

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 14th June 2018

**Subject: Children and Families and Justice Service Annual
Performance Report 2017-2018**

Report by: Head of Social Services

1. Purpose

- 1.1. This report provides an overview of the performance across Social Services for April 2017- end of March 2018.
- 1.2. This report provides information about progression of strategic priorities and projects and performance against agreed measures and targets as set out in the Social Services Business Plan. The report incorporates analysis and commentary on financial performance.
- 1.3. Strengths and areas for improvement, together with key actions, are highlighted. Additional commentary is included in the progress report against each of the measures and can be found at Appendix 1.

2. Recommendations

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

3. Considerations

Service-wide Developments and Challenges

- 3.1. During 2017-2018, the Service progressed redesign activity focused on shifting the balance of care in children's services. The core aim was to reduce the number of children and young people look after outside of their own community, where this could be achieved safely. This focus was reflected in the actions, measures and targets set out in the Business Plan.
- 3.2. There have been significant achievements in 2017-2018. Importantly, the number of children and young people in residential placements has reduced. New initiatives in 2017-2018 have included increasing Advocacy services for looked after children and young people through *Who Cares?*(Scotland) and

the provision of *Functional Family Therapy* to support young people at risk of becoming accommodated. We have also put in place intensive support services and introduced Family Group Conferencing as part of the *family first* approach adopted by the service. More detail is provided about these developments at Section 3.14 of this report.

- 3.3. New Child Protection operational procedures were developed in 2017-2018 and approved by the Scrutiny Committee.
- 3.4. The number of days lost due to absence continued to be a focus for the Service. The average number of days lost due to absence has increased when compared with the previous year within child care but reduced within criminal justice. The overall service target was set at 5% and the year end figure shows this as just over 5% which is a reduction from the previous year. Work will continue with the support of our HR business partner to address these issues and ensure adherence to HR procedures, taking into account the impact on service delivery.
- 3.5. In 2017-2018, the Service supported four student placements in partnership with Higher Education Institutes and with partners in the third sector.
- 3.6. The Service also worked collaboratively across the local social care sectors to support joint learning initiatives. One member of staff has completed Stirling University's Adult Support and Protection Management Award in 2017-2018 and two other members of staff have completed the post-graduate Child Welfare and Protection Certificate. A further two members of staff have undertaken the Children in Scotland Family Group Conferencing Award, which will shortly be launched as part of core Children and Families social work services. Three members of staff achieved SVQ awards across the Service at levels 2, 3 and 4. In addition to accredited courses, a broad selection of training was provided internally or in partnership with sector experts in order to ensure that all registered staff met SSSC requirements, while enhancing practice through continuous professional development.
- 3.7. The ongoing work to address the balance of care has resulted in a reduction in the number of children accommodated in residential schools which has improved outcomes for these young people as well as having a positive impact on the budget.
- 3.8. The budget projections are based on the December report to Council, which is the latest position statement prior to the finalisation of the accounts. This indicates a projected underspend at the year end of £0.098m. Further detail of this is included below.
- 3.9. In 2017-18, we have put in place a new Intensive Support Service for children and young people. The job profiles for the service have been approved and staffing arrangements confirmed.
- 3.10. The target date for the commissioning framework for third sector agencies has been adjusted. The Service has prioritised commissioning work in relation to care at home provision in 2017-2018, in line with service needs.

