
Report to: Housing, Health and Care Committee

Date of Meeting: 4th June 2015

**Subject: Social Services Annual Performance Report
2014 - 2015**

Report by: Head of Social Services

1.0 Purpose

- 1.1 The purpose of this report is to provide an update report to Committee on Social Services' performance for 2014-2015. In addition to this report, the Chief Social Work Officer will present her report to Committee for 2014-2015 to Committee in Autumn 2015.
- 1.2 The report on the delivery plan (*Appendix 1*) evidences the contribution of the Service to Clackmannanshire Council's Corporate Priorities and the core service objectives. This includes the end of report on each of the targets, including trend information, where applicable.

2.0 Recommendations

- 2.1 It is recommended that the Committee notes this report, and provides comment and challenge as appropriate.

3.0 Considerations

Cross Service Progress, 2014-2-15

- 3.1 From a national perspective, Social Services are in a period of unprecedented change that impacts on adults, children's and criminal justice services. This includes the Public Bodies (Joint Working) Scotland Act 2014, the ongoing implementation, the Social Care (Self-directed Support) Scotland Act 2013, the Children and Young People (Scotland) Act 2014 and the redesign of community justice services. Locally, substantial progress has been made in delivering, together with our key partners, on these policy and legislative objectives.
- 3.2 The Social Services Management Team have prioritised key actions for improvement over 2014-2015 in line with the findings of external and internal

scrutiny and self-evaluation. There has been a significant focus on improving financial controls and associated governance arrangements and on improving our understanding of demand across the Service. Redesign activities have commenced in line with Making Clackmannanshire Better and linked, where appropriate, to the Shared Services programme. More detail is provided under Sections 3.19-3.25 of this report about the management actions taken in 2014-2015, demand analysis and the areas to be progressed in 2015-2016.

- 3.3 The Service has been extensively involved in working with Ernst and Young to assist with the development of the Shared Services Business Case. Following on from the annual review of Shared Services in 2013-2014, reports were submitted to both Clackmannanshire and Stirling Councils in June 2014. Both Councils agreed that a full business case would be independently commissioned to evaluate the strategic, economic and management case for a full lead agency model. Ernst and Young were commissioned in to develop the business case for a formal shared service, lead authority model for Social Services and Education. A Project Board is in place, which is co-chaired by the Head of Social Services, with representatives from Education and Social Services, corporate services and trade unions. Focus groups have taken place with Elected Members, front line staff in the Shared Services, managers and support services. A baseline report was completed by Ernst and Young in January 2015 and shared with the Project Board.
- 3.4 Senior officers have continued throughout 2014-2015 to progress joint plans across Clackmannanshire and Stirling in conjunction with both Community Planning Partnerships (CPPs), for example, development of the Integrated Children's Services Plan, the Early Years Collaborative, a Corporate Parenting Strategy and the Autism Strategy. This has helped to clarify governance arrangements and strengthen partnership working.
- 3.5 The Head of Social Services has progressed the development of a Public Protection Forum, which reports to Clackmannanshire and Stirling CPPs. This recognises the significant overlap of both strategic and operational issues across Adult Support and Protection, Child Protection, MAPPA, domestic abuse and with the Alcohol and Drugs Partnership. The Public Protection Forum provides an oversight and scrutiny of strategic developments and will routinely receive update reports from each of the areas in relation to performance, trend and activity information, areas of risks and concern.
- 3.6 Staff engagement has been a focus in 2014-2015. The Head of Service distributes a monthly newsletter to all Social Services staff, which includes service strategic and operational information and links to all of the Council and Committee reports relating to the Service. Senior Officers in the Service hold open door sessions. Information sessions, briefing events and focus groups have taken place throughout the year. The Management Team recognise that while a range of activities have taken place, that indications from the staff survey are that staff continue to feel that they are not fully

informed about changes in the Service. This feedback will be taken into account when planning and designing staff engagement activities for 2015-2016.

- 3.7 There has been a focus on improving staff attendance and Social Services managers have received training in the new attendance support procedures. There are early indications of improvement, although longer term trend information is not provided due to the change in the mechanism for recording absence for 2014-2015 across the Council. HR are reporting that there is improved adherence in terms of managers undertaking welcome back meetings with staff and support and guidance meetings. In Adult Services, there has been a reduction in the rate of long term absence in line with agreed management actions. The Senior Management Team will continue to prioritise and monitor the effectiveness of attendance support arrangements. The Service HR Advisor at management meetings to report on adherence to the corporate requirements.
- 3.8 The percentage of staff who reported that they feel they have the ability to improve the service that their team provides remained at 57% for 2014-2015. Opportunities have been identified to strengthen the role of front-line staff in generating ideas for service improvement. In recent months, staff and front line managers in Children's Services have been directly engaged in spot checks, audits and the gathering of evidence to demonstrate progress made following the Joint Inspection of Children's Services in January 2014.
- 3.9 The percentage of Social Services staff who feel that the annual appraisal system is helpful in improving the way they do their work has dropped significantly to 32%. Throughout 2014-2015, managers and front line staff have received training on outcomes based practice in staff supervision. This training has received positive feedback and in Social Services there is a focus on providing more frequent supervision throughout the year, targeted to the needs of individual staff. It is recognised that further work is needed to understand why the current arrangements for annual appraisal are not working as well as they could. 56% of Clackmannanshire Social Services have an up to date annual appraisal that has been centrally logged. Managers are currently reviewing and conducting annual appraisals across the Service. The Senior Management Team will ensure that the completion of annual appraisals are prioritised and that this is monitored for each service area. A high proportion of staff within child care teams are newly qualified. The learning and development needs of these staff are addressed in line with SSSC requirements but these staff will not as yet have received an annual appraisal. In addition to this, front-line staff and managers will be asked about the barriers and issues associated with the approaches to annual appraisal. The Management Team will prioritise actions in this area and this will be embedded as part of Service Plans.
- 3.10 82% of Social Services registered services are graded as 4 (good) or above in all categories at the end of 2014/15. 100% of adult care services attained a grade of 4 or above. The lower grades are in relation to the fostering service

