

**CLACKMANNANSHIRE COUNCIL**

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**Report to: Scrutiny Committee**

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**Date of Meeting: 21<sup>st</sup> December 2017**

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**Subject: Social Services Performance Report April 2017 –  
September 2017**

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**Report by: Head of Social Services**

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**1.0 Purpose**

- 1.1. This report outlines the Social Services performance in the first two quarters of 2017-2018.
- 1.2. The report contains detail of the performance measures, actions and risks against the priorities and targets set out in the Social Services Business Plan (Appendix 1).

**2.0 Recommendations**

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

**3.0 Considerations**

- 3.1 Service redesign activity and the key actions contained in the business plan are currently on track and in progress. This includes the redesign of job profiles to support the delivery of the redesigned Child Care Service, the restructure of the Strategy Service. We have completed briefings with supervisory staff on the new Social Work Complaints Handling process. Key actions are highlighted in relation to individual service areas.

**Children and Family Services**

- 3.2 The Service has progressed service redesign activity in line with the findings from the Social Services Scrutiny Review conducted by Clackmannanshire Council's Resources and Audit Committee and the data from the Realigning Children's Services programme.
- 3.3 The Service initiated redesign plans across the following key areas:
  - Developing our local foster care services

- Developing intensive support services including Functional Family Therapy
  - Self directed support pilot for children and young people
  - Improving Child Protection practice via procedural guidance and the development of a 5 day intensive course for all social workers and managers
- 3.4 The key actions and performance measures contained in the 2017-2018 Business Plan align with our core ambitious and the service redesign. We increased the range of measures relating to looked after children, reflecting the priority that the Service is placing on improving outcomes for our looked after children and young people. These measures place a greater emphasis on shifting the balance of care and supporting more children and young people to remain with their own families or be cared for locally, wherever possible.
- 3.5 The Child Protection performance indicators relate to visits to children on the Child Protection Register weekly and ensuring multi- agency core groups are held 4 weekly. There has been a slight decrease in relation to weekly visits which relate to one case of an unborn child who was placed on the register. There was a need to rearrange some core groups during this period to ensure participation by family and relevant agencies, which led to some being completed outside of set timescales. To support further improvement in this area, we have updated Child Protection Procedures and developed a training programme to ensure that operational social work staff have the necessary knowledge and understanding to undertake Child Protection duties with competence and confidence.
- 3.6 Over the past year the service has identified the need to undertake Learning Reviews, examining practice identifying key risks/areas requiring further scrutiny/improvement and sharing learning both within the social work service and with wider partners. These case reviews have been developed to assist practice improvement and to establish a learning culture within the organisation.
- 3.7 Looked After Children performance indicators contained in our plan relate to participation by children and young people in decision-making, shifting the balance of care, reducing the number of placements for those who are looked after and accommodated and pathway planning.
- 3.8 The percentage of reviews where “Having your Say” report is completed by the child or young person and the percentage who have attended review meetings is sitting below the target set although has increased slightly over the last quarter to 52%, a 4% increase. The Service identified ambitious targets in these areas and we are piloting increased independent advocacy provision in conjunction with Who Cares? with a view to extending participation and involvement.
- 3.9 We are measuring our progress in shifting the balance of care by:

- Evaluating the proportion of looked after children who remain in their own homes or in kinship care placements with a view to increasing this.
  - Measuring the percentage of children and young people who are accommodated with Clackmannanshire Council foster carers versus the percentage of children and young people residing with external foster carers.
- 3.10 The figures over the past 6 months indicate some improvements in this area with an increase in internal foster placements provided and a decrease in externally purchased placements. We have made very positive progress through an extensive campaign to recruit our own foster/adoptive carers. We held information sessions and have now commenced on the assessment process with potential carers. There are 7 potential fostering families currently taking part in a preparatory group. A further 2 families are involved in the preparatory group for adoption.
- 3.11 We have seen an increase in the percentage of children and young people supported to remain at home or within kinship care placements over the first two quarters of 2017-2018. As we embed the redesign through the delivery of intensive support services, we will plan to set more ambitious targets in this area.
- 3.12 The percentage of children and young people who are looked after away from home with three or more placements in a year has increased following breakdowns in external foster placements. These moves have been assessed as being in line with children's needs. The Service remains vigilant about minimizing the number of moves for looked after children and averting placement breakdown, wherever possible through effective support.
- 3.13 The percentage of Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan remains in line with the target of 75%. This indicates improvement in planning and supporting young people to move on to live independently
- 3.14 Support to staff is recognized as a continuing priority within the service and a new indicator has been included this year around ensuring staff receive supervision inline with service requirements. In the Children and Families service, this is an area that the service managers are closely monitoring as performance is currently below the target set.
- 3.15 Staff absence and particularly long term absence continues to be a challenge across the Children and Families Service. This is on the agenda of team and service management meetings and we continue to work closely with the HR business partner to implement procedures and provide support to staff to secure improvements in this area.

