

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 24 August 2017

Subject: Social Services Annual Performance Report 2016-2017

Report by: Head of Social Services

1. Purpose

- 1.1. This report provides an overview of the performance across Social Services for April 2016- end of March 2017.
- 1.2. This report provides information about progression of strategic priorities and projects and performance against agreed measures and targets as set out in the Social Services Business Plan. Strengths and areas for improvement, together with key actions, are highlighted in the narrative section of the report. Additional commentary is included in the progress report against each of the measures and can be found at Appendix 1.
- 1.3. The report incorporates analysis and commentary on financial performance.

2. Recommendations

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

3. Considerations

Service-wide Developments and Challenges

- 3.1. During 2016-2017, Social Services managed a significant change agenda across children's, adults' services and criminal justice services. We have fully participated in the further development of the Clackmannanshire and Stirling Health and Social Care Partnership, the ongoing implementation of the Children and Young People (Scotland) Act 2014 including the development of the Children's Services Plan and the introduction of the new model for the deliver of Community Justice.
- 3.2. In the same time frame the Service effectively managed the transition from the Shared Service. Key risks were identified and addressed in conjunction

with the Council Management Team. Swift action was taken to address these in conjunction with corporate colleagues. In some areas planned projects and redesign programmes initiated during the period as a Shared Service have not been taken forward. These decisions were taken following review of the risks and issues and with the full agreement of Council.

- 3.3. In 2016-2017, there were changes in the Senior Management of the Service. The Council appointed a new Head of Social Services and Chief Social Work Officer who took up this position in October 2016. The new Head of Service initiated a programme of engagement with front line staff across all areas of Service and has used this to inform service redesign.
- 3.4. There were challenges linked to reduced capacity in areas where staff resources were previously deployed across the Shared Service. For example, in the areas of policy and planning, learning and development, data analysis and performance reporting and in some specialist areas of service delivery. This has impacted on the pace of service redesign and service development activity. Redesign work across adult health and social care services is now progressing as part of the Health and Social Care Partnership's Delivery Plan.
- 3.5. In 2016-17 Social Services budgets continued to face considerable pressure. As demographic and service demands steadily increase financial forecasts suggest that this will consume an ever-increasing share of public spending. This report gives an overall summary of the detail and complexity associated with the on-going management of the social services budget and performance. It demonstrates the actions the service has taken to both manage demand, monitor spend, monitor compliance with financial controls in line with financial regulations.
- 3.6. The number of days lost due to absence continued to be a focus for the Service. The average number of days lost due to absence has increased when compared with the previous year. There is recognition of the impact that this has both on service delivery and costs. Focused support has been provided by the HR Business Partner to assist operational managers to progress actions for individuals, teams and service areas. This has included the delivery of additional training in attendance management and the identification of "hot spots" in service areas which has enabled the type of support to be targeted. The Management Team monitors the completion of return to work and attendance support interviews
- 3.7. In 2016-2017, the Service supported seven student placements in partnership with Higher Education Institutes and with partners in the third sector. The Service has worked collaboratively across the local social care sectors to support joint learning initiatives. One member of staff has completed Stirling University's Management Award in 2016-2017 and two other members of staff have started the post-graduate Child Welfare and Protection Certificate. Fourteen members of staff achieved SVQ awards across the Service in 2016-2017.

Child Care Service and Criminal Justice Social Services

- 3.8. In 2016-17, the Service identified where revised or new strategies were required following the end of the Shared Service. Work started on the development of a revised Corporate Parenting Strategy for Clackmannanshire and the Clackmannanshire Children's Services Plan.
- 3.9. The Social Services Scrutiny Review was conducted by the Resources and Audit Committee in 2016-2017. This significant piece of work analysed quantitative data about referrals to the child care service, Child Protection registrations and information about the looked after and accommodated population. The Head of Service also met with key stakeholders to gather qualitative information and provide a broader, contextual analysis of the key issues and challenges.
- 3.10. Key themes and areas for improvement were identified and presented to the Committee in January 2017. This included issues about decision-making in respect of looked after children, the implementation of GIRFEC, the relationship between Child Care social work staff and the Children's Hearings, thresholds and decision making in respect of Child Protection and budget overspend. Good evidence was found of partnership working but there was an identified need for further work to develop preventative service provision. The Head of Service presented a redesign plan to Corporate Management Team which has been progressed. This work will be delivered as part of a whole system service redesign which will take place over a five year period with reports to members on progress.
- 3.11. In 2016-17, the Service completed the reconfiguration of the Alloa Family Centre, with the transfer of staff to the Education Service in line with assessed needs.
- 3.12. In 2016-17, the Service commenced a range of work focused on increasing the number of Council foster carers including planning for a recruitment drive.
- 3.13. A number of key actions included in the delivery plan for 2016-2017 were reviewed by the new Head of Service and alternative approaches were identified, as follows:
 - The implementation of Multi-Systemic Therapy. Following a review of the evidence base, alternative models for the delivery of intensive family support services were identified as part of the whole systems redesign including work to implement Functional Family Therapy. This has been informed by benchmarking work with other Local Authorities across Scotland and will come into effect in October 2017.
 - Delivery of a new children's residential unit. The plans to build a new residential facility for children under the age of 11 were reconfigured. As an alternative a Core-Cluster service is being progressed to meet the statutory requirements of continuing care for young people and to complement existing residential provision.