and the adoption service. These services are currently undergoing a further inspection and have implemented a number of improvements over the course of 2014-2015

Adult Services

3.11 On 26th June 2014, the Councils and the NHS Board reached agreement in principle to pursue the Body Corporate Model of Health and Social Care Integration, subject to the draft Integration Scheme being approved. The Head of Social Services, together with key staff from NHS Forth Valley, oversaw the development of the Integration Scheme through the following workstreams:

Human Resources;

- Governance;
- Finance;
- Clinical and Care Governance;
- Operational Planning;
- Consultation and Engagement.

The Chief Officer has been appointed and is due to take up post in July, 2015. Additional, temporary staffing resources are in place to support the workstreams and the development of the Strategic Plan. Staff engagement sessions involving staff from the third and independent sector as well as Social Services and NHS Forth Valley employees have commenced and will continue throughout the early Summer of 2015. Public engagement events are also scheduled.

3.12 Adult Social Services have established six monthly development sessions and have agreed key priorities as a Service in line with the agreed national and local outcomes for Health and Social Care Integration.

3.13 The Service has consistently performed well in relation to the balance of care for older people. The percentage of people over 65 with intensive care needs who receive services at home has exceeded the local and national targets, with an upwards trend over the last three years. The ongoing development of intermediate care services is designed to support this, enabling more people to regain independence and return to their own homes, wherever this is possible.

3.14 The Service has met the zero target for delayed discharge throughout the majority of the year, an improvement on the previous year. This is a significant achievement, taking into account the reduction in the target from six to four weeks and the increase in the number of referrals from hospital, particularly over the winter period. The Service has continued, working in partnership with NHS Forth Valley, throughout the year, to extend the availability of short term assessment options for those at risk of hospital admission as well as for those who are fit for discharge, to address these challenges. Any cost pressures associated with achieving the delayed

discharge target are offset by the investment of joint resources e.g. delayed discharge programmes which is being used to increase the range of scale of intermediate care provision. The Integrated Care Fund will be used to further develop services and supports designed to both avoid unplanned admissions to hospital and further reduce the length of time individuals are delayed in their discharge from hospital. £500k has been allocated from the Integrated Care Fund for 2015/16 to extend the intermediate care model - with a particular emphasis on meeting the needs of individuals with dementia.

3.15 The Service prioritised a single-agency audit of Adult Support and Protection in 2014-2015, in follow up to a multi-agency audit across Forth Valley. The audit was of a sample of cases, where there had been an adult support and protection referral between 31 July and 31 December 2014. Areas for improvement have been identified and an action plan is in place to address them:

- improve clarity regarding roles and responsibilities in respect of Adult Support and Protection;
- improve timeliness of responses;
- improve risk assessment and chronologies and recording of decisions;
- increase evidence of multi-agency decision-making;
- increase in referrals to independent advocacy where adults are subject to Adult Support and Protection procedures.

A number of improvements have already been progressed and the arrangements for quality assuring Adult Support and Protection practice have been further strengthened.

Children's Services and Criminal Justice

3.16 The governance arrangements for Children's Services have been reviewed and simplified. The Community Planning Partnerships in Stirling and Clackmannanshire have established a single strategic group for Children's Services. The Children and Young People's Strategic Partnership Group is co-chaired by the Head of Education and the Head of Social Services. The membership of the group has representation from NHS Forth Valley, Police Scotland, Scottish Fire and Rescue, Clackmannanshire Third Sector Interface, Stirlingshire Voluntary Enterprise and the Scottish Children's Reporters Administration.

3.17 There is a joint corporate parenting strategy and action plan across Clackmannanshire and Stirling and elected members from both Councils are represented on the Steering Group. There are positive signs of improvement particularly in relation to the percentage of young care leavers who have an allocated pathway coordinator and a significantly higher number of young

people now have a pathway plan. In addition to this, the percentage of young people who have 3 or more placements in a year has reduced each year over the last three years. This helps to enhance consistency and stability. However, the percentage of looked after children who remain within their own community has reduced by 11% over the last three years. The reasons for this are understood by the Service and actions have been progressed to increase the number of local foster carers through recent advertising campaigns.

