

---

**Report to: Scrutiny Committee**

---

**Date of Meeting: 18 August 2016**

---

**Subject: Social Services Business Plan 2016 - 2017**

---

**Report by: Head of Social Services**

---

### **1.0 Purpose**

- 1.1. This report presents to the Committee the Social Services Business Plan for 2016-2017 (contained as Appendix 1).

### **2.0 Recommendations**

- 2.1. It is recommended that the Committee notes the Business Plan for 2016-2017, provides comment and challenges as appropriate, and agrees 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 2016-2017 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 Health and Social Care Integration and the disaggregation of the Shared Service.
- 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.

**Risks**

- 3.5. The Social Services Business Plan for 2016-2017 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


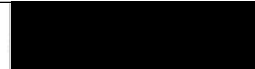
**11.0 Background Papers**

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)**

NAME	DESIGNATION	TEL NO / EXTENSION
Louise Beattie	Business Manager	lbeattie@clacks.gov.uk

**Approved by**

NAME	DESIGNATION	SIGNATURE
Val de Souza	Head of Social Services	
Nikki Bridle	Depute Chief Executive	



# Social Services

## Business Plan 2016-17



**Making Clackmannanshire Better**

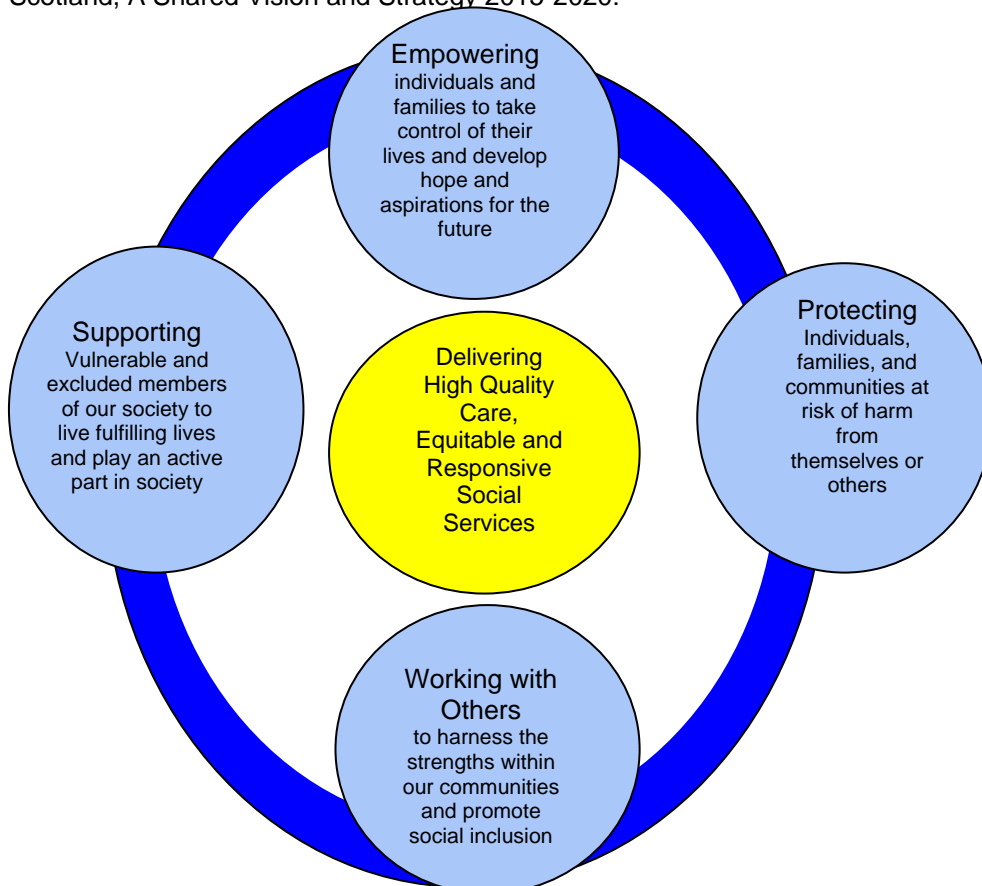
# 1 SERVICE OVERVIEW

## 1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

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

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 Partnership 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:



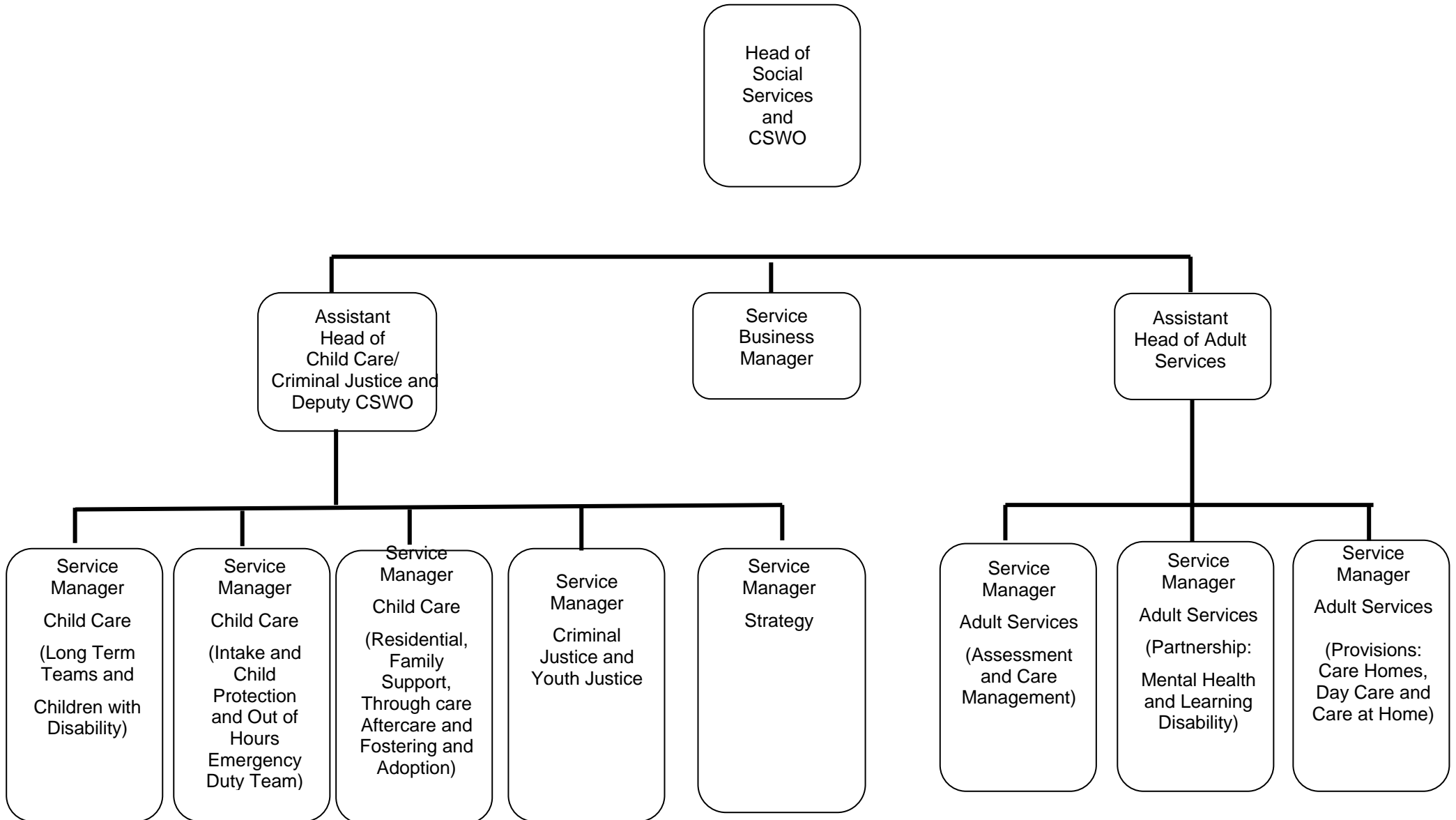
The key objectives for the Service are:

- 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 , healthy and prepare them well for adulthood;
- Protect the rights and wellbeing of all the community ;
- 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 support and assist all people need to fulfil their potential.

In addition to this, there is a commitment from the Service to play a strong role and invest the necessary resources to improve community safety working as part of the Community Planning Partnership. This is core to many of the statutory functions of the Service in the context of Public Protection, including our investment in supporting Multi-Agency Public Protection Arrangements in respect of Community Justice 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 focus on continuous improvement, with a focus on learning and ongoing dialogue with our customers, partners and key stakeholders.

1.2 SERVICE STRUCTURE - Currently under review as a result of decoupling.





### 1.3 BUDGET 16/17

#### Clackmannanshire Council

<b>REVENUE BUDGET</b>	<b>£,000</b>
Adult Care: Internal Provision	3,913
Older People's & Physical Disability Care	5,065
Mental Health & Learning Disability Care	5,731
Child Care Clacks Locality	2,248
Child Care Resourcing	6,130
Criminal & Youth Justice	191
Management Support	385
Strategy	503
Residential Schools	3m
<b>Total Social Services Revenue Budget 2016-17</b>	<b>27,166</b>

<b>CAPITAL BUDGET</b>	
<b>Project</b>	<b>£000</b>
Telecare Equipment	75
Children's Residential Unit	£1.00m
<b>Total Social Services Capital Budget 2016/17</b>	<b>1.075m</b>

## 2 KEY ISSUES FOR THE SERVICE

The policy landscape for Social Services is cross cutting and complex. 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** and the 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 (Scotland) Bill** place an emphasis on carers as partners in the planning and delivery of care and on meeting the needs of carers.
- **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 responsibility for coordinating Community Justice and achieving the key objectives of reducing offending and reducing reoffending will sit with Community Planning Partnerships from 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
- 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 strategic, operational and practice developments in line with the above legislative and policy requirements.

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 with the corporate requirements of Making Clackmannanshire Better ;
- 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.

These objectives will be progressed in the context of significant change at a local level. The Social Services Management Team are currently working across Clackmannanshire and Stirling to redesign the approach to delivering Social Services, following the decision to progress with separate models in each Council area. The Service will ensure that the key objectives continue to be met through this time of transition.

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.

The way in which we engage with other stakeholders and partners in the delivery of care and support services is and will be subject to significant change over the next year. Social Services are continuing to pursue the Health and Social Care Integration agenda which has already involved the delegation of relevant functions to the new legal entity. This is now governed by the Integrated Joint Board with accountability for planning and delivery of all the relevant services.

This development will continue and will require a joined up approach to future business planning for the delivery of adult social services. These plans will set out how we will use all of our resources and our joint workforce to deliver on our shared outcomes and objectives.

### **3 APPROACHES**

#### **3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT**

Improving public engagement, participation and understanding continues to be a priority area for the Service. 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 currently on both Councils external websites. Performance information is available at a national level to enable comparisons and benchmarking. Care Inspectorate strategic scrutiny reports and reports and grades for registered services are available on the Care Inspectorate website. Performance information is scrutinised at Committees in all 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 uses qualitative and quantitative data to evaluate performance and inform service improvement.

The Service has led on and participated in a range of consultations during 2015/16 to inform the development of the Strategic Plan for Health and Social Care Integration, planning around the Clackmannanshire Care Village and the commissioning of advocacy services. This work will continue going forward in 2016/17. Social Services staff and managers participate throughout the year in community engagement events and public consultations that inform and obtain feedback around service proposals for redesign.

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 and compliments data. The Service has also convened consultation events with service user and carers' groups throughout the course of the year and convenes sessions and workshops with local providers to obtain feedback from service users about processes and procedures and areas for improvement.