- The plans to review and redesign of the Forth Valley wide Emergency Duty Service to secure efficiencies were not progressed, taking into account the complex partnership arrangements and the requirement for a sustainable service to fulfil statutory requirements.
- 3.14. The Service has focused on supporting the ongoing implementation of the Social Care (Self-Directed Support) Scotland Act 2013 and this has included some innovative work in children's services to support young people to return to their own communities.
 - 3.15. The most recent inspections of registered Fostering and Adoption Services s showed further improvement, with all grades at 4 (good). The inspection recognised the positive work completed to establish a stand alone service in Clackmannanshire. Woodside Children's Unit has consistently achieved grades of 5 and 6 (very good and excellent). The most recent inspection conducted in February 2017 graded the quality of care and support in Woodside as excellent i.e Sector leading.
 - 3.16. Recruitment and retention of staff across children's services continued to be an area of focus throughout the year. The Service has started work on redesigning recruitment material and job profiles.
 - 3.17. The processes around Child Protection registration were reviewed in 2015-2016, and the pattern and number of children on the register is now more in line with comparator authorities. As of 31st March 2017, fourteen children were on the Child Protection Register. During 2016-2017, all children on the Child Protection Register were visited and seen each week. The number of Child Protection referrals has remained relatively stable throughout the year. Variations are frequently due to referrals in relation to groups of sibling groups.
 - 3.18. Throughout 2016- 2017 Multi Agency Public Protection Arrangements and strong focus on managing high risk offenders remained paramount for our Criminal Justice Service. The Service has a robust quality assurance process and the Criminal Justice Service maintained the 100% of reviews of high-risk offenders, which were completed within agreed timescales.

Annual Progress in Adult Social Services

- 3.19. In 2016-2-17, the Service has contributed significantly to the further development of Adult Health and Social Care Integration.
- 3.20. The Integration Authority was fully established on 1 April 2016, supported by a governing Integration Joint Board for the Clackmannanshire and Stirling Health and Social Care Partnership. A Performance Framework, Risk Register and associated reporting mechanisms are in place. This includes reporting on performance across Adult Social Services.

- 3.21. The vision for the Partnership is *'to enable people in the Clackmannanshire and Stirling Health and Social Care Partnership area to live full and positive lives within supportive communities.'* Clackmannanshire adult social services contribute significantly to the delivery of this vision.
- 3.22. The performance against the majority of the key national targets continues to be positive in Clackmannanshire in 2016-2017. For example, the rate of emergency admissions is significantly lower than the rate for Scotland as a whole. The percentage of adults with intensive care needs who are supported to remain at home sits at 70% for Clackmannanshire, compared to 62% for Scotland as a whole and 62% for comparator authorities. 80% of respondents to the Clacks 100 Citizens Panel commented that community care services were good or very good.
- 3.23. In 2016-17, the Service redesigned the Mobile Emergency Care Service and continued to increase the number of people using Telecare Services, which has increased by 14%.
- 3.24. The Service evaluated the actions set out in the Business Plan for 2016-17 and have developed alternative approaches to taking forward service redesign. This was due to key risks and issues identified in the scoping stage of the work. This included the redesign of internal care home provision. Taking into account the increasing requirement for care home placements and the relatively low supply of independent care home beds across Clackmannanshire, this option was not assessed as viable. Other projects outlined in the business plan have been evaluated and will be taken forward as part of wider redesign and budget recovery planning across the Clackmannanshire and Stirling Health and Social Care Partnership in line with the Partnership's Delivery Plan.
- 3.25. A range of service reviews have been initiated across services for older people, for people with learning disabilities and those with mental health problems to ensure that services are designed to deliver effective and sustainable services that improve outcomes for individuals within available resources.
- 3.26. Clackmannanshire Council Adult Care registered services consistently scored grades of 4 and above when inspected by the Care Inspectorate maintaining and improving the quality in standards of care that have been provided in Clackmannanshire over a number of years.
- 3.27. The target for holding 100% of Adult Protection discussions with one working day of referral continues to be challenging for the Service, although performance has improved over 2016-2017. The role of all front line staff and managers in relation to Adult Support and Protection has been reinforced by Senior Managers in the Service. This is also supported by an active practitioner forum to share learning and good practice across the Health and Social Care Partnership.

