CLACKMANNANSHIRE COUNCIL

Report to:	**Housing, Health and Care Committee**

Date of Meeting:	**4th June 2015**

Subject:	**Social Services Business Plan 2015 - 2016**

Report by:	**Head of Social Services**

1.0 Purpose

1.1. This report presents to the Committee the Social Services Business Plan for 2015 -2016 (contained as Appendix 1).

2.0 Recommendations

2.1. It is recommended that the Committee endorses the 2015/16 Business Plan, comment on and challenge as appropriate, and agree the performance targets for scrutiny purposes over the next 12 months.

3.0 Considerations

Background

3.1. The Business Plan sets out the actions that Social Services will take forward over 2015-2016 and specifically identifies how these actions will contribute to Clackmannanshire Council's key priority outcomes. The plan incorporates priority setting, planned improvement activity, performance measures and a service wide risk management plan.

3.2. The Business Plan contains information and analysis of the key issues for the Service. The plan requires to be viewed in the context of evolving change across Social Services. Two key elements are the ongoing integration of the Shared Service and Health and Social Care Integration.

3.3. The Business Plan sets out an overview of the Service, its purpose and objectives and budget information for 2015-2016. The key issues for the Social Services are set out alongside actions that will be taken to

improve and support the ongoing engagement with customers and staff.

3.4. Links with the Annual Governance Assurance process have been taken into consideration during the preparation of the Social Services Business plan.

<u>Risks</u>

3.5. The Social Services Business Plan for 2015-2016 includes a Risk Register. The Register is reviewed by the Senior Management Team on a quarterly basis and more frequently, as required.

4.0 Sustainability Implications

4.1. None identified.

5.0 Resource Implications

5.1. 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 ☑

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

6.0 Exempt Reports

6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below)

No ☑

7.0 Declarations

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

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

The area has a positive image and attracts people and businesses	☐
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☑

Health is improving and health inequalities are reducing ☑

The environment is protected and enhanced for all ☐

The Council is effective, efficient and recognised for excellence ☑

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

8.0 Equalities Impact

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

Yes   No ☑

9.0 Legality

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

10.0 Appendices

10.1. Appendix 1 - Social Services Business Plan 2015 -2016

11.0 Background Papers

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

Yes   (please list the documents below)   No ☑

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Liam Purdie	Assistant Head of Service	███████████
Nikki Bridle	Depute Chief Executive	███████████

Social Services

Business Plan 2015-16

Making Clackmannanshire Better

1 SERVICE OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

The Business Plan sets out how Social Services will deliver on the key priorities and requirements for Clackmannanshire and Stirling Councils. Social Services have a unique contribution to make, working with local communities and our partners across Clackmannanshire and Stirling, to meet current and future challenges facing the Councils.

The statutory duties of the service arise from the Social Work (Scotland) Act 1968 (amended by subsequent pieces of legislation). The core legislative responsibilities focus on protection and support and improving outcomes for individuals with a range of needs across all ages and a wide range of settings. These responsibilities are expressed through the assessment and management of risk, the provision of direct support, advice and guidance across children and families, adult care and criminal justice services. The Service also works in partnership with universal services, the independent, third sector and community based services, and the Community Planning Partnerships to support early intervention and prevention and meet agreed needs.