## **Registered Services**

3.16 Children and Families currently have three registered services:

- Fostering Services
- Adoption Services
- Woodside Children's Unit

3.17 The service has sustained performance in all areas, with good and very good grades being achieved. There have been no new inspections of services over the past 6 month period within child care services.

### **Criminal Justice Service**

3.18 Criminal Justice continue to perform consistently with quarterly improvements to target level in CJS ADP 005 and 006, 'Unpaid Work commencing within 7 days' and 'Successfully completed CPOs' respectively. The latter's initial low performance is impacted by the services users compliance with the order or if the order is breached due to non-compliance, if this is the case the order ceases until the court schedule a breach hearing. Reviewing High Risk Offenders on schedule remain consistently high.

3.19 April 2017 marked the end of the Community Justice Authority and emergence of the commencement of the new planning arrangements under the Community Justice Act 2016. This involves adopting a local multiagency coordinated approach to tackling justice issues. A new set of performance indicators applicable to all key stakeholders are currently under consideration to measure the effectiveness of this approach.

### **Adult Services**

3.20 This report contains three indicators in relation to Adult Care Services. This reflects the Chief Social Work Officer's role in providing governance across all social work services.

3.21 Within Adult Support and Protection, targets were met in quarter one for all discussions held within 24 hours of referral. There was a slight dip in performance in this area in Quarter two relating to two cases. The Service is prioritising briefings with staff to ensure that performance is maintained in this key area.

3.22 There have been no stage 2 complaints this quarter in relation to adult care services. It is important to note that complaints about external providers are recorded by the providers. We have worked with external service providers to ensure their compliance with the new procedures. The Providers should follow the same process of investigating stage one and stage two complaints and also signpost the complainant to Scottish Public Services Ombudsman (SPSO) in their final response. Providers will return information to the service each quarter to highlight all complaint handling activity. This will provide information to assist us in quality assuring service delivery for contract purposes

- 3.23 The Adult Services registered services continue to attract high grades in all categories and meet the agreed targets.

### **Financial Position**

- 3.24 The financial position across children's and criminal justice shows a slight improvement over the past 6 months with the projected overspend reducing as can be seen from the changes between quarters one and two. The current projected overspend is £88,000 which relates to child care with projections for criminal justice continuing to indicate that spend within this area is within the budget.
- 3.25 The movement in the child care budget is linked to the reduction in residential school placements costs and this is in line with the service priority of reducing external placements and addressing the balance of care with more placements provided by local carers.
- 3.26 The main areas of pressure relate to the cost of external Foster placements and a slight overspend in transport costs both areas remain under review by management.

### **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/No

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

### **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 )

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

**(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. ✓

**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 2017-18 half year report  
Appendix 2 – Social Services Risk Register 2018-18


**11.0 Background Papers**

11.1 Have you used other documents to compile your report? No (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)

**Author(s)**

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Sandy Sneddon	Service Manager	01259 225010
Chris Sutton	Service Manager	01259 225031

**Approved by**











<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Celia Gray	Head of Social Services	 V.
Nikki Bridle	Depute Chief Executive	

















