



**Clackmannanshire
Council**

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Greenfield, Alloa, Scotland, FK10 2AD (Tel.01259-450000)

Housing, Health and Care Committee

Thursday 25 October 2012 at 10.00 am

Venue: Council Chamber, Greenfield, Alloa, FK10 2AD

Date	Time
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HOUSING, HEALTH AND CARE COMMITTEE

To determine policies for the promotion of housing, health and care in Clackmannanshire within the strategic policy framework approved by the Council in relation to the following:

- children and families services
- adult care
- criminal justice
- housing provision
- homelessness
- community safety
- antisocial behaviour
- health improvement

With the exception of those matters reserved to Council or delegated to a Committee or an officer, advising the Council on social services matters and discharging functions of the Council as social work authority

With the exception of those matters reserved to Council or delegated to a Committee or an officer, advising the Council on housing matters and discharging functions of the Council as local housing authority

In consultation with the Education, Sport & Leisure Committee, the promotion of children's health and welfare (including the preparation, publication and review of a plan for the provision of services for children in Clackmannanshire);

To set standards for service delivery.

To secure best value in the provision of services.

To consider valid petitions submitted which relate to the areas covered by the Committee

To monitor performance in the delivery of services including consideration of:

- quarterly service performance reports
- inspection or other similar reports
- financial performance
- reports on the development and implementation of shared services
- joint working with health services

To keep under review the impact of the Committee's policies on Clackmannanshire

To hear representations on petitions which have been accepted by the Director of Finance and Corporate Services as valid in accordance with the council policy and criteria. The Committee shall report on every petition in respect of which it has heard representations to Council with its recommendations on how the petition should be disposed of, which may include a recommendation that no action be taken.

17 October 2012

A MEETING of the HOUSING, HEALTH AND CARE COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 25 OCTOBER 2012 at 10.00 am.

**Elaine McPherson
CHIEF EXECUTIVE**

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HOUSING, HEALTH AND CARE COMMITTEE – MEMBERS (COMMITTEE QUORUM 4)

Councillors

Wards

Councillor	Les Sharp (Convenor)	1	Clackmannanshire West	SNP
Councillor	Tina Murphy (Vice Convenor)	1	Clackmannanshire West	SNP
Councillor	Gary Womersley (Ex Officio; Non-Voting)	3	Clackmannanshire Central	SNP
Councillor	Archie Drummond	2	Clackmannanshire North	INDP
Councillor	Walter McAdam, MBE	2	Clackmannanshire North	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Janet Cadenhead	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB



MINUTE OF MEETING of the HOUSING, HEALTH AND CARE COMMITTEE held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 23 AUGUST 2012 at 10 am.

PRESENT

Councillor Les Sharp, Convenor (In the Chair)
Provost Tina Murphy, Vice Convenor
Councillor Gary Womersley, Ex Officio
Councillor Archie Drummond
Councillor Walter McAdam MBE
Councillor Derek Stewart
Councillor Janet Cadenhead
Councillor Ellen Forson
Councillor Kathleen Martin

IN ATTENDANCE

Garry Dallas, Director of Services to Communities
Deirdre Cilliers, Head of Social Services
Stephen Crawford, Head of Facilities Management
Stuart Crickmar, Head of Strategy and Customer Services
Val De Souza, Assistant Head of Operations and CSWO
John Gillespie, Head of Community and Regulatory Services
Kenny Hutton, Service Manager, Regeneration Services
Stuart McQueen, Solicitor (Clerk to the Committee)
Jane Menzies, Assistant Head of Social Services
Jennifer Queripel, Service Manager, Housing Operations
Liz Shaw, Team Leader, Accountancy
Murray Sharp, Team Leader, Housing

HHC.001 APOLOGIES

None

HHC.002 DECLARATIONS OF INTEREST

None

HHC.003 HOUSING PERFORMANCE REPORT

The report updated the Committee on performance for Housing and Community Safety Services during the 1st Quarter 2012/13. The report also highlighted the key service activity since April and the achievements, opportunities and challenges facing the service.

Motion

That the Committee notes the report, commenting and challenging where appropriate.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee unanimously agreed to note the report and commented and challenged where appropriate.

HHC.004 HOUSING QUARTER 1 FINANCIAL PERFORMANCE REPORT

The report provided the financial performance position to date on the delivery of the approved budget for Housing during the first quarter of this financial year.

Motion

That the Committee notes the report, commenting and challenging on the current financial position as appropriate.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee unanimously agreed to note the report and commented and challenged on the current financial position as appropriate.

The Convenor advised that 2.1 of the undernoted report should read "Committee" not Council. This also applied to the recommendations set out in items 12 and 13.

HHCA005 STRATEGIC HOUSING INVESTMENT PLAN (SHIP) AND STRATEGIC LOCAL PROGRAMME (SLP)

The report sought to finalise the Strategic Housing Investment Plan (SHIP) which was submitted in draft (following Council approval) to the Scottish Government on 31 March 2012. The report also sought approval of the Strategic Local Programme which requires to be formally submitted to the Scottish Government by 31 August 2012.

Motion

That the Committee approves Option 2 (paragraph 3.10.2 of the report) as the basis of its Strategic Local Programme Submission to the Scottish Government and revises its Strategic Housing Investment Plan 2012-15 accordingly.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Voting

In terms of Standing Order 14.8, Councillor Tina Murphy and Councillor Walter McAdam MBE, asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 8 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the Motion (5)

Provost Tina Murphy
Councillor Ellen Forson
Councillor Les Sharp
Councillor Walter McAdam MBE
Councillor Archie Drummond

Against the Motion (0)**Abstain (Not Voting) (3)**

Councillor Janet Cadenhead
Councillor Kathleen Martin
Councillor Derek Stewart

Decision

On a division of 5 votes to 0 with 3 abstentions, the Committee agreed to approve Option 2 (paragraph 3.10.2 of the report) as the basis of its Strategic Local Programme Submission to the Scottish Government and revises its Strategic Housing Investment Plan 2012-15 accordingly.

Action

Head of Community and Regulatory Services

HHC.006 THE SCOTTISH SOCIAL HOUSING CHARTER

The report updated the Committee on the introduction of the Scottish Social Housing Charter which came into effect on 1 April 2012. The Housing (Scotland) Act 2010 sets out the Scottish Government's Plans for modernising and streamlining the regulation of Social Housing. The Act includes the requirement for Scottish Ministers to publish a Charter which sets the standards and outcomes that tenants and others who use their services can expect from Social Landlords.

Motion

That the Committee notes the content of this report and agrees that, following discussions with tenants, customers and partner Landlords, a further report on our approach for meeting the reporting requirements of the Scottish Housing Regulator from April 2013, is presented to Committee.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee unanimously agreed to note the content of this report and agreed that, following discussions with tenants, customers and partner Landlords, a further report on our approach for meeting the reporting requirements of the Scottish Housing Regulator from April 2013, is presented to Committee.

Action

Head of Community and Regulatory Services

HHC007 ENERGY EFFICIENCY INITIATIVES

The report updated the Committee on the uptake of opportunities that have arisen to upgrade housing stock with grants available for utilities providers. The grants have been available only in geographical areas identified as CESP areas (Community Energy Saving Programme) of Clackmannanshire CESP areas are identified as those with low average incomes.

Motion

That the Committee;

- a) Note the progress of a programme that will significantly add to the energy efficiency of the housing stock in 2012; and
- b) Agree that a further report be submitted to Council to draw forward up to £200k from the 2013/14 energy efficiency funding allocated in the HRA Capital Plan to make best use of the available grant funding in 2012/13.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee unanimously agreed:

- a) To note the progress of a programme that will significantly add to the energy efficiency of the housing stock in 2012; and
- b) That a further report be submitted to Council to draw forward up to £200k from the 2013/14 energy efficiency funding allocated in the HRA Capital Plan to make best use of the available grant funding in 2012/13.

Action

Head of Facilities Management

HHC.008 SOCIAL SERVICES PERFORMANCE REPORT

The report updated Committee on key areas of Social Services during 2011/12 and Quarter 1 of 2012/13. The report also highlighted service activity since April 2012, detailing achievements, opportunities and challenges facing the service.

Motion

The Committee notes the report and provide comments and challenges as appropriate.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee unanimously agreed to note the report, and provided comments and challenged as appropriate.

HHC.009 SOCIAL SERVICES QUARTER 1 FINANCIAL PERFORMANCE REPORT

The report provided the financial performance position to date on the delivery of the approved budget for Social Policy during the first quarter of this financial year.

Motion

That the Committee notes the report, and provides comment and challenges as appropriate.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee unanimously agreed to note the report, and commented and challenged as appropriate.

HHC.010 LONG TERM CHILDCARE TEAM, ACTIONPLAN AND PROGRESS REPORT

Following an independent review of Clackmannanshire Council's Long Term Childcare Team, completed in April 2012, the independent report was presented at a Special Council Meeting on 14 June 2012 where a comprehensive draft action plan was tabled. This report provides the finalised action plan, an update on progress and a summary of the improvement requirements.

Motion

That the Committee notes the progress achieved by the service to date. An improvement action plan has been developed and the High Level Plan will be submitted to the Committee for review. The Care inspectorate will review progress and monitor outcome in respect of the detailed operational plan.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee unanimously agreed to note the progress achieved by the service to date and to note that an improvement action plan has been developed and the High Level Plan will be submitted to the Committee for review. The Care inspectorate will review progress and monitor outcome in respect of the detailed operational plan.

Action

Head of Social Services

HHC.011 CHIEF SOCIAL WORK OFFICER ANNUAL REPORT

A report was presented by the Head of Social Services which provides a summary statement of social services activities and progress in 2011-12.

Motion

The Committee notes the report.

Moved by Councillor Les Sharp. Seconded by Councillor Janet Cadenhead.

Decision

The Committee agreed unanimously to note the report.

HHC.012 CLACKMANNANSHIRE FAMILY FIRM PROGRAMME

The report updated the Committee on the Local Employability Partnership strategic project relating to Looked After Children as considered by Council on 30 June 2012.

Motion

That the Committee agrees to build on the established pilot exercise by implementing the phased Clackmannanshire Family Firm Programme model outlined in Section 3 of the report.

Moved by Councillor Les Sharp. Seconded by : Provost Tina Murphy.

Decision

The Committee unanimously agreed to build on the established pilot exercise by implementing the phased Clackmannan Family Firm Programme model outlined in Section 3 of the report.

HHC.013 CONSULTATION ON ADULT HEALTH AND SOCIAL CARE INTEGRATION

The report presented Clackmannanshire Council's response on the integration of Adult Health and Social Care Services.

Motion

That the Committee:

1. Note the content of this report;
2. Agrees the response to the Scottish Government's consultation; and
3. Endorses the general principle of integration as outlined in the Scottish Government's consultation.

Moved by Councillor Les Sharp. Seconded by : Provost Tina Murphy.

Decision

The Committee unanimously agreed to:

1. Note the content of this report;
2. The response to the Scottish Government's consultation; and
3. Endorses the general principle of integration as outlined in the Scottish Government's consultation.

Action

Head of Social Services

Report to **Housing, Health and Care Committee**

Date: **25 October 2012**

Subject: **Social Services Financial Performance at August 2012**

Report by: **Assistant Head of Social Services - Strategy, Performance
and Partnership**

1.0 Purpose

- 1.1. The purpose of this report is to provide information on the financial performance of Social Services in respect of both revenue and capital spend for the financial year, 2012/13, based on activity to date up to the end of August 2012. Projected outturns up to March 2013 are also set out in the report.

2.0 Recommendations

- 2.1. The Committee is asked to note, comment on and challenge the current financial position.

3.0 Background

- 3.1 This second financial performance report will focus on outturn rather than budget v actual. This will further aid effective scrutiny of budgetary performance.
- 3.2 Budget monitoring reports to Committees offer more service specific detail than the overall Council position that is reported to the Resources and Audit Committee. Members will be supported to gain a greater understanding and awareness of Service activities, which in turn will facilitate more effective scrutiny and the maximisation of the use of resources.
- 3.3. Outturn positions reflected in this report are based on rigorous reviews of service spending activity by accountants and service managers which have been reinforced through ongoing budget challenge sessions conducted by the Directors' Group.

4.0 Budget Position

- 4.1 The undernoted table provides an overview of Social Services outturn position within each Service Expenditure area. The commentary aims to flag the key reasons for material variances from the approved budget.
- 4.2 Appendix A to this paper sets out the revised estimate for each service area. Budgeted and actual spend for the five months to 31st August are shown together with projected outturns for the full year which have been prepared following discussions with managers within each service area, and subsequent review at budget challenge sessions.
- 4.3 Appendix B to this paper contains a detailed analysis of variances in respect of each service area.

Service	Actual to 31/08/2012 (under)/over	Projected 31/03/2013 (under)/over	Commentary
	£000	£000	£000
Revenue			
Partnership	(57)	10	Currently retendering SAMH contract to bring budget in line
Strategy	20	(6)	Small saving in Vol Orgs
Adult - Assessment & Care Management	(159)	75	Increase in care home expenditure and 2 large care packages for adults with complex needs commenced last month
Adult - Provision	(167)	(165)	Staffing underspends due to less enhanced payments being made and more efficient use of relief staff
Child Care - Clacks Locality	149	394	4 more children placed in Residential units since March. This budget is highly volatile with one placement costing between £150K-£250K per annum.
Child Care - Resourcing, Disability, TCAC	(147)	(47)	External Fostering overspend offset by staff vacancies and Throughcare savings
Child Care - Protection, Early Intervention, Youth Justice	(6)	29	Staff in Hub with no budget, budget not transferred from duty intake team as posts backfilled.
Criminal Justice Service	16	8	Staffing overspend due to regradings and increments. Grant settlement issued after budget had been set. Insufficient growth in grant to match increments
Social Services Management	(57)	(156)	Savings due to shared services management restructure
Total	(408)	141	
Capital			
Telecare	1	0	

4.4 Overall the service expenditure to the end of August is recording a favourable position of £408K compared to our profiled budget at this stage of the year. This is mainly due to delays in receiving invoices from Health and other providers. The outturn position is showing an adverse variance of £141K. This predicted adverse variance is mainly due to overspends in Residential units (£432K), External Fostering (£220K) and Community Care purchasing (£148K). These overspends are currently offset by staffing under spends across the service which are due to lengthy vacancies caused by high turnover and recruitment difficulties.

5.0 Progress in Delivering Planned Budget Savings in 2012/13

5.1 The 2012/13 budget incorporated savings agreed in 2011/12 of £633k for Social Services through a combination of budget challenge savings, management actions and specific Council decisions. After five months of the year we are able to report that 71% of these savings have been secured totalling £448k. The table below summarises the position. This is the same as was previously reported. The Upper Mill Street property is now completed. Savings will be realised once clients are placed within this facility.

Description of Saving	Saving 12-13	Progress	Comment
	£	£	
Restructure - adult day services	(50,000)	(50,000)	Restructure complete
Restructure - mental health	(6,250)	(6,250)	Restructure complete
Restructure - child care	(12,658)	(12,658)	Restructure complete
Restructure - elderly care	(50,000)	(50,000)	Restructure complete
Redesign individual care plans	(50,000)	(50,000)	Actioned 2011/12
Renegotiate Supporting People Contracts	(15,000)	(15,000)	Actioned 2011/12
Shared services with other councils - fostering and adoption	(12,658)	(12,658)	Actioned 2011/12
Better rates for outsourced services - Scottish Association Mental Health	(6,250)	(6,250)	Actioned
Adult Care - Community Care purchasing Budget	(200,000)	(200,000)	Achieved 2011/12
Conversion of a property at Upper Mill Street, Tillicoultry	(185,000)	0	Project ongoing. Savings will follow after project completed
Review Service Delivery to Vulnerable Families	(45,000)	(45,000)	Actioned 2011/12
	(632,816)	(447,816)	

6.0 Conclusions

6.1 This is the second financial monitoring report under the new Committee reporting arrangements. This report focuses on outturns rather than budget v actual. This should aid effective scrutiny of service budgetary performance.

6.2 The budget monitoring approach is being designed to link with other reporting arrangements. In other words, the Service Committee financial reports will feed into the corporate financial reporting through the Resources and Audit Committee, and Council Budget Strategy updates.

6.3 Although an adverse variance of £141K is being reported the service is working towards bringing the budget in on target.

7.0 Sustainability Implications

7.1 N/A.

8.0 Resource Implications

8.1 The financial implication are outlined within the report.

9.0 Exempt Reports

9.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011** (Please tick)

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

People are better skilled, trained and ready for learning and employment

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

Health is improving and health inequalities are reducing

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

11.0 Equalities Impact

11.1. Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A

12.0 Legality

- 12.1. In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

13.0 Appendices

- 13.1. Appendix A Summary Outturn
13.2. Appendix B Detailed Outturn Variance Analysis

14.0 Background Papers

- 14.1 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 Council General Services Revenue and Capital Budget
2012/13

Clackmannanshire Council: Budget Strategy Update 16 August 2012

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
George Marshall	Accountant - Social Services	2074
Jane Menzies	Assistant Head of Joint Social Service - Strategy, Performance and Partnership	2376

Approved by

NAME	DESIGNATION	SIGNATURE
Val de Souza	Acting Head of Social Services/CSWO	Signed: V de Souza
Nikki Bridle	Director of Finance & Corporate Services	
Elaine McPherson	Chief Executive	Signed: E McPherson

SOCIAL SERVICES SUMMARY

	Annual Budget 2012/13	Budget To 31/08/12	Actual To 31/08/12	Projected Outturn to 31/03/13	Variance Outturn v Budget	Variance Actual To Date v Bud To Date	Previous Outturn	Outturn Variance
PARTNERSHIP	954,270	333,812	276,952	964,230	9,960	(56,860)	958,189	6,041
STRATEGY	368,150	52,879	73,043	361,791	(6,359)	20,164	352,804	8,986
ADULT - ASSESSMENT & CARE MANAGEMENT	10,190,200	4,114,187	3,955,434	10,265,138	74,938	(158,753)	10,112,153	152,985
ADULT - PROVISION	4,403,520	1,841,460	1,674,115	4,238,091	(165,429)	(167,345)	4,234,343	3,748
CHILD CARE - CLACKS LOCALITY	3,905,490	1,554,567	1,703,994	4,300,213	394,723	149,427	4,341,296	(41,082)
CHILD CARE - RESOURCING, DISABILITY, TCAC	4,771,560	1,894,092	1,746,562	4,724,556	(47,004)	(147,529)	4,702,162	22,394
CHILD CARE - PROTECTION, EARLY INTERVENTION, YOUTH JUS	334,330	126,160	119,970	363,087	28,757	(6,190)	359,619	3,468
CRIMINAL JUSTICE SERVICE	0	200,107	216,320	8,243	8,243	16,212	15,974	(7,732)
SOC SERV MANAGEMENT SUPPORT	648,140	385,344	328,055	491,694	(156,446)	(57,290)	491,613	81
	25,575,660	10,502,608	10,094,445	25,717,042	141,382	(408,163)	25,568,154	148,889

Social Services - Budget v Outturn

	Budget £'000	Outturn £'000	Variance £'000
Social Services Variance	<u>25,576</u>	<u>25,717</u>	<u>141</u>
Partnership			
IMHS Pooled Budget - Staff Travelling Expenses and Printing costs greater than budget	438	443	5
Other Partnership - SAMH over budget. Contract is being retendered to bring service on budget.	516	521	5
Partnership Total	<u>954</u>	<u>964</u>	<u>10</u>
Strategy			
Contracts & Commissioning - staffing saving	74	71	(4)
Workforce development - Computer software costs not budgeted	70	73	3
ADP	78	77	(0)
Policy Officers - Seconded on lower salary point	77	76	(1)
Voluntary Organisations - Payments to Community House £10K less than budgeted	69	65	(4)
Change Fund	0	(0)	(0)
Strategy Total	<u>368</u>	<u>362</u>	<u>(6)</u>
Adult Assessment & Care Management			
Purchasing - Increase in Care Home expenditure (£75K) and 2 large care packages commenced last month.	8,468	8,616	148
Staffing - Staff vacancies in first 4 months. Posts now filled	1,453	1,395	(58)
CES - Extra member of staff to be funded from Assessment & care management staffing budget underspend	113	135	22
Adult Support & Protection - Staff vacancies in first quarter	156	119	(37)
Adult Assessment & Care Management Total	<u>10,190</u>	<u>10,265</u>	<u>75</u>
Adult Provision			
Comms Centre	74	74	0
Menstrie House - Staffing underspend due to enhanced payments being less than budget	1,433	1,376	(56)

Appendix B

Social Services - Budget v Outturn

	Budget £'000	Outturn £'000	Variance £'000
Homecare	309	312	3
MECS - Staffing vacancy for part year	358	349	(9)
Eld Prov Mgt Unit	49	49	0
Ludgate House - Staffing underspend due to enhanced payments being less than budget	987	926	(61)
MOW - reduction in income	(26)	(16)	11
Day Services - Staffing Underspend due to vacancies	1,144	1,104	(40)
Advocacy etc - New shared advocacy service saving and income from the café	76	63	(13)
Adult Provision Total	<u>4,404</u>	<u>4,238</u>	<u>(165)</u>
Child Care - Clacks Locality			
Residential Schools - 4 more children placed in res care from March	2,241	2,673	432
Safeguarders	38	38	0
Duty Intake Team - Staffing vacancies	439	405	(35)
Long Term Team - Staffing vacancies, extra £100K in this budget to cover new team leader and new Temp Staff appointed	742	739	(3)
Intensive Support	215	215	0
Review Officers	134	135	0
Who Cares	8	8	0
EDT	88	88	0
Child Care - Clacks Locality Total	<u>3,905</u>	<u>4,300</u>	<u>395</u>
Child Care - Resourcing, Disability TCAC			
Kinship Care - currently have 5 children in Kinship care less than budgeted	273	246	(27)
Fostering & Adoption - Children moved form internal to external foster care due to lack of internal carers	1,182	1,085	(97)
External Foster Care - Children moved from internal foster care due to lack of internal carers	618	839	220
Woodside - staffing underspend due to enhanced payments being less than budgeted	548	522	(26)

Social Services - Budget v Outturn

	Budget £'000	Outturn £'000	Variance £'000
Care Leavers Work Experience - care leavers not in post as yet	61	34	(27)
Throughcare & Aftercare - staff vacancy and reduced number of children in accommodation	272	201	(71)
Disability Team - Staff vacancy early part of year. Post now filled	397	404	7
Early Years - Staff vacancies in first 6 months	1,148	1,099	(50)
Voluntary Organisations - Womens Aid budget moved to Housing need to transfer payments	272	295	22
Child Care - Resourcing, Disability, TCAC Total	<u>4,772</u>	<u>4,725</u>	<u>(47)</u>
Child Care - Protection, EEI & Youth Justice			
Youth Justice - Staff Vacancy	279	242	(37)
Child Protection - Staff in Hub with no budget	10	76	66
Early Intervention	45	45	0
Child Care - Protection, EEI & Youth Justice Total	<u>334</u>	<u>363</u>	<u>29</u>
Criminal Justice Service			
Section 27 Grant - Staffing overspend due to regradings and increments	0	8	8
Glenochil Prison	0	(0)	(0)
Criminal Justice Service Total	<u>0</u>	<u>8</u>	<u>8</u>
Management Support			
Management Team - Saving due to vacancy and management restructure	556	424	(132)
Facilities Management - Reduction in Vehicle Leasing charges	92	68	(25)
Management Support Total	<u>648</u>	<u>492</u>	<u>(156)</u>
Social Services Total	<u>25,576</u>	<u>25,717</u>	<u>141</u>

Report to: Housing, Health and Care Committee

Date of Meeting: 25 October 2012

**Subject: Community Payback Order(CPO) - First Year
Implementation Report**

Report by: Acting Head of Social Services/Chief Social Work Officer

1.0 Purpose

1.1

The purpose of this report is;

- a) To update committee on the implementation of Community Payback Orders (CPO) that became effective from 01.02.11 and to advise that Criminal Justice Services have met statutory legislative requirements in relation to this Act.

- b) Committee members are invited to note the positive progress made by the Criminal Justice Service in Clackmannanshire since the implementation of the Community Payback Order in February 2011. The Community Payback Order in effect replaces the Probation, Community Service and Supervised Attendance Orders that previously existed as Community Disposals.

2.0 Recommendations

2.1 The committee notes that

- a) Clackmannanshire Criminal Justice Services, Unpaid Work Service has introduced and implemented the Community Payback Order (CPO) as set out in the Criminal Justice and Licensing (Scotland) Act 2010, and which took effect on 1st February, 2011. This implementation fully complies with the legislative requirements of the Act.

- b) That the Community Payback Order is now fully operational ensuring that the local courts have access at all times to an appropriate community disposal, which offers a credible alternative to a sentence of imprisonment or detention, and is designed to offer courts a disposal for use with those who have defaulted on payment of a fine.

- c) Members are invited to note the positive progress made by Clackmannanshire Council's Criminal Justice Service in the implementation of Community Payback Orders.

3.0 Considerations

- 3.1. The Criminal Justice and Licensing (Scotland) Act 2010 runs to more than 200 sections, covering issues ranging from taxi licensing to evidence disclosure. The Act received Royal Assent in August 2010 and its provisions are now being brought into force.
- 3.2. The Community Payback Order is applied to offences committed on or after 1 February 2011. For such offences it replaced Community Service Orders, Probation Orders and Supervised Attendance Orders. Offences committed before 1 February 2011, of which there are still a few remaining, are sentenced under the previous arrangements. Other community sentences, including the Drug Treatment and Testing Order and the Restriction Of Liberty Order, have remained unchanged.
- 3.3. Within the new legislation there is a presumption against short prison sentences of less than three months unless the court has concluded that there is no other appropriate way of dealing with the offender, in which case the court must state the reasons for reaching that conclusion in the court records.
- 3.4. A Community Payback Order (CPO) consists of a number of requirements. Nine are set out in the Act, and from these, the court may select one or more in deciding on the make up of the order.
- 3.5. The requirements with brief explanation are:
- Unpaid work or other activity requirement - The punitive element is contained in the time within which offenders must devote to working for the good of the community. It must present a challenge to the offender and must be completed within 3 months (up to 100 hours) or 6 months (more than 100 hours), unless the court states otherwise at the point of sentence.
 - Offender supervision requirement - The court must impose an offender supervision requirement where the individual is aged under 18 or where the court imposes any requirement other than an unpaid work and other activity requirement.
 - Conduct requirement - A conduct requirement will be imposed when the court requires that the individual must do, or refrain from doing, specified things to secure or promote good behaviour or to prevent further offending.
 - Compensation requirement - A compensation requirement can be imposed compelling an individual to pay compensation for any personal injury or other matter incurred as a result of the individual's offending

behaviour. Compensation payments will be made to the Sheriff Clerk's office.

