
Report to: **Scrutiny Committee**

Date of Meeting: **24th August 2017**

Subject: **Social Services Business Plan 2017 – 2022**

Report by: **Head of Social Services**

1.0 Purpose

- 1.1. This report presents to the Committee the Social Services Business Plan for 2017-2022 (contained as Appendix 1).

2.0 Recommendations

- 2.1. It is recommended that the Committee endorses the Business Plan, provides comment on and challenge as appropriate, and agrees the performance targets for scrutiny purposes over the next 12 months.

3.0 Considerations

- 3.1. The Business Plan sets out the core objectives for the Service and contains an analysis of the key issues for the Service. Core priorities and areas for improvement are identified.
- 3.2. The Business Plan includes an overview of the Service, its purpose, management structure, objectives and budget information for 2017-2018. The key issues are set out alongside actions that will be taken to improve and support ongoing engagement with customers, stakeholders and staff.
- 3.3. The Plan sets out the intention to redesign Children and Families and Justice Social Work Services in line with the Council wide transformation programme. The redesign of the Service will ensure that there are clear spans of control and accountability. The redesign will support the core objectives of:

- Early identification and assessment of risk and needs

- Delivering appropriate, targeted evidence based interventions to identify, manage and reduce risk
 - Shifting the balance of care to move to family and community based alternatives
- 3.4. The delivery section of the plan sets out the key actions that the Service will take forward in line with corporate priorities. The plan incorporates priority setting, planned improvement activity, performance measures and a service wide risk register. The plan will be reviewed and performance measures and targets will be adjusted on an annual basis to ensure ongoing improvement activity in line with the core priorities.
- 3.5. Links with the Annual Governance Assurance process have been taken into consideration during the preparation of the Social Services Business plan.

Risks

- 3.6. The Social Services Business Plan for 2017-2022 includes a Risk Register. The Register will be reviewed by the Service 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.

10.0 Appendices

10.1. Appendix 1 - Social Services Business Plan 2017 -2022.

11.0 Background Papers

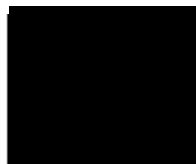

11.1. Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered).

Yes (please list the documents below) No

Author(s)

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Chris Sutton	Service Manager Strategy	01259 225031

Approved by

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

Children and Families and Justice Social Work Services

Business Plan 2017-2022



Making Clackmannanshire Better

1 SERVICE OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

In March 2017 Clackmannanshire Council agreed a transformational change and service redesign programme to secure cost effective and sustainable service delivery that ensures best value for the people of Clackmannanshire. In all areas of service this is focused on achieving better integration and efficiency across public services, with increasing emphasis on the need to intervene early and increasing the choice and control offered to people.

This Business Plan focuses on the delivery of Children and Families and Criminal Justice Social Work Services and includes actions and measures related to the delivery of the Chief Social Work Officer function across all Social Work Services. Children and Families and Criminal Justice Social Work Services have a significant contribution to make, working with local communities and our partners across Clackmannanshire, to meet current and future challenges facing the Council and to contribute to the delivery of wider strategic plans. This Business Plan sets out the key priorities and associated performance measures and strategic risks. It is designed to provide a mechanism of accountability and support the Service to monitor and report on the delivery of its core objectives.

The core legislative responsibilities for Social Work Services focus on protecting individuals, families and communities from risk of harm and supporting people to lead full and active lives in our communities. These responsibilities are delivered through the assessment and management of risk, the provision of advice, guidance and support and by working in partnership with other agencies to promote early intervention, prevention and social inclusion. The Service has core statutory functions in the context of corporate parenting, child protection, adult protection and the management of high risk offenders.

The Chief Social Work Officer provides a strategic and professional leadership role in the delivery of social work services, whether delivered directly by the Local Authority, delivered in partnership with other statutory organisations or externally commissioned and delivered by the third and independent sector. The Chief Social Work Officer has a role in providing professional advice and guidance to an Integration Joint Board to which social work functions have been formally delegated and has a responsibility to advise on the specification, quality and standards of the commissioned services. The Chief Social Work Officer also has a contribution to make in supporting overall performance improvement and management of corporate risk across the Council. The Business Plan reflects these requirements by including three high level performance measures for adult