Further to this, our relationship with service providers is shifting from the traditional commissioner/provider relationship to more mature and sophisticated partnership arrangements. We have established positive relationships with providers across Clackmannanshire through engagement events and establishing clear contact arrangements for each provider agency with the Service.

### Realigning Children's Services

Our engagement and learning from all our stakeholders continues to inform the development of the Integrated Children's Service Plan. The establishment of an overarching Strategic Group has representation from all key agencies involved in the delivery of services to children and young people across Clackmannanshire and is driving the work forward in a much more joined up approach.

## 3.2 SUPPORTING AND DEVELOPING STAFF

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. Work has started on developing a service specific workforce plan.

443 Social Services staff are employed by Clackmannanshire Council. The majority of the Social Services workforce is female: 81% female to 19% male. 78% of Social Services employees are over 40 and 22 % under 40. In Clackmannanshire, 58% of employees are full time and 42% are part 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 is critical in driving forward Health and Social Care Integration. A dedicated Organisational and Workforce Development work stream is in place and this oversees a programme of work to prepare and support the workforce to deliver integrated, outcomes-focused services.
- **Supporting Attendance.** Ongoing work continues with HR 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 there 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 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.

Staff engagement events and activities take place in different formats across the Service - within Service areas, teams and 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.

Social Services continue to operate in a fast paced and changing landscape. The learning and development of staff is recognised as a key factor to ensure successful delivery. There is a need to review, redesign and modernise the approach our current delivery model offers. This will ensure that we take into account this changing context. Planning is underway to review the current arrangements, clarify expectations and requirements and evaluate partnership arrangements to support joint learning activities.

### **3.3 MANAGING SERVICE PERFORMANCE**

Social Services are committed to continuous improvement. This is designed to support a whole systems approach, increasing the capacity of the service to improve and supporting a positive performance based culture. It 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 continues to be a focus on ensuring our management information is used to support service improvement.

Robust arrangements are in place which monitor and review the way in which our commissioned services contribute to the outcomes for all. In addition, we identify and respond as appropriate to the performance information which is gathered from other regulatory organisations.

Changes in the relevant legislation continue to contribute to our evaluations of our performance. This has seen a shift towards a more outcome orientated approach whilst giving a clear emphasis on the voice of the individual service user. The Service continues to work in conjunction with 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 continue to promote a culture that is performance orientated and focussed on achieving better outcomes. This will support our strategies, activities and procedures. This is underpinned by our commitment to self-evaluation. 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.

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.

In addition, the Service continues to develop plans with the Integration Joint Board and the Chief Officer to ensure that the performance reporting for adult services is in line with the reporting requirements of Health and Social Care Integration.

Social Services continues to be transparent in all our performance reporting. Performance information is available from and reported to Scottish Government, Clackmannanshire Council Health, Housing and Care Committees and our regulatory bodies, including details on resources, people, outcomes and outputs. Furthermore, the service provides information in end of year summaries and annual reports. The Chief Social Work Officer prepares an annual report for Clackmannanshire Council in line with national guidance.

## 4 DELIVERY PLAN

### Social Services Business Plan 2016-17

#### PRIORITY

Vulnerable people and families are supported.

Covalent Code	KPI	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
CHC SCR 002	% of children requiring supervision seen by supervising officer within 15 working days	86%	76%	85%	100% National Standard	Val de Souza
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	45%	47%	48%	45%	Val de Souza
ADC ADA 008	Delayed hospital discharges over 2 weeks	New indicator previously 4 weeks	2	2	0	Val de Souza
CHC SCR 01a	% Reports submitted to the Children's Reporter within 20 working days (IARs & SBRs no panel)	90%	81%	71%	75% National Standard	Val de Souza
CHC CPR 078	Children on the Child Protection Register with at least one Core Group in the past month	86%	95%	97%	95%	Val de Souza
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
CHC CPR 029	Children on the Child Protection Register visited in the last week	100%	94%	92%	100%	Val de Souza

Covalent Code	KPI	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
ADC ADA 022	% Adult Support and Protection investigations that have independent advocacy offered	New indicator	37.5%	TBC	55%	Val de Souza
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	68%	73%	TBC	100%	Val de Souza
CHC LAC 18a	% Children looked after away from home with 3+ placements	6%	0%	4%	Data only	Val de Souza
CHC TCA 003	% Care leavers aged 16+ with a pathway co-ordinator	29%	100%	96%	100%	Val de Souza
SOS CUS 006	% of Adult service users surveyed who feel safer as a result of social services involvement	79%	70%	TBC	80%	Val de Souza
CHC TCA 002	% Care leavers aged 16+ with a pathway plan	29%	89%	76%	75%	Val de Souza
SOS CUS 007	% Adult service users surveyed who report maintained or increased independence as a result of intervention	79%	68%	TBC	80%	Val de Souza
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%	Val de Souza

Covalent Code	ACTION	Impact	By When	Lead
MCB SOS 002	Review of Day Care Provision and Community Supports for Older People	Adult Services are 'Fit For Purpose' following move into Health and Social Care Integration.	March 2017	Val de Souza
MCB SOS 003	Redesign of intermediate and Residential Care Services for older people		March 2017	Val de Souza
SOS 167 028	Review of Integrated Mental Health Service		March 2017	Val de Souza
SOS 167 013	Explore new model for Learning Disability Respite		March 2017	Val de Souza
MCB SOS 005	To build a new residential unit (5 beds) for children under 11 years of age.	Reduction in 'out of area' placements for looked after children, maintaining relationships and continuity of service provision.	March 2020	Val de Souza
MCB SOS 071	External Foster Care Options Appraisal		March 2017	Val de Souza
SOS 167 036	Alloa Family Centre reconfiguration		March 2017	Val de Souza


