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**Report to Council**

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**Date of Meeting: 20 December 2018**

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**Subject: Chief Social Work Officer's Annual Report 2017-2018**

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**Report by: Head of Social Services and Chief Social Work Officer**

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**1.0 Purpose**

- 1.1. The Chief Social Work Officer's Report provides an overview of the key priorities, challenges and achievements related to the delivery of the social work and social care services in Clackmannanshire in 2017-2018. This report also meets the statutory requirement to report annually on Social Services complaints.
- 1.2 The Chief Social Work Officer's report is submitted annually to Council for its consideration and for information.

**2.0 Recommendations**

- 2.1. Council is asked note the report as set out in Appendix 1 and provide comment and challenge as appropriate.

**3.0 Considerations**

- 3.1. The role of the Chief Social Work Officer is to provide professional governance, leadership and accountability for the delivery of social work and social care services. The Chief Social Work Officer role is pivotal at both local and national levels in leading, influencing and contributing to policy and practice change within social work and social care services.
- 3.2. This report is completed using the standard template produced by the Office of the Chief Social Work Adviser. This is designed to enable a consistent approach across Local Authorities.
- 3.3. The report reflects the Chief Social Work Officer's evaluation of the delivery and performance of adults, children's and criminal justice social work services
- 3.4. The report draws on self-evaluation and internal and external scrutiny. The report describes some of the key achievements and challenges for 2017-2018 and sets out the priorities the Chief Social Work Officer will be taking forward in 2018-2019. It also provides an overview of the specific activities of the Chief Social Work Officer in respect of leadership, values and standards and decision making.

- 3.5. Redesign work continued in 2017-2018 in children's and criminal justice services in conjunction with partner organisations and in adult services through the Clackmannanshire and Stirling Health and Social Care Partnership. There continued to be a focus on "*shifting the balance of care*" and supporting people, wherever possible, to remain in their local community, promoting social inclusion and rights based approaches to service delivery.
- 3.6. Significant progress was made in shifting the balance of care and increasing the proportion of children and young people looked after safely in their own communities in 2017-2018, while reducing the proportion living in residential settings. This has been supported through the introduction of effective community based supports for children, young people and their families and a greater emphasis on kinship care. This family focus is securing better outcomes for children young people and we are seeing a shift in our expenditure towards early intervention, prevention and intensive community based resources rather than on residential placements.
- 3.7. In July 2017, responsibility for the operational management for Clackmannanshire's adult social care service transferred to the Chief Officer for the Health and Social Care Partnership. Performance reporting mechanisms have been enhanced and the Chief Social Work Officer has a key role in the developing work around clinical and care governance across the HSCP.
- 3.8. In April 2017, a new model for handling social work complaints was introduced across Scotland. Information about this is included in this report. Complaint enquiry figures across Social Services in Clackmannanshire rose by 67% from 24 in 2016-2017 to 40 in 2017-2018. This is linked to the introduction of the new model. All complaints enquiries are now dealt with on a formal basis and the majority of complaints (33) were resolved at an early stage in the process.

#### **4.0 Sustainability Implications**

- 4.1. This report does not relate to a Plan, Policy, Programme or Strategy therefore Strategic Environmental Assessment does not apply.

#### **5.0 Resource Implications**

##### **5.1. Financial Details**

- 5.2. There are no financial implications associated with the recommendations. Where appropriate, 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 ✓

##### **5.4.1 Staffing**

There are no staffing implications that directly arise from the contents of this report.

## 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 ☒)

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)

None identified.

## 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?

The report does not in itself recommend changes to policies, plans or strategies. The day-to-day work of Social Services is to provide a positive impact on vulnerable sections of the community. It does not fall into any of the prescribed requirements for an EQIA.

Yes ☒ No ☐

## 9.0 Legality

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

## 10.0 Appendices

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

Appendix 1 – Chief Social Work Officer Annual Report 2017-2018

## 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)

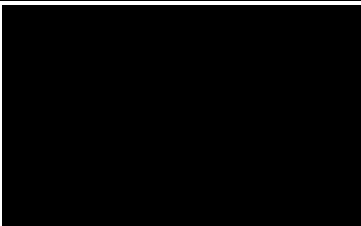
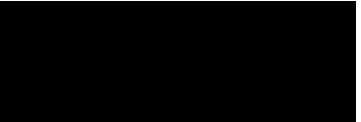
Yes ☒ (please list the documents below) No ☐

Clackmannanshire and Stirling Health and Social Care Partnership Annual Performance Report 2017-2018

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Christine Sutton	Service Manager	x 5031

**Approved by**

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services / CSWO	
Nikki Bridle	Chief Executive	



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann



# CHIEF SOCIAL WORK OFFICER **REPORT 2017-2018**

# **The Chief Social Work Officer Function**

Every local authority must appoint a professionally qualified Chief Social Work Officer (CSWO) as set out in Section 45 of the Local Government (Scotland) Act 1994.

The CSWO provides professional governance, leadership and accountability for the delivery of social work and social care services, whether directly provided or delivered by the private or voluntary sector on behalf of the local authority. The role assists the local authority to understand the responsibilities and the complexities involved in the delivery of social work services. The CSWO has a key responsibility for performance management and the identification and management of corporate risk, as it relates to the delivery of all social work services. The CSWO is required to ensure that all social services workers meet the requirements of the Scottish Social Services Council (SSSC) Code of Practice.

The CSWO is required to complete an annual report in accordance with Scottish Government guidance.

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**Appendix One: Statutory Social Work Complaints – Annual Report**

## Foreword



Welcome to my second Chief Social Work Officer's Annual Report. Thank you for taking the time to read my report. I hope that it gives you an understanding of some of the excellent work that is taking place across Clackmannanshire and an insight into some of the challenges that we face.

Over the last year, there has been ongoing change across social work services across Scotland and in Clackmannanshire, including the implementation of new legislation and policies, ongoing financial pressures and organisational change. In this context, I have maintained a focus on improving outcomes for people through relationship based and person-centred approaches to service redesign and delivery.

This report evidences the contribution of social work services to the delivery of positive outcomes for the people of Clackmannanshire. I have included examples of work in different areas, highlighting some of the complexities of delivering social work services. In the case studies, names and some individual details have been changed to preserve anonymity.

My report provides an overview of Social Services activity, challenges and achievements across all care groups. It is organised in line with the template produced by the Scottish Government's Chief Social Work Adviser. This report also meets the statutory requirement to report annually on Social Services complaints. I attach the complaints report as an appendix to my main report.

I would like to take this opportunity to thank everyone who works in social work services across Clackmannanshire, whether working directly for the Council, or for the third and independent sectors. I would also like to thank all of our partners who work alongside us to deliver and develop services. This includes unpaid carers, kinship carers, foster carers and staff who work in partner organisations.

Thank you to each of you who use our services for your engagement, participation and feedback over the last year. And a special thank you to *Oor Clacks Voices* for their role as a reference group for the Children and Families Service. The input from each of you helps us to know what we are doing well and what we need to improve.

**Celia Gray, Head of Social Services and Chief Social Work Officer**



## 1. Summary - Key Challenges and Developments during the past year

In 2017-2018, there were a number of strategic and operational developments and demands across the range of social work services, which placed requirements on the Chief Social Work Officer. These included:

- Rising demand. There continues to be an increase in demand for services, while finances are still significantly constrained. Service redesign has continued across social work services, focused on maintaining and supporting front line delivery while introducing more sustainable service models.
- Legislative Change. This included planning for the April 2018 implementation of the Carers (Scotland) Act 2016; the ongoing implementation of the Community Justice (Scotland) Act 2016 and of the Children and Young People (Scotland) Act 2014.
- Inspection. A strategic inspection of the Clackmannanshire and Stirling Health and Social Care Partnership took place between January and June 2018 and is due to be published in early Autumn 2018. Over the last year, a number of inspections took place of registered services. These inspections identified many areas of strength as well as some areas for development
- Between September and November, 2017, Audit Scotland completed a Best Value Audit of Clackmannanshire Council. Their report was published in January 2018. Audit Scotland identified that Clackmannanshire Council used the end of the Shared Service arrangements with Stirling Council, as an opportunity to redesign both Social Work Services and Education Services *“with early signs of improvement”* (Audit Scotland, Best Value Assurance Report, 2018). The report also identified significant challenges with the pace and scale of redesign across the whole Council, which presented further demands across service and on the Chief Social Work Officer.

These were some of the key successes and improvements that were achieved across Clackmannanshire’s Social Work Services in 2017-2018:

- Progress in shifting the balance of care and increasing the proportion of children and young people looked after in their own communities, while reducing the proportion living in residential settings. This was supported by the development of a range of community based supports for children, young people and their families:
  - i) Intensive Family Support Services at Alloa Family Centre. This new service is delivered in close partnership with other statutory and third sector services. It focuses on prevention, early intervention and the delivery of intensive family support.

- ii) Functional Family Therapy. This intensive support service has helped to deliver better outcomes for young people.
  - iii) Increased focus on supporting Kinship care. Kinship care arrangements have increased from 25 carers caring for 33 children at end of March 2017 to 41 carers caring for 55 children at the end of March 2018.
  - iv) Introduction of Family Group Decision Making enabling families including extended families to make their own decisions about children's futures and to be more involved in finding solutions.
- We continued our recruitment campaign for foster carers. Some applicants are now registered as foster carers and others are continuing through the assessment process.
  - The Children and Families Service initiated and led on work to revise the GIRFEC integrated assessment framework with partner organisations across Forth Valley to develop more child and family friendly models and documentation.
  - Work with Who Cares? Scotland increased our advocacy provision for looked after and accommodated children and young people and supported us to develop more imaginative and innovative approaches to participation.
  - We further developed the Community Justice Model and local Community Justice Improvement Plan. We hosted two very successful conferences "Resilience in the Face of Adversity" and the first Clackmannanshire Youth Community Justice Conference.
  - Social Services made a successful transition to the new complaints handling model and now operate under a standardised 2 stage corporate procedure.
  - In July 2017, responsibility for the operational management for Clackmannanshire's adult social care service transferred to the Chief Officer for the Health and Social Care Partnership. Performance reporting mechanisms have been further developed and established across the Partnership.
  - Significant redesign work has progressed across adult mental health and learning disability services and will continue in 2018-2019. Commissioning plans are in place for these service areas.
  - Local care homes across the statutory and independent sectors engaged with the Care Inspectorate's improvement initiative, Care about Physical Activity.
  - The Health and Social Care Partnership's Annual Audit Report conducted by Audit Scotland and published in September 2017, highlighted the open and transparent in which the Integration Joint Board conducted its business.
  - Improvement work has focused on ensuring a common understanding of the thresholds for Adult Support and Protection across partner organisations, with a particular focus on the care home sector.
  - In November 2017, an Adult Protection Conference was held at Stirling Community "Balancing Rights and Risks".