- 3.18 Improvements and developments in children's services have particularly focused on social work practice in risk assessment, chronologies and the child's plan. Social Services staff have benefitted from targeted learning and development activities to support improvement. The role of front line managers in embedding improvements in these areas has been critical to progress. There is evidence from case-file audits conducted in early 2015, that plans are more outcomes-focused with the views of the child more evident and that risk analysis has improved. Identification of risk and need are increasingly well-evidenced in child's plans.

Finance Report

- 3.19 There was a reduction in the projected overspend with the Service showing a budget variance of 3.99% at the end of 2014-2015. Management actions were implemented and monitored and secured significant improvements and reduction in the overspend. The final overspend was £1,119K, a reduction of £46K on the £1,165 overspend reported in January 2015, see Table 1. There were no other significant changes from the projections provided at the last Service Committee.
- 3.20 Adult Care ended the year with a £340K overspend. The number of long term care placements and the number of care at home hours reduced significantly during the year. This is reflected in the service's positive performance in relation to the balance of care. Long Term care placements have reduced from 276 to 263 and care at home hours have reduced from 9225 to 8791 hours. Based on these numbers, it is assessed that the Adult Care budget should be on target in 2015/16.
- 3.21 Child Care ended the year with a £862K overspend. The main areas of overspend were External Fostering £570K and Residential Schools £772K. These overspends were offset by staff vacancies in early years services and income from Stirling Council for a child placed at Woodside. The growth in the budget for 2015/16 should mean the external fostering budget will be on target. Residential Schools budget is still a potential area of pressure for 2015/16. Although 2 high cost care placements have ended, there is a pressure of around £300K due to new children being placed.

Table 1

Service	Annual Budget 2014/15	Actual Spend to 31/03/15	Variance Outturn Budget	V
	£000	£000	£000	
Revenue				
Partnership	1,016	982	(34)	
Strategy	549	476	(73)	
Adult - Assessment & Care Management	9,799	10,122	323	
Adult - Provision	4,550	4,601	51	
Child Care - Clacks Locality	1,972	2,224	252	
Child Care - Resourcing, Disability, TCAC	8,420	9,099	679	
Child Care - Protection, Early Intervention, Youth Justice	387	318	(69)	
Criminal Justice Service	(17)	(35)	(18)	
Social Services Management	508	516	8	
Total	27,184	28,303	1,119	
Capital				
Telecare	75	75	0	

- 3.22 The 2014/15 budget incorporated savings agreed in 2012/13 of £0.121m and 2013/14 of £0.501m for Social Services through a combination of budget challenge savings, management actions and specific Council decisions. The service has made 92% of these savings totalling 568K. Table 2 below summarises the position. Contingency plans are in place to identify the remaining savings, that are yet to be achieved, will be secured in 2015/16.

Table 2

Planned Savings 2014-15	Budget of	Saving 2014-15	Progress	Comment
Description of Saving	£ '000	£ '000		
2013/14 savings	£ '000	£ '000		
Introduce charge for MECS Service.	33	33		Introduced October 2013. Full year saving 2014/15
Increase Respite Care Charges	10	10		Introduced December 2013. Full year saving 2014/15
Introduce Charge For Day Care Services	33	33		Introduced April 2014. Full year saving 2014/15
Other Shared Service Structure Savings.	45	45		New management structure in place in Adult Care

Total 13/14 Savings	121	121	
Policy Savings 14/15:	£ '000	£ '000	
Review of care packages to establish a tangible and transparent link between intervention and outcomes for individuals.	139	139	A programme of reviews took place in 2014/15 and savings have now been achieved.
Reduce instance of long term care package through the introduction and development of intermediate care services and supports for all care groups.	121	121	Reablement service continues to develop and framework for post reablement care is now in place for older people and under 65yrs with physical disability. This saving is predicated on a reduction of 10 long term care placements. The number of long term care placements has reduced significantly in the last quarter and this saving has now been achieved.
Childcare Financial Support - Section Payments	13	13	Section payment use has been revisited to ensure it is in line with set criteria. Guidance is now in place to ensure standardised practice. Budgets being devolved to Team Managers to ensure closer control. Saving has been achieved.
Redesign of adult care provision.	58	58	A review of commissioned services has identified areas for improvement to ensure delivery achieves agreed outcomes. Redesign activity is focused on supporting a shift to use of mainstream services in line with the agreed eligibility criteria and ensuring that care packages are in line with

			eligible needs. The Service have agreed that this saving requires to be aligned with the review of care packages. This has now been achieved.
Community Care Health Plan Lease	50	50	Saving achieved April 2014.
Reduction of 3 Child Care Team Leader posts across shared service. From Duty, Residential, &EEI. Absorption of roles within current establishment	50	0	Clarification of terms and conditions and HR route to finalise timescale needs to take place. Pending Shared Service Business Case. Negotiations with the Care Inspectorate need to take place for the residential posts to ensure compliance with minimum standards. Savings will be realised in 2015/16.
Reduction of 2 Adult Care Team Leader posts across shared service. Absorption of roles within current establishment	35	35	Restructure now complete. Saving should be realized
VS savings	13	13	Saving achieved, budget reduced
Vol Orgs & Subscriptions corporate savings	18	18	Savings achieved, budget reduced
Total Policy Savings	497	447	
TOTAL SOCIAL SERVICES SAVINGS 2014-15	618	568	

