



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

# People Committee

**Thursday 25 March 2021 at 9.30 am**

**The meeting will be held via  
Video Conference (MS Teams)**

Date	Time
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## **People Committee**

The remit of the People Committee is:

- (1) To determine policies for the promotion of care and protection, education and learning, community support and health and well-being
- (2) To set standards for service delivery in the abovementioned areas
- (3) To secure best value in the provision of these services
- (4) To monitor performance in the delivery of services including consideration of:
  - quarterly service performance reports
  - inspection or other similar reports
  - financial performance
- (5) To keep under review the impact of the Committee's policies on Clackmannanshire

Note - As the People Committee will be advising the Council on education matters and discharging functions of the Council in relation to education matters, the committee must also include among its membership:

- one member nominated by the Church of Scotland
- one member nominated by the Catholic Church
- one member nominated by a further denominational body or church (taking account of the comparative strength of all the churches and denominational bodies having duly constituted charges or other regularly appointed places of worship)

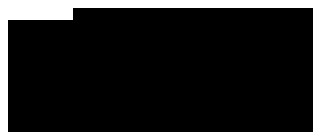
**Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.**

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**17 March 2021**

**A MEETING of the PEOPLE COMMITTEE will be held VIA MS TEAMS, on THURSDAY 25 MARCH 2021 at 9.30 am.**



**LORRAINE SANDA  
Strategic Director (People)**

**B U S I N E S S**

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1. Apologies	--
2. Declaration of Interests Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minutes of Meeting of the People Committee held on 26 November 2020 (Copy herewith)	05
4. Education Performance – Positive Destinations – report by Lorraine Sanda, Strategic Director (People) and Liz Thomson, Depute Headteacher (Copy herewith)	11
5. Financial Performance 2020/21 December Outturn – report by Lindsay Sim, Chief Finance Officer (Copy herewith)	17
6. Be The Future: People – Respond, Transformation and Redesign Update March 2021 – report by Lorraine Sanda, Strategic Director (People) (Copy herewith)	27
7. Chief Social Work Officer Report - report by Lorraine Sanda, Strategic Director (People) (Copy herewith)	33
8. The Promise - Update– report by Lorraine Sanda, Strategic Director (People) (Copy herewith)	67

## People Committee – Committee Members (Membership 8 - Quorum 4)

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### Councillors

### Wards

Councillor	Graham Lindsay (Convenor)	5	Clackmannanshire East	SNP
Councillor	Les Sharp (Vice Convenor)	1	Clackmannanshire West	SNP
Councillor	George Matchett, OPM	1	Clackmannanshire West	LAB
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB

### Appointed Members (3)

Rev Sang Y Cha	Church of Scotland
George Marcinkiewicz	Roman Catholic Church
Pastor David Fraser	Scottish Baptist Church

The Council's Religious Representatives (Appointed Members) only have voting rights on matters relating to the discharge of the authority's function as education authority.



**MINUTES OF MEETING of the PEOPLE COMMITTEE held via Video Conference (MS Teams), on THURSDAY 26 NOVEMBER 2020 at 9.30 AM**

**PRESENT**

Councillor Graham Lindsay (Convenor)  
Councillor Les Sharp (Vice Convenor)  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Dave Clark (S)  
Councillor Ellen Forson (S)  
Councillor Darren Lee  
Councillor Kathleen Martin

**IN ATTENDANCE**

Lorraine Sanda, Strategic Director (People)  
Fiona Duncan, Chief Social Work Officer  
Lindsay Sim, Chief Finance Officer  
Lynda McDonald, Improving Outcomes Officer  
Michael Boyle, Improving Outcomes Business Manager  
Margaret McIntyre, Childrens' Service Manager  
Marjorie McFarlane, Sports Development Manager  
Whitney Barrett, Principal Educational Psychologist  
Kaye Hills, Improving Outcomes Team Leader  
Lesley Taylor, Psychologist  
Councillor Dennis Coyne  
Heather Buchanan, Solicitor (Clerk to the Committee)  
Gillian White, Committee Services

The Convenor welcomed and congratulated the recently elected Councillor Dennis Coyne to the meeting where he was in attendance as an observer. The Convenor also congratulated Lorraine Sanda on her appointment as the Strategic Director of People.

The Convenor also thanked the staff in Education and Social Services for their work over this challenging period.

**PC(20)08 APOLOGIES**

Apologies were received from Pastor David Fraser, Religious Representative (Appointed Member), Rev Sang Y Cha (Appointed Member), Councillor George Matchett QPM and Councillor Helen Lewis. Councillor Dave Clark acted as substitute for Councillor Matchett and Councillor Ellen Forson acted as substitute for Councillor Helen Lewis.

**PC(20)09 DECLARATIONS OF INTEREST**

None.

**PC(20)10 CONFIRM MINUTES OF MEETING HELD ON 30 JANUARY 2020**

The minutes of the Meeting of the People Committee held on 30 January 2020 were submitted for approval.

**Decision**

The minutes of the Meeting of the People Committee held 30 January 2020 were agreed as a correct record and signed by the Convenor.

**PC(20)11 CLACKMANNANSHIRE SPORT AND ACTIVE LIVING FRAMEWORK 2018 TO 2028**

The report, submitted by Marjorie McFarlane, Sports Development Manager, provided the Committee with an update on progress with the Sport and Active Living Framework (SALF) 2018 to 2028. The report covered activities for the period 1st July 2019 to 30th June 2020.

**Motion**

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Ellen Forson.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the progress made since the framework was adopted at the People Committee meeting on 17 January 2019 and the recommendations for the way forward.

**PC(20)12 THE IMPACT OF TRAUMA RECOVERY PLANNING WITHIN EDUCATION ON CHILDREN AND YOUNG PEOPLE'S MENTAL HEALTH AND WELLBEING**

The report, submitted by Whitney Barrett and Lesley Taylor, Educational Psychology Service, provided the People Committee with an overview of the impact of trauma recovery planning within Education on children and young people's mental health and wellbeing.

**Motion**

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Les Sharp.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the impact of trauma recovery planning and next steps outlined in the paper.

**PC(20)13      SCOTTISH ATTAINMENT CHALLENGE: END OF YEAR REPORT  
SEPTEMBER 2018**

The report, submitted by Cathy Quinn, Improving Outcomes Manager, shared the Scottish Attainment Challenge END-YEAR Academic Report – March 2020 to July 2020 report which was submitted to Scottish Government on October 2020.

**Motion**

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Martha Benny.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the report.

**PC(20)14      UPDATE ON EXPANSION OF EARLY LEARNING AND CHILDCARE  
CLACKMANNANSHIRE COUNCIL DELIVERY PLAN 2017**

The report, submitted by Lorraine Sanda, Chief Education Officer/Strategic Director (People), provided an update on the progress of work that has taken place to deliver Clackmannanshire's ELC Expansion Plan 2017

**Motion**

That the Committee agrees the recommendations in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Kathleen Martin.

**Decision**

Having challenged the report and commented on the current status, the Committee agreed to note the progress that has been made relating to the expansion of the ELC provision to 1140 hours for 100% of 3-5 year olds and eligible 2 year olds in Clackmannanshire.

**PC(20)15      THE PROMISE**

The report, submitted by Fiona Duncan, Chief Social Work Officer, provided a comprehensive summary of the Independent Care Review (ICR) and the seven output reports contained within The Promise. The Care Review was one of the most substantial, ambitious, and necessary reviews in the history of the Scottish Parliament with cross party support. The CR and The Promise delivered a powerfully simple message: care must have love and nurture at its heart. Keeping The Promise will mean all children will grow up loved, safe and respected so they can realise their full potential.

This report highlighted the strong foundations that Clackmannanshire has to build on The Promise and the critical Next Steps. Finally, The Promise asked that we begin to set out our 'honest assessment' of where we are now and what we need to do to transform the local 'care system' to ensure that Clackmannanshire 'Keeps The Promise'.

**Motion**

That the Committee agrees the recommendation set out in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Ellen Forson.

## **Decision**

The Committee agreed to :

1. Note the findings of the Independent Care Review and the seven output reports;
2. Note the detail of The Plan including the first key priority to have in place holistic universal and targeted family support to ensure the highest priority of early intervention and prevention;
3. Note that Scottish Government have committed to £4 million in funding to the Promise Partnership Fund to help scale up holistic family support;
4. Approve the pledge to 'Keep The Promise' in Clackmannanshire Council;
5. Note the reflections and strengths detailing the existing strong foundations in Clackmannanshire to align and build on the work of The Promise;
6. Note the critical work in The Money and Follow The Money that provides powerful evidence into the need to realign and move budgets 'upstream' by investing greater amounts into cross-cutting, collaborative early intervention, early help, prevention and family support to enable obsolescence of spend in crisis, acute and late intervention 'downstream', which can be devastating to children, families and communities throughout the lifespan and across generations;
7. Note the challenges and the 'honest assessment' of where we are now, and the cross-cutting collaborative work we need to do, to achieve the aspirations of The Promise. This assessment and work going forward will be incorporated into the Strategic Director People's plans for Redesign and Transformation; and
8. The Vice Convener of the People Committee, will convene a cross-party group to drive this area forward and ensure that Clackmannanshire "Keeps the Promise".

## **Action**

Strategic Director (People)

*In line with Standing Order 10.22, the Convenor agreed to adjourn the meeting at 11.45 am until 12.00 noon. The meeting re-convened with the same members present.*

## **PC(20)16 NATIONAL IMPROVEMENT FRAMEWORK REPORT 2019/20**

The report, submitted by the Chief Education Officer/Strategic Director (People), reported on the progress of improvement activities and performance made across Education from August 2019 to the end of June 2020 on our priorities identified in the National Improvement Framework (NIF) Plan 2019/20 and presented the NIF priorities going forward in 2020/21. Both the NIF Progress Report and the NIF Plan 2020/21 in relation were attached as Appendices 1 & 2 to the report.

## **Motion**

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Les Sharp.

## **Decision**

Having challenged and commented on the report, the Committee agreed to note the report.