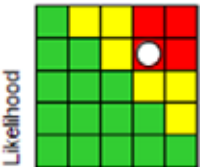
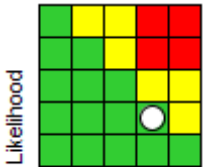
**PRIORITY**


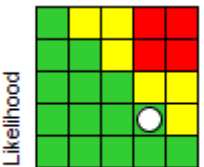
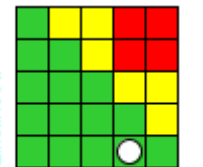
**Our Public Services Are Improving**


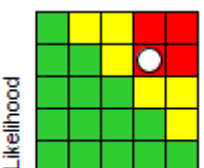
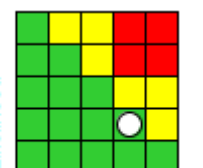
Covalent Code	KPI	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
ADC CUS 01b	Number of complaints received in Adult Care	3	1	0	Data only	Val de Souza
CHC CUS 01a	Number of complaints received in Child Care	3	1	2		
SOS LAG 004A	Adult SS staff Current PRD	New Indicator	66%	45%	100%	Val de Souza
SOS LAG 004C	Childcare staff with current PRD	New Indicator	23.5%	8%	100%	Val de Souza
	Annualised Days lost by FTE in Adult Care	Previous recording system	New indicator	New indicator	Council average	Val de Souza
	Annualised Days lost by FTE in child Care	Previous recording system	New indicator	New indicator	Council average	Val de Souza
ADC IBP 013b	Projected variance as % of actual budget in Adult Care				+2.55%	Val de Souza
SOS IBP 013	Projected variance as % of actual budget in Child Care				+2.55%	
ADC CUS 002b	% Adult Social Services who achieve Care Inspectorate evaluation scores of 4 and above across internal registered services	100%	100%	100%	100%	Val de Souza
CHC CUS 02b	% Child Social Services who achieve Care Inspectorate evaluation scores of 4 and above across internal registered services	40%	57%	93%	100%	Val de Souza
SOS CUS 008	% of service users in Adult Care very or fairly satisfied with the overall service they receive	83%	76%	TBC	80%	Val de Souza
CJS ADP 004	Criminal Just Community Payback Order Conversion Rate	64%	71%	72%	80%	Val de Souza
CJS ADP 005	Criminal Justice Unpaid Work Placement Commencing in 7 Working Days	71%	73%	80%	75%	Val de Souza

<b>Covalent Code</b>	<b>ACTION</b>	<b>Impact</b>	<b>By When</b>	<b>Lead</b>
MCB SOS 036	Social Services Workforce Strategy Review		March 2017	Val de Souza
MCB SOS 050	Review of Social Services Commissioning		March 2017	Val de Souza
MCB SOS 074	Implementation of Multi-Systemic Therapy		March 2017	Val de Souza
SOS 167 017	Review EDT (out-of-hours) service hosted by Stirling		March 2017	Val de Souza
SOS 167 034	Redesign Mobile Emergency Care Service		March 2017	Val de Souza


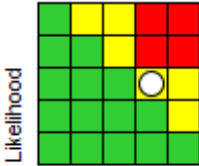
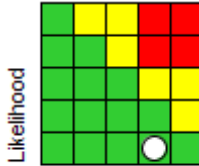
## Social Services Risk Register 2016-17


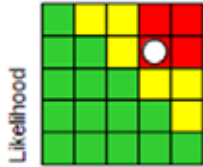
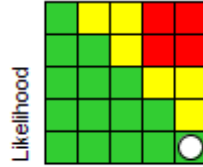
Covalent Code	Risk Description	Status	Current Rating	16	Target Rating	8
SOS 015	Redesign activity does not match pace and scale of change required.					
<b>Potential Effect</b>	<ul style="list-style-type: none"> <li>Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs</li> <li>Workforce skills profile do not meet redesign activity</li> <li>Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services</li> </ul>		Likelihood Impact		Likelihood Impact	
<b>Related Actions</b>	SOS RIS 024	Health & Social Care Strategic Plan (Adults)	<b>Internal Controls</b>		Health & Social Care Strategic Plan SOS HSCP	
	SOS RIS 023	Re- aligning Children's Services Program to develop Joint Commissioning Strategy for Children's Services.			Health & Social Care Joint Management Team meetings SOS HSC JMT	
	SOS RIS 022	Workforce development and skills plan being developed corporately and by Social Services			Health & Social Care Strategic Planning Group SOS HSCPG	
<b>Latest Note</b>	Work to progress Making Clackmannanshire Better 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. Governance arrangements revised and implemented: Transforming Care Board in place. Service specific programme management office established.		<b>Managed By</b>		Val de Souza	


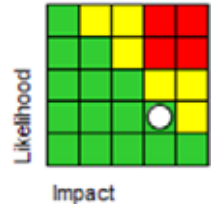
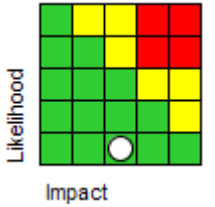
Covalent Code	Risk Description	Status		Current Rating	8	Target Rating	4
SOS 016	There is a risk that procedures do not accurately relate to operational and statutory requirements						
<b>Potential Effect</b>	Failure to: <ul style="list-style-type: none"> <li>▪ meet Scottish Government objectives</li> <li>▪ meet Council objectives</li> <li>▪ deliver the required services</li> <li>▪ Risk of harm to current or potential service users</li> </ul>						
<b>Related Actions</b>	SOS RIS 004	Work has commenced to update operational procedures and guidance.		<b>Internal Controls</b>		Service Plans SOS SPM	
	SOS RIS 025	Children's services action plan				Inspection and external audit SOS IEA	
	SOS RIS 026	Audit activity across Children's Services					
<b>Latest Note</b>	Procedural guidance has also been developed to meet the requirements of the Social Care (Self-directed Support) (Scotland) Act 2013			<b>Managed By</b>	Val de Souza		