3.23 Management actions taken in 2014-2015 improved financial controls. governance and scrutiny and reduce the areas of overspend in respect of Social Services. A review has been conducted of resource panels and the scheme of delegation. Budgets have been devolved to the appropriate levels

and guidance and protocols are in place for authorisation of expenditure. Monthly meetings are in place with Finance Accountancy to monitor and identify potential areas of risk and agree remedial actions in each service area. A high level overarching budget meeting was introduced to monitor the budget action plan and ensure accountability across all service areas, at the appropriate levels.

- 3.24 The Service has completed some initial demand analysis in line with the recognised areas of pressure. In conjunction with Finance Accountancy, the Management Team are finalising Social Services redesign proposals in line with Making Clackmannanshire Better. This includes, for example, a proposal to scope out the feasibility of providing more in-house residential accommodation for younger children, with a view to keeping children in their own communities and reducing costs. This is in recognition of the growing demand for placements for younger children. An example from adult services is the review of older people's day care provision with an emphasis on extending the use of community based and alternative third sector provision. This is being progressed in recognition that following the introduction of charges for the Service, there has been a reduction in the use of older people's day care provision.
- 3.25 Areas for further development have been agreed. In particular, there is a recognised need for additional skills and support to the Senior Management Team in terms of business planning and effective management of Social Services' change programmes. Recruitment to the post of a Business Manager has been progressed. It is planned that this post will be instrumental in improving all aspects of financial management and budgetary planning requirements for Social Services and will play a pivotal role in supporting the Service to identify savings and efficiencies through the respective service transformational change programmes for both Councils. Further training and support will also be provided to budget holders.

4.0 Sustainability Implications

- 4.1 None.

5.0 Resource Implications

5.1 Financial Details

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

Yes ✓

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

Yes

- 5.4 Staffing - no implications.

6.0 Exempt Reports

6.1 Is this report exempt? No

6.2 Declarations

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

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

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

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

7.0 Equalities Impact

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

This report is for information only. No policy changes or changes to service provided are recommended.

7.2 Legality

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

8.0 Appendices

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

Appendix 1. Social Services Business Plan 2014-15 Year End Progress Report

9.0 Background Papers


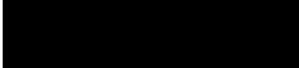

9.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered) Yes (please list the documents below) No ✓

None.

Author(s)

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Approved by











NAME	DESIGNATION	SIGNATURE
Phillip Gillespie	Assistant Head of Social Services	
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Nikki Bridle	Depute Chief Executive	

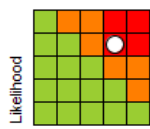



Social Services Business Plan 2014-15

APPENDIX 1

Guide to symbols used in this report

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









PIs					
Status		Short Term Trends (1 year)		Long Term Trends (3 years)	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				









RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
 <p>Likelihood</p> <p>Impact</p>		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

Summary of service performance by corporate priority outcome¹

Our Public Services are improving								
PIs		1		5		1		0
Actions		6		0		0		2

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		1		1		5		0
Actions		7		0		0		5

Our communities are more cohesive and inclusive								
PIs		0		1		3		0
Actions		1		0				1

The following indicators will not be included in the 15/16 Business Plan:

- % of looked after children who remain in their communities (this indicator has superseded by the annual national Local Government Benchmarking Framework indicator with the same title but different methodology)
- % of Adult Support and Protection investigations that have an outcome of an initial case conference (This was an activity only indicator with inconsistent methodology across both localities. This has been replaced by a more appropriate indicator following review and in line with areas for development identified through Adult Support and Protection audits). The new indicator is the % Adult Support and Protection investigations where independent advocacy is offered to the adult.
- Social Services Assessments completed within timescale (removed due to data collection inconsistencies across localities for Adult Care but will be reconsidered for inclusion in future Business Plans as the Service progresses with the alignment of client information systems and revised service standards)

¹ This summary does not include data information only indicators of which there are two.

2. Detailed Report






Priority Outcome 2 - Our communities are more inclusive and cohesive






Covalent Code	KPI	2012/13	2013/14	2014/15	2014/15	2014/15	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
ADC ADA 01a	% of people aged 65 and over with intensive care needs receiving services at home	42%	47%	47%	35%				Performance over the year was above target.	Phillip Gillespie
ADC ADA 007	Delayed hospital discharges over 4 weeks	0	1.25	0	0				Performance over the year was within target tolerance.	Phillip Gillespie
CHC LAC 05d	Percentage of looked after children who remain in their communities	82%	75%	70%	80%				This indicator relates to a geographic community and includes those looked after 'at home', 'related care', 'foster care provided by LA', and 'LA residential unit'. Redesign activity in children's services continues to focus on parenting support and early intervention which will enable children and young people to be more able to remain in their own communities.	Liam Purdie
CHC TCA 002	% Care leavers aged 16+ with a pathway plan	29%	29%	89%	75%				Performance over the year was above target.	Liam Purdie