- Our first Adult Support and Protection event for service users took place in November, 2017. The theme was “Working Together to Protect You from Financial Harm” and the delegates included service users and practitioners.

The key challenges, opportunities and areas for development for 2018-2019 include:

- In January, 2018 the Best Value Assurance Report identified significant challenges for the Council in making the necessary transformational changes to secure its financial position. While there has been clear progress in 2017-2018 in addressing some of the pressures across social work services, sustained effort and focused leadership is required to sustain and embed this improvement. For adult social work services, this will be progressed through the Health and Social Care Partnership and will require extensive collaboration and co-production.
- Operational redesign across the Council and the implications for Children and Families and Criminal Justice Social Work Services and the role and function of the Chief Social Work Officer
- Tackling the impact of poverty across Clackmannanshire. The Local Authority has the eight highest concentration of deprivation of the 32 Scottish Local Authorities with 27% of children living in poverty. Social Work Services will play a key role in developing our local action plan to address this in response to the Child (Poverty) Scotland Act 2017.
- Some of our looked after children are waiting too long to secure a settled and permanent home. In 2018-2019, we will start with the Centre for Excellence for Looked after Children in Scotland’s Permanence and Care Excellence team. This will help us to embed effective permanence processes across our children and families service focused on the needs of each child.
- Continued awareness raising to develop the commitment to Corporate Parenting across the Council and partner organisations.
- Pilot the revised GIRFEC assessment and review framework to introduce more child and family friendly documentation.
- Ongoing work to recruit and retain Clackmannanshire Council Foster Carers.
- Further development of Intensive Family Support Services. This will include the delivery of out of hours support in partnership with the third sector.
- Development of the ‘*Safe and Together*’ model of working with families experiencing domestic violence across Clackmannanshire
- Ongoing development of community based services for all adults care groups. This will include a redesign of day services with a view to establish integrated day assessment services and further extending the use of Self Directed Support.
- Work across service user groups to fully implement the Carers (Scotland) Act 2014 and develop improved identification of Carers and supports available
- Introduction of the new *duty of candour* across social work services.

## **2. Partnership Structures and Governance Arrangements**

### **2.1 Overview**

I report to the Chief Executive of Clackmannanshire Council as Chief Social Work Officer and Head of Service for Children and Families Social Work and Justice Services. I have responsibility for financial planning, identifying service pressures and developing the Annual Business Plan for Children and Families Social Work and Justice Services.

The Annual Business Plan sets out the priorities for the Service, and establishes the delivery plan and performance management arrangements for the coming year. It includes a service risk register. In 2017-2018, Social Services reported on the Business Plan to Clackmannanshire Council's Scrutiny Committee. The Service also reported on financial performance to Clackmannanshire Council's Audit and Finance Committee. This supports scrutiny and challenge by elected members and transparency about service performance.

The Service has arrangements in place to publicise plans and performance information and engage with those who use our services to obtain feedback. I receive assurance on the quality of social work practice and identify areas for improvement through reports on self-evaluation, learning reviews, case file audit, analysis of complaints data, engagement with front line staff and performance data. We make use of performance information available at a national level to support sharing good practice and benchmarking. The delivery of Social Services is also subject to scrutiny and regulation from the Care Inspectorate.

The following sections provide details of the current governance arrangements linked to Clackmannanshire Community Planning Partnership, as they relate to social work functions.

### **2.2 Adult Social Services and Health and Social Care Integration**

**Clackmannanshire and Stirling Health and Social Care Partnership** and its governing Integration Joint Board are responsible for the strategic planning and delivery of community based health and social care services to adults and older people. The Integration Joint Board has 12 voting Members: 6 are NHS Forth Valley Board Members and 6 are Elected Members from the two Councils [3 from Clackmannanshire Council and 3 from Stirling Council]. The Integration Joint Board reviewed its committee structure in 2017- 2018. It has an Audit Committee and approved the establishment of a Finance Committee to improve scrutiny and financial governance.

The Board is supported in its work by the Strategic Planning Group has membership drawn from across the services including the third and independent sector, carers' organisations, the local Hospice and palliative care services, service users/patients and carers.

As Chief Social Work Officer, I am a non-voting member of the Integration Joint Board and a member of the Strategic Planning Group. I present the Chief Social Work Officer Report to the Integration Joint Board on an annual basis.

The Clinical and Care Governance Framework for the Health and Social Care Partnership reflects the role of the CSWO in providing social work advice to the Integration Joint Board and in relation to the governance of social work practice standards. I also have regular meetings to ensure a direct link with key staff undertaking statutory functions that are operationally managed through the Adult Health and Social Care Partnership, for example, quarterly meetings with Mental Health Officers.

### **2.3 Children's Services**

I chair the **Children and Young People Strategic Partnership Group** (CYPSPG) with support from the General Manager of NHS Forth Valley Community Health Services as vice chair. Membership includes Council Services, NHS Forth Valley, Police Scotland, the Third Sector, Fire and Rescue, representation from the Alcohol and Drugs Partnership.

The CYPSPG has overall responsibility for delivery of the Clackmannanshire's Children's Services Plan 2017-2020, and contributes to the Clackmannanshire Alliance responsibility for delivery of the Local Outcome Improvement Plan for Clackmannanshire 2017 – 2027. It has a key role to play in removing barriers and securing better outcomes for the children and young people of Clackmannanshire.

### **2.4 Community Justice**

2017-2018 was the first year of delivering community justice services within the framework of the Community Justice (Scotland) Act 2016 through the **Community Justice Partnership**. As Chief Social Worker, I chair this Partnership with support from the Clackmannanshire Third Sector Interface business manager as Vice Chair.

Clackmannanshire Council is represented on the Partnership by the Criminal Justice Social Work Service, Social services, Housing services, Education services and Strategy and Performance.

The approach in Clackmannanshire has focused on connecting the community with community justice and investigating the type of strategic changes which will make a difference in the years ahead. In 2017-2018, the partnership facilitated Communities of Practice and Communities of Interest to inform the new Community Justice Improvement Plan.

This new plan set out the following priorities:

- Developing healthy relationships, healthy minds and healthy attitudes to gender roles

- Enabling worthwhile work and financial inclusion - especially within Alloa South and East.
- Addressing misuse of alcohol and other substances.

## 2.5 Public Protection

The **Chief Officers Group (COG)** oversees all areas associated with public protection and operates across Clackmannanshire and Stirling Community Planning Partnerships. I attend this group in my role as CSWO. This key group provides oversight and scrutiny of the Child Protection and the Adult Support and Protection Committees, the Alcohol and Drugs Partnership, the strategic arrangements in respect of gender based violence and the Multi Agency Public Protection Arrangements (MAPPA). The COG provides governance and leadership and engages in discussion around strategy and innovation.

With the appointment of new Chief Officers, there have been changes over the year in the membership of the COG. Following from this work is planned for 2018-2019, in conjunction with the Care Inspectorate, to provide the opportunity for the COG to consolidate their understanding of their role and remit.

The **Child Protection and Adult Support and Protection Committees** operate across the Clackmannanshire and Stirling Council areas. The same independent chair is in place for both committees. The strategic support arrangements for the two Committees operate across the two local authority areas. I ensure that both the Adult Support and Protection Coordinator and Child Protection Lead Officer have a clear line of accountability to me as Chief Social Work Officer.

The overarching objective of **Multi Agency Public Protection Arrangements (MAPPA)** is to bring together key agencies to protect the public from harm. The Management of Offenders Etc. (Scotland) Act 2005 places a duty on Local Authorities, Police Scotland, the Scottish Prison Service and National Health Service to establish joint arrangements for the assessment and management of risk associated with Registered Sex Offenders, Restricted Patients and other Risk of Serious Harm offenders.

MAPPA is directed and overseen by the **Forth Valley MAPPA Strategic Oversight Group (SOG)**, consisting of senior representatives from each of the Responsible Authorities and Duty to Co-operate agencies. The group meets four times per year and is driven by strategic priorities and a business plan addressing the areas of responsibility identified in MAPPA National Guidance including performance data and the review of cases where there are considered to be significant operational or strategic implications. Supporting the work of the SOG is the MAPPA Operational Group (MOG), where operational managers involved in the delivery of MAPPA across Forth Valley come together to offer support and advice to senior officers. Both groups met on a quarterly basis.

Meetings about people subject to MAPPA take place in each Local Authority area at time intervals commensurate with the risks required to be managed. MAPPA Meetings are chaired by representatives from NHS Forth Valley, Police Scotland and Forth Valley's Local Authorities.

More information can be found in the Forth Valley MAPPA Annual Report, published every October and available from Local Authority websites.

### **3. Social Services Delivery Landscape**

#### **3.1 Overview**

This section provides an overview of market provision and some of the challenges and opportunities for local commissioning. I have highlighted some of the key achievements and areas of progress in 2017-2018, as well as identifying ongoing areas for development.

Clackmannanshire is the smallest mainland local authority with a population of around 51,000. Clackmannanshire is one of the most deprived areas of Scotland with four of our data zones featuring in the 5% most deprived areas across the country (all located in Alloa). There are also very high levels of child poverty with 27% of children assessed as living in poverty.

Clackmannanshire has a relatively low level of in-house service provision in care at home, care home, day opportunities and children's residential care. Approximately 80% of adult and older peoples' care at home, day services and care home provision is provided by the independent and third sector. Intermediate care, including short-term assessment beds and care at home reablement provision, are primarily delivered through internal services.

Across third sector providers for all service user groups, we carried out a review to ensure providers are delivering high quality services, meet service user outcomes, are value for money and are continuously improving to meet the range and demand required. This included recommending and negotiating the decommissioning of one service.