Child Care Service and Criminal Justice Social Services

- 3.11. Work has continued in addressing the key themes that were presented by the Head of Service in her report to the Scrutiny Committee in January 2017. The key themes and areas for improvement identified included issues about decision-making in respect of looked after children, the implementation of GIRFEC, the relationship between Child Care social work staff and the Children's Hearings, thresholds and decision making in respect of Child Protection and budget overspend. There was a clear requirement for further work to develop preventative service provision including more intensive support services for children and their families.
- 3.12. Operational Child Protection procedures have been produced and rolled out to teams. Five days intensive Child Protection training was provided in 2017 to all children and families social workers to support implementation which was led by the Children's Service Manager. This received very positive feedback.
- 3.13. Work with partner agencies has started to carry out a review and refresh of GIRFEC processes and paperwork across Forth Valley to ensure the processes are child-centred and more streamlined. This has involved colleagues from Children's Hearings, NHS Forth Valley and Education.
- 3.14. Work continues to recruit more local Foster Carers and reduce the reliance on external providers. In 2017-18, the Service focused on increasing the number of Council Foster Carers. This activity has resulted in the assessment of 7 Fostering households with 5 successfully progressing through the assessment process and being presented to permanence panels in May, June and July for approval as new Foster Carers. In addition 2 families are in the final stages of assessment to become adoptive parents. The target set for this area has been exceeded. The Family Placement Team is in the process of undertaking a further recruitment campaign which will be linked to Fostering fortnight (21st May-5th June). This will include radio advert and newspaper articles, as well as use of social media. This will culminate in an information evening on the 5th June in Alloa Town Hall.
- 3.15. Progress has been made in increasing the provision of community based supports for families in crisis with the development of Functional Family Therapy. This work commenced in October 2017 and the team have already worked with nine families and eleven young people with a total of 95 sessions to date. There is positive feedback from families and professionals who have had involvement with the service. There is evidence of improvements in family relationships, a reduction in the need for formal social work services and increased school attendance.
- 3.16. The Intensive Family Support Service has been established and will provide a service to children and young people up to the age of 26. Work to support Kinship Carers has continued with a post being created within the Family Placement team to provide support specifically for Kinship placements. The

percentage of children who remain at home or in Kinship placements has also increased and is slightly about the target of 50% of all looked after children.

- 3.17. There have been no inspections of registered Fostering and Adoption Services in the past year and grades remain as 4 (good). An inspection is expected in the coming year of these services. Woodside Children's House received an unannounced inspection in November 2017 this looked at the themes of Care and Support with both scoring 4 (good). An action plan has been developed to look at increasing these to 5 (very Good).
- 3.18. There has been a strong focus on recruitment and retention over the past year which has brought positive results. At the end of 2017-2018, all vacant posts across Children and Families and Justice Services were filled. There are signs that there is an improvement in our ability to retain staff and there are no agency employees in the service making a significant budget saving.
- 3.19. As at 31st March 2018 the Child Protection Register had increased to 40 children from 14 on the same date the previous year. The rate for children on the Child Protection Register had previously been the highest in Scotland and is now just above the average rate for Scotland. The number of Initial Child Protection Case Conferences rose from 27 last year to 38 in the current year. Some of this increase is due to a number of sibling groups being registered throughout 2017-18. This is also in the context of our redesign work to support children and young people to remain with their own families where this is safe.
- 3.20. The number of Child Protection referrals has decreased from 476 to 338 in 2017/18. This is linked to work with partners around thresholds and the introduction of clearer initial assessment processes to identify children potentially at risk of harm. The conversion rates of referrals to case conferences have increased which reflects the appropriateness of referrals being made through Child Protection processes.
- 3.21. The percentage of children on the Child Protection Register visited each week has fallen to 94%, below the target figure of 100%. This is a priority for managers and this is being addressed with teams to ensure all children are seen weekly. This related to two families and managers have obtained assurance that actions have been taken to prevent this reoccurring.
- 3.22. The number of children looked after away from home with 3 or more placement moves within the year has also increased slightly. This has been in response to breakdown in placements and the requirement to terminate placements in line with the welfare interests of children.
- 3.23. Although there was a net reduction in the number of high risk sex and violent offenders subject to statutory orders over the 2017/18 period, diligence in the regular oversight of these cases remain paramount for our Criminal Justice Service. Multi Agency Public Protection Arrangements and a robust quality assurance process ensured that 100% of reviews of high-risk offenders were completed within agreed timescales.

- 3.24. The Clackmannanshire Community Justice Partnership made up of stakeholders from the Council and other key agencies have formed a number of sub committees looking at a collective approach to tackling justice issues in the Clackmannanshire Council area. Over the reporting period much progress has been made in what is proving to be a complex and challenging process. In November 2017 the Community Justice Partnership hosted a successful conference considering the impact of trauma on service users. Communities of practice have been established involving practitioners across partner agencies to support engagement and participation.