Covalent Code	Risk Description	Status		Current Rating	16	Target Rating	8
SOS 017	Organisational information and knowledge are not effectively managed due to poor information sharing, records and absence management and succession planning, increased dependence on IT systems and unrecorded knowledge held by staff members.						
<b>Potential Effect</b>	<ul style="list-style-type: none"> <li>• Performance reporting difficulties</li> <li>• Poor information exchange</li> <li>• Higher cost on service delivery</li> <li>• Higher level of resources used on duplication of tasks</li> </ul>						
<b>Related Actions</b>				<b>Internal Controls</b>		Joint IT Governance Group COU SHS IGG	
						Business Continuity Plans FCS CUS BCP	
						Disaster Recovery and Business Continuity arrangements for shared Social Services SOS BCONT	
<b>Latest Note</b>				<b>Managed By</b>	Val de Souza		



Covalent Code	Risk Description	Status		Current Rating	12	Target Rating	4
SOS 026	Quality of care not maintained due to reduced capacity for contract monitoring. Service delivery standards are not met.						
<b>Potential Effect</b>	<ul style="list-style-type: none"> <li>• Pressure on contract compliance staff</li> <li>• Paying for services not provided and outcomes not met</li> <li>• Non compliance with statutory reqs</li> <li>• Critical services may not be supplied</li> <li>• Recruitment &amp; retention</li> <li>• Complaints ignored</li> <li>• Poor performance monitoring</li> <li>• Poor regulation inspection</li> <li>• Workforce planning issues</li> </ul>			 <p>Likelihood</p> <p>Impact</p>		 <p>Likelihood</p> <p>Impact</p>	
<u>Related Actions</u>				<u>Internal Controls</u>		Corporate Procurement Strategy RAG GOV PRO	
					Health & Social Care Integration Strategic Plan SOS HSCP		
					Corporate Contract Standing Orders RAG GOV GSO		
						Market Positioning Statement for Health & Social Care SOS MPS	
						Commissioning arrangements are outcome orientated SOS COMA	
<b>Latest Note</b>				<b>Managed By</b>		Val de Souza	













Covalent Code	Risk Description	Status	Current Rating	16	Target Rating	5
SOS 022	We may fail to have sufficient competent, confident staff and managers to undertake core duties					
<b>Potential Effect</b>	<ul style="list-style-type: none"> <li>Failure to deliver the required services and meet statutory requirements</li> <li>Risk of harm to current or potential service users</li> <li>Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services</li> </ul>		 Likelihood Impact		 Likelihood Impact	
<u>Related Actions</u>					Corporate health & safety policies RAG GOV H+S Integrated Children's plan - FV GIRFEC agenda SOS CHC ICS Supervision SOS PRD Public Protection Forum COU SHS PPF Child protection procedures SOS CHC CPP MAPPA guidance SOS CJA MPA Learning & Development Programs in place SOS WLD Performance Forum SOS PER	
<b>Latest Note</b>				<b>Managed By</b>	Val de Souza	

Covalent Code	Risk Description	Status		Current Rating	8	Target Rating	3
SOS 025	Failing to engage effectively with staff						
<b>Potential Effect</b>	<ul style="list-style-type: none"> <li>Disruption to service delivery. Negative impact on Employee Morale, Risk of harm to service users or potential service users</li> <li>Industrial action</li> </ul>						
<b>Related Actions</b>				<b>Internal Controls</b>		Industrial relations meetings. SOS INR	
						Staff engagement plan SOS SEP	
<b>Latest Note</b>	Schedule of meetings in place with Trade Unions.			<b>Managed By</b>		Val de Souza	

## Local Government Benchmarking Framework 2014/15 Social Services Extract

This report shows how Clackmannanshire Council performed in the LGBF indicators relating to Social Services during the 2014/15 financial year. This is a national framework which all Councils have a statutory duty to report. The [full version of this report](#) was presented to Resources & Audit Committee in February 2016. Additional performance information for all Councils and services can be found at <http://scotland.mylowcouncil.info/> and further local performance information can be found on Clacksweb.