Care and Support Services: In 2017-2018, we commissioned Care and Support for children, young people, adults and older people to ensure the provision of services that are outcomes based and are contractually compliant. All of the successful providers have achieved grades of 4 (Good) across all Care Inspectorate quality themes.

Scottish Living Wage: We worked with our providers to support the ongoing delivery of the Scottish Living Wage. The rate increased for 2018-2019. We have a transparent process to negotiate and agree rates increases with care providers.

As Chief Social Work Officer, I require assurance about the quality and effectiveness of externally commissioned services as well as our internally provided services. We monitor the quality of both our internal and external service delivery using a range of different approaches and work closely with providers where there is an identified need for improvement. Monitoring arrangements for all providers are risk based. This includes collating complaints data and working closely with the link operational manager and other front line staff to identify and address any areas of concern. There are close working relationships with the Care Inspectorate and other partner agencies, e.g. Fire and Rescue, to monitor improvement activity where this is required.



We work closely with the Care Inspectorate and others to review and monitor the quality of provision. Quarterly liaison meetings take place to share local knowledge and best practice as an early intervention mechanism to identify and act upon any intelligence gathered. We have also worked closely with Scotland Excel to identify opportunities for efficient, cost effective commissioning. This has included in the residential child care sector.

### **3.2 Adult Social Care Delivery Landscape**

We have continued to improve our relationship with providers in 2017-2018 across the Health and Social Care Partnership. Joint Provider Forums are in place across the Health and Social Care Partnership to ensure dialogue and share information.

Clackmannanshire has a very low level of care home bed usage compared with other local authorities across Scotland. This balance of care has been maintained through the effective use of intermediate care services, both care at home and bed-based provision. There is recognition that increasing complexity of need is reflected in increasing demand for care home placements. The Health and Social Partnership closely monitors the trends in the number of care home placements to inform service planning and financial planning. This analysis will inform service redesign and the development or commissioning of alternative models, this is likely to include extra care housing.

In 2017-2018, we completed focused work in the following areas:

**Market Position Statement:** The Market Position Statement for the Clackmannanshire and Stirling Health and Social Partnership 2017-2020 was finalised with input from independent and third sector providers. It sets out key statistical information about current need, future need and how the partnership intends to foster market shaping activity. Further work is required to build on the market facilitation plan. This will recognise market changes and locality planning as this is advances.

**Quick Step:** In 2017, Social Services commissioned Quick Step, a responsive service for people who have been assessed as ready to be discharged from hospital, or following a crisis. This provides an intensive level of care for a short period.

**Self Directed Support, Choice and Control:** While the majority of care and support services continue to be commissioned by the Council, there has been a steady increase in the use of Option 1 under the Self- Directed Support legislation. In 2017-2018, there was a 33% increase in the use of Option 1.

### **3.3 Children and Families Delivery Landscape**

From 2016-2018, the Children and Families Service took on the lead role in the Realigning Children's Services Programme, delivered in conjunction with

the Scottish Government and local partners. This programme was designed to improve our commissioning of children's services. The data gathered through the survey work helped us to get a fuller understanding of the strengths and possible concerns in the local child population and has helped us in decision making to meet those needs.

We used the data from the Realigning Children's Services and other sources of information including analysis of our looked after population to inform service planning. We used this to inform commissioning activity with the third sector and to support us in continuing to shift the balance of care and support more children to remain safely in their own homes and local communities. We will continue this work in 2018-2019 with a focus on needs relating to continuing care and supporting Clackmannanshire's care experienced young people in their communities up to the age of 26. This will include planning for housing with support needs. We will work in partnership across Children's Services to plan our delivery and commissioning of children's services and develop more imaginative and creative solutions to using our shared resources.

In 2017-2018, we completed focused work in the following areas:

**Transitions from Children to Adults:** There has been substantial work carried out to ensure that there is purposeful planned movement of young adults with chronic conditions from child centred to adult orientated care and support.

**Children and Families Third Sector Provision:** We established a better understanding of the local 'asset base' of third sector provision for children and families. We clarified what the private and third sectors could deliver by initiating discussions at an early stage of the commissioning process. We commissioned services from the third sector to complement internal intensive support services. This included Functional Family Therapy and out of hours services to support vulnerable children and their families.

## 4. Resources

Social Work gross expenditure across adults, children and families and criminal justice services amounted to £48.2m for 2017 -2018.

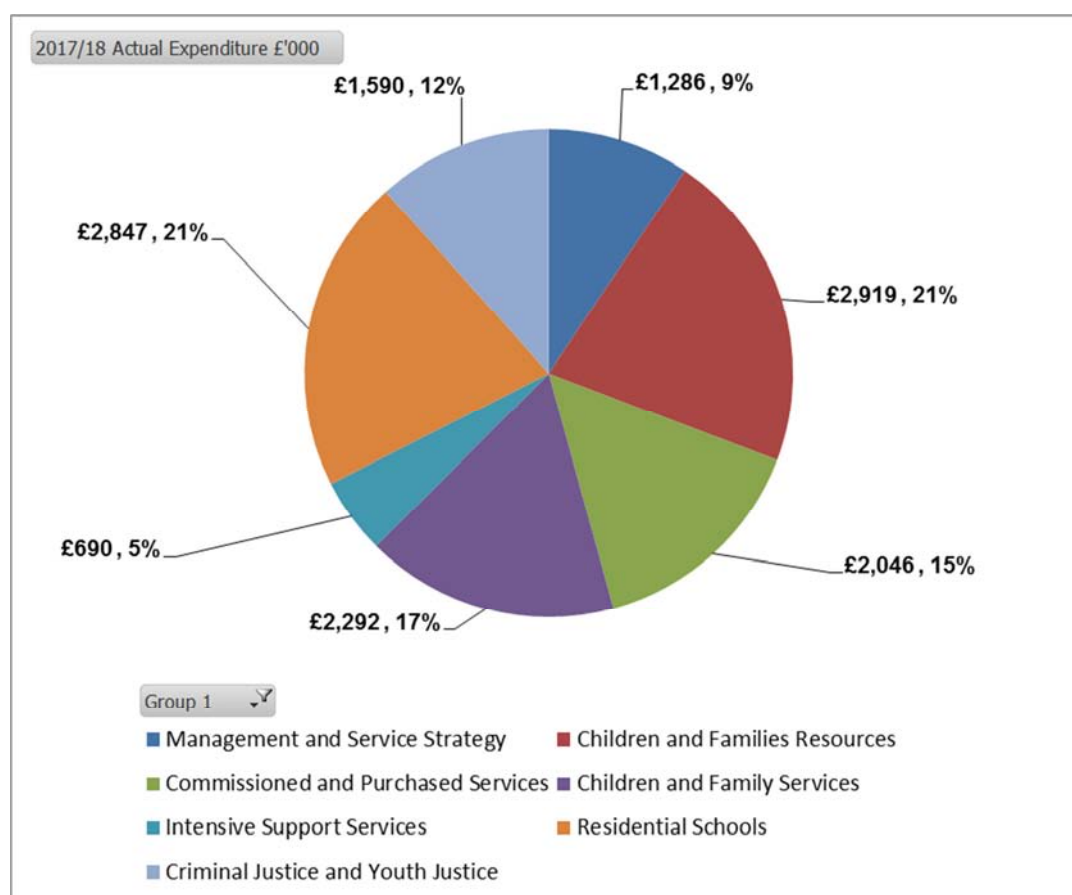
### 4.1 Children and Families Service:

The total expenditure in 2017 -2018 amounted to £14.5m with net expenditure of £13.7 million.

The most significant budget pressures in the Children and Families Service in 2017-2018 were the number of external foster care placements. Through the implementation and introduction of additional community based supports, the Service reduced the expenditure on external residential placements.

Monitoring arrangements and robust reviews of all external placements and the implementation of alternative support arrangements in line with the needs of children and young people brought improved outcomes for children and young people and secured more cost effective provision throughout the year.

The following table shows net expenditure allocated across the various service groupings.



During the financial year, the service reported regularly to the Finance and Audit Committee on the budget position and on the associated savings.

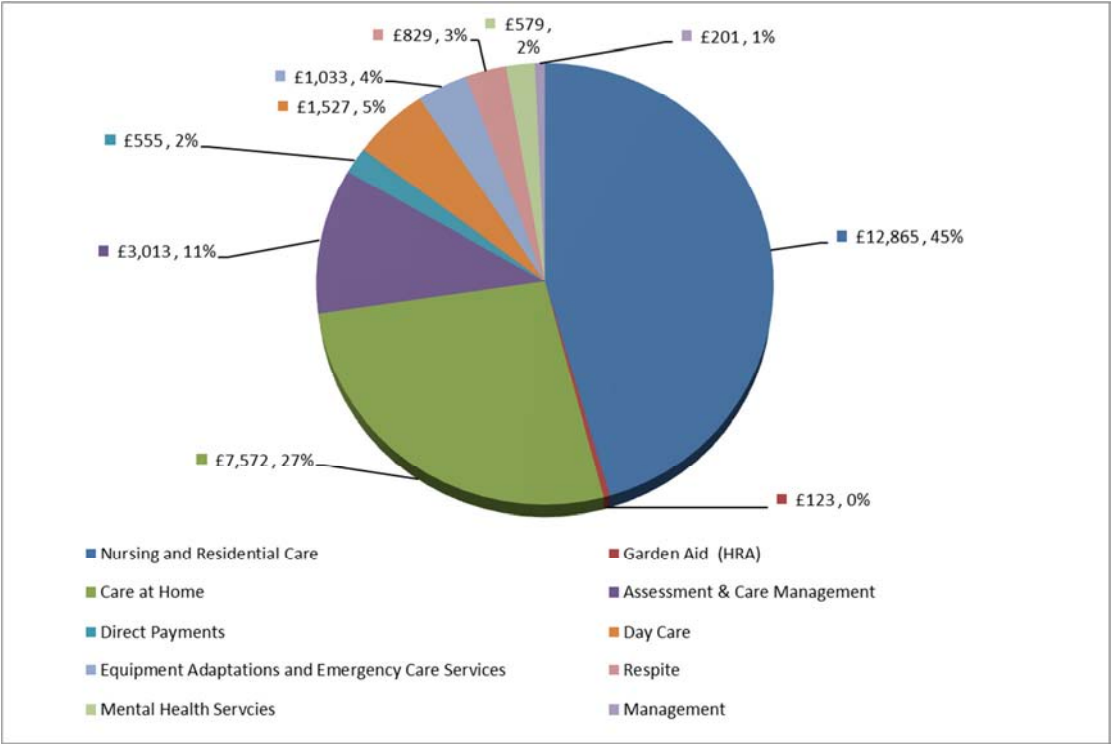
Managers at all levels continued to meet with finance accountancy throughout the year to maintain robust budget management arrangements

**4.2 Clackmannanshire and Stirling Health and Social Care Partnership**

Clackmannanshire Council and Stirling Council and NHS Forth Valley (the constituent authorities) delegate budgets, referred to as payments, to the Integration Joint Board which decides how to use these resources to achieve the objectives of the Strategic Plan. The Board then directs the partnership through the constituent authorities to deliver services in line with this plan.

