information.

19. The PaCT team has undertaken almost 50 **peer reviews of cases** that needed to progress. This involves the reviewer making a range of recommendations to staff which include, that staff should identify supports for children and/or their parents, assessment of potential kinship carers, develop or improve the child’s care plan and/or complete Form Es. A follow-up review of these cases found that all recommendations had been actioned, aside from one child who had returned home and another case which had been complicated by legal processes.

20. **Individual mentoring** has been provided in relation to profiling children for their Form E and Criminal Injuries Compensation (CICA) claims. This was with a view to transferring responsibility for these activities to Clackmannanshire long term staff team to ensure they become established as ‘business as usual’.

**What did Clackmannanshire staff feel was needed?**

21. During the summer of 2013, members of staff from across child care services were invited to complete the PaCT Understandings of Permanence Questionnaire in order to identify areas for further learning and development. Fifteen staff completed the questionnaire - 13 social workers and two managers. As Figures 1 & 2 illustrate, most respondents did not feel very confident in progressing permanence cases or in completing the required paperwork.

**Figure 1: Responses of staff to how confident they feel in dealing with permanence cases (n=15)**
Figure 2: Responses of staff to how confident they feel in completing a range of forms (n=15)

22. Lack of confidence in completing the paperwork may be due to the fact that the majority of staff had never completed these forms. Nine indicated never having completed a Form E, Report for PO or Report for POA, while 10 had not completed a Report for Adoption. Only three respondents had completed a Form E, Report for PO or a Report for POA many times. Only two had completed a Report for Adoption many times.

23. This is linked to the length of experience of the Children and Families workers - seven respondents had less than one year’s experience and five had between one and four years’ experience. Only three respondents (two managers and one social worker) had five or more years’ experience as a Children and Families worker. These were the respondents who felt most confident in progressing permanence cases and completing the required paperwork.

24. Acknowledging a gap in their understanding, staff identified a number of areas in which they would value further learning and development. All 14 respondents would find training on completion of Form E, PO Reports for Court and Adoption Order Reports for Courts as very valuable. Ten felt training on Social Workers’ statutory and non-statutory responsibilities would be very valuable, 11 considered training on ‘How to challenge other professionals when their assessments, proposals or decisions are not in the best interest of the child’ as very valuable, while 12 responded that further training on issues around contact would be very valuable. The remaining respondents felt these topics would all be of some value.

25. Apart from one, all respondents also indicated that to improve the permanence process, it would be very valuable to continue to have peer support in place, with more experienced staff being allocated time to guide and support those with less experience and to be allocated protected time to complete the required paperwork.

“As a newly qualified worker my experience of permanence process is limited and therefore training and opportunities to discuss such cases are key.”

How did Clackmannanshire Council and CELCIS work to address the needs of staff?

26. To address some of the issues highlighted above, consultants from PaCT provided short inputs to team meetings (this venue was chosen to maximise the number of staff in attendance). These covered a range of topics including ‘what is good permanency?, adult protection, completing Form Es, evidence based practice and incorporating evidence into reports, information sharing and the statutory framework for social work practice.’ The team also delivered a two-day seminar on Attachment and Trauma. In the evaluation of the latter, 10 attendees strongly agreed and eight agreed that they were clear on how to
apply learning from the seminar to their jobs. Open comments suggested that the subject area was seen as very relevant:

“I thought I'd learn nothing I didn’t [already] know but the practice examples were fascinating and led me to make links I wasn't expecting.”

“I believe the relevance is part of our everyday work and could be utilised effectively in each case presently held.”

27. In addition, practitioners received individual mentoring in relation to CICA claims and running Form E workshops once a child’s profile had been developed for family finding purposes. The latter was developed as an action learning set to enable attendees to act as facilitators themselves in subsequent Form E workshops. Some feedback from staff follows:

“Of course it was useful. It was the first Form E I had completed. It was useful to get feedback. Advice about expectations of Panel was useful together with children’s perspectives (they will read it later).”

“I didn’t know this little girl was entitled to any compensation. It gave the family an opportunity to think about it. It’s given me an insight into where to look for information online for future claims.”