- Residence requirement - A court may require that an offender live in specified accommodation recommended as appropriate in a report by a local authority officer.
 - Programme requirement - Before a programme requirement can be imposed, a specific programme must be recommended to the court, usually by means of a Criminal Justice Social Work Report, as being suitable for the offender.
 - Mental health treatment requirement - The purpose of imposing a mental health treatment requirement is to ensure that an individual who has been diagnosed with a mental health condition receives support, care and treatment.
 - Drug treatment requirement - A drug treatment requirement might be imposed where drug issues are identified, but are not the main issue driving the offending behaviour.
 - Alcohol treatment requirement - Where an individual is considered to be alcohol dependent.
- 3.6. The CPO is available to all courts although Justice of the Peace courts can only select from the first five of the requirements listed above and will only be able to impose the first requirement at level 1.
- 3.7. The CPO will be regarded as an alternative to custody, but courts will also be able to impose a CPO with a restricted range of requirements (the first three above) as an alternative to, or as well as, a fine. Where the law would previously have mandated short jail terms (or more recently Supervised Attendance Orders) for minor fine defaulters, courts will now impose a CPO with a level 1 unpaid work or other activity requirement.
- 3.8. Before imposing a CPO, a court must take account of a report on the individual from the local authority's Criminal Justice Social Work team.
- 3.9. A court must also confirm before it imposes a CPO that the offender is willing to comply with each of the proposed requirements. If the offender is not willing, the order cannot be imposed and the court will have to consider an alternative disposal, which may be a fine or a prison sentence as appropriate.
- 3.10. In Clackmannanshire we now have a full year of data 2011/12 relating to CPOs imposed by court and therefore can provide a level of comparison with last years output and, in terms our performance, with the other councils that constitute the Fife & Forth Valley Community Justice Authority.
- 3.11. In the first quarter of 2012/13, 61 CPOs were imposed by Alloa Sheriff Court, compared to 2011/12 figure of 24 orders. The total number of CPOs imposed last year was 195.
- 3.12. In terms of broader comparisons, in addition to the 195 Community Payback Orders imposed last year, 72 Community Service, 57 Probation and 45 Supervised Attendance Orders were also imposed totalling 369 community orders over the 2011/12 reporting period, compared to a total of 348 over

2010/11, prior to introduction of the CPO. A net increase in the use of community options by the courts. Clearly, transition will play a part in this increase, however these early signs indicate a continued confidence by the courts in the councils Criminal Justice Service.

- 3.13. The Unpaid Work Scheme commenced 71.8% of its offenders within 7 days of imposition of the order compared to a Fife & Forth Valley (FFV) average of 69%. The average time taken to complete a Level 1 order was 72.2 days compared to FFV of 82.2 days. At this point in time there are insufficient numbers of completed orders to give a comparison on Level 2 figures.
- 3.14. In terms of those on CPO who successfully completed their orders we had a mixed response. Overall, of those placed on an order which terminated within the reporting period 70% successfully completed this against a FFV average of 76%. However 95% of those who successfully completed were under 21 against the 89% FFV average. Research undertaken in the last 10 years on the performance of young offenders on court orders showed that younger you can successfully progress through an order the better the longer term outcome. (F.Neill, Desistance theory, applied to young offenders).
- 3.15. Community Payback Unpaid Work clients accounted for 3780 hours of work within the Clackmannanshire area, Community Service clients for 11336 hours, over the 2011/12 reporting period. In monetary terms using the national living wage (£7:20 per hour), the value of CPO Unpaid Work/Community Service in Clacks was £108,835.
- 3.16. The unpaid work team within Clackmannanshire Council comprises of two full time Community Service Officers, three full time works supervisors and three sessional supervisors, all of whom are managed by a Senior Social Worker. The staffing complement has not changed since the implementation of CPOs, however this is mainly due to the fact that two full time members of staff were recruited into existing vacancies prior to 01.02.11. Nonetheless, what has changed is the introduction of Sunday working, i.e. now a 7 day a week service, this to maximise opportunities for individuals to complete their hours within the specified timescale. The current staffing level is deemed sufficient, and indeed necessary, to support the volume of Level 1 and Level 2 orders to successfully complete within the relevant timescales. Clackmannanshire Council's Unpaid Work team is operational and productive 7 days a week for 50 weeks each year. As well as working weekends, the teams work 3-4 evenings per week, this is in order to accommodate individuals in full time employment.
- 3.17. The range and of volume of referrals has increased considerably over the past year or so. Referrals are accepted from a wide range of sources provided they meet a strict criteria that the activity will: present a challenge to the offender; benefit the community; not deprive others of paid employment. The range of internal and external partnerships have been initiated and augmented through the high quality of work that we provide. Partnership working has been enhanced via a number of local and national initiatives, including the annual Community Consultation event which is hosted by the Criminal Justice Authority.
- 3.18. External partnerships

- ✚ Barnardos - Individual Placements; Task Squads
- ✚ Salvation Army - Multiple Individual Placements; Task Squad
- ✚ Devon Vale Hall Company Ltd - Task Squad
- ✚ Cochrane Foundation - Task Squad
- ✚ Cochrane Hall - Task Squad - Alva games
- ✚ Centenary Hall - Task Squad Janitorial duties
- ✚ Forestry Commission

3.19 Internal partnerships

- ✚ Performance & Service Quality Officer - Fly tipping
- ✚ Access & Country Side Projects Officer - Council's Core Paths Plan
- ✚ Land Service & Burial Grounds - restore benches, joinery work
- ✚ Estates & Property Management - void gardening, janitorial work
- ✚ Community Tenant Participation Officer - environmental maintenance
- ✚ Waste Management
- ✚ Roads & Transport - snow clearing, gritting etc
- ✚ Community Education - transferring equipment/materials
- ✚ Clacks BIDS - Multiple Environmental & Regeneration Project

3.20 Types of Community Work covered by the Unpaid Work scheme:

- ✚ Ground clearance work and landscaping;
 - ✚ Environmental projects;
 - ✚ Recycling projects;
 - ✚ Building maintenance, renovation & restoration
 - ✚ Improvements to park and community facilities;
 - ✚ General gardening projects;
 - ✚ Painting and decorating in community centres and people's homes;
- and,
- ✚ Making and repairing goods for sale in charity shops.

- 3.21 Clackmannanshire unpaid work team were also successful in securing funds from the Scottish Government, i.e. Project Initiation funds and Payback Sports Facilities funds. The latter of these two projects is an excellent example of partnership working between the local authority, a local business and the unpaid work team and involves improving a number of buildings which are extensively used by the local community and, because of their locations are occasionally subject to anti social behaviour and vandalism. It is envisaged that by improving the upgrading of these facilities incidences of vandalism etc will desist.
- 3.22 Much of the work undertaken by the unpaid work team takes place outwith our workshop premises. That said, the workshop is well used mainly in the winter months and/or during periods of inclement weather. Workshop projects include: restoration of memorial benches throughout parks and cemeteries in the county; renovation of garden furniture for residential homes and respite care facilities. The workshop is also used as an area for preparing equipment and materials for a variety of council services.
- 3.23 In an attempt to increase our visibility through a variety of methods the unpaid work team contacted the Communications Unit to enquire about the Council's Facebook page. The first submission was subsequently posted on Facebook on 11.05.12. Thereafter we discovered that our concerns about negative feedback were somewhat unjustified. Over the next few weeks the style of the post changed, i.e. instead of providing large chunks of information, the posts were shortened to factual snippets of 'who, what, when, where and why'. It quickly became apparent that Facebook was an effective means of informing the local community about the different projects we are involved in. Moreover, Facebook makes it very easy for individuals to contact us to request work and/or to highlight areas of concerns. Many of the Facebook referrals from the general public have been one-off tasks, i.e. removing a supermarket trolley out of the Black Devon or clearing up camping equipment abandoned at Cambus Pools. However, other requests have developed into long term projects such as helping with the re-opening of Alva Swimming Pool and supporting Hawkhill Community Association with work in and around the Hawkhill area.

We regularly update our Facebook profile with posts of the work carried out, photographs etc as well as detailing the number of unpaid work hours carried out each week and who the main beneficiaries are.

4.0 Sustainability Implications

- 4.1. none

5.0 Resource Implications

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

Yes

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

5.3. *Staffing No staffing implications within 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)

The area has a positive image and attracts people and businesses	X
Our communities are more cohesive and inclusive	X
People are better skilled, trained and ready for learning and employment	X
Our communities are safer	X
Vulnerable people and families are supported	X
Substance misuse and its effects are reduced	X
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	X
The Council is effective, efficient and recognised for excellence	X

(2) **Council Policies** (Please detail) none

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes No

9.0 Legality

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

10.0 Appendices

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

None

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

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Approved by

NAME	DESIGNATION	SIGNATURE
Val De Souza	Acting Head of Social Services/CSWO	Signed: V de Souza
Elaine McPherson	Chief Executive	Signed: E McPherson

Report to: Housing Health and Care Committee

Date: 25 October 2012

Subject: Early Years Framework/Model for Early Co-ordinated Intervention for Vulnerable Families with Children aged 0-5 years - 'Children and Families Assessment & Support Service'.

Report by: Acting Head of Social Services /Chief Social Work Officer

1.0 Purpose

- 1.1. In December 2011 the Council approved the development of a new model of service delivery of Early Co-ordinated Intervention for working with Vulnerable Families with Children aged 0-5 years.
- 1.2. This report updates committee on progress with the Early Years Framework and Model for Early Co-ordinated Intervention for Vulnerable Families with Children 0-5 years.
- 1.3. The funding for the model was approved at the Council Budget meeting in February 2012 and the work with Trade Unions, partner services and staffing was commenced. All networking and IT is in place. IT development team are on board, linked to GIRFEC implementation. Business support reviewed in line with new service delivery model. A programme of targeted staff training is in place. The updated implementation plan and model are attached as an appendix to this report. It sets out a targeted framework detailing the National and Local picture. It is a key document which sits within the Children and Young People's Integrated Services Plan up to 2013.

2.0 Recommendations

- 2.1. It is recommended that the Committee:
 - a) Notes the work and progress achieved by the service to date.
 - b) That the Framework and model have been discussed with the Care Inspectorate in a recent unannounced inspection. The movement to the new model of working has been seen by the Care Inspectorate a very positive step forward in the delivery of preventative and targeted services for our families with young children aged 0-5 years. Extract taken from Care Inspectorate Inspection Report dated 6 September 2012.

What the service does well

"The centre is moving forward with the planned changes to better reflect the needs of children and families in the community. They provide a range of services including, Outreach, Assessment and Group Care. They are working closely with other agencies such as NHS and Social Work to support families access services when they need them and children and families continue to receive very good quality support from a qualified, experienced and knowledgeable staff team"

3.0 Considerations

3.1. In December 2009 the Scottish Government launched the Early Years Framework. With the framework the Scottish Government identified 10 key areas for Local Authorities and their partners to work on the delivery of "transformation change". These were identified as:

- a) A coherent approach,
- b) Helping children, families and communities to secure outcomes for themselves,
- c) Breaking cycles of poverty, inequality and poor outcomes in and through the early years,
- d) A focus on engagement and empowerment of children, families and communities,
- e) Using the strength of universal services to deliver prevention and early intervention,
- f) Putting quality at the heart of service delivery,
- g) Services that meet the needs of children and families,
- h) Improving outcomes and children's quality of life through play,
- i) Simplifying and streamlining delivery,
- j) More effective collaborations.

3.2. Since March 2012, the Early Years/Early Intervention Working Group has continued to meet. This multi-disciplinary group is made up of representatives from Central Scotland Police, NHS Forth Valley, Integrated Mental Health Services, Social Work, Education/ Psychological Services, Housing, Third Sector and the Housing Health and Care Portfolio Holder. In making decisions within the group we have continued to focus on the future of services supporting vulnerable families with children aged 0-5 years, there has been continued focus on ensuring we have the balance correct between universal versus specialised provision and ensuring that services make the most effective use of existing resources.

- 3.3. The Working Group have continued to agree that we maintain the following principles: Consistency of approach, balance between prevention and early intervention, build on best practice.

Underpinning the work is the key principle of building on success, breaking the cycle of family poverty and reducing failure.

- 3.4. The Early Years Service in Clackmannanshire currently provides a range of support services through a range of interventions with families.
- 3.5. The Council continues to work closely with a range of partners in the health and voluntary sectors providing a range of services to meet the ongoing needs of our vulnerable families with young children aged 0-5 years and those who are affected by family substance misuse and other chronic problems.

Working practically with families and parents in their homes and home type settings are key areas of work in improving and changing parenting behaviours. Working much closer with fathers also requires to be developed further.

- 3.6. A range of policy documents highlight the need for positive parenting work as a priority for our Community Planning Partnership (Alliance) and the Community Health Partnership. Improving partnership working to support and engage the most vulnerable families to increase their knowledge and skills for parenting is a core objective in a range of National Strategic documents. These include; "Getting it Right for Every Child" (GIRFEC) and Health for all Children Version 4 (HALL4).
- 3.7. The need to identify and provide early intervention and include people in the process are explicit objectives in the Clackmannanshire Single Outcome Agreement. Within Clackmannanshire our delivery of the Early Years Framework continues to directly support those key objectives. The service continues to consult and work closely with parents and the wider community as we move forward in determining with them what other practical supports parents would find helpful and of most benefit to them.
- 3.8. The model delivers services from one Local Authority Family Centre building located in Alloa, with a satellite building in Tullibody, whilst using a range of community and outreach services including direct work in the family home and a home type setting. From December 2012 the Tillicoultry Community HUB building is scheduled to be open and the service will deliver a range of supports for families from this location including group care, parenting and young parents support services. This will ensure that Clackmannanshire continues to deliver appropriate services council-wide.
- 3.9. Co-ordination of services remains the key element in the way forward. The model reflects GIRFEC principles and good practice, takes into account research findings and policy development, makes effective use of existing resources and strengthens partnership working among key services in Clackmannanshire.
- 3.10. The service continues to focus on core and essential services, placing emphasis on building community capacity, resilience and reducing cycle of dependency and culture of poverty. Improving outcomes for our children and

families is a fundamental objective for all our services and partnership organisations. By ensuring our children and families get the help they need when they need it, longer term will reduce the intergenerational cycle of dependency in Clackmannanshire. Services will improve outcomes for our most vulnerable by the consistent adoption of common frameworks.

- 3.11. We continue to be aware that a variety of different services and interventions are required to address the very often complex needs of families and there are multiple risk factors that impact on children's outcomes. The continued aim for our services with children, particularly under five years is to support children and their families to remain with the universal services wherever possible bringing in targeted or specialist provision only where appropriate. To deliver on this objective the service delivers services and is staffed around three core functions.
- 3.12. Existing Family Centre staff deliver the services across the core function areas identified, Clackmannanshire wide.

Access to a Clinical Psychologist post remains a key area of service development, this is particularly important in some of the very serious and high tariff families that the service works with. Access to this area of service will in particular assist when we are looking at parenting capacity and court issues. We are currently working with our partners in NHS Forth Valley on the recruitment of this post and hope to have a full time experienced Clinical Psychologist in post in the near future.

Access to a range of therapeutic interventions including intensive play therapy on a directed basis and through staff training continue to enhance the level of knowledge we have as a service as to particular complex behaviours in some of our most high tariff families. These type of interventions are purchased as required to meet the needs of particular children as part of their individual plan.

The family support worker post provides additional practical support to parents linked in to supervised contact, this post sits within the long term childcare team until March 2013.

The Enhanced Social Worker posts focus on families where permanency planning for young children has been identified through a programme of intensive parenting assessments. To date we have been unable to recruit to these two posts due to applications received not meeting the required criteria. Work on recruitment to these posts remains ongoing with our HR service.

- 3.13. Core Functions focus on three specific areas:

a) Assessment and Contact Service

Assessment and contact service concentrates on working with families in an intensive and highly focussed way. This area of service is targeted at families who require intensive interventions to support their parenting capability. The families who access this area of service are referred from a range of services and are often known to a range of statutory services who are working together with the family. Often the children are accommodated by the Local Authority and assessment work is undertaken to determine the suitability of the children

to return to their parents and family homes. Intensive work with the family is initially undertaken in a "home type setting" prior to moving the work into the family home as appropriate. The Service has recently been doing intensive, focussed assessment work with families in the Lodge House. This is an important step forward and improvement in how we undertake our assessment work with families. Providing a realistic "home setting" in which to assess parental capacity. At present, having one house facility is sufficient to meet the current need for this type of assessment. This will continue to be monitored over the coming year to ensure we have sufficient resources to meet need.

The high tariff contact element of the service looks at where parents have access to their children through social work on a "supervised" capacity and how parents appropriately meet their child(s) needs. Contact is a planned period of time where parents are observed in a range of settings with their own child. Contact is also assessed as part of a child and family plan. An additional new room for supervised contact has been developed within the Alloa Family Centre building to support this.

b) Outreach (including a developmental role in defining the parenting support strategy and supporting communities to define and meet their own needs)

Outreach services are a range of work done with and to support families in a much wider way across the County. Outreach work can be done in a family home where families require practical support, this can for example take the form of very practical parenting skills, including the skills required to run a family home, cooking skills, hygiene and budgeting. This may involve other services like Money Advice and Housing Support services. Outreach also includes the service running a range of parenting groups across communities in Clackmannanshire. This currently includes baby groups/baby massage, young parents groups, breast feeding support groups and toddler services. Groups are run by qualified Early Years and Family workers in partnership with colleagues from e.g. Third Sector services and Health service, this includes Midwives and Health Visitors.

c) Group Care as part of a planned package

Children are placed in group settings as part of a planned package of support. This can include child development issues or for the parent attending support groups, programmes include overcoming anxiety, self esteem, depression, controlling stress and anger management.

d) Included within the new model, the service links closely with the long term and intake childcare teams, staffing will include the provision of a Clinical Psychologist, Family Support Worker and two Enhanced Social Worker posts.

4.0 Sustainability Implications

- 4.1. The prevention and early intervention service detailed in the appended updated Early Years Framework Implementation plan will, once fully embedded have a positive effect on social and economic issues, whilst breaking down the barriers to the long term intergenerational issues that are a problem within Clackmannanshire.

- 4.2. There continues to remain strong evidence of a positive economic social return from investment in early years. By spending money on services and programmes that are high quality, preventative, targeted and based on sound research and effective methodology we may produce financial benefits in future years.

5.0 Resource Implications

5.1. *Financial Detail-*

The cost to deliver the services Clackmannanshire wide including a range of outreach support with partnership services and Third Sector remains unchanged. The budget allocated at February 2012 Council meeting is £1,119, 818. The budget requirements, as outlined in 3.12 and 3.13 above are contained within the existing budget. Any additional costs emanating from the strategy would require approval of the Council. The cost of delivering the strategy continues to be accommodated within existing budget provision.

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

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

5.4. *Staffing*

Existing Family Centre staff deliver the services across the core function along with a range of interventions and the recruitment of additional specialist staff.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No X

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	X
People are better skilled, trained and ready for learning and employment	X
Our communities are safer	X
Vulnerable people and families are supported	X
Substance misuse and its effects are reduced	X
Health is improving and health inequalities are reducing	X

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 Early Years Framework - Clackmannanshire Local Implementation Plan Update October 2012

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

- Report to Council 15/12/11 'Early Years Framework/Model for Early Co-ordinated Intervention for Vulnerable Families with children aged 0 - 5 years'
- Clackmannanshire Integrated Children's Services Plan 2010-2013

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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EARLY YEARS FRAMEWORK



Clackmannanshire
Council

www.clacksweb.org.uk

Clackmannanshire Local Implementation Plan

Update October 2012



Executive Summary

"It is during our very earliest years and even pre-birth that a large part of the pattern for our future adult life is set."

Source: Early Years Framework

What are our key drivers?

- National Early Years Framework
- Single Outcome Agreement
- GIRFEC
- Children and Young People's Integrated Services Plan

What the Early Years framework will mean in practical terms:

For Services

- A strategic vision for children at Community Planning level. The statutory Integrated Children's Services Plan (ICSP) is an integral part of the community plan;
- Services that are not traditionally seen as children's services are asked to consider the impact of the services on young children. Services such as childcare, pre-school education and support for parents are seen as core components of successful delivery of the framework.
- Universal services are strengthened to improve early identification and intervention to better meet the needs of vulnerable children and families;

For Families

- Parents and carers receive the support and advice they need to be the best parents they can be for their children, including access to intensive family support for those who need it;
- The importance of the home learning environment in improving educational outcomes for children is recognised. The importance of play is recognised;

For the Workforce

Members of the early years workforce across the various agencies receive support and training to enable them to engage effectively with families and contribute to the early identification and early intervention

Local Model

Key Principles of Early Coordinated Intervention With Vulnerable Families With Children Aged 0-5

- Focus and targeted improvements in the life chances of vulnerable families and their children
- Identification and appropriate levels of support for those families as early as possible
- Re-provision of services to support the most vulnerable of families Clackmannanshire wide.
- Change of delivery of services using current resources to maximum effect. Delivery will be robust, appropriate and supportive of the needs of families in Clackmannanshire
- Services working closely together in a co-ordinated way to identify families at the earliest point possible.
- Consistent with the recommendations in "Joining the Dots", Getting it Right for Every Child (GIRFEC) and the Early Years Framework.

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1.0 WHAT IS IT ABOUT?

The national Early Years Framework focuses on preventing problems and intervening early and effectively, to correct problems before they have a long term effect on life chances for the child and their family. This document expands on the Framework which sits within the Children & Young People's Integrated Services Plan 2013¹, and updates on progress and information since the original document was approved by Council in December 2011.

1.1 Background

[The Early Years Framework](#)² was launched in 2008 and updated in 2011: [Early Years Framework - Progress So Far](#)³. The aim is to break the negative cycles through early and effective intervention. Reinforced by another key document [Joining the Dots](#)⁴ 2011.

"It is during our very earliest years and even pre-birth that a large part of the pattern for our future adult life is set. "

Source: Early Years Framework

There is a wealth of evidence indicating that the earliest years of life are crucial to a child's development and future life chances. It is increasingly evident that inequalities in health, education and employment opportunities are passed from one generation to another.

"This will mean a shift from intervening only when a crisis happens, to prevention and early intervention. In turn, that will mean providing a supportive environment for children and the earliest possible identification of any additional support that may be required."

Source: Early Years Framework

The Early Years Framework sets out 10 elements of transformational change, and covers the period from pre-birth to age 8. Key to achieving transformational change is the re-aligning of services towards early intervention as opposed to crisis management. It is also vital that all relevant services work together to identify and meet the needs of individual children, in line with the principles of [Getting it right for every child](#)⁵

1.2 10 Elements of Transformational Change

1. A coherent approach
2. Helping children, families and communities to secure outcomes for themselves
3. Breaking cycles of poverty, inequality and poor outcomes in and through early years
4. A focus on engagement and empowerment of children, families and communities
5. Using the strength of universal services to deliver prevention and early intervention
6. Putting quality at the heart of service delivery
7. Services that meet the needs of children and families
8. Improving outcomes and children's quality of life through play
9. Simplifying and streamlining delivery
10. More effective collaborations

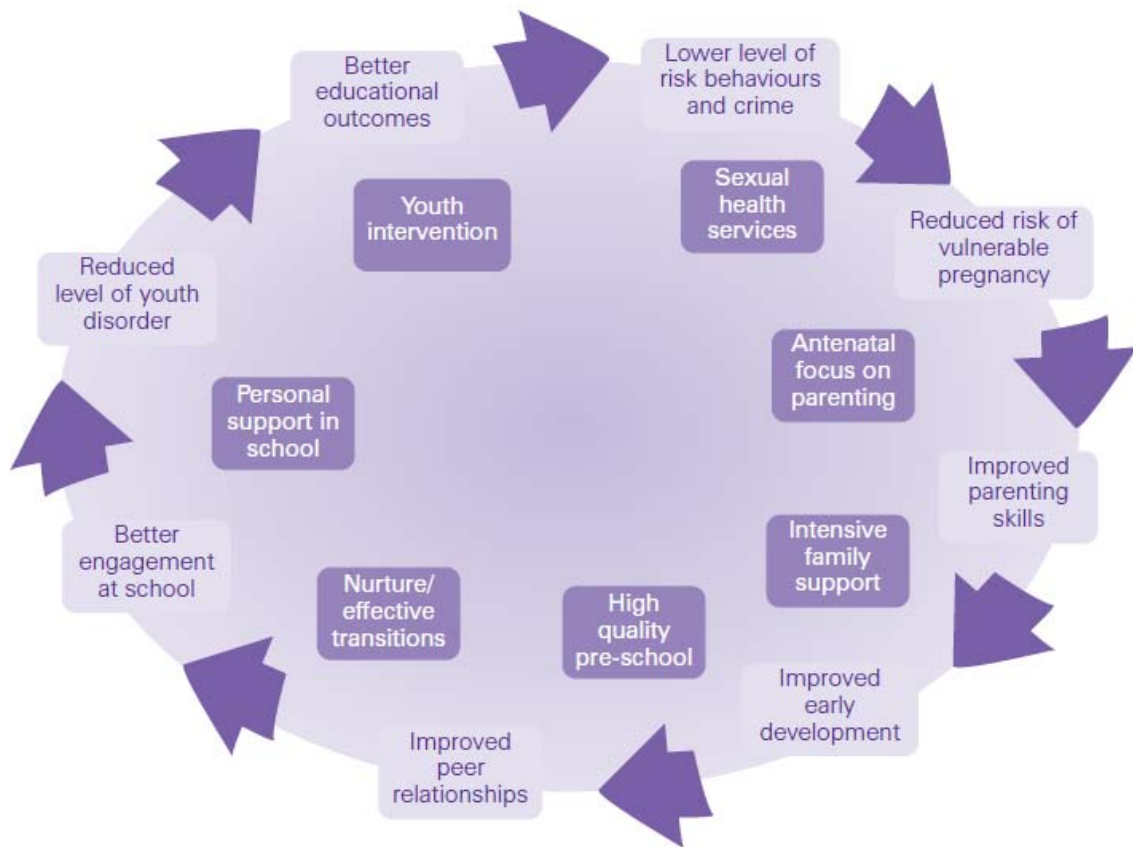
¹ <http://www.clacksweb.org.uk/children/childrenservicesplanning>

² <http://www.scotland.gov.uk/Publications/2009/01/13095148/0>

³ <http://www.scotland.gov.uk/Publications/2011/01/13114328/0>

⁴ <http://www.scotland.gov.uk/Resource/Doc/343337/0114216.pdf>

⁵ <http://www.scotland.gov.uk/Topics/People/Young-People/gettingitright>



1.3 What the Early Years framework will mean in practical terms:

For Services

- A strategic vision for children at Community Planning level, to develop a local continuum of support from pregnancy through to primary school and beyond, based on the GIRFEC methodology;
- The statutory Integrated Children's Services Plan (ICSP) is an integral part of the community plan;
- Services that are not traditionally seen as children's services are asked to consider the impact of the services on young children e.g. housing, planning, transport, addiction services;
- Universal services are strengthened to improve early identification and intervention to better meet the needs of vulnerable children and families;
- Services such as childcare, pre-school education and support for parents are seen as core components of successful delivery of the framework.

"Plans and services should be oriented around doing things **with** people rather than 'to' or 'for' them. This is critical in developing a capacity-building approach. Parents and other members of the communities should be encouraged to be active participants in early years services through community engagement, volunteering and other routes, and be given the support needed to do so."

Source: Early Years Framework Part 2

For Families

- Parents are supported from conception onwards, using the NHS Quality Improvement Scotland (NHSQIS) Pathway of Care for Vulnerable Families (0-3) if necessary, with integrated services developed in line with GIRFEC principles;
- Parents and carers receive the support and advice they need to be the best parents they can be for their children, including access to intensive family support for those who need it;
- The importance of the home learning environment in improving educational outcomes for children is recognised and the CPP looks to further develop family and community learning;
- The importance of play is recognised, both in terms of outdoor play and of encouraging parents to play with their very young children;

For the Workforce

Members of the Early Years workforce across the various agencies receive support and training to enable them to engage effectively with families and contribute to the early identification and early intervention.

2.0 What Are Our Needs?

Key Issues:

2.1 Deprivation of children in Clackmannanshire:

- the 5th highest share of population living in the 15% most deprived areas⁶
- those primary and secondary school pupils entitled and registered for a free school meal is significantly above the national average and that of comparator authorities

The links between socio-economic deprivation, poor health and poor life chances are well known. Clackmannanshire, while it includes communities of outstanding prosperity, it also has neighbourhoods whose income and employment standards sit with the poorest in Scotland.

Within the Clackmannanshire area approximately 39% of school pupils live in the three most deprived level of the Scottish Indices of Multiple Deprivation (as at Dec 2011). This compares with an overall 31% of all school pupils in Scotland in these deprivation bands. In February 2011, 25.3% of Clackmannanshire primary school pupils and 19.3% of secondary school pupils were registered for free school meals.

