

Quarter 2 Progress Report













KEY TO SYMBOLS













PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available













ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled

RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		

1 HIGH LEVEL SUMMARY

Our communities are more cohesive and inclusive								
PIs		1		1		2		0
Actions		0		2		0		0
Risks		0		1		0		0



Our Public Services Are Improving								
PIs		2		2		0		0
Actions		0		8		0		0
Risks		0		2		5		0


Our communities are safer, Substance misuse and its effects are reduced, Health is improving and health inequalities are reducing, Vulnerable people and families are supported								
PIs		0		0		7		0
Actions		1		9		2		0
Risks		0		1		3		0

* Does not include 'Data Only' or annual indicators.

2 DETAILED REPORT







Priority Outcome 2 - Our communities are more inclusive and cohesive







Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome Icon	Latest Note
SOS SSS 026	Deliver the Stirling Corporate Parenting Strategy and Action Plan following approval in January 2014 and ensure a joint approach is taken with Clackmannanshire	Mar 2015	Liam Purdie	50%		Joint steering group in place. Elected members from both Stirling and Clackmannanshire Councils represented. Strategy agreed and modified to reflect joined up approach - 3 year plan in place. The revised timeline of March 2015 is required to ensure the needs and priorities identified by both Council areas are incorporated into the action plan.
SOS SSS 027	Identify service relationship management	Mar 2015	Val de Souza	80%		Relationships with key stakeholders set out in Business Plan. This includes annual staff and service user surveys. Health and Social Care Integration - Draft Scheme produced incorporating communication and engagement. Consultation has commenced on vision and outcomes for integration with key stakeholders. A multiagency communications and engagement strategy for integration is in development incorporating all statutory requirements.








Code	Description	2011 /12	2012/ 13	2013/ 14	2014/ 15	Q2 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
ADC ADA 01a	% of people aged 65 and over with intensive care needs receiving services at home	43%	42%	45%	35%	43%		<p>This percentage is shown is a percentage of people with intensive care needs. Those with intensive care needs are those over 65 who are:</p> <ul style="list-style-type: none"> Receiving 10+ hours of home care (purchased or provided by a local authority), or are Resident in a Care Home or in hospital <p>Performance is the same as the previous quarter but still well in excess of the locally agreed target of 35% and of the national target. This has been achieved through the continued rollout of intermediate care and reablement services in Clackmannanshire area. In recognition of the strong performance in this area, the Service will increase the target for 2015/16 to ensure that there continues to be a strong focus on improving performance in this area.</p>	Phillip Gillespie



Code	Description	2011 /12	2012/ 13	2013/ 14	2014/ 15	Q2 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
ADC ADA 006	Delayed hospital discharges over 4 weeks	0	0	0	0	0		Performance has remained static with no individuals delayed in their discharge beyond 4 weeks for the current quarter. The target in this area continues to be met however the new target of 2 weeks from April 2015 will be challenging for the Service. The service is developing integrated care pathways with NHS Forth Valley and reallocating resources to support timely and appropriate hospital discharge and prevention of hospital admission. Resources have been identified through Integrated Care Fund to support this into the next financial year.	Phillip Gillespie
CHC LAC 05d	Percentage of looked after children who remain in their communities	88%	82%	75%	80%	72%		Performance is the same as the previous quarter. The quarterly total of those noted under place of residence for 'at home', 'related care', 'foster care provided by LA', 'LA residential unit'. As a percentage of the quarterly total of those looked after and accommodated. A review of this target needs to be undertaken on the basis that Kinship care previously categorised as looked after in the community will now be categorised as looked after away from home. Work will be undertaken for future reporting to highlight the difference.	Liam Purdie
CHC TCA 002	% Care leavers aged 16+ with a pathway plan	21%	29%	29%	75%	92%		Above target. Advice and guidance is available to the remaining young people, however some choose not to access this. The annual figure is useful for benchmarking purposes. National average for 2012 (75%), 2013 (82%).	Liam Purdie

Priority Outcomes.- Our communities are safer, Substance misuse and its effects are reduced, Health is improving and health inequalities are reducing, Vulnerable people and families are supported






Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SOS SSS 028	Develop a staged model of intervention that defines a tiered pathway of support and intervention	Mar 2015	Liam Purdie	20%		Implementation plan for Children and Young Persons Act. Social Work and Education developing a screening and referral pathway for frontline staff. There is an increased use of GIRFEC paperwork and single child's plan across all agencies.
SOS SSS 029	Ensure early intervention to improve outcomes for children and their families is prioritised	Mar 2015	Liam Purdie	20%		Training and awareness raising in relation to the named Person and Lead Professional roles are ongoing. Social Work area clear on the roles and responsibilities of the Lead Professional. A review of early intervention and screening has started between Education and Social Work. This will inform future service delivery and referral pathways. Early Years Collaborative steering group and project leads has been reviewed to identify early intervention approaches.
SOS SSS 030	Clearly define the multi agency and single agency roles and responsibilities	Mar 2015	Liam Purdie	20%		Staged Model of Intervention will highlight roles and responsibilities as part of the CY Persons Bill for Named Person and Lead Professionals as part of the process. Social Work are clear of the roles and responsibilities however communication of roles and responsibilities needs to be clarified between and with other stakeholders.
SOS SSS 031	Improve the quality and consistency of assessment, decision making and timescales around permanency planning. Improve the medium and long term outcomes for children in permanency planning.	Mar 2015	Liam Purdie	50%		Permanency Process has been launched across the shared service to ensure consistent approach. Permanency planning now identified for reporting in relation to permanency planning for children.
SOS SSS 032	The development of an evidence based outcomes focussed adult care pathway with Health	Mar 2015	Phillip Gillespie	60%		This work is taken forward through adult care redesign activities and in partnership with NHS Forth Valley through the Joint Management Team. The focus to date has been on joint resourcing arrangements with NHS Forth Valley to support prompt discharge from hospital. Health staff attend Resource Panels to support shared decision-making and best use of resources to facilitate discharge and where possible, prevent hospital admission. Workshop took place to inform and strengthen arrangements for the delivery of Telecare Services. This work will be built on in 2015/16 for all adult care groups through the development of the strategic plan for all adult care groups.
SOS SSS 033	Develop a multiagency prevention focussed pathway of care	Dec 2015	Phillip Gillespie	60%		A workshop took place in this quarter, in conjunction with primary care and the third sector, with a focus on locality planning, linked to health and social care integration, in the Clackmannanshire Council area. Review of third sector commissioned services completed and joint work in place to ensure service delivery focuses on agreed outcomes.

Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SOS SSS 034	Shift the balance of care towards effective care at home	Dec 2015	Phillip Gillespie	100%		The Service performs well in terms of the balance of care. Further work is required to ensure that all services are working together effectively to avoid unplanned admissions to hospital whenever possible and this will continue with a more challenging target being set for 2015/16. Resources are available through Integrated Care Fund to support this.
SOS SSS 035	Oversee design and business case development (Stirling Care Village)	May 2015	Phillip Gillespie	75%		<ul style="list-style-type: none"> • Outline Business Case - all queries arising concluded. • Stage 2 design discussions progressed. • Site Plan and Primary Care drawings progressed to 'approved with comments' status. • All Room Layout Drawings progressed. • Template Full Business Case documentation prepared. • Clinical Output Specification progressed. • FM Workshop held. • Legal workstream initiated.
SOS SSS 036	Oversee project implementation (Stirling Care Village)	May 2015	Phillip Gillespie	0%		Update As above. Project implementation will follow.
SOS SSS 037	Establishment of a shared development team to progress the work of the Joint Management Team, with regard to formal Health integration arrangement for adult services	Dec 2014	Val De Souza	80%		Recruitment of Programme Manager for the partnership Organisational Development Support in place Workstreams in place with leads appointed- Finance, HR, Organisation Development, Communication and Engagement, Operations and Governance.
SOS SSS 038	Establishment of preferred governance model for the partnership, with regard to formal Health integration arrangement for adult services	June 2014	Val de Souza	100%		Stirling and Clackmannanshire councils have agreed that the Body Corporate model should be progressed. An event was held on July 10th with NHS partners to commence the Integration Scheme, within this legal, governance and financial implications will be considered.
SOS SSS 039	To progress a joint commissioning strategy for adults with complex needs	April 2016	Val de Souza	50%		The Older Persons commissioning strategy is in place and the principles of partnership working to develop this strategy will be used in relation to wider care groups. Good progress is being made in both mental health and learning disability services with discussions at the Joint Management Team informing this. Requirement for additional joint analytical resource to support this work identified.