Annual Progress in Adult Social Services

- 3.25. In July 2017 responsibility for the operational management for Clackmannanshire Adult Social Care Services transferred to the Chief Officer for the Health and Care Partnership. Reporting mechanisms have been established to ensure performance reporting in relation to Adult Social Services is maintained. This change is reflected in the reduced number of performance indicators reported against here. The Health and Social Care Partnership produce a separate annual report on performance.
- 3.26. In the area of Adult Support and Protection progress continues to be made in ensuring prompt response to concerns with an increase in adult protection discussions being held within 24 hours of referral. Although this is slightly below the 100% target there has been an increase from 88% in 2016/17 to 94% for 2017/18. The Adult Support and Protection Lead Officer continues to support operational managers to ensure consistency of practice in this area. A thresholds matrix providing a framework for clarity and consistency in referring Adult Support and Protection concerns by care providers was introduced in February 2018. This has received positive feedback and there is greater consistency in referral patterns across the Health and Social Care Partnership.
- 3.27. Clackmannanshire Council Adult Care registered services have continued to perform well with the majority remaining at grade 4 (good) or above. However, one reduced grade of 3 (adequate) was received for quality of environment for Menstrie House when inspected by the Care Inspectorate. An action plan was formulated and improvements have been made and the service is awaiting re-evaluation following these actions.

Complaints

- 3.28. Social Services received forty three complaints enquiries in 2017-2018 comprising of eighty four issues being raised. These translated into thirty nine complaints at Stage 1: eighteen within Children Services and twenty one within Adult Services. Three complaints from Children Services and one from Adult Services escalated to stage 2. There were no registered Stage 3, SPSO appeals. Ten complaints were fully upheld and nine were partially upheld. These complaints related to poor communication, staff conduct, poor service standards and application of policy. Twenty four complaints were not upheld. Further information about these complaints is provided in the table below.

- 3.29. Complaint reports are submitted to the Senior Management Team on a quarterly basis to monitor the level of complaints and themes in respect of each service area. Service Managers report all complaint enquires which are registered at Stages 1 & 2, under the new Scottish Public Service Ombudsman (SPSO) model Complaints Handling Procedures (CHP). The issues raised through enquiries are collated for quality assurance purposes.
- 3.30. The new model SPSO, CHP was fully implemented in April 2017 and this aligned Social Services with other corporate services, in delivering a more standardised approach to complaint handling, which is more accessible; provides a quick response to customer's enquiries; offers an apology when things go wrong and takes immediate action to resolve the problem.
- 3.31. The Services have responded to the above issues by taking required action to resolve complaints and improve the overall quality of service delivery. This has included the training of staff, learning review of policy and procedures and closer managerial oversight through supervision and case file auditing.

Financial Position

- 3.32. The financial information covered in this section of the report is based on the December Outturn Report to Council as this is the latest financial position statement prior to the finalising of accounts.
- 3.33. The service is projecting an underspend at year end of £0.098m which represents a underspend of 7% on total budget within child care and strategy services. Although there are continuing pressures from the provision of external foster placements, this is offset by projected underspends on residential schools (£0.287m) and employees (£0.031m).

Criminal & Youth Justice Services

- 3.34. The Criminal Justice Section 27 grant claim for 2017/18 submitted to the Scottish Government reflected all the costs associated with the provision of the Criminal justice social work. The projections in relation to Criminal Justice are of a balanced budget position.

4. Sustainability Implication

- 4.1 None.

5. Resource Implications

5.1. *Financial Details*

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

Yes

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

Yes

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

6. Exempt Reports

6.1. Is this report exempt? No

7. Declarations

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

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

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

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

8.0 Equalities Impact

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

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Social Services Business Plan 2017-18 report from Pentana (Covalent).

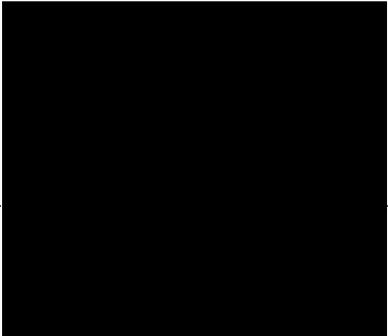
11.0 Background Papers

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

Author(s)

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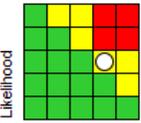
Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services	
Nikki Bridle	Chief Executive (Acting)	