		09/10	10/11
% of school pupils live in the three most deprived levels	Clackmannanshire	40%	39%
	Scottish National Average	31%	31%

	2006		2007		2008		2009		2010		2011		2012	
	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary
Scotland	17.9	13.5	17.6	13.2	16.9	12.7	16.7	12.3	19.8	14.4	22.6	15.2	22.1	15.4
Clacks	23.3	16.0	21.7	15.8	20.6	15.4	20.1	16.7	23.1	18.3	25.3	19.3	25.0	19.4
East Ayrshire	21.1	15.6	19.7	15.4	18.8	14.9	19.1	13.9	24.6	17.8	32.9	18.5	25.3	17.6
Falkirk	16.8	13.4	15.8	13.2	15.2	12.5	15.9	12.1	18.9	15.0	17.3	14.6	17.6	13.3
North Lanarkshire	20.6	15.4	19.8	14.8	18.4	13.8	18.4	14.0	21.3	15.6	22.2	16.5	23.3	17.1
South Lanarkshire	17.4	14.8	16.6	14.0	15.7	12.5	15.7	12.0	20.8	16.5	24.1	16.4	21.3	15.5
West Lothian	14.8	12.0	14.5	10.6	14.4	10.9	14.1	10.6	16.8	12.2	21.8	16.5	20.8	14.6

Source: Scottish Government

⁶ SOA 09/10

2.2 Child Protection Statistics

Scottish Government has moved to a 16 month reporting period to align other figures. This means that more up to date data is not always available.⁷

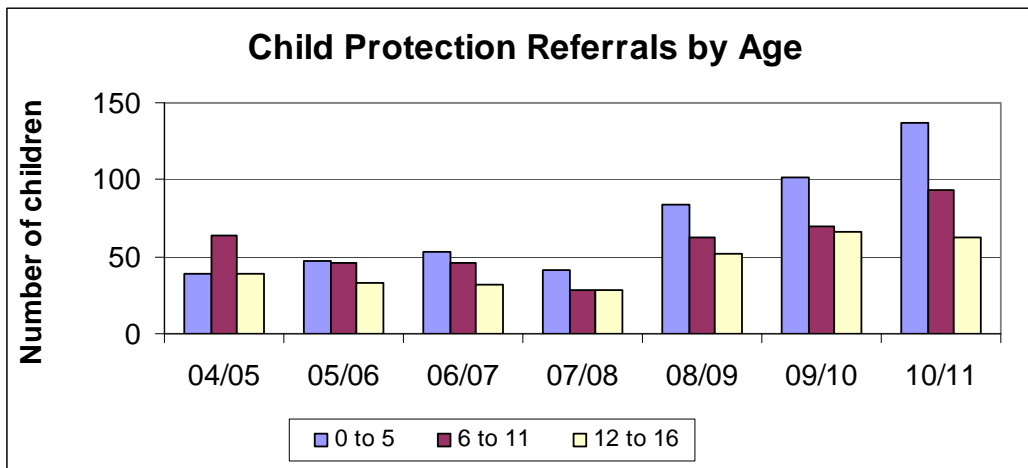
- 2010/11 **The major perpetrators of incidents leading to case conference continue to be the natural mother.**
- 2010/11 **Clackmannanshire has a higher than national average of children registered as being at risk due to physical injury.**
- 2010/11 **Compared to similar authorities, Clackmannanshire has a higher proportion of children per 1,000 population aged 0-15 years on child protection register and is well above the national rate.** Table 1.5
- 2010/11 **Trend of greater proportion of younger aged children (0-5) being placed on the CP register than older children.**

2.3 Referrals

Table 1.3	Child Protection referrals	Number children (including unborn)	Referrals resulting in a case conference	0-4 years	5-10 years	11-15 years	aged 16+.
2008/2009			46% national rate was 37%.				
2009/2010	151	238 children (35 unborn)	32% rate for Scotland as a whole was 34%	89	76	72	1
2010/2011 August 10 to July 11	189	293 children (20 unborn)	31%	126	85	81	1

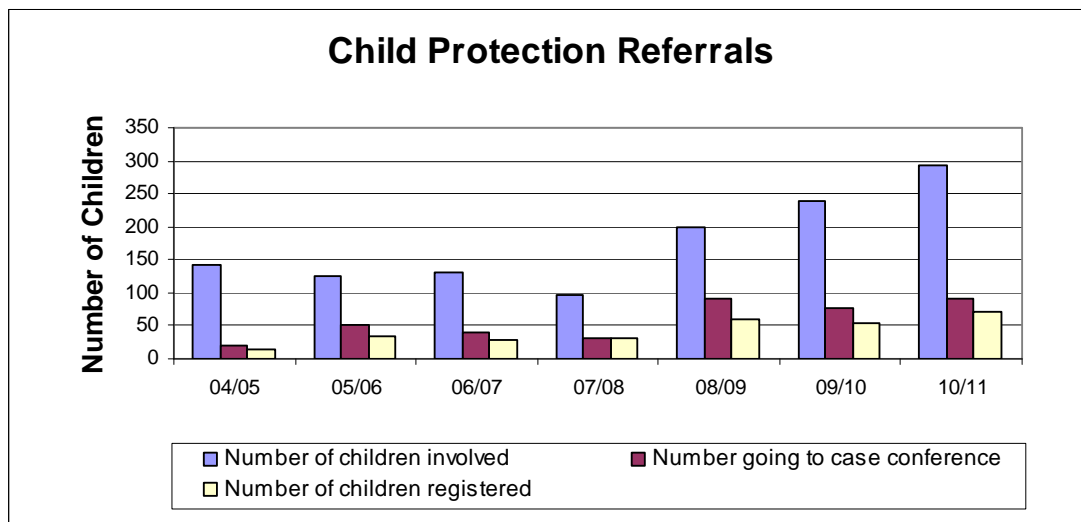
In the year August 10 to July 11, there were 189 child protection referrals involving 293 children (20 unborn). The age breakdown was 126 between 0-4 years, 85 between 5-10 years, 81 between 11-15 years and 1 aged 16+.

⁷ Reporting year has moved to an academic one (August to July) and submission dates are End Nov and Oct respectively. Publication of stats by Scottish Government for CP and LAC will likely be February 13



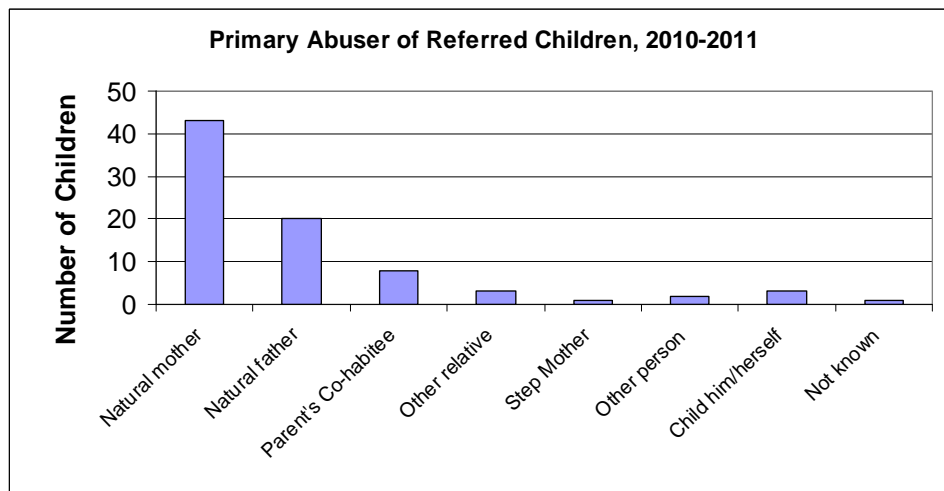
Source: Clackmannanshire Council, CFIS

During the 2010/2011 period, 31% of CP referrals resulted in an inter-agency case conference, this compares to 32% in the previous year (2009/2010).



Source: Clackmannanshire Council, CFIS

The reported incidents of children needing protection shows that in 2010/2011, the major perpetrators of incidents leading to case conference were the immediate family. For those cases going to conference 53% of the abusers were the natural mother.



Source: Clackmannanshire Council, CFIS

2.4 Registrations

Clackmannanshire has a higher than national average of children registered as being at risk due to Physical Injury.

The table below details the types of abuse which required the registration of 39 Clackmannanshire children in 2010/11. Nationally over this period the main reason for children being placed on the Child Protect Register was those suffering from physical neglect (42%), emotional abuse (27%), physical injury (20%) and sexual abuse (8%). However Clackmannanshire does not follow those trends, with physical injury (56%), physical neglect (25%), emotional abuse (17%), and sexual abuse (2%).⁸

Table 1.4	2009/10	2010/11
Major perpetrators of incidents leading to case conference	immediate family	immediate family
For those cases going to conference	over 45% of the abusers are the natural mother (can often be single parent).	53% of the abusers are the natural mother
Number registered on Child Protection Register	56	39
Children registered as being at risk due to emotional abuse	39% National average (26%)	17% National (27%)
Incidents of physical injury	28% National (22%)	56% National (20%)
Incidents of physical neglect	continue to increase 24% National (44%)	25% National (42%)
Incidents of sexual abuse	have reduced 9% National (7%)	2% National (8%)
Rate compared to similar authorities of the proportion of children per 1,000 population aged 0-15 years on child protection register in Clackmannanshire	5.9 (National 2.8) higher proportion and is well above the national rate. (Reflects high referral rate and robust response).	4.1 (National 2.8) although a reduction the figure continues to be well above the national rate and those of comparator authorities
Proportion of younger aged children (0-5) being placed on the CP register than older children	Trend of greater proportion (Reflects national trends).	Although the trend is reducing, the proportion remains the greatest. No longer able to compare with national trends.

Child Protection Registration List as at 31 at 31 July 2011

For Clackmannanshire 39 children were on the register. Compared to similar authorities, Clackmannanshire had a higher proportion of children per 1,000 population aged 0-15 and is well above the national average.

⁸ In Clackmannanshire a small change in one or two families can change figures and percentages dramatically.

Rate per 1,000 of aged 0-15 as at March with Comparator Authorities		
Table 1.5	2010 March	2011 July
Clackmannanshire	5.9	4.1
East Ayrshire	2.0	3.1
Falkirk	2.6	2.0
North Lanarkshire	1.0	1.4
South Lanarkshire	2.4	2.5
West Lothian	3.4	2.7
Scotland	2.8	2.8

source: Scottish Government

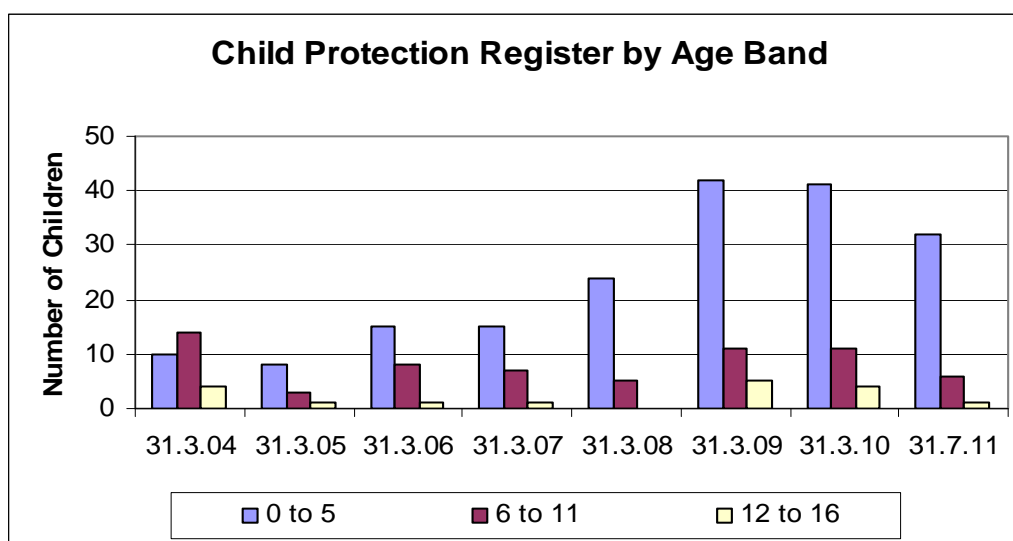
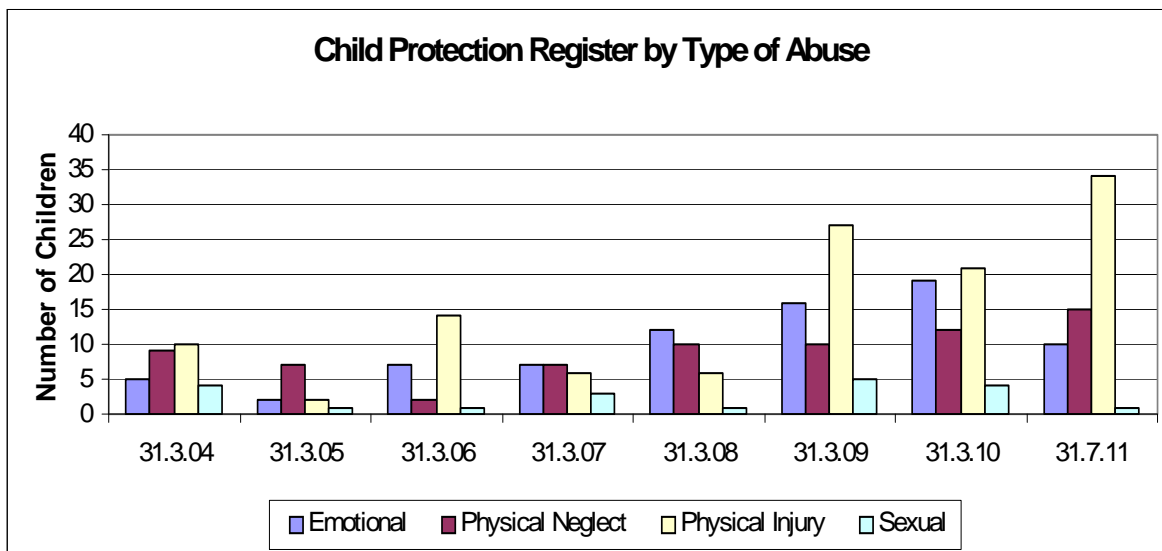


Table 1.6

Register	31.3.04	31.3.05	31.3.06	31.3.07	31.3.08	31.3.09	31.3.10	31.7.11
0 to 5	10	8	15	15	24	42	41	32
6 to 11	14	3	8	7	5	11	11	6
12 to 16	4	1	1	1	0	5	4	1
	28	12	24	23	29	58	56	39

Source: Clackmannanshire Council, CFIS

The chart above shows a higher number of younger aged children being placed on the register than older children.



Source: Clackmannanshire Council, CFIS

In this chart about type of abuse, of the four categories shown, incidents of physical injury remain high. Levels of physical neglect have increased while levels of emotional and sexual abuse appear to have reduced.

Children's Hearings

Key Issues

- **20% of children aged 0-5 are referred to reporter on grounds of lack of parental care**

Both the number of children and referrals to the reporter have reduced. This may reflect the introduction of preventative initiatives and early intervention work around GIRFEC.

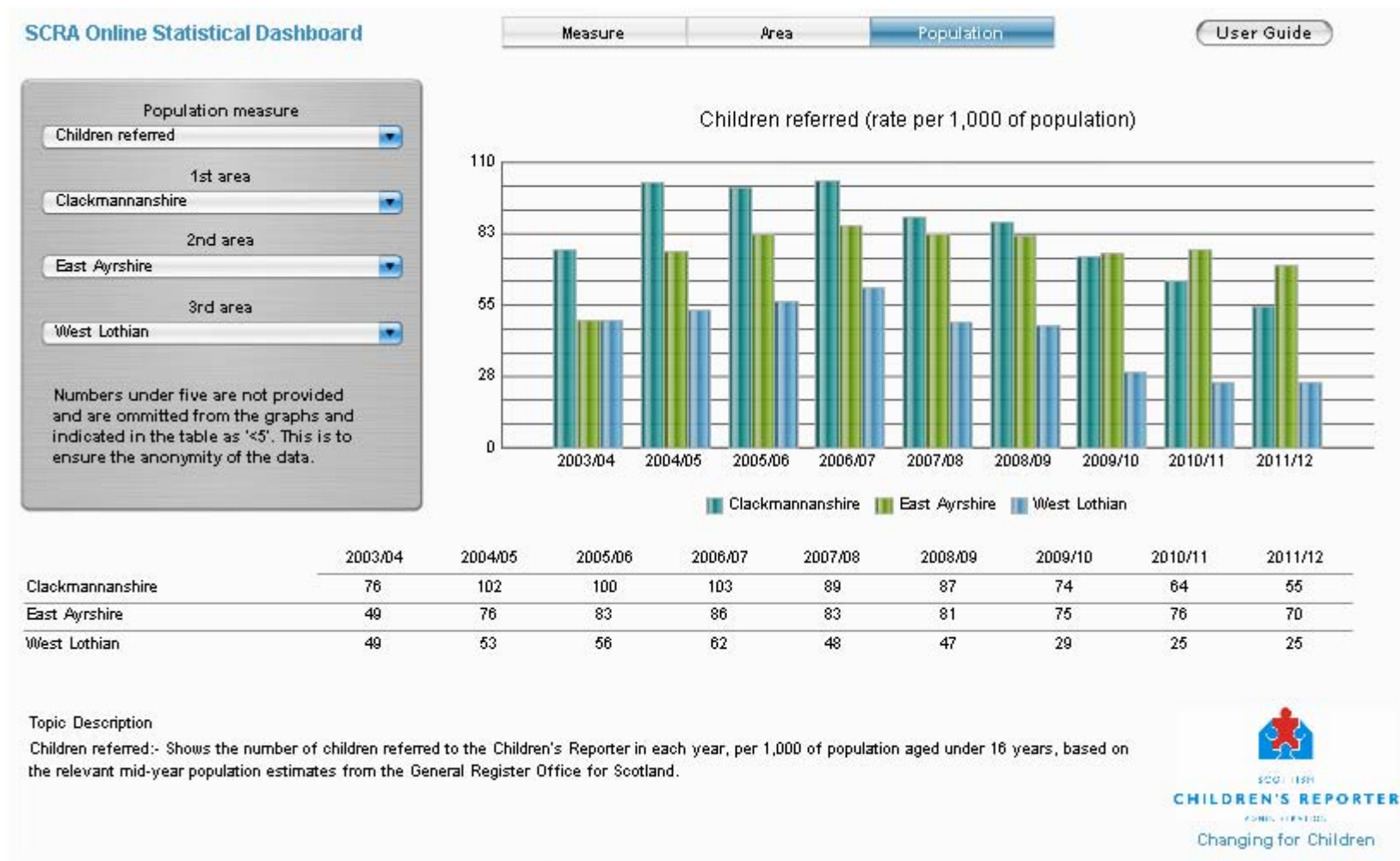
Children referred and referrals received ⁹

Table 1.7	Number of children	Number of referrals
2009/2010	699	1,285
2010/2011	608	979
2011/2012	514	814

Table 1.8	0-5 age breakdown of children referred to reporter:						
	0 yrs	1yr	2yr	3yr	4yr	5yr	Total
2009/2010	59 children	50 children	30 children	42 children	36 children	30 children	247 children
2010/2011	56	37	38	31	38	22	222
2011/2012	28	36	27	26	27	21	165

⁹ [http://www.scra.gov.uk/cms_resources/Online%20Stats%20\(LA\)%202011-12.pdf](http://www.scra.gov.uk/cms_resources/Online%20Stats%20(LA)%202011-12.pdf)

Scottish Children's Reporter Administration 11/12¹⁰



Source: SCRA website

¹⁰ [http://www.scra.gov.uk/cms_resources/Online%20Stats%20\(LA\)%202011-12.pdf](http://www.scra.gov.uk/cms_resources/Online%20Stats%20(LA)%202011-12.pdf)

Table 1.9 Children referred by age and grounds of referral¹¹

Ground	0 year			1 year old			2 year old			3 year old			4 year old			5 year old		
	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12
a	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<5	0	<5
b	<5	<5	<5	<5	0	<5	0	<5	<5	<5	<5	<5	0	<5	0	<5	<5	0
c	34	37	19	31	22	26	20	24	18	24	24	14	17	29	12	21	14	13
d	26	22	8	19	16	9	13	12	8	17	6	10	19	10	11	6	10	6
e	<5	<5	<5	5	<5	<5	0	<5	<5	6	<5	<5	0	<5	<5	<5	<5	<5
f	<5	0	<5	0	<5	<5	<5	<5	<5	0	0	<5	<5	<5	6	<5	<5	<5
h	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
i	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
j	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
k	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
l	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
total	59	56	28	50	37	36	30	38	27	42	31	26	36	38	27	30	22	21

¹¹ The grounds for referral exist in section 52(2) of the Children (Scotland) Act 1995 (a) is beyond the control of any relevant person, (b) is falling into bad associations or is exposed to moral danger, (c) is likely (i) to suffer unnecessarily; or (ii) be impaired seriously in his health or development, due to a lack of parental care, (d) is a child in respect of whom any of the offences mentioned in Schedule 1 to the Criminal Procedure (Scotland) Act 1995 (offences against children to which special provisions apply) has been committed, (e) is, or is likely to become, a member of the same household as a child in respect of whom any of the offences mentioned in paragraph (d) above has been committed, (f) is, or is likely to become, a member of the same household as a person who has committed any of the offences referred in paragraph (d) above, (g) is, or is likely to become, a member of the same household as a person in respect of whom an offence under sections 1 to 3 of the Criminal Law (Consolidation) (Scotland) Act 1995 (incest and intercourse with a child by a step-parent or person in position of trust) has been committed by a member of that household, (h) has failed to attend school regularly without reasonable excuse, (i) has committed an offence, (j) has misused alcohol or any drug, whether or not a controlled drug within the meaning of the Misuse of Drugs Act 1971, (k) has misused a volatile substance by deliberately inhaling its vapour, other than for medicinal purposes, (l) is being provided with accommodation by a Local Authority under s25, or is the subject of a parental responsibilities order obtained under section 86, of this Act and, in either case, his behaviour is such that special measures are necessary for his adequate supervision in his interest or the interest of others, (m) is a child to whom subsection (2A) below applies: *(2A), (a) A requirement is made of the Principal Reporter under s12(1) of the Antisocial Behaviour etc. (Scotland) Act (asp 8) (power of a Sheriff to require Principal Reporter to refer case to Children’s Hearing) in respect of the child’s case; and (b) the child is not subject to a Supervision Requirement.

* This ground of referral was added by the Antisocial Behaviour (Scotland) Act 2004

Reason C - is likely (i) to suffer unnecessarily; or (ii) be impaired seriously in his health or development , due to a lack of parental care:

Table 1.10	0yr	1yr	2yr	3yr	4yr	5yr	Total	of total referrals
09/10	34 children	31 children	20 children	24 children	17 children	21 children	147 children	59.5%
10/11	37	22	24	24	29	14	150	25%
11/12	19	26	18	14	12	13	102	20%

2.5 Teenage Pregnancy

Key Issues:

- figures are consistently higher than national average since 1996

Teenage Pregnancies (aged < 18)

Table 1.11

Teenage Pregnancies (aged < 18)

by council area ¹ of residence

Council Area ¹		96/98	97/99	98/00	99/01	00/02	01/03	02/04	03/05	04/06	05/07	06/08	07/09	08/10
Clackmannanshire	Rate	52.0	47.0	49.5	46.3	47.4	42.1	44.5	44.3	44.9	44.4	46.1	45.2	42.8
	Nos.	156	136	140	131	137	122	129	130	134	136	143	141	131
Scotland		44.4	43.8	42.7	40.9	39.8	39.6	40.2	40.8	41.1	41.5	41.1	39.9	37.9
Falkirk	Rate	44.0	42.6	41.8	40.9	40.7	40.7	42.3	43.8	45.7	47.2	45.5	44.2	39.6
	Nos.	354	336	326	315	317	317	333	352	375	396	384	372	328
Stirling	Rate	35.7	37.1	35.3	37.1	33.8	31.0	27.3	28.2	29.5	28.2	26.3	22.1	22.7
	Nos.	173	178	170	175	162	151	134	143	151	153	146	125	127

Poor outcomes associated with teenage parenthood:¹²

- premature birth and low birthweight
- infant mortality, hospitalisation of infant, accidental injuries in childhood
- smoking in pregnancy
- low breast feeding rates
- poor diet
- poor maternal health, postnatal depression, isolation and relationship breakdown
- repeat unplanned pregnancies
- no qualifications, not in education training or employment
- parenting difficulties
- mothers at risk of poverty and poor housing in later life
- children at risk of lower academic achievement, poverty and unemployment in later life

¹² Teenage Parent who cares?

3.0 WHAT ARE OUR LOCAL KEY DRIVERS?

Nationally, Single outcome agreements and the community planning processes like the Integrated Children & Young People's Plan, are seen as the key local mechanisms for putting the Early Years Framework into practice. In doing so, the focus remains on outcomes rather than inputs, and the Scottish Government will work to develop better indicators of outcomes from early years policies and services.

"Local partners have had much flexibility in implementing the framework and it is clear that there is a great deal of excellent and innovative work going on across Scotland to deliver against the ten elements of transformational change. This is happening in line with Getting it right for every child (GIRFEC) principles".

Source: Early years framework - progress so far

3.1 Single Outcome Agreement (SOA)

The Clackmannanshire SOA for 2011-12¹³ is structured around local community planning outcomes, and has been approved by Council, the Scottish Government, and endorsed by the Clackmannanshire Community Planning Alliance.

The 2011-2012 SOA highlights the following priority area:

EARLY INTERVENTION, WITH AN EMPHASIS ON PRE-5s IN VULNERABLE FAMILIES

It states that "the focus of this early intervention is on parents who are susceptible to the risks and behaviours which will limit their child's options in later life. Evidence shows that the influences on the early years of children's lives will determine their social, educational and spiritual aspirations, so while remedial work will continue with children who have grown up in chaotic environments, partners will also prioritise the family setting from as early as pre-birth.

Partners will improve how they weave together the different strands of work which will help us to address this action, by simplifying information sharing and broadening links with other partners with expertise in community education, substance rehabilitation and preventing violence against women."

SOA ACTIONS

- The development of a multi-disciplinary early co-ordinated intervention service for vulnerable families with young children
- Direct engagement with a range of partners to deliver targeted and appropriate services

SOA TARGET

- Reduce the number of children where partners are required to provide alternative care on a temporary or permanent basis by increasing the capacity of parents and carers to care for very young children

This action is primarily being taken forward by the Early Co-ordinated Intervention Project working with vulnerable families with children aged 0-5, now known as the Children and Families Assessment and Support Service. Actions relating to this work are contained within the Integrated Children's Services Action Plan¹⁴.

¹³ <http://www.clacksweb.org.uk/site/documents/communityplanning/clackmannanshiresingleoutcomeagreement20092012/>

¹⁴ <http://www.clacksweb.org.uk/children/childrenservicesplanning/>

3.2 Children & Young People's Integrated Services Plan

"Integrated Children's Services Plans (ICSP) are a statutory obligation for local authorities and should also be seen as an opportunity to take forward transformational change in their local area. ICSPs should be seen as the children and young people's component of Community Plans, but should become increasingly focused around the needs of children and families, rather than around systems and processes."

Source: Early Years Framework Part 2

The Children & Young People's Integrated Services Plan sets out a targeted framework of strategic priorities and objectives, for development and improvement across the range of services for children and young people in Clackmannanshire throughout 2010/2013. The Plan is the single vehicle through which plans and strategies for children and young people will be implemented. It is the means by which outcomes for children and young people will be evaluated, and sets out how local partnerships intend to plan jointly and strategically to deliver the relevant Concordat and Single Outcome Agreement commitments in relation to children and young people and families.

Vision

That every child and young person has the best possible start in life,
and achieves their potential.