**PC(20)17 PEOPLE BUSINESS PLAN 2019/20 – END OF YEAR REPORT & PEOPLE BUSINESS PLAN 2020/21**

The report, submitted by the Chief Education Officer/Strategic Director (People), updated Committee on progress in relation to the end-year People Business Plan Report 2019/20 and to lay before Committee the People Business Plan for 2020/21.

**Motion**

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Martha Benny.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the information contained in the attached Report for 2019/20; and subject to ratification, granted approval for the Plan for 2020/21.

**Action**

Strategic Director (People)

**PC(20)18 FINANCIAL PERFORMANCE 2020/21 AUGUST OUTTURN**

The report, submitted by the Chief Finance Officer, provided an update on the financial performance for the People Directorate of the Council in respect of revenue spend for the current financial year, 2020/21. This was based on forecast information as at August 2020.

**Motion**

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Les Sharp.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the forecast General Fund revenue overspend relating to the People Directorate for the year of £2.787m, and delivery of planned savings in the year forecasted to achieve 97.7%.

**PC(20)19 BE THE FUTURE: PEOPLE DIRECTORATE - RESPOND, REDESIGN AND TRANSFORMATION**

The report, submitted by the Chief Education Officer/Strategic Director (People), reported on the progress and planning for the People Directorate following the appointment of the Strategic Director People in September 2020. The paper focused on the activity undertaken so far and the planning underway for response, recovery and redesign within the People Directorate. It complimented the update provided by the Chief Executive on 22 October 2020 to Council and the work underway as part of the Be the Future Programme.

**Motion**

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Les Sharp.

**Decision**

Having challenged and commented on the report, the Committee:

- a) Noted the background information in relation to the current requirements for Response activity;
- b) Noted the changes to the Interim Structure as a result of recent changes and appointments;
- c) Noted the proposed redesign phases at para 3 (2) of the report;
- d) Agreed that an update on progress with Redesign to come forward by March 2021.
- e) Agreed to seek Council approval for delegated authority to the Strategic Director to appoint an acting Chief Education Officer for a period of three years from the existing pool of Education Service Managers at para 3.4.6. The ongoing need for this post will be reviewed on an annual basis in discussion between the Strategic Director and the Convenor and Vice Convenor of People Committee; and
- f) Agreed to seek Council approval for delegated authority to the Strategic Director to appoint an acting Chief Social Work Officer pending the wider service redesign.

**Action**

Strategic Director (People)

Ends 12:40 hours

**CLACKMANNANSHIRE COUNCIL**

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**Report to People Committee**

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**Date of Meeting: 25 March 2021**

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**Subject: Education Performance – Positive Destinations**

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**Report by: Lorraine Sanda, Strategic Director (People)**

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide an update on progress in relation Positive Destinations across Clackmannanshire Council for 2020.

**2.0 Recommendations**

- 2.1. It is recommended that the People Committee:
- 2.2. Notes this report and the progress that has been made over the past four years.
- 2.3. Provides comment and challenge as appropriate.

**3.0 Considerations**

- 3.1. The report provides a summary of Annual Statistical Data published on 23<sup>rd</sup> February by the Scottish Government on Initial Leaver Destinations for 2019/2020 school leavers.
- 3.2. The publication confirms a four year improving trend for Clackmannanshire, with the authority sitting now at the third highest in the country and notably Alloa Academy one of the highest performing in Scotland. 100% of our Looked After Children entered a positive destination.
- 3.3. The performance and achievement of the young people has been a result of their hard work and perseverance, particularly through and during a pandemic, and has been supported by a team approach across schools, services within Clackmannanshire Council, partners in the third sector and national agencies.
- 3.4. The evidence contained in this report contributes both to the National Improvement Framework and the Local Outcome Improvement Plan.

3.5. **Appendix 1** provides a detailed report at Clackmannanshire and school level.

#### **4.0 Sustainability Implications**

4.1 This paper has no sustainability implications

No

#### **5.0 Resource Implications**

5.1 This paper has no resource implications.

#### **6.4 Exempt Reports**

Is this report exempt?

No

#### **7.0 Declarations**

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

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

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

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

Not Applicable

#### **8.0 Equalities Impact**

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

N/A

#### **8.0 Legality**

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

#### **9.0 Appendices**

**10.0 Background Papers**

**Scottish Government: Summary Statistics for Initial Leaver Destinations, No. 3: 2021 Edition, 23 February 2021**


**11.0** Have you used other documents to compile your report?

**No**

**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Catriona Scott	Improving Outcomes Manager	

**Approved by**

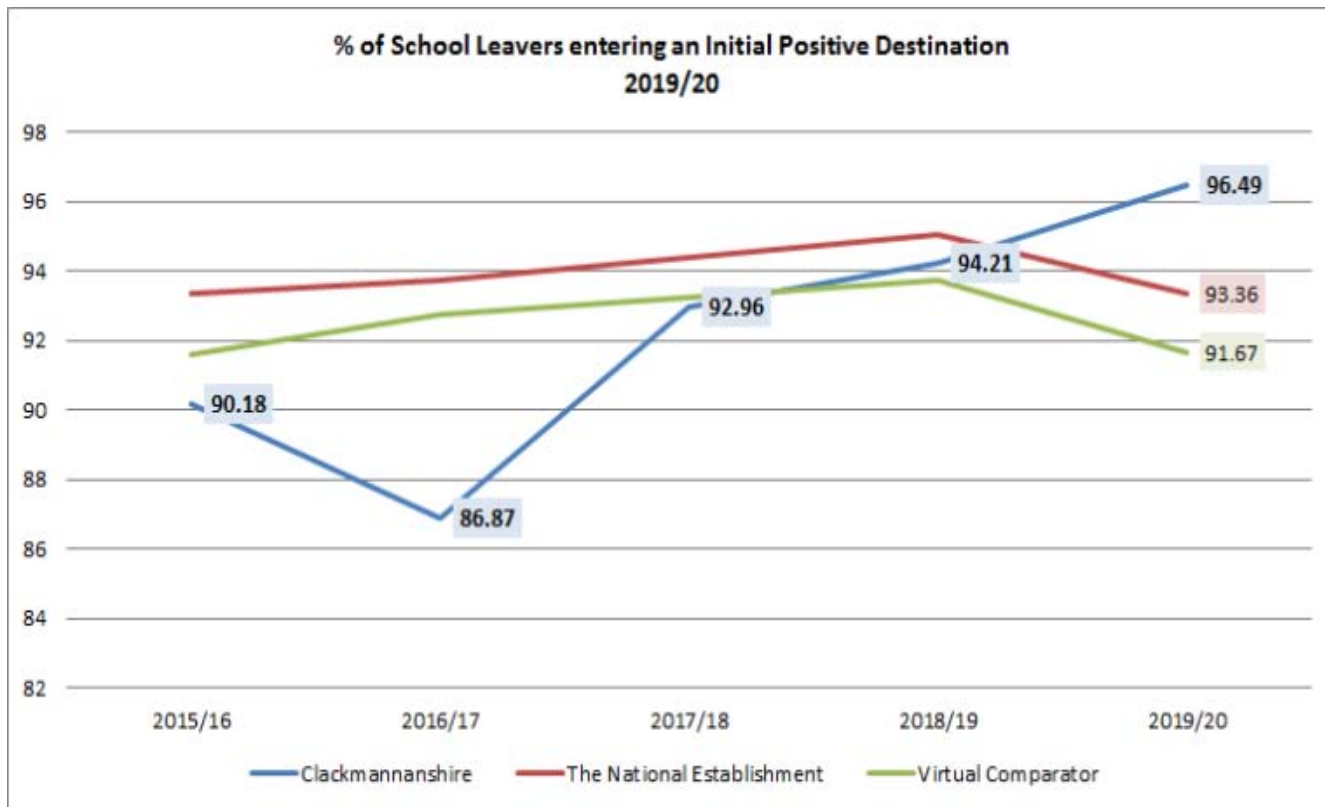
<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Lorraine Sanda	Strategic Director (People)	



**Education Performance – Positive Destinations**  
**Report to People Committee 25 March 2021**

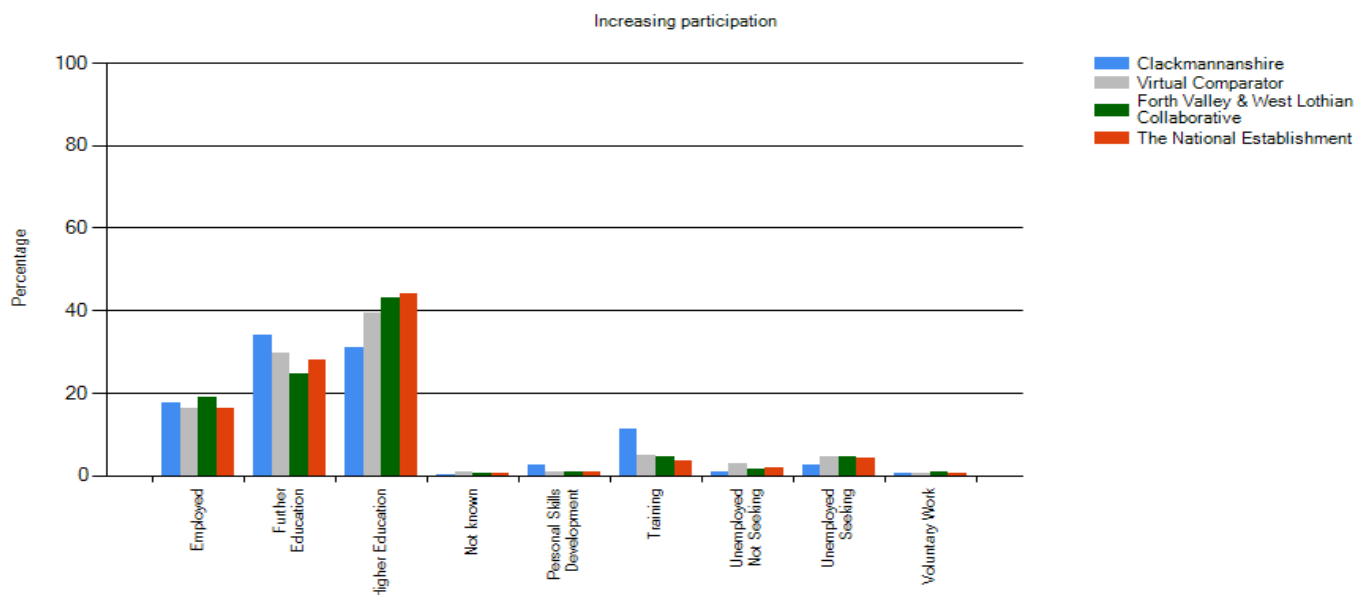
Percentage of school leavers entering an Initial Leavers Destination (ILD), S4, S5, & S6

The percentage of school leavers who entered an initial positive destination continued to improve in 2019/20 with a high of **96.5%**, higher than the Virtual Comparator (VC) and, for the first time, higher than the National average.