Social Services

Business Plan 2017/18 Annual Report

Key to symbols used in this report

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

Vulnerable People and Families Are Supported

Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	Jim Robb	87%	88%	94%	↑	100%	⚠	There were 2 discussions within quarter 4 that were not completed within timescale, both in March. The discussions relate to the Learning & Disability service and both the referrals were received on a Friday. One discussion was undertaken on the next working day (Monday) and the other on the Tuesday.
CHC CPR 029	Children on the Child Protection Register who have been visited within the last seven days and seen	Stuart Landels	92%	100%	94%	↓	100%	⚠	it is a statutory requirement for children on register to be visited weekly The small variance that relates to 2 families of large sibling groups has been addressed at a management level and on going compliance at 100 % is now being achieved.
CHC CPR 078	Percentage of children who are currently on the Child Protection Register, or are within 3 months of de-registration, who have had at least one Core Group in the last month	Stuart Landels	98%	98%	94%	↓	95%	✅	a marginal reduction in performance due to staffing constraints earlier in 17/18 This has now been rectified and 100% compliance is being actioned
CHC LAC 028	What % of reviews result in a Having Your Say report being completed by the child/young person (8+)?	Stuart Landels	52.51%		51.35%	?	75%	⛔	this indicator was reintroduced during 17/18 The progress from limited base of activity is significant and management oversight will continue to seek improvement to the minimum target figure
CHC LAC 05f	% children and young people with foster carers provided by LA	Michaela Porco			31%	?	30%	✅	A lot of work has been undertaken over the past 12 months to redress the balance of care and progress children permanency plans, this has led to changes in need for placements and a gradual shift in using internal resources over external.
CHC LAC 05i	% Children and young people with foster carers purchased externally by the LA	Michaela Porco			69%	?	70%	✅	The service is performing well against target- as planned the recruitment and assessment of local authority foster-carers will be complete August 2018 which will see continued progress in this area. .
CHC LAC 18a	% of children looked after away from home with 3 or more placements within a year	Stuart Landels	4%	2%	4%	↓	0%	⛔	This figure reflects a number of placement breakdowns due to complex legal matters The service endeavours to ensure that young people are provided with stable and consistent care at all times
CHC LAC 19b	% Looked after children who remain at home or in kinship placement	Stuart Landels			52%	?	50%	✅	the service is utilising family based kinship arrangements in a more effective manner

Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
CHC LAC 26a	% of Looked After Children (8+) subject to a Review attended their Review	Stuart Landels	38%	25%	50%	↑	75%	🛑	ongoing work between case management and reviewing officers during the year has seen a 100% increase on 16/17 performance This improvement will be developed further during 18/19
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (IARS and SBRs where no Children's Panel)	Stuart Landels	71%	56%	76%	↑	75%	✅	slightly above target and significant improvement on previous year performance as a result of increased management oversight
CHC SCR 02a	Proportion of children, where decision made by Children's Hearing that they require supervision, who are seen by a supervising officer within 15 working days	Stuart Landels	86%	93%	83%	↓	100%	🛑	management have agreed an action plan to ensure full compliance in next quarter
CHC TCA 002	% Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan	Michaela Porco	76%	55%	100%	↑	75%	✅	This is currently at 100% and reflects the ongoing work within this team and commitment to ensuring the service is discharging its corporate parenting responsibilities.
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	Stuart Landels	100%	100%	100%	▬	100%	✅	All reviews undertaken.
CJS ADP 004	Court Reports which had CPO as the preferred option which resulted in a CPO as main outcome	Stuart Landels	71.8%	72.2%	76.5%	↑	68.0%	✅	The performance in this area remains consistent. It indicates the confidence the court system has in agreeing with CJSW report recommendation to apply a community disposal.
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	Stuart Landels	80%	56.4%	65.38%	↑	73.5%	⚠️	All clients were offered placement starts within 7 days. The majority attended, however a number didnt and were issued with official warnings. Of these, placements commenced on mainly the second or third week.

Code	Action	Owner	Due	Progress	Status	Latest Note
SOS CHC 001	Implementation of Functional Family Therapy	Margaret McIntyre; Chris Sutton	01-Jan-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✅	Functional Family Therapy Team in place in October 2017.
SOS CHC 002	Implementation of Intensive Children and Family Support Services	Margaret McIntyre; Chris Sutton	01-Jan-2018	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	🛑	Job profiles agreed for new roles in intensive support service. Team in process of being established. Recruitment to be progressed for vacant roles. Will be completed out with target due to time required to work through changes in job roles and responsibilities.
SOS CHC 003	Increase provision of advocacy services for children and young people	Michaela Porco; Chris Sutton	01-Jan-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✅	Full-time who Cares advocacy and participation worker in post Jan 2018 on 3 year contract.