Relevant 2010/2013 Priorities:

- Ensure that **GIRFEC principles** and processes are embedded in all partner organisations.
- **Improve targeted services for vulnerable children** especially in the area of early intervention with an emphasis on pre-5s and those affected by parental substance misuse.

Objectives:

- Protect children and young people from neglect and abuse, and support those experiencing abuse
- Support parents, carers, and their families
- Support children affected by parents' and other family members' substance misuse
- Ensure children, parents & carers are involved in & consulted about key decisions that affect them
- Improve access to services
- Develop systems that ensures children will receive the most appropriate services at the most appropriate time
- Reduce children and young peoples substance misuse
- Promote positive mental health and emotional wellbeing
- Improve the sexual health of children and young people
- Support young people to reduce offending

3.3 GIRFEC

"The common values required by the Early Years Framework are enshrined within the GIRFEC values and principles. These values and principles are currently being embedded across Scotland"

Source: Early years framework - progress so far

A focus on improving outcomes for children, young people and their families based on a shared understanding of well-being.

An integral role for children, young people and families and those with a relevant interest in reaching the decisions that affect children's lives as part of assessment, planning and intervention.

Maximising the skilled workforce within universal services to address concerns at the earliest point themselves, where they can, bringing others around them as needed.

A common approach to gaining consent and to sharing information where appropriate.

A coordinated and unified approach to identifying concerns, assessing needs, agreeing actions and outcomes based on indicators of well-being.

Streamlined planning, assessment and decision making processes that lead to the right help at the right time for the child.

Consistent high standards of co-operation, joint working and communication, where more than one agency needs to be involved.

A confident and competent workforce in the statutory universal and targeted services as well as the independent sector.

A lead professional to co-ordinate and monitor multi-agency activity where necessary.

The capacity to share demographic, assessment, planning and outcome information electronically within and across agency boundaries through the national eCare programme where appropriate.

The Regional GIRFEC strategy group are developing an **Integrated Assessment Framework** for Forth Valley, and this group reports to the Joint Chief Executives Group (G5)¹⁵. Locally, a joint Clackmannanshire and Stirling **GIRFEC Implementation Group** linked to the Children's Planning Process is driving forward implementation of relevant principles, focussing initially on vulnerable young people and child protection. To date this has included multi-agency GIRFEC training across Forth Valley, and training on the Integrated Assessment Framework.

A targeted programme of training delivered by BAAF has also taken place with the Assessment and Contact team, Social Workers and partner staff from third sector organisations. The specific focus has been on the needs of the family with children 0-5 years affected by substance misuse and other chronic problems, with the goal of improving outcomes for the children of these families

¹⁵ Forth Valley has a Chief Officer's Strategic Group entitled G5. The G5 Group has membership from the 3 local authorities that make up Forth Valley (Clackmannanshire, Falkirk and Stirling); Central Scotland Police and NHS Forth Valley. They have a subgroup entitled G5 Reporting Group.

which may be achieved through restitution to the birth parent(s) or by securing permanence with substitute families within improved timescales.

The Forth Valley Early and Effective Intervention Hub has been operational since August 2011 and will ensure that responses are coordinated, appropriate and responsive.

Within Clackmannanshire work is being taken forward by the Clackmannanshire Early Co-ordinated Intervention Service with Vulnerable Families with Children aged 0-5. This service is now known as the 'Children & Families Assessment and Support Service'.

4.0 What Do We Need To Do?

It is recognised that the experiences that children have during their early years are of crucial importance in a child's future physical, emotional, creative and intellectual development.

From the child's perspective, there is evidence¹⁶ that **exposure to high levels of parental stress, neglect and abuse can have a severe effect on brain development**. There are clear gaps between the development of children whose parents face such stresses and those being brought up in less stressful households. These gaps continue through life. At age 3, children at higher risk of poor outcomes can be identified on the basis of their chaotic home circumstances, their emotional behaviour, their negativity and poor development. These children face many risks and improving early years support is key to improving child protection.

By the time such children reach adulthood, these children are more likely to have poor health outcomes, be unemployed, have criminal convictions, have substance misuse problems and have experienced teenage pregnancy. Improving the early years experiences of these children is therefore a central element for **regenerating communities, reducing crime, tackling substance misuse and improving employability**. It will also help us to break the repeating cycle of poor outcomes often associated with teenage pregnancy.

Source: Early years framework - progress so far

"A package of effective early years support to reduce the frequency and type of services demanded by children with the most severe needs could have a significant impact on improving outcomes for them and reducing long term costs to the public purse. If earlier, effective support could be given to a child with the most severe needs, resulting in a 10 per cent reduction in the total amount paid out to cover services later in life, this could result in potential savings of around £94,000 for each individual."

4.1 What Works?

- working with the family in a coordinated and most effective way - GIRFEC
- agreed referral process/pathway with multi-agency screening and review group
- integrated teams better connect children and adult service with a focus on the family as a unit
- targeted family support reduces the number of 'looked after' young people
- intensive family support service and group work programmes aimed at vulnerable young people and their families whose needs have been complex - achieves positive outcomes at both home and school
- the establishment of working relationships (integrated/joint initiatives) with a range of support agencies facilitates a holistic approach to meeting the needs of families
- multi-agency initiatives reduces stigma and increases involvement by service users

¹⁶ Early Years Framework Dec 2008 <http://www.scotland.gov.uk/Publications/2009/01/13095148/6>

- intensive support is provided in a flexible way that suits the needs and demands of service users - including evenings and weekends
- addressing the psychological consequences of poor parenting to break the generational cycle (counselling, raising self esteem etc)
- shifting the focus from crisis intervention to providing early support to families
- Interventions with parents ensure there is increased insight into children's perspectives and needs
- Children are able to understand their parent's substance misuse and develop their coping strategies - Resilience
- interventions are responsive enough to be delivered at their maximum at the particular time when change is most likely to happen in people's lives
- Family centres are used as a community resource by a variety of agencies, groups and organisations to provide services that benefit both children and their families.
- increasing the capacity of agencies to collaborate.

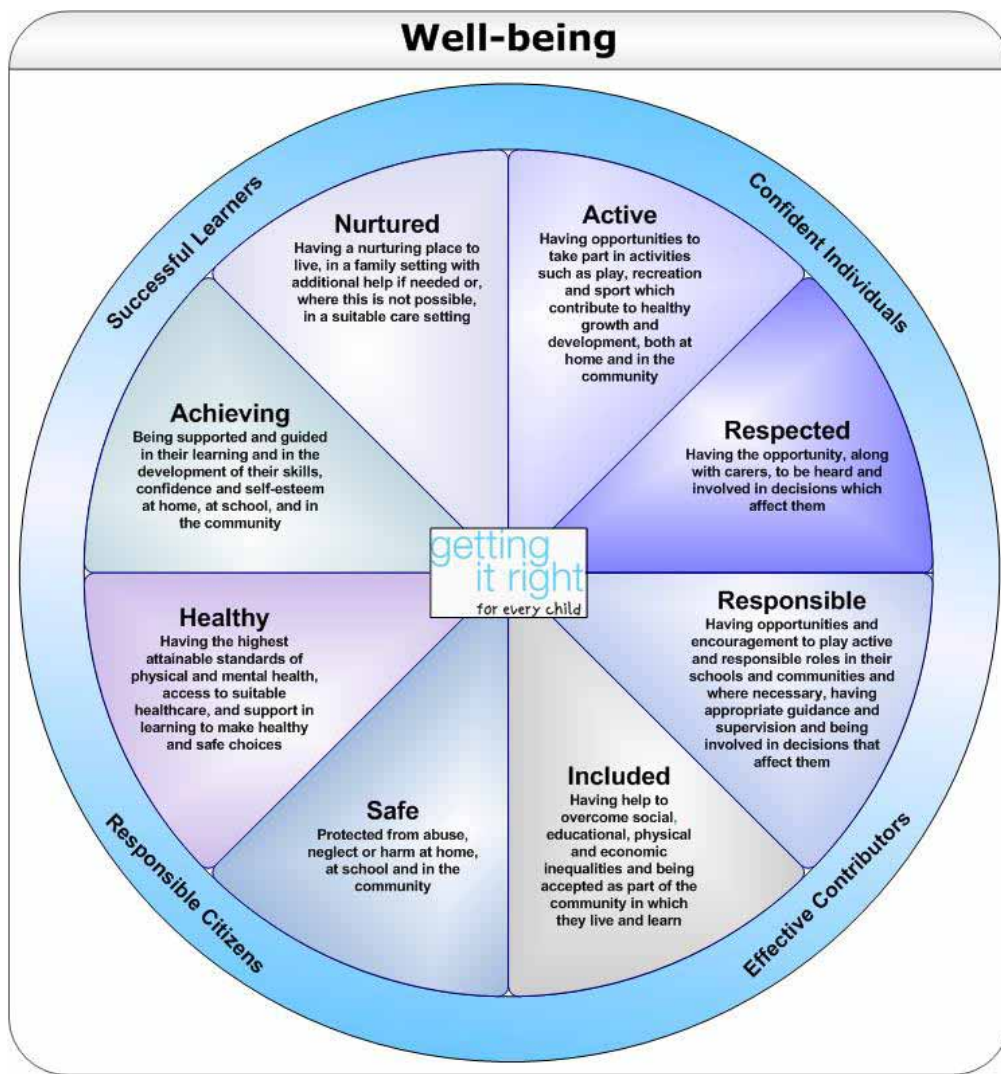
4.2 What Outcomes Do We Want To Achieve?

As part of the new service the outcomes for improvements will be measured through the use of specific evaluation tools to support parents. To date examples of tools being used are focussed around a mix of individual and group work programmes with our Integrated Mental Health Services to support parents.

Improved outcomes are measured through:

- Group work - '**Self Esteem**' using the Rosenberg Scale. Parents as individuals can rate themselves at start and end of programme. One to one support is also given to do this.
- '**Locus Of Control**' - adapted by the Integrated Mental Health Service. Parents are able to rate themselves on beliefs about what they feel they can control in their lives, such as their physical and mental health. This is rated at the start and end of the programme which helps parents to set targets and reflect on their individual progress.
- Individual work use of Accredited Programmes:
- '**Overcoming Anxiety**' and '**Overcoming Depression**'. This is a 5 areas approach adapted from the work of the Chris Williams Programme which is designed to help individuals target and improve behaviours, monitor progress, identify priorities for change, to empower through self help and individual feedback on strengths and improvements.
- A range of Cognitive Behavioural **Therapy** (CBT) Approaches are also available.

It is also planned to run a group for **Anger Management** in the near future. At present work is done on an individual basis to look at anger and development of appropriate coping strategies. Where pre-existing causes exist for anger, support from other services such as Counselling will also be accessed.



Child Outcomes

- SHANARRI¹⁷
- improved school attendance, behaviour at school and educational attainment
- developing more appropriate friendships and extending friendship networks

Family outcomes

- Improved positive interaction within families and enhanced parenting skills
- reduced dependency on drugs and/or alcohol
- increased self-esteem and confidence amongst family members
- taking enhanced responsibility and increasing autonomy for decision making
- improved anger management
- improvements in health awareness and diet
- improvements in mental health
- resolving family crisis situations more effectively
- improved danger awareness

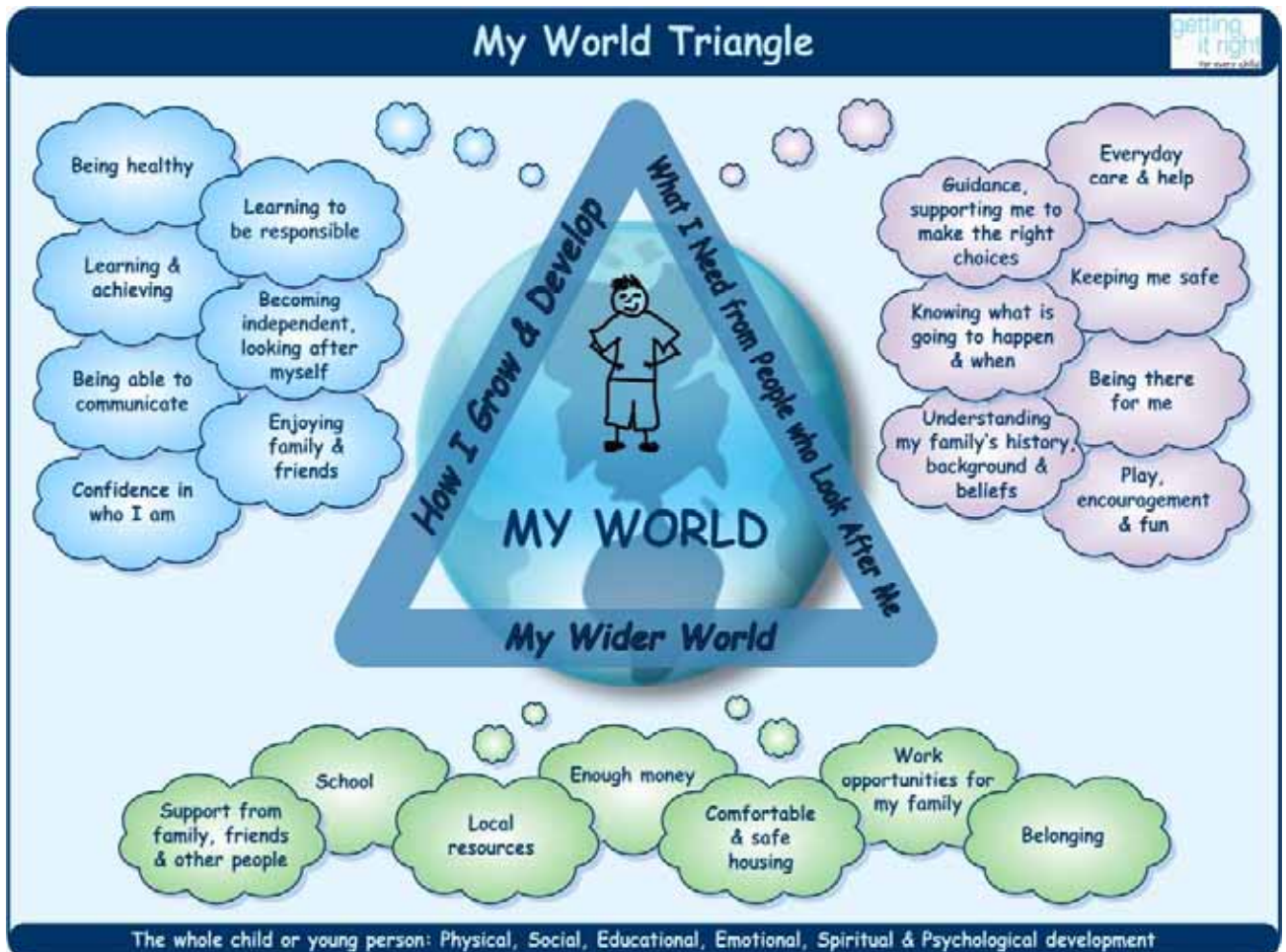
Community Outcomes

- improved household management skills, including financial and tenancy management
- reduced number of complaints and antisocial behaviour

¹⁷ Safe, Healthy, Active, Nurtured, Achieving, Respected and Responsible and Included. These are known as the 'wellbeing indicators' and are remembered by the acronym S.H.A.N.A.R.I.

- enhanced employment opportunities and access into employment
- developing respect for others
- ceasing involvement in criminal activities
- enhanced communication/involvement of agencies

Funding opportunities will arise from the **Early Years and Early Intervention Change Fund 2012/2013** which will be overseen by the Early Years Taskforce and is aimed at using evidence-based interventions to give our children the best start in life. The resourcing of this fund will be provided by NHS Boards and local authorities, working together to agree their local contributions and achieve maximum impact and value for money. As a central contribution to this, the Scottish Government will provide £50 million of resource over the lifetime of this Parliament through the Sure Start Fund component of the Scottish Futures Fund.



4.3 What Does the Clacks Model Include?

Holistic Approach¹⁸

- Multi-agency screening panel
- Integrated Teams/Joint Working
- Targeted Family Support.
- Prevention/Early Intervention
- Outcome focussed
- Agreed referral pathways
- Dedicated community based resources

¹⁸ The original report approved at Council December 2011 provides links to evaluations and good practice. <http://www.clacksweb.org.uk/site/documents/childcare/earlyyearsframeworkclackmannanshirelocalimplementationplan/>

4.4 Local Delivery Model

The Early Years Early Intervention Working group have agreed the maintenance of the principles of consistency approach, balance between prevention and early intervention, and to continue to build on the best of what we know works effectively for children and their families.

Key Principles of the Children and Families Assessment and Support Service

- Focus and target will be to sustain improvements in the life chances of vulnerable families and their children across Clackmannanshire. Working towards the Clackmannanshire Single Outcome Agreement (SOA) priority to support vulnerable families
- Identification and appropriate levels of support for those families as early as possible remains a key priority for the Council.
- Re-provision of services to support the most vulnerable of families Clackmannanshire wide.
- Change of delivery of services using current resources to maximum effect. Delivery will be robust, appropriate and supportive of the needs of families in Clackmannanshire
- Services working closely together in a co-ordinated way to identify families at the earliest point possible.
- The model of working is consistent with the recommendations in the published paper “Joining the Dots” and will address our delivery of both Getting it Right for Every Child (GIRFEC) 0-5 years and the Early Years Framework.

Request Process/Pathway

The allocation of services to families is co-ordinated. To access services via the Screening Group the agreed paperwork is submitted to the co-ordinator with full details of why a service is requested. This is then discussed at the Screening Group and a decision taken by the team of the most appropriate method of intervention. The Screening Group is made up of a range of services, Early Years, Psychological Services, Health Service (NHS), CADS¹⁹, CAMHS²⁰, Third Sector Services, Education, Housing and can also include Police and other services dependent on the content of requests and reviews received.

The group meets monthly or as required to consider all of the requests/reviews received, decisions are taken by the group on the type of assessment/service/support required, this will also include duration of support, service or assessment, clear review timescales and identification of the lead professional and service to deliver it as appropriate.

The Forth Valley Integrated Assessment Framework paperwork is used.

Criteria for Request

- Child is on Child Protection Register and service is part of Child Protection Plan
- Child is at risk of failing in normal developmental patterns as a result of lack of stimulation. (This could be as a result of domestic abuse, mental health difficulties/learning difficulties)
- Child has Additional Support Needs as defined by Additional Support Learning Act (Revised 2009) (clearly defined criteria and to prevent reception into care or using more expensive services)
- Children of substance misusing parents where child is failing to meet developmental milestones

¹⁹ National Health Service - Community Alcohol and Drugs Services (CADS)

²⁰ National Health Service - Child and Adolescent Mental Health Services (CAMHS)

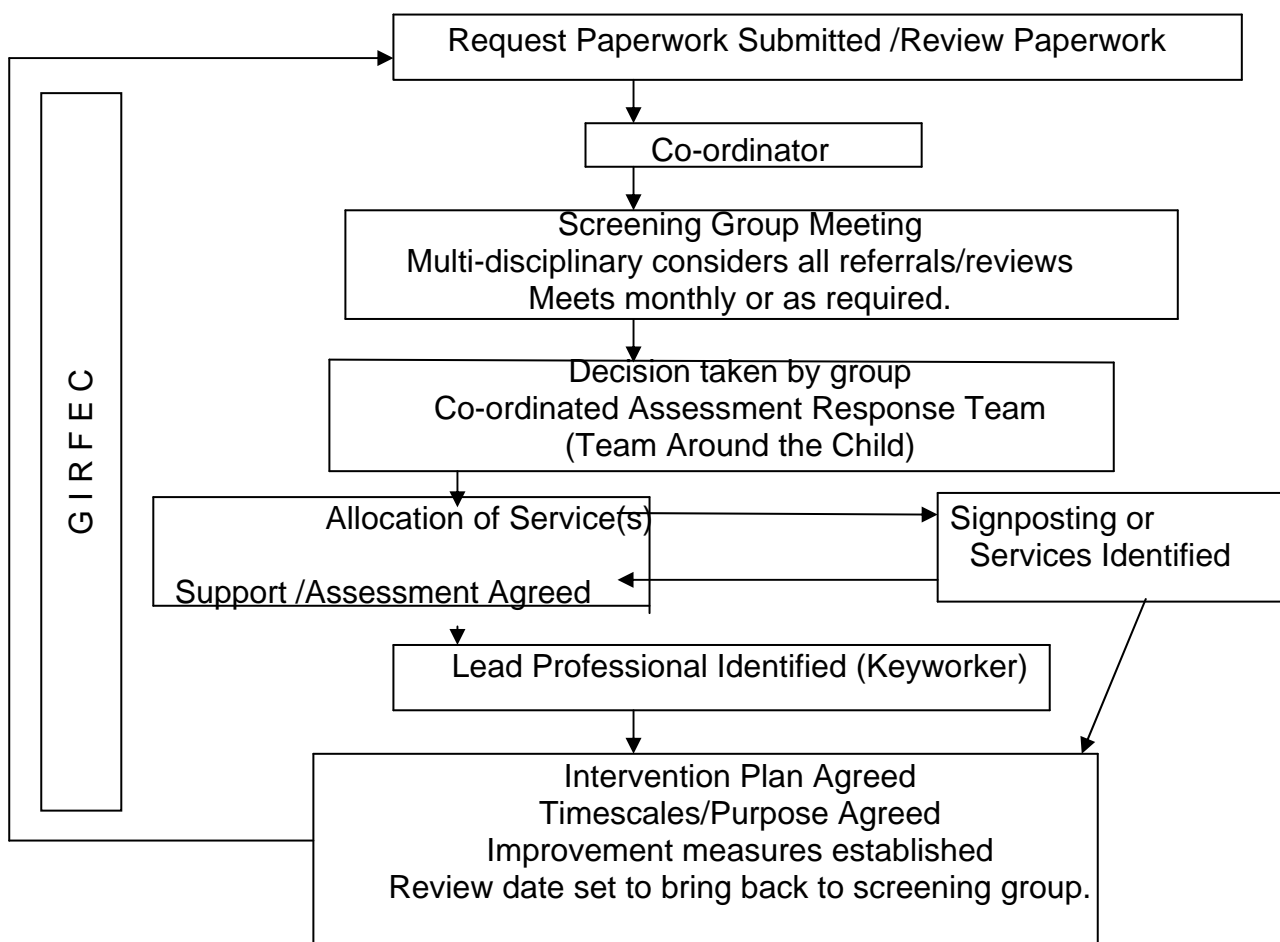
- Prevention of becoming accommodated as part of agreed package of support (multi-disciplinary planning)
- Short term assistance (when family in crisis) to prevent child coming into care e.g. parental illness, death, mental health breakdown - after all other possibilities explored
- As part of multi-disciplinary assessment to determine need/or not for substitute care for a child on a permanent basis

Request Process/Pathway

Requests come from a range of areas, these can include Social Work, Health, Police, Psychological services, The Early and Effective Interventions Service and other areas of service including Housing. Access to services is through request to the Screening Group.

All applications, requests for a service, are discussed at the Multi-disciplinary Screening Group meeting. This is held monthly or as required. The request must detail:

Concern and what is being requested, must also detail if other services are already involved with the family, who they are and what they are doing. This enables the service to determine the need for initial assessment/support/service or signposting, it also enables to clearly identify if it requires single agency planning or a full integrated assessment/multi-agency assessment.



Example of Intervention Plan

Table 1.12 Placements will be time limited as part of overall plan.

Timescales	What is purpose/task specific/outcome focussed	Team Around The Child	Expected Outcomes
Start, review and end date of support/assessment detailed	e.g. parenting/risk/viability /pre-birth	Who is Lead Professional/ Service	Improvement measures e.g. .Parent(s) accessing therapeutic help with addiction. .Regular attending programme. .Parents recognise impact of usage on ability to care for child e.g. practical care & recognition of needs of child e.g. feeding/nappy change/sleep/affection etc.
Start Date		Keyworker	Success Measured e.g. .Sustained reduction in use of prescription medication .Sustained and improved ability to cope with child in home environment .Child's physical and emotional needs are appropriately met .Child meets developmental milestones
Review Date	This will be broken down for family/child	Name	
End Date Written contract agreed with parents	If Child Protection, must note date of next Child Protection Case Conference or review	Organisation	

5.0 HOW ARE WE GOING TO MONITOR FOR SUCCESS?

"The indicators are neither mandatory nor prescriptive, and are to be seen as a tool for Community Planning Partnerships to support them in measuring progress in achieving better outcomes for children in their areas."

Source: Early years framework - progress so far

The Scottish Government has highlighted a series of indicators that are relevant to the national Early Years Framework. Locally these are monitored through the Single Outcome Agreement (SOA) and the Children and Young People's Integrated Services Plan (ICSP). Progress on the SOA is reported annually to Scottish Government. Progress on the ICSP is reported to the Children's & Young People's Community Planning Partnership and summarised in the plan.

The Early Years Framework Implementation Plan will be reported to Council Health Housing & Care Committee on an annual basis.

5.1 Indicators²¹

Core 8²²

- Teenage pregnancy rate (*pregnancies among under 16 year olds (3 year average per 1000 relevant population)*)
Monitored through SOA and ICSP. Indicator in SOA (under 18), Children & Young People's Integrated Services Plan (ICSP) indicator (under 16). Work in this area is also currently being monitored by the Clacks Sexual Health Implementation Group.
- Appropriate birth weight for gestational age (*low weight live births*)
Monitored through the Children & Young People's Integrated Services Plan (ICSP) 2010-2013.
- Breastfeeding at 6-8 weeks (*% of newborn children exclusively breastfed at 6-8 weeks*)
Monitored through the Children & Young People's Integrated Services Plan (ICSP) 2010-2013.
- % parents who rate their neighbourhood as a good place to live (*% of adults stating their neighbourhood is a 'very good' place to live*) Monitored through the SOA.
- Children in benefit dependent households (*% of children living in households that are dependent on out of work benefits or Child Tax Credit*)
Monitored through the SOA.
- % of obese children in P1 (*estimated % of obese children in P1*)
Monitored through the SOA.
- % of children with dental decay in P1 (*% of children with dental decay in P1*) Monitored through the Children & Young People's Integrated Services Plan (ICSP) 2010-2013.
- % of young people in sustainable post school destinations (*% of school leavers in positive and sustained destinations*)
Monitored through the SOA.

²¹ As a reminder the Core 8 are a subset of the original menu of 35 indicators which were developed by the Data and Indicators Stakeholder Group and published in September 2010.

²² The phrasing in italics and brackets sets out how the indicator is currently expressed in the Menu of Local Outcome Indicators, as it is important that, wherever possible, the early years indicators align with those used in the local Single Outcome Agreement.