The core values of Social Services are centred on understanding the individual in the context of their family and community and identifying and building on their strengths and natural support networks. The Service's mission and purpose and core objectives are expressed in the following visual, which is based on Social Services in Scotland, A Shared Vision and Strategy 2015-2020:
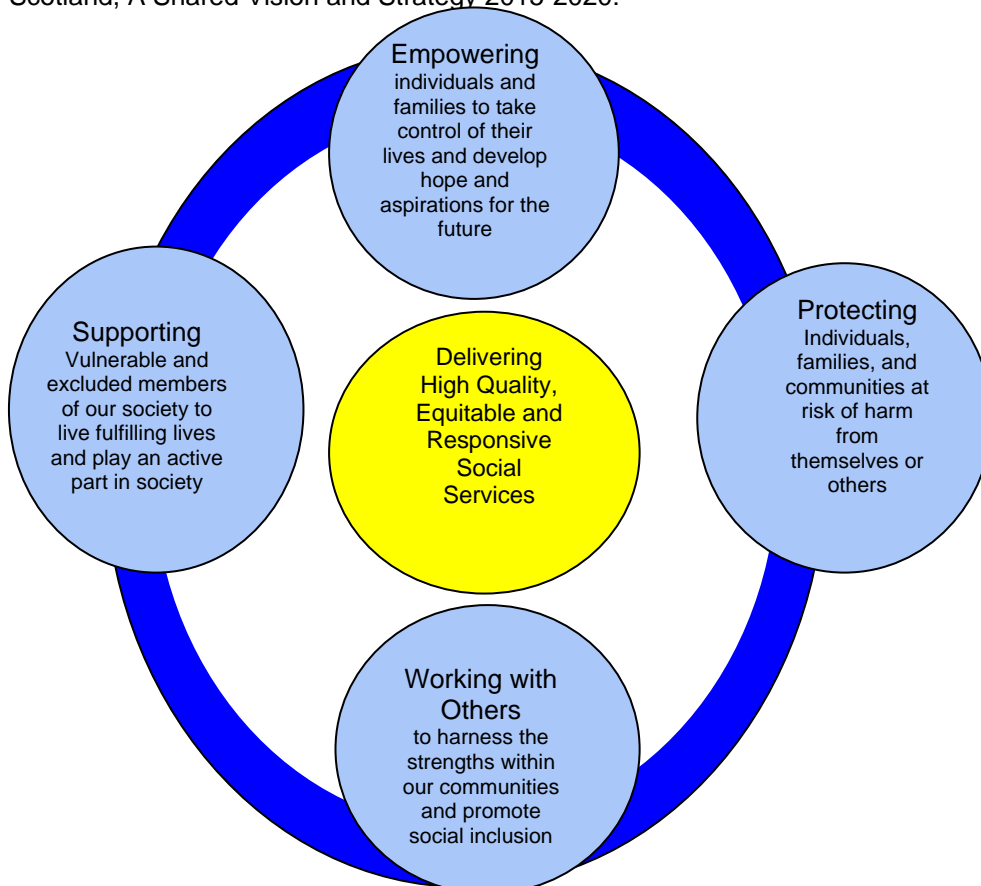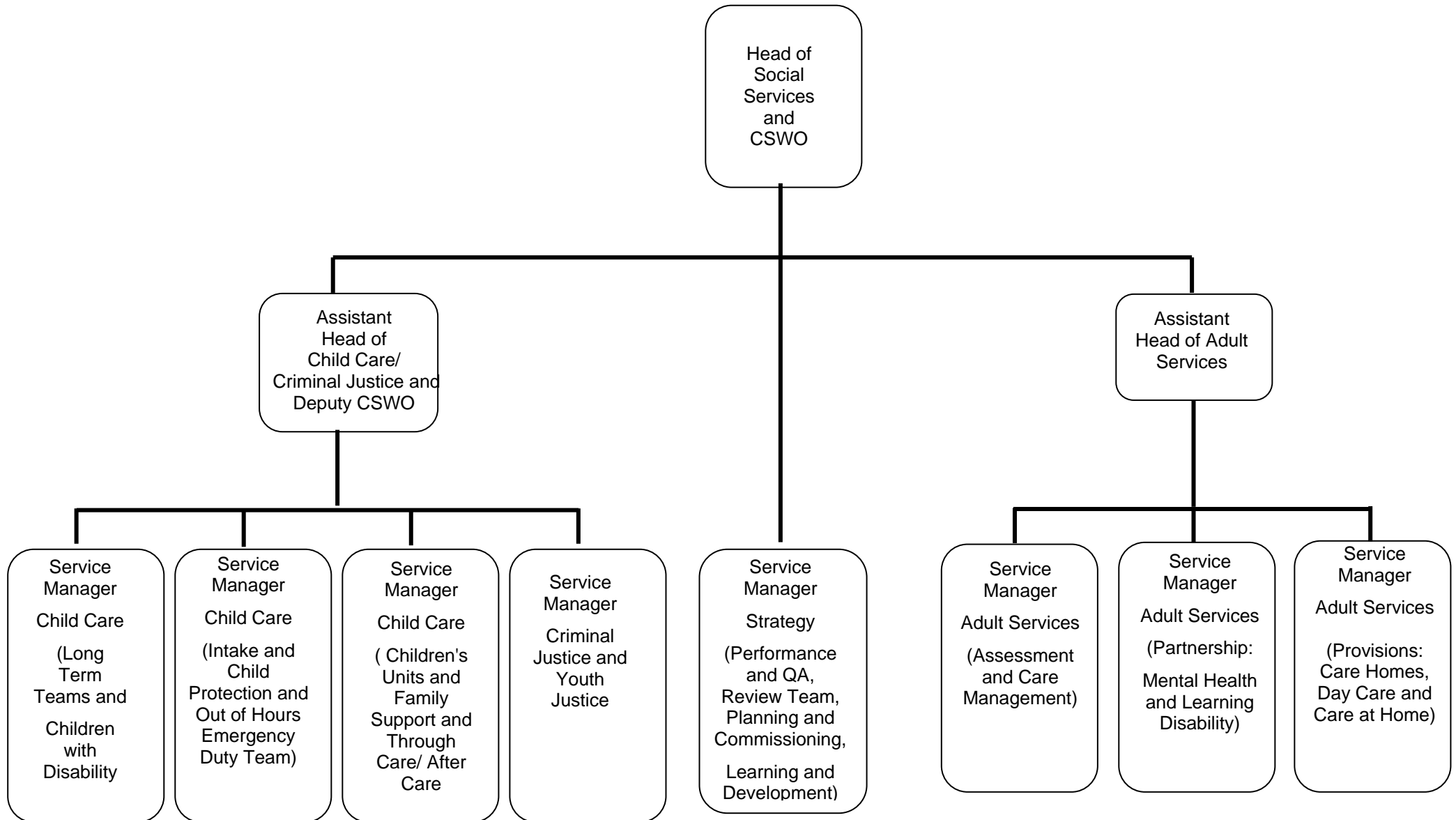
The key objectives for Social Services are:

- To work with those who use our services, or may require our services in the future, and put them at the heart of decision making;

- To provide high quality, equitable and responsive services within allocated resources;

- To keep children safe and healthy and prepare them well for adulthood;

- Protect the rights and wellbeing of children and young people;

- To support adults to lead independent and fulfilled lives and to live their own homes for longer;

- To work with people who use our services, their carers and key stakeholders in the design and delivery of services;

- To provide personalised services, which deliver what people need to fulfil their potential.

In addition to this, there is a commitment by the Service to play a strong role and invest the necessary resources to improve community safety working across the two Community Planning Partnerships. This is core to many of the statutory functions of the Service in relation to Public Protection and includes our investment in supporting MAPPA arrangements and the oversight of multi-agency arrangements for Adult Support and Protection and Child Protection.

In order to achieve the core objectives for the Service within budget and address the requirement to allocate resources most effectively to meet future needs, it is critical that we implement new ways of working, have a strong focus on workforce planning, understand our performance more fully and improve our dialogue and communication with our customers, partners and key stakeholders.