Covalent Ref.	Action	Due Date	Progress	Status	Full year update
SOS SSS 026	Deliver the Stirling/Clackmannanshire Corporate Parenting Strategy and Action Plan	Mar 2015	100%		Completed 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.
SOS SSS 027	Identify service relationship management	Mar 2015	80%		Relationships with key stakeholders set out in Business Plan. This includes annual staff and service user surveys. Health and Social Care Integration - Integration Scheme produced incorporating communication and engagement and agreed vision and outcomes. A multiagency communications and engagement strategy for integration is in development incorporating all statutory requirements. Shared Services Business Case in final stages of development by Ernst and Young in partnership with Clackmannanshire and Stirling Councils. The majority of the actions are complete. Further consultation will be required following receipt of the full Shared Services Business Case to define the arrangements for the delivery of Social Services across Clackmannanshire and Stirling.

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	KPI	2012/13	2013/14	2014/15	2014/15	2014/15	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
CHC SCR 002	% of children requiring supervision seen by supervising officer within 15 working days	80%	86%	76%	100%				Performance dropped below standard on two out of four quarters. On both occasions it was confirmed that all children were in fact seen but not within 15 days. The Service Manager investigated the circumstances and discussed with the individual member of staff. To ensure that all visits are conducted in a timely manner.	Liam Purdie
CHC SCR 01a	% Reports submitted to the Children's Reporter within 20 working days	48%	90%	81%	75%				Performance over the year was above target.	Liam Purdie
CHC CPR 078	Children on the Child Protection Register with at least one Core Group in the past month	80%	86%	95%	90%				Performance over the year was above target.	Liam Purdie
CJS ADP 001	% of Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%	100%	100%				Performance over the year continues to be on target.	Liam Purdie
CHC CPR 029	Children on the child protection register visited weekly and seen	100%	100%	94%	100%				The Service schedules and attempts visits to all children on the Child Protection Register. Where families have not accepted visits the service refers children to the reporter and where necessary undertakes Child Protection orders.	Liam Purdie
ADC ADA 018	% of Adult Support and Protection investigations that have an outcome of an initial case conference	56%	25%	41%	Data Only				This indicator reflects activity only. Adult Support and Protection (ASP) investigations only proceed to case conference in the more complex cases and where consent is given to take action.	Phillip Gillespie
ADC ADA 019	% of Adult Protection IRD/planning meetings held within 24 hours of referral	66%	68%	73%	75%				Performance over the year was within target tolerance.	Phillip Gillespie
CHC LAC 18a	% Children looked after away from home with 3+ placements	6%	4%	0%	Data Only				Performance improved on previous years.	Liam Purdie
CHC TCA 003	% Care leavers aged 16+ with a pathway co-ordinator	29%	29%	100%	50%				Performance over the year was above target.	Liam Purdie

Covalent Ref.	Action	Due Date	Progress	Status	Full year update
SOS SSS 028	Develop a staged model of intervention that defines a tiered pathway of support and intervention	Aug 2016	50%		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. A GIRFEC steering Group will be established and monitored via the CYPSPG. Social Work will have senior management rep on the group. Timescales have been reviewed based on timeline for implementation of the legislation.
SOS SSS 029	Ensure early intervention to improve outcomes for children and their families is prioritised	Aug 2016	70%		<p>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.</p> <p>Early Years Collaborative steering group and project leads has been reviewed to identify early intervention approaches. Early Years screening group is well established across Clacks and seen as an effective early screening group. Working group identified to establish Early Years Screening Group in Stirling led by Education. Pilot area identified.</p>
SOS SSS 030	Clearly define the multi agency and single agency roles and responsibilities	Aug 2016	50%		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. A GIRFEC steering Group will be established and monitored via the CYPSPG. Social Work will have senior management rep on the group. Timescales have been reviewed based on Implementation of Act for August 2016.
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	100%		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. Progress identified in relation to performance through CELCIS final report February 2015. Shared service Fostering and Adoption Panel now established across service.
SOS SSS 032	The development of an evidence based outcomes focussed adult care pathway with Health	Aug 2015	70%		A single referral pathway is being created with the NHS to align care and reduce duplication. The proposal was delivered to primary care colleagues who were in full support. Electronic referral pathways are being explored. Social Services are progressing work to ensure that the Service is focused on meeting the needs and priorities of those with critical and substantial needs. Workstreams are in place to in line with <i>Channel Shift</i> and a full review is being conducted of all referrals that are waiting for assessment. The Service are developing public facing documentation which sets out what referrers can expect from the Service, eligibility criteria and Service Standards. This work has not been fully completed by the end of March 2015. Further work is needed with corporate services across both Councils to agree referral pathways in line with the objectives of <i>Channel Shift</i> . Additional work has also commenced around pathways in to and out of acute care. Oversight of this is through the Joint Management Team. Scottish Government timelines for Health and Social Care Integration have been