- 3.28. The targets and the ways in which delayed discharge performance is recorded have changed, which makes comparisons with previous years difficult to interpret. Overall, however, the Service has continued to perform well and there have been improvements in our ability to support people to be discharged from hospital appropriately.. A “quick step” fast response service was introduced in Clackmannanshire in conjunction with the independent sector to enable more people to be discharged from hospital timeously and to support the avoidance of hospital admissions.
- 3.29. In 2016-17, the Adult Care Service developed and implemented Customer Service Standards which set out clearly the expectations of front line staff and managers

Complaints

- 3.30 Social Services received twenty four complaints enquiries in 2016-2017. These translated into twelve complaints at Stage 1 : six within Children Services and six within Adult Services. One complaint from Children Services and two from Adult Services escalated to stage 2, with one from Adult Services escalating to stage 3. Six complaints were partially upheld and five were fully upheld. These complaints related to poor communication, staff conduct and poor service standards. One complaint was not upheld. Twelve complaint enquiries were diverted from registration and dealt with on an informal basis by managers. Further information about these complaints is provided in the table below.
- 3.31 Complaint reports are submitted to the Senior Management Team on a quarterly basis to monitor the level of complaints reported to each service area. All Service Managers report all complaint enquires whether they are dealt with at enquiry stage or are formally registered as a complaint. The issues raised through enquiries are collated for quality assurance purposes.
- 3.32 The Services have responded to the above issues by taking required action to resolve complaints and improve the overall quality of service delivery. This has included the training of staff, learning review of policy and procedures and closer managerial oversight through supervision and case file auditing.
- 3.33 In conjunction with corporate services, Social Services planned for the introduction of the new Social Work Complaints Handling Procedures in April 2017. This is designed to align procedures more closely across public bodies and to support a more joined up, responsive approach to complaint handling. Awareness raising, revised procedures and workshop sessions were designed to support implementation.

Table 1 : Reasons for complaints

Summary area of complaint	Number	%
Communications by Service or Staff	14	39%
Service Standard or quality issues	11	30.5%
Staff conduct or Attitude	6	16.5%
Health & Safety	2	5.5%
Application of policy or Procedure	1	2.7%
Resources not available, adequate or suitable	1	2.7%
	1	2.7%
Total	36	100.0%

Financial Position

- 3.34 There was a revenue budget overspend for 2016/2017 of £1.248m (See Appendix 2 for more details). During the financial year the service has reported regularly to the Finance and Audit Committee on the budget position and on the associated recovery plan. Specific improvements were made towards decreasing the projected overspend. The evidence can be seen in a 42% reduction from the first forecast (2.163m overspend) to the final end of year figures (1.248m overspend). A significant reduction of £915k (42%) was secured from the Quarter 1 June outturn reported in September 2017.
- 3.35 Managers at all levels continued to meet with finance accountancy throughout the year to maintain robust budget management arrangements. The Budget is a set agenda item at all Senior Management Meetings.

The most significant factors contributing to the final outturn position were:

- Child Care Pressures including external residential and foster care placements. The service delivered a reduction in the overspend on external childcare placements from the 2015/16 position (36%), however this continued to be a significant budget pressure.

- Adult care pressures related to high levels of activity in long term placements for older people as a result of demographic and delayed discharge pressures, unachieved savings, and pressure on the reablement service as a result of a lack of capacity with external homecare provision.

3.36 The Capital budget of £1m for a new children’s residential service was rephased into 2018/19 and 2019/20 whilst further review work is undertaken to identify and scope service requirements. .

Criminal & Youth Justice Services

3.37 The Criminal Justice Section 27 grant claim for 2016/17 submitted to the Scottish Government reflected all the costs associated with the provision of the Criminal justice social work. An overspend of 64K was reported due to an unachievable saving and over-budgeted income along with various small operational overspends.

Strategy and Management Support

3.38 Management Support and Strategy reported an overspend of £164k mainly due to ongoing committed costs beyond cessation of shared services. This incorporates an underspend on the Self Directed Support (SDS) budget of £61k, which is being carried forward. This is Scottish Government one off payment, which is ring-fenced towards the on-going implementation of SDS.

4.0 Sustainability Implications

4.1 None.

5.0 Resource Implications

5.1 Financial Details

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

Yes

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

Yes

5.4 Staffing - There are no staffing implications associated with this report.

6.0 Exempt Reports

6.1 Is this report exempt?

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? No

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Social Services Business Plan 2016-17 report from Covalent
Appendix 2 – Social Services Financial Report 2016-17

11.0 Background Papers

- 11.1 Have you used other documents to compile your report? Yes (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)


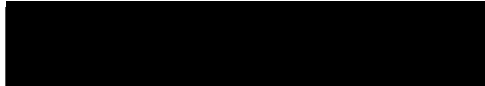
Social Services Scrutiny Review Report to Resources and Audit Committee, January 2017

Clackmannanshire and Stirling Health and Social Care Partnership Annual Report 2016-17.

Author(s)

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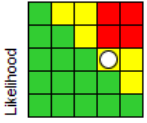










Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services	
Elaine McPherson	Chief Executive	


Social Services





Business Plan 2016-17 Annual Report








Key to symbols used in this report



PIs		ACTIONS		RISKS	
Long Trend (Overall trend over longer term)		Status		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Complete		 Rating 16 and above
	Performance has remained the same		In Progress		 Rating 10 to 15
	Performance has declined		Check Progress		 Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	
			Cancelled		