APPENDIX A

GLOSSARY

ADP	Alcohol and Drug Partnership
ASL	Additional Support For Learning
Assessment	The process of defining an individual person's needs, the help that they require and determining their eligibility for services.
CAMHS	The Child and Adolescent Mental Health Service (CAMHS) provides assessment and intervention for children and young people with mental health difficulties and their families.
CCHC	Clackmannanshire Community Healthcare Centre
Children's Hearing	Rather than going to Court, this body deals with cases where a child has committed an offence or has been offended against and is in need of care and protection.
CP Register	Child Protection Register A list held by the Local Authority of children who are at risk of abuse or neglect and require protection. http://www.clacksweb.org.uk/children/childprotection/
CHP	Community Health Partnership
CPP	Community Planning Partnership - known in Clackmannanshire as the Alliance http://www.clacksweb.org.uk/community/planning/
EEI	Early & Effective Intervention
Early years workforce	Staff working with children aged 0-5.
Forth Valley	Covers three local authorities (Clackmannanshire, Falkirk, Stirling)
GIRFEC	Getting It Right For Every Child. A Scottish Government national change agenda. http://www.scotland.gov.uk/Topics/People/Young-People/gettingitright
Group Care	Bringing children of similar ages together into a group setting to support child development such as playing, behaviour and friendships.
HMIE	Her Majesty's Inspectors of Education
Home Supervision Order	A statutory order made by the children's panel where a child remains at home.
ICSP	Children & Young People's Integrated Services Plan http://www.clacksweb.org.uk/children/childrenservicesplanning/
Joining the Dots	Report on importance of children in early years www.scotland.gov.uk/Resource/Doc/343337/0114216.pdf
Looked After	Children who may be supervised, subject to Place of Safety Orders, Child Protection Orders, Parental Responsibility Orders or Warrants and those who are on supervision living at home. Those children who require to be looked after out with their family are referred to as looked after and accommodated children.
Lead Professional	The Lead Professional is the second key role in the Getting it right for every child approach. It is seen alongside the role of the Named Person. www.scotland.gov.uk/Resource/Doc/1141/0109329.pdf
NHS	National Health Service, usually refers to the Forth Valley area and includes Clacks, Stirling and Falkirk Councils.
SCRA	The Scottish Children's Reporter Administration.
Scottish Children's Reporters Administration	The organisation that assesses the appropriateness of referring a particular case involving Children's Hearing.
SOA	Single Outcome Agreement presents the Community Planning priority outcomes for Clackmannanshire in the context of the national performance framework. http://www.clacksweb.org.uk/site/documents/communityplanning/clackmannanshiresingleoutcomeagreement20092012/
Universal Services	Public services provided to everyone e.g. School Education, Midwifery and Health Visitors (Public Health Nurses).

APPENDIX B

Early Years Resources

Below is the current range of open groups delivered where referrals are not required and are by Local Authorities and partnership Health service.

Table 1.13

What	Where	When
Baby Groups	Tillicoultry	Mondays 1:30-3:00pm
	Alva	Thursdays 10:00-11:30am
	Sauchie (Under1's)	Fridays 1-3:00pm
	CCHC	Thursdays
Toddlers Groups	Alloa Family Centre	Daily
	Tullibody Family Centre	Daily
	Tillicoultry	Tues & Thurs 1:30-3:00pm
Young Mums	Alloa Family Centre	Wed 1-2:30pm
	Tillicoultry	2012
Breastfeeding Groups	Clackmannan	Alternate Wed afternoons
	Alloa Family Centre	Monday evenings
Baby Massage	Tillicoultry	Mondays 1:30-3:00pm
	Alva	Thursdays 10:00-11:30am
	Sauchie (Under1's)	Fridays 1-3:00pm
	CCHC	Thursdays
	Clackmannan	3 week blocks run 3-4 times a year
Parentcraft Workshop	Alloa Family Centre	Monday evenings

Other groups continue to be developed to meet parental need, e.g. **Dad's group** and practical groups such as cooking on a budget in partnership with NHS Food Development workers.

Young Parents Groups also continue to be run with our Community Learning and Development team (CLD) to support parents in confidence building and preparation for **employment**.

Barnardo's will be running the second **You First programme** in Clackmannanshire in 2012. This is a refer only 20 week programme run for 12 new parents aged under 21 with the first baby under age of 1. The first programme was completed successfully by 6 parents, and will be presented with Youth Achievement Awards at the Council Celebration Of Success event later in the year.

Two further projects have been developed to work closely with our services and work with families with parents who are using substances. **Time4us** project²³ run by Signpost Recovery which aims to;

- assist parents to make positive changes in theirs and their children's lives.
- Raise parent awareness of their children's needs.
- Improve parenting skills.
- support families to stay together or be reconciled where it is in the best interests of the child.

The **Forth Valley Family Support** project which provides opportunities for families affected by substance misuse to participate in a range of support including group work, peer support groups, one to one, telephone support and home visits. This service links closely with Time4us project.

²³ This is a referral service.

Appendix C

CONSULTATION – YOUR COMMENTS & SUGGESTIONS

We would welcome your suggestions or comments on the Early Years Framework Implementation Plan update October 2012. Contact can be made via email cjohnson@clacks.gov.uk or. Fax 01259 452440, telephone 01259 450000 or send it to; The Children's Services Policy Officer, Clackmannanshire Council, Services To People, Lime Tree House, Castle Street, Alloa FK10 1EX.

General Comments

Name

Address

.....

.....

Email

Telephone

Would you like to be added to the Children's Services computerised mailing list ? Please sign if you agree to your name being on the list.

Signature

Integrated Children's Services Plan



Carol Johnson
Social Policy Support Officer
cjohnson@clacks.gov.uk
01259 452368

Original created		CJ
Version	V10	CJ
Last Updated	19/09/12	CJ
Status	draft	CJ
Database code	SSR11	CJ
Review date	30/11/12	CJ

Report to: Housing, Health & Care Committee

Date of Meeting: 25 October 2012

Subject: Long Term Childcare Team, Action Plan and Progress Report Qtr 2

Report by: Acting Head of Social Services/CSWO

1.0 Purpose

- 1.1. This paper outlines progress made by the childcare long term team in relation to its improvement action plan during quarter two, 2012 / 2013.
- 1.2. Appendix One offers a more detailed update on all of the action areas which were initially agreed in June.
- 1.3. In light of recent decisions by the Council to invest in additional staffing in childcare services and of the support packages offered by other agencies, the initial action plan considered by Committee at this and the previous meeting will be further developed. The resultant fuller action plan will be submitted to next meeting of the Committee for review.

2.0 Recommendations

- 2.1. It is recommended that committee:
 - a) notes the progress made in taking forward the initial action plan arising from the independent review;
 - b) notes that a fuller action plan will be developed to take account of recent factors including increased staffing and support from external organisations.

3.0 Considerations

- 3.1. A substantial amount of work has taken place since the independent review was considered by Council in June this year. This report provides an update on progress in meeting the actions which arose from the recommendations of the independent review.

- 3.2 In taking forward these recommendations, a number of other workstreams and investigations have been identified and progressed. As a result of work undertaken to review the capacity of the service, a report was considered by a special meeting of Council on 11 October. At this meeting Council agreed to increase capacity in the Child Care Services by substantially increasing staffing at practitioner level and also agreed to invest in a new information system for childcare.
- 3.3 Progress in implementing these decisions will be provided at future meetings of the committee. This report does not duplicate the information on capacity provided to Council in October but rather focuses on reporting on the ten themes which were covered in the independent review, which were:
- implementation of GIRFEC
 - tools for the job
 - workforce capacity
 - skills and knowledge
 - practice standards and procedures
 - management capacity
 - performance management
 - staff engagement
 - partnership working
 - communication
- 3.4 A summary of progress on the above is provided in the Appendix to this report future reports to committee will incorporate progress reporting on new areas of work, such as the work of CELCIS.

4.0 Workforce Capacity & Current Issues

- 4.1 The management of immediate risk remains the priority and as such the focus has been on sustaining and improving operational practice, addressing staff underperformance and ensuring children's cases are being appropriately managed.
- 4.2 To support this, the following developments have taken place or are imminent:
- The use of agency / sessional staff has been agreed to accelerate the appropriate allocation of cases pending allocation from the Initial Assessment Team. There is an on going challenge to recruit enough experienced staff that can manage complex cases.
 - An additional Family Support worker is to be recruited to free up the more experienced staff for more complicated and complex work
 - Training continues to ensure that all staff are aware of and can appropriately navigate the new GIRFEC assessment tools
- 4.3 The current operational and staffing pressures within the service have required a rethink in terms of our improvement activities. To this end the PSIF

(Public service improvement framework) assessment within Clackmannanshire has been delayed until January 2013 in favour of an operational locus and a focussed improvement event targeting child protection practice. The improvement event will allow key business processes to be explored and will offer detailed information on current practice, areas for improvement and actions to be taken. Staff will be integral to this process and will focus on the interrelating activities of Child Protection in the HUB, the interface with SCRA and activity in the long term teams. A report will be made available at a future Committee for consideration.

5.0 Additional Assistance / External Scrutiny

- 5.1 The service has had additional support and assistance offered from both CELCIS (Centre of Excellence for Looked After Children in Scotland) and the Care Inspectorate. This allows an objective view of progress and brings with it a specialised scrutiny to ensure our efforts remain appropriate.
- 5.2 Link inspector meetings with the Care Inspectorate have continued to take place on a quarterly basis, with these meetings being divided into two sections; overall scrutiny and the long-term childcare team improvement agenda. It is anticipated that monthly meetings with the Care Inspectorate (the Link Inspector + approach described in the special report to Council) will begin this month.
- 5.3 The emphasis of the Care Inspectorate has been one of support and challenge and their involvement has been helpful.
- 5.4 The Care Inspectorate is undertaking a separate Inspection exercise in relation to Child Protection services. This supported self assessment is a multi-agency initiative and impacts on all areas of childcare practice. It will be facilitated across the shared service with Police, NHS and Education colleagues. This will be focused on:
- Immediate response
 - Planning for the Individual child
 - Assessment of Risk
 - Early and Effective Intervention
- 5.5 The approach will be one of self –evaluation where four groups will be facilitated to consider challenges, priorities and ultimately the creation of an action plan. These four resulting plans will provide the improvement agenda for multi-agency child protection provision moving forward and a formal report.
- 5.6 The proposed support from CELCIS is around the following areas:
This support will focus on the following areas:
- provision of casework support and mentoring to individual social workers
 - support for the implementation of GIRFEC practice and principles
 - review of permanence cases which have been drifting and support for taking these through the court processes

- review of the quality of supervision
- support the development of a whole system model for the journey of care experienced by a child on a path to permanence
- development of team-building exercises.

5.7 This and any other external support will be factored into the revised action plan which will be reported to Committee from the next cycle of meetings.

5.8 This additional assistance is very valuable, yet it is essential that the service is clear what any intervention from partners is contributing to the service achieving its goals. To this end the service is developing a strategic framework, to support the improvement plan that will outline intent, progress and accountable party.

6.0 Stakeholder Engagement

6.1 Contact has been made with all the solicitors involved in the initial complaint against the long-term team and invitations extended to meet and discuss the way forward

6.2 Discussions have started with the children's panel members to build improved relationships. Specific themes have been identified that will indicate the shape & rate of progress. A further meeting will take place in December to review progress.

6.3 A meeting is planned with senior management from NHS Forth Valley to ensure the improvement agenda is supported within the partnership

7.0 Sustainability Implications

7.1 None

8.0 Resource Implications

8.1 Finance - Council has been advised of the resource implications of additional investment in capacity (meeting of 11 October, 2012)

8.2 Staffing - the implications of additional staffing were set out in the report to the special meeting of Council

9.0 Exempt Reports

9.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities 2012 – 2015 (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) Council Policies (Please detail)

11.0 Equalities Impact

- 11.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes No

12.0 Legality

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

13.0 Appendices

- 13.1 i. High Level improvement Action Plan

14.0 Background Papers

- 14.1 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)

Full action plan with operational detail available on request

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Jane Menzies	Assistant Head of Service, Strategy Performance and Partnership	452376

Approved by

NAME	DESIGNATION	SIGNATURE
Val de Souza	Acting Head of Joint Social Services/CSWO	Signed: V de Souza
Elaine McPherson	Chief Executive	Signed: E McPherson

Recommendation		Action	Lead	Review Date	Progress
1	Implementation of Getting it Right For Every Child (GIRFEC)	<ul style="list-style-type: none"> Appropriate training 	JM	August	A multi-agency training programme is underway, with a second run to support further trainers taking place in September. Briefings sessions and training re operational processes is also in place specifically within social services. This will allow for roll out to an increasingly number of childcare staff.
		<ul style="list-style-type: none"> IAF tool rollout 	VdS	December	Phased implementation commenced on 20 August 2012.
2	Tools for the Job	<ul style="list-style-type: none"> Review of business process 	JM	December	A focussed improvement event is being planned to take place over a 3 day period across Sept / Oct 2012. The programme will focus initially on the child protection HUB and if this works well will be extended to other areas of Child Care / Social Services
		<ul style="list-style-type: none"> ICT review 	VdS	October	Council agreement to invest in new management information system in childcare further to business case.
		<ul style="list-style-type: none"> Survey of individual ICT needs 	JM	July	All teams have completed a survey outlining their technology needs. This information will inform the new models of working moving forward and will be fed into the corporate accommodation review regarding service needs. Service Managers have been reminded to alert staff that if laptops or mobile phones are required, appropriately, they can be requested immediately
		<ul style="list-style-type: none"> Provide child friendly premises 	JM	August	Room 7 in LTH has been fully furnished and equipped as a family contact room. A bigger room for family work is available at Alloa Family Centre. Other options are being considered in wider community premises. A full scope has been agreed for the move to Kilncraigs next year.
3	Workforce Capacity	<ul style="list-style-type: none"> Long Term Team capacity exercise to benchmark needs 	VdS	December	Report was considered by special council meeting in October when significant additional staffing was agreed. Work ongoing in the service to benchmark against other councils and to analyse demands on service.
		<ul style="list-style-type: none"> Recruit staff to meet shortfall already identified 	VdS	August	Interim Service Manager commenced in post on 6 August Second Team Leader commenced 27th August Two additional social workers appointed, start date Sept / Early Oct
		<ul style="list-style-type: none"> Review structure of teams across the Shared Service 	VdS	September	Proposal drafted for Shared Service Project Board meeting in September> A stock take on Shared Services is being

					undertaken and the work on structures will recommence pending the outcome of this review.
4	Skills and Knowledge	<ul style="list-style-type: none"> • Staff survey • Comprehensive workforce Development Plan • Specialised training, mentoring and coaching for areas where gaps are identified 	JM JM VdS	June September December	<p>Survey complete - results to feed into staff engagement plan The results have been broken down into each LA area and for specific teams. Issues will be addressed in specific team plans</p> <p>Formal monitoring process being introduced. Focus on audit to ensure supervision policies are robustly adhered to. An outcome focussed shared service supervision model, based on Stirling's documentation is being rolled out.</p> <ul style="list-style-type: none"> • Programme agreed with British Association of Adoption and Fostering. • Specialist mentor to provide coaching to Team Managers and specialist staff is in place. • Regular clinic with legal staff in place to review and track Permanency Planning processes • Agreement being finalised CELCIS/Scottish Government with a view to providing additional support to staff e.g. possible co working cases (CELCIS - Centre for Excellence for Looked After Children in Scotland)
5	Practice Standards and Procedures	<ul style="list-style-type: none"> • Self Evaluation programme being established with input from BAAF and Care Inspectorate (CI) • Process being established to ensure learning from audit outcomes • Policy Review and update • Up skill Managers in relation to HR processes 	JM JM JM VdS VdS	August August August September	<ul style="list-style-type: none"> • The Care Inspectorate have introduced a quarterly scrutiny system to consider both service progress, but also that of the long term team. Link Inspector + approach will also start soon (monthly meeting with link inspector focusing on long term team issues) • multi-agency CP self evaluation process has been agreed considering immediate response, risk management, early and effective intervention and individual children's planning. This is planned for a 3m period - anticipated Sept - December 2012. <p>The children's service performance forum is developing well. Currently working on establishing a single service plan including improvement work and a service specific balanced scorecard. Clear expectations will be outlined and monitored by the strategy service. A process for this is yet to be developed due to operational imperatives</p> <p>Programme of Development Events to review roles and maximise capacity being established</p> <p>HR link strengthened and regular meetings established</p>

6	Management Capacity	<ul style="list-style-type: none"> Leadership and role expectations clearly communicated Establish Long Term Team Plan to ensure managers demonstrate clear planning and decision making Put in place adequate support and training for Team Leaders 	<p>JM VdS</p> <p>JM VdS</p> <p>JM VDS</p>	<p>December</p> <p>September</p> <p>October</p>	<p>Outlined in core competencies through PRD framework, Delivery Strategy and Staff engagement Plan. A separate paper will be presented to Committee following assistance from corporate services to address competencies, professional staffing levels, recruitment and retention etc. This paper will inform the way forward. This work will offer an evidence base regarding future decisions.</p> <p>Plan in development through Service Performance Group - focus on strengthening approach to risk assessment and management This work will encompass all Child Care Teams</p> <p>Cycle of Development sessions being established. In addition a Practitioner Forum for Team Leaders is being developed. Training on core GIRFEC principles continues including core practice elements.</p>
7	Performance Management	<ul style="list-style-type: none"> Child Care Performance Forum will track improvement plans and monitor progress Annual Audit cycle to monitor service quality Review of Looked After Children Review process Review all Long Term Cases in order to Quality Assure 	<p>JM VdS</p> <p>JM</p> <p>VdS JM</p> <p>JM VdS</p>	<p>October</p> <p>July</p> <p>September</p> <p>September</p>	<p>In place and in development to suit service need.</p> <p>In place. Audit findings will be amalgamated with PSIF actions, Care Inspectorate recommendations etc into a single service plan</p> <p>Underway, activity to move to Strategy Service to build in objectivity</p> <ul style="list-style-type: none"> Review of Pending cases complete - plan in place to address actions. Additional sessional / agency staff have been agreed to manage these cases as a matter of priority. It had been agreed that a "quality panel" would be established to offer peer discussion of cases and review process. It is preferable due to 1) level of other activity and 2) the current complex set of pressures review / postpone this action. Attention is being given to the long term cases through supervision / other supports outlined above meantime

8	Staff engagement	<ul style="list-style-type: none"> Update Delivery Strategy and communicate progress to staff 	VdS	December	Senior Management Away Day to Review Shared Service progress held in July, with wider Mgt team event in August. Delivery strategy has been reviewed. 2nd run of engagement events with the whole social services workforce scheduled. Feedback will again inform both the Delivery strategy and the staff engagement plan. An action plan is in place for the latter to ensure actions are progressed.
		<ul style="list-style-type: none"> Team meeting schedules established 	VdS	July	In place
		<ul style="list-style-type: none"> Regular structured supervision sessions held will all long term staff 	VdS JM	August	In place. Audit cycle to monitor quality, provide support and training and challenge practice in place
		<ul style="list-style-type: none"> Scrutiny work drives learning and improved quality 	JM VdS	December	Scrutiny actions are embedded in service plans and monitored by the strategy service. Progress in overseen by the service performance group and driven by the childcare performance group. Service managers are accountable for actions being progressed within their own service areas - using the service plan as a reference point.
9	Partnership Working	<ul style="list-style-type: none"> Enhance corporate engagement 	VdS	December	Transparent approach through performance reporting to committee
		<ul style="list-style-type: none"> Further develop external partnerships 	JM VdS	December	Build on existing good relationships to establish feedback to partners on progress in implementing improvements to long term work with looked after children Priority currently being given to key stakeholders - see below
10	Communication	<ul style="list-style-type: none"> Improve service reputation 	JM VdS	December	Communications group established to work on service profile and promote successes Solicitors have been contacted and appts offered. Discussion underway with Children's Panel members to improve relations Meeting arranged with chair of the Fostering and Adoption Panel Regular meeting between CSWO and CS Police and NHS Snr Mgt

		<ul style="list-style-type: none"> • Work with stakeholders to mitigate damage • Report to Members 	<p>JM VdS</p> <p>VdS</p>	<p>September</p> <p>January</p>	<p>Specific event agreed with NHS managers to seek a shared way forward in meeting improvement actions</p> <p>Meetings with key stakeholders will be arranged as noted above</p> <p>Regular update to Housing, Health and Care Committee</p>
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Report to Housing Health and Care Committee

Date of Meeting: 25th October 2012

Subject: Joint Staff Survey 2012 (Social Services)

Report by: Acting Head of Social Service

1.0 Purpose

- 1.1. The purpose of this report is to provide the Council with a brief outline and overview of the findings from the first joint staff survey for Social Services which took place across both Clackmannanshire and Stirling Councils as part of the development of Shared Services.

The Joint staff survey was issued to all staff across Clackmannanshire and Stirling Councils in April 2012.

2.0 Recommendations

- 2.1. It is recommended that the Committee
- a) notes the results of the survey (full details attached as Appendix to this report).
 - b) notes that a staff engagement plan will be developed across the shared service
 - c) notes that the survey will be conducted again in spring 2013 and annually thereafter.

3.0 Background

- 3.1. This was the first Joint Social Services staff survey to be undertaken across Clackmannanshire and Stirling Councils. The survey was circulated as both a paper and on-line questionnaire to all staff. 208 staff completed the questionnaire giving a response rate of 29%.
- 3.2. A summary of the questions asked by the survey and the findings obtained from responses received are outlined below: -
- Question 3 Are you employed by Stirling or Clackmannanshire Council?
(*Stirling 71.6% Clackmannanshire 28.4%,*)
 - Questions 1, 2, 5 and 6 covered the type of job, length of time in employment (*54.1% have more 10 or more years service*), ethnicity (*84.5 % White Scottish*), job satisfaction?

- Question 4 What area of service are you employed in? (34.1% of respondents work in Older People Services)
 - Question 7 and 8 Staff views on achieving key service outcomes for Service Users (82% are of the view their team is successful in helping people to lead as independent a life as possible).
 - Question 9 What is the impact on people who use our services and other stakeholders? (This area had a mixed response but generally staff were of the view that service users are treated fairly).
 - Question 10 Delivery of key processes? (The responses suggest that there are good working relationships with Health, but we need to work on building relationships with Education and Housing.)
 - Question 11 How good is operational management? (63% agreed that there are clear local social work priorities and that their teams perform well against local standards and local service targets. Areas that staff identify as being of concern to them are around recruitment, workloads, and administrative support)
 - Question 12 How good is strategic leadership? (In general staff can see how their role contributes to our service priorities but there are concerns about strategic leadership of change and communications)
 - Question 13, 14 and 15 What is our capacity for improvement and what are the most important factors? (The findings relate to working conditions over the next 12 months and what factors might improve this. Responses included: - staff/team support (83%, leadership (65%), their physical environment (45%), access to IT (38%).
 - Question 16 Job Satisfaction 77% of respondents are satisfied with their job
- 3.2. The key findings which the staff who responded to the staff survey have been fed back to Service Managers. The themes that respondents view as priorities for them and would like to see addressed are: -

- communication and listening to staff
- leadership / support / supervision
- positive feedback
- changes in how we provide services
- staff sickness / staff shortages
- IT issues
- terms and conditions / overtime
- accommodation moves
- building up working relationships
- future uncertainty
- training

4.0 Sustainability Implications

- 4.1 Engaging staff through surveys is good practice and provides evidence for inspections and performance awards

- 4.2 Participation in surveys provides staff with the opportunity to contribute to the organisation as a whole.
- 4.3 Provides staff with the opportunity to give their views by contributing to service delivery and improvements, which in turn increases their 'ownership' of the services that they deliver to service users and carers
- 4.4 Staff surveys increases the individuals sense of inclusion as an enabled, empowered and valued employee of the Council

5.0 Resource Implications

5.1 *Financial Details*

5.2 There are no additional financial implications arising from this report.

Yes

Activities referred to in this report are provided within existing resources across Shared Services.

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

5.4 *Staffing*

6.0 Exempt Reports

6.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported x
- Substance misuse and its effects are reduced x
- Health is improving and health inequalities are reducing x
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes No

9.0 Legality

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

10.0 Appendices

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

- Joint Staff Survey 2012

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

- Joint Staff Survey 2012
- Stirling and Clackmannanshire Joint Social Services, Staff Engagement Events - Report of Staff Feedback
- Shared Service : Staff Engagement Plan

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Linda Paterson	Training Services Manager	226846.

Approved by

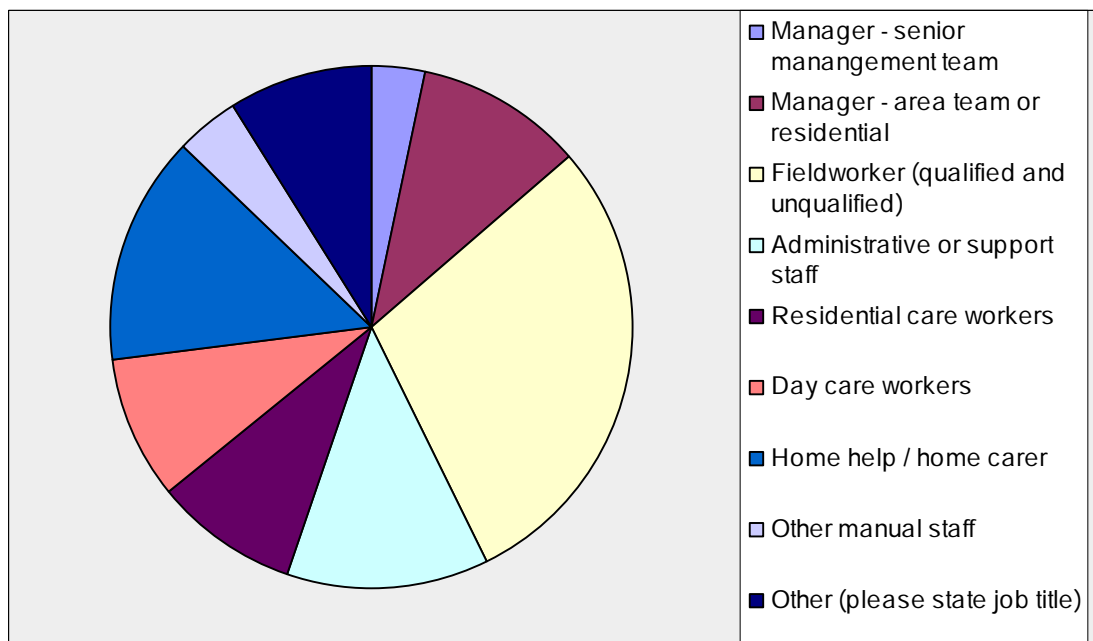
NAME	DESIGNATION	SIGNATURE
Val de Souza	Acting Head of Social Services/CSWO	Signed: V de Souza
Elaine McPherson	Chief Executive	Signed: E McPherson

Appendix Joint Staff Survey 2012

The first joint Social Services staff survey was issued in April 2012 to all Social Services staff in Stirling and Clackmannanshire Councils. 208 members of staff completed the survey questionnaire either on-line or on paper copies. This is a response rate of 29%. The following report details the findings of the survey. This information will be used to shape the staff engagement feedback action plan.

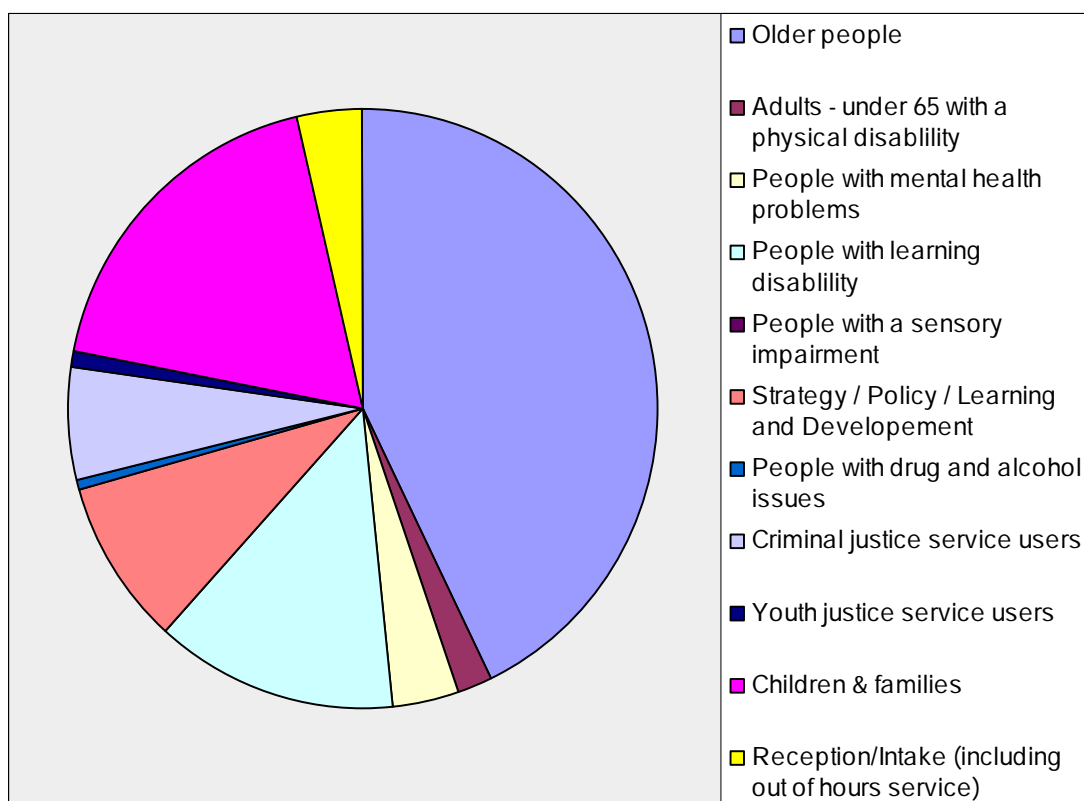
Background Information

Q1 What is your job type?