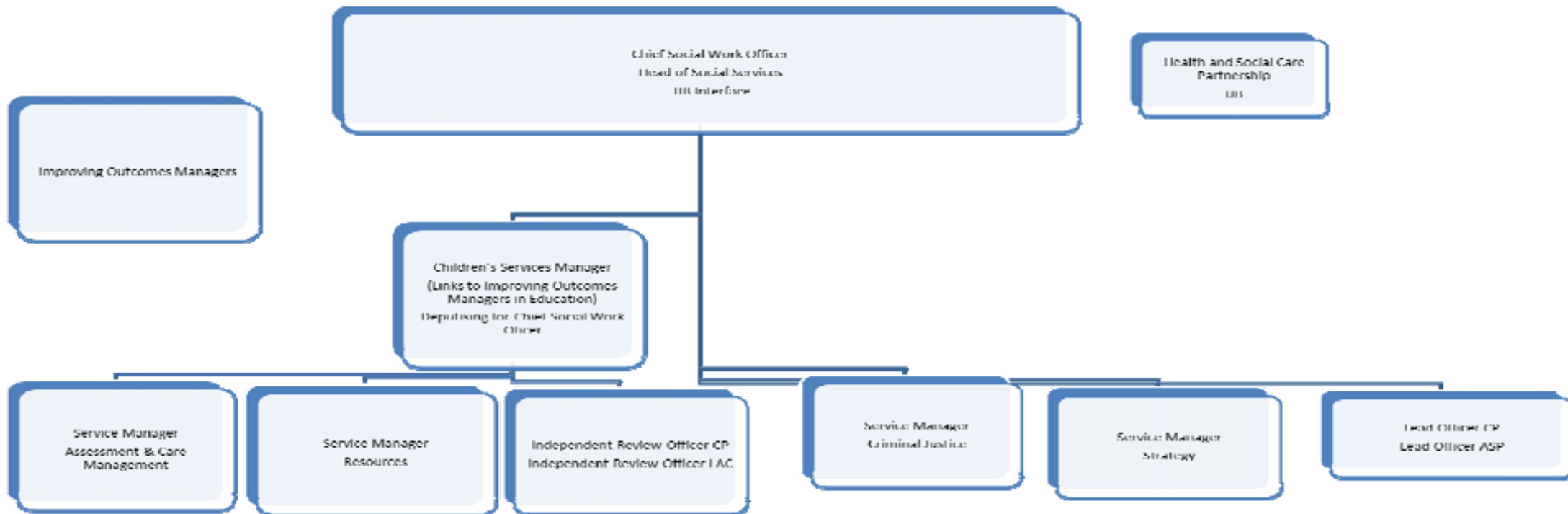
social services.. More detailed information about the functions undertaken by the Chief Social Work Officer are included in the Annual Chief Social Work Officer Report.

The key objectives for the Children and Families and Justice Social Work Services are:

- To provide high quality, safe, equitable, evidence based services within allocated resources;
- To provide personalised services, which support and assist all people to meet their potential;
- To further develop collaborative working and introduce a wider range of preventative, intensive support services to shift the balance of care and support adults, children, young people and to live and participate fully in their local communities, when it is safe to do so.

In order to achieve the core objectives for the Service 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. This requires ongoing learning and dialogue with those who use our services. the wider public, partner organisations and other key stakeholders. In 2017-18, the structure of the Service will be redesigned to ensure that resources are deployed in line with our core objectives and to deliver maximum efficiency. The redesign will also ensure more joined up working across the Council's Children and Families and Justice Social Work Services and Education Services.

1.2 SERVICE STRUCTURE



1.3 BUDGET 2017/2018

Clackmannanshire Council

The total revenue budget for Social Work Services for 2017/18 is just over £29m after agreed savings and growth have been applied. Of this total budget, £15m has been ear-marked for delegation to the Integration Joint Board (IJB) for delivery of those services required to be delegated. The Council retains responsibility for services to Children and Families, with a budget of £12.7m, as well as Criminal Justice Social Work with a budget of £1.6m

REVENUE BUDGET	
Service Area	£000
Childcare	4,947
Childcare Support	2,275
Early Years & Families	1,415
Residential Schools	3,023
Strategy & Management	993
Criminal & Youth Justice	1,639
Total Social Services Revenue Budget 2017-18	14,292

CAPITAL BUDGET	
Project	£000
Social Services Integrated System	100
Telecare Equipment	75
Childcare Services - Residential	25
Total Social Services Capital Budget 2017/18	200

1.4 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

This schedule includes key strategic documents and publications that the Children and Families and Criminal Justice Service leads on or has a key role in contributing to.