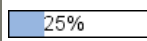

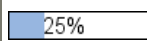

Vulnerable People and Families Are Supported






Covalent Ref.	PI Description	2014/15	2015/16	2016/17			2016/17	Lead
		Value	Value	Value	Target	Long Trend	Note	
ADC ADA 008	Number of Clackmannanshire people categorised as 'standard delayed' patients waiting in hospital for more than 2 weeks for discharge to appropriate settings	2.5	2.75	4			<p>The way of calculating and reporting on the number of people delayed in their discharge has changed for 2016/17. As a result, it is not helpful to compare the figure for this year to that provided for previous years. At the end of March 2017, there were four individuals from Clackmannanshire delayed in their discharge for longer than 2 weeks but this is not reflective of the longer term trend in a reduction in bed days for people assessed as clinically ready to leave hospital.</p> <p>In December 2016, a target to reduce Delayed Discharges across Forth Valley by 50% was agreed with the Cabinet Secretary for Health and Sport. The target was a reduction of 50% from the 2016 October census figure of the total number of people delayed in their discharge. Clackmannanshire had almost achieved their target by March 2017.</p> <p>In 2016-2017, the Service introduced a number of changes in conjunction with NHS Forth Valley, to both reduce the number of unplanned admissions to hospital and address delays. There are regular multi-disciplinary forums to review individuals who are delayed in their discharge and prioritise actions to address this at an individual, operational and strategic level.</p>	Linda Melville
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	73%	87%	87%	100%		<p>The Partnership uses a range of mechanisms to quality assure responses to Adult Protection referrals. This includes spot checks of case files, multi-agency forums to review the Initial Referral Discussions and an annual multi-agency audit. This provides more detailed, qualitative information about performance and identifies actions for improvement. This work has identified that referrals are screened on receipt and prioritised in line with the initial risk assessment.</p> <p>The Adult Support and Protection Committee has an improvement plan. A review of local operational procedures including recording of decisions on the IT system is underway designed to further improve our performance against this target.</p> <p>Monthly reports are produced and operational managers and the Adult Support and Protection Committee receive detailed information about Adult Support and Protection referrals including referral sources, the nature of referrals and actions taken. The most recent report has identified actions with care homes to ensure that referrals are appropriate and meet an agreed and well-understood threshold.</p>	Jim Robb

Covalent Ref.	PI Description	2014/15	2015/16	2016/17			2016/17	Lead
		Value	Value	Value	Target	Long Trend	Note	
ADC ADA 01a	% of Clackmannanshire people aged 65 and over with intensive care needs who receive 10 hours or more of home care per week	47%	48%	43%	45%		<p>This percentage represents the proportion of people with intensive care needs who are supported at home rather than in an institutional setting. The long term trend indicates a small decrease in the percentage of people supported to remain at home below the target level. It should be noted that when comparing performance across Scotland, Clackmannanshire has consistently performed well in this area.</p> <p>The Service closely monitors any increases in the number of older people who receive their support in institutional settings Redesign activity is focused on supporting early intervention and self management in line with the Health and Social Care Partnership's Strategic priorities to ensure that we continue to support people to remain in their own homes wherever this is possible.</p>	Linda Melville
ADC ADA 022	% Adult Support and Protection investigations where use of independent advocacy considered	38 %	40 %	86 %	55 %		<p>A review of all Adult Support and Protection Investigations conducted in 2016/17 evidenced that the need for independent advocacy was considered in line with statutory requirements was considered in the majority of cases. Referrals are not made in every case.</p> <p>The Service are reviewing the information provided to all adults subject to Adult Support and Protection Procedures to ensure that in addition to this requirement all adults receive information about the availability of independent advocacy.</p>	Jim Robb
ADC ADA B2b	Percentage of expenditure in adult social care Direct Payments (Option 1 of the Self Directed /support (Scotland) Act 2013)	1.1%	1.3%	2.2%	5.0%		<p>There has been an increase in the use of Direct Payments across the Service as the Service has progressed with the implementation of the Self Directed Support (Scotland) Act 2013. A steady growth in the use of direct payments has enabled monitoring of impact on service models and delivery.</p> <p>Further work is planned for 2017-2018 to embed across all Service areas.</p>	Jim Robb
SOS CUS 006	% Adult Care service users surveyed who feel safer as a result of social services involvement in Clackmannanshire	70%	88%				<p>We have not conducted a survey of those who use adult care services in 2016-2017. This is partly due to the lack of capacity in key support services following the end of the Shared Services and the requirement to prioritise other areas of work in line with developments across the Health and Social Care Partnership.</p> <p>In Adult Care, there has been a focus in 2016-2017, on developing and implementing Service Standards that sets out the expectations for people using our services. We have also been developing approaches to evaluating the impact and experience of those who use our services within reviews and assessments. This will ensure more representative feedback from those who use our services in 2017-2018.</p>	Chris Sutton