“I liked the fact that you were able to advise about enhancing the claim from a legal perspective. It is about getting a balance between not being too explicit while maximising potential award. Can’t minimise and need to spell out the implications from a child development perspective.”

“Profiling the children was useful to pick out the individual personalities of the boys and think about their characteristics. It was very personal. Checked out with foster carer after it was written and added new information based on their response to the description of the children. Reflected on behaviours - insight developed - useful for new carers/long term. Has made me think about how best to present children.”

“In terms of moving forward - it needs protected time - not concerned about whether it is one to one or a group activity. There needs to be opportunity for protected time to complete Form E’s ASAP after decision taken that rehab not an option.”

“Each child is different. Exemplar would be good to have. The peer review was good and the workshop really drew out the children’s characteristics and functioning in a variety of settings from a variety of professionals/disciplines. Much quicker than phoning round or arranging individual meetings with health/education for example. “

“Having been involved with a workshop I am confident that I could facilitate this for other children who need Form E’s completed however I could use some more help in terms of the matching process. What comes after Form E in relation to matching - adverts/be my parent/registration with adoption register/Forth Valley and another. How much can I do independently - phone Shetland sent me three profiles. Prospective adopter looking at other children! Felt like a personal rejection of my boys!”

28. Toolkits (resources about legislation and/or research evidence) have also been compiled on the topics of Permanence, Childhood Neglect, Disguised Compliance and Fabricated or Induced Illness.

29. PaCT is also involved with the service manager in developing the processes necessary to develop a single Fostering and Adoption Panel across the single service in Clackmannanshire and Stirling. A SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis carried out with the Adoption and Fostering Team in Clackmannanshire has led to
the development of an action plan in relation to file auditing, staff/foster carers training and the establishment of a foster carer’s consultative committee.

Through care and aftercare

30. Since the spring of 2013, CELCIS has been working in partnership with the service manager and Throughcare manager to support the merger of the Stirling & Clackmannanshire Throughcare & Aftercare Teams towards a single service. This has involved preparatory work through meetings with staff. The aim is to deliver a full-day, joint team development workshop in May 2014 with follow up attendance at team meetings over the summer period.

31. CELCIS have delivered a 2-day “Transition, Pathways & Interdependence for Care Leavers” course to a multi-agency staff group of 20 staff in November 2013. A further course is scheduled to be delivered in April 2014, covering another 20 staff and broadening the staff base covered by this training. The training evaluation to date has highlighted increased knowledge for participants and enabled staff from various key teams and services to begin to address consistent culture and practice in relation to transitions planning for looked after young people and care leavers.

32. There is still progress to be made in terms of embedding a consistent approach across both Council areas; this requires further work in terms of culture and practice at both operational and strategic level. Aligning and harmonising policy and procedure both operationally and strategically is required to ensure that staff are supported and enabled to deliver a consistently high-quality and person-centred service to looked after young people and care leavers.

33. The implementation of the Children & Young People Act will bring significant challenges for both Councils in terms of fully addressing the needs of care leavers and will require a greater and sustained focus on strengthening and embedding consistent good practice across both Council areas, as they aim to fully discharge their Corporate Parenting responsibilities.

Key areas, identified by staff via the team development and multi-agency training process have included:

- Joint working, particularly with Housing partners
- Assessment & Pathways planning
- Review and harmonisation of process and procedures
- Participation and engagement of looked after young people and care leavers in terms of service review and improvement

What about the longer-term impact?

34. This is an early findings briefing; PaCT later evaluation research (aimed to report December 2014) will aim to find out the longer-term impact focusing on the following questions.

- How has PaCT influenced the quality of permanence assessment/care planning?
- How have permanence systems changed? And what impact has this had on quality and consistency?
- To what extent has practice shared by PaCT been applied and embedded?
- Have practitioners made increased use of evidence in their practice?

Challenges moving forward

35. Clackmannanshire and CELCIS have reported to the Health, Housing and Care Committee regularly since June 2012 on the action plan following the Independent Review. We will
be completing our final special report in May 2014 and confirming actions for planned sessions for managers.