Key Service Document	Status and Review Schedule
Clackmannanshire Children's Services Plan, 2017-2020	Due for publication in Autumn 2017 Annual Review
Child Protection Committee Strategic Plan, 2017-2018	Annual
Adult Support and Protection Committee Strategic Plan, 2017-2018	Annual
Community Justice Improvement Plan, 2017-2018	Annual Review
Corporate Parenting Strategy, 2013-2018	Clackmannanshire Strategy currently under development Annual Review
Carer's Strategy, 2017-2020	Currently under development Annual Review

2 KEY ISSUES FOR THE SERVICE

The policy landscape is cross cutting and complex. The key areas of public sector reform and redesign which impact on the Service are:

- 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.
- **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 sits with Community Planning Partnerships from April 2017.
- 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 evidence-based **Strategic Commissioning** in partnership with other agencies for Children's Services and Justice Services. For Children's Services, this will be informed by the **Realigning Children's Programme**
- 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**.
- The **Carers (Scotland) Act 2016** place an emphasis on carers as partners in the planning and delivery of care and on meeting the needs of adult and young carers.
- The **Community Empowerment and Renewal Bill** designed to strengthen community participation and engagement and the development of Local Outcome Improvement Plans.
- Increased emphasis on **Public Protection** incorporating Child Protection, Adult Support and Protection, substance misuse, gender-based violence and Multi-Agency Public Protection Arrangements in respect of Community Justice.

In order to deliver on our key service objectives and address national priorities, these are the key themes and areas that the Services must focus on. This is based on an analysis of current performance data, needs assessments, self evaluation, staff engagement and benchmarking activities:

- Delivering appropriate, targetted evidence based interventions to identify, assess, manage and reduce risk
- Delivering intensive support services so that children and young people remain in their local community wherever possible
- Continue to deliver more creative approaches to the use of our resources, designed around the outcomes that children and their families identify. This includes increasing opportunities for choice and control and the flexible use of service budgets through Self-Directed Support.
- Strengthening relationships between and across children/adult and criminal justice social work services
- Strengthening opportunities for joint working across Education and Children and Families and Justice Social Work Services
- Strengthening engagement and participation with children, young people and adults who use our services
- Working collaboratively with third and independent sector providers

- Strengthening leadership at all levels and engaging staff with service change and improvement
- Strengthening our approach to Quality Assurance across all areas of service delivery aligned to the role of the Chief Social Work Officer
- Strengthening the functions of strategic commissioning, policy and planning, learning and development, quality assurance and performance reporting across social work services as enablers of transformational change
- Improving our use of data, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to take forward delivery and monitor outcomes.

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

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 the Council's external websites. We also use opportunities to proactively engage with the media to promote positive stories about the service. 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. The Service uses qualitative and quantitative data to evaluate performance and inform service improvement.

The Service also convenes consultation events with service user and carers' groups throughout the course of the year and hosts sessions and workshops in conjunction with local providers to obtain feedback from service users about processes and procedures and areas for improvement. Participation Strategies are in place for registered services.

3.2 WORKFORCE PLANNING AND DEVELOPMENT

The Service needs ensure that there are sufficient staff available with the requisite skills and knowledge to deliver our current and future service objectives and requirements. The Service and the Chief Social Work Officer require to ensure that staff meet national and professional registration requirements. These needs are met through safe recruitment

practices, recruitment and retention strategies, supervision and professional development programmes, staff engagement activities, attendance management, targeted learning and development programmes and succession planning.

In line with the Council wide transformation programme, the Head of Social Services has progressed a service wide redesign. The redesign of the Service will ensure that there are clear spans of control and accountability. The redesign will support the core objectives of

- Early identification and assessment of risk and needs
- Delivering appropriate, targeted evidence based interventions to identify, manage and reduce risk
- Shifting the balance of care to move to family and community based alternatives

The redesign will enhance opportunities for joint working across Children and Families and Justice Social Work, Education and Housing Services, with the third and independent sector and with Adult Social Work Services and other external partners.

The workforce will be aligned to meet the requirements of delivering intensive, evidence based family support services. Job profiles will be reviewed and aligned to the revised service structure and service requirements. Job profiles will be aligned across teams and this will be used to support transferability of skills and learning across service areas. Job roles and functions will support flexible working to meet the needs of those who require our services. Our recruitment processes will be reviewed and recruitment events will be introduced.

Financial accountability at front line manager level will be strengthened through staff development. Strategic support services including quality assurance, planning, performance reporting and strategic commissioning will be enhanced to support the function of the Chief Social Work Officer across all Social Work Services.