This is a significant achievement given the COVID Pandemic and the restrictions for young people as a result.

2019/20 leavers' destinations :( illustrated in the chart below)



**17.5%** entered employment (falling trend)

**11.2%** entered training (almost double than the previous year)

**34%** entered further education – **4 year improving trend**

**30.9%** entered higher education – higher than previous year

96.5% of young people in Clackmannanshire moved on to positive destinations, including work, training, further and higher education, which is higher than ever before and higher than the national figure (93.3%), the Virtual Comparator (91.6%) and Forth Valley & West Lothian Collaborative (93.1%). This reflects the on-going partnership work schools undertake with the Positive Destinations Task Group, resulting in an improving trend over the past three years. Out of 32 Local Authorities in Scotland, Clackmannanshire was third.

34% of young people in Clackmannanshire moved on to further education (college). This is higher than the Virtual Comparator (29.7%), Forth Valley & West Lothian Collaborative (24.7%) and national measures (28%) and reflects an increase from 2018/2019 (28.7%) and 2017/2018 (28.1%).

30.9% of young people moved on to higher education (university). This is lower than the Virtual Comparator (39.2%), Forth Valley & West Lothian Collaborative (42.9%) and national measures (44.2%) and is lower than 2018/2019 (32.4%) and broadly in line with 2017/2018 (29.6%).

There was also a 5% increase in pupils moving on to training, with a total of 11.2 % following this pathway.

17.5% of young people entered employment, which is a reduction from 2018/2019 (24.4%) and 2017/2018 (27.9%). The percentage of pupils who were unemployed and seeking employment was 2.4%, which was a decrease from 3.9% in 2018/2019 and 4.6% in 2017/2018.

100% of all Looked After (LAC) young people entered a positive destination. 53.3% entered FE (college), 6.6% entered HE (university), 33.3% entered training and 6.6% Personal Skills Development.

There was an increase in the percentage of school leavers who entered a positive destination across all three secondary schools:

**Alloa Academy**

98.5% of leavers entered a positive destination, which is above all measures, including National (93.3%), Virtual Comparator (90.1%) Forth Valley & West Lothian Collaborative (93.1%) and Clackmannanshire (96.5%)

**Alva Academy**

94.6% of leavers entered a positive destination, which is above National (93.3%), Virtual Comparator (93.6%) and Forth Valley & West Lothian Collaborative (93.1%) but below Clackmannanshire (96.5%)

**Lornshill Academy**

96.39% of leavers entered a positive destination, which is above national (93.3%), Virtual Comparator (91.1%) and Forth Valley & West Lothian Collaborative (93.1%) but below Clackmannanshire (96.5%)



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**Report to: People Committee**

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**Date of Meeting: 25 March 2021**

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**Subject: Financial Performance 2020/21 December Outturn**

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**Report by: Chief Finance Officer**

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## **1.0 Purpose**

1.1. This paper provides an update on the financial performance for the People Directorate of the Council in respect of revenue spend for the current financial year, 2020/21. This is based on forecast information as at December 2020.

## **1.2. Recommendation**

1.2.1 The Committee is asked to note, challenge and comment as appropriate on:

- the forecast General Fund revenue overspend relating to the People Directorate for the year of £2.370m;
- that the impact of COVID has resulted in additional costs of £2.375m which will be offset by COVID funding where possible, and
- delivery of planned savings in the year forecasted to achieve 96.1%

## **2.0 Background**

2.1. The following portfolios are within the remit of the People Directorate

Table 1

<b>PEOPLE</b>
<b>CARE &amp; PROTECTION</b>
<b>EDUCATION &amp; LEARNING</b>
<b>SUPPORT &amp; WELL-BEING</b>

*Source: General Services Revenue & Capital Budget 2018-19 (amended June 2018)*

### **3.0 General Fund Revenue**

- 3.1 Overall the Directorate's net service expenditure is forecasting an overspend of £2.370m for the year ended 31<sup>st</sup> March 2021. This forecast is a favourable movement of £(0.338)m to that was reported to Audit Committee on 4 February 2021.

The COVID pandemic has had a significant impact on the areas within the People Directorate both through additional expenditure and loss of income. The estimated financial impact within People Services is £2.375m and work is ongoing to allocate the additional COVID funding streams that the Council has received.

- 3.2 **Appendix 1** provides an overview of the financial outturn position within each Service Expenditure area.
- 3.3 **Appendix 2** sets out the main variances and movement since the last report to Audit Committee on 4 February 2021.

Within the narrative, service areas have not yet been updated to reflect the current structure. Accountancy are supporting the service to realign budgets to reflect the current management structure and to enhance management information.

### **4.0 2020/21 Savings Progress**

- 4.1 The 2020/21 budget incorporated approved savings of £3.343m. Of this total £1.345m is attributable to the People Directorate.
- 4.2 Based on analysis to date, savings of £1.292m (96.1%, 1.6% reduction from the previously reported position in February 2021) are forecast to be achieved, with the remaining £0.053m (3.9%) forecast at risk or unachievable in 2020/21.
- 4.4 **Appendix 3** provides details of budgeted 2020/21 savings progress and shows further detail of the savings that have been identified as either Amber or Red. Services supported by the accountancy team continue to work to achieve the approved savings or identify compensatory savings by the end of the financial year.
- 4.5 In addition to the savings above, within Corporate Services in the Performance & Partnership Directorate there is an unachievable corporate saving which relates to a deferred saving for People Directorate restructure. As this is part of the overall Council restructure it is being held corporately.

### **5.0 Conclusions**

- 5.1 The Directorate's net service expenditure is forecasting an overspend of £2.370m for the year.
- 5.2 Of the associated approved savings of £1.345m, £1.292m is forecast to be achieved with the remaining £0.053m being forecast as at risk in 2020/21.

## 6.0 Sustainability Implications

6.1 None

## 7.0 Resource Implications

### 7.1 *Financial Details*

7.2 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

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

### 7.4 *Staffing*

## 8.0 Exempt Reports

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

## 9.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

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

## 10.0 Equalities Impact

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

Yes  No

## 11.0 Legality

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

## 12.0 Appendices

12.1 Appendix 1- Financial outturn position at December 2020

Appendix 2- Variance's and variance movement at December 2020

Appendix 3- Summary Savings by Directorate at December 2020

## 13.0 Background Papers


13.1 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)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214

### Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Lorraine Sanda	Strategic Director People	

**People Summary 2020/21**  
**As at 31 December 2020**

**Appendix 1**

	<i>Annual Budget 2020/21 £'000</i>	<i>Forecast to March 2021 £'000</i>	<i>Variance Forecast to Budget £'000</i>
Resource & Governance	0	0	0
Strategy & Customer Services	1,582	1,775	193
Executive Team	130	94	(36)
Development & Environmental	503	455	(49)
Education Service	60,766	60,540	(226)
Social Services	14,213	16,700	2,488
<b>Division Expenditure</b>	<b>77,194</b>	<b>79,564</b>	<b>2,370</b>
<b>Summarised by Subjective Analysis</b>			
Employee Related Expenditure	54,632	54,714	82
Premises Related Expenditure	143	222	78
Transport Related Expenditure	1,291	1,180	(111)
Supplies and Services	6,472	7,774	1,301
Third Party Payments	17,320	18,220	900
Transfer Payments	617	849	232
Income	(3,282)	(3,395)	(112)
	<b>77,194</b>	<b>79,564</b>	<b>2,370</b>

People	Annual Budget 2020/21	Forecast to March 2021	Variance Forecast to Budget at December	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at October	Variance movement October to December	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Strategy & Customer Services	1,582	1,775	193	203	(10)	219	(26)	Strategy and Customer Services, (Libraries & Leisure) is forecast to overspend by £0.193m an improvement of £(0.026)m from October. Leisure Services is forecast to overspend by £0.253m which is offset by the Libraries forecast underspend of £(0.060)m mostly in staffing, with an increase in this as vacancies remain. In Leisure an overspend of £0.067m is expected on payments for Alloa Leisure Bowl as a result of the unachieved saving and the closure of Council facilities is expected to reduce income by £0.283m. This has decreased by £(0.004)m from October. This shortfall in income is offset by an underspend of (£0.059m) on employee expenditure which is an increase of £(0.009)m through leavers. The curtailment of expenditure in all teams has resulted in a forecast underspend of £(0.038)m, up £(0.013)m from October.
Executive Team	130	94	(36)	0	(36)	(35)	(1)	Additional income due Strategic Director time charged to Regional Improvement Collaborative
Development & Environmental Education	503	455	(49)	30	(79)	1	(50)	Economic Development: Underspend of £(0.049)m and movement of £(0.050). £(0.035)m underspend in Educational Establishments due to less throughput of clients, £(0.014)m underspend in client amenities and £(0.020)m underspend in subsidy payments to employers, which is a movement of £(0.020)m as a consequence of lower uptake due to Covid-19. £(0.021)m underspend and movement on salaries due to staffing vacancies and £(0.009)m underspend, movement of £(0.009)m on various small underspends. Overspend of £0.030m due to lower ESF Funding as a result of Covid-19 and £0.020m overspend due to decreased income from the young parent scheme as it no longer forms part of the ESF scheme.
	30,132	30,132	0	0	0	0	0	Devolved Schools are forecast on budget as any under or overspends are carried forward. The current estimated underspend is (£0.381m) and is reflected within Primary Non Devolved. Devolved Staffing budgets have been realigned to reflect schools staffing requirements for Academic Year 20-21 including additional teaching resources as a result of Covid-19.
	9,006	8,906	(100)	209	(309)	(136)	36	Early Years are forecast to underspend by (£0.100m). This underspend is due to Nursery Teacher vacancies and transfers to primary schools (£0.126m), staff turnover in core nurseries as staff move to new facilities (£0.183m) and reduction in income from ABC due to closure £0.111m and Covid £0.058m and various minor overspends of £0.010m. Out of School care is overspent by £0.039m due to reduced income. The 1140hrs funding of £4.523m is forecast on budget as any underspend can be carried forward however it is likely to be fully utilised this financial year. The movement of £0.036m is further reduced income in Out of School Care £0.009m, ABC Income £0.048m and Supply costs reduction (£0.021m).