# SOS Actions & Indicators (17/18 - 6mths)

Generated on: 15 November 2017

PRIORITY										
Vulnerable People and Families Are Supported										
Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	87%	88%	100%	100%	89%			In quarter two, 17 of 19 referrals had discussions within 24 hours.  The Service have investigated the reasons for these delays and have briefed key staff on the requirements and service procedures to ensure consistent timely responses. In both these cases appropriate actions were taken to <b>meet the adult's needs</b> .	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%	95%	95%			Slight variance relates to one case of an unborn baby.	Stuart Landels
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%	93%	94%			This figure for quarter 2 remains consistent with previous returns.	Stuart Landels
CHC LAC 028	What % of reviews result in a Having Your Say report being completed by the child/young person (8+)?	52.51%		75%	48%	52%			This indicator has seen a marginal increase during the reporting period. In order to achieve 2017/18 target management action is being instigated to ensure more robust performance. This includes working with independent advocacy services to increase participation of children and young people in reviews.  (This measure was not used for the 2016/17 Business Plan).	Stuart Landels
CHC LAC 05f	% children and young people			30%	31%	33%			Recruitment campaign to increase internal	Michaela

Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
	with foster carers provided by LA								carers. Currently 7 fostering families going through preparatory group. Hope to be active by March 2018. A further 2 families are going through preparatory group for adoption.  (This is a new measure therefore there are no values included for previous years).	Porco
CHC LAC 05i	% Children and young people with foster carers purchased externally by the LA			70%	69%	67%			An increase in intensive support packages coupled with children moving on to permanent placements has led to a decrease in external Foster placements.  (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%	1%	3%			The marginal decrease in performance relates to breakdowns in placement due to foster carer issues requiring placement to be terminated.	Stuart Landels
CHC LAC 19b	% Looked after children who remain at home or in kinship placement			50%	47%	48%			This indicator shows improvement over quarter 2 and is linked to the service priority of shifting the balance of care to more young people looked after in their own community	Stuart Landels
CHC LAC 26a	% of Looked After Children (8+) subject to a Review attended their Review	38%	25%	75%	44%	68%			This improvement can be attributed to management action emphasising to staff the importance of children being involved in their future planning.	Stuart Landels
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%	72%	75%			Indicator has returned to be in line with target in quarter 2 and continues to be focused on by managers	Stuart Landels
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%	57%	100%			Management oversight and staff awareness has seen significant improvement in this indicator over the last quarter.	Stuart Landels

Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
CHC TCA 002	% Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan	76%	55%	75%	74%	75%			No young people age 16+ have left care during this period.	Michaela Porco
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%	100%	100%	100%			All reviews undertaken.	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%	73.0%	71.0%			The performance in this area remains consistent. It indicates the confidence the court system has in agreeing with CJSW report recommendation to apply a community disposal.	Stuart Landels
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	80%	56.4%	75%	64.2%	74%			A good proportion of placements that didn't commence within 7 days commenced early in the second week within 8-10 days of implementation of the Order.	Stuart Landels

Covalent Ref.	Action	Due Date	Progress	Latest Note	Reviewer (Owner)
SOS CHC 001	Implementation of Functional Family Therapy	01-Jan-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div>	Recruitment completed. On target for December 2017	Margaret McIntyre
SOS CHC 002	Implementation of Intensive Children and Family Support Services	01-Jan-2018	<div style="width: 40%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">40%</div></div>	Development of job profiles for new roles completed. Discussions with staff members and trade unions progressed.	Margaret McIntyre
SOS CHC 003	Increase provision of advocacy services for children and young people	01-Jan-2018	<div style="width: 80%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">80%</div></div>	Who Carers completed interviews and appointed to post 6th October - with checks and training member of staff will be in position January 2018 on a 35 hours per week contract to March 2018/	Michaela Porco
SOS CHC 004	Establish Champion's Board	01-Apr-2019	<div style="width: 5%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">5%</div></div>	Start process was appointment of Who Cares Worker. Worker appointed 6th October 2017.	Michaela Porco
SOS CHC 005	<b>Carer's Strategy in place</b> including arrangements for young carers support planning	01-Apr-2018	<div style="width: 20%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">20%</div></div>	Briefings for key managers have taken place raising awareness of statutory requirements	Michaela Porco


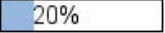
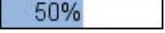