Adult Social Work Services are delegated to the Clackmannanshire and Stirling Health and Social Care Partnership. Total Expenditure on Adult Social Work Services in 2017-2018 amounted to £28.2 m with income of £12.5m resulting in net expenditure of £15.7m.

The following table shows net expenditure allocated across the various service groupings.



Clackmannanshire Council and Stirling Council and NHS Forth Valley (the constituent authorities) delegate budgets, referred to as payments, to the Integration Joint Board which decides how to use these resources to achieve the objectives of the Strategic Plan. The Board then directs the partnership through the constituent authorities to deliver services in line with this plan.

Adult social work financial pressures related primarily to pressure on the care at home budget and increased use of long-term care placements for older

people. It is noted that the increased use of care home placements is in the context of a relatively low use of care home placements in Clackmannanshire Council area compared to the picture across Scotland.

## **5. Service Quality and Performance Including delivery of statutory functions**

The statutory duties of the service arise from the Social Work (Scotland) Act 1968 (amended by subsequent pieces of legislation). The core legislative responsibilities focus on protection and support and improving outcomes for individuals with a range of needs across all ages and a wide range of settings. These responsibilities are expressed through the assessment and management of risk, the provision of direct support, advice and guidance across children and families, adult care and criminal justice services.

### **5.1 Children and families**

**5.1.1** The service has continued with the development of a range of community based supports for families and young people as part of the work in redressing the balance of care. This work is aimed at maintaining children and young people in their families and local communities where it is safe to do so. We have strengthened community based services and introduced evidence based programmes to support this in 2017-2018.





## 5.1.2 The improvements that have been secured have been recognised by the Council and subsequently received positive publicity in the Alloa Advertiser

Wednesday, September 5, 2018 [www.alloaadvertiser.com](http://www.alloaadvertiser.com)

# Major improvements in Clacks social work

Elected members are told of 'demonstrable improved outcomes' for Wee County families

By Rajmund Bakonyi  
Reporter  
[rbakonyi@alloaadvertiser.co.uk](mailto:rbakonyi@alloaadvertiser.co.uk)

SOCIAL Services at Clackmannanshire Council has managed to turn around a negative trend, re-uniting families while saving millions of pounds of taxpayer money in the process.

A report tabled at the first-ever sitting of the new People Committee last week detailed the achievements, which received praise from all corners of the chamber.

Elected members last Thursday, August 30, heard how in 2016, Clackmannanshire saw the highest number of youngsters looked after away from home in Scotland.

Accordingly, the local authority had the highest spend in this field around the country – the net cost of children in residential schools was just over £4million in 2016-17.

However, successful schemes to bring children back from expensive placements, a drive to recruit more foster parents locally and the creation of a family support service brought the costs down to just around £2.5m in 2017-18.

Moreover, this financial year's forecast is projecting further improvements with estimates showing the money spent on residential placements will be down to just above £1.5m.

That amounts to a £2.5m shift over the two years in this one area of service delivery, in comparison the projected budget gap for the council is estimated to be £12.6m next year.

Papers at the local authority highlighted the weekly cost for a child in a residential school can rack up to as much as £4,000.

According to the report brought to council, the introduction of the Functional Family Therapy service in particular had a positive impact, working with some of the most vulnerable young people between the ages of 11 and 18.

It worked with a dozen families in the first half 2017 and none of the children or young people involved went into care.

The document said: "There have been demonstrable improved outcomes in relation to returning children home, improved attendance at school and retaining young people at home."

SNP Councillor Les Sharp moved the paper, hailing the budget savings, but saying the main concern was "getting families back together" so they can progress and become good citizens.

Labour opposition leader Cllr Dave Clark was happy to second the report.

Coming from a social works background himself, he said he was passionate about improving the lives of children, especially those from deprived backgrounds.

He added that "some risks" had been taken and the council now needs to stick by head of social services Celia Grey and "toughen it out with her".

The councillor also highlighted that having more children back in the county could increase costs elsewhere, adding: "Social works is half the battle, education is the other."

Their sentiment was echoed by Conservative representatives Cllrs Martha Benny and Darren Lee, both supporting the paper and applauding the good work done by civil servants.

The former highlighted achieving savings can be "challenging", but the staff are doing the job.

Delivered in partnership with Action for Children, the Functional Family Therapy service is staffed by four people, including two full-time therapists, and will cost just over £100,000 this year, compared to the millions of pounds saved.



**SHIFT:** Social work in Clackmannanshire has gone from being one of the worst performing areas of the council to showing some stark improvements

**5.1.3 Functional Family Therapy** was implemented in 2017 in Clackmannanshire. Family Functional Therapy is an evidence based programme aimed at improving outcomes for young people aged 11- 18. It is an intensive intervention programme which builds on the existing strengths of the family relationships. The programme works with some of the most vulnerable young people including those who are demonstrating significant behavioural difficulties, involvement in offending, violent behaviour and substance misuse. In the first half of 2017 Functional Family Therapy worked with 12 families and it is assessed that this intervention prevented young people from being accommodated. There have also been other benefits such as improved school attendance.

The following examples illustrate some of the success stories:

- *“Sean had been accommodated in an external Children’s Unit since 2015. He returned home in Feb 2018 and FFT have been supporting the rehabilitation plan.”*
- *“Over the course of FFT work John has increased attendance at school from 3 days per fortnight for 1.5hours to 100% attendance over a 4-week period with an increased timetable of 3.5 hours per day.”*
- *“During the period family have worked with FFT positive changes have been observed including; violence no longer being present within family, Claire remaining in the full time care of her parents, improvements in parental relationship, improvements in Claire’s relationship with her parents, increased family resilience, reduction in family negativity. Family are able to acknowledge the significant progress they have made.”*

**5.1.4 Family Group Decision Making** was introduced in Clackmannanshire in 2018. This model has been used in a number of areas worldwide since the 1990’s. The process emphasises a family’s strengths, seeks to be blame free and solution focused. Families are invited to host their own meetings to reach decisions that are safe for the children. This process has been introduced where children are at risk of becoming accommodated or being placed on the Child Protection Register. The service has trained two social workers to operate this model.

**5.1.5 Intensive Family Support Team.** We have redesigned our services and introduced an intensive family support service delivered from Alloa Family Centre. The service provides early intervention and more targeted specialist support to children, families and care leavers. This includes groups and outreach work to help parents develop skills needed for infants and young children to meet their milestones. Two social workers who are part of the team also undertake parenting capacity assessments and unborn baby assessments.

The team have piloted the *Thrive* programme in Clackmannanshire in conjunction with health colleagues. This will be further developed in 2018-2019. Over 2018-2019, the team also plan to develop a range of programmes to support families affected by domestic abuse.



### Intensive Family Support service Case Study

The service worked with a care experienced young person. At the point of referral the young person was in crisis. We provided support two – three times each week to build up a trusting relationship. Practical supports were given to help with budgeting, benefits and housing applications. We helped the young person access appointments with other agencies. Through these interventions, we helped the young person to get involved with volunteering. The young person has also re-engaged with education and the situation with housing has stabilised and she feels much more positive about her future.

**5.1.6 Foster Carers.** As part of addressing the balance of care we have prioritised the recruitment of local Foster Carers and have looked at reducing the number of out of authority placements. Following a successful recruitment campaign 3 new Foster Carers have been registered and 5 are under going assessment and hope to progress to panel in the near future. This will provide placements for children and young people in their own communities.

There has also been an increase in the use of family based care when a child can no longer reside with his/her parents. This has saw Kinship care arrangements increasing from 25 carers and 33 young people in placement at end of March 2017 to 41 carers and 55 young people in placement at end of March 2018. To provide additional support to Kinship Carers a dedicated post has been created in our Family Placement team.

We have continued to review all external residential placements for young people and by using packages of support based on the needs of these young people have successfully reduced the number of young people placed in external residential resources. Over the year March 2017 to March 2018, there was a reduction of 13 residential placements out with the authority. This has helped to address the balance of care and ensure that young people are supported to return to their own communities with appropriate supports. This has had the additional benefit of reducing the budget challenges in this area.

**5.1.7 Young Carers** As part of the development of services to meet the requirements of the Carers (Scotland) Act 2016 we have engaged with Young Carers via our commissioned Carers Centre. This has facilitated the coproduction of a draft Young Carer Statement, guidance for those assisting young people in completing these and information materials for young people. We have worked with partner agencies to develop an implementation strategy and action plan to ensure we are meeting the requirements of the act. This was presented to and approved by Council in June 2018. In addition both single and multi-agency guidance and training have been put in place.

**5.1.8 Advocacy services** The service has extended independent advocacy services for young people who are looked after and additional funding has been provided to 'Who Cares?' to employ a full time advocacy support worker. This worker has been in post since November 2017 and has worked with young people in a variety of settings including Foster Care, residential schools and our local children's house. This work has included supporting them at Children's Hearings, LAAC reviews and a safety planning meeting.

As part of the work developing advocacy services, a participation group for care experienced young people has been formed called, 'Oor Clacks Voices'. This group has provided input into the development of the Corporate Parenting Plan and will continue to link with Corporate Parents to ensure the views of care experienced young people are listened to and acted upon. In my role as a Corporate Parent I have met with this group recently to gain their views and intend to continue to have close links with them.