Covalent Ref.	PI Description	2014/15	2015/16	2016/17			2016/17	Lead
		Value	Value	Value	Target	Long Trend	Note	
SOS CUS 007	% Clacks Adult Social service users surveyed who report satisfaction that social services helped them to lead a more independent life	68%	81%				<p>We have not conducted a survey of those who use adult care services in 2016-2017. This is partly due to the lack of capacity in key support services following the end of the Shared Services and the requirement to prioritise other areas of work in line with developments across the Health and Social Care Partnership.</p> <p>In Adult Care, there has been a focus in 2016-2017, on developing and implementing Service Standards that sets out the expectations for people using our services. We have also been developing approaches to evaluating the impact and experience of those who use our services within reviews and assessments. This will ensure more representative feedback from those who use our services in 2017-2018.</p>	Chris Sutton
CHC CPR 029	Children on the Child Protection Register who have been visited within the last seven days and seen	94%	92%	100%	100%		The Service will continue to prioritise adherence to ensuring that all children on the Child Protection Register are visited and seen in line with this requirement.	Sandy Sneddon
CHC CPR 078	Percentage of children who are currently on the Child Protection Register, or are within 3 months of de-registration, who have had at least one Core Group in the last month	95%	98%	98%	100%		This percentage demonstrates that the Service continues to focus on the importance of having regular core groups in line with the Child Protection procedures. Operational managers are involved in any decisions to change arrangements to core groups e.g. due to key staff not being available, and these decisions are always risk assessed.	Sandy Sneddon
CHC LAC 18a	% of children looked after away from home with 3 or more placements within a year	0%	4%	2%			The Service continues to perform well in this area and continues to have a focus on supporting children and young people to minimise the number of moves that they experience across placements.	Sandy Sneddon
CHC SCR 002	Proportion of children seen by a supervising officer within 15 working days	76%	85%	93%	100%		The Service has improved performance in this area. This is reinforced through supervision with individual staff managers and at team meetings.	Sandy Sneddon
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (IARS and SBRs where no Children's Panel)	81%	71%	56%	75%		The Service recognises that this is an area for improvement and that this is important in the context of working more effectively with the Children's Reporter. Service Managers monitor performance against this indicator on a monthly basis. We have identified where there is a need for improvement and have taken forward actions with teams and through supervision to address this and ensure that reports are submitted timeously.	Sandy Sneddon
CHC TCA 002	% Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan	89%	76%	55%	75%		The Service has over 2016-2017 changed the way we collate information in the Through Care and After Care Team in line with the requirement to support young people up to the age of 26.	Michaela Porco





Covalent Ref.	PI Description	2014/15	2015/16	2016/17			2016/17	Lead
		Value	Value	Value	Target	Long Trend	Note	
							<p>All young people entitled to a through care and after care service are now recorded as open cases to the Service. A significant proportion of these young people will receive financial support but do not continue to have a pathway plan in line with their wishes.</p> <p>The description and method for measuring this performance indicator to ensure that all young people who require a pathway plan have one in place will be revised for 2017-2018.</p>	
CHC TCA 003	% Care leavers aged 16+ who have an allocated pathway coordinator	100%	100%	55%	100%		<p>The Service has in the past year changed how we collate this information, all Young People entitled to a TCAC service now remain as open cases to the service. Not all these young people are receiving ongoing interventions and may only receive financial support, in these cases there is no named Pathway Co-ordinator.</p> <p>The description and method for measuring this performance indicator to ensure that all young people who require a pathway coordinator have one will be revised for 2017-2018.</p>	Michaela Porco
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%	100%	100%		<p>The Criminal Justice Service will continue to prioritise the use of resources to meet this target.</p>	Stuart Landels






Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
MCB SOS 002	Review of Day Care Provision and Community Supports for Older People	31-Mar-2017			<p>The day service review has not been achieved in full due to the lack in uptake in voluntary redundancy. Meanwhile re-design activity has focussed on building assets based opportunities in communities. The Health and Social Care Partnership will consider day opportunities as part of building locality plan for Clackmannanshire.</p> <p>This action has been cancelled.</p>	Janice Young
MCB SOS 003	Redesign of Intermediate and Residential Care Services for Older People	31-Mar-2019			<p>Redesign of care home places has not been possible due to growth in demand for long term care from ageing population. Other community resources within the Housing sector to be considered by the HSCP as part of the locality plans for Clackmannanshire.</p> <p>This action has been cancelled.</p>	Janice Young

Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
MCB SOS 005	To build a new residential unit (5 beds) for children under 11 years of age.	31-Mar-2020	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%		The plans to build a new residential facility for children under the age of 11 were reconfigured. As an alternative a Core-Cluster service is being progressed to meet the statutory requirements of continuing care for young people and to complement existing residential provision.	Michaela Porco
MCB SOS 071	External Foster Care Options Appraisal	31-Mar-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		The first phase of options appraisal was completed and delivery has now commenced. Work was undertaken to look at fees for fostering across LA and private agencies and review our own carers fees. The Service will continue to progress this as a core element of delivery in 2017-2018. Phase 1 is recruiting carers and this has progressed. Recruitment drive starts this month through a Postal Drop. The remaining budget is earmarked for information events, advertisement etc.	Michaela Porco
SOS 167 013	New model for Learning Disability Respite	31-Mar-2017	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%		<p>This option as it stands has been cancelled.</p> <p>In 2016-17, there has been a focus on reviewing the care plans for individuals who are placed outside of the Clackmannanshire area and also for those who have a high level of needs. This has included the review of respite arrangements and redesign activity. This work will now continue following a change in the management of this Service as part of a wider service redesign across the Health and Social Care Partnership.</p> <p>This will include a review of the range of respite provisions including day opportunities, employment and access to short breaks during 2017/18 with a view to implementing new models of care on a phased basis from April 2018. The review of all Service Users is being progressed and engagement with staff, service users and carers is being planned from August 2017 onwards.</p>	Jim Robb
SOS 167 028	Review Integrated Mental Health Service	31-Mar-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Completed. The 15% target saving of £50K have been achieved by through the discontinuation of Cognitive Behavioural Therapy (CBT).	Jim Robb
SOS 167 036	Alloa Family Centre reconfiguration of vacancies	31-Mar-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		This project has now been completed with the transfer of group care staff to education as outlined in a pervious paper to council.	Sandy Sneddon