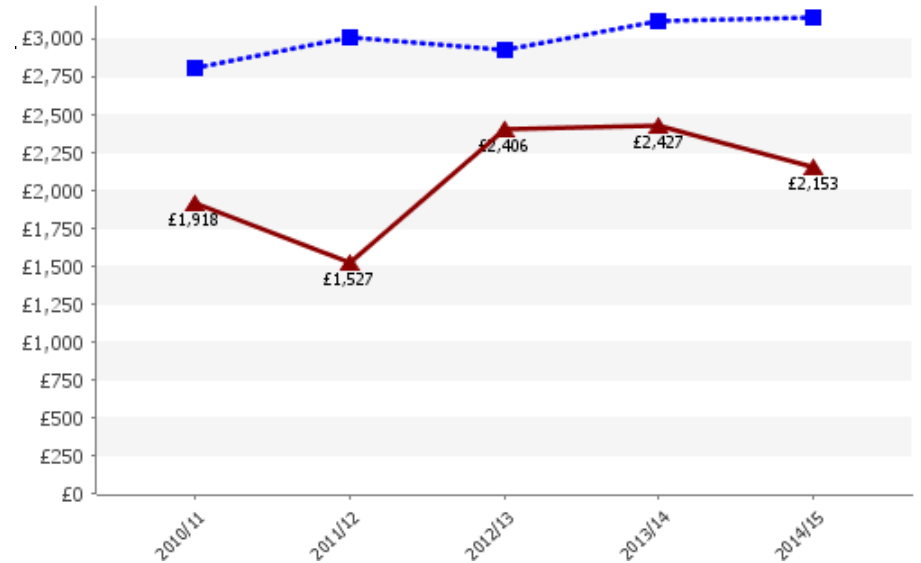
### Guidance

<b>Value</b>	The result achieved by Clackmannanshire Council in the time period shown. <b>Shown in dark red on Section 3 graphs with data points marked by triangles.</b>
<b>Trend</b>	Whether performance has <b>improved</b> or <b>declined</b> since the previous year. In some indicators, such as costs, we want the actual values to go down, but an upwards arrow still indicates that performance has improved. An upwards arrow for all indicators would be ideal, however, in the current financial climate, we cannot expect to improve in all areas.   Performance has improved  Performance has declined  Performance is consistent  No comparison or missing data
<b>Target</b>	The performance level Clackmannanshire Council was aiming for in the time period shown. <b>Shown as green dotted lines on Section 3 graphs with data points marked by circles.</b>
<b>Status</b>	Whether the target was met, taking into account a 'tolerance'. This highlights areas requiring attention as red or amber, while those achieving (or close to) target remain green.   Within 5% of target, or target met or exceeded  Between 5 and 15% outwith target  More than 15% outwith target  No target set or missing data
<b>Scottish Average</b>	The national average result for each indicator, based on data submitted to national governing bodies annually by all local authorities. <b>Shown as blue dotted lines on Section 3 graphs with data points marked by squares.</b>
<b>Rank</b>	Our position in relation to other Scottish Councils - the lower the rank, the better we performed compared to others. 1 <sup>st</sup> place is the best ranking and 32 <sup>nd</sup> is the worst.
<b>Quartile</b>	4 groupings of rankings, showing more generally how we performed compared to others.   Top quartile - 1 <sup>st</sup> to 8 <sup>th</sup> place rankings  2 <sup>nd</sup> quartile - 9 <sup>th</sup> to 16 <sup>th</sup>  3 <sup>rd</sup> quartile - 17 <sup>th</sup> to 24 <sup>th</sup>  Bottom quartile - 25 <sup>th</sup> to 32 <sup>nd</sup>

## Cost of Looked After Children in residential care per child per week

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	£1,918	?		?	£2,803	4	Top quartile
2011/12	£1,527	↑		?	£3,010	1	Top quartile
2012/13	£2,406	↓		?	£2,922	8	Top quartile
2013/14	£2,427	↓		?	£3,098	6	Top quartile
2014/15	£2,153	↑		?	£3,133	4	Top quartile

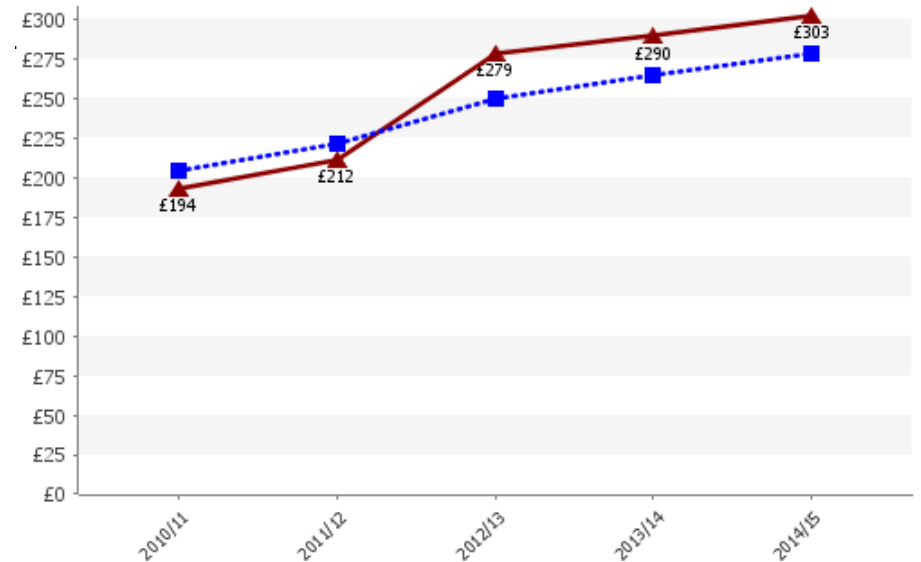
Costs for Clackmannanshire are less than national average, and lower than comparator authorities. Costings take no account of the complexity of some cases, or the lack of control when obliged to provide care following a Children's Hearing. Two inspections in 2014 of the local authority residential accommodation was graded excellent for quality of care and support, and environment. Quality of management, staffing and leadership were all graded very good.



## Cost of Looked After Children in the community per child per week

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	£194	?		?	£205	15	3rd quartile
2011/12	£212	↓		?	£221	16	3rd quartile
2012/13	£279	↓		?	£250	20	3rd quartile
2013/14	£290	↓		?	£265	21	3rd quartile
2014/15	£303	↓		?	£278	22	3rd quartile

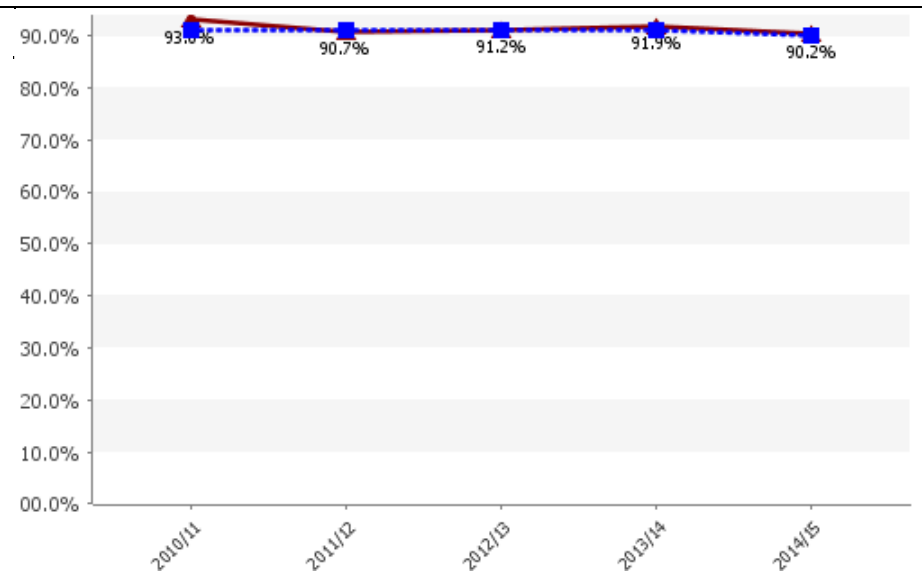
Costs within Clackmannanshire are higher than the national average for fostering and family placements, but less than some of our comparator authorities. A number of children are placed in agency foster care out of a total of looked after and accommodated children. Recruitment of foster carers within the Clackmannanshire area is a priority. However for some of these children there is also the balance of ensuring a stable environment for those placed outwith the area where the relationship works well and the child is settled.