Code	Description	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Q2 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
CHC SCR 002	% of children requiring supervision seen by supervising officer within 15 working days	100%	80%	86%	100%	100%		On target	Liam Purdie
CHC SCR 01a	% Reports submitted to the Children's Reporter within 20 working days	64%	48%	90%	75%	86%		Above target which is a national standard.	Liam Purdie
CHC CPR 078	Children on the Child Protection Register with at least one Core Group in the past month	n/a	80%	86%	90%	96%		Above target.	Liam Purdie
CJS ADP 001	% of Criminal Justice reviews of high risk offenders that took place by scheduled date	n/a	100%	100%	100%	100%		Performance continues to meet the 100% achieved over several quarters. On target.	Val de Souza
CHC CPR 029	Children on the child protection register visited weekly and seen	n/a	100%	100%	100%	100%		On target.	Liam Purdie
ADC ADA 018	% of Adult Support and Protection investigations that have an outcome of an initial case conference	n/a	12%	25%	Data only	4%		This percentage will vary in accordance with the needs and risks of individuals and this is why there is no set target for this measure. The use of informal measures wherever possible is a core principle of the Adult Support and Protection legislation. An audit of Adult Support and Protection work is planned for January 2015 which will examine the quality of decision-making and the reasons for not proceeding to case conference. The Adult Support and Protection Lead Officer is also reviewing the progress of all referrals for this period, given that this percentage is indicative of a significant reduction in the use of case conferences following investigation.	Phillip Gillespie
ADC ADA 019	% of Adult Protection IRD/planning meetings held within 24 hours of referral	n/a	66%	68%	75%	92%		The details for the progression of all referrals for this Quarter have been audited. The audit identified that all of the reviews of adults at risk of harm were subject to relevant inquiries. Actions taken to address: A dedicated Adult Support and Protection officer is in place and based with the Clackmannanshire teams to provide additional advice and guidance to all social services staff. The Lead Officer and the Reception Services Team Manager are also briefing all staff on the recording requirements to ensure that accurate information about the actions taken following on from referral are recorded in all cases. A further audit of Adult Support and Protection work is planned for January 2015.	Phillip Gillespie

Code	Description	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Q2 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
CHC LAC 18a	% Children looked after away from home with 3+ placements	n/a	7%	6%	Data only	0%		No children had 3 or more moves within the period.	Liam Purdie
CHC TCA 003	% Care leavers aged 16+ with a pathway coordinator	21%	29%	29%	50%	100%		This is a new 14/15 indicator.. National average for 2013 (79%)	Liam Purdie

Priority Outcome - Our Public Services Are Improving

Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SOS SSS 040	Ensure effective budget management arrangements are in place and are effectively reported	Mar 2015	Val de Souza	60%		Weekly meetings remain in place to manage the significant budgetary challenges. The budget action plan for both adults and childcare services is overseen by the relevant Assistant Head of Service. Regular meetings take place between Service Mgrs and Service Accountants.
SOS SSS 041	Ensure effective customer standards are in place	Mar 2015	Val de Souza	40%		Process mapping has taken place with customer service colleagues to establish a more efficient and effective route into social care. The process improvement work undertaken and involving front line staff and managers to inform the delivery of consistent practice across the Shared Service in adults and children's services will also inform this.
SOS SSS 042	Ensure customer standards are effectively reported and managed	April 2015	Val de Souza	0%		When the reviewed customer journey has been established a performance management framework will be established to support it. Target date revised to reflect need to develop this following on from completion of SOS SSS 042 as noted above.
SOS SSS 043	Ensure consistent application of attendance support and capability procedures across service	Mar 2015	Val de Souza	30%		The Service continues to prioritise in conjunction with HR colleagues the importance of applying procedures consistently with all staff. HR advisor continues to attend Social Services Management Team and meet with individual managers to identify, monitor and address hot spots in this area. Training took place from July – August 2014 focused on improving recording of absence. Managers are required to complete "welcome back " interviews and these are recorded and returns monitored.
SOS SSS 044	Undertake employee engagement activities, report	Mar 2015	Val de Souza	55%		Staff survey completed and due to be reported on at the end of January

results, agree and implement improvement actions

SOS SSS 045	Ensure effective risk and resilience management arrangements at service level	Mar 2015	Val de Souza	90%	
SOS SSS 046	Ensure the most vulnerable clients needs are represented,	Mar 2015	Val de Souza	90%	
SOS SSS 047	Manage public protection risks	Mar 2015	Val de Souza	85%	

2015.