Covalent Ref.	Action	Due Date	Progress	Status	Full year update
					adjusted which has impacted on prioritisation of workstream activities with NHS Forth Valley.
SOS SSS 033	Develop a multiagency prevention focussed pathway of care	Dec 2015	100%		Completed There is a risk based approach to contract management and monitoring of all external provision. In partnership with SVE a more strategic approach to meeting outcomes is being developed. A renewed emphasis is being placed on prevention considering web based support, working with existing community resources, joint work with libraries. Opportunities are being explored that support the principles of prevention and supporting independence. A web based directory of all commissioned services is in final phase of development will be used as a point of reference for all partners and the public. The development of plans for use of the integrated care fund for all adults with complex needs are aligned to prevention based approaches and have full involvement from the third sector and community based services. This workstream forms one element of the Adult Care Redesign programme. The initial development work is completed and actions in respect of individual service user groups will be progressed through the development of the Joint Strategic Plan by the partnership. Oversight through Joint Management Team.
SOS SSS 034	Shift the balance of care towards effective care at home	Dec 2015	100%		Completed 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. Progress identified in relation to performance through CELCIS final report February 2015. Shared service Fostering and Adoption Panel now established across service.
SOS SSS 035	Oversee design and business case development (Stirling Care Village)	May 2015	100%		Completed The outline Business Case has been through Stirling Council. Temporary funding concerns have been addressed and progress continues. There is a clear understanding of the role and function of the care village and the care hub within the wider commissioning strategy. Additional work is underway to seek opportunities for joint working with the third sector and patient groups within the facility and further partnerships around the delivery of learning and development opportunities and supporting young people to consider a career in the social care sector. Business Case Submitted to Scottish Government.
SOS SSS 036	Oversee project implementation (Stirling Care Village)	May 2017	0%		Business Case approved. Staff and public engagement have also taken place.
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	Mar 2015	90%		Programme Manager for Integration in place. OD Advisor in place. Plan for use of Integrated Care Fund has been progressed to support development work. Need for business analyst post identified. Chief Officer recruitment commenced. Chief Officer recruited and due to commence in post in July 2015.
SOS SSS 038	Establishment of preferred governance model for the partnership, with regard to formal Health integration arrangement for adult services	June 2014	100%		Completed There is a risk based approach to contract management and monitoring of all external provision. In partnership with SVE a more strategic approach to meeting outcomes is being developed. A renewed emphasis is being placed on prevention considering web based support, working with existing community resources, joint work with libraries.







Covalent Ref.	Action	Due Date	Progress	Status	Full year update
					Opportunities are being explored that support the principles of prevention and supporting independence. A web based directory of all commissioned services is in final phase of development will be used as a point of reference for all partners and the public. The development of plans for use of the integrated care fund for all adults with complex needs are aligned to prevention based approaches and have full involvement from the third sector and community based services. This workstream forms one element of the Adult Care Redesign programme. The initial development work is completed and actions in respect of individual service user groups will be progressed through the development of the Joint Strategic Plan by the partnership. Oversight through Joint Management Team.
SOS SSS 039	To progress a joint commissioning strategy for adults with complex needs	April 2016	55%		Current progress in specific client groups i.e. older people will serve as a positive framework from which to progress. The commissioning engagement events will assist in identifying current resource and future need. The service engaged in workshops led by the Joint Improvement Team to assist us to meet national requirement. Current financial spend is being mapped out as are activity levels across the Forth Valley partnership. Timeline set out for development of strategic plan. Revised timeline set out by Scottish Government. Strategic Planning Workshop took place with Transitional Board to inform priorities for Strategic Plan.

Priority Outcome - Our Public Services Are Improving


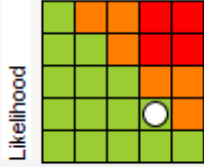
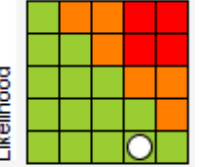

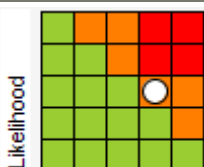
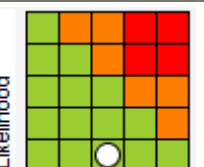
Covalent Code	KPI	2012/13	2013/14	2014/15	2014/15	2014/15	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SOS CUS 001	Number of complaints received	3	3	1	Data only				This indicator relates to stage 2 complaints only within the Child Care service.	Val de Souza
SOS CUS 002	% Social Services who achieve Care Inspectorate evaluation scores of 4 and above across residential and day services	94%	64%	82%	90%				7 out of 9 services registered by the Care Inspectorate met or exceeded the standard. Within Child Care the Fostering and Adoption service failed to meet the standard and the Care Inspectorate are currently reviewing progress	Val de Souza
GOV SAB SOS	Staff sickness absence throughout social services (average days lost by FTE).	Old absence monitoring system		10.23	9.61		n/a		Target is Council average for year.	Val de Souza
ACC BUV SOS	Projected variance as % of actual budget	+0.88%	+3.11%	+3.99	+2..55				Significant progress was made in 2014-15 to address overspend. The Service also identified areas of pressure and growing demand and there has been an allocation of additional resources in these key areas in recognition of this.	Val de Souza
SOS IBP 009	Social Services Assessments completed within timescale	71%	70%	69%	75%				This indicator relates to Statutory reports. While the measure remains within tolerance, the Service recognises that completing reports timeously supports effective and appropriate decision-making	Phillip Gillespie Liam Purdie