'Oor Clacks Voices' have also created a Facebook page to provide information and access to surveys to young people who may not wish to engage directly with the group.

The group have been involved in training for NHS, Education and New panel members. The young people have taken part in Question time with the First Minister, Care Day Question Time with The First Minister and The Children's

Commissioner, Care Day Ceilidh, Young Person's input in Corporate Parenting Strategy, CHS Workshop, and the Youth Council.

In the future it is planned to have an identified Corporate Parent link to this group to gather views and provide information. This will ensure a direct link to the Corporate Parenting Steering Group and create a meaningful partnership with this group of care experienced young people.

#### **5.1.9 Children and Families Registered services**

Clackmannanshire has one children's house, Woodside Children's Unit. This has space for up to 5 young people age 11 to 18. The service was last inspected in December 2017 and received grades of 4 (good) for care and support, and staffing. Work has been completed in early 2018 with a focus on further improving recording and documentation.

"Young people appeared settled in their environment, benefiting from nurturing relationships with staff."

Woodside Children's Unit Care Inspectorate Report December 2017

At the most recent published inspection, The adoption service was graded as 4 (good) in respect of care and support and management and leadership and the fostering service received grades of 4 for care and support .

Further work took place throughout 2017-2018 to develop the Fostering and Adoption Panel and to enhance our support to kinship carers.

**5.1.9 Child Protection** In 2017-2018, the Child Protection Committee raised awareness of the National Framework for Missing persons in Scotland and the Scottish Government Trafficking and Exploitation Strategy both launched in 2017.

The Committee developed a Multi-Agency Action Plan in response to the joint Child Protection Committee and Alcohol and Drugs Partnership Multi-agency Audit of children affected by parental substance misuse. The Committee continued to consider multi-agency performance management information and is in the process of revising its performance management framework.

The Committee hosted one of a series of National Child Sexual Exploitation Workshops in Stirling in April, 2017 and the Child Protection Committee and Adult Support and Protection Committee held a joint Development Day in May, 2017 focused on Significant Case Reviews. A conference for young people across Forth Valley was held during the Sixteen Days of Action with the theme of Consent and Healthy Relationships.

## 5.2 Adult Social Services

**5.2.1** Adult Social Work Services are delivered through the Health and Social Care Partnership. Locality profiles were established in 2016 and work is ongoing to further develop the data for the three designated localities within the Partnership. Clackmannanshire is one of the designated localities.

As part of the over arching programme work-streams specific to each of the localities and reflect their priorities have been developed and progressed in 2017-2018.

In Clackmannanshire there has been a lot of investment in the development and delivery of intermediate care services (both bed based and care at home provision). These services, which support people in their recovery, are key to the Partnership's approach to supporting effective discharge from hospital and preventing readmission. We know that life expectancy, linked to health inequalities, is lower for a wide range of Clackmannanshire's population than in other areas of Scotland and this is a priority area for action going forward.

We are reviewing our day support services for all care groups with a view to establishing integrated day assessment services and are working closely with Primary Care to support new ways of working. Initial work has also taken place to consider options for an integrated front door approach for health and social care services.

**5.2.2** We have also celebrated some key achievements this year.

Clackmannanshire Council older people's residential care services celebrated 21 years of gold standard quality management ISO 9001. This is used to plan for service improvements, the involvement of service users and unpaid carers, other stakeholders and the wider community in the design and delivery of services.

Our adult social work services are engaged in a number of national initiatives. This has included the Care Inspectorate's **Care about Physical Activity Programme**. This has included inter-generational projects with local schools and improved links with local community groups. Benefits have included improved mental health and self esteem for residents and better sleeping patterns. We have also found that there has been increased physical activity amongst the staff group and better links between the care homes and local communities.





**5.2.3** The Health and Social Care Partnership played a lead role in the effective implementation of **the Carers (Scotland) Act 2016** aimed at supporting Unpaid Carers. Work has been undertaken with Carers Centres to prepare for implementation of the Act, and we will continue this work over the next year. Work will continue on the identification of Carers and raising awareness of the supports available to Carers. In addition scoping work will continue with acute NHS services relating to the duty to involve Carers in discharge planning.

Carer Centres working in partnership:

The Care with Confidence programme was developed in partnership with carers and local health and social care professionals. Carer Support Workers now attend multi-disciplinary team meetings at Clackmannanshire Community Health Care Centre. Welfare Benefits Clinics have been developed for carers in partnership with local Citizens Advice Bureau.

(Clackmannanshire and Stirling Health and Social Care Partnership, Annual Performance Report, 2017-2018)

**5.2.4** The service continues to use the money awarded by the **Technology Enabled Care Fund** to not only increase access to telecare and the range of equipment available to service users but also to support trials of new equipment including GPS tracking devices and digital telecare units which will enable the service to test and prepare for the switch from Analogue to Digital Telephony systems.

There were 231 new people who started to use the telecare services in Clackmannanshire between April 2017 and the end of March 2018.

Frank's Story - Technology Enabled Care TEC Fraser lives with a significant brain injury following a serious fall, and had previously used our Reablement and TEC services when he was discharged from hospital to stay with his parents. However, Fraser had expressed a wish to return to his own home, and so the service worked with him and his family to identify the appropriate personal outcomes to make this happen. The TEC service installed Just Checking as an environmental monitoring tool, following assessment and input from the Reablement team. This helped to build a picture of Fraser's daily routine, and reduced concerns raised by his family. By working together, the service was able to support Fraser to improve his confidence, reduce his risks and build his self esteem and relationships with care providers. This also supported his family to make this transition for his future.

**5.2.5** Work has been undertaken relating to the redesign of community services to ensure best value and improved services. This has included a redesign of day care services and extending the use of self directed support to increase choice and control. Within **Learning Disability Services** work has been undertaken to improve transitions between Children and Family Social work and Adult Care services with creation of clearer transitions pathways.

### Learning Disability Case Study

J age 16 was attended a specialist provision for young people with additional support needs in a local secondary school. It was identified that he would require an ongoing care package into adulthood by his Team Around the Child and links were made via the Children With Disability Team to Community Learning Disability Team.

**5.2.6** In 2017-2018, the **Alcohol and Drug Partnership** has widened services involved in reviews of all local drug related deaths, including Social Care and Housing. Recent reviews have resulted in changes to Housing Policy in *relation to identifying vulnerable people at an earlier stage and linking them with support as appropriate.*

**5.2.7 Registered adult social care services** were inspected over 2017/2018, the majority of services are graded as 5 (very good) with one grade 3 (adequate).

**Whins/Centre Space** current provides an adult day service for adults with Learning difficulties, physical and or sensory disabilities and operates from a day centre with 4 additional bases in the community. In a recent inspection it achieved grades of 5 (Very good) for quality of environment, and management and leadership.

“We observed good relationships between staff and people attending. It was relaxed and friendly. Staff expressed positive attitudes and came across to us as motivated, enthusiastic and caring. “

Whins/Centre Space Care Inspectorate report January 2018

Clackmannanshire Council Adult Care registered services received one reduced grade of 3 (adequate) for quality of environment for Menstrie House when inspected by the Care Inspectorate. An action plan was formulated and improvements have been made and the service is awaiting re-evaluation following these actions.

**Reablement and Technology Enabled Care.** This service is based at Ludgate House and provides short term support at home to assist people in regaining confidence and independence through a reablement approach. The service is designed to support people who are being discharged from hospital or people who are at home who have had a decline in their health. The prevention of crisis as well as the promotion of independence remains the focus of this service. In addition TEC services are provided including community alarms and an emergency response team. The service can also

support people who require palliative care needs or who are at end of life to enable them to return to or remain at home.

“Peoples needs and wishes were understood and the service was very good at responding to changing circumstance.”

Clackmannanshire Reablement and Technology Enabled Care Service Care Inspectorate Report January 2018

**Ludgate Resource Centre** has 11 beds that are used flexibly for short term assessment, respite and joint assessment with NHS Forth Valley enhanced care team. Short term assessment gives individuals the opportunity to be supported to regain skills and confidence before making informed decisions on their future care and support needs. The assessment period can be up to 6 weeks with the aim where possible for people to return to their own homes as soon as they are safe to do so.

**5.2.8 Adult Support and Protection.** Development of a Thresholds Matrix has provided clarity and consistency in reporting adult protection incidents from Care Providers. It provides a framework for identifying priorities enabling us to use our resources most effectively to deliver proportionate care and support for adults at risk of harm.

Progress was made in ensuring prompt response to Adult Support and Protection concerns with an increase in adult protection discussions being held within 24 hours of referral. Although this is slightly below the 100% target there has been an increase from 88% in 2016/17 to 94% for 2017/18. The Adult Support and Protection Lead Officer continue to support operational managers to ensure consistency of practice in this area.

The development of a Self Assessment Framework provides opportunities for us to reflect upon the effectiveness of our work and identifies learning through monthly audit activity. This informs the development of new processes and procedures and enhances front line service delivery. The framework includes Service User Surveys which are progressed on our behalf by Forth Valley Advocacy Service to provide anonymised feedback of the quality of our services provided to our service users.

## **5.3 Community Justice and Criminal Justice Services**

**5.3.1 The Community Justice Partnership** has progressed work in collaboration with a range of partners in 2017-2018 and has developed communities of practice with a focus on trauma informed practice. We are working with the Alloa Jobcentre to train local advisers in supporting pathways to safe and sustainable employment for those known to the Justice System.



The Clackmannanshire Third Sector Interface received funding to deliver ‘test of change’ projects linked to social services. This enabled third sector organisations to engage in small pilot projects with existing and new groups working within the community justice partnership or with people at risk of offending. This included befriending, skills development, healthy relationships, work placement and training, enterprise development, prison outreach, women’s support. Some of these activities have developed into more substantial pieces of work including the befriending project for young people at risk. Evaluation of the projects is currently underway; in all cases the groups are now more able to inform, support and integrate people with convictions and those at risk of offending, better with their communities.

Two successful conferences were hosted in 2018 by the Community Justice Partnership, the Forth Valley Community Conference (attended by 220 people) and the Clackmannanshire International Women’s Day event (attended by 80 people). The Women’s Day event had Naomi Breeze as a speaker who highlighted issues around coercive control. This event enabled local women to identify some gaps in services and supports. We also hosted an Early System Change Event. This event brought 20 partner organisations together to discuss how to reduce the domestic violence in Clackmannanshire.