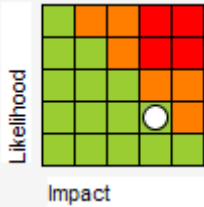
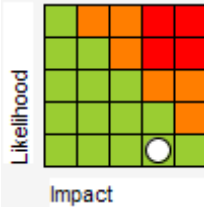

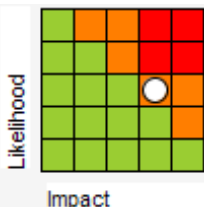
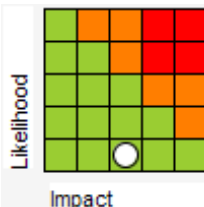
Risk management plans in place for social services and risk escalated to corporate level where appropriate. Areas where improvement is required are within the service development plans. Progress within each service area is monitored via a service performance forum. Reporting arrangements to the Senior Management Team are under review.


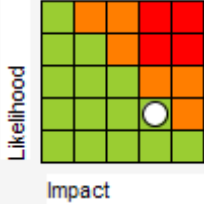
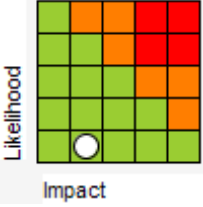
Eligibility criteria in place which focus on signposting those individuals with lower level needs and ensuring that those with substantial and critical needs have them addressed. This will be reinforced through public facing information to assist referrers.


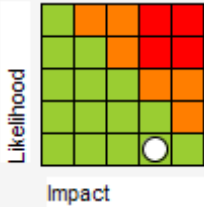
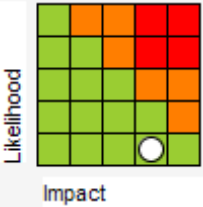
The MAPPA process is well established. The Child Protection Committee is in the process of reviewing its role, remit and priorities and to ensure it aligns with the community planning agenda. The Adult Support and Protection agenda is well established and following a recent audit, improvement work is underway to review best practice. The G5 group is currently disaggregating. A transitional plan to transfer overview to the Alliance is under development.

Code	Description	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Q2 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
SOS CUS 001	Number of complaints received	5	3	3	Data only	0		This indicator is for data only. No complaints received in this period. Complaints Officer post is due to be filled by January 2015. This officer will provide additional training and awareness raising for staff and managers. It is possible that increased awareness may result in an increase in the number of complaints received by the Service. It is recognised that information from complaints is useful to inform improvement activity.	Christine Sutton
SOS CUS 002	% Social Services who achieve Care Inspectorate evaluation scores of 4 and above across residential and day services	n/a	94%	64%	90%	69%		This is a cumulative figure (Q1+Q2) and is comprised of 6 services who have been inspected this year so far. Four met the standard of grade 4 and above (Menstrie House, Ludgate, Family Centre, Woodside). Fostering and Adoption services did not attain grade 4 or above. Actions have been taken to address the areas for improvement and the Care Inspectorate are due to carry out a further inspection in 2015 to review progress.	Val de Souza
GOV SAB SOS	Staff sickness absence throughout social services (average days lost by FTE).	n/a			Data only	4.52		This is above Council average for Q2 of 3.35. Actions around attendance management are detailed above. This requires ongoing attention.	Val de Souza
ACC BUV SOS	Projected variance as % of actual budget	-6.66%	+0.88%	+3.11%	+/-2.55%	6.4%		This variance is for Quarter 2. Updated financial information based on the out-turn at the end of October 2014 is provided within the covering report (Sections 3.12 - 3.18)	Val de Souza
SOS IBP 009	Social Services Assessments completed within timescale	78%	71%	70%	75%	70%		Comprised of Adult reports (57%), CJS reports (97.5%) and Child Protection reports (55%).	Val de Souza
SOS IBP 008	% of case files audited where there is evidence of regular review of care or supervision	n/a	100%	71%	80%	71%		This is a new 14/15 indicator based on each Team Manager completing 4 case file audits per month as per the Quality Assurance Framework introduced in October 2013. Previous annual figures related to one-off thematic audits undertaken within the service. Because managers now work across both areas the Q2 figure is for shared services across Clackmannanshire and Stirling.	Christine Sutton