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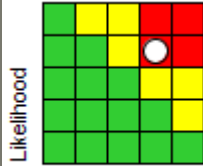
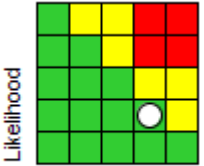
Covalent Ref.	PI Description	2014/15	2015/16	2016/17		Long Trend	2016/17	Lead
		Value	Value	Value	Target		Note	
ADC ABS 001	Average full-time equivalent days lost per employee in the Adult Care Services		15.11	21.04	10.00		<p>There has been an increase in the days lost across the Service when compared with 2015/16. The Management Team receive full reports on absence rates to enable identification of "hot spots" and agree further actions.</p> <p>Across Adult Care Provisions Services there has been an increase in rates of long term absence during the year. The primary reasons for this have related to post operative recovery, back pain and recurring medical conditions e.g. asthma and angina.</p> <p>Service Managers and front line managers work closely with the HR Business Partner to ensure that guidance and support is provided to staff as required and to take further actions in line with Council policies. Refresher training in the procedures and requirements has been provided to line managers and rolled out to front line staff.</p>	Jim Robb
ADC CUS 01b	Number of stage 2 complaints received in quarter for adultcare Clackmannanshire that were upheld	0	0	2	0		<p>Two Stage complaints in Adult care over the year 1 upheld and 1 partially upheld. Corrective action identified and undertaken to improve quality of Service provision. The main aim is to resolve complaints at the earliest point of service entry, but on both occasions these complaints were of an extremely complex nature resulting in escalation to stage 2 of the procedure.</p> <p>The Service has shared learning from complaints with front line staff to promote continuous improvement.</p>	Jim Robb
ADC CUS 02b	% of reported indicators for Clackmannanshire Council Adult social services registered provision graded good or better by Care Inspectorate over previous 12 months	100%	100%	100%	100%		<p>The Service has consistently performed well in this area and this high performance was maintained in 2016-2017.</p>	Janice Young
ADC IBP 013b	Projected variance as % of actual budget for Adult Care Social Services Clackmannanshire		0.25%	4.26%	2.5%		<p>The increased overspend in Adult Care in 2017-18 outside of the target tolerance was due to an increased number of residential placements for older people and the decision not to proceed with all of the Making Clackmannanshire Better options due following further evaluation by Senior Managers in Adult Care Services in 2016-17.</p> <p>Budget Recovery Plan is in place for the Health and Social Care Partnership.</p>	Celia Gray


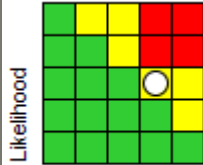
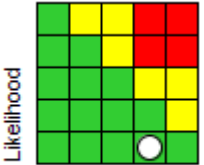
Covalent Ref.	PI Description	2014/15	2015/16	2016/17		2016/17		Lead
		Value	Value	Value	Target	Long Trend	Note	
ADC LAG 04A	% staff in Clacks Adult Social Services with current personal development plan	60%	45%	50%	100%		<p>The Head of Service has required all managers to prioritise the completion of PDPs across all service areas.</p> <p>It should be noted that a significant proportion of annual PDPs are due to be updated at this time of year and this will be prioritised. The Service are also reviewing the recording system to support managers to input PDPs directly into the ITrent system and support real time recording.</p> <p>It is also important to note that through the Social Services Learning and Development Section, information about learning and development opportunities delivered externally and internally is distributed on a week by week basis to all Social Services staff. Staff attendance for learning and development is recorded. Managers meet with staff on a 1:1 basis every 4-6 weeks or more frequently for newly qualified staff. Learning and development needs are discussed and recorded in these more frequent meetings and learning needs are addressed when identified throughout the course of the year.</p>	Celia Gray
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services		7.38	12.52	10.00		<p>There has been an increase in the days lost across the Service when compared with 2015/16. The Management Team receive full reports on absence rates to enable identification of "hot spots" and agree further actions.</p> <p>Across Child Care Services there has been an increase in both short and long term absence periods during the year. The primary reasons for this have related to acute medical conditions, neurological conditions (headaches and migraines) and non-work related stress.</p> <p>Service Managers and front line managers work closely with the HR Business Partner to ensure that guidance and support is provided to staff as required and to take further actions in line with Council policies. Refresher training in the procedures and requirements has been provided to line managers and rolled out to front line staff.</p>	Celia Gray
CHC CUS 01a	Number of stage 2 complaints received in quarter for Childcare Clackmannanshire that were upheld	1	2	1	0		<p>Stage 2 complaint not upheld following investigation by Service Manager and Complaints Officer. No further escalation to appeal stage sought by complainant. Complaint escalation to Stage 2 of the procedure remains relatively low indicating early resolution at Stage 1 or informally through casework management process.</p>	Celia Gray
CHC CUS 02b	% of reported indicators for Clackmannanshire Council children social services registered provision	57%	90%	100%	100%		<p>This has been an area of focus and reflects a significant improvement for the Service.</p>	Michaela Porco