The Community Justice Partnership have also offered to participate in a pilot of the new inspection regime for Community Justice in line with the national Outcomes, Performance and Improvement Framework for Community Justice..

**5.3.2 The Criminal Justice Social Work Service** works closely with key agencies including Police Scotland, the Scottish Court Service, the Scottish Prison Service and the Procurator Fiscal’s Office and in partnership with Clackmannanshire Community Justice Partnership.

The responsibilities of the Social Work Criminal Justice Service include:

- providing Courts with a range of alternatives to prison in appropriate circumstances;
- providing effective supervision of offenders in the community;
- challenging offending behaviour and helping offenders realise the impact of their behaviour on themselves, their families, the community and, most importantly, their victims;
- promoting community safety and public protection; and
- assisting with factors which may contribute to offending, for example, drug or alcohol misuse, relationship difficulties, mental health, gambling problems, anger management issues, problem solving difficulties, etc.

In 2017-2018, the Criminal Justice Social Work Service maintained and developed integrated working relationships with a number of partner agencies and connected to wider community organisations through Clackmannanshire Third Sector Interface (CTSI) under the umbrella of the Community Justice Partnership.

The Criminal Justice Social Work Service based in Glenochil Prison provides a national service funded by a memorandum of understanding with the Scottish Prison Service. The Service previously operated under a formal Service Level Agreement (SLA), however the Local Authority has been unable to commit to an ongoing SLA due to a significant resource gap in funding from the Scottish Prison Service taking into account the volume of work required. Due to changes in the composition and configuration of the prison population, there is a requirement for discussion with the Scottish Prison Service about the funding formula.

**5.3.3 Youth Justice** The youth justice service continues to engage with young people between the ages of 12-18 who are involved in harmful sexual behaviour, young people involved in significant violent behaviour or young people who have become engaged in a significant pattern of offending behaviour. The service works with young people in both the children's hearing and formal criminal justice systems.

The principle aim of the service is to engage with young people in the community, reduce levels of re-offending behaviour, and to minimise the risk that young people place themselves and the community at, resulting in improved public protection and better outcomes for the young person, families and the wider community.

The members of the team have specific skills in relation to formal risk assessment and intervention programmes to work with young people and to achieve positive outcomes. During 2017-18 the service received 10 Care and Risk Management referrals (CARM). These relate to young people who have been involved in harmful sexual behaviours or significant violent behaviours.

The service is committed to the principle and process of the whole systems approach, a key policy driver for the Scottish government in relation to reducing youth offending. The Scottish government has provided the local authority with 2 year additional funding to further develop the delivery of the whole systems approach in Clackmannanshire to support work with young people to the age of 21, and with the aspiration of young people to the age of 26 who are care leavers.

It is notable that no young person from Clackmannanshire has been placed in secure accommodation or in HMI Polmont on either remand or sentence, in the last year. There has also been an increase in the number of young people referred to the service by the Procurator Fiscal for diversion from prosecution; from 5 in 2017 to 13 in 2018.

## 6.0 Statistical information

### 6.1 Mental Health

Local Authority Mental Health Officers (MHOs) are appointed by the Chief Social Work Officer to undertake a statutory role with people with a mental disorder.

MHOs are social workers who have completed an accredited Masters level post-qualifying award including additional practice placements. They have a role in preparing applications, reports and care plans in relation to people who are or may be subject to compulsory care and treatment in hospital or in the community. Presenting reports and evidence at Mental Health Tribunals and to the Court represent a substantial proportion of Mental Health Officers' workload. MHOs also have a role in providing advice and support to the wider Social Work Service in respect to the complex interaction of mental health and incapacity legislation.

The service currently has 5 Mental Health Officers. A further MHO has completed her training. It is also planned for another worker to commence training, which will assist with future planning for the service.

There has been a sustained increase in statutory work over recent years, placing additional demands on the Mental Health Officer team.

**Table 1 Rates of Detention under the Mental Health (Care and Treatment) (Scotland) Act 2003**

Category of Detention	April 2016-March 2017	April 2017 - March 2018
Number of Emergency Detention Certificates	17	25
Number of Short Term Detention Certificates	36	50
Number of Compulsory Treatment Orders (new applications)	17	45

Where an individual is convicted of an offence for which the punishment is imprisonment, instead of imposing a prison sentence the court may detain the person in hospital using a Compulsion Order, or impose strict conditions, which would allow the person to receive treatment while living in the community. The Court can also add a Restriction Order. This may restrict the person's movement to the extent that s/he may not be transferred to another hospital or be granted leave from the hospital without the consent of the Scottish Ministers

**Table 2 Total number of Orders for Mentally Disordered Offenders – Mental Health (Care and Treatment) (Scotland) Act 2003/Criminal Procedures Act (Scotland) Act 1995**

	<b>April 2016-March 2017</b>	<b>April 2017 - March 2018</b>
<b>Number of Compulsion Orders</b>	3	3

## **6.2 Adults with Incapacity**

Local Authorities have a duty, where someone over the age of 16 who has a mental disorder is deemed incapable of making decisions to safeguard his/her welfare and/or property or finances, to carry out an assessment and make recommendations as to whether someone else should be given the legal authority to make decisions on their behalf. Mental Health Officers undertake these assessments.

Any person with an interest in an individual's welfare including a family member may make an application to Court to be appointed as their guardian. Most welfare guardianships orders are private applications, where an adult with a relevant interest in the subject of the order e.g. a relative or friend, is appointed. Where there is no one who is willing or able to act, then the Chief Social Work Officer may be appointed to act as Welfare Guardian.

**Table 3 Existing Guardianship Orders**

	<b>April 2016-March 2017</b>	<b>April 2017 - March 2018</b>
<b>Existing Guardianships Total (private and local authority)</b>	87	118
<b>Local Authority Existing Guardianships</b>	21	25

The increase in Guardianship orders reflects a national trend. This may be linked to a greater awareness by families and individuals.

**Table 4 Guardianship reports Completed**

	<b>April 2016- March 2017</b>	<b>April 2017 - March 2018</b>
<b>Local Authority</b>	5	11
<b>Private</b>	15	21
<b>All</b>	20	32

### 6.3 Adoption

Securing early permanent alternative family-based care for children unable to remain with their birth family is one of the most important factors in their healthy emotional development. We also fully recognise that there can be positive alternatives to adoption for children, which can secure permanence, including permanence orders and kinship care arrangements. More collaborative working supports earlier matching of children to adoptive parents across Clackmannanshire Stirling and Falkirk Councils continue to share information about potential adoptive parents and about children requiring adoption.

In 2017-2018 we established our own Adoption & Fostering Panel and this has been in operation for a full year.

The numbers of adopters approaching Clackmannanshire Council continue to be relatively small in keeping with the size of the local authority. The PACS service (Post Adoption Central Support), with Barnardo's Adoption Service and the GAP Group for adopted people continue to work in partnership with the Council to ensure on-going support is available for those who need it.

**Table 5 Adoption Figures**

<b>Adoption Figures</b>	<b>April 2016- March 2017</b>	<b>April 2017- March 2018</b>
<b>Number of children placed for Adoption</b>	2	3
<b>Number of children registered for Adoption at panel</b>	9	5

As noted elsewhere in this report, the need to reduce the delay in permanence has been identified as an area for improvement. As part of this work we will be working with the PACE in 2018-2019.

#### **6.4 Secure Accommodation**

In prescribed circumstances, when children are, for example likely to abscond putting their own welfare at risk and are assessed as presenting a serious risk of harm, either to themselves or to others, the Chief Social Work Officer may authorise their detention in secure accommodation. The numbers for young people in secure care are generally low, sitting at less than 1% of all Looked After and Accommodated young people across Scotland.

In 2017-2018, there were no children or young people admitted to secure care by Clackmannanshire Council. This is the second year where no children or young people have required these measures to protect them. This demonstrates a positive achievement in identifying alternative ways of protecting their interests and providing them with support in alternative, less restrictive settings.

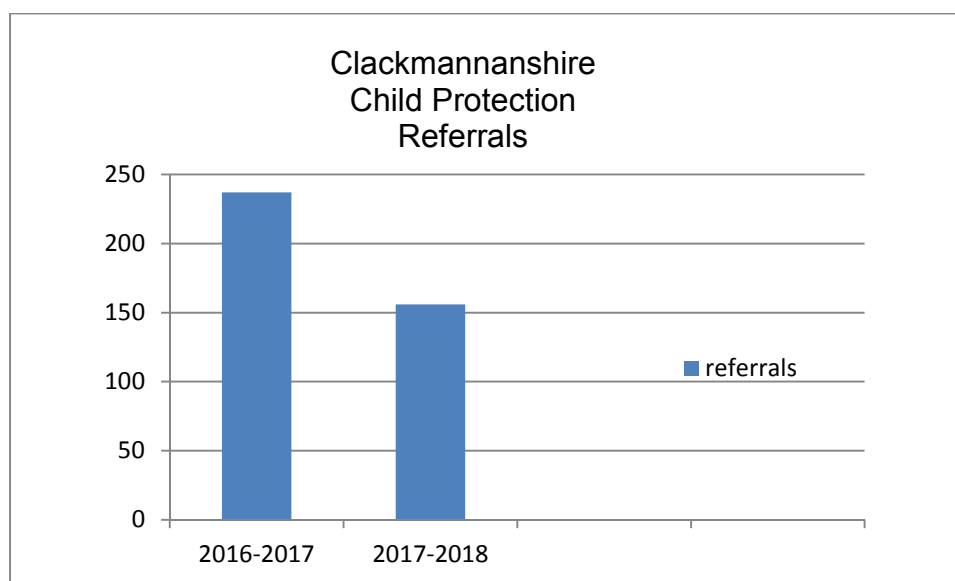
**Table 6 Number of young people admitted to secure care**

<b>Admissions to secure care</b>	<b>2017</b>	<b>2018</b>
<b>Number</b>	0	0

#### **6.5 Child Protection and Looked After Children**

**Table 7**

<b>Category</b>	<b>Time period</b>	<b>Numbers</b>
<b>Number of referrals</b>	April 2017-March 2018	156
<b>Number of case conferences</b>	April 2017-March 2018	95
<b>Children on Child Protection Register</b>	As at 31.3.18	40
<b>Children looked after at home with parents</b>	As at 31.3.18	74
<b>Children looked after away from home</b>	As at 31.3.18	116



In 2017-2018, Operational procedures have been reviewed and updated and further work has been undertaken across partner agencies around thresholds. This has helped ensure that referrals under Child Protection processes are appropriate.