Social Services Risk Register 2014-15


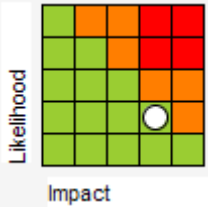
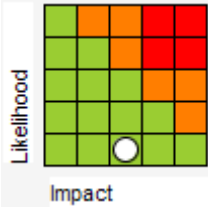
Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	4
STP SOS 014	We may fail to work effectively in partnership with NHS Forth Valley						
Potential Effect	Failure to; <ul style="list-style-type: none"> ▪ meet Scottish Government objectives ▪ meet Council objectives ▪ deliver the required services 						
Related Actions	SOS RIS 001	Joint action plans and commissioning strategies		Internal Controls		Corporate Management Team meetings STP SOS CMT Health & Social Care Joint Management Team meetings STP SOS JMT	
Latest Note	Integration Scheme in draft form.			Managed By		Val de Souza	
Covalent Code	Risk Description		Status	Current Rating	12	Target Rating	3
STP SOS 015	Lack of a sufficiently robust strategic planning framework across all care groups						
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs						
Related Actions	SOS RIS 002	Joint commissioning work plan in place		Internal Controls		Joint Commissioning Strategy for Older People STP ADC JCS Health & Social Care Joint Management Team meetings STP SOS JMT Programme for capacity planning and commissioning activity in place for Social Services . STP SOS CPP	
	SOS RIS 003	Additional resources in place to progress and deliver on efficiencies in line with strategic objectives for commissioned services.		Managed By		Val de Souza	
Latest Note	Progress made in relation to mental health and learning disabilities in partnership with NHS Forth Valley. However additional capacity will be required to meet statutory timescales.			Managed By		Val de Souza	


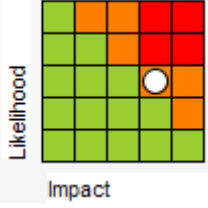
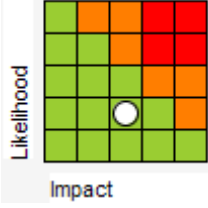
Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	2
STP SOS 016	There is a risk that procedures are not up-to-date and easily accessible by staff						
Potential Effect	Failure to: <ul style="list-style-type: none"> meet Scottish Government objectives meet Council objectives deliver the required services Risk of harm to current or potential service users						
Related Actions	SOS RIS 004	Work has commenced to develop action plan and allocate resources to review operational procedures and guidance.		Internal Controls		Service Plans STP SOS SPM	
Latest Note	Process workshops to support implementation of Single Case Management System are being used to develop procedural guidance that is fit for purpose in line with national guidance and legislation and address risk.			Managed By		Liam Purdie and Phillip Gillespie	

Covalent Code	Risk Description		Status	Current Rating	4	Target Rating	4
STP SOS 017	Information system may be unavailable due to lack of controls						
Potential Effect	Negative impact on the smooth running of the service						
Related Actions	SOS RIS 015	Review Disaster Recovery and Business Continuity arrangements for shared Social Services		Internal Controls		Joint IT Governance Group STP SOS IGG	
	SOS RIS 016	Develop an implementation plan for the migration to SWIFT from CFIS for Childcare Clacks.				Business Continuity Plans FCS CUS BCP	
Latest Note	Single case management system business processes being developed and programme manager appointed. Work well underway for implementation for child care for July 2015. Adult Information System work is taking place with regards to costs and resources for inclusion as part of the project.			Managed By		Michael Grassom	


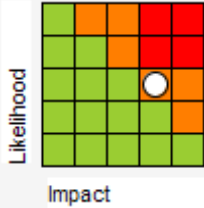
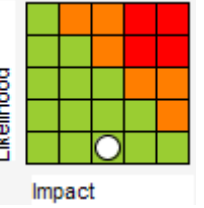
Covalent Code	Risk Description		Status	Current Rating	3	Target Rating	2
STP SOS 018	Criminal Justice Services may fail to meet the outcomes expected by the Community Justice authority, particularly in relation to a reduction in re-offending						
Potential Effect	Negative impact on the smooth running of the service. Reputational damage			Likelihood		Likelihood	
Related Actions	SOS RIS 005	Service plan to be updated incorporating practice governance.		Impact		Impact	
				Internal Controls		Social Services Business Plan (performance Information) STP SOS BUP	
						CJ Performance Management Group STP CJA CPF	
						Fife and Forth Valley Community Justice Authority Area Plan 2011-2014 (Performance monitoring Framework) STP CJA ARP	
						CJ Service Plan STP CJA SRP	
						MAPPA guidance STP CJA MPA	
Latest Note	Internal controls in place and are currently operating effectively			Managed By		Stuart Landels	