Code	Action	Owner	Due	Progress	Status	Latest Note
SOS CHC 004	Establish Champion's Board	Michaela Porco; Chris Sutton	01-Apr-2019	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%		Significant progress made in putting in place foundations for establishing Champions Board. Care experienced young people provided input to the development of the corporate parenting strategy. Leader of Council is now acting as corporate parenting champion.
SOS CHC 005	Carer's Strategy in place including arrangements for young carers support planning	Michaela Porco; Chris Sutton	01-Apr-2018	<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 90%		Young Carer strategy and action plan completed and due to be presented at Council in June 2018.

Our Public Services Are Improving

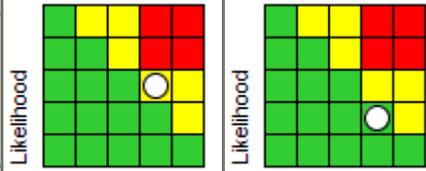
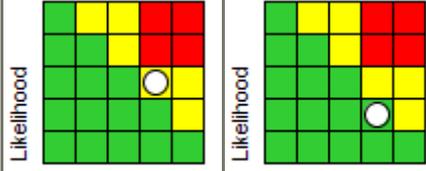
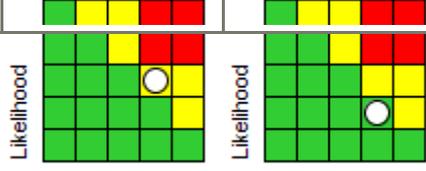
Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
ADC CUS 01b	Number of stage 2 complaints received in quarter for Adult Social Care in Clackmannanshire that were upheld or partially upheld	Jim Robb; Shiona Strachan	0	2	1		0		This complaint related to a complex situation and timescales relating to response to a carer need. Service has identified learning from this case and will be implementing this as part of ongoing service improvement.
ADC CUS 02b	% of reported indicators for Clackmannanshire Council Adult social services registered provision graded good or better by Care Inspectorate over previous 12 months	Janice Young	100%	100%	93%		100%		Care Inspectorate Grades maintained or improved in most service areas throughout 2017/18. One reduced Grade for Quality of Environment for Menstrie House - reduced to Grade 3 - Adequate. Subsequent improvements made to living spaces and telecare call system. Service is awaiting re-evaluation following these improvements.
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services	Celia Gray	7.38	12.52	16.36		10.00		The service experienced difficulties with long term absences over the first half of the year which have impacted on performance in this area. All staff who were on long term absence have now returned to work and an improvement in this indicator is expected in the next reporting period. The overall target for Children's, Criminal Justice and Strategy was set at 5% and this has seen a reduction over the year to just above 5%.
CHC CUS 01a	Number of stage 2 complaints received in quarter for Childcare Clackmannanshire that	Celia Gray	2	1	1		0		The complaint that was upheld was a complex Child Protection case involving multi-agency approaches. A learning review is

Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
	were upheld or partially upheld								proposed with partner agencies to explore issues and make improvements
CHC CUS 02b	% of reported indicators for Clackmannanshire Council children social services registered provision graded good or better by Care Inspectorate over previous 12 months	Michaela Porco	90%	100%	100%	▬	100%	✔	Unannounced inspection in November 2017- 2 Themes inspected; Care and Support. Both scored 4 (Good). Action plan identified to increase future score to 5 (Very Good)
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire	Celia Gray	13%	3.37%	-7%	↑	0%	✔	Decrease is linked to reduction of residential school places which is in line with adjusting the balance of care.
CHC LAG 04a	% staff in Clacks Children and Families Social Services who have received supervision in line with service requirements	Celia Gray			76.8%	?	75%	✔	Performance has improved over the year following management restructuring within the service and is now slightly above target.
CJS ABS 001	Average full-time equivalent days lost per employee in the Criminal Justice Service	Celia Gray	7.38	12.52	5.53	↑	10.00	✔	This is within target values with decreasing absences in this area.
CJS CUS 01a	Number of stage 2 complaints received in quarter for Criminal Justice Service that were upheld or partially upheld	Celia Gray	0	0	0	▬	0	✔	This is a new measure therefore there are no values included for previous years
CJS IBP 013	Projected variance as % of actual budget for Criminal Justice Service Clackmannanshire	Celia Gray			0%	?	0%	✔	Performance is in line with target and no overspend expected in this area.
CJS LAG 04a	% staff in Clacks CJS Social Services who have received supervision in line with service requirements	Celia Gray			60%	?	75%	⚠	Performance in this area has been impacted on by management restructuring, however with all team managers now in post this is expected to improve over the coming year.