36. Staff and managers remain committed to improving their practice and continue to have a very positive and productive relationship with CELCIS consultants. Improvements overall require time to be established as they remain at an early stage. The original plan was that CELCIS should work in partnership with Clackmannanshire Council over three work phases:

- January - June 2013
- July - December 2013
- January - June 2014

37. The current proposal is that the partnership approach and support should continue for a further phase i.e. through to December 2014. This will provide support in the delivery of the post Care Inspection action plan. Details of the work plan will be drawn up between CELCIS and the Assistant Head of Service for child care.

38. There is consistent child care leadership in place through the Head of Service and recently appointed, experienced Assistant Head. The Senior Management team for Clackmannanshire and Stirling child care is strong and committed to increase the pace of improvements.

39. There is a need to increase the pace towards shared services and to seize the opportunity this presents to drive forward best practice.

**Headline Early Findings**

- **Between September 2012 and March 2013 48 cases that were going through the permanency process in Clackmannanshire were reviewed.** These reviews supported staff in progressing cases and avoiding delays in securing permanence for looked after children.

- **Draft procedures and guidance on permanency planning and individual support plans have been submitted for Senior Managers consideration.**

- **Multi-agency permanency planning meetings have been set up in Clackmannanshire and are taking place once a month. So far, 18 children have been considered in this forum. A review is currently underway involving PaCT and senior managers to consider what further action might be undertaken to accelerate progress.**

- **Form E workshops have been set up to assist staff in the completion of permanence paperwork. Further consideration of this process is currently being given in order to ensure how best to embed changes into ‘business as usual’ for the single service across Clackmannanshire and Stirling.**

- **An IT tracking system has been developed in Clackmannanshire in partnership with IT/Business Systems and is now in place, however, this will require review in light of the purchase of a new IT system to be shared across Clackmannanshire and Stirling Council areas. The checklist for panel chairs has been added to significantly to ensure that any potential delay is anticipated and addressed. In addition the IRO’s will be part of the tracking process to independently scrutinise the overall LA performance around permanence. This tracking will be chaired by the service manager to ensure any operational problems can be addressed e.g. reallocation of cases as well as quality assurance.**

- **Local research has been carried out to establish areas of local good practice as well as potential for service development to meet the needs of children and their families. A series of ‘Contact’ focus groups have been held involving staff and Panel Members across Clackmannanshire and Stirling Council. Common themes identified will be addressed through**
the introduction of ‘contact contracts’ which assist and support parents and all key stakeholders involved in contact to understand its purpose. Contact contracts are a useful tool in helping staff to identify the aim of contact, analyse and assess progress and to identify issues. Children and young people, parents and carers will be involved in the evaluation of the contact contract to ensure that children’s needs are being met.

- Management through Leadership Events were carried out during 2013 in partnership with both Clackmannanshire and Stirling Team Managers. The focus of the leadership events was to outline the vision, to ensure clarity of intent, to ensure support required was available and to foster ownership of quality assurance amongst staff. Feedback from these events has been positive. The programme will now be rolled out to all frontline staff.

- The Leadership activity was completed within the context of wider performance activity. A performance framework, revised performance scrutiny and clear expectations for case file audit are now in place. Progress is monitored on a monthly basis to individual level.

- Service plans are now in place, at Service Management level, to ensure the principle of shared leadership is inherent in all future activity.

- Significant investment has now been made by both Clackmannanshire and Stirling Councils to establish a new case management system for children’s services. This development offers a platform on which to manage best practice, legislation compliance and quality assurance. A workshop to address the needs of permanence practice has been arranged and will embed the process mapping activity.

- A comprehensive programme of Throughcare and Aftercare support has been delivered and is on-going.

What kind of difference have PaCT and Clackmannanshire made?

A manager locally states:

“I think it’s had a definite positive impact. ... Its honed people’s skills ... shown them best practice and looked at strategies to put in place and to move forward and I think they genuinely have moved forward.
... the procedures and the sort of awareness of permanence, even though it had been highlighted as something that was of key interest when I started, the difference was palpable.”