Learning and Development will be provided across all Social Work Services and increasingly delivery is with partner organisations. All learning and development 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 is evaluated through the annual Professional Development Planning process, verbal feedback from individuals and their managers.

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 and practitioner forums e.g. for Child and Adult Protection. Social Services staff also participate in corporate learning and development programmes, leadership programmes and engagement activities. Learning and development needs will be reviewed in line with the service redesign and with a strong focus on developing leadership skills at all levels.

3.3 MANAGING SERVICE PERFORMANCE

The Social Services Senior Management Team acts as the single point of reference for key performance information. The Service uses feedback from self evaluation, audit activity, complaints and compliments, benchmarking and external scrutiny to inform performance planning and improvement activities. Service specific performance forums manage and monitor progress against key performance indicators. The Service also reports to multi-agency forums to provide assurance e.g. Public Protection Forum, Child Protection Committee and Adult Support and Protection Committee. The Chief Social Work Officer produces an annual report for the local authority and the Integration Joint Board on the functions of the Chief Social Work Officer and on the delivery of social work services including specific statutory functions.

The following activities underpin performance management:



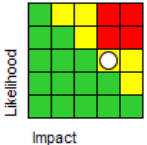










- A programme of self evaluation including practice and documentation audit and benchmarking activities;
- Service Plans for each service area to ensure the alignment of financial, performance, workforce planning and service development functions;
- Analysis and collation of quantitative and qualitative performance information. This includes reports to the Scottish Government, Clackmannanshire Council and relevant committees and to regulatory bodies providing information about resources, people, outcomes and outputs.

The Service understands the need to improve our use of evidence and self evaluation, embedding outcomes based practice across all areas of service. As we progress with the delivery of this business plan outcomes data will be considered together with data about costs and activities to assist us to make decisions about future investment. There is also recognition of the need to enhance our capacity for quality assurance across the Service including ensuring that all core policies and procedures are updated and fit for purpose. This will ensure that all front line staff have a thorough understanding of the policies, procedures and standards for their service area.

4. Children and Families and Justice Social Work Services

Delivery Plan






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	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Target	Long Trend	Note	
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	87%	87%		100%			Jim Robb
CHC CPR 029	Children on the Child Protection Register who have been visited within the last seven days and seen	92%	100%		100%			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	98%	98%		95%			Sandy Sneddon
CHC LAC 028	What % of reviews result in a Having Your Say report being completed by the child/young person (8+)?	52.51%			75%		This measure was not used for the 2016/17 Business Plan	Sandy Sneddon
CHC LAC 26a	% of Looked After Children (8+) subject to a Review attended their Review	38%	25%		75%			Sandy Sneddon
CHC LAC 05f	% children and young people with foster carers provided by LA				30%		This is a new measure therefore there are no values included for previous years	Michaela Porco
CHC LAC 05i	% Children and young people with foster carers purchased externally by the LA				70%		This is a new measure therefore there are no values included for previous years.	Michaela Porco
CHC LAC 18a	% of children looked after away from home with 3 or more placements within a year	4%	2%		0%			Sandy Sneddon
CHC LAC 19b	% Looked after children who remain at home or in kinship placement				50%		This is a new measure therefore there are no values included for previous years	Sandy Sneddon
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (IARS and SBRs where no Children's Panel)	71%	56%		75%			Sandy Sneddon









Covalent Ref.	PI Description	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Target	Long Trend	Note	
CHC SCR 02a	Proportion of children, where decision made by Children's Hearing that they require supervision, who are seen by a supervising officer within 15 working days	86%	93%		100%			Sandy Sneddon
CHC TCA 002	% Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan	76%	55%		75%			Michaela Porco
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%		100%			Stuart Landels
CJS ADP 004	Court Reports which had CPO as the preferred option which resulted in a CPO as main outcome	71.8%	72.2%		68.0%			Stuart Landels
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	80%	75.2%		75%			Stuart Landels



Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
SOS CHC 001	Implementation of Functional Family Therapy	01-Jan-2018	<input type="text" value="0%"/>			Margaret McIntyre
SOS CHC 002	Implementation of Intensive Children and Family Support Services	01-Jan-2018	<input type="text" value="0%"/>			Margaret McIntyre
SOS CHC 003	Increase provision of advocacy services for children and young people	01-Oct-2017	<input type="text" value="0%"/>			Michaela Porco
SOS CHC 004	Establish Champion's Board	01-Apr-2019	<input type="text" value="0%"/>			Michaela Porco
SOS CHC 005	Carer's Strategy in place including arrangements for young carers support planning	01-Apr-2018	<input type="text" value="0%"/>			Michaela Porco