**PRIORITY**

Our Public Services Are Improving


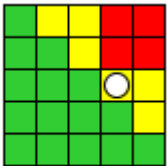
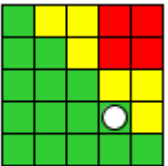

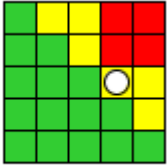
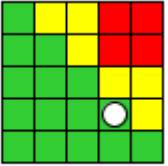

Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
ADC CUS 01b	Number of stage 2 complaints received in quarter for adultcare Clackmannanshire that were upheld or partially upheld	0	2	0	0	0			There have been no complaints at stage 2 over the past 2 quarters.	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%	100%			Ludgate House Day Service inspection in May 2017 - 2 themes graded at 5 - Very Good.	Janice Young
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services	7.38	12.52	10.00	4.50	3.80			This increase is linked to a rise in long term absences within the service. If this trend were to continue the target would not be met. There is significant management oversight in this area in line with Council procedures and this is on the agenda of team and service meetings.	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	1	0			The complaint that was upheld was a complex Child Protection case involving multi-agency approaches. A learning review is proposed with partner agencies to explore issues and make improvements	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%	100%	100%			There were no inspections of services in quarters 1 or 2.	Michaela Porco
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire	13%	3.37%	0%	0.7%	0.62%			Decrease is linked to reduction of residential school places which is in line with adjusting the balance of care.	Celia Gray
CHC LAG 04a	% staff in Clacks Children and Families Social Services who have received supervision in line with service requirements			75%	72.9%	69.4%			Performance has been affected by management changes and reconfiguration of teams.	Celia Gray

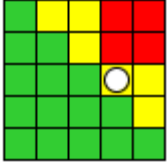
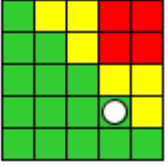
Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
CJS ABS 001	Average full-time equivalent days lost per employee in the Criminal Justice Service	7.38	12.52	10.00	2.36	0.60			This is within target values with decreasing absences in this area.	Celia Gray
CJS CUS 01a	Number of stage 2 complaints received in quarter for Criminal Justice Service that were upheld or partially upheld	0	0	0	0	0			No stage 2 complaints over past 6 months.	Celia Gray
CJS IBP 013	Projected variance as % of actual budget for Criminal Justice Service Clackmannanshire			0%	0%	-0.3%			Slight decrease in quarter 2 and budget remains on target.  (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%	75%	75%			Performance is in line with target.  (This is a new measure therefore there are no values included for previous years).	Celia Gray


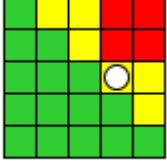
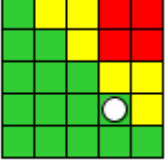
Covalent Ref.	Action	Due Date	Progress	Latest Note	Reviewer (Owner)
SOS SSS 061	Implementation of Redesigned Service Structure	01-Apr-2018		Cross service communication group established  Timeline agreed for redesign and service areas prioritised	Celia Gray
SOS SSS 062	All commissioned services have designated operational manager responsible for contract management and monitoring	01-Dec-2017		Operational leads identified. Completed.	Celia Gray
SOS SSS 063	Commissioning framework in place for Children's and Justice Services	01-Apr-2018		Head of Service has prioritized areas for review and re-tendering on the basis of risks	Chris Sutton
SOS SSS 064	Briefings on revised complaints procedures delivered to all line managers	01-Oct-2017		Completed.	Chris Sutton
SOS SSS 065	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and	01-Apr-2018		Job profiles completed for majority of roles. Job evaluation underway for majority of roles. Discussions with staff members commenced.	Chris Sutton


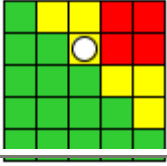
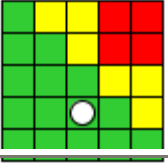
Covalent Ref.	Action	Due Date	Progress	Latest Note	Reviewer (Owner)
	policy and procedural development				
SOS SSS 066	Service will support operational implementation of IT system across Social Services	01-Apr-2018		Steering Group established with Social Services representation. Project manager appointed by Council to oversee implementation	Celia Gray
SOS SSS 067	Introduce programme of activities to support staff engagement	01-Oct-2017		Communications group established to support service redesign	Celia Gray
SOS SSS 068	Implement revised job profiles and introduce a programme of recruitment events	01-Apr-2018		Job profiles have been drafted and a consultation process is underway with both staff and unions.	Celia Gray
SOS SSS 069	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service	01-Apr-2018		Lead for work identified. Discussions with Human Resources commenced to agree requirements	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		OD Advisor has set out the actions, roles, responsibilities and timeline for this work.	Chris Sutton