Code	Action	Owner	Due	Progress	Status	Latest Note
SOS SSS 061	Implementation of Redesigned Service Structure	Celia Gray; Chris Sutton	01-Apr-2018	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	⛔	Finalisation of redesigned service structure delayed due to wider corporate redesign. Interim arrangements in place to mitigate risks and ensure continuity of service delivery.
SOS SSS 062	All commissioned services have designated operational manager responsible for contract management and monitoring	Celia Gray; Chris Sutton	01-Dec-2017	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✔	Operational leads identified. Completed.
SOS SSS 063	Commissioning framework in place for Children's and Justice Services	Chris Sutton	01-Apr-2019	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	▶	New target date agreed to progress framework with third and independent sector providers. Commissioning work has been

Code	Action	Owner	Due	Progress	Status	Latest Note
						prioritised in relation to care at home provision, including services to children.
SOS SSS 064	Briefings on revised complaints procedures delivered to all line managers	Chris Sutton	01-Oct-2017	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Completed.
SOS SSS 065	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development	Chris Sutton	01-Apr-2018	<div style="width: 90%;"><div style="width: 90%; background-color: #4f81bd; color: white; text-align: center;">90%</div></div>		Finalisation of redesigned strategy service has progressed in line with wider service redesign. Arrangements in place to mitigate risks and ensure continuity of service delivery.
SOS SSS 066	Service will work with IT to support operational implementation of IT system across Social Services	Celia Gray; Chris Sutton	01-Apr-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Operational service is fully engaged with the planning and procurement of the IT system. This work is on track at this stage. The revised business plan will set out time-line for the next stage of the work
SOS SSS 067	Introduce programme of activities to support staff engagement	Celia Gray; Chris Sutton	01-Oct-2017	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		CSWO engagement events with staff across adults, children's and justice services established. Team gathering children's services established. Programme for 2018-19 is being finalised.
SOS SSS 068	Implement revised job profiles and introduce a programme of recruitment events	Celia Gray; Chris Sutton	01-Apr-2019	<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>		Date for completion revised in line with progression of service redesign.
SOS SSS 069	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service	Celia Gray; Chris Sutton	01-Oct-2018	<div style="width: 40%;"><div style="width: 40%; background-color: #4f81bd; color: white; text-align: center;">40%</div></div>		Agreed HR lead in place and will be progressed as corporate policy. Social services arrangements and needs identified. Date for completion revised in line with need to negotiate across services.
SOS SSS 070	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service	Chris Sutton	01-Dec-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Ongoing programme of activities and development work also taking place. Will be used to inform planning for delivery into 2018-2019.

Social Services Risk Register 2017/18

Risk	SOS 016 Unsuitable Operational Procedures	Approach	Treat	Status		Owner	Margaret McIntyre	Current Score	12	Target Score	8
Description	Operational procedures are not fit for purpose and up to date and are not used to support effective service delivery										
Potential Effect	Risk of harm to current or potential service users. Failure to meet Scottish Government objectives. Failure to meet Council objectives. Failure to deliver the required services. Reputational damage and financial loss.										
Latest Note	Work has been completed in relation to updating the operational Child Protection procedures. Further work is in process in updating LAC/LAAC procedures with a multi-agency group meeting across Forth Valley to refresh the GIRFEC processes and paperwork.										
Related Actions	Implementation of Redesigned Service Structure						Internal Controls				
	Briefings on revised complaints procedures delivered to all line managers										
	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development										
Risk	SOS 017 Ineffective Information Sharing	Approach	Treat	Status		Owner	Celia Gray; John Munro	Current Score	12	Target Score	8
Description	Information is not shared effectively across IT systems and with partner organisations										
Potential Effect	Performance reporting difficulties. Poor information exchange. Risk of harm to current or potential service users. Failure to meet Scottish Government objectives. Failure to meet Council objectives. Failure to deliver the required services. Reputational damage and financial loss.										
Latest Note	No changes to this assessment currently as further work required regarding GDPR across agencies given introduction of these new regulations.										
Related Actions	Service will work with IT to support operational implementation of IT system across Social Services						Internal Controls	Social Care Systems Steering Group			
Risk	SOS 026 Mis-alignment of Commissioned Services	Approach	Treat	Status		Owner	Celia Gray	Current Score	12	Target Score	8
Description	The Services commissioned from external providers are not aligned to service requirements and in line with Council Standing Orders										