Our Public Services Are Improving

Covalent Ref.	PI Description	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Target	Long Trend	Note	
ADC CUS 01b	Number of stage 2 complaints received in quarter for adultcare Clackmannanshire that were upheld or partially upheld	0	2		0			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%			Janice Young
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services	7.38	12.52		10.00			Celia Gray
CHC CUS 01a	Number of stage 2 complaints received in quarter for Childcare Clackmannanshire that were upheld or partially upheld	2	1		0			Celia Gray
CHC CUS 02b	% of reported indicators for Clackmannanshire Council children social services registered provision graded good or better by Care Inspectorate over previous 12 months	90%	100%		100%			Michaela Porco
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire	13%	3.37%		0%			Celia Gray
CHC LAG 04a	% staff in Clacks Children and Families Social Services who have received supervision in line with service requirements				75%		This is a new measure therefore there are no values included for previous years.	Celia Gray
CJS ABS 001	Average full-time equivalent days lost per employee in the Criminal Justice Service	7.38	12.52		10.00			Celia Gray


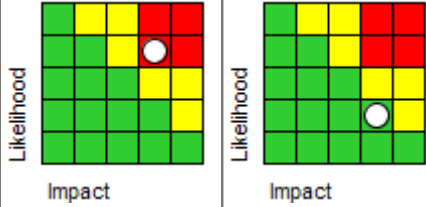
Covalent Ref.	PI Description	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Target	Long Trend	Note	
CJS CUS 01a	Number of stage 2 complaints received in quarter for Criminal Justice Service that were upheld or partially upheld				0		This is a new measure therefore there are no values included for previous years	Celia Gray
CJS IBP 013	Projected variance as % of actual budget for Criminal Justice Service Clackmannanshire				0%		This is a new measure therefore there are no values included for previous years	Celia Gray
CJS LAG 04a	% staff in Clacks CJS Social Services who have received supervision in line with service requirements				75%		This is a new measure therefore there are no values included for previous years.	Celia Gray


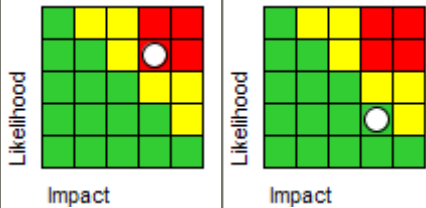
Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
SOS SSS 061	Implementation of Redesigned Service Structure	01-Apr-2018	<input type="text" value="0%"/>			Celia Gray
SOS SSS 062	All commissioned services have designated operational manager responsible for contract management and monitoring	01-Dec-2017	<input type="text" value="0%"/>			Celia Gray
SOS SSS 063	Commissioning framework in place for Children's and Justice Services	01-Apr-2018	<input type="text" value="0%"/>			Chris Sutton
SOS SSS 064	Briefings on revised complaints procedures delivered to all line managers	01-Oct-2017	<input type="text" value="0%"/>			Chris Sutton
SOS SSS 065	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development	01-Apr-2018	<input type="text" value="0%"/>			Chris Sutton
SOS SSS 066	Service will support operational implementation of IT system across Social Services	01-Apr-2018	<input type="text" value="0%"/>			Celia Gray
SOS SSS 067	Introduce programme of activities to support staff engagement	01-Oct-2017	<input type="text" value="0%"/>			Celia Gray
SOS SSS 068	Implement revised job profiles and introduce a programme of recruitment events	01-Apr-2018	<input type="text" value="0%"/>			Celia Gray

Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
SOS SSS 069	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service	01-Apr-2018	<input type="text" value="0%"/>			Celia Gray
SOS SSS 070	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service	01-Dec-2018	<input type="text" value="0%"/>			Chris Sutton

Risk	SOS 015 Redesign activity does not match pace and scale of change required	Approach		Status		Managed By	Celia Gray	Current Score	16	Target Score	8
Description	Redesign activity does not match pace and scale of change required										
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs. Workforce skills profile do not meet redesign activity. Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services. Services are not redesigned to meet current and future needs.										
Latest Note											
Related Actions	Implementation of Functional Family Therapy					Internal Controls	Social Services Business Plan				
	Implementation of Intensive Children and Family Support Services						Audit & Finance Committee				
	Implementation of Redesigned Service Structure						Scrutiny Committee				
	All commissioned services have designated operational manager responsible for contract management and monitoring										
	Commissioning framework in place for Children's and Justice Services										