## Social Services Risk Register 2017/18

Risk	<b>SOS 016 Unsuitable Operational Procedures</b>	Approach	Treat	Status		Managed By	Margaret McIntyre	Current Score	12	Target Score	8	
Description	Operational procedures are not fit for purpose and up to date and are not used to support effective service delivery							 Likelihood	 Likelihood			
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	We have prioritized resources to update all operational procedures and we have scheduled staff training to support effective implementation.											
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	<b>SOS 017 Ineffective Information Sharing</b>	Approach	Treat	Status		Managed By	Celia Gray; John Munro	Current Score	12	Target Score	8	
Description	Information is not shared effectively across IT systems and with partner organisations							 Likelihood	 Likelihood			
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	Actions taken across operational service areas to reinforce requirements for information sharing using alternative methods were necessary has reduced likelihood of this risk occurring											
Related Actions	Service will support operational implementation of IT system across Social Services					Internal Controls	Business Continuity Plans					
								Social Care Systems Steering Group				
Risk	<b>SOS 022 Lack of Competent, Confident Staff</b>	Approach	Treat	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.				Likelihood	Likelihood
Latest Note	Recruitment and retention activity ongoing across the service to ensure sufficient qualified and experienced staff are available.				Impact	Impact
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					

Risk	<b>SOS 026 Mis-alignment of Commissioned Services</b>	Approach	Treat	Status		Managed By	Celia Gray	Current Score	12	Target Score	8
Description	The Services commissioned from external providers are not aligned to service requirements and in line with Council Standing Orders										
Potential Effect	Range of services do not meet current and future needs and quality of care is not maintained. 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.							Likelihood	Likelihood		
Latest Note	There is a risk of challenge from alternative provider organisations and that services do not meet requirements as not all services and supports are procured in line with Council Standing Orders.							Impact	Impact		
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	<b>SOS 025 Ineffective Staff engagement</b>	Approach	Treat	Status		Managed By	Celia Gray	Current Score	12	Target Score	6
Description	Failing to engage effectively with staff										
Potential Effect	Negative impact on Employee morale. Risk of harm to service users or potential service users. Industrial action. Disruption to service delivery.							Likelihood	Likelihood		
								Impact	Impact		



Latest Note	Staff engagement activity ongoing within the service linked to changes in structure				
Related Actions	Introduce programme of activities to support staff engagement	Internal Controls	Industrial relations meetings		

Risk	<b>SOS 027 Insufficient Customer Engagement</b>	Approach	Treat	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	Ongoing engagement with service users and public over LOIP and service plans should help to mitigate this risk.							Impact	Impact		
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	<b>SOS 028 Lack of Learning &amp; Development Capacity</b>	Approach	Treat	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	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. Failure to deliver service redesign and benefits.										
Latest Note	This is under review with the restructuring of the service including the strategy team.							Impact	Impact		
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	<b>SOS 015 Insufficient Pace &amp; Scale of Redesign Activity</b>	Approach		Status		Managed By	Celia Gray	Current Score	6	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.										
								Impact	Impact		

	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	The pace of redesign work has been accelerated and there are indications that the implementation of new initiatives are securing efficiency benefits. It is assessed that the likelihood of this has been reduced and the potential impact has also been reduced by actions taken by the Service.		
Related Actions	Implementation of Functional Family Therapy	Internal Controls	Social Services Business Plan
	Implementation of Intensive Children and Family Support Services		Scrutiny Committee
	Implementation of Redesigned Service Structure		Audit & Finance Committee
	All commissioned services have designated operational manager responsible for contract management and monitoring		
	Commissioning framework in place for Children's and Justice Services		