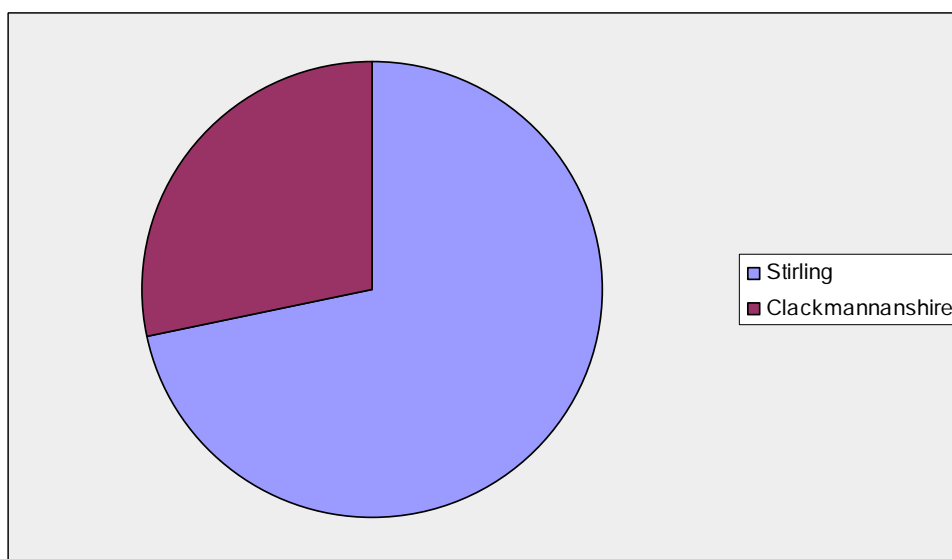
- Senior Manager 3.4%
- Manager - area team or residential 10.3%
- Fieldworker (qualified or unqualified) 28.9%
- Administrative or support staff 12.7%
- Residential care workers 8.8%
- Day care workers 8.8%
- Home help / home carer 14.2%
- Other manual staff 3.9%
- Other 8.8%

Q2 Which area of social work are you mainly involved in?



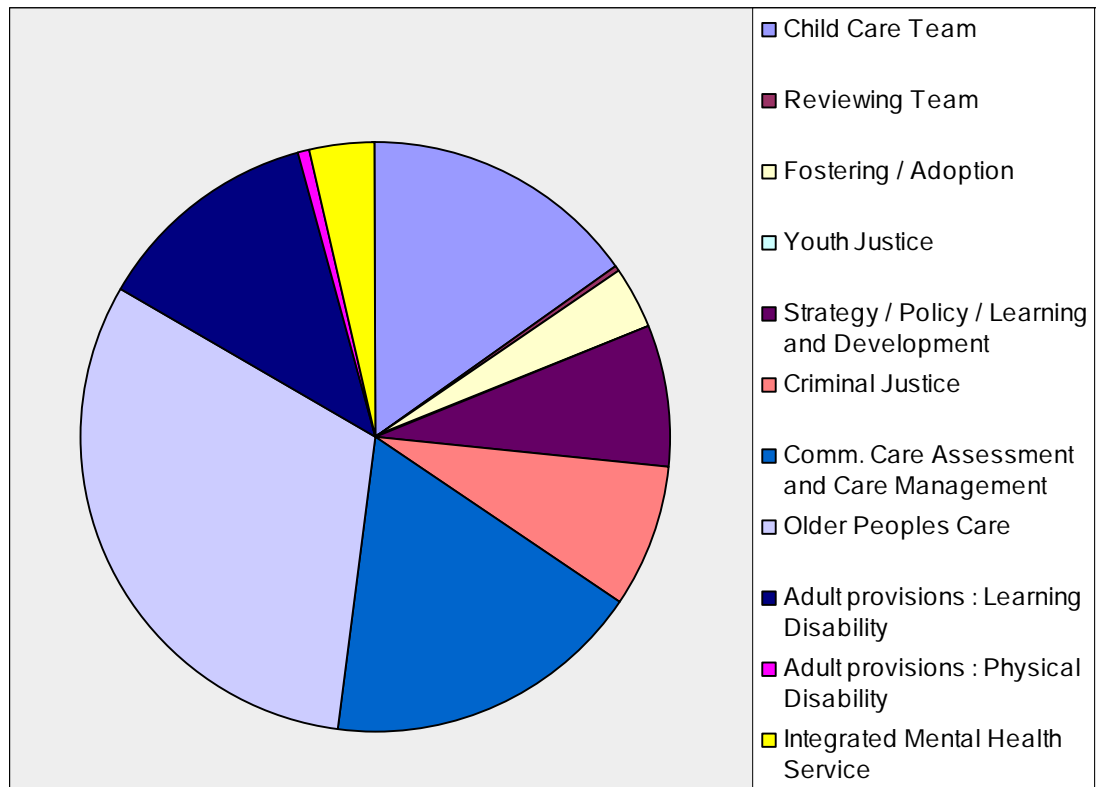
The majority of responses (42.8%) came from staff who work with older people. 18.4% of responses came from children and families staff and 13.4% came from staff who work with people with a learning disability.

Q3 Are you employed by Stirling or Clackmannanshire Council?



71.6% of respondents work for Stirling Council and 28.4% for Clackmannanshire Council.

Q4 Which area of service are you employed in?



The highest proportion (31.4%) of respondents are employed in older peoples care. Of the remainder:

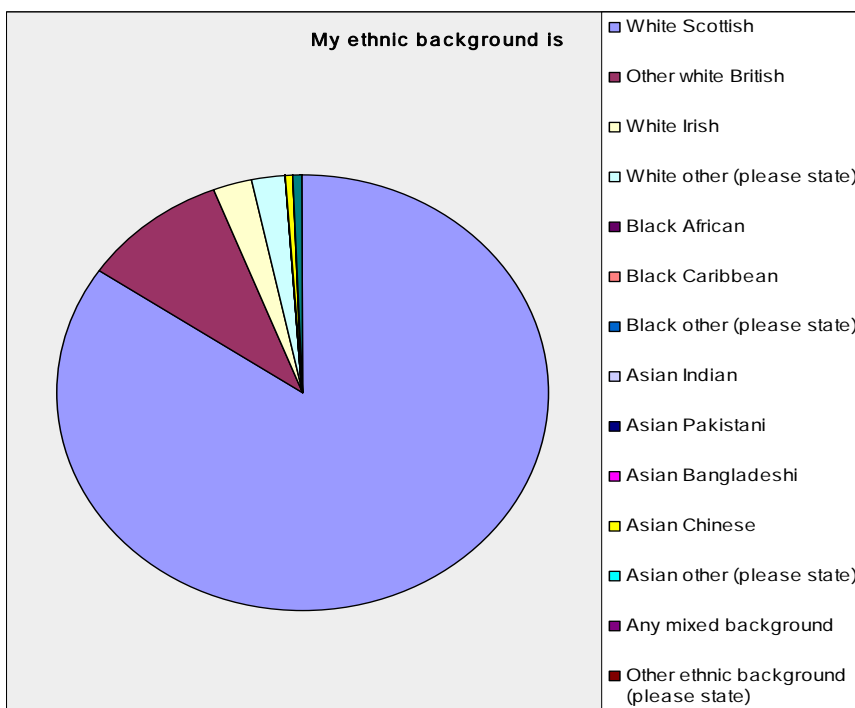
- 17.3% are employed in community care assessment and care management
- 15.2% child care
- 12.6% adult provisions - learning disability
- 7.9% strategy, policy, learning development
- 7.9% criminal justice
- 3.7% integrated mental health
- 3.1% fostering / adoption
- 0.5% reviewing team
- 0.5% adult provisions - physical disabilities

Q5 Number of Years in Social Work Employment



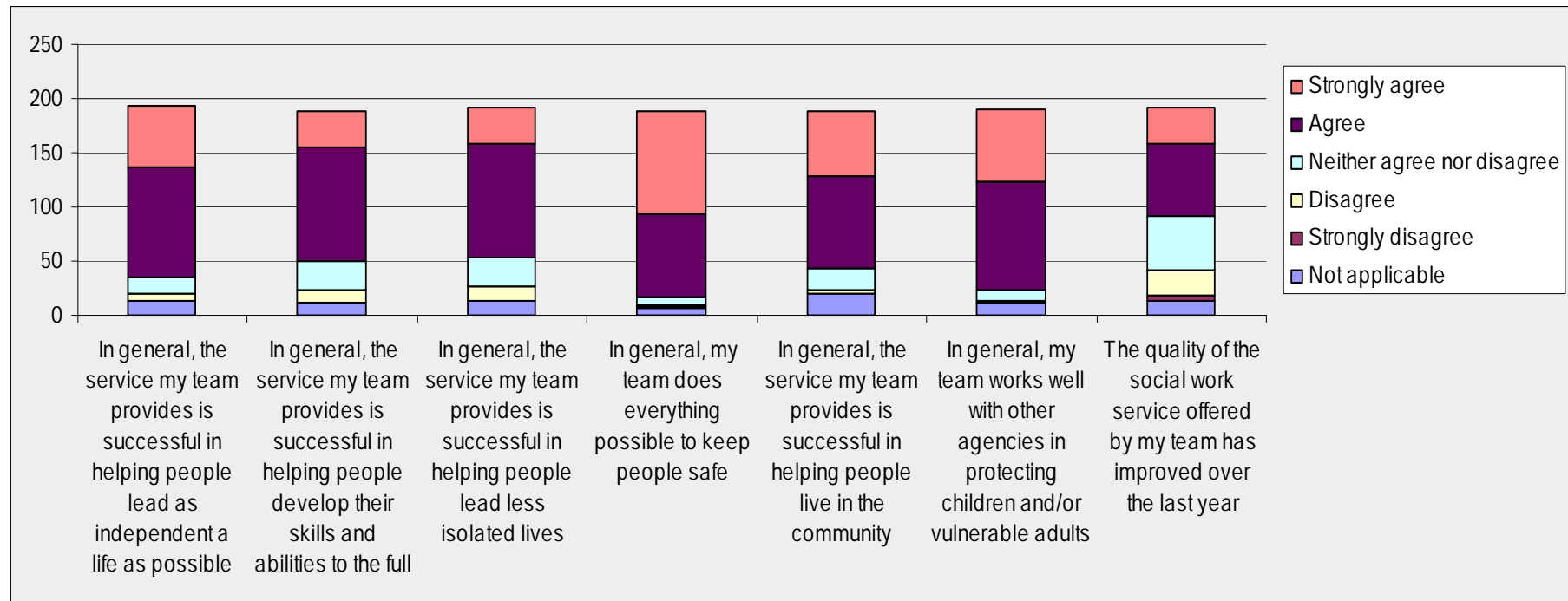
Over half of the respondents (54.1%) have worked in social services for 10 years or more. 26.3% have between 5 and 9 years experience, 11.2% have between 2 and 4 years experience and only 8.3% have worked in social services for less than 2 years.

Q6 Ethnic Background



The vast majority of respondents (84.5%) are White Scottish. 9.7% are other White British, 2.4% are White Irish and 2.4% consider themselves to be White Other. We have low representation of other ethnic group.

Q7 Outcomes Information



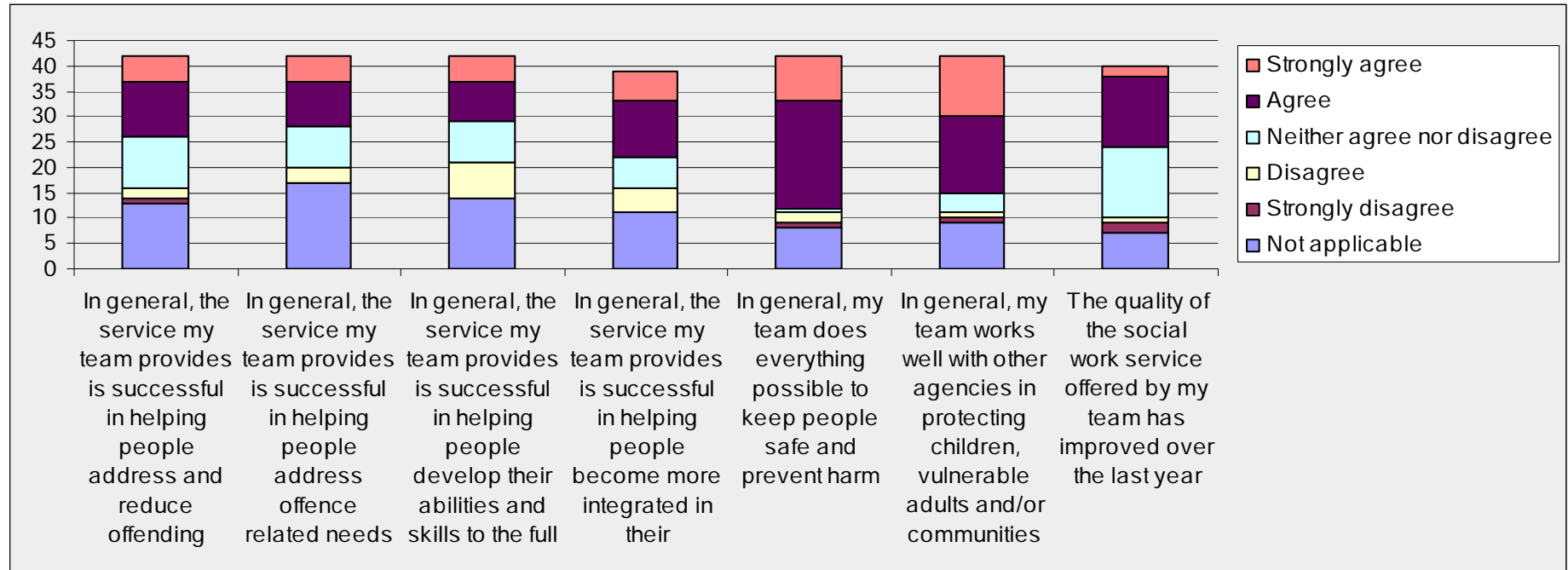
This question asked staff their views on achieving key outcomes. Criminal Justice staff skipped this question and moved on to question 8 which directly related to their area of work.

Key Findings. Of the staff responding to this survey:

- 82% agree or strongly agree that the service their team provides is successful in helping people to lead as independent life as possible. 4% disagree.
- 74% agree or strongly agree that the service their team provides is successful in helping people develop their skills and abilities to the full. 6% disagree.
- 72% agree or strongly agree that the services their team provides is successful in helping people to lead less isolated lives. 7% disagree.
- 91% agree or strongly agree that their team does everything possible to keep people safe. 2% disagree.
- 77% agree or strongly agree that the service their team provides is successful in helping people to live in the community. 2% disagree.
- 84% agree or strongly agree that their team works well with other agencies in protecting children and/or vulnerable adults. 2% disagree.
- Just over half (53%) agree or strongly agree that the quality of the social work service offered by their team has improved over the last year. A large proportion of respondents (26%) neither agreed or disagreed and 15% disagreed or strongly disagreed with the statement

This shows that teams are working well to provide good outcomes for our service users. However, a much smaller majority of staff agree that our service quality has improved over that past 12 months.

Q8 Outcomes Information for Criminal Justice

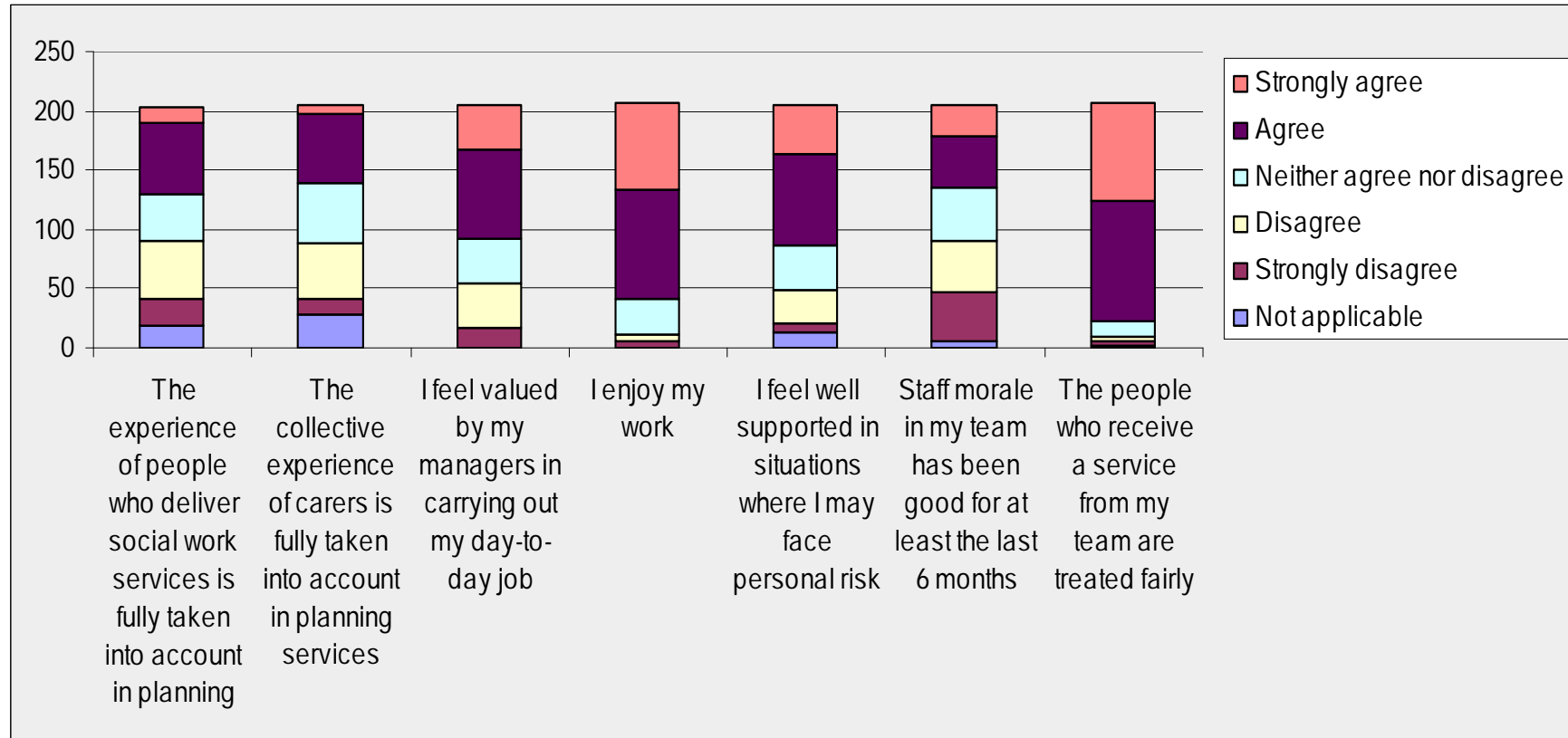


Note: Evidence from this question may not be a true reflection of the views of Criminal Justice staff. The number of responses received indicate that this question was completed by some staff who are not employed in criminal justice. Measures will be put in place to make the questionnaire clear next year.

Key Findings: Of the Criminal Justice staff responding:

- 38% agree or strongly agree that the service their team provides is successful in helping people address and reduce offending behaviour. This figure seems low but must be taken in context, as 31% felt this question was not applicable to them and 24% gave no opinion. Only 7% of respondents disagreed or strongly disagreed with the statement.
- One third (33%) agree or strongly agree that the service their team provides is successful in helping people address offence related needs e.g. addiction. The majority of respondents (41%) felt this question was not applicable to their work. 7% disagreed with the statement
- 31% agree or strongly agree that the service their team provides is successful in helping people develop their abilities and skills to the full. Again the majority (33%) felt this question was not applicable. 17% disagreed with the statement.
- 44% agree or strongly agree that the service their team provides is successful in helping people to become more integrated in their communities. 13% disagreed with the statement.
- 71% agree or strongly agree that their team does everything possible to keep people safe and prevent harm. 7% disagreed.
- 64% agree or strongly agree that their team works well with other agencies in protecting children, vulnerable adults and/or communities. 5% disagree and 21% felt this question was not applicable to them.
- 40% agree or strongly agree that the quality of the social work service offered by their team has improved over the last year. 35% gave no opinion either way and 8% disagreed.

Q9 Impact on People who use our Services and Other Stakeholders



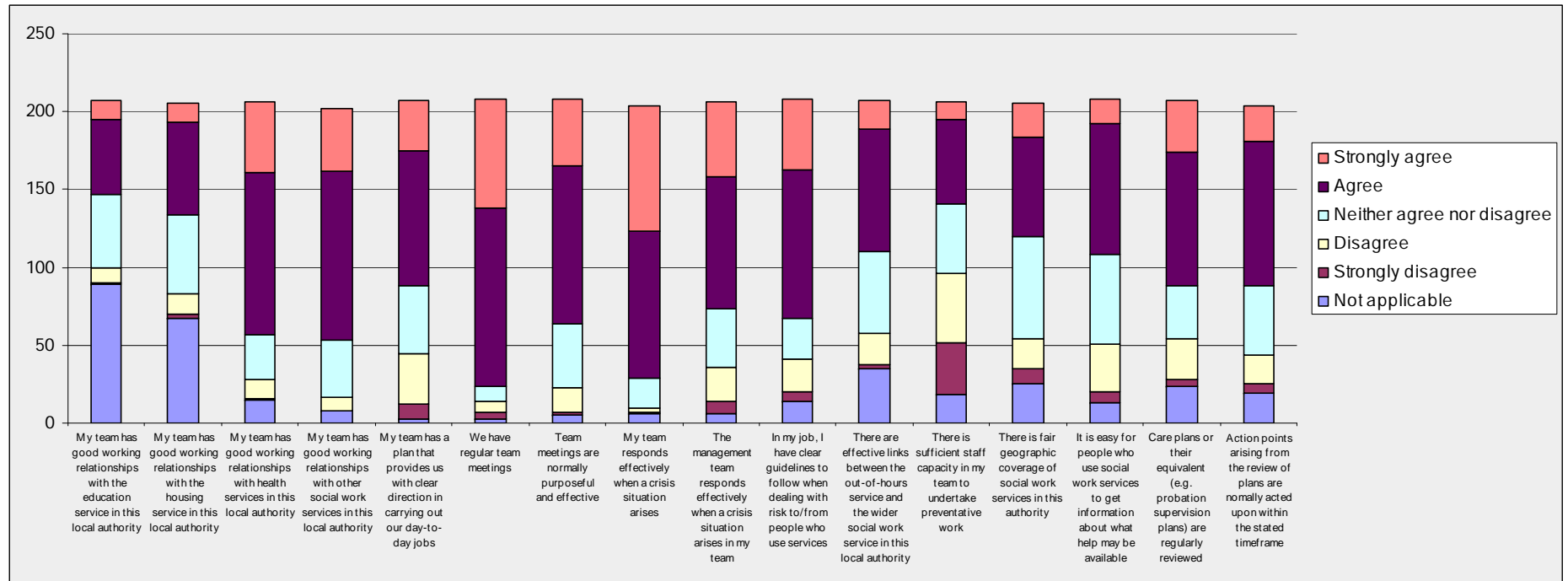
Key Findings: Of the staff responding:

- 36% agree or strongly agree that the experience of people who deliver social work services is fully taken into account in planning services. However, a similar proportion (35%) disagree or strongly disagree with this statement

- 32% agree or strongly agree that the collective experience of carers is fully taken into account in planning services. 29% disagreed or strongly disagreed
- 55% agree or strongly agree that they feel valued by their manager in carrying out their day-to-day job. 27% disagree or strongly disagree
- 80% agree or strongly agree that they enjoy their work with only 6% disagreeing or strongly disagreeing
- 57% agree or strongly disagree that they feel well supported in situations where they may face personal risk. 17% disagree or strongly disagree
- 34% agree or strongly agree that staff morale in their team has been good for the last 6 months. However, a larger proportion (42%) disagree or strongly disagree
- 89% agree or strongly agree that the people who receive a service from their team are treated fairly. 3% disagree.

The evidence shows that a high number of our staff enjoy their job and feel that our service users are treated fairly. However, current levels of staff morale are more concerning.

Q10 Delivery of Key Processes



Key Findings: Of the staff responding:

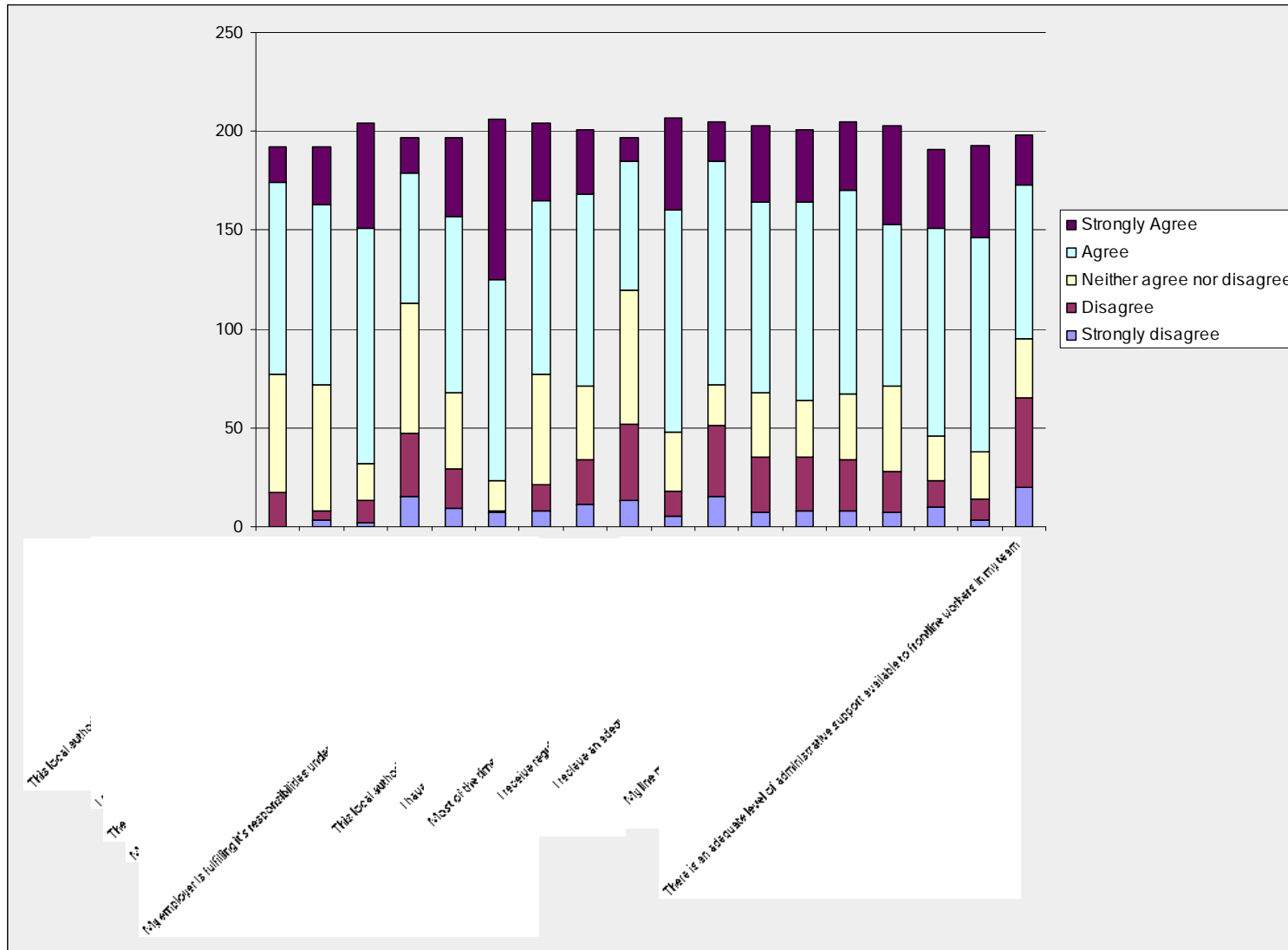
- 29% agree or strongly agree that their team has a good working relationship with the education service. Only 5% disagreed
- 35% agree or strongly agree that their team has a good working relationship with the housing service. 8% disagree or strongly disagree
- 72% agree or strongly agree that their team has a good working relationship with health services. 6% disagree
- 74% agree or strongly agree that their team has a good working relationship with other social work services. 5% disagree
- 58% agree or strongly agree that their team has a plan that provides them with clear direction in carrying out their day-to-day jobs. 20% disagree or strongly disagree
- 89% agree or strongly agree that they have regular team meetings. 5% disagree
- 69% agree or strongly agree that team meetings are normally purposeful and effective. 5% disagree.