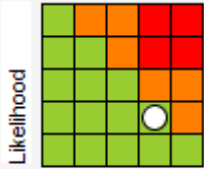
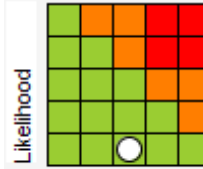
Covalent Code	Risk Description		Status	Current Rating	12	Target Rating	6
STP SOS 019	We may fail to have full contract monitoring procedures and compliance in place for Social Services						
Potential Effect	Pressure on contract compliance staff Paying for services not provided Non compliance with statutory reqs Critical services may not be supplied			Likelihood		Likelihood	
Related Actions	SOS RIS 006	Strategy service redesign to provide additional capacity for contract management and monitoring.		Impact		Impact	
				Internal Controls		Corporate Procurement Strategy STP SOS PRO	
						Corporate Contract Standing Orders STP SOS CSO	
Latest Note	Strategy Service redesign not finalised. Risk based approach adopted to contract monitoring and review to ensure that			Managed By		Val de Souza	


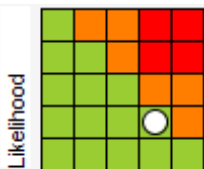
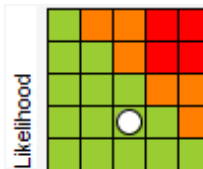
	providers where there are highest risks are reviewed. Contract Monitoring Framework in place.						
Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	3
STP SOS 020	Failure to meet targets on processes, requirements and service standards including administrative processes						
Potential Effect	We may fail to deliver the required services Risk of harm to current or potential service users						
Related Actions	SOS RIS 007	Review of key processes is in progress		Internal Controls		Social Services Business Plan (performance Information) STP SOS BUP	
						Senior Social Services Management Team STP SOS SMT	
Latest Note	During the development and implementation of single case management systems, these requirements were reviewed and updated. Also being addressed through action plan following inspection of children's services.			Managed By		Val de Souza	


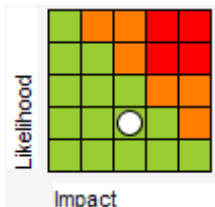
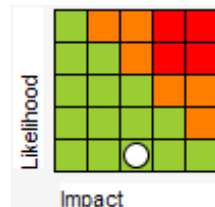
Covalent Code	Risk Description		Status	Current Rating	12	Target Rating	6
STP SOS 021	We may fail to have sufficient staff capacity to undertake core duties						
Potential Effect	We may fail to deliver the required services Lack of effective support to staff Risk of harm to current or potential service users We may fail to meet statutory requirements						
Related Actions	SOS RIS 008	Focussed interventions in service areas i.e. recruitment, attendance, support, supervision and PRDs.		Internal Controls		Recruitment & retention policy STP SOS RTP	
	SOS RIS 009	Increased focus on Workforce Planning and Workforce Development				Attendance Support Policy STP SOS ASP	
						Supervision policy STP SOS PRD	
						Business Continuity Plans FCS CUS BCP	
Latest Note	Actions have been taken to address ongoing challenges with recruitment and also with the rates of absence. The Management Team are now reviewing recruitment /retention data and HR are reviewing processes to ensure that those leaving			Managed By		Val de Souza	

	the Service are providing feedback.		
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Covalent Code	Risk Description	Status		Current Rating	12	Target Rating	3
STP SOS 022	We may fail to have competent, confident staff and managers to undertake core duties						
Potential Effect	Failure to deliver the required services and meet statutory requirements. Lack of effective support to staff Risk of harm to current or potential service users						
<u>Related Actions</u>	SOS RIS 010	Risk Assessment and Risk Management Training Programme		Internal Controls		Corporate health & safety policies FCS GOV H+S	
						Supervision policy STP SOS PRD	
	SOS RIS 011	Performance Forums in place across all service areas				Learning & Development Strategy STP SOS LDS	
						Staff engagement plan STP SOS SEP	
						Integrated Children's plan - FV GIRFEC agenda STP CHC ICS	
						FV risk assessment model - child & adults STP SOS RAM	
						Child protection procedures STP CHC CPP	
						MAPPa guidance STP CJA MPA	
Latest Note	A single supervision policy is in place across the Service aligned to core duties. Core learning and development needs identified. Priority actions addressed.			Managed By		Val de Souza	

Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	3
STP SOS 023	Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services						
Potential Effect	Potential for service closure Reputational damage to Service & Council			Likelihood		Likelihood	
Impact						Impact	
<u>Related Actions</u>	SOS RIS 012	All services to have service specific forums focused on performance management		<u>Internal Controls</u>		Care Inspectorate Improvement Plan STP SOS CIP	
						Performance Forum STP SOS PER	
						Annual Plan for Audit Activity STP SOS AUD	
						PSIF programme STP SOS PSF	
Latest Note	Action Plans in place that are subject to scrutiny. Where there is lack of progress of risks are identified, actions are agreed and closely monitored. Senior Managers meet with the CI on a quarterly basis to update on progress.			Managed By		Val de Souza	

Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	6
STP SOS 024	Instability in the external care home market						
Potential Effect	Potential for service closure/deterioration in service standards. Risk of reputational damage for Service/Council			Likelihood		Likelihood	
Impact						Impact	
Related Actions	SOS RIS 013	Contingency Plans in place.		Internal Controls		Contracts Monitoring Framework STP SOS CMF	
	SOS RIS 006	Strategy service redesign to provide additional capacity for contract management and monitoring.					
Latest Note	Resources allocated to review care arrangements where concerns identified around viability or quality of an individual service. Prioritised based on identified risks.			Managed By		Val de Souza	

Covalent Code	Risk Description	Status	Current Rating	6	Target Rating	3
STP SOS 025	Industrial relations may deteriorate					
Potential Effect	Disruption to service delivery. Negative impact on Employee Morale. Risk of harm to service users or potential service users					
Related Actions			Internal Controls		Industrial relations meetings. STP SOS INR Schedule of meetings in place with Trade Unions. Staff engagement plan STP SOS SEP	
Latest Note			Managed By		Val de Souza	

Social Services - Budget v Outturn Appendix 2

As at October 2014

	Budget 14-15 £'000	Outturn 14-15 £'000	Variance £'000
Social Services are currently working on a recovery plan to reduce the impact of the current projected overspend. Detailed work is being carried out to investigate the areas of overspend and the reasons for this. Demographics and the ongoing commissioning review are the main reasons for the overspend in Adult Care. In Child Care the main reasons are the increased number of children in External Foster Care and high cost placements in Secure Accommodation.			
Social Services Variance	<u>26,540</u>	<u>28,374</u>	<u>1,834</u>
Partnership			
IMHS Pooled Budget - Staffing overspend due to regrading unbudgeted, and 1 superannuated post filled that was previously unsuperannuated.			32
Misc Small Underspends			(2)
Partnership	<u>1,014</u>	<u>1,043</u>	<u>29</u>
Strategy			
			(145)
			9
Change Fund residual balance.			43
Underspend of £80K is income received for CJS overheads greater than budgeted (£58K) and recharge to Stirling Council for shared team leaders (£22K)	<u>534</u>	<u>441</u>	<u>(93)</u>
Adult Assessment & Care Management			

Social Services - Budget v Outturn Appendix 2**As at October 2014**

£331k of 14/15 savings not yet achieved, initially estimated to be implemented start of September 2014. Previous year overspend of £819k has reduced to £613k when excluding current year savings target. Since April 2012 there has been a 37.47% increase in care at home hours, this equates to an increase from 7,094 of care at hours being provided per week in March 2012 to 9,752 hours per week in July 2014. Conversely the number of care home placements during that same period has remained fairly static with only a 5.54% increase in the total number of placements being 262 in March 2012 rising to 276 in July 2014. The service is also delivering a number of care packages which are significantly above the cost of a care placement and as part of the budget recovery plan the service propose to manage this cost in the future through the introduction of the eligibility criteria.

Staffing

CES - Equipment Purchases, assumed same activity level as last year. Demand led.

Adult Support & Protection - Vacant post and Other Local Authority underspend.

The overspend has significantly reduced by £170K this month. A staffing underspend of £60K due to restructure/filling vacant posts offsets the overspend.