People	Annual Budget 2020/21	Forecast to March 2021	Variance Forecast to Budget at December	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at October	Variance movement October to December	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	5,547	5,507	(41)	(9)	(32)	(8)	(33)	Additional Support Needs (ASN) is forecast to underspend by (£0.041m). This is made up of: overspends of £0.028m for travel escorts and (£0.019m) underspend in pupil transport, £0.015m overspend in Accessibility Strategy, the NHS OT & physio contract is forecasting an underspend of (£0.096m) due to COVID 19 non delivery of contract and there is a underspend of (£0.110m) on the Additional support for Additional Learning SG funding as staffing in place from Dec 20 only. Learning Assistants NHS Income is under recovered by £0.087m due to COVID 19 non delivery and staffing costs are projecting a £0.128m overspend due to increasing demand. Inclusion Support is (£0.041m) underspent due to reduction in Teachers from Aug 20, and in Learning support there is an underspend of (£0.033m) due to staff turnover. The movement of (£0.033m) is mainly in relation to slippage in Additional Support for Additional Learning staff (£0.011m), School transport (£0.034m) contract reduction and staffing £0.012m additional post less staff turnover
	2,273	2,015	(259)	0	(259)	(35)	(224)	Primary Non Devolved is forecast to underspend by (£0.259m). Within the core Primary Non devolved areas a (£0.115m) underspend is made up from Clothing Grants (£0.018m), Bus Contracts (£0.20m), staffing (£0.086m) and £0.009m in non staffing expenditure (Parent pay charges, cleaning, Seemis). Within "Flexibility" an underspend of (£0.144m) reflects the current Devolved schools underspend of (£0.381m), DSM savings totalling £0.854m, SG additional teaching & Probationer resource funding of (£0.598m). The movement of (£0.224m) reflects the changes in "Flexibility" for Devolved Schools forecasts (£0.125m), staff turnover in RCCT & PE Teams (£0.013m), Teachers Supply (£0.033m) and (£0.053m) non staffing
	1,485	1,573	88	20	68	56	32	Secondary Non Devolved is forecast to overspend by £0.088m. This is made up of: underspends within SQA Fees (£0.010m), EMA admin fees (£0.013m) and School Transport (£0.027m), offset by a projected shortfall in Music income due to reduction in uptake following a previous year increase in fees, further compounded by COVID 19 non delivery of lessons totalling £0.098m, Teachers Supply £0.028m and non staffing expenditure in central areas £0.012m. The movement of £0.032m is in Supply Teachers £0.028m and various other areas £0.004m
	8,404	8,357	(47)	0	(47)	(33)	(14)	PPP is forecasting an underspend of (£0.047m). Higher than expected payments to the contractor of £0.013m are offset by estimated agreed deductions. The underspend is mainly due to a variance in
	2,081	2,081	0	0	0	0	0	Pupil Equity Funding (PEF) is forecast on budget. Funding is allocated on an Academic Year basis and any underspend is carried forward to next year.
	894	876	(18)	75	(93)	97	(115)	Business Management is forecasting an underspend of (£0.018m). This is due to Chief Officers part year vacancy (£0.051m), Business Support vacancy (£0.031m), PPE issues from cleaning £0.075m (Covid) and various other small underspends (£0.011m). The movement of (£0.115m) relates to additional funding for COVID related digital learning costs
	162	359	197	197	0	190	8	Sports Development is forecasting an overspend of £0.197m due to a reduction in Income in various programs due to COVID 19 totalling £0.307m less associated savings of (£0.110m) in casual sports coaches and equipment. The movement of £0.008m relates to further estimated reductions in income due to uncertainty of when facilities can operate normally.

People	Annual Budget 2020/21	Forecast to March 2021	Variance Forecast to Budget at December	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at October	Variance movement October to December	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	781	732	(49)	0	(49)	(41)	(8)	In other areas the Psychology Service is forecasting an underspend of (£0.017m), School Crossing Patrols (£0.015m), and Youth and Adult Services (£0.017m) combines to an underspend of (£0.049m) which is mainly staff turnover. The movement of (£0.008m) relates to staff turnover in Youth & Adult Services.
<b>Service Total</b>	<b>60,766</b>	<b>60,540</b>	<b>(226)</b>	<b>492</b>	<b>(718)</b>	<b>91</b>	<b>(317)</b>	
<b>Social Services</b>					0			
<b>Childrens Commissioned Service</b>	678	882	204	24	180	204	0	<b>Children's Commissioned Services</b> are forecast to overspend by £0.204m. The overspend relates to payments to third sector service providers.
<b>Corporate Parenting</b>	6,213	7,338	1,125	424	700	1,095	30	<b>Corporate Parenting</b> is forecast to overspend by £1.125m. The main pressure points are: External Fostering £0.775m; Internal Fostering £0.018m; Kinship Payments £0.281m and Day Care/Direct Payments £0.051m. The number of External Foster placements has increased by 18 since the start of the year, many of these being related to Covid19. External foster care is a high cost area and is being actively addressed through the use of Family Group Decision Making, Restorative Practice and the more bespoke and targeting of commissioned services. There has been an adverse movement of £0.030m since October largely as result of additional pressures within Day care/Direct Payments. The pressures within the service continue to be volatile and fluctuation in demand is to be expected.
<b>Fieldwork Children and Families</b>	1,889	1,788	(101)	7	(108)	(6)	(95)	<b>Fieldwork Children and Families</b> are forecast to underspend by (£0.101m) as a result of staffing vacancies. There has been a favourable movement of (£0.094m) since October as a result of slippage in planned recruitment.
<b>Permanence Team</b>	260	270	10	0	10	(0)	10	<b>The Permanence Team</b> is forecast to exceed the budget by £0.010m due to an overspend on staffing. This team is part of the newly established reporting structure, with the whole budget relating to staff costs. The team has a specific focus on establishing long term arrangements for children and young people.
<b>Family Group Decision Making</b>	126	141	16	0	16	2	13	<b>Family Group Decision Making</b> is forecast to overspend by £0.016m with a £0.010m overspend on staffing and a overspend of £0.006m on transport. Family Group conferencing is a way for families to come together to discuss a concern or problem and develop a suport plan for children or young people in the family. The aim is to maximise the support available within family unit and avoid other more costly interventions. There has been an adverse movement of £0.013m since October as a result of revised staffing allocations.



People	Annual Budget 2020/21	Forecast to March 2021	Variance Forecast to Budget at December	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at October	Variance movement October to December	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Other Residential Placements</b>	2,314	3,570	1,256	1,179	78	1,046	210	<b>Other Residential Placements</b> is forecast to overspend by £1.256m. There are currently 20 children in residential placements (5 Education only, 5 Social Work Care only and 10 providing both Education and Care) with a forecast to overspend by £1.096m. Numbers have risen by 3 since April 2020 with 6 placements related to Covid 19 at a cost of £1.179m. Out of area education expenses are forecast to overspend by £0.160m. This budget relates to 20 children receiving educational support from other local authorities. The has been an adverse movement in the forecast since October as a result of two placements being extended and increased forecast for out of area education. This budget heading is extremely dynamic and the forecast makes no provision for any future new placements.
<b>Strategy and Planning</b>	360	420	61	0	61	92	(31)	<b>Strategy and Planning</b> are forecast to overspend by £0.061m as a result of a shortfall in income from other local authorities. There has been an favourable movement of £0.031m since October as a result of re-aligning staff costs.
<b>Management Support</b>	891	756	(135)	0	(135)	(73)	(61)	<b>Management Support</b> are forecast to underspend by £(0.135m) due to staffing vacancies. The favourable movement since October of £0.061m relates to updated recruitment plans for staff.
<b>Criminal Justice Service</b>	1,483	1,536	53	17	36	72	(19)	<b>Criminal Justice Services</b> are forecast to overspend by £0.053m. There is a forecast overspend of £0.037m within payments to third sector providers and £0.066m other local authorities. Supplies and Services are forecast to overspend by £0.042m, £0.17m is in relation to IT equipment. In addition there are small overspends forecast across Property of £0.003m and Transport £0.008m. Staffing is forecast to underspend by £(0.147m), with £(0.044)m of this relating to Glenochil Prison which is matched by a reduction in income received from the Scottish Prison Service. There has been a favourable movement of £(0.016)m since October as a result of a payment to a third sector service provider being transferred to Children's Commissioned Service.
<b>Total Social Services</b>	<b>14,213</b>	<b>16,701</b>	<b>2,489</b>	<b>1,650</b>	<b>838</b>	<b>2,432</b>	<b>56</b>	
<b>Directorate Total</b>	<b>77,194</b>	<b>79,565</b>	<b>2,370</b>	<b>2,375</b>	<b>(5)</b>	<b>2,707</b>	<b>(338)</b>	