## 6.6 Adult Protection

**Table 8 Adult Protection Referrals**

Year	Number	Rate (per 1,000 )
2016/17	208	2.46
2017/18	94	2.22

Over 2017-2018, the number of referrals has decreased which is attributable to a more accurate way of distinguishing between adult concerns and adult protection. The Adult Support and Protection Co-ordinator has developed a thresholds matrix and has worked with providers to ensure more consistency in the recognition and reporting of Adult Protection concerns

**Table 9 A summary of the volume and range of adult protection activity:**

ASP activity	Year 2016-17	Year 2017-18
Referrals	208	94
Investigations	6	25
Case Conferences	1	3
Review Case conferences	0	0

There were 25 investigations in 2017-2018. The main type of harm investigated remain was physical harm (44%) followed by financial harm (36%). The majority of harm (88%) occurred within the adults own home. The proportion of investigations has increased from the previous year, it is assessed that this reflects an increased awareness and understanding of Adult Support and Protection.

## 6.7 Registered Care Services

**Table 10**

### Care Inspectorate Quality grades

Service	Date inspected	Care and support	Environment	Staffing	Management and Leadership
Woodside Children's House	12.12.17	4 Good	Not assessed	4 Good	Not assessed
Whins/Centre Space	28.1.18	5 Very Good	Not assessed	5 Very Good	Not assessed
Ludgate House Resource Centre	16.1.18	6 Excellent	5 Very Good	Not assessed	Not assessed
Menstrie House	25.10.17	4 Good	3 Adequate	Not assessed	Not assessed
Clackmannanshire Adoption Service	26.6.16	4 Good	N/A	4 Good	4 Good
Clackmannanshire Fostering Service	26.6.18	4 Good	N/A	4 Good	Not assessed

## 6.7 Criminal Justice



**Table 11**

<b>Offenders subject to statutory supervision in the community /2017-2018</b> <b>(Previous years figures in brackets)</b>
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Type of Order	Male	Female	Total Numbers
Criminal Justice Social Work Reports (CJSWR) submitted to Court	352(358)	100(73)	452 (431)
Community Payback Orders	191(246)	49(45)	240(291)
Community Payback Orders with a Requirement of Unpaid Work	106(159)	16(30)	122(199)
Drug Treatment and Testing Orders imposed	4(3)	2(2)	6(5)
Bail supervision	5(10)	2(4)	7(14)
Number of individuals in custody 31/03/18 who will be subject to statutory supervision on release	42(37)	0(0)	42(37)
Number of individuals subject to Statutory Throughcare Licences/Orders in community 31/03/18	26(21)	0(1)	26(22)

In 2017 -2018, activity remained fairly consistent across most service areas, although the number of CPOs imposed reduced by 17.5% on the previous year. While the number of statutory throughcare cases in prison and in the community saw a small rise, those are likely to have related to higher tariff offences, hence less likelihood of a CPO being imposed in such cases. Of note is the increase in women placed on CPO with a requirement of unpaid work as this has nearly doubled on last years figures.

## 7. Workforce Planning and Learning and Development

In this section an overview of workforce planning is provided along with information on staff training and development over the past year.

### 7.1 Workforce Planning

Over the past year in Children and families and Justice Services, we progressed service redesign including restructuring first line management arrangements. We increased the complement of Team Leaders and removed the Assistant Team Manager roles to provide clear lines of accountability and improve the safety of decision making.

A similar change in frontline managerial arrangements for Criminal Justice Services has resulted in the deletion of the Assistant Team Manager role and the recruitment of two new Team Leaders to provide consistent supervisory support to staff.

Changes were also made in relation to the deployment of staff across the Children and Family Service with the movement of staff to create the new Intensive Family Support Service. We have also dedicated staff time to Family Group Decision Making and to support the development of our work with kinship carers. This shift in focus means that workers are empowering families to play a greater role in decision making and planning, with the aim for more children and young people to stay safely within their own families and communities.

Turnover of staff within the Children and Families Service decreased from 20.83% in 2016-2017 to 14.69% last year. The turnover last year in Social worker posts was 12.82% in Children and Families and 5.13% in Criminal Justice. The services also ended its use of frontline agency social work staff. Turnover across adult social work services has also improved in 2017-2018, as shown in the table below.

Health and Social Care Partnership	% Staff Turnover 2016-2017	% Staff Turnover 2017-2018
Adult Provisions	10.65%	8.13%
Assessment and Care Management	10.2%	4.83%
Partnership, Mental Health and Learning Disability	4.8%	6.08%

The Health and Social Care Partnership's Integrated Workforce Plan was refreshed in 2017-2018 to meet the evolving needs of the Partnership.

In considering the demographic of this workforce, future planning has begun to ensure the continuity of service provision in this area. We have focused initially on training social workers as Mental Health Officers and have increased capacity in this area, which will assist with meeting statutory requirements.

During 2017-2018 staff engagement events across the Health and Social Care Partnership started to focus more on the detail for operational delivery of the Transforming Care Programme. This has included sessions relating to Clackmannanshire Locality Service Planning and wider service innovation. Employees have also participated in consultation events alongside service users, families and partners within other agencies, to shape the future development of community mental health services.

## **7.2 Learning and Development**

Social Services Learning and Development runs a programme of core training throughout the year. This ensures that we meet our registration requirements with the Scottish Social Services Council as an employer and that individual workers are able to access learning that develops to maintain professional registration.

The programme is designed to meet statutory requirements so that that all our staff members are briefed on changes in legislation and duties have the up to date knowledge and skills to fulfil their roles. This includes courses as diverse as food hygiene, risk assessment for child protection and moving and handling.

We are commitment to retaining staff and promoting continuing professional development and career progression. In addition to these core programmes, SSLD works in partnership with the wider service to promote continuous improvement and support service redesign activity across all service areas. Some of the fields of learning that are outside of the core programme, or where there are notable achievements by our employees, are identified below.

- In 2017-2018, we introduced a comprehensive five day training course in Child Protection for all qualified children and family social workers. This was well received by front line staff and their managers. The model of delivery has attracted interest from other Local Authorities.
- This year we supported four candidates to undertake SVQ Awards at varying levels in order to meet SSSC requirements and to promote and celebrate professional development.
- Two workers from the Children's and Families team successfully completed accredited training in Family Group Decision Making. This was fundamental to the development and introduction of this innovative service.

- A further four workers completed post-graduate accredited programmes in Adult Support and Protection, Child Welfare and Protection and Mental Health Officer training.
- We worked with Adoption and Fostering Alliance Scotland to create a bespoke programme of training to improve experiences for children who are looked after away from home, with a particular focus on improving permanence practice.
- Social Work Services are playing a key role in supporting the development of trauma informed practice, with the Community Justice Partnership hosting a conference, 'Resilience in the Face of Adversity', in November 2017. This drew 135 delegates.
- A conference is under development to look at the link between adverse childhood experiences on mental health in adulthood with consideration of approaches to prevention and recovery. This continues the work on trauma informed practice and builds on the partnership working between Children and Families and Adult Social Work Services.
- The service has worked closely with the Health and Social Care Partnership to provide training on 'Good Conversations' to 26 members of staff and the follow up, 'Making Good Conversations Even Better', to a further five staff. This training aims to embed close partnership working with service users and carers to ensure assessments identify and meet personal outcomes. This ethos is at the heart of social work and social care practice and aligns closely to the principles of self-directed support.
- The Health and Care Partnership worked in conjunction with Social Services Learning and Development and Macmillan Cancer Support to deliver training for trainers across local care homes, enhancing knowledge and practice skills in palliative care. This is in line with the objectives of the National Health and Social Care Delivery Plan and the local Partnership's Strategic Plan.
- In 2017-2018, the Service worked in partnership with a number of universities to provide high quality social work placements to four students.
- Both the Child Protection Committee and the Adult Support and Protection Committee continued to promote a range of multi-agency training for their respective staff groups, with the recognition that there are many common areas of practice and staff who will work with both vulnerable adults and children. The Committees support practitioner forums and delivered training on child sexual exploitation, children's rights, domestic abuse, hoarding and financial harm.

- The Public Protection Leads delivered *Keeping People Safe in Forth Valley*, which covers Adult and Child Protection, Gender Based Violence, MAPPA and Alcohol and Drugs.
- In a move to promote sustained cultural and practice change, the Service plans to commission training on the 'Safe and Together' model which aims to improve how child welfare and criminal justice systems respond to issues of domestic abuse. This training will engage practitioners and leaders from across disciplines to deliver a more coherent response to domestic abuse.

The model is based on 3 key principles:

- Keeping child safe and together with the non-offending parent
- Partnering with the non-offending parent as the default position
- Intervening with the perpetrator to reduce the risk of harm to the child

This is in response to the high prevalence of domestic abuse in Clackmannanshire compared to other areas of Scotland which is a key priority in Clackmannanshire's Local Outcome Improvement Plan.

In 2018-2019, we will focus on refreshing models of multi-agency training opportunities. We know that bringing staff from different disciplines together to share learning fosters mutual respect and supports effective collaboration. We will also continue to place an emphasis on staff engagement through quarterly *Whole Team Gatherings* across Children and Families Services and *Big Team Meetings* across the Health and Social Care Partnership. We will support more front line staff to lead on the delivery of training and learning and development. We will provide more opportunities for student placements including multi-agency placements, support volunteering, mentoring and job shadowing as learning opportunities. In the coming year, we will increase opportunities to hear from and involving people with lived experience in leading and contributing to staff learning and development.

## 8. Conclusion



My report identifies the challenges, complexity and opportunities associated with delivering social work services at a time of significant change. It highlights many positive developments across all areas of service provision in 2017-2018. I am proud of all that the social work services staff, including those who work in the Council and in independent and third sector services, have done over the last year to support and protect children, young people and adults in our communities.