Risk	SOS 016 Operational procedures are not fit for purpose and up to date and are not used to support effective service delivery	Approach		Status		Managed By	Margaret McIntyre	Current Score	16	Target Score	8
Description	Operational procedures are not fit for purpose and up to date and are not used to support effective service delivery										
Potential Effect	Risk of harm to current or potential service users. Failure to meet Scottish Government objectives. Failure to meet Council objectives. Failure to deliver the required services. Reputational damage and financial loss.										
Latest Note											
Related Actions	Implementation of Redesigned Service Structure					Internal Controls	Social Services Business Plan				
	Briefings on revised complaints procedures delivered to all line managers										
	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development										

Risk	SOS 017 Information is not shared effectively across IT systems and with partner organisations	Approach		Status		Managed By	Celia Gray John Munro	Current Score	16	Target Score	8
Description	Information is not shared effectively across IT systems and with partner organisations										
Potential Effect	Performance reporting difficulties. Poor information exchange. Risk of harm to current or potential service users. Failure to meet Scottish Government objectives. Failure to meet Council objectives. Failure to deliver the required services. Reputational damage and financial loss.										
Latest Note											
Related Actions	Service will support operational implementation of IT system across Social Services					Internal Controls	Business Continuity Plans Social Care Systems Steering Group				

Risk	SOS 026 The Services commissioned from external providers are not aligned to service requirements and in line with Council Standing Orders	Approach		Status		Managed By	Celia Gray	Current Score	16	Target Score	8
Description	Range of services do not meet current and future needs and quality of care is not maintained										
Potential Effect	Service delivery standards are not met. Pressure on contract compliance staff. Financial risks. Non compliance with statutory and Council requirements. Critical services may not be supplied. Recruitment & retention. Complaints ignored. Reputational damage and financial loss.										
Latest Note											
Related Actions	All commissioned services have designated operational manager responsible for contract management and monitoring					Internal Controls	Procurement Strategy				
	Commissioning framework in place for Children's and Justice Services										

Risk	SOS 028 Lack of capacity to deliver the required learning and development across Children and Families and Criminal Justice Social Work Services	Approach		Status		Managed By	Celia Gray	Current Score	12	Target Score	6
Description	Lack of capacity to deliver the required learning and development across Children and Families and Criminal Justice Social Work Services										
Potential Effect	<p>Failure to deliver the required services and meet statutory requirements.</p> <p>Risk of harm to current or potential service users.</p> <p>Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services.</p> <p>Failure to deliver service redesign and benefits.</p>										
Latest Note											
Related Actions	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service					Internal Controls	Social Services Supervision policy				
							Workforce Learning & Development Strategy				

Risk	SOS 025 Staff engagement	Approach		Status		Managed By	Celia Gray	Current Score	12	Target Score	6
Description	Failing to engage effectively with staff										
Potential Effect	<p>Negative impact on Employee morale.</p> <p>Risk of harm to service users or potential service users.</p> <p>Industrial action.</p> <p>Disruption to service delivery.</p>										
Latest Note											
Related Actions	Introduce programme of activities to support staff engagement					Internal Controls	Industrial relations meetings				

Risk	SOS 027 Engagement with those who use our services, unpaid carers and the wider public is insufficient	Approach		Status		Managed By	Celia Gray	Current Score	12	Target Score	6
Description	Engagement with those who use our services, unpaid carers and the wider public is insufficient										
Potential Effect	Services are not redesigned to meet current and future needs. Failure to deliver the required services. Failure to deliver efficient services. Reputational damage.										
Latest Note											
Related Actions	Increase provision of advocacy services for children and young people					Internal Controls	Social Services Business Plan				
	Establish Champion's Board										
	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development										

Risk	SOS 022 We may fail to have sufficient competent, confident and where required, appropriately registered staff and managers to undertake core duties and functions	Approach		Status		Managed By	Celia Gray	Current Score	12	Target Score	8
Description	We may fail to have sufficient competent, confident and where required, appropriately registered staff and managers to undertake core duties and functions										
Potential Effect	Failure to deliver the required services and meet statutory requirements. Risk of harm to current or potential service users. Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services.										
Latest Note											
Related Actions	Implementation of Redesigned Service Structure					Internal Controls	Social Services Supervision policy				
	Implement revised job profiles and introduce a programme of recruitment events						Workforce Learning & Development Strategy				
	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service										