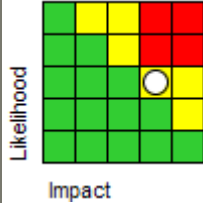
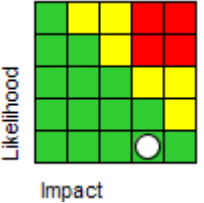
Covalent Ref.	PI Description	2014/15	2015/16	2016/17		2016/17		Lead
		Value	Value	Value	Target	Long Trend	Note	
	graded good or better by Care Inspectorate over previous 12 months							
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire	8%	13%	3.37%	2.55%		<p>There has been a reduction in the level of overspend in Child Care for 2016-2017 compared to the previous year. Significant work was completed to review external placements and return children and young people to the local area, wherever this was assessed as possible.</p> <p>The variance above the target tolerance is linked to a continued high level of residential school placements and the number of children accommodated in external foster care.</p> <p>A plan to redesign children's social work services is now in place with a focus on shifting resources to more preventative delivery models.</p>	Celia Gray
CHC LAG 04C	% staff in Clacks children Social Services with current personal development plan	24%	8%	11%	63%		<p>The Head of Service has required all managers to prioritise the completion of PDPs across all service areas.</p> <p>It should be noted that a significant proportion of annual PDPs are due to be updated at this time of year and this will be prioritised. The Service are also reviewing the recording system to support managers to input PDPs directly into the iTrent system and support real time recording.</p> <p>It is also important to note that through the Social Services Learning and Development Section, information about learning and development opportunities delivered externally and internally is distributed on a week by week basis to all Social Services staff. Staff attendance for learning and development is recorded. Managers meet with staff on a 1:1 basis every 4-6 weeks or more frequently for newly qualified staff. Learning and development needs are discussed and recorded in these more frequent meetings and learning needs are addressed when identified throughout the course of the year.</p>	Celia Gray
CJS ADP 004	Court Reports which had CPO as the preferred option which resulted in a CPO as main outcome	70.7%	71.8%	72.2%	68.0%		The Service continues to perform well against this target.	Stuart Landels
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	72.9%	80%	75.2%	72%		The Service continues to perform well against this target.	Stuart Landels
SOS CUS 008	% of Clackmannanshire Adult Care service users satisfied with the overall	76%	84%				The Service has not completed a survey of service users in 2016-2017. This has been partly due to lack of workforce capacity in the support	Chris Sutton


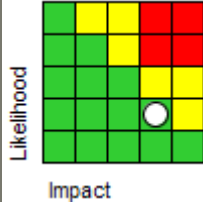
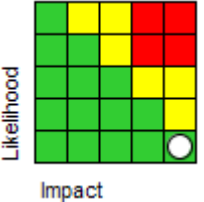
Covalent Ref.	PI Description	2014/15	2015/16	2016/17			2016/17	Lead
		Value	Value	Value	Target	Long Trend	Note	
	service they received from Social Services						<p>services following the end of the Shared Service.</p> <p>Alternative methods of aggregating information at the time of reviews with individuals have been evaluated to address this and will be implemented in 2017-18. This will increase the feedback available to the Service.</p>	


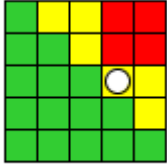
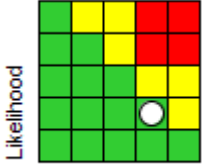
Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
MCB SOS 036	Social Services Workforce Strategy Review	31-Mar-2017	0%		A decision has been made that this action will not be progressed. This related to the change in the proportion of professionally qualified staff v para –professional staff in Adult Assessment and Care Management. Further work has been conducted on workforce planning and as we progress with more integrated service models across the Health and Social Care Partnership, we will re-evaluate the staffing requirements.	Linda Melville
MCB SOS 050	Review of Social Services Commissioning	31-Mar-2017	100%		<p>The first stage of this work has been completed. Market Position Statement developed for Adult Care Services.</p> <p>It was identified through review that full work plan is required to ensure that all externally commissioned services are procured in accordance with Standing orders and service need. As service redesign continues in line with the Children's Services Plan, the 2017-2022 Business Plan and the Health and Social Care Partnership Delivery Plan, This work plan will be delivered over the next two - three years.</p>	Chris Sutton
MCB SOS 074	Implementation of Multi-Systemic Therapy	31-Mar-2017	0%		The service has reviewed the evidence based programmes and a decision has been made that an intensive family support service will be a fundamental part of the redesign of children services. Within this strategy a range of interventions will be deployed, evidence based practice will be considered as part of the redesign and will compliment an in house support service for children and families from the age of 0 - 26 years	Stuart Landels
SOS 167 017	Review EDT (out-of-hours) service hosted by Stirling	31-Mar-2017	0%		This review could not be taken forward as the service is a Forth Valley wide service which is funded by all 3 councils, at the agreed funding ratio. Any reduction of funding by a single council would impact on the viability of the service at put at risk the council's ability to meet its statutory duties out with normal working hours.	Celia Gray
SOS 167 034	Redesign MECS Service to realise 15% efficiency	31-Mar-2017	100%		Completed. This saving was achieved.	Janice Young