1.2 SERVICE STRUCTURE

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                                    │   Head of   │
                                    │   Social    │
                                    │  Services   │
                                    │     and     │
                                    │    CSWO     │
                                    └─────────────┘
                ┌─────────────────────────┴──────────────────────────┐
        ┌─────────────┐                                       ┌─────────────┐
        │  Assistant  │                                       │  Assistant  │
        │   Head of   │                                       │   Head of   │
        │ Child Care/ │                                       │    Adult    │
        │Criminal Justice and│                                │  Services   │
        │ Deputy CSWO │                                       └─────────────┘
        └─────────────┘
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| Service Manager Child Care (Long Term Teams and Children with Disability | Service Manager Child Care (Intake and Child Protection and Out of Hours Emergency Duty Team) | Service Manager Child Care (Children's Units and Family Support and Through Care/ After Care | Service Manager Criminal Justice and Youth Justice | Service Manager Strategy (Performance and QA, Review Team, Planning and Commissioning, Learning and Development) | Service Manager Adult Services (Assessment and Care Management) | Service Manager Adult Services (Partnership: Mental Health and Learning Disability) | Service Manager Adult Services (Provisions: Care Homes, Day Care and Care at Home) |

1.3   BUDGET

Clackmannanshire Council

REVENUE BUDGET	£,000
Adult Care: Internal Provision	4,663
Older People's & Physical Disability Care	4,925
Mental Health & Learning Disability Care	6,586
Child Care Clacks Locality	2,112
Child Care Resourcing	6,227
Criminal & Youth Justice	234
Management Support	532
Strategy	470
Residential Schools	2,583
Total Social Services Revenue Budget 2015-16	**28,332**

CAPITAL BUDGET	
Project	**£000**
Data Migration – AIS/Swift	120
Telecare Equipment	75
Children's Residential Unit	250
Total Social Services Capital Budget 2015-16	**445**

Stirling Council

REVENUE BUDGET	£,000
Adult: Care Management	24,123
Adult: Provisions	6,641
Strategy, & Performance (includes Social Services Business Support staffing)	3,749
Children: Locality	2,025
Children: Specialist	4,793
Children: Youth Justice	132
Residential Schools	2,322
Total Budget	**43,785**

CAPITAL BUDGET	
Project	**£000**
Telecare Equipment	130
Total	**130**

2   KEY ISSUES FOR THE SERVICE

The policy landscape for Social Services is cross cutting and complex. The ambition is to reform approaches to service delivery in the face of the current pressures – reduced funding, increased demand and demographic change and recruitment and retention issues in some areas. The key areas of reform and redesign, with an emphasis on early intervention, prevention and integrated service delivery, are:

- The **Public Bodies (Joint Working) (Scotland) Act 2014** for integration of adult health and social care services. Integration is intended to ensure that service delivery is seamless, particularly for people with long term conditions, many of whom are older people.
- The development and implementation of **Joint Strategic Commissioning** for all service user groups.
- The ongoing personalisation of services and supports for all service users groups through the implementation of the **Social Care (Self-directed Support) (Scotland) Act 2014.**
- New legislation focused on improving outcomes and redesigning services for children and young people. The **Children and Young People (Scotland) Act 2014** covers four main areas: Children's Rights, Getting it Right for Every Child, Early Learning and Childcare and "Looked After" children. This legislation puts children and young people at the heart of planning and service delivery.
- The **Carers and Young Carers Strategy 2010-2015** and the proposed **Carers' legislation** place an emphasis on carers as partners in the planning and delivery of care.
- **Reform of Community Justice** designed to deliver community based responses and improved outcomes for victims, people who offend, their families and the wider public. The Scottish Government has agreed that the responsibilities for coordinating Community Justice and achieving the key objectives of reducing offending and reducing reoffending will become the responsibility of Community Planning Partnerships by April 2017.
- The **Community Empowerment and Renewal Bill** designed to strengthen community participation and engagement.
- The work of the **Scottish Social Services Council** to raise standards of quality, practice, support and leadership across the social services workforce e.g. Strategy for Building Leadership Capacity in Scotland's Social Services 2013-15.
- Increased emphasis on **Public Protection** incorporating Child Protection, Adult Support and Protection and Multi-Agency Public Protection Arrangements in respect of Community Justice.

The Service are taking forward practice, procedural and strategic developments in line with the above legislative and policy requirements.. Both Councils agreed in June 2014 to develop a business case with a view to implementing a full lead agency model for both Education and Social Services. Depending on the outcome and decisions on the conclusion of the business case, there will be a significant programme of work for the Service in 2015-2016, in conjunction with the relevant support services, to deliver on implementation. This is alongside the ongoing work to further embed Shared Services across Clackmannanshire and Stirling and to implement service redesign and efficiencies in line with Making Clackmannanshire Better and Priority Based Budgeting

The Service recognises that there are many opportunities in the current environment to develop new ways of working, with a strong focus on innovation, cultural change and redefining the way we have traditionally delivered services. However, there are fundamental areas that require to be addressed to equip the Service to deliver on its core objectives. Self-assessment including risk analysis, external scrutiny and feedback from customers, employees and stakeholders has identified the following key areas for further development:

Supporting the Workforce

- Strengthening workforce planning across Social Services;
- Ensuring appropriate development opportunities are in place for all Social Services employees;
- Strengthening leadership and engaging staff with service change and improvement;
- Ensuring we have the skills-base to deliver on our re-design activities in line the corporate requirements of Making Clackmannanshire Better and Priority Based Budgeting;
- Working collaboratively with third and independent sector providers to promote social services as a positive career choice.

Improving the Use of Evidence

- Promoting evidence and outcomes based practice across all areas of the Service, aligning this to performance information and commissioning decisions;
- Improving capacity for analysis of existing data so that the Service have a better understanding of the whether outcomes are being met, what interventions are most effective and how to best use our employees and resources to meet future need.

Improving Performance at the Front-line

- Ensuring that front line staff have a good understanding of the policies, procedures and standards for their service area;
- Supporting a stronger focus on sharing and understanding good practice based on knowledge of what works with a focus on self-evaluation which is outcomes focused and locality based.