## Looked After Children being cared for in the community

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	92.8%	?		?	91.0%	7	Top quartile
2011/12	91.6%	↓		?	91.2%	12	3rd quartile
2012/13	90.7%	↓		?	91.0%	10	3rd quartile
2013/14	92.4%	↑		?	91.0%	6	Top quartile
2014/15	91.0%	↓		?	90.0%	12	3rd quartile

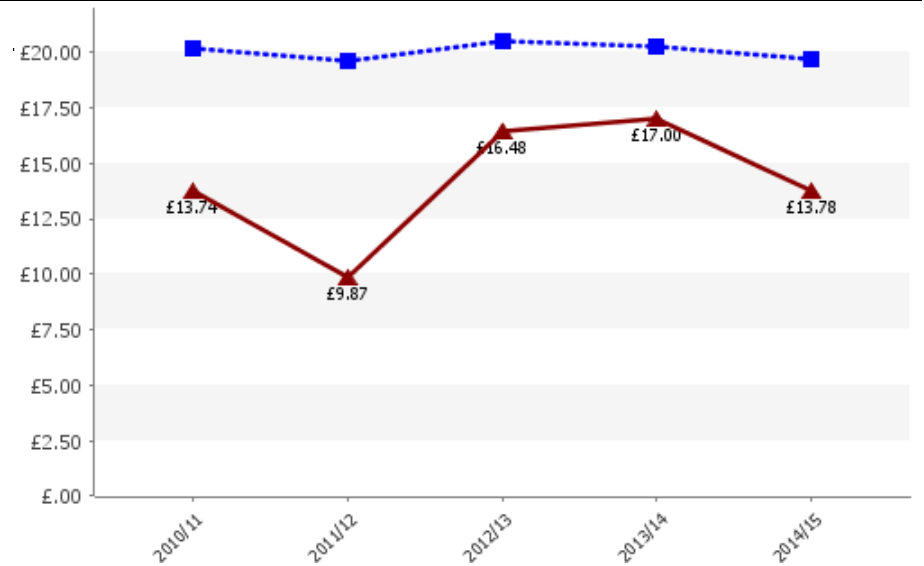
This indicator relates to the proportion of all children who are in the care of their local authority who are being looked after in a community rather than a residential care setting. Redesign activity in children's services continues to focus on parenting support and early intervention which will enable children and young people to be more able to remain in their own communities.



## Older people's (65+) home care costs (expenditure) per hour

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	£13.74	?		?	£20.14	2	Top quartile
2011/12	£9.87	↑		?	£19.61	2	Top quartile
2012/13	£16.48	↓		?	£20.53	6	Top quartile
2013/14	£17.00	↓		?	£20.25	5	Top quartile
2014/15	£13.78	↑		?	£19.71	2	Top quartile

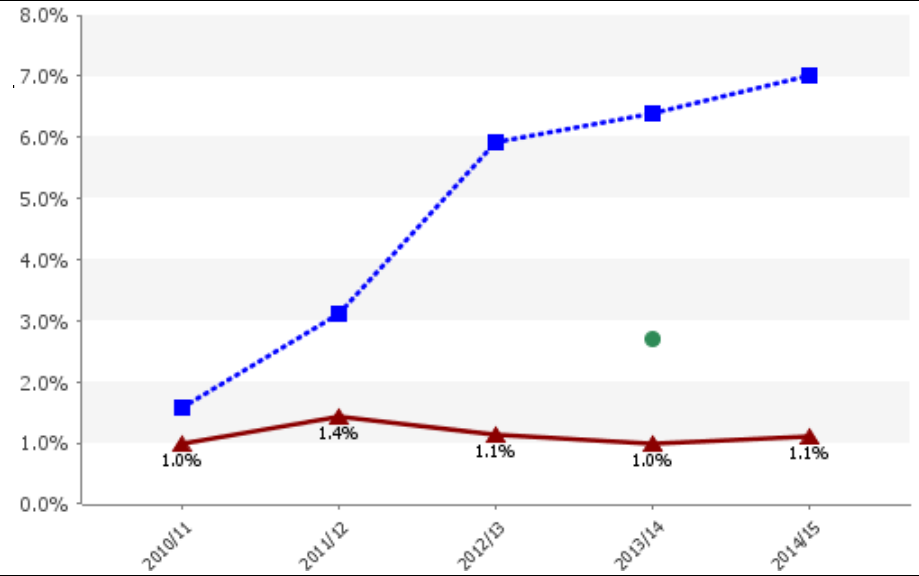
Rate reduction in comparison to 2013/14 is due to increased external commissioned services and alignment with other Local Authorities. Initiatives that work both to reduce the number of people cared for in residential settings and ensure that people do not receive care at home services that they do not require include the Reablement Service and Intermediate Care which includes a range of services designed to promote independent living and unnecessary hospital admissions.