Detailed Schedule of Savings - People Division  
As at 31 December 2020

Appendix 3

Management Efficiencies

Service Reference	Division	Description of Saving	2020/21 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
	People	PPP Rebate	75,000	75,000				Saving is achieved
PEED5	People	Transforming Early Years Curriculum	53,600	53,600				Saving is achieved
PESW7	People	Criminal Justice alignment with Grant Offer	31,000	31,000				Saving will be achieved
PESW8	People	Budget realignment with Criminal Justice	84,453	31,453		53,000		Saving will be partly achieved
PESW6	People	Redesign Independent Reviewing Officer role	35,000	35,000				Saving is achieved
PEED8	People	Budget realignment DSM (permanent)	350,000	350,000				Saving is achieved
PEED8	People	Budget realignment DSM (CASH)	350,000	350,000				Saving is achieved
PEED7	People	Budget Reduction in photocopying charges due to contract changes	20,000	20,000				Saving is achieved
PES&P1	People	People Services Efficiencies	20,000	20,000				Saving is achieved
<b>Total</b>		<b>Management Efficiencies</b>	<b>1,019,053</b>	<b>966,053</b>	<b>-</b>	<b>53,000</b>	<b>0</b>	

Prior Years

Service Reference	Division	Description of Saving	2020/21 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
SSPD01	People	Investment in Internal Foster Care Service	60,000	60,000				Saving is achieved
EDME03	People	Primary school class configuration	153,750	153,750				Saving is achieved
EDME02	People	Management time reduction (Snr) Early Years	57,520	57,520				Saving is achieved
EDME04	People	PPP Rebate - Cash Saving	55,000	55,000				Saving is achieved
<b>Total</b>		<b>Prior Years</b>	<b>326,270</b>	<b>326,270</b>	<b>-</b>	<b>0</b>	<b>0</b>	

Summary By Type	2020/21 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £
Management Efficiencies	1,019,053	966,053	-	53,000	
Policy	0	0	-	0	
Prior Years	326,270	326,270	-	0	
<b>Total Division</b>	<b>1,345,323</b>	<b>1,292,323</b>	<b>-</b>	<b>53,000</b>	<b>0</b>

check

96.1%      0.0%      3.9%

**CLACKMANNANSHIRE COUNCIL**

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**Report to People Committee**

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**Date of Meeting: 25 March 2021**

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**Subject: Be the Future : People - Respond, Transformation and Redesign, Update March 2021**

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**Report by: Lorraine Sanda, Strategic Director, People**

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**1.0 Purpose**

- 1.1. The purpose of this report is to report on further progress of the Redesign and Transformation of People Directorate. It provides further narrative to Financial Performance December Outturn report which is also being presented at this meeting.

**2.0 Recommendations**

- 2.1. It is recommended that the People Committee notes the update provided and provides comments on the report.

**3.0 Considerations**

- 3.1. The report to People Committee on 26 November 2020 committed to providing an update on Redesign and Transformation activity.

**4.0 Respond**

- 4.1. Within People, all services continue to respond to an ever-changing demand particularly, in relation to meeting the needs of some of the most vulnerable individuals, children and families in our communities.
- 4.2. Education
- 4.3. Early Learning and Childcare and Schools were opened only for key worker children and those with additional support needs and vulnerabilities, from 11th January 2021 to 12th February 2021. The remainder of children and young people received their education through remote learning. Teachers and staff in schools have been working very differently during this time to support children's progress in learning, as well as their health and wellbeing. From 22

February, all children in ELC and P1-P3 returned to school, along with some young people in the Senior Phase in Secondary. There will be further phased opening of schools in line with Scottish Government Guidance. However, it is clear that digital and remote learning, and blended learning approaches to education will continue for some time. This requires different approaches to learning and teaching, and support for staff and families. The majority of centre Education staff is working on COVID Response activity, this includes staff employed under the Scottish Attainment Challenge Funding.

#### 4.4. Children's Services

4.5. Children's Services Social Work continues to see increasing complexity and high demand through their "front door" services. There has also been an increase in Residential Placements, Fostering Placements, and Kinship Placements during COVID which has put considerable strain on the overall budget. The current response is to ensure that children are safe and protected. Staff have adapted their working practice to maintain regular contact with those children and families who are most vulnerable within our communities. The absence of school has placed further pressure upon the Service to ensure children were being seen regularly.

4.6 In addition since coming into post, the Director has made it a priority to ensure that all managers across the service have a focus on ensuring the service moves to a more financially sustainable position, particularly in Children's services but also more widely across People Directorate. The priorities for this have been to focus on the recovery of the impact of COVID and to ensure that all external contracts are reviewed and to look at opportunities to bring external foster placements "in house" which will reduce the management costs that are paid to the external agencies. Work is also underway to ensure all available COVID funding is applied to Service budgets to address areas under strain. Further details of the action that has been taken will be included in future reports to People Committee

### **5.0 Transformation**

5.1. The transformational journey in Children's Services is now well underway despite the ongoing challenges of continuing to manage the impact of COVID. The need for change and improvement is being taken forward at pace in order to achieve the objective of delivering a service that meets the needs of the children and families within our communities. The need to deliver a service within budget whilst utilising resources efficiently and effectively will result in better outcome for our children and young people. The opportunity to underpin the transformation with taking for The Promise is exciting and is already providing access to resource and support from Scottish Government.

5.2. There is a real drive now to improve the service and examples of good practice are evident. The Family Group Decision Making Team is an excellent example of ensuring that if a child or young person requires to be accommodated, the team explore all family options at the earliest point of

contact. The team are also visiting those children and young people who are accommodated out-with the local authority and exploring extended family members who may be willing to offer care in the future. However, the service now has a renewed focus and commitment on its transformational journey, building on earlier improvement that started in 2016/2017. The Head of Service is working alongside a Social Work lead from another authority who has experienced similar challenges to Clackmannanshire. They are developing a work plan to address the overspend (as outlined in the Financial Performance Outturn) which is focusing on four key areas of improvement:

- Kinship Care
- Fostering and Adoption
- Commissioning of Services
- External Placements

5.3. These services do not stand alone and the impact of improving practice and systems will in turn have a positive impact on the children's services budget. The team are also pursuing funding bids which would improve the service and offer additional support at the front end which is under considerable demand. Most recently, a successful funding bid was secured, providing an additional £91K to establish a small team to progress referrals and identify interventions.

## **6.0 Redesign**

6.1. The November 2020 paper to People Committee set out a suggested phased activity to Redesign. The Interim Chief Education Officer took up post in December with the intention of freeing up capacity of the Strategic Director to focus on Transformation and Redesign. The Interim Chief Social Work Officer will take up post in April 2021. Priorities for the CSWO will be agreed shortly after her arrival and will be updated in subsequent updates.

6.2. All Service Managers across People Directorate have come together to start to agree their shared vision and goals. There is a welcome opportunity to improve links with the HSCP and the Locality Manager (Clacks) and Head of Service from HSCP. Further workshops during March and April with the Managers are being supported by the HR Leads for Workforce Development and Learning.

6.3. IESE have carried out an evaluation at Team Leader/Manager level across the Directorate of internal systems and processes. This has identified a number of areas for workforce development at team and manager level which are being taken forward collaboratively. This work will build the foundations for transformation and service improvement.

6.4. As mentioned, Children's Services have the support of another local authority, and this is allowing further benchmarking across key areas of challenge for the service.

6.5. Commissioned Services are currently being reviewed for efficiencies and savings, and in order to achieve further improved outcomes for children and families.

## 7.0 Resource Implications

7.1. 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

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

## 8.0 Exempt Reports

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

## 9.0 Declarations

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

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

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

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

## 10..0 Equalities Impact

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

## 11.0 Legality

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

**12.0 Appendices**

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

**13.0 Background Papers**

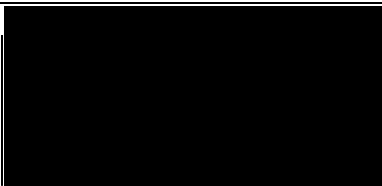
13.2 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No X

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director of People	

**Approved by**

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director of People	





**CLACKMANNANSHIRE COUNCIL**

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**Report to People Committee**

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**Date of Meeting: 25 March 2021**

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**Subject: Chief Social Work Officer Report**

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**Report by: Lorraine Sanda, Strategic Director, People**

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide the People Committee with the Annual Report of the Chief Social Work Officer (CSWO) on the statutory work undertaken on the Council's behalf. The report also provides an overview of regulation and inspection, and significant social policy themes current over the past year. The report was completed by the previous Chief Social Work Officer, Fiona Duncan, before she left Clackmannanshire in December last year.

**2.0 Recommendations**

It is recommended that the People Committee note the contents of the CSWO Annual Report (Clacks).

**3.0 Considerations**

- 3.1 The requirement that every local authority should have a professionally qualified CSWO is contained within Section 45 of the Local Government (Scotland) Act, 1994. The particular qualifications are set down in regulations and this is one of a number of officers, roles or duties with which local authorities have to comply. The role replaced the requirement in Section 3 of the Social Work (Scotland) Act, 1968 for each local authority to appoint a Director of Social Work.
- 3.2 CSWOs produce Annual Reports, based on a template agreed with the Office of the Chief Social Work Adviser, for relevant Committees and/or the full Council, Integration Joint Boards and Health and Social Care Partnerships.

3.3 This year, given the workload implications caused by the COVID-19 pandemic, Scottish Government has produced a reduced template to enable CSWOs to present shortened reports for local governance structures. This ensures local reporting arrangements continue whilst having due regard to current pressures being experienced across the sector.

3.4 The revised template focuses on governance arrangements, service delivery, resources, and workforce. The focus is mainly on high level and key issues and challenges over the 12 months to 31 March 2020.

### **3.5 Chief Social Work Officer Annual Report 2019-21**

3.5.1 Due to the continuing impact of COVID-19 on all public services, a revised and reduced template for the Chief Social Work Officer Annual Report 2019-20 was created. Within this, the following information was requested:

- Governance and Accountability
- Service Quality and Performance
- Resources
- Workforce
- COVID-19

3.5.2 Within Clackmannanshire, Children’s Service and Justice Service are managed and governed by Clackmannanshire Council, sitting within the People’s Directorate. Adult Social Work Services are delegated to the IJB which spans Clackmannanshire Council and Stirling Council. Clackmannanshire Adult Services are delivered and managed by the Health and Social Care Partnership (HSCP).