Improving Public Engagement, Participation and Understanding

- Increasing public understanding of the social services sector;
- Developing innovative approaches to engaging and involving the public, in particular members of groups who may be harder to reach;
- Proactively engaging with the media to promote positive stories and examples.

The Delivery Plan is designed to address and prioritise actions to address these issues, identify and monitor strategic and operational risks for the Service and increase the likelihood of the Service achieving its core objectives. The Service recognises that engagement - with staff, service users and partner agencies - will be critical to delivering the pace and scale of change and redesign activity across service areas.

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

Improving public engagement, participation and understanding has been identified as a priority area for development by the Service. We need to continually develop more innovative approaches to enable our communities and localities to take on increasingly active roles in service planning and delivery. The Service has mechanisms in place to publicise plans and performance information and engage with those who use our services to obtain feedback. In addition to this, and in conjunction with our partners, the Service performs a role in raising public awareness in relation to Public Protection and associated community safety initiatives.

Service Plans and performance information are available on both Councils external websites. Performance information is also available at a national level to enable comparisons and benchmarking. Care Inspectorate scrutiny reports and reports and grades for registered services are available on the Care Inspectorate website. Performance information is scrutinised at Committees in both Council areas. Internal Audit reports and the outputs from self-assessment activities are made available to Service Committees and other relevant fora e.g. the Public Protection Forum. The Service are focused on developing ways of sharing good practice examples and accounts of service improvement alongside the use of quantitative performance data.

The Service has participated in and led on a range of consultations during 2014/15 to inform the development of the Autism Strategy, the Integrated Children's Services Plan, planning around the Stirling Care Village and the development of the Integration Scheme and locally agreed vision and outcomes for Health and Social Care Integration. The Service used different media and imaginative approaches to engage members of the public in informing the Autism Strategy. Social Services staff and managers participate throughout the year in engagement events and public consultations that inform and obtain feedback around service proposals for redesign and or efficiency.

Given the scale of communication and engagement activity required to support Health and Social Care Integration, a reference group and a working group have been established to oversight of engagement activity. Events are planned for 2015/16 to build on public understanding and engagement. Planning is underway to ensure that the service user and carer representation as part of the Integrated Joint Board and the Strategic Planning Group is meaningful and effective.

Customer satisfaction is evaluated through the annual surveys, through the analysis of information from service reviews and from analysis and learning from customer feedback and complaints data. The Service has also convenes consultation events with service user and carers' groups throughout the course of the year and attends sessions and workshops with local provider groups to obtain feedback from service users about processes and procedures and areas for improvement. For example, mental health service users have identified that the Service requires to present information about eligibility for adult care services in a more accessible and user friendly format. The development of revised public-facing information is currently underway and will be shared with service user groups for comments.

The way in which we engage with other stakeholders and partners in the delivery of care and support services will be subject to significant change over the coming year. Both Clackmannanshire and Stirling Councils agreed in June 2014 to pursue the body corporate model for Health and Social Care Integration, which will involve delegation by both Councils and the Health Board of relevant functions to a new legal entity (to be governed by the Integrated Joint Board) with accountability for planning and delivery of all the relevant services. The Integration Scheme setting out the joint vision and outcomes and the arrangements for clinical and care governance, operational delivery, workforce and organisational development, communication and engagement and finances has been prepared for submission to the Scottish Government in April 2015. This development requires a joined up approach to business planning for the delivery of adult social services through the development of the Joint Strategic Plan, setting out how we will use all of our resources and our joint workforce to deliver on our shared outcomes and objectives.

Further to this, our relationship with service providers requires to shift from the traditional commissioner/provider relationship to more mature and sophisticated partnership arrangements. We have established positive relationships with providers across Clackmannanshire and Stirling through engagement events and establishing clear contact arrangements for each provider agency with the Service. We will continue to build on this in 2015/16.

In a similar way, the development of the Integrated Children's Service Plan and the establishment of an overarching Strategic Group with representation from all key agencies involved in the delivery of services to children and young people across Clackmannanshire and Stirling, demands much more joined up approaches to planning, redesign and commissioning of children's services.

3.2 SUPPORTING AND DEVELOPING STAFF

Stirling Council corporate services have developed a Strategic Workforce Plan *Working with You to Shape Stirling's Future* which sets out data about Social Services current staffing arrangements. This has been used to help inform this section of the Business Plan. Clackmannanshire Council are currently progressing strategic workforce planning through *Making our Organisation Stronger.* Social Services recognise the benefits of ensuring that our workforce profile is aligned to future needs and objectives and that our employees have the appropriate skills and abilities to meet Service requirements.   Detailed workforce planning issues will be addressed in individual service plans and business cases for service redesign.

443 Social Services staff are employed by Clackmannanshire Council and 445 Social Services staff are employed by Stirling Council. The majority of the Social Services workforce is female: 81% female to 19% male. The percentage split is the same across the two Council areas. The split in the Social Services Strategic Management Team is: 45% female to 55% male. The age of our employees is increasing. This is more pronounced in Clackmannanshire Council area, where 78% of Social Services employees are over 40 and 22 % under 40. In Stirling Council area, 32% of the Social Services staff group over the age of 40. In Clackmannanshire, 58% of employees are full time and 42% are part time. In Stirling, a higher proportion of staff are on part time contracts, 61 % of employees are part time and 39% are full time. The majority of Social Services staff are on permanent contracts. We recognise that this supports stability in the Service and we are committed to reducing the use of agency staff as far as possible both to reduce costs and maximise continuity of service.