We will continue to work together to make improvements, deliver high quality services and change and adapt the way we work to deliver services fit for the future.

## **APPENDIX ONE**

### **Social Services Complaints 2017-2018**

#### **Purpose**

This report provides information and analysis of Social Services complaints activity in Clackmannanshire over 2017-2018.

#### **Introduction**

In April 2017, the new Scottish Public Service Ombudsman's Social Work Complaints Handling Procedures came into force. This followed the publication of the Public Service Reform (Social Work Complaints Procedure) Order 2016, which abolished the previous arrangements for handling social work complaints. This alignment of procedures was designed to enable organisations to handle complaints flexibly, reduce the number of conflicting complaints procedures currently in operation and improve services to the public by ensuring that they receive a joined up response to all complaints wherever possible. The new model introduced a standard approach to handling complaints across local government and the NHS.

The new model reflects Clackmannanshire Council Social Work Service's commitment to valuing complaints and providing high quality services to service users, unpaid carers and the wider community. It is acknowledged that there are occasions when things can go wrong; when this occurs it is important we act quickly to resolve the situation. Complaints allow us to examine and identify where we are not achieving what people expect of us, and where we are failing to meet agreed standards. An effective complaints process offers us the opportunity to take actions to improve the quality of our services. Actively listening to service users, unpaid carers and the wider community helps us to put things right and to learn from our mistakes. This helps us identify areas for further development and to understand where there may be particular operational pressures.

Our service seeks to resolve customer dissatisfaction as close as possible to the point of service delivery and to conduct thorough, impartial and fair investigations of Social Service complaints, so that, we can make evidence-based decisions on the facts of the case. Resolving complaints early means we can resolve them locally and quickly whilst enabling us to better understand how to improve our services by learning from complaints. This provides a positive and prompt resolution for the individual. While the service aims to resolve issues where possible we recognise the nature of the service can inhibit complaint, perhaps especially where people are in receipt of a service on a compulsory basis. It is important to ensure those receiving services have an understanding of how to complain about Social Services. Corporate Complaints leaflets are available in all offices to support this, together with information on Clacksweb.

## Complaints Data and Recording

Corporate complaints databases and the complementary Social Services database are utilised to improve the recording of complaints at all stages. Complaint Information is also reported quarterly and annually to SPSO and the general public have access to complaint information on a quarterly basis through the corporate reporting mechanism.

The Complaints Officer's role in managing the processes, policy and guidance was helpful in advising, guiding and supporting managers with complaints and ensuring all complaints reported were recorded for quality assurance purposes.

We have continued to utilise a robust auditing process, which provides analysis on the progress made, with respect to the outcomes and recommendations made following complaints, the experience of the process and following up with complainants to improve the overall quality and delivery of Social Services and to further enhance the overall customer experience.

## Staff Sessions

We continue to place a focus in providing support to operational managers to become more effective in handling complaints. This has developed frontline managers' skills base and confidence in dealing with complaints by achieving early resolution on a formal basis and enhancing working relationships with service users and families.

We held mandatory briefing sessions on the new Social Work Complaints Handling Procedures for all managers across Social Services. All Complaint Policy and Procedural documentation is available electronically, together with a range of forms and pro-forma letters, to assist managers in dealing with complaints efficiently within the set guidelines and legislative parameters.

## All Complaints 2017-2018

Clackmannanshire	2016-2017	2017-2018	Change from 2016-2017 figures
Total Complaint enquiries	24	40	+16(67%)
Those dealt with through informal resolution	12	N/A	N/A
<b>Stage 1</b>	12	39	+27
Upheld	5 (41.5%)	9(24%)	+4
Part Upheld	6(50%)	8(20%)	+2
Not Upheld	1 (8.5%)	22(56%)	+21
<b>Stage 2</b>	3	4	+1
Upheld	1(33.3%)	2(50%)	+1

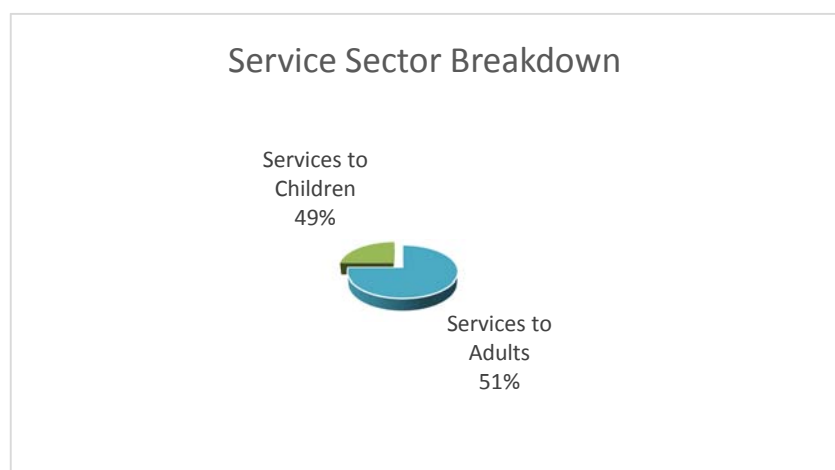


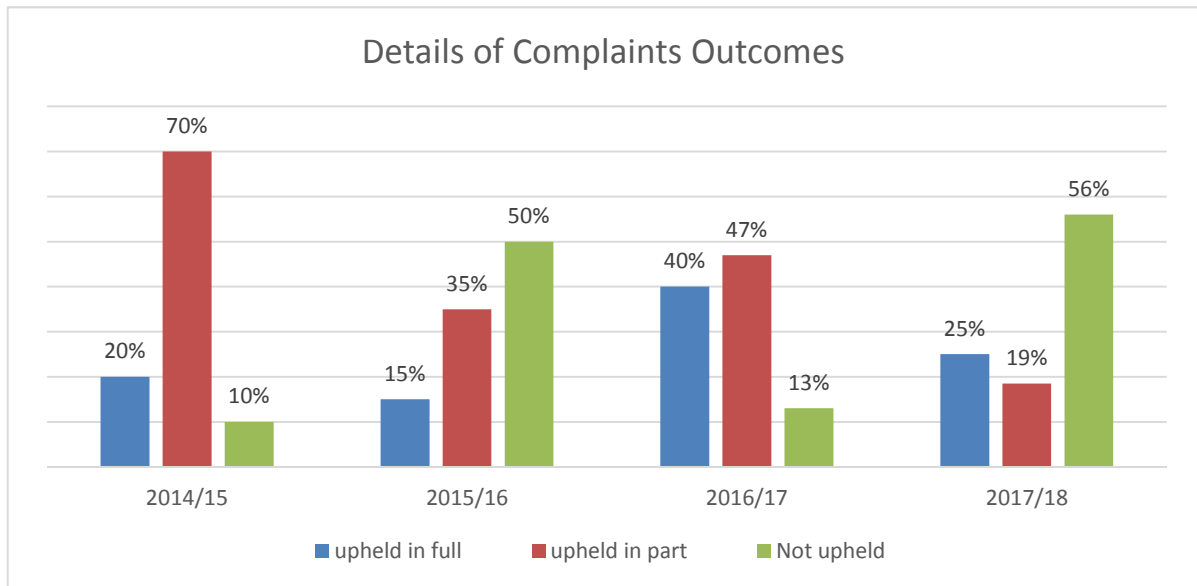
Part Upheld	1(33.3%)	0	-1
Not Upheld	1(33.3%)	2(50%)	+1
% upheld in full or part	87%	44%	-43%
Within time- Yes	9 (60%)	33(77%)	+24
Within time- No	6 (40%)	10(23%)	+4
Children	7 (44%)	21(49%)	+14
Adults	9 (56%)	22(51%)	+13
CJS	0	0	None
<b>CRP/SPSO Stage 3</b>	1	0	-1

The total number of complaints formally registered by the Service in 2017-2018 was 43. There were 40 complaint enquiries to Social Services resolved on a formal basis by local managers. In 2017-2018 we responded to 77% of complaints within target timescales (5 or 20 working days). The remaining 23% being out with target timescales, but most were completed at Stage 1 within a maximum of 10 days. The reasons for delays in responding to complaints were due to a range of contributory factors, including complexity of the investigation and the non-availability of the complainant or key staff. The Service advised complainants of the progress of their complaints and where necessary extended time scales were agreed in line with procedures.

Of the complaints received, these can be broken down into service sectors as follows:

- Services to adults (51%)
- Services to children (49%)
- Criminal Justice (0%)





## Commentary

Complaint enquiry figures across Social Services in Clackmannanshire indicate a 67% increase, from 24 in 2016-2017 to 40 in 2017-2018. All complaints enquiries under the new model are now dealt with on a formal basis, which would explain the increase in registered complaints this year, especially the high number of cases (33) which were resolved quickly within the Stage 1&2 timescales, were many of these complaints would have previously been categorised as informal complaints under the old procedures. The numbers of formal complaints dealt with by operational managers were recorded for quality assurances purposes, allowing the opportunity to learn and improve our service in line with Complaint Procedures and Guidelines.

The number of complaints from Adult services was slightly higher than the number received by Children's services but there was an increase in both sectors over the last year. This increase can be explained due to the introduction of the new model, which also widened access to the complaints process to other groups in the community i.e. foster parents, neighbours living in close proximity to care homes or anyone affected as a result of action taken by a Social Service etc. it is noted that Criminal Justice Service had no recorded complaints this year.

When formal complaints were upheld or partially upheld, remedial action was undertaken to reach a resolution to the issues presented, and to improve the quality of service delivery where required. The main areas of dissatisfaction were in relation to communication by staff or the service, staff conduct or attitude, service standard and resources not available, adequate, or suitable.

The Quality Assurance framework allowed us the scope to identify these learning and improvement action points and to highlight the need for further investigation of individual or team performance, through effective supervision, learning reviews and casefile auditing, in order to address any performance issues quickly and make improvements where required. This mainly resulted

in the provision of additional staff training; change to procedures where required; focussed team development meetings, and consultation with commissioned services to improve the quality of service provision.

In conclusion, in 2017-2018, Social Services made a successful transition to the new complaints handling model and now operate under a standardised two stage corporate procedure. We maintained a commitment to valuing complaints and provide high quality services to service users, unpaid carers and the wider community.