## **4.0 Sustainability Implications**

4.1. None

## **5.0 Resource Implications**

5.1. *Financial Details*

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

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

## **6.0 Exempt Reports**

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

## 7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	<input type="checkbox"/>
Our families; children and young people will have the best possible start in life	<input checked="" type="checkbox"/>
Women and girls will be confident and aspirational, and achieve their full potential	<input checked="" type="checkbox"/>
Our communities will be resilient and empowered so that they can thrive and flourish	<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  N/A

## 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.

***Appendix 1: Chief Social Work Officer Annual Report 2019-20***


## 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)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Lorraine Sanda	Strategic Director of People	

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Lorraine Sanda	Strategic Director of People	



**Clackmannanshire  
Council**

www.clacks.gov.uk

Comhairle Siorrachd  
Chlach Mhanann

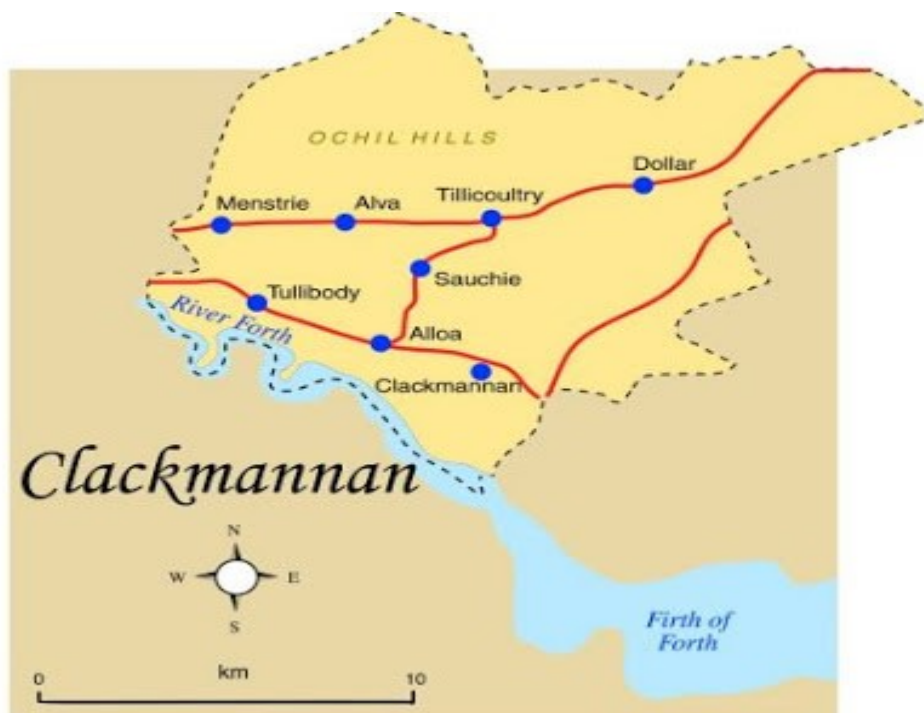


**Clackmannanshire & Stirling  
Health & Social Care  
Partnership**

## **CLACKMANNANSHIRE**

### **CHIEF SOCIAL WORK OFFICER**

### **ANNUAL REPORT 2019/20**



## 1. GOVERNANCE AND ACCOUNTABILITY

- 1.1 Due to the continuing impact of COVID-19 on all public services, a revised and reduced template for the Chief Social Work Officer Annual Report 2019-20 was created. Within this, the following information was requested:
- Governance and Accountability
  - Service Quality and Performance
  - Resources
  - Workforce
  - COVID-19
- 1.2 Whilst this template is reduced, it will still ensure that local reporting arrangements continue whilst also enabling the immediate effects of COVID-19 to be commented on. The impact on service delivery moving forward is significant which is highlighted in the COVID-19 section.
- 1.3 The role of the Chief Social Work Officer (CSWO) was established to ensure the provision of appropriate professional advice in the discharge of a local authority's statutory functions as described in Section 5 (1B) of the Social Work (Scotland) Act 1968. There are also certain functions conferred by legislation directly on the CSWO by name and specific statutory responsibilities are discharged by the CSWO. These specifically relate to decisions about the curtailment of individual freedom, as well as assessing and responding to risk and need for vulnerable people. Examples include placing children in secure accommodation; applying for welfare guardianship for adults with incapacity.
- 1.4 The CSWO undertakes the above role across the full range of a local authority's social work functions including those delegated to the Integration Joint Board (IJB). Further, the CSWO provides the focus for professional leadership and governance within these services.
- 1.5 Within Clackmannanshire, Children's Service and Justice Service are managed and governed by Clackmannanshire Council, sitting within the People's Directorate (which includes Education Services). Adult Social Work Services are delegated to the IJB which spans Clackmannanshire Council and Stirling Council. Clackmannanshire Adult Services are delivered and managed by the Health and Social Care Partnership (HSCP).
- 1.6 The CSWO is a member of the Council's Senior Management Team (Extended Strategic Leadership Group) and has direct access to Elected Members, the Chief Executive, Leader of the Council and Chief Officer for the IJB. They are also a non-voting member but professional advisor to the IJB.
- 1.7 Social Work and Social Care Services play a vital role in championing and addressing the impact of poverty and inequality in people's lives. This includes

helping to inform the prevention and early intervention agenda within strategic groups and partnerships. Within Clackmannanshire and across Forth Valley, these include:

- The Clackmannanshire Alliance - this provides the strategic vision and direction for community planning as well as monitoring the implementation of the Local Outcomes Improvement Plan 2017-27. This Plan sets out partners' 10 year vision for tackling inequalities and poverty in Clackmannanshire
- Clackmannanshire and Stirling Chief Officers Group (pre-COVID\_19)

(Note: The above was amalgamated into the Forth Valley COG during COVID-19)

- Clackmannanshire and Stirling Child Protection Committee (pre-COVID-19)
- Clackmannanshire and Stirling Adult Protection Committee (pre-COVID-19)

(Note: The above two committees were amalgamated into the Clackmannanshire and Stirling Public Protection Committee during COVID-19)

- Children and Young People's Strategic Partnership
- Community Justice Partnership
- Clackmannanshire Violence Against Women Partnership
- Clackmannanshire and Stirling Alcohol and Drugs Partnership

1.8 The CSWO is also a senior manager within the Council managing Children and Justice Services. Consequently, they have to balance managing services (ie budget decisions; effective and efficient service delivery; line management; etc) alongside being accountable for practice standards and the safety and wellbeing of clients. This includes:

- being the Agency Decision Maker for fostering and adoption panels and endorsing decisions of these panels
- authorising secure care placements
- overseeing all welfare guardianship applications
- monitoring MAPPA business and being a member of the Strategic Oversight Group
- having input and oversight into all Large Scale Investigations; Initial Case Reviews and Significant Case Reviews

1.9 The CSWO is a member of both the Child and Adult Protection Committees. As such, the CSWO advises, develops and enables others to deliver the highest level of operational practice while remaining accountable for the attainment of excellent professional standards across social care and social work services.

1.10 Through Lead Officers for Child and Adult Protection, the Independent Chair for MAPPA, and the Independent Chair of both committees, the CSWO has direct contact regarding professional standards and scrutiny and assurance of practice. In turn, this gives assurance that clients are being protected from harm by decisions being informed, safe and accountable.

- 1.11 The CSWO is responsible for ensuring appropriate governance processes are in place which support effective evidence-based decision making, particularly in relation to the assessment and management of risk. The focus is very much on learning and development in this particularly challenging area of child and adult protection, to ensure that services are robust and result in the promotion of best outcomes for people.
- 1.12 Strategic oversight of Adult Support and Protection (ASP) arrangements and Child Protection arrangements – during COVID-19 - are provided by the Public Protection Committee. This is an interim Committee arrangement created as a consequence of the Coronavirus and the sudden departure of the previous independent chair of the Adult Protection Committee. This is a Clackmannanshire and Stirling joint committee.
- 1.13 Our adult protection arrangements continue to focus upon the following themes which inform our delivery planning:
- Leadership and Governance
  - Continuous Improvement
  - Improving Skills and Knowledge
  - Improving Support for Service Users and their Carers
  - Promoting Awareness of ASP and Collaboration across Public Protection
- 1.14 Partnership working is the mechanism for the effective delivery of these plans which are measured collaboratively through our Committee substructure which has continued despite challenges associated with the pandemic and includes:
- Forth Valley Financial Harm Group (collaboratively with Falkirk Adult Protection Committee)
  - Local Operational Group
  - Learning and Development Group
  - Practitioners Forum
- 1.15 During this year, the HSCP has recruited two Heads of Service – Community Health and Care (all operational services across adults and older people within the HSCP) and Head of Strategic Planning and Health Improvement. Further, to help meet clinical support needs the HSCP has a Clinical Nurse Lead and is the process of developing further the management team to include clinical lead within AHP services and Primary Care. All parties, along with the CSWOs for Clackmannanshire and Stirling, are core members of the Clinical and Care Governance Group.
- 1.16 Two Locality Managers have also been appointed within the HSCP to have operational and strategic oversight of adult care services across Clackmannanshire and Stirling. The creation of this new management structure creates capacity and resilience across the HSCP to effectively manage, develop and deliver statutory functions within adult care services. The CSWO meets with the Clackmannanshire locality manager on a monthly basis to discuss, assess and scrutinise work activity, highlighting any patterns, concerns or gaps.