Potential Effect	Range of services do not meet current and future needs and quality of care is not maintained. Service delivery standards are not met. Pressure on contract compliance staff. Financial risks. Non compliance with statutory and Council requirements. Critical services may not be supplied. Recruitment & retention. Complaints ignored. Reputational damage and financial loss.				
Latest Note	No change to this target currently as work continuing in relation to this area with commissioning team.				
Related Actions	All commissioned services have designated operational manager responsible for contract management and monitoring			Internal Controls	
	Commissioning framework in place for Children's and Justice Services				

Risk	SOS 027 Insufficient Customer Engagement	Approach	Treat	Status		Owner	Celia Gray	Current Score	12	Target Score	6
Description	Engagement with those who use our services, unpaid carers and the wider public is insufficient										
Potential Effect	Services are not redesigned to meet current and future needs. Failure to deliver the required services. Failure to deliver efficient services. Reputational damage.										
Latest Note	No change currently to this target as work continuing to establish champions board. There has been developments in terms of the establishment of full time advocacy post with Who Cares? and work with Young Carers in terms of the co-production of the Young Carers strategy for delivery and related material.							Likelihood	Impact	Likelihood	Impact
Related Actions	Increase provision of advocacy services for children and young people			Internal Controls							
	Establish Champion's Board										
	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development										

Risk	SOS 028 Lack of Learning & Development Capacity	Approach	Treat	Status		Owner	Celia Gray	Current Score	12	Target Score	6
Description	Lack of capacity to deliver the required learning and development across Children and Families and Criminal Justice Social Work Services										
Potential Effect	Failure to deliver the required services and meet statutory requirements. Risk of harm to current or potential service users. Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services. Failure to deliver service redesign and benefits.										
							Likelihood	Impact	Likelihood	Impact	

Latest Note	Work on programme of learning and development activities continuing and recruitment of public protection training post ongoing.										
Related Actions	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service					Internal Controls					
Risk	SOS 025 Ineffective Staff engagement	Approach	Treat	Status		Owner	Margaret McIntyre	Current Score	9	Target Score	6
Description	Failing to engage effectively with staff							Likelihood		Impact	
Potential Effect	Negative impact on Employee morale. Risk of harm to service users or potential service users. Industrial action. Disruption to service delivery.										Likelihood
Latest Note	Staff engagement processes in place with new full team gatherings having been introduced by Children's Services Manager.										
Related Actions	Introduce programme of activities to support staff engagement					Internal Controls					
Risk	SOS 022 Lack of Competent, Confident Staff	Approach	Treat	Status		Owner	Celia Gray	Current Score	8	Target Score	8
Description	We may fail to have sufficient competent, confident and where required, appropriately registered staff and managers to undertake core duties and functions							Likelihood		Impact	
Potential Effect	Failure to deliver the required services and meet statutory requirements. Risk of harm to current or potential service users. Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services.										Likelihood
Latest Note	Moved to within target due to completion of recruitment of team managers. Reduction in numbers of staff leaving the service over the past year shows improvement in the area of staff retention.										
Related Actions	Implementation of Redesigned Service Structure					Internal Controls					
	Implement revised job profiles and introduce a programme of recruitment events										
	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service										
Risk	SOS 015 Insufficient Pace & Scale of Redesign Activity	Approach	Tolerate	Status		Owner	Celia Gray	Current Score	6	Target Score	8
Description	Redesign activity does not match pace and scale of change required							Likelihood		Impact	
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs. Workforce skills profile do not meet redesign activity. Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services. Services are not redesigned to meet current and future needs.										Likelihood

Latest Note	Service internal redesign activity now completed within timescales.			
Related Actions	Implementation of Functional Family Therapy	Internal Controls	Scrutiny Committee	
	Implementation of Intensive Children and Family Support Services		Audit & Finance Committee	
	Implementation of Redesigned Service Structure			
	All commissioned services have designated operational manager responsible for contract management and monitoring			
	Commissioning framework in place for Children's and Justice Services			