Workforce Planning
Key Areas for Action include:

- **Recruitment and Retention.** This is particularly significant in the context of front line care staff and relates both to the internal workforce and the staffing requirements of external care at home and care home providers. The Service has commenced work with our local providers to address the challenges of recruitment and retention. Further developments are planned in partnership with Stirling University, Forth Valley College and Children and Young People's Services to raise the profile of social care as a positive career choice.
- **Succession Planning.** The service requires to anticipate future needs and identify employees who have the skills and potential to develop in leadership and management roles. Staff engagement activities, Practice Development Plans and supervision are critical to support this.
- **Service Re-design and the Workforce.** The Service redesign options incorporate a work stream focused on the staffing balances across service areas. We recognise that there is potential to increase the ratio of para professional to professional staff dependent as the models of service delivery are redesigned across Social Services. There are also areas in which key groups of staff may require to develop new skills to meet changing service requirements. For example, an

enhanced focus on intermediate care within care home services. These areas will be addressed through the programme of service redesign activities.

- **Health and Social Care Integration.** The engagement of employees and strong leadership will be critical in driving forward Health and Social Care Integration. A dedicated Organisational and Workforce Development work stream is in place and will oversee a programme of work to prepare and support the workforce to deliver integrated, outcomes-focused services.

- **Shared Services and associated Support Services.** Dependent on the outcome of the Shared Services Business Case and agreement to move towards a full lead authority model, further opportunities will potentially be available for streamlining management arrangements in Children's Services and the staffing arrangements for the core support services.

- **Supporting Attendance.** Ongoing work continues with HR in both Council areas to ensure that procedures are followed and that employees receive the appropriate support to enable them to return to work, as soon as is possible. The main reasons identified for absence in Social Services are musculoskeletal and personal stress. The Service also recognises that can be a link between staff morale and attendance rates. The importance of engaging staff with opportunities to identify areas for improvement across all Service areas is crucial. Year on year trends for Clackmannanshire and Stirling Council demonstrate a reduction in absence levels for Social Services staff. The Management Team continue to have oversight of absence levels across Service areas, monitoring and identifying hotspots and any areas for where action is required.

The Service identifies learning and development needs using the outputs from Practice Development/Personal Review and Development Plans. Social Services Managers are responsible for ensuring that staff members have the confidence and competence to undertake their role and duties and ensuring that they are able to access appropriate development opportunities in line with registration requirements and service needs. Each member of staff should have a Practice/Personal Review and Development plan. The planning process is outcomes based and linked to service delivery requirements and service plans.

The Learning and Development Team work with practitioners, managers and partner organisations to identify skills gaps, plan and deliver a programme of learning experiences that supports individual and organisational learning. Social Services staff also access corporate learning and development opportunities. The Learning and Development Team oversee placements for Social Work Students and also provide mentoring support and advice in all areas of learning and development.

Social Services specific learning activities are underpinned by four overarching principles:

- All learning should be centred on better outcomes for those who use our services;
- Learning wherever possible should be collaborative and integrated across Social Services and with Partner organisations
- Learning should be experiential and create opportunities for sharing and promoting good practice

- Feedback from learning events should inform service standards and improvements.

Staff development activities are evaluated using take up-rates, questionnaires and evaluations at both a corporate and service level. The impact of learning activities are evaluated through the annual Professional Development Planning process, verbal feedback from individuals and their managers. Through engagement with individual practitioners, teams and services, the Learning and Development Team seeks to promote a culture of organisational as well as individual learning. A learning organisation emphasises the importance of discussion and planning between individual staff, line managers and senior management to establish a clear link between individual learning and service improvement. Additional focused events are planned for the Service in the first quarter of 2015/16 to engage and listen to front line staff and managers and generate ideas about service change and redesign.

Staff engagement events and activities take place in different formats across the Service - within Service areas, teams and across Social Services. Annual all staff events are scheduled to support sharing and learning across Social Services. The Service also leads on the delivery of multi-agency events, for example, a Public Protection Conference took place bringing together staff from across partner agencies to share learning and improve understanding of their respective roles and responsibilities. Social Services staff also participate in corporate leadership programmes and engagement activities.

The Learning and Development Team recognise that there is a requirement to redesign and modernise the approach to delivering learning and development taking into account the changing context in which Social Services operates. Planning is underway to review the current arrangements, clarify expectations and requirements and evaluate partnership arrangements to support joint learning activities. In particular it is recognised that in all areas of practice, there are significant benefits from learning in a multi-agency environment. Arrangements are in place or are in development to extend the offer of learning and development activities in conjunction with partner organisations.

3.3 MANAGING SERVICE PERFORMANCE

Improving key areas of Social Services performance is a key priority for Clackmannanshire and Stirling Councils. The approach to service improvement is designed to support a whole systems approach, increasing the capacity of the service to improve and supporting a positive performance based culture. This approach is detailed in the Service Improvement Framework. The Framework is designed to bring all strands of performance management activity together and ensure accountability across the service and to key stakeholders. There is a focus on ensuring performance information is used effectively to support service change.

The importance of having robust arrangements in place to monitor and review the ways in which commissioned services contribute to the outcomes for individuals and service user groups is fully recognised. Systems are in place to identify and respond as appropriate to the assessment of services by the regulatory bodies and to gather information from external services about their performance. The development through self-directed support of individual budgets and individual service funds provides for alternative models of designing and commissioning service and supports. This will require a shift towards more outcomes orientated approaches to monitor and evaluate performance, with a clear emphasis on the voice of the individual service user. The Service have progressed work in conjunction provider organisations, to ensure there is a shared understanding of our approach to measuring and monitoring outcomes.

The Service recognises that there is a need to embed a culture that is performance orientated and focussed on achieving better outcomes making best use of all available resources Supporting strategies, activities and procedures are in place and underpin the commitment to self-evaluation and continuous improvement across Social Services. Examples of this include:

- An annual programme of self evaluation including practice and documentation audit and stakeholder perception;

- Practice Governance Framework with clear expectations for managers to undertake audit in their teams and service areas;

- Service Plans for each service area to ensure the alignment of financial, performance, workforce planning and service development functions;

- Participation by the Service in national and local benchmarking activities and research programmes.