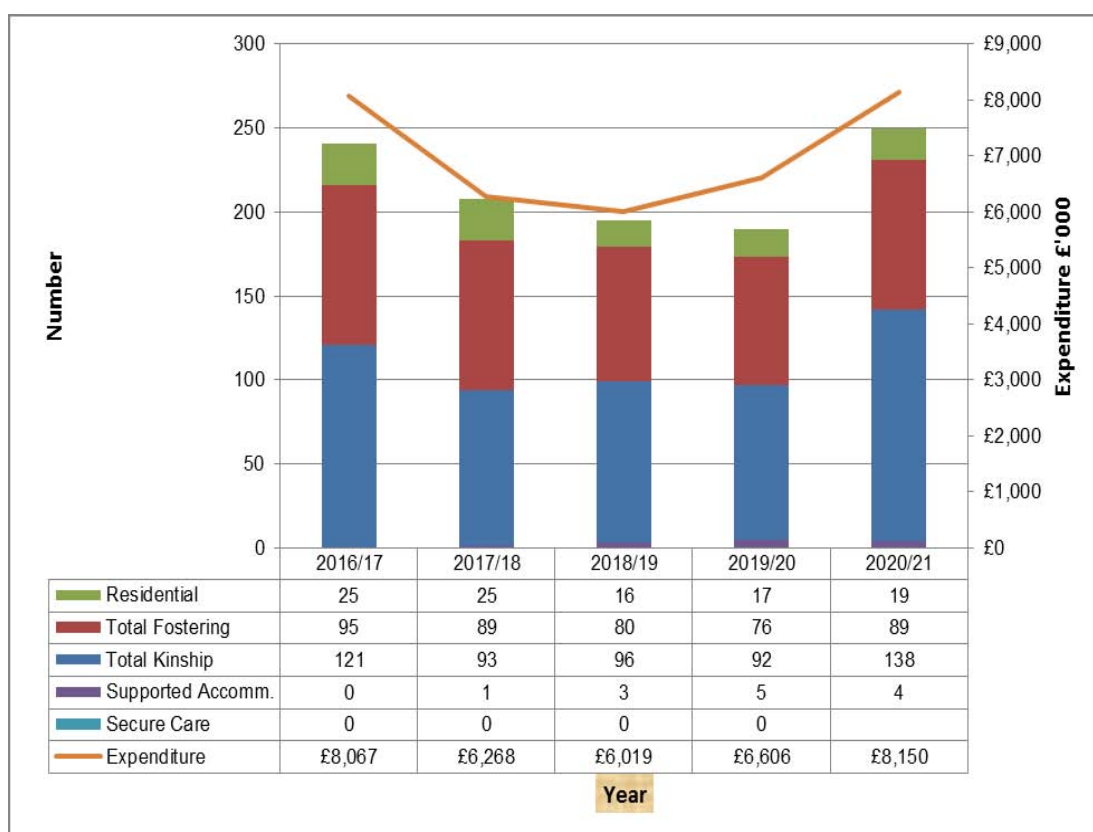
1.17 The HSCP has created a Transformation Plan which reflects legacy commitments linked to local care home capacity as well as new activity to further integrate community health and social care services. This Plan has been presented to and agreed by Stirling Council Future Board. The Transformation Plan also aligns with Clackmannanshire Council transformation programmes and NHS Forth Valley.

1.18 During COVID-19, a number of enhanced governance arrangements - particularly for care home and care at home services – have been introduced. Across Forth Valley, the Care Home Strategic Oversight and Assurance Group consisting of strategic leaders (ie CSWOs, Executive Chief Nurse, Director of Public Health, Chief Officer, etc) meets weekly to analyse and interrogate data, guidance, plans, etc. The CSWO role has helped enhance this meeting by ensuring that emotional and psychological wellbeing of residents within care homes are key factors to consider alongside infection control measures. Ultimately, this has ensured that when analysing and discussing quality of care and of life, that all wellbeing factors are considered.

## 2. SERVICE QUALITY AND PERFORMANCE

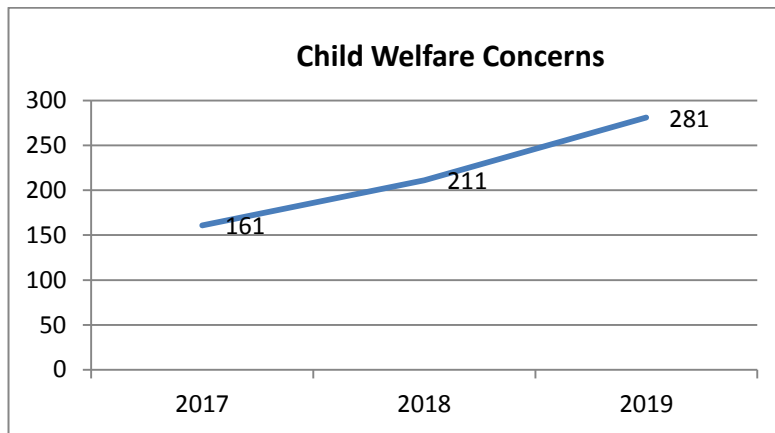
2.1 In 2017, Children’s Service began a significant improvement journey with focus on strong leadership to drive forward change within the service; developing and embedding quality assurance and performance measures; and to examine how best to recruit and retain staff within the organisation, thus building stability and consistency.

2.2 Key to the above was the promotion and development of relationship based restorative practice with the long-term rebalance of care strategy to safely maintain children with families and communities – known as Family 1<sup>st</sup>. By enabling children to remain in their own communities, connected to their friends and families, health professionals, and schools, our aim was to help them develop their sense of wellbeing, identify and belonging.



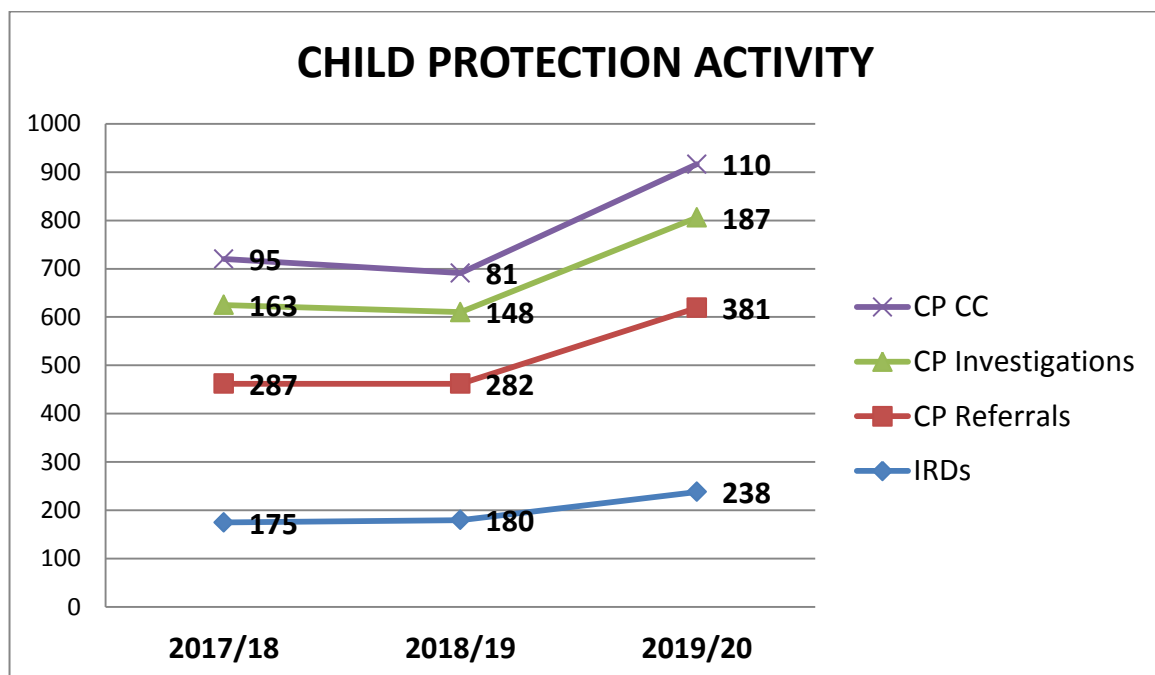
2.3 During the past 3 year, progress has been made. The chart above highlights the significant reduction in the reliance on residential care and the developments of alternatives including Kinship, Fostering and Supported Accommodation, as part of the Re-balance of Care Strategy. Our Family 1<sup>st</sup> approach - to safely place children with family in kinship care - evidences significant growth in the first half of 2020 with us forecasting continued growth as highlighted.

## Activity



2.4 During the past few years, we have seen increasing demand across all areas of Children’s Services. Following a 74% increase in Child Welfare Concerns - which are received from a range of professionals (e.g. Health, Police & Education) – we have undertaken refresher training with partner agencies to ensure that we are all following GIRFEC processes and have a mutual understanding of the thresholds that we are working to.

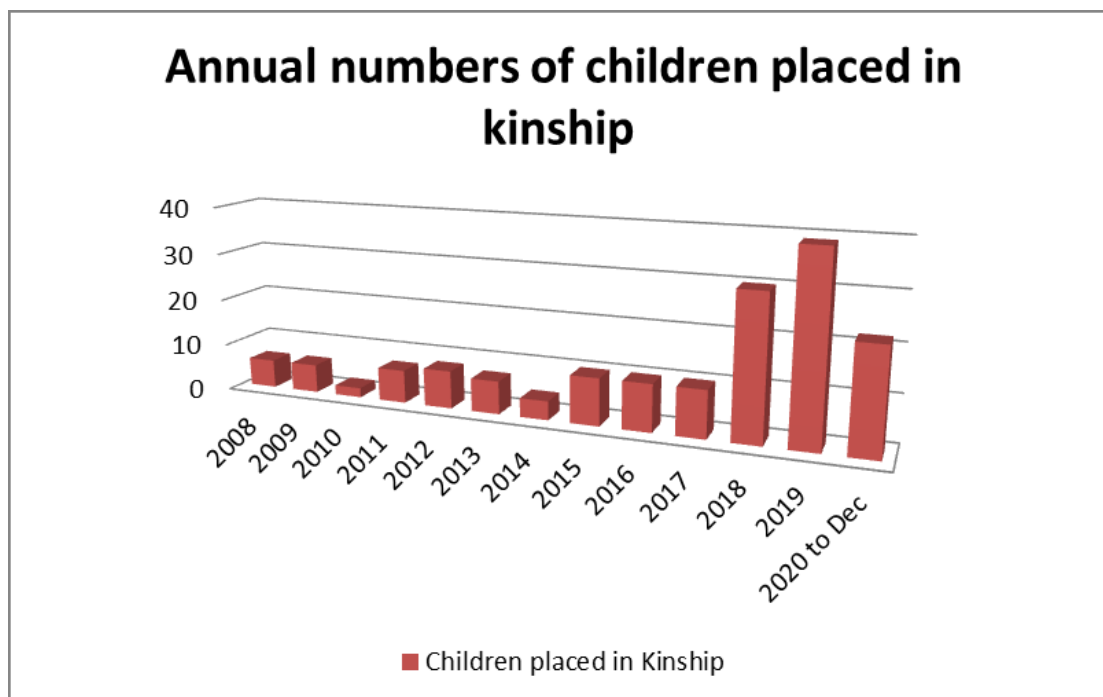
2.5 However, we have also seen a rise in child protection matters which in turn, increases activity and workload due to the various processes. The following graph illustrates this:



2.6 Of concern is the fact that the majority of staff we recruit are newly qualified. Not being able to take on child protection cases, or having a significantly reduced caseload due to limited experience, creates capacity issues.