- 86% agree or strongly agree that their team responds effectively when a crisis situation arises. Only 2% disagree
- 68% agree or strongly agree that they have clear guidelines to follow when dealing with risk to/from people who use services. 13% disagree or strongly disagree
- 47% agree or strongly agree that there are effective links between the out-of-hours service and the wider social work service. 11% disagree
- 32% agree or strongly agree that there is sufficient staff capacity in their team to undertake preventative work. However, a great proportion (38%) disagree with this statement
- 41% agree or strongly agree that there is fair geographical coverage of social work services. 14% disagree
- 48% agree or strongly agree that it is easy for people who use social work services to get information about what help may be available. 18% disagree
- 57% agree or strongly agree that care plans are regularly reviewed. 15% disagree
- 57% agree or strongly agree that action points arising from the review of plans are normally acted upon within stated timeframe. 12% disagree

The evidence shows that we have a good working relationship with Health and other Social Services but we need to work on building up relationships with Education and Housing.

Teams respond well to crisis situation but there are some staff concerns about the capacity to take on preventative work.

Q11 How Good is Our Operational Management?

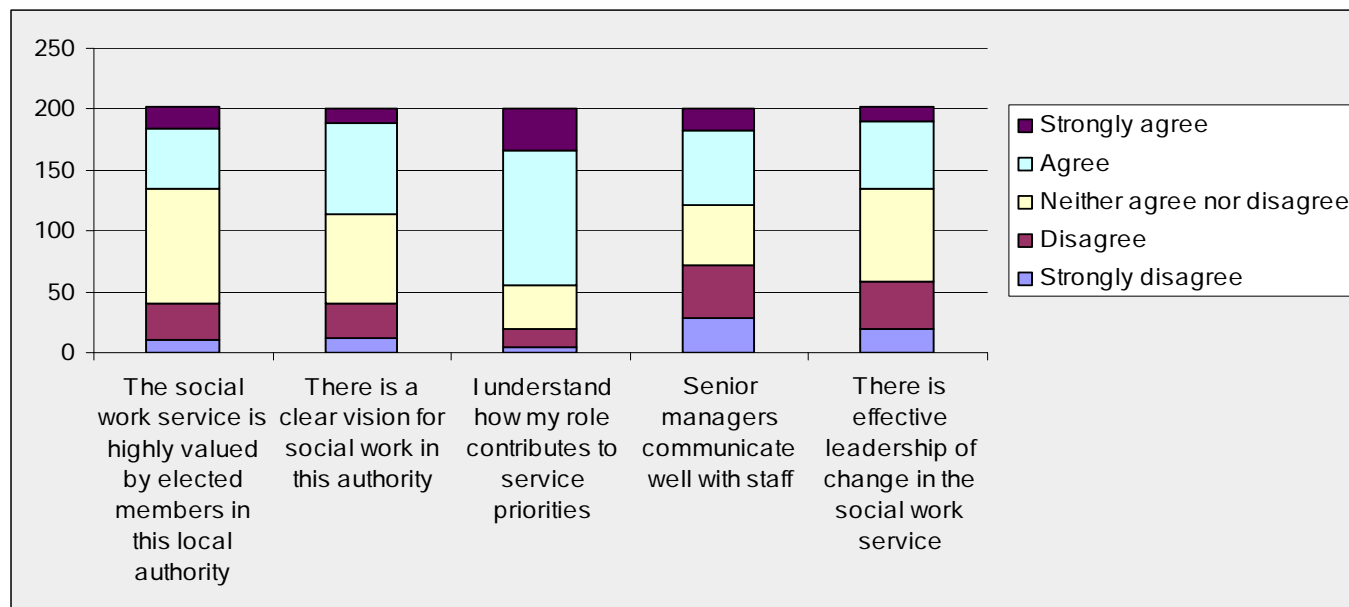


Key Findings: Of the staff responding:

- 60% agree or strongly agree that their local authority has a clear set of local social work priorities. 9% disagree.
- 63% agree or strongly agree that their team performs well against local service targets. 4% disagree.
- 84% agree or strongly agree that they are aware of the standards that they are expected to follow. 6% disagree.
- 42% agree or strongly agree that the annual appraisal system helps them improve the way they do their job. 24% disagreed with this statement.
- Two thirds (66%) agree that their employer offers flexible working practices which make their job easier to manage. 15% disagree.
- 89% agree or strongly agree that they are aware of their responsibilities set out in the Code of Practice for Social Service Worker. 4% disagree.
- 62% agree or strongly agree that their employer is fulfilling it's responsibilities under the Code of Practice for Employers. 10% disagree
- 65% agree or strongly agree that they feel empowered to do their job effectively. 17% disagree.
- Only 39% agree or strongly agree that their local authority is able to recruit sufficient staff in their area of social work. 26% disagree.
- 77% agree or strongly agree that they have received adequate training to fulfil the responsibilities of their job. 9% disagree.
- 65% agree or strongly agree that most of the time their workload is manageable within normal working hours. A quarter (25%) of respondents disagree.
- 67% agree or strongly agree that they receive regular supervision in line with minimum service standards. 17% disagree.
- A similar proportion, 68% agree or strongly agree that they receive an adequate level of supervision in undertaking their role. 17% disagree
- 67% agree or strongly agree that they are satisfied with the supervision they receive. 17% disagree.
- 65% agree or strongly agree that their manager demonstrates strong and inclusive leadership skills. 14% disagree.
- 76% agree or strongly agree that they are aware of their responsibilities with regard to financial matters. 12% disagree.
- 80% agree or strongly agree that they make best use of information technology in their day-to-day job. 7% disagree.
- 52% agree or strongly agree that there is an adequate level of administrative support available to frontline workers in their team. A third (33%) of respondents disagreed with this statement.

The evidence shows that staff are aware of the standards that they are expected to follow and their responsibilities set out in the Code of Practice. However, there are some concerns around recruitment, workloads and administrative support.

Q12 How Good is our Strategic Leadership?



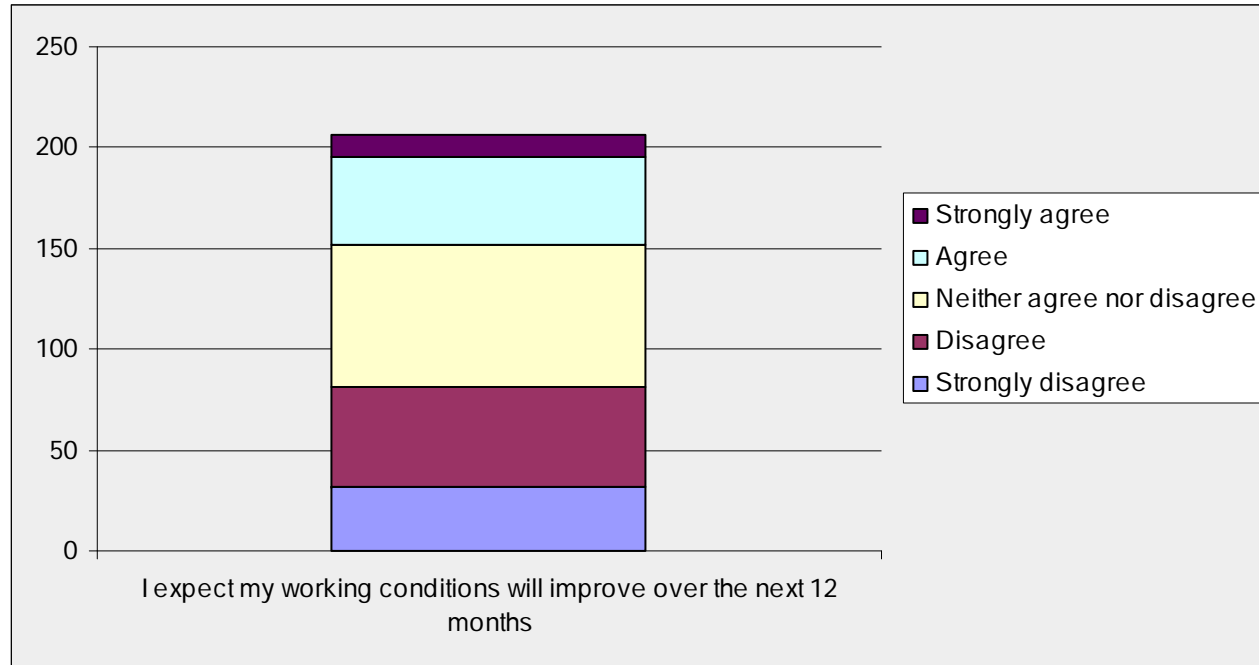
Key Findings: Of the staff responding:

- 34% agree or strongly agree that the social work service is highly valued by elected members in their local authority. Almost half (46%) of respondents gave no opinion and 20% disagreed.
- 43% agree or strongly agree that there is a clear vision for social work in their authority. Again, a high proportion (37%) gave no opinion and 20% disagreed.
- 73% agree or strongly agree that they understand how their role contributes to service priorities. 10% disagree.
- 40% agree or strongly agree that senior managers communicate well with staff. A quarter (25%) gave no opinion and over a third (36%) disagreed.
- A third of respondents (33%) agreed or strongly agreed that there is effective leadership of change in the social work service. 38% gave no opinion and 29% disagreed.

In general, staff can see how their role contributes to our service priorities but there are concerns about strategic leadership of change and communications.

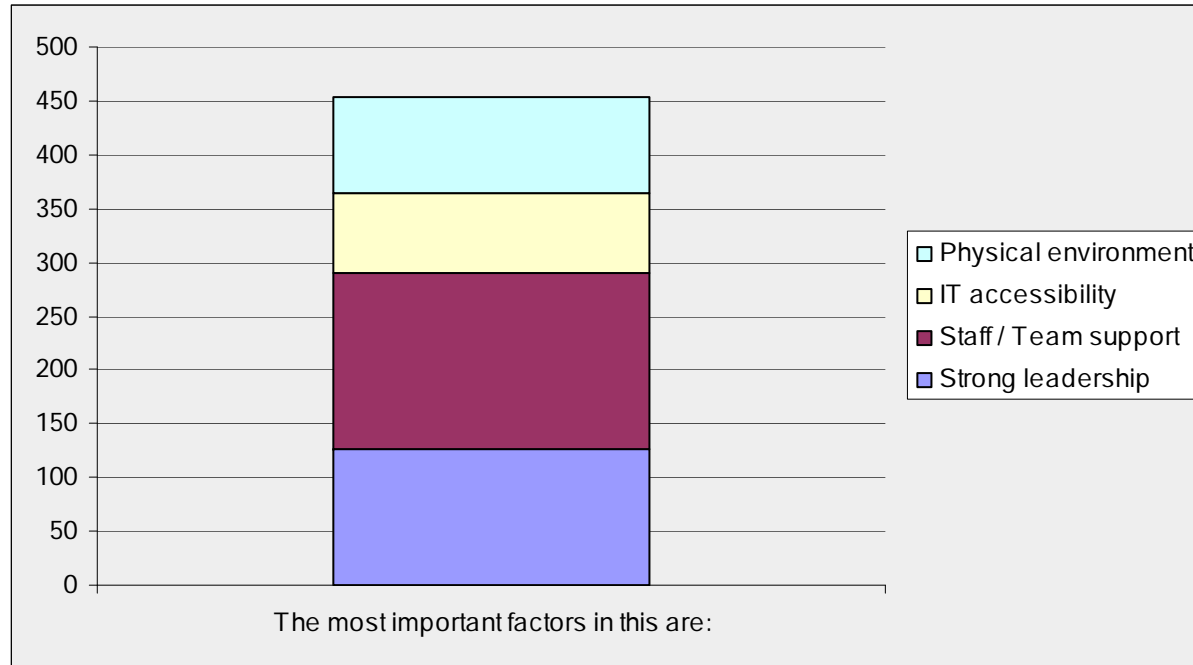
Q13 What is our Capacity for Improvement?

This question asked staff if they expected their working conditions to improve over the next 12 months:



The majority of respondents (39%) disagreed or strongly disagreed that they expected their working conditions to improve over the next 12 months. 35% gave no opinion and 26% agreed with the statement.

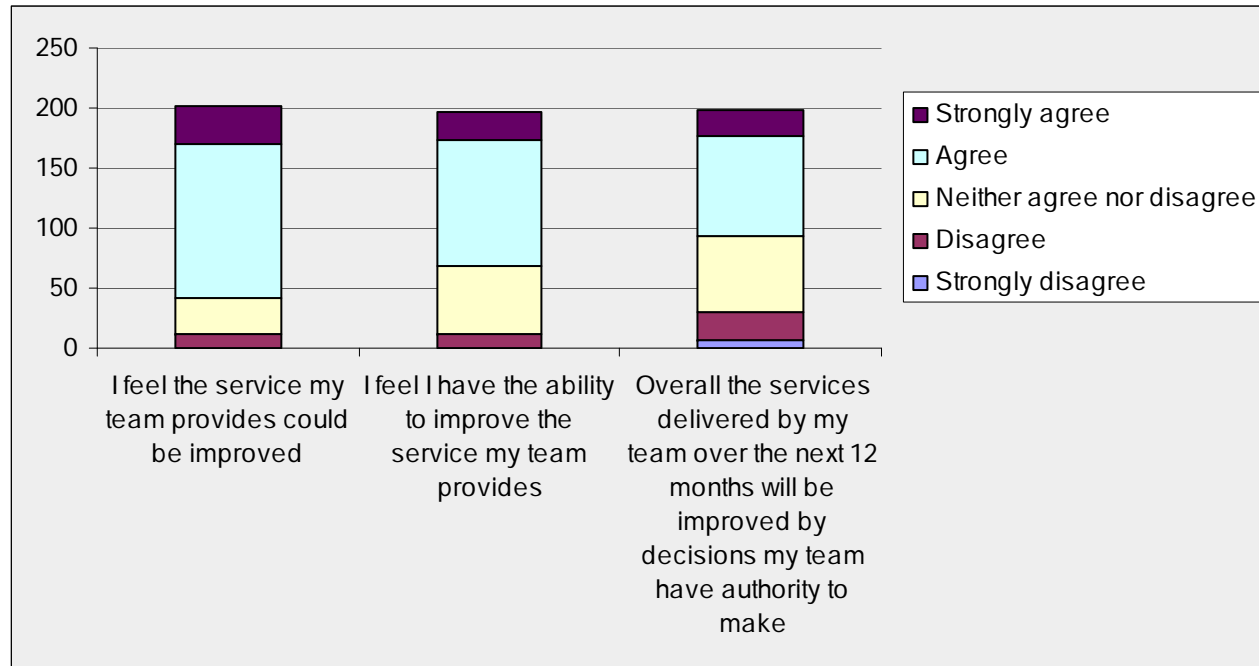
Q14 What are the most Important Factors in our Capacity for Improvement?



In this question staff could tick all options that they felt were important.

- 45% felt that the physical environment was an important factor
- 38% felt that IT accessibility was an important factor
- 83% felt that staff/team support was an important factor
- 65% felt that strong leadership was an important factor

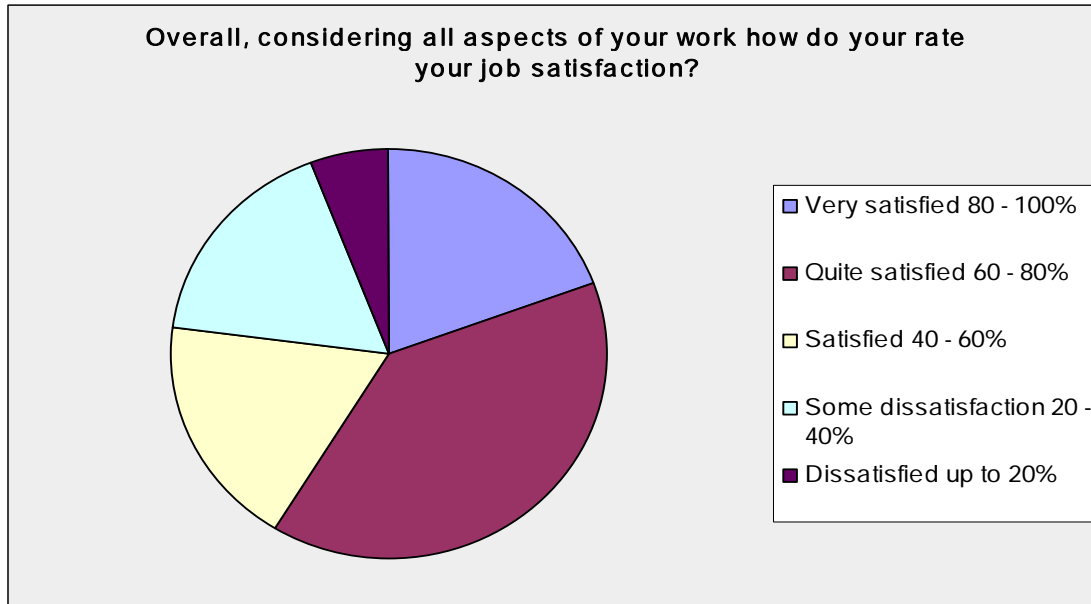
Q15 Further questions on our capacity for improvement:



Key Findings: Of the staff responding:

- 79% agree or strongly agree that the service their team provides could be improved. 5% disagree
- Two thirds of respondents (66%) agree or strongly agree that they feel they have the ability to improve the service their team provides. 6% disagree
- 53% agree or strongly agree that overall the services delivered by their team over the next 12 months will be improved by decisions that their team have authority to make. 15% disagree

Q16 Job Satisfaction



Key Findings: From the responses provided:

- 20% are very satisfied
- 39% are quite satisfied
- 18% are satisfied
- 17% have some dissatisfaction
- 6% are dissatisfied

Therefore, 77% of staff responding are satisfied with their job.

Staff Comments:

A total of 121 comments were made in the survey. These comments will be fed back to Service Managers and will help shape the staff engagement feedback action plan. The main themes emerging can be grouped together as follows:

- communication and listening to staff (21 comments)
- leadership / support / supervision (14 comments)
- positive feedback (14 comments)
- changes in how we provide services (10 comments)
- staff sickness / staff shortages (10 comments)
- IT issues (6 comments)
- terms and conditions / overtime (6 comments)
- accommodation moves (6 comments)
- building up working relationships (3 comments)
- future uncertainty (3 comments)
- training (3 comments)

Gillian Taylor

Policy, Planning and Performance

1/6/12

Report to: **Housing, Health & Care Committee**

Date of Meeting: **25 October 2012**

Subject: **Statutory Complaints Annual Report - Social Services
2011-2012**

Report by: **Acting Head of Social Services/Chief Social Work
Officer**

1.0 Purpose

- 1.1. This report presents the complaints activity within Social Services. The report outlines the number and nature of the complaints received and responded to by the Statutory Complaints Officer.
- 1.2. This information is reported as a matter of requirement to Committee on an annual basis.

2.0 Recommendations

- 2.1. It is recommended that Committee notes the position and trend over recent years.

3.0 Considerations

- 3.1. Social Work Services are required by statute to have a formal complaints system. This process is in addition to those issues dealt with internally by operational teams. Clackmannanshire Council meets this requirement through the recruitment of an officer whose role is to investigate these complaints at "arms length" from service delivery. The Complaints Officer reports directly to the Chief Social Work Officer.
- 3.2. It should be noted however, for information only at this time, that the Scottish Public Services Ombudsman has directed all Local Authorities to implement a new Complaints Handling process. At present social work is exempt from this, but a national Consultation is underway. Any changes to Social Work complaints would then have to be supported through legislative change.
- 3.3. To support the ongoing development of effective complaints management, the officers in Stirling and Clackmannanshire have begun to explore areas for collaboration and the sharing of good practice. A joint proposal to support shared services is in development.

- 3.4. The number of complaints received by the service remains comparatively low, and offers an indication of service quality and the ability of teams to manage issues at an early stage. In previous years there has been a reduction in stage 2 complaints investigated, however the complexity and time taken to conclude investigation has been increasing. This would suggest that only the most challenging and involved concerns are requiring formal attention which is appropriate.
- 3.5. There were five Stage 1 complaints against the service in 2011-12 (1 in Criminal Justice, 2 in Adult Care and 2 in Child Care) and no Stage 2 complaints recorded. This continues the trend experienced in recent years (see Appendix to this report) of reduced Stage 2 complaints.
- 3.6. Due to the low number of complaints, themes are difficult to identify, yet learning is absorbed into the service performance framework and addressed at team or service level. Disagreements in relation to assessments are an inevitability as personal and professional perspectives can of course differ, the low number of these issues escalating to stage two would again suggest positive management. Where poor service is identified the Complaints Officer will address this directly with the staff and management concerned.
- 3.7. Additional assistance has been offered to teams to support their efforts, this has been in the form of briefings outlining process and recording of complaints; thus offering consistent and accurate recording and allowing for analysis of trends.

4.0 Sustainability Implications

- 4.1. None.

5.0 Resource Implications

5.1. Financial Details:

There are no additional financial implications associated with this report.

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

5.3. Staffing:

There are no staffing implications associated with 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)

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/> |
| Our communities are safer | <input type="checkbox"/> |
| Vulnerable people and families are supported | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input type="checkbox"/> |
| The environment is protected and enhanced for all | <input type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | <input checked="" type="checkbox"/> |

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - Breakdown of complaints over last 6 years

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Elaine McPherson	Chief Executive	Signed: E McPherson

BREAKDOWN OF COMPLAINTS OVER LAST 6 YEARS

Year	Classification	Sub-Class	Number of complaints	Total Per Year	Within/Outwith Timescale
2010/11	Quality of service Policy Decision	Timely response and poor standard of practice Disagreement over assessment	2 1	3	Within agreed revised timescale Within agreed revised timescale
2009/10	Quality of Service Policy Decision	Poor standard of service delivery Disagreement with decision	2 1	3	1 ongoing Yes
2008/09	Quality of Service Policy decision Employee	Poor standard provided Disagreement with decision Attitude	4 3 3	10	Yes 2 within - 1 outwith Yes
2007/08	Quality of Service Employee Policy Decision	Poor standard of service Attitude Disagreement with service decision	3 2 1	6	2 within - 1 outwith 2 within 1 within
2006/07	Quality of Service Quality of Service Quality of Service Employee	Poor standard of service Timeliness of action Communication issue Attitude	4 1 4 4	10	Yes Yes Yes Yes
2005/06	Quality of Service Quality of Service Quality of Service Employee Employee	Poor standard of service Poor standard of service Communication issue Knowledge of subject Attitude	2 2 1 1 1	7	Yes No Yes No Yes

Report to: Housing, Health and Care Committee

Date: 25 October 2012

Subject: Clackmannanshire Housing Strategy 2012 - 2017

Report by: Head of Community & Regulatory Services

1.0 Purpose

- 1.1. This report seeks approval of the Clackmannanshire Housing Strategy (CHS) 2012 - 2017 which has undergone widespread consultation following approval of the draft Strategy by Council on 8 March 2012.
- 1.2. An update is included on the Housing Revenue Account (HRA) Financial Business Plan Review.

2.0 Recommendations

- 2.1. It is recommended that Committee notes and agrees the Clackmannanshire Housing Strategy 2012-17 for submission and subsequent approval by the Council.

3.0 Considerations

- 3.1. The Housing Strategy sets out the Council's strategic priorities for housing across all tenures in Clackmannanshire over a five year period and will be delivered in partnership with other agencies and services. This is a particularly challenging time for the housing sector, with economic recession, public sector financial pressures and welfare benefit reform all expected to impact on the local economy. This Strategy, therefore, needs to set clear policy objectives for tackling market failure and for providing housing subsidy and support to those who need it. A copy of the full strategy has been made available in Members' rooms.
- 3.2. The Housing Strategy 2012 - 2017, included in summary at Appendix 1, sets out:-
 - an overview of the housing system in Clackmannanshire,
 - how the Strategy contributes to the achievement of national housing priorities and wider social objectives set out in the Single Outcome Agreement and Community Plan,
 - the priorities for the Council and the key actions proposed,

- the outcomes expected, the actions required and indicators to establish how progress will be monitored.
- 3.3. A draft Housing Strategy, setting out the proposed priorities for the next 5 years, was approved by Council in March 2012. This contained the 8 Priority Themes. An 8 week public consultation period was carried out during May and June 2012 and the feedback received has supported and shaped this final version of the CHS. The themes agreed for consultation were;
- New Housing Supply- addresses the shortfall in affordable housing and the restrictions upon mortgage finance and restrictions for the housing construction sector,
 - Making Best Use of Existing Housing- tackling empty homes, delivering housing options and addressing housing size mismatch,
 - Homelessness- issues including housing demand for young single people, vulnerable people and addressing shortfalls in temporary accommodation,
 - Support for Independent Living- making Housing's contribution to "Reshaping Care for Older People" and delivering the requirements to assess and meet the support needs of those at risk of homelessness,
 - Specialist Housing- providing adequate interim supported housing solutions for young people, vulnerable people and specialist groups such as those with disabilities,
 - Energy Efficiency and Fuel Poverty- delivering the housing contribution to carbon reduction and tackling climate change, as well as identifying and assisting those at risk of fuel poverty,
 - Improving Neighbourhoods and Communities- working with communities and the Third Sector to agree and deliver community outcomes,
 - Housing Investment- meeting and sustaining the Scottish Housing Quality Standard, tackling private sector stock condition and agreeing the most effective approach to new affordable housing through the Strategic Local Programme.
- 3.4. The draft was widely publicised and copies made available at all Council public buildings, links e-mailed out to stakeholders and updates issued on Facebook, Twitter and on Clacksweb. An online survey was used to help gather responses and staff attended local events and gala days to gather further views using paper questionnaires.
- 3.5. This resulted in 149 completed questionnaires which, along with comments collected from workshops, were collated and set out in the full consultation report which illustrates our response to the comments received. Many hard to reach groups were individually consulted, including carers and disability groups and other vulnerable client groups. All comments and feedback have been considered and taken account of in the Strategy where appropriate.
- 3.6. It is important to check there is support for the priorities set out in the CHS. The questionnaire asked if people agreed with our priorities and the overwhelming response was that they did, as shown below. Making best use

of the housing we already have, energy efficiency and fuel poverty and improving neighbourhood and communities were the most popular priorities, with homelessness, support and specialist housing ranking the lowest, although still receiving strong agreement overall. There is a clear need to address awareness of more complex issues such as homelessness.