In 2015 -2016, the Service will build on this progress, with a strong focus on developing more integrated approaches to managing and improving our performance, identifying and sharing good practice, themes and areas for improvement - across adults, children's and criminal justice services.

The introduction of single systems is a key mechanism for improving the efficiency of gathering management information and will support the redesign of processes in line with practice requirements. Operational staff and business support colleagues will continue to be actively involved in workshops to support the implementation of single case management systems across the Service.

The Social Services Senior Management Team act as the single point of reference for key performance information and activity. The service specific performance groups manage and monitor progress on improvement plans in their relevant areas, in response to self-assessment activity, internal audits, complaints and comments, and external inspection feedback. There are multi-agency forums where performance is reported e.g. Children and Young People's Strategic Partnership Group, Child Protection Committee, Adult Support and Protection Committee. Planning is currently underway to develop more joined up approaches to reporting to the Joint Board in line with the requirements of Health and Social Care Integration.

Social Services reports on performance indicators to the Scottish Government, Clackmannanshire Council Health, Housing and Care Committee and Stirling Council Health and Social Care Committee incorporating information on resources, people and outputs and outcomes. Analysis of this enables the service and key stakeholders to access information about overall performance and supports service change and improvement. An end of year summary is also presented. An annual report providing data and analysis about complaints is provided to Clackmannanshire and Stirling Councils. A joined up social work complaints procedure and guidance is in operation across Clackmannanshire and Stirling to support a consistent approach to complaints handling. The Chief Social Work Officer prepares an annual report for Clackmannanshire and Stirling Councils in line with national guidance. In addition to this, Social Services is subject to external scrutiny and regulation from the Care Inspectorate.

4   DELIVERY PLAN

Social Services Business Plan 2015-16

Clackmannanshire Council   Stirling Council
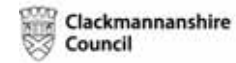
PRIORITY
Vulnerable people and families are supported, Improving care for our vulnerable people at home, Maintaining and increased focus on early intervention to help families in need, Being a good corporate parent.

OUTCOME
• Children's services ensure that action is taken at the appropriate time and that, where appropriate, action is taken to prevent needs arising • Adult Social Services work to keep people safe and help people live in their own homes for longer • Children and young people and their families are involved in and are supported to manage decisions about their care and wellbeing • Children and young people and their families are involved in and are supported to manage decisions about their care and wellbeing • Adult Social Services work to keep people safe and help people live in their own homes for longer

	Covalent Code	KPI	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	Lead
	CHC SCR 002	% of children requiring supervision seen by supervising officer within 15 working days	80%	86%	76%	100% National Standard	Liam Purdie
	SS_CF_10		95%	96%	100%		
	ADC ADA 01a	% of people aged 65 and over with intensive care needs (10+ hours) receiving services at home as a % of all older people receiving long term care	42%	45%	47%	45%	Phillip Gillespie
	SS_CC_AP_03		33.8%	33.7%	35.2%		
	ADC ADA 008	Delayed hospital discharges over 2 weeks	New indicator previously 4 weeks.		2	0	Phillip Gillespie

	Covalent Code	KPI	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	Lead
	SS_CC_NHS_03	Delayed hospital discharges over 2 weeks	New indicator previously 4 weeks.		4.6		
	CHC SCR 01a	% Reports submitted to the Children's Reporter within 20 working days (IARs & SBRs no panel)	48%	90%	81%	75% National Standard	Liam Purdie
	SS_CF_02	% Reports submitted to the Children's Reporter within 20 working days (SBRs on time)	62%	67%	78%		Liam Purdie
	CHC CPR 078	Children on the Child Protection Register with at least one Core Group in the past month	80%	86%	95%	95%	Liam Purdie
	SS_CF_CP_07	Children on the Child Protection Register with at least one Core Group in the past 28 days	89%	96%	94%		Liam Purdie
	CJS ADP 001	% of Criminal Justice reviews of high risk offenders that took place by scheduled date (Mappa Reviews)	100%	100%	100%	100%	Val de Souza
	SS_CJ005	% of Criminal Justice reviews of high risk offenders that took place by scheduled date (Formal Internal Reviews)	94%	100%	100%		
	CHC CPR 029	Children on the Child Protection Register visited in the last week	100%	100%	94%	100%	Liam Purdie
	SS_CF_CP_06		90%	90%	93%		
	ADC ADA 022	% Adult Support and Protection investigations that have independent advocacy offered	New indicator		37.5%	55%	Phillip Gillespie
	SS_ASP_03				42%		
	ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	66%	68%	73%	75%	Phillip Gillespie
	SS_ASP_02		75%	68%	77%		
	CHC LAC 18a	% Children looked after away from home with 3+ placements	7%	6%	0%	Data only	Liam Purdie
	SS_CF_LAC_18		6%	4%	0%		
	CHC TCA 003		29%	29%	100%	100%	Liam Purdie

	Covalent Code	KPI	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	Lead
	SS_CHC_TCA_003	% Care leavers aged 16+ with a pathway co-ordinator	81%	65%	100%		Val de Souza
	SOS CUS 006	% of service users surveyed who feel safer as a result of social services involvement	88%	78%	TBC	80%	
	SS_CUS_ 006		78%	73%	TBC		
	CHC TCA 002	% Care leavers aged 16+ with a pathway plan	29%	29%	89%	75%	Liam Purdie
	SS_CHC_TCA_002		44%	19%	71%		
	SOS CUS 007	% service users surveyed who report maintained or increased independence as a result of intervention	86%	77%	TBC	80%	Val de Souza
	SS_CUS_007		69%	74%	TBC		
	ADC ADA B2b	Self Directed Support spend on people aged 18 or over as a % of total social work spend on adults	1.1%	1%	TBC	5%	Phillip Gillespie
	SW02		2.48%	2.49%	TBC		