### Self-directed Support spend on adults as a % of social work spend on adults

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	1.0%	?		?	1.6%	17	3rd quartile
2011/12	1.4%	↑		?	3.1%	20	3rd quartile
2012/13	1.1%	↓		?	5.9%	26	Bottom quartile
2013/14	1.0%	↓	2.7%	Below target	6.4%	31	Bottom quartile
2014/15	1.1%	↑		?	7.0%	28	Bottom quartile

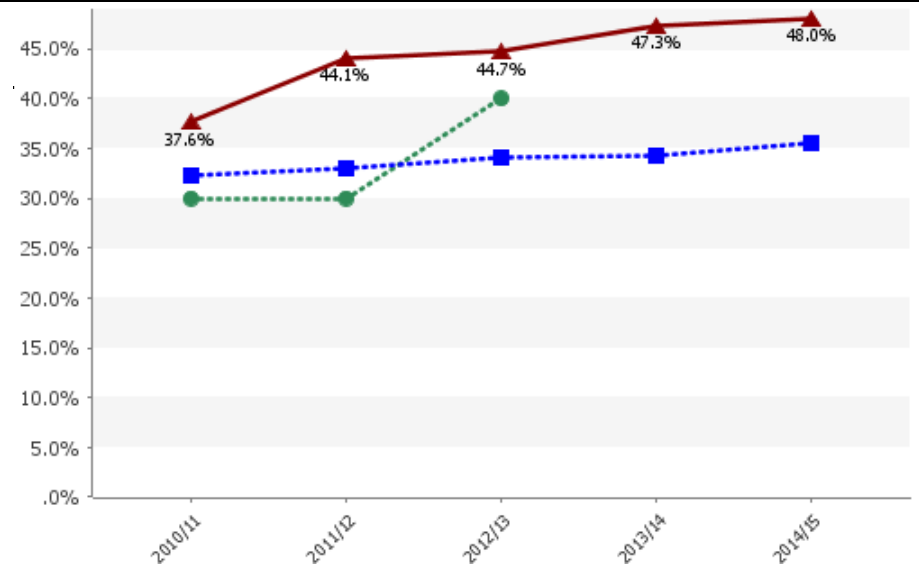
Although the level of spend for people aged over 18 is lower than the national average, there was a slight increase in 2014/15. Significant change in relation to working practices is taking place to ensure a more personalised and sustainable model of service delivery which should influence the uptake of self-directed support options.



### People aged 65+ with intensive care needs receiving 10+ hours homecare per week

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	37.6%	?	30.0%	Close to or meeting target	32.2%	11	2nd quartile
2011/12	44.1%	↑	30.0%	Close to or meeting target	33.0%	4	Top quartile
2012/13	44.7%	↑	40.0%	Close to or meeting target	34.1%	5	Top quartile
2013/14	47.3%	↑		?	34.3%	2	Top quartile
2014/15	48.0%	↑		?	35.6%	5	Top quartile

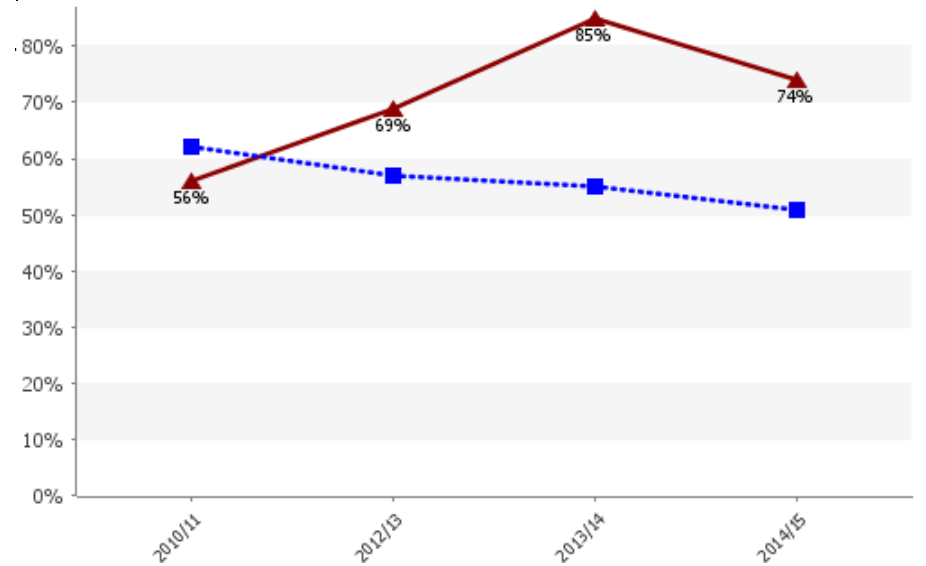
This indicator measures the extent to which the council is maintaining support for people with intensive needs in the community. Increasing the flexibility of the service is a key policy objective for both central and local government, to ensure that people receive the type of assistance which they need, when they need it. The indicator demonstrates councils' progress towards this policy goal of shifting the balance of care.



## Adults satisfied with social care or social work services

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	56%	?		?	62%	26	Bottom quartile
2011/12	Scottish Household Survey previously every 2 years, annual from 2012/13						
2012/13	69%	↑		?	57%	6	Top quartile
2013/14	85%	↑		?	55%	1	Top quartile
2014/15	74%	↓		?	51%	3	Top quartile

The Scottish Household Survey has limited data integrity for smaller Councils, therefore, targets are not set for these indicators. The findings of the 2014/15 Adult Care Social Services Survey indicated that that 76% of service users in Clackmannanshire were happy with the overall service they received from Social Services.



## Older people's (65+) residential care costs (expenditure) per resident per week

	Value	Trend	Target	Status	Scottish Avg.	Rank	Quartile
2010/11	£424	?		?	£389	24	3rd quartile
2011/12	£386	↑		?	£398	14	2nd quartile
2012/13	£361	↑		?	£373	12	2nd quartile
2013/14	£416	↓		?	£368	27	Bottom quartile
2014/15	£400	↑		?	£351	23	2nd quartile

Local Authorities have no control over this cost as it is set through the national contract and is demand led.