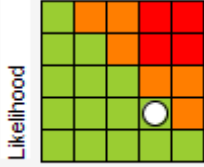
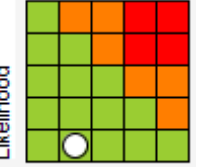
Covalent Code	KPI	2012/13	2013/14	2014/15	2014/15	2014/15	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
									for children, families, adults at risk of harm and those in contact with the criminal justice system. Where reports are delayed, the reasons for this are reviewed and addressed through team meetings, changes to the process and individual discussions with staff members as appropriate.	
SOS IBP 008	% of case files audited where there is evidence of regular review of care or supervision	100%	71%	86%	80%				This is a positive trend over the 3 year period, This finding is reinforced through recent audits of children's plans. The rollout of outcomes based approaches to care planning across the Service will further support this.	Val de Souza
SOS LAG 003	% of staff who feel that the annual appraisal system helps them improve the way they do their job	54%	54%	32%	60%				The Service recognises that this is an area that requires review. Managers and front line staff have attended learning and development sessions on outcomes based supervision and appraisal and these sessions have evaluated well. The % is based on responses to the staff survey, which is completed annually. The Service will review with front line staff the way in which the appraisal system (Practice Development Plan) is used across the Service and make any necessary changes.	Val de Souza
SOS LAG 027	% staff who feel they have the ability to improve the service their team provides.	55%	57%	57%	65%				While this remains within tolerance, the Management Team is taking further action to involve and engage staff with improvement activities across Service areas. Events are planned for May and June, 2015, focused on enabling front line staff to determine what actions will be taken to improve service delivery and achieve efficiencies. Staff members across children's services have been actively involved in gathering information to evidence improvement in the outcomes for children and young people in advance of the progress review of Children's Services taking place in May 2015.	Val de Souza


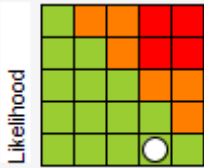
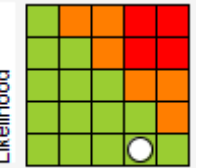
Covalent Ref.	Action	Due Date	Progress	Status	Full year update
SOS SSS 040	Ensure effective budget management arrangements are in place and are effectively reported	Mar 2015	60%		The budget action plan for both adults and childcare services is overseen by the relevant Assistant Head of Service. Monthly meetings take place between Service Mgrs and Service Accountants. Regular outturn reports for the service are needed to oversee and monitor budgets.
SOS SSS 041	Ensure effective customer standards are in place	Mar 2015	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


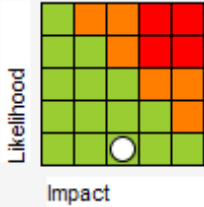
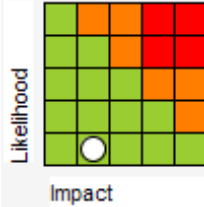
Covalent Ref.	Action	Due Date	Progress	Status	Full year update
					across the Shared Service in adults and children's services will also inform this. Public facing information is under development to support this.
SOS SSS 042	Ensure customer standards are effectively reported and managed	April 2015	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 041 as noted above. A full suite of reports will not be available within this timescale - this will be supported by roll out of a consistent IT system across Social Services.
SOS SSS 043	Ensure consistent application of attendance support and capability procedures across service	Mar 2015	100%		Completed 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. HR attend all Social Services Strategic Management Team Meetings to report on developments and ensure managers are aware of their responsibilities. There is evidence from reports from iTrent that actions are being completed in line with requirements. This work will require ongoing monitoring and review across all service areas, and the mechanisms for this are now well embedded in the Service.
SOS SSS 044	Undertake employee engagement activities, report results, agree and implement improvement actions	Mar 2015	90%		Staff survey completed and further analysis being conducted for service areas. Monthly bulletin issued by Head of Service. Social Services staff have been offered opportunity to attend focus groups around the development of the Shared Services Business Case. Planning underway for events for 2015/16. Engagement events took place in Summer 2015 with high levels of attendance. Majority of actions completed
SOS SSS 045	Ensure effective risk and resilience management arrangements at service level	Mar 2015	100%		Completed 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. Health and Safety is a standing item on SSSMT and SMT agendas. Risk register is reviewed through SMT. Workshop with corporate risk managers took place to assist with the review of the Social Services Risk Register for 2015-2016.
SOS SSS 046	Ensure the most vulnerable clients needs are represented,	Mar 2015	90%		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. Public facing information has been developed and is due to be signed off.
SOS SSS 047	Manage public protection risks	Mar 2015	85%		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 PPF is established as the forum for all public protection across agencies. This is the agreed Chief Officers overview of all governance and reports to Community Planning Partnerships.