	Covalent Code	ACTION	Impact	By When	Lead
	SOS SSS 048	Ensure clear communication in relation to Named Person Service	To develop a multiagency approach to family and parenting support, supporting early and appropriate intervention	Aug 2016	Liam Purdie
	SOS SSS 049	Social Work communication and interface with the Named person Service to implement the role of the Named Person and the Lead Professional.			
	SOS SSS 050	Implement the process in relation to the role of the Lead Professional under the Children & Young Persons legislation and the transition between the Lead Professional and Named Person service.			
	SOS SSS 051	Roll out of the Outcomes Framework for all children in Children's Services to evidence outcomes for children and families			
	SOS SSS 052	Roll out and review use of the recognised assessment tools such as National Risk Assessment Framework, Graded Care and Substance Misuse Tools.			
	SOS SSS 053	Finalise in conjunction with NHS FV the Strategic Plan for adult health and social care services	Social Care integration	March 2016	Val de Souza

Our Public Services Are Improving, The Council is effective, efficient and recognised for excellence

OUTCOME

- The rights and wellbeing of children and young people in the Clackmannanshire and Stirling area are safeguarded and promoted

- Individuals will have a fair and positive experience of Social Services

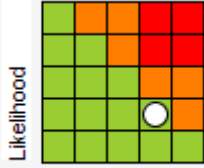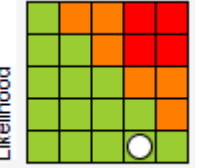- Services constitute the best user of available resources

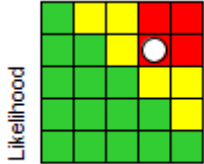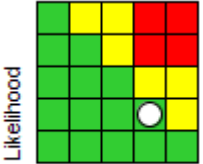|	Covalent Code	KPI	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	Lead
	SOS CUS 001	Number of complaints received	3	3	1	Data only	Val de Souza
	SS_CUS_001		21	14	3		
	SOS LAG 003	% of staff who feel that the annual appraisal system helps them improve the way they do their job	54%	54%	32%	60%	Val de Souza
	SS_LAG_003		38%	38%	25%		
	GOV SAB SOS	Annualised Days lost by FTE	Previous recording system		10.23 days	Council average	Val de Souza
	HR011.01		16.06 days	16.23 days	12.56 days	Monthly target	
	ACC BUV SOS	Projected variance as % of actual budget	+0.88%	+3.11%	+3.99%	+-2.55%	Val de Souza
	SS_FIN003		+2.3%	+0.6%	TBC	0%	
	SOS LAG 027	% staff who feel they have the ability to improve the service their team provides.	55%	57%	57%	65%	Val de Souza
	SS_LAG_027		69%	69%	57%		
	SOS CUS 002	% Social Services who achieve Care Inspectorate evaluation scores of 4 and above across internal registered services	94%	64%	82%	90%	Val de Souza
	SS_CUS_002		82%	87%	88%		

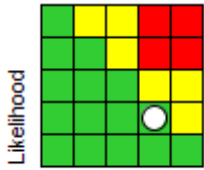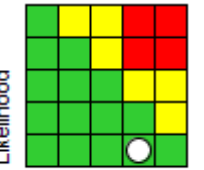|	Covalent Code	KPI	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	Lead
	SOS CUS 008	% of customers very or fairly satisfied with the overall service they receive	91%	82%	TBC	90%	Val de Souza
	SS_CUS_008		88%	90%			
	SOS IBP 008	% of case files audited where there is evidence of regular review of care or supervision	100%	71%	86%	90%	Val de Souza
	SS_IBP_008		40%	83%	80%		

	Covalent Code	ACTION	Impact	By When	Lead
	SOS SSS 040	Ensure effective budget management arrangements are in place and are effectively reported	To manage costs within budget demonstrating value for money	Mar 2016	Val de Souza
	SOS SSS 042	Ensure customer standards are effectively reported and managed	To deliver service to customers at the appropriate standards of service	Mar 2016	
	SOS SSS 043	Produce a Social Services specific approach to Workforce Planning in line with corporate approach to Workforce Planning	To have a high attending, motivated and engaged workforce	Mar 2016	Val de Souza
	SOS SSS 044	Review approaches to staff engagement and strengthen opportunities for front-line staff to be involved in improvement activities	To have a high attending, motivated and engaged workforce	Mar 2016	Val de Souza
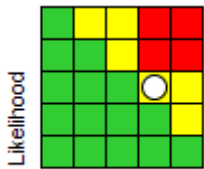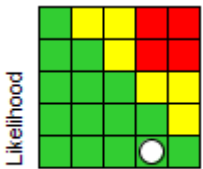
	Covalent Code	ACTION	Impact	By When	Lead
	SOS SSS 054	Review of day care provision (Ludgate)		Mar 2016	Phillip Gillespie
	SOS SSS 055	Develop feasibility study for shared residential childcare facility		Mar 2016	Liam Purdie
	SOS SSS 056	Review Social Services equipment provision and distribution arrangements		Mar 2016	Phillip Gillespie
	SOS SSS 057	Implement redesign of Adult intake/reception services		Mar 2016	Phillip Gillespie

Social Services Risk Register 2015-16

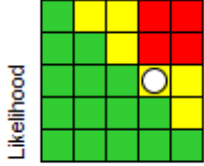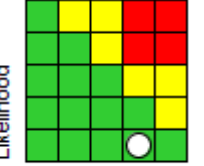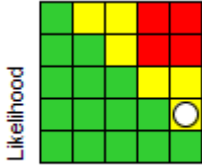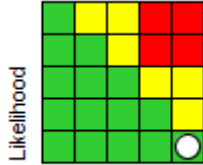| Covalent Code	Risk Description	Status	✅	Current Rating	8	Target Rating	4
STP SOS 014	Health & Social Care Partnership fails to deliver agreed vision and outcomes						
Potential Effect	▪ Services to vulnerable adults may be disrupted ▪ Unable to meet demands from population changes ▪ Services will become less responsive to changing needs						