ID & Title	SOS 015 Redesign activity	Approach	Treat	Status		Managed By		Current Rating	16	Target Rating	8
Description	Redesign activity does not match pace and scale of change required.								16		8
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs										
Related Actions	SOS RIS 022	Workforce development and skills plan being developed corporately and by Social Services		Internal Controls	Health & Social Care Joint management team						
	SOS RIS 023	Re-aligning Childrens Services program to develop Joint Commissioning Strategy for Childrens Services.			Senior Social Services Management Team						
	SOS RIS 024	Health & Social Care Strategic Plan			HSC Strategic Plan						
Latest Note	All savings plans have been reviewed, areas of budget pressure have been identified and alternative plans and timescales have been developed										

ID & Title	SOS 016 Procedures	Approach	Treat	Status		Managed By		Current Rating	12	Target Rating	4
Description	There is a risk that procedures do not accurately relate to operational and statutory requirements.								12		4
Potential Effect	We may fail to meet Scottish Government objectives. We may fail to meet Council objectives. We may fail to deliver the required services. Risk of harm to current or potential service users.										
Related Actions	SOS RIS 004	update operational procedures and guidance.		Internal Controls	Service Plans						
	SOS RIS 025	Children's Services Action Plan			Inspection and external audit						
	SOS RIS 026	Audit activity across Children and Adult services									
Latest Note	Work continues to update procedures, prioritised according to risk										

ID & Title	SOS 026 Commissioning arrangements	Approach	Treat	Status		Managed By		Current Rating	12	Target Rating	4
Description	Quality of care not maintained due to reduced capacity for contract monitoring. Service delivery standards are not met.										
Potential Effect	Pressure on contract compliance staff. Paying for services not provided. Non-compliance with statutory requirements. Critical services may not be supplied.										
Related Actions	MCB SOS 050	Review of Social Services Commissioning	Internal Controls	Procurement Strategy							
				Council Standing Orders							
				Commissioning Arrangements							
				HSC Strategic Plan							
			HSC Market Positioning Statement								
Latest Note	Work has been completed to review the status of all externally commissioned services and to develop a risk-based action plan. Operational links are in place for all externally commissioned services. Meetings have taken place with the main contracted providers where there is a high volume of spend.										

ID & Title	SOS 022 Insufficient Competent Staff	Approach	Treat	Status		Managed By		Current Rating	8	Target Rating	5
Description	We may fail to have sufficient competent, confident staff and managers to undertake core duties.										
Potential Effect	We may fail to deliver the required services. We may fail to meet statutory requirements. Lack of effective support to staff. Risk of harm to current or potential service users.										
Related Actions	MCB SOS 036	Social Services Workforce Strategy Review	Internal Controls	Performance Review & Development Process							
				Maximising Attendance & Employee Wellbeing Policy							
				Recruitment & retention Policy							
				Social Services Supervision policy							
			Workforce Learning & Development Strategy								
Latest Note	This related to significant changes across the Service at the time of the ending of the Shared Service. Key gaps were identified and actions taken to mitigate risks. Recruitment has been progressed in key service areas e.g, in child care social work and permanent posts have been filled. Plans are in place to end all use of agency staff. While there are still gaps in some areas of the Service, the level of risk has been reduced through these actions.										

ID & Title	SOS 017 Service User Information Systems do not support effective information sharing	Approach	Tolerate	Status		Managed By		Current Rating	12	Target Rating	8
Description	Organisational information and knowledge are not effectively managed and shared. There is not a single client information system for Social Services.										
Potential Effect	Negative impact on the smooth running of the service.										
Related Actions	SOS RIS 016 Implementation of Child Care Case Management System	Internal Controls	Business Continuity Plans								
			Joint IT Governance Group								
			Data Sharing Partnership								
Latest Note	Planning underway for Case Management Systems for Social Services										

Appendix 2

Table 1 - Revenue Expenditure as at 31 March 2017

Service	Revised Budget 2016/17	Actual 2016/17	Variance 2016/17	Variance as at 31/12/16	Movement in Variance
	£000	£000	£000	£000	£000
Adult Service					
Mental Health & Learning Disability	8,003	8,130	127	(130)	257
Elderly & Physical Disability Care (Commissioned Services)	4,673	4,016	(657)	(130)	(527)
Adult Provision(Internal Services)	2,808	3,785	977	1,018	(41)
Adult Management	(284)	(12)	272	258	14
Adult Service Total	15,200	15,919	719	1,016	(297)
Child Care Service					
Child Care Resourcing (Provided & Purchased)	4,580	4,753.	173	196	(23)
Child Care Support	2,206	2,197	(9)	118	(127)
Early Years & Families	1,741	1,338	(403)	(283)	(120)
Child Care Service Total	8,527	8,288	(239)	31	(270)
Other					
Residential Schools (Joint Budget with Education)	3,000	3,540	540	554	(14)
Criminal & Youth Justice Services	191	255	64	49	15
Strategy	539	551	12	75	(63)
Social Services Management Support	435	587	152	(196)	348
Total Revenue	27,892	29,140	1,248	1,527	(281)