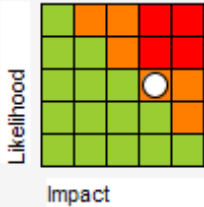
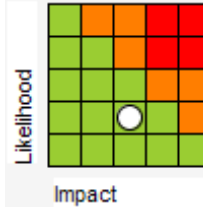
Social Services Risk Register 2014-15


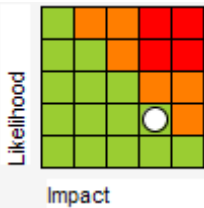
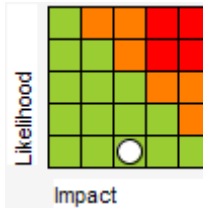
Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	4
STP SOS 014	We may fail to work effectively in partnership with NHS Forth Valley						
Potential Effect	Failure to: <ul style="list-style-type: none"> meet Scottish Government objectives meet Council objectives deliver the required services 			Likelihood		Likelihood	
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			Likelihood		Likelihood	
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	
Latest Note	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	


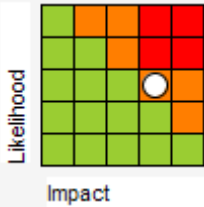
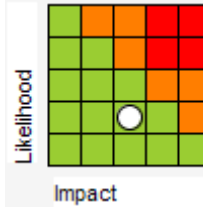
Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	2
STP SOS 016	There is a risk that procedures are not up-to-date and easily accessible by staff						
Potential Effect	Failure to: <ul style="list-style-type: none"> meet Scottish Government objectives meet Council objectives deliver 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	


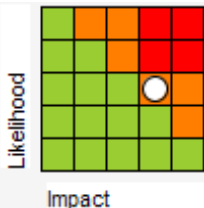
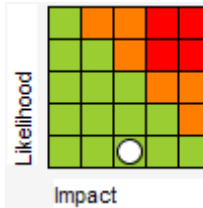
Covalent Code	Risk Description		Status	Current Rating	4	Target Rating	4
STP SOS 017	Information system may be unavailable due to lack of controls						
Potential Effect	Negative impact on the smooth running of the service						
Related Actions	SOS RIS 015	Review Disaster Recovery and Business Continuity 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						
<u>Related Actions</u>	SOS RIS 005	Service plan to be updated incorporating practice governance.			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	


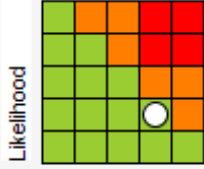
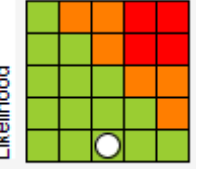
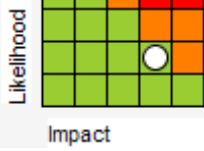
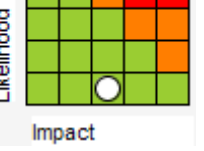
Covalent Code	Risk Description		Status		Current Rating	12	Target Rating	6
STP SOS 019	We may fail to have full contract monitoring procedures and compliance in place for Social Services							
Potential Effect	Pressure on contract compliance staff Paying for services not provided Non compliance with statutory reqs Critical services may not be supplied							
<u>Related Actions</u>	SOS RIS 006	Strategy service redesign to provide additional capacity for contract management and monitoring.			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 providers where there are highest risks are reviewed. Contract Monitoring Framework in place.				Managed By		Val de Souza	



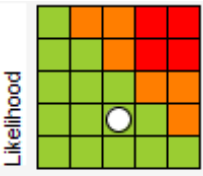
Covalent Code	Risk Description		Status		Current Rating	8	Target Rating	3
STP SOS 020	Failure to meet targets on processes, requirements and service standards including administrative processes							
Potential Effect	We may fail to deliver the required services Risk of harm to current or potential service 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	


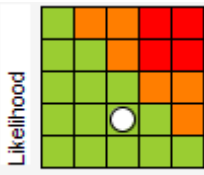
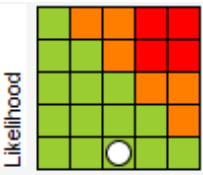
Covalent Code	Risk Description	Status		Current Rating	12	Target Rating	6
STP SOS 021	We may fail to have sufficient staff capacity to undertake core duties						
<u>Potential Effect</u>	We may fail to deliver the required services						
	Lack of effective support to staff Risk of harm to current or potential service users						
	We may fail to meet statutory requirements						
<u>Related Actions</u>	SOS RIS 008	Focussed interventions in service areas i.e. recruitment, attendance, support, supervision and PRDs.	Internal Controls	Managed By	Val de Souza	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				
<u>Latest Note</u>	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 the Service are providing feedback.						

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						
<u>Potential Effect</u>	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	Managed By	Val de Souza	Corporate health & safety policies FCS GOV H+S	
						Supervision policy STP SOS PRD	
						Learning & Development Strategy STP SOS LDS	
	SOS RIS 011	Performance Forums in place across all service areas				Staff engagement plan STP SOS SEP	
						Integrated Children's plan - EV	

				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					
<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				8		6
Potential Effect	Potential for service closure/deterioration in service standards. Risk of reputational damage for Service/Council						
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				6		3
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	