Related Actions			Internal Controls	
	SOS RIS 001	Joint action plans and commissioning strategies		Health & Social Care Joint Management Team meetings STP SOS JMT
				HSC Governance arrangements STP SOS GOV
	SOS RIS 019	Integrated Care Fund in place		Finance Workstream STP SOS POO
	SOS RIS 020	HSC Strategic plan is in place		
	SOS RIS 021	Integration scheme is signed off		

Latest Note	Planning for developing an integration scheme is now well underway and agreement to proceed with body corporate model for integration of adult health and social care services. Integration scheme has now been submitted to Scottish Government.	Managed By	Val de Souza
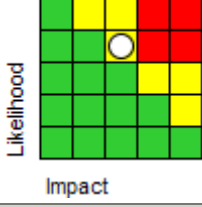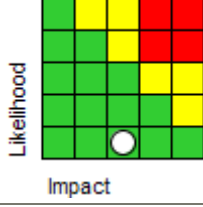
Covalent Code	Risk Description	Status	🔴	Current Rating	16	Target Rating	8
STP SOS 015	Redesign activity does not match pace and scale of change required.						
Potential Effect	• Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs • Workforce skills profile do not meet redesign activity • Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services						

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
	SOS RIS 003	The need for additional resources and skills has been identified and quantified by the Service to support management of the change programme across the Shared Service		Programme for capacity planning and commissioning activity in place for Social Services STP SOS PCC
				Adult Care redesign board STP SOS ARED
	SOS RIS 022	Workforce development and skills plan being developed corporately and by Social Services		Child Care redesign board STP SOS CRED
Latest Note	Work to progress Making Clackmannanshire Better and Priority Based Budgeting is ongoing. This work is closely monitored to assess progress on delivering efficiencies and target savings. Ongoing budget monitoring and action plans in place and updated on a weekly basis.		Managed By	Val de Souza

Covalent Code	Risk Description	Status	✅	Current Rating	8	Target Rating	4

Covalent Code	Risk Description				Status	Current Rating	8	Target Rating	4

STP SOS 016	There is a risk that procedures do not accurately relate to operational and statutory requirements

Potential Effect	Failure to: • 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 update operational procedures and guidance.	Internal Controls	Service Plans STP SOS SPM
				Child Care Performance Governance Group STO SOS CGOV

Latest Note	Workshops to inform the implementation of a single case management system across children's services have been used to agree changes to processes and will form the basis of consistent procedures. Procedural guidance has also been developed to meet the requirements of the Social Care (Self-directed Support) (Scotland) Act 2013	Managed By	Liam Purdie and Phillip Gillespie

Covalent Code	Risk Description	Status	⚠️	Current Rating	12	Target Rating	4

STP SOS 017	Information systems are not fit for purpose and integrated

Potential Effect	• Performance reporting difficulties • Poor information exchange • Higher cost on service delivery • Higher level of resources used on duplication of tasks

Related Actions	SOS RIS 016	Implementation of Child Care Case Management System	Internal Controls	Joint IT Governance Group STP SOS IGG
				Business Continuity Plans FCS CUS BCP
				Disaster Recovery and Business Continuity arrangements for shared Social Services STP SOS BCONT

Latest Note	Data migration planned for late summer 2015.	Managed By	Michael Grassom

Covalent Code	Risk Description	Status	⚠️	Current Rating	12	Target Rating	4
STP SOS 026	Commissioning arrangements are not aligned to SDS requirements or fit for purpose						

Potential Effect	• Pressure on contract compliance staff • Paying for services not provided • Non compliance with statutory reqs • Critical services may not be supplied		

Related Actions	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
	SOS RIS 017	Internal Audit Recommendations for Adult Services Commissioning		Commissioning arrangements are outcome orientated STP SOS COMA
Latest Note	Internal Audit report identified areas of improvement in adult care commissioning arrangements and some areas for further development		Managed By	Chris Sutton

Covalent Code	Risk Description	Status	⚠	Current Rating	10	Target Rating	5
STP SOS 022	We may fail to have sufficient 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 • Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services		

Related Actions	SOS RIS 010	Risk Assessment and Risk Management Training Programme	Internal Controls	Corporate health & safety policies FCS GOV H+S
				Integrated Children's plan - FV GIRFEC agenda STP CHC ICS
	SOS RIS 011	Performance Forums in place across all service areas		Supervision STP SOS PRD
				Public Protection Forum STP SOS PPF
				Child protection procedures STP CHC CPP
				MAPPA guidance STP CJA MPA
				Workforce Learning & Development Strategy, Plan & Framework (Clacks) STP SOS WLD
	SOS RIS 009	Increased focus on Workforce Planning and Workforce Development		Performance Forum STP SOS PER

Latest Note	Quality Assurance Framework in place setting out expectations of line managers and actions that require to be taken to ensure services are delivered in line with statutory requirements. Outputs from case file audits completed are collated by Performance and Quality Assurance Team and shared in performance forums. Themes are used to inform improvement actions which will be incorporated in service plans and workforce development planning.	Managed By	Val de Souza

Covalent Code	Risk Description	Status	⚠	Current Rating	12	Target Rating	3

Covalent Code	Risk Description				
STP SOS 025	Failing to engage effectively with staff				
Potential Effect	▪ Disruption to service delivery. Negative impact on Employee Morale, Risk of harm to service users or potential service users ▪ Industrial action			Likelihood / Impact	Likelihood / Impact
Related Actions			Internal Controls	Industrial relations meetings. STP SOS INR Staff engagement plan STP SOS SEP
Latest Note	Schedule of meetings in place with Trade Unions.		Managed By	Val de Souza