Priority	Strongly agreed/ agreed %	Neither agreed/ disagreed %	Strongly disagreed/ disagreed %
New Housing Supply	86	10	4
Best Use of Existing Housing	96	1	3
Homelessness	74	16	10
Support for Independent Living	80	16	4
Specialist Housing	82	15	3
Energy Efficiency and Fuel Poverty	94	4	2
Improving Neighbourhoods and Communities	93	6	1
Housing Investment	89	8	3

Source: CHS consultation draft strategy survey monkey

- 3.7. Each of the 8 priorities has a set of key actions proposed to address the issues and help to achieve the overall outcome we are looking to deliver. The full Clackmannanshire Housing Strategy and associated Consultation Summary and Outcomes Monitor will be placed in elected member group rooms.
- 3.8. The draft Strategy was endorsed by the Clackmannanshire Alliance on 7 September 2012 and partners agreed that the ongoing development and monitoring of the Housing Strategy will be incorporated into the community planning framework. It is important that the CHS has a partnership approach and this will give an opportunity for the Strategy to receive commitment from key strategic partners and for the detailed action plans to deliver the priorities to be jointly developed.
- 3.9. The Strategy will be monitored and updated annually, enabling us to review any major changes in legislation or statistical evidence, monitor progress and to amend or add key actions as required. The process of annual updates was adopted over the life of the previous Strategy and proved to be very successful.
- 3.10. The CHS will be formally assessed through a peer review, by 2 other local authorities, against the guidance criteria. This will be co-ordinated by the Scottish Government and feedback on the CHS will be signed off by the Scottish Government and peers.

4.0 Housing Revenue Account (HRA) Financial Business Plan Review

- 4.1. As reported at the Special Council meeting in February 2012 the Housing Revenue Account (HRA) financial business plan will be developed for the next five years to 2017/18 during 2012/13. This will take into account the recently completed house condition survey, changes in the legislative landscape and tenants' priorities. Throughout the review process, tenants will continue to be consulted and their views taken into consideration.
- 4.2. Aligned with the consultation on the CHS, tenant priorities for the Council's landlord service were consulted on during May and June. The results from the consultation included the following top priorities;
 - increased resources to deal with anti social behaviour,
 - make best use of existing stock,
 - provide more Council houses,
 - improve neighbourhoods,
 - rent for Council homes to remain affordable and stated a preference not to contribute to new build with higher rental charges.
- 4.3. As part of the business planning process, we are considering each of the priorities and modelling how we may be able to deliver them. This modelling includes looking at standard assumptions and expected efficiencies in repairs and maintenance, supervision and management, direct overhead apportionment and central support provision. The formal consultation with tenants will include rental options which will be in line with outcomes 14 and 15 of the Scottish Social Housing Charter (rents and service charges). Therefore, we will seek to ensure a balance is struck between the level of services provided and the cost of delivering the service.
- 4.4. Our current and expected investment expenditure profile requires to be re-aligned with anticipated revenue generation. This includes our on-going commitment to the Clacks Standard and the introduction of higher energy efficiency standards. The full life cycle position of the 30 year plan will be outlined to tenants when making their rental and service priority decisions. This will include the independent verification that the Clackmannanshire Tenants and Residents' Federation will have carried out prior to the model and options being agreed.
- 4.5. The final consultation will be done by Housing Services and Strategy and Customer Services, to ensure that a statistically proportionate sample of tenants reply to the questionnaire. Our approach will include writing to each tenant with a small information booklet outlining the current financial position of the HRA with a questionnaire to post back. We will also be facilitating drop in sessions in the main settlement areas for tenants and the community to hear the proposals and ask questions of officers on the plan. To ensure quick and fair access for the wider customer and community base, the consultation will be marketed throughout by the use of Clacksweb, social media and local media.
- 4.6. The results of this community engagement will be analysed and included in the modelling of the Housing Revenue Account Financial Plan for 2013-2018 which will be presented to the Housing, Health and Care Committee by the end of the financial year.

5.0 Sustainability Implications

- 5.1. The CHS works across a range of key sustainability priorities. The delivery of new affordable housing and land use priorities will be in line with those policies and targets set out in the forthcoming Local Development Plan. In addition, the CHS will make a commitment to meeting the requirements of the Climate Change (Scotland) Act 2009 through energy efficiency and carbon reduction measures for residential housing.
- 5.2. The CHS has been subject to the Strategic Environmental Assessment (SEA) process.

6.0 Resource Implications

- 6.1. The implementation of the Clackmannanshire Housing Strategy will require resources, both staffing and financial, across the partners involved in the delivery of the key actions. It is to be assumed that the 8 key priorities will be delivered within partners' existing resources. These will be identified through the detailed action planning which will be agreed through the Alliance's monitoring of the Strategy.
- 6.2. Fuller information on resource requirements is included in specific detail in the following documents:
- 6.2.1. National Housing Trust proposal (Council 16th Aug 2012),
- 6.2.2. The Strategic Housing Investment Plan 2012 (Housing Health and Care Committee 23rd Aug 2012),
- 6.2.3. Clackmannanshire Council GF Budget Strategy Update 2012/13 (Council 11 October 2012),
- 6.2.4. Clackmannanshire Council HRA Financial Business Plan review 2013- 2018 (due for completion by March 2013).
- 6.3. *Financial Details*
- 6.4. 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 ✓
- 6.5. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ✓

7.0 Exempt Reports

- 7.1. Is this report exempt? Yes (please detail the reasons for exemption below) No ✓

8.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011** (Please double click on the check box)

The area has a positive image and attracts people and businesses	✓
Our communities are more cohesive and inclusive	✓
People are better skilled, trained and ready for learning and employment	✓
Our communities are safer	✓
Vulnerable people and families are supported	✓
Substance misuse and its effects are reduced	✓
Health is improving and health inequalities are reducing	✓
The environment is protected and enhanced for all	✓
The Council is effective, efficient and recognised for excellence	✓

(2) **Council Policies** (Please detail)

9.0 Equalities Impact

9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

10.0 Legality

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

11.0 Appendices

11.1 Appendix 1: Clackmannanshire Local Housing Strategy summary.

12.0 Background Papers

12.1 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

Housing Need & Demand Assessment, 2011
National Housing Trust proposal Council 16/08/12,
Strategic Housing Investment Plan (SHIP), Housing Health and Care
23/08/12,
Clackmannanshire Housing Strategy 2012/17 (full strategy document)

Author(s)

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Approved by

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Elaine McPherson	Chief Executive	Signed: E McPherson

**Clackmannanshire Housing Strategy
2012 - 2017**

Summary

Introduction

In consultation with key partners, we have prepared a new Local Housing Strategy to cover the 5 year period from 2012-2017.

The Strategy has been developed using evidence from research carried out including:-

- the full assessment of current and future housing need in the Housing Need and Demand Assessment (HNDA) 2011
- private (2009) and public (2010) sector stock condition surveys which show the physical quality of our housing stock
- wide consultation of key stakeholders and the public to obtain views on local housing issues

Housing is more than simply bricks and mortar. It is central to economic growth and development. It shapes communities, defines independence and good housing is fundamental to quality of life. There has rarely been a more challenging time to shape future housing policy, with the economic downturn having a massive effect on housing across all tenures. Our Housing Strategy has two distinct goals: -

- Creating an effective housing system
- Tackling social justice issues, such as the effects of poverty, age and disadvantage

Our vision for the future

Every household in our area should have access to a good quality and affordable home, with advice and support services that meet their needs.

Our Priorities

- New Housing Supply
- Best use of Existing Housing
- Homelessness
- Support for Independent Living
- Specialist Housing
- Energy Efficiency and Fuel Poverty
- Improving Neighbourhoods and Communities
- Housing Investment

The main issues for the housing system in Clackmannanshire:-

- Demand continues to grow as household numbers rise
- Need for affordable housing is increasing as more people are unable to afford housing
- Lack of available finance for housing developers has meant a major reduction in new house building
- Lack of available finance for individuals has reduced the first time buyer market and made it difficult for homeowners to move
- Lack of choice in the market, especially affordable housing
- The house sizes we have do not fit with the sizes needed

Housing and Poverty

The recession has had a big impact on poverty. More people of working age are unemployed, more young people are unemployed and more people are in low paid jobs than was the case a decade ago. Almost half of all people in social housing in Scotland are in low income households compared to only one in seven in other tenures, showing a clear link between poverty and social housing.

Suitable housing is just one of many essential services that local authorities need to provide for low income households. There is a wider agenda to tackle poverty and the root causes, which will require a partnership approach involving various services including housing, social services, health, education, employment and voluntary services.

Welfare Reform

The effect of welfare reform will be that incomes will be reduced for many households. More than three quarters of the claimants of housing benefit will be affected. We may see an increase in the waiting lists for social housing, as households find it difficult to afford private rental properties, or are living in houses that are bigger than their family requires. This could put even more pressure on the housing system to supply smaller properties.

Consultation

We have put a great deal of effort into consultation exercises to help the strategy to reflect the views of our stakeholders and the general public. The draft Strategy was circulated widely and various events and a questionnaire helped us to get a good contribution to the Strategy. There was overall agreement to the priorities and the direction proposed for the future.

Resources

The Council and partners need to find new and innovative ways of funding new development, including how we work with the private developers and financiers to enable delivery of affordable housing. Partnership working is crucial to success and this needs to be developed to maximise the resources available.

Monitoring and Evaluation

The Alliance community planning framework will develop, monitor and evaluate progress of the Strategy. We will update the Strategy annually, enabling us to review any major changes in legislation or statistical evidence, monitor progress and to amend or add key actions as required. The Outcome Monitor shows the key indicators we will use to measure and track progress.

New Housing Supply

Outcome

Quality affordable housing is maximised.

Evidence from the Housing Need and Demand Assessment (HNDA) shows that we need more homes to meet the future growing population and smaller household sizes. Over the next 10 years, our research shows that we need to provide an additional 5,724 properties - 3/4 affordable and the remainder for sale on the open market. The current Local Plan and Land Audit shows an averaged 10 year planned supply of 1,730 market and 310 affordable houses, which is well below the HNDA requirements.

New Housing Supply Target

Although we have plans to provide additional affordable housing through purchasing existing properties to supplement new build, the need for affordable housing will continue to be greater than overall supply over the course of the Strategy and the Local Development Plan (LDP). The HNDA shows a need for 454 affordable and 118 private houses each year. In the current climate, this is not considered to be realistic and achievable - over the past 10 years annual affordable housing completions have averaged 30 units and private house building has reduced by 94% between 2006 and 2010, with only 26 new private houses completed in 2010/11.

The new housing supply target, taking into account wider economic, social and environmental factors, will be picked up in the LDP. The preferred option in the short term is to target the Land Audit figures, aiming to complete around 173 new private and 31 affordable houses each year. The backlog of households in housing need is likely to continue to rise as a result of the requirements not being met.

Particular Issues

The profile of the private sector is predominately large, family homes, with less choice for smaller households, such as first time buyers and older people. There is also a particular need for both small and large houses in the social sector.

We will look to planning policy, council owned land, income from council tax discount and partnerships with private developers to kick start a programme of affordable housing. The provision of affordable housing will be focused in the areas where there is sufficient educational capacity, to allow developer contributions to be targeted to the provision of affordable housing.

The Council will look at ways to help kick-start the market and help people to access home ownership through, for instance, land deals or mortgage indemnities.

Key Actions

- Continue to develop and implement innovative and flexible models for providing cost effective new housing
- Maximise the amount of housing, including affordable housing
- Optimise the Council's new build programme
- Work with Housing Associations to deliver new affordable housing and maximise funding from all sources
- Promote and increase low cost home ownership schemes with public funding or private developer cross subsidy
- Develop a flexible Affordable Housing Policy including commuted sums, with a settlement focus to maximise developer contributions towards affordable housing
- Promote central development sites, including Council owned, for housing in Alva, Tullibody and Tillicoultry

Best Use of Existing Housing

Outcome

The housing we already have is optimised and effective in providing choice and meeting need.

We need to boost the supply of new housing, but also make best use of existing housing to ensure we can cater for the diverse needs of the growing number of households.

Housing Mismatch

Household sizes and property sizes are not evenly matched - there are a number of empty, under-occupied or over-crowded properties in all tenures. We need smaller homes across the board and larger properties that are affordable. In the social rented sector, we can encourage those living in homes which are too big for them to move to smaller properties and we will purchase market housing to boost our social stock.

Improved Housing Options

A 'Housing Options' approach will enable us to meet housing need with a wider range of solutions, which will help us to use stock more effectively. Giving information and advice on housing in a person-centred way aims to allow people more control over their choice of tenure, depending on their own circumstances. We need a diverse housing system so that people have more choice - developing home ownership and private rented sector options for people who have reasonable incomes but who are unable to afford the full cost of market housing.

Empty Homes

It is important that owners are persuaded to bring empty properties back into use. Town centres are of particular concern - over one quarter of all homes in Alloa town centre are long-term vacant. We will explore setting up Housing Renewal Areas and develop a range of options to encourage owners and private landlords to improve the condition of their properties, ensuring they are brought back into residential use.

Private Renting

The private rented sector has an important role in providing housing for people who would previously have looked to the social sector or home ownership to meet their needs. We need to help people move into private renting and continue to work with private landlords to ensure that the housing and management provided is of a high standard.

Changes to stock - conversions and adaptations

We will consider the scope to alter properties to better suit demand through extending smaller properties to tackle overcrowding, perhaps through loft conversions, and conversion of two bedroom properties to smaller units for the rising number of single households.

Key Actions

- Introduce a Housing Options service
- Review the allocations policy considering downsizing, mutual exchange and choice based letting
- Introduce incentives where required for tenants to move from larger to smaller properties
- Maintain a programme to bring private sector empty homes back into use
- Maintain a programme to purchase existing housing for social stock
- Consider options to better match social sector property sizes to demand
- Work with private landlords to maximise the number of private lets available for households in need, including private sector leasing and deposit guarantees
- Improve quality across the private rented sector, encouraging training and accreditation

Homelessness

Outcome

Homelessness is reduced and homeless and potentially homeless households have access to effective and appropriate housing options.

The last 10 years has seen many changes to our homeless legislation which have had a significant impact on homeless service provision. Despite progress made through the Joint Health and Homelessness Strategy over the last few years, the impact of homelessness is significant and the cost to the Council alone in 2011/12 was just over £3 million, with temporary accommodation costing around £900,000.

Over the last seven years homelessness presentations have reduced significantly from a peak of 1,157 in 2005/06 to 710 in 2011/12. Presentations remain high as a proportion of the population and early intervention and support to prevent homelessness is crucial. The number of households assessed as homeless, and to whom we have a duty to provide accommodation, continues to increase, to 501 households in 2011/12. This is set to increase further as, from the end of 2012, the Council has to provide settled accommodation for all homeless households who are not intentionally homeless or have no local connection. This will be achieved but, given the competition for the limited stock of social rented housing, will be an ongoing challenge.

The demand for temporary accommodation has been growing each year, to over 300 households. The trend is for fewer permanent vacancies becoming available in social housing each year, so households in temporary accommodation are waiting longer to be re-housed. We need more temporary and permanent units to meet continuing demand.

Key issues for Clackmannanshire

- We have a high number of people assessed as homeless (the majority of whom are single households) and to whom we have a duty to provide settled accommodation. However there is not enough affordable housing of the right size and type in either the social or private rented sectors to meet their needs
- We have high levels of youth homelessness with 44% of all applications from people under 25 years, an increasing number of whom require support to sustain their tenancy
- The Housing (Scotland) 2010 Act will require us to assess and provide support to households applying as homeless, putting pressure on current support provision
- Use of temporary accommodation is increasing. Over the last year we have seen an overall increase of 5% in use and a 14% increase in length of stay in temporary accommodation, highlighting a shortage of permanent accommodation available
- Alternatives to B&B need to be found as this continues to be used to accommodate single people, many of whom are young and vulnerable

Key Actions

- Deliver a detailed homelessness Action Plan with partners
- Develop homelessness prevention activities, such as mediation, debt counselling and assessment of support needs
- Increase the supply of temporary and interim accommodation through newbuild, purchasing off the shelf, private renting and stock conversions
- Continue our commitment to deliver new models of supported accommodation for young people and single people, including shared tenancies and concierge support
- Implement the plan for the reduction of B & B use

Support for Independent Living

Outcome

Those requiring assistance to live independently at home have access to effective housing support.

Housing support services enable people to live independently and safely in their own home, maintaining their independence, avoiding tenancy failure and preventing homelessness.

Partnership Working

Partners must work together to ensure integrated planning, assessment, commissioning and delivery of quality services for those who need support. An important area for development is linked IT systems and agreements to enable information to be shared more easily.

Older People

People are living longer and this will put increased demands on services. Over all tenures, the annual amount of public money spent on adapting homes to make them more accessible is around £750,000. We will look closely at working practices to see if these services can be delivered more efficiently. In addition to this, the Council will provide the additional Telecare services which will be required over the coming years.

'Reshaping Care for older people' is aimed at supporting older people to live independently in their own home, for as long as they are able and wish to do so. Council, Health and voluntary sector colleagues will work to establish how the national 'Change Fund' can be best used to provide services for our older people. Care and repair services have traditionally provided support to older people and those with a disability living in the private sector. Following a review, the previous service has ended and the Council has undertaken, in the context of Reshaping Care and joint service delivery with Stirling Council, to redesign a service which will deliver local priorities and value for money.

Vulnerable Young People and Tenancy Sustainment

Many young people need help with basic living skills, including budgeting and cooking. Some also need support with mental health, alcohol and drug related issues. A high number of young people who have a tenancy end up leaving within the first year. The Housing Management service has established an initiative to work directly with young people coming through the care route, to ensure they receive support to sustain their tenancy and live independently.

We are well placed to respond to the Housing (Scotland) Act 2010, which places a duty on local authorities to assess and provide housing support needs for people who are homeless or threatened with homelessness. With the rise in the number of people with multiple and complex needs, the delivery of support will remain a central priority in the coming years.

Our newly developed Intensive Tenancy Management approach includes an assessment of vulnerability and early identification of a person's support needs and potential risks to the tenancy. More intensive support will be targeted to help those most at risk of failure to sustain their tenancy, reducing the number of abandonments and preventing homelessness.

Key Actions

- Improve current referral processes and information sharing between services
- Improve joint working for young people leaving care, for example: improved referral processes, risk assessments and information exchange
- Identify people at risk of tenancy failure and put in place support package
- Launch a redesigned care and repair service

Specialist Housing

Outcome

People have access to specialist or adapted accommodation where there is an assessed need.

Specialist housing enables people who need help and support to live independently in a setting which meets their need, ranging from mainstream housing with major adaptations to housing for specific client groups such as housing with care for older people. Most of what we have is provided by the Council and housing associations and is predominantly for older people. We need to increase provision for other client groups identified as being in need and whose numbers are increasing. In particular:-

There are few places for people with mental health issues and young people. We have a high number of young people requiring accommodation, many of whom require help to sustain their tenancy - around one fifth lose their tenancy within twelve months. We also have young people coming through the care system who have high tenancy failure rates. Interim supported accommodation, where people can learn necessary life skills, will reduce tenancy breakdown.

We have seen an increase in the number of people with learning disabilities who are older, living with elderly carers, never having lived on their own and who may have more complex needs associated with their age and who will need appropriate accommodation.

Further close working with Social and Health services is required to define need, identify gaps in supply, deliver the right type of housing required and improve communication to ensure a co-ordinated approach to assessment of housing need. With Health and Social Care integration and the shift to community based support, we will agree models of accommodation that allow independence with support onsite or nearby.

Information on what type of housing is available and how it can be accessed should be clear so that people can make a more informed choice on what is best for them. This will be reviewed jointly with partners.

As a statutory requirement, adapting housing in both the public and private sectors will be an ever increasing priority and a challenge to resource. With the growing demand for adaptations there is an increasing cost and complexity of adapting existing housing. We are faced with substantial costs for redesigning existing houses, often requiring extensions to deliver the extra space needed, and consideration needs to be given to the policy of adaptation compared with relocation. Our adaptations process and service, for both public and private housing, will be reviewed this year. This will consider the shared Social Services arrangements with Stirling Council and streamlining of procedures to make the service more efficient and effective.

For Scottish Gypsies and gypsy/travellers, planning policy dictates that suitable locations for sites should be identified where need is demonstrated. We do not provide any short-stay halting sites, having assessed there is currently no need for such sites but will keep this under review and prepare planning policy on transit or private owned sites accordingly.

Key Actions

- Define the need for specialist housing within first year and agree best way to supply gaps in provision
- Deliver specialist housing on all appropriate new housing developments
- Review the adaptations service across all tenures
- Keep gypsy/traveller needs under review and develop the policy on small sites through the LDP

Energy Efficiency and Fuel Poverty

Outcome

Energy efficiency is improved and fuel poverty and carbon emissions are reduced across all tenures.

Energy efficiency is a priority because of its impact on individual households and their quality of life, and because of the damaging effect on the environment. Domestic, or household, energy use accounts for around 30% of all carbon emissions so it has a significant role to play in tackling climate change. Targets and progress, with opportunities for working with the private sector, will be monitored through the Affordable Warmth and Home Energy Action Plan.

Improving Energy Efficiency

All social housing will meet the Scottish Housing Quality Standard by 2015 and more focus will be given to private housing, where the overall standard for energy efficiency is lower. Homeowners, including private landlords, are often unaware of the poor energy ratings of their properties and targeted information and advice to highlight energy issues and potential assistance available, such as the Green Deal, will help to improve this area. The Council will engage with partners to improve energy efficiency in all housing tenures, such as through the Community Energy Saving Programme (CESP).

Fuel Poverty

Rising fuel prices mean an increase in the number of people living in fuel poverty. The Council is fully signed up to taking proactive steps towards reducing fuel poverty, as far as practicable, by 2016 and has set targets for reductions in fuel poverty in the local area.

Studies confirm that the risk of fuel poverty is higher for those living in detached houses and in older dwellings. Town centres have a much higher than average number of old properties and energy efficiency measures will be targeted at these where possible. A fuel poverty mapping exercise will help to flag up other areas where energy measures should be directed.

Mitigating Climate Change

The Scottish Government has set an ambitious target of reducing all greenhouse gas emissions by 42% by 2020 and 80% by 2050. Housing accounts for around a third of all emissions. It is estimated that an average investment of £7,000 per home is required to meet the 2020 target and an even larger investment and substantial change in household behaviour will be needed to meet the 2050 target. Households must be supported to achieve this.

Renewable energy

To meet the climate change targets, we need to move away from the commonly used carbon based fuels, such as gas, to renewable energy sources. Households will be encouraged to continue to increase their use of renewable energy. To help with this, a heat mapping exercise underway will identify properties with the potential for renewable energy technologies and renewable energy will be promoted to residents.

Key Actions

- Implement the Affordable Warmth and Home Energy Action Plan
- Continue to maximise funding from Government and utility company initiatives to help households improve the energy efficiency of their home
- Continue to provide match funding where possible, to maximise income
- Maximise funding from energy providers to increase renewable energy use across all housing, such as solar panels and air source heat pumps

Improving Neighbourhoods and Communities

Outcome

Organisations and partnerships working with communities will improve the quality of life for all households.

Although there have been improvements overall in deprivation indices across Clackmannanshire, 20% of our data zones fall into Scotland's 15% most deprived and we have seen the position in Alloa South, in particular, worsen in the past six years. Concentrating efforts in particular areas will help to make the biggest impact on area based disadvantage and there are many initiatives planned and underway which aim to tackle deprivation and anti-social behaviour. A co-ordinated partnership approach to deal with anti-social behaviour has been adopted through the Community Safety Strategy 2011-14.

Joint Working

Developing joint working with the voluntary sector is a Council priority and the Clackmannanshire Third Sector Interface (CTSI) and the Tenants and Residents Federation have an important role in this. CTSI will explore the potential to further develop the voluntary sector to take on the delivery of services that statutory agencies can no longer afford to provide or which may be delivered more effectively.

Creating places people want to live in

The quality of housing is important to the general local environment. We know that much of private housing, particularly in our town centres where there is a high proportion of older blocks of flats, is in need of essential repair and maintenance works. Common ownership issues can result in a deterioration of buildings to a point where minimum living standards are not met and buildings look dilapidated. The Council will encourage owners to work together and will take enforcement action where necessary.

Local Area Planning

Area planning is aimed at tackling local issues and priorities identified by local residents and partner agencies. Town centres are important to the economic health of the area and should be places where people want to live. To encourage the issue of empty homes and poor condition to be addressed, we will consider setting up Housing Renewal Areas, particularly in the more problematic centres in Alloa, Sauchie and Alva. This will involve developing a range of tools to encourage owners to improve properties and help bring homes back into residential use.

The collapse in the private market and public funding limited our plans for area improvement, particularly in Bowmar. However major investment has still been delivered in the Bowmar area through the Council maximising contributions from energy providers. Consideration will continue to be given to more flexible partnership initiatives and alternative ways to fund programmes. Investment should also be targeted at areas where housing management initiatives are being established such as Pine Grove in Alloa.

Key Actions

- Implement area plans with partners, targeting resources to the Council's priority areas
- Develop action plans for Alloa, Sauchie and Alva town centres and prioritising areas where housing management initiatives are established
- Enforce responsibilities of tenants and owners
- Review the private sector Scheme of Assistance and target funds to tackle disrepair
- Work with CTSI to consider services that may be better provided by voluntary sector
- Explore the role of the social enterprise approach to improve the look of neighbourhoods and improve employment and skills opportunities

Housing Investment

Outcome

New, improved and innovative funding opportunities will ensure a flow of funds to achieve essential housing priorities.

Housing investment faces its greatest challenge for a generation if we are to both improve the quality of existing housing and address the funding weaknesses in the housing supply system. The Council will work with partners to maximise the amount of investment across all areas of housing. This will include leveraging in monies from challenge funds and private investment, and encouraging owners and private landlords to invest in their properties, improving conditions, energy efficiency and accessibility.

Detail on resources available for implementation of the Strategy priorities will be included within the more detailed action plans to be developed through the partner delivery plans.

New affordable housing

To address cuts in funding, the Council must consider more innovative and flexible ways to promote and deliver development, making use of its own assets, such as land allocated for housing or unused buildings suitable for redevelopment to housing.

The Council's annual Strategic Local Programme will set out the plans to deliver housing projects, along with housing associations and developers. The 3 year programme for 2012/13, amounts to only £1.521 million and a priority must be to develop partnerships with private developers and consider innovative solutions. Joint investment initiatives, such as the recent National Housing Trust initiative for Mid Market Rent will help provide new affordable housing and also kick start the local building industry.

The Council's decision to reduce the amount of council tax discount on long term empty and second homes will bring in additional money to be used towards new affordable housing. It is estimated that this will bring in around £82,000 in the first year (2012/13).

Investing in existing housing

The Council is committed to meeting 100% SHQS by 2015 and maintaining it thereafter. This would exceed the level of resources available in the current Business Plan and a comprehensive review of the Business Plan is set to address this. This review will also consider whether more newbuild development is affordable.

Ways to encourage owners to address property condition, particularly where properties are below the minimum Tolerable Standard, will be a priority and enforcement action will be taken to improve conditions if necessary.

Key Actions

- Review the HRA Business Plan to establish funding available for priority areas
- All social housing stock to meet the SHQS by 2015
- Maximise the funding for new housing through private sector investment, match funding and bidding for challenge funds
- Use Council land and assets to provide additional affordable housing
- Use income from reduction in council tax discounts to provide additional affordable housing, including bringing empty homes back into use

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**THIS PAPER RELATES TO
ITEM 11
ON THE AGENDA**

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ncil

**Motion to Housing, Health & Care Committee
Thursday 25th October 2012**

That this Committee agree to discuss and extend the monitoring arrangements currently in place for Chid Care Services.



Councillor Janet Cadenhead
Ward 4, Clackmannanshire South