Budget 14-15
£'000

Outturn 14-15
£'000

Variance
£'000

983

(206)

2

(90)

9,833**10,577****744**

Social Services - Budget v Outturn Appendix 2

As at October 2014

	Budget 14-15 £'000	Outturn 14-15 £'000	Variance £'000
Adult Provision			
Comms Centre - Shared costs greater than budget			6
Menstrie House - Staffing overspend in Agency staff due to problems recruiting relief..			58
Homecare - Reablement posts funded by change fund.			(56)
MECS - Staffing overspend due to sickness			(26)
Eld Prov Mgt Unit - Overspend in Agency staff			(1)
Ludgate House - Staffing overspend in Agency staff due to problems recruiting relief..			137
MOW - £7K staffing saving and £5K equipment saving			(29)
Day Services - £45k Staffing Underspend due to part year vacancies. £46k underspend in relief based on previous year.			(101)
Advocacy etc - small saving on sheltered housing			(2)
	4,550	4,538	(12)
Child Care - Clacks Locality			
Safeguarders- unbudgeted grant income.			(24)
Duty Intake Team - staffing underspend due to vacancies in first quarter			(65)
Long Term Team - Staffing overspend due to agency staff in one off case and Temp. Lawyer. £55K overspend in client travel, mainly due to taxi costs for contact and taking children from outside of the local authority area to school. These costs have trebled over the last 2 years. This is a reflection on the increased number of children accommodated in foster placements. There is an action plan in place to review all travel and ensure that this is a need for the child in order to reduce costs. Transport overspend has reduced by £30K this month due to review.			126
Intensive Support - Underspend in Includem contract due to unutilised hours being taken up by Stirling and recharged.			55
Review Officers etc. - Staff to be moved to strategy budget.			(17)
Who Cares			10
EDT			4
			0
	1,939	2,029	90

Social Services - Budget v Outturn Appendix 2

As at October 2014

Child Care - Resourcing, Disability TCAC

The Residential Schools overspend is in relation to two high cost secure placements made in November 2013 at a cost of £714 per day each. The annual cost of these placements is £260K each. One young person now remains in a secure placement under compulsory measures. This is subject to review and will return to the Children's Hearing with recommendations. The other young person has moved to a step-down placement from the secure unit and plans for transition are in place. Overspend increased by £50K this month due to child in external fostering moved to Aberlour.

Current children in Kinship care is 77 at average cost of £73.84 per week per child. Budget provision is only equivalent to 72 children.

Fostering & Adoption - 4 children placed with Clacks foster carers and 2 with Stirling this month moving the budget into overspend.

External Foster Care - reduction in overspend this month by £25K due to child placed in Residential Care. 39 children in external foster care but only budget for 34.

Throughcare Aftercare - underspend in aftercare payments of £16k, this follows trend of previous years.

Woodside - £30k relief underspend at backwood court, following trend of previous years. £75k unbudgeted income for Stirling child placed in woodside.

Disability Team - Staff vacancy in early part of year

Early Years - Staff vacancies problems recruiting enhanced Social Workers

Vol Orgs - underspend in CCSF

Overspend relates to 2 high cost secure placements at an annual costs of £260k each. A further 2 placements at Struan House this month has increased overspend by £140K. Also external foster care placement have exceeded budget expectation by 15 placements.

Budget 14-15 £'000	Outturn 14-15 £'000	Variance £'000
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685

20

33

624

20

(124)

(7)

(204)

5

7,783**8,823****1,040****Child Care - Protection, EEI & Youth Justice**

Youth Justice - Staffing Vacancies 0.5 fte

Child Protection - Hub team 1.0fte vacant post..

Early Intervention

16

(21)

0

396**391****(5)**

Criminal Justice Service

Social Services - Budget v Outturn Appendix 2

As at October 2014

	Budget 14-15 £'000	Outturn 14-15 £'000	Variance £'000
Glenochil Prison - staffing vacancies			5 0
	<u>(17)</u>	<u>(12)</u>	<u>5</u>
Management Support			
Management Team - Overspend due to temporary increase in management team, post to end in September..			32
Facilities Management - Insurance outturned to last year actual.			4
	<u>508</u>	<u>544</u>	<u>36</u>
Social Services Total	<u><u>26,540</u></u>	<u><u>28,374</u></u>	<u><u>1,834</u></u>