2.7 The above also raises questions as to why increasing numbers are presenting in crisis and/or complex situations. It would suggest that opportunities to engage with children and families before crisis, is being missed – at earlier stages and by a variety of organisations. This is an area that we all have to look at as the opportunity to engage earlier is crucial if we are to move from crisis intervention to early intervention and prevention.

### **Kinship Care**



2.8 The number of children placed in Kinship Care has risen year on year. However, since 2017, there has been a dramatic three fold increase. Due to the growth in this area, we need to develop a kinship team to ensure that we have a clear and robust referral and assessment process; a review system that monitors and charts continuing service growth and to ensure national policy and guidance is understood and translated into local policy and practice. The forecasted figures can be used to ensure that the budget is increased to appropriate levels.

### **Fostering**

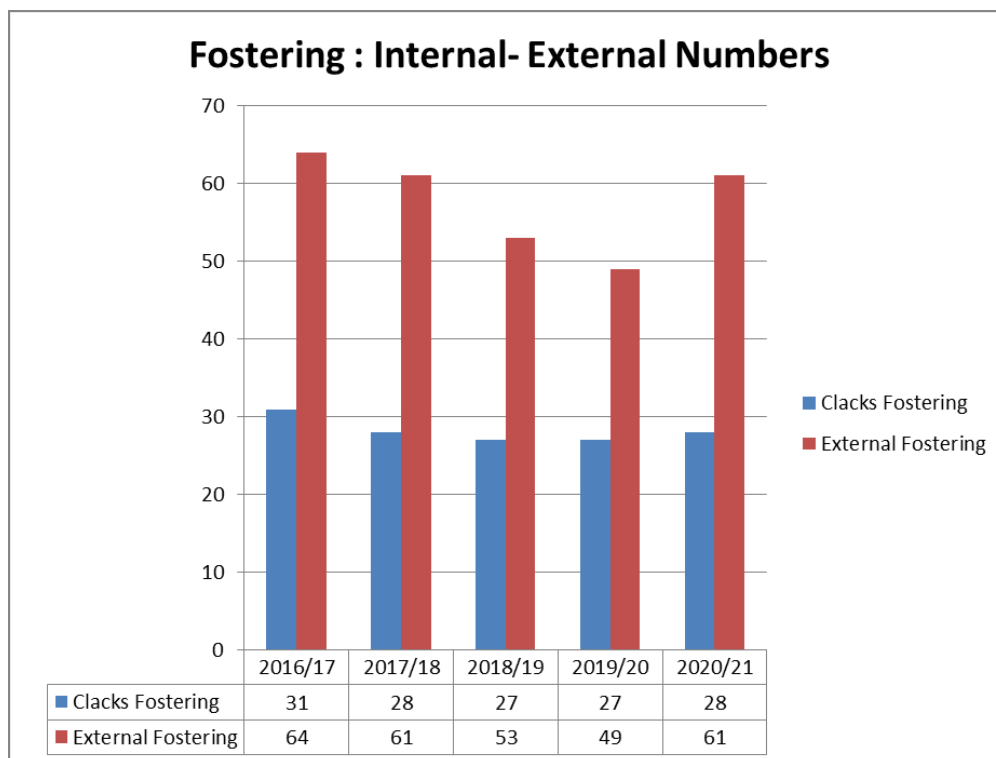
2.9 Data from the Scottish Government evidences that Clackmannanshire has over double the number of children placed out of area in high cost purchased fostering

provision compared with other local authority areas. There is no doubt that the small size of the county has contributed to the availability of potential foster carer numbers.

2.10 In November 2019, the Fostering Service held a consultation event and invited all foster carers to this. Approximately 12 carers turned up which helped inform a lively session. The focus was on how the service could be improved; the quality and range of service expected from the social work team; and the type and frequency of training and development available to carers to support them in developing skills and knowledge to meet the needs of our looked after population.

2.11 To try and address foster carer numbers, in 2019/20, the Council invested money to outsource recruitment to a specialist agency. Progress has been made in the approval of three new foster carers in 2020. These foster carers currently have 7 children placed who would have otherwise been placed with external purchased foster carers. There is an additional group of 7 prospective foster carers in the pipeline. Initial savings targets of £60k have been achieved.

2.12 Unfortunately, whilst our strategy to grow local foster carers is proving successful, the pace of demand is outstripping the strategy to safely 'supply'. As a result, we are having to use a number of external foster carers which brings additional costs (approximately £25,000 per annum, per placement, more expensive than internal).



## **Out of Area Residential Placements**

2.13 During the past 4 years, the focus has been on reducing the number of out of area high cost residential placements by developing and imbedding the re-balance of Care Strategy. Those who require this type of care are generally, the most 'acute' risk as a result of multiple breakdowns of care with parent(s) in Kinship or Fostering, or both, linked to complex trauma based behaviours. Some of these children and young people have also been in our own residential house - Woodside.

2.14 This strategy was making considerable progress each year moving from 21 children in 2016/17 down to 15 in 2019/20. From the original 21 young people in 2016, all bar 2 had moved on. However, from the end of 2019 to the onset of COVID-19, there has been a spike in high risk referrals with 13 young people being placed in external residential care. This brings our current total to 16 placements.

### 2.15 Options for Reducing External Placements

- a) increase foster carer numbers:

Whilst a challenge, consideration is being given to actively asking those foster carers who are looking after children on a permanency order (17 young people at moment), to move over to become Clackmannanshire foster carers. To move this forward there will be further work required in relation to policy, the quality of service given to foster carers, and a review of all our fees and allowances. Whilst this will require some financial output, the significantly reduced costs would be substantial helping to reduce the external fostering budget. Further, this would align with our Family 1st policy of keeping young people in our area.

- b) Develop supported accommodation options for those 16 years plus to enable them to return to their home area but with appropriate support built around their needs
- c) Build on the work that the newly formed Family Group Decision Making Team started in 2019 to actively review all external high cost placements - as part of deep extended family network searching to determine if there is anyone in the broader extended family who would be able to provide a home for the young person.
- d) Review our commissioning strategy including current contracts, to ensure that we are targeting appropriately. The third sector play a key role in enabling preventative spend due to their involvement at both ends of the spectrum - early help and working with the most high risk children and families, many of whom are at the cusp of care.

2.16 These potential options need to be strategically developed, planned and project managed. So whilst they could have significant positive impact, they would not be achieved immediately due to the extensive planning involved. Again however, they play a key role in our working practice and model delivery we have been implementing. This also aligns with the ethos of 'The Promise'.

## **Woodside Children's Home**

2.17 Woodside Children's Home is designed to provide care for 5 young people. In October 2019, we witnessed a breakdown of care for 3 young people all having to leave the house and be placed elsewhere. This triggered an internal review as historically, the house had been a very stable and positive environment for both young people and the staffing group.

2.18 From this review, we were able to identify a number of priorities that were required to be addressed and the need for a considered and appropriate action plan was highlighted. To create and take forward this plan, a permanent manager was successfully recruited, with them starting in November 2019.

2.19 In February 2020, an unannounced Inspection took place and we were graded:

- How well do we support children and young people's wellbeing?  
**5 - VERY GOOD**
- How well is our care and support planned?  
**4 – GOOD**

2.20 The Inspector acknowledged the work that was being done including the improvement plan drawn up by the new manager.

2.21 The Inspector spoke to a relative of a young person who told us that the staff were excellent and very kind and that it was:

"more than just a job to them as they really care about the kids".

2.22 Further, this relative was of the view that her young person had made significant progress in all areas of her life.

2.23 The number of young people in the House was temporarily reduced to 4 to ensure that the staff were able to work through the improvement plan whilst also having to deal with the impact of COVID-19. Due to progress, we have now agreed to return to a 5 bedded house which we will use for a Clackmannan child as and when required.

## **Corporate Parenting**

2.24 Clackmannanshire does not have a Champions Board for its care experienced population. However, we have two vibrant and active groups – Oor Wee Clacks Voices (for our younger children) and Oor Clacks Voices (13yrs +) – who are all care experienced young people. We commission Who Cares ? Scotland to provide advocacy services as well as provide support and advice to all our Corporate Parents via the Corporate Parenting Board and the Children and Young People's Strategic Group.

2.25 Along with Who Cares ? Scotland, we had organised a Corporate Parenting Event for the end of March 2020. This was to target senior strategic leaders as well as front line practitioners, to come together to explore their roles and identify the potential impact they could have in driving forward this agenda and 'making a difference'. Unfortunately, this event had to be cancelled. We are however, planning to hold a virtual event in early 2021.

### **Children's Service Joint Inspection**

2.26 On the 27<sup>th</sup> January 2020, we received a letter from the Care Inspectorate advising of the forthcoming Joint Inspection of Services for Children and Young People in need of care and protection in the Clackmannanshire Community Planning Partnership Area. During the next two months, time was spent circulating questionnaires as well as drawing up the plan for inspection activities. However, due to the COVID-19 lockdown that started at the end of March 2020, the Inspection was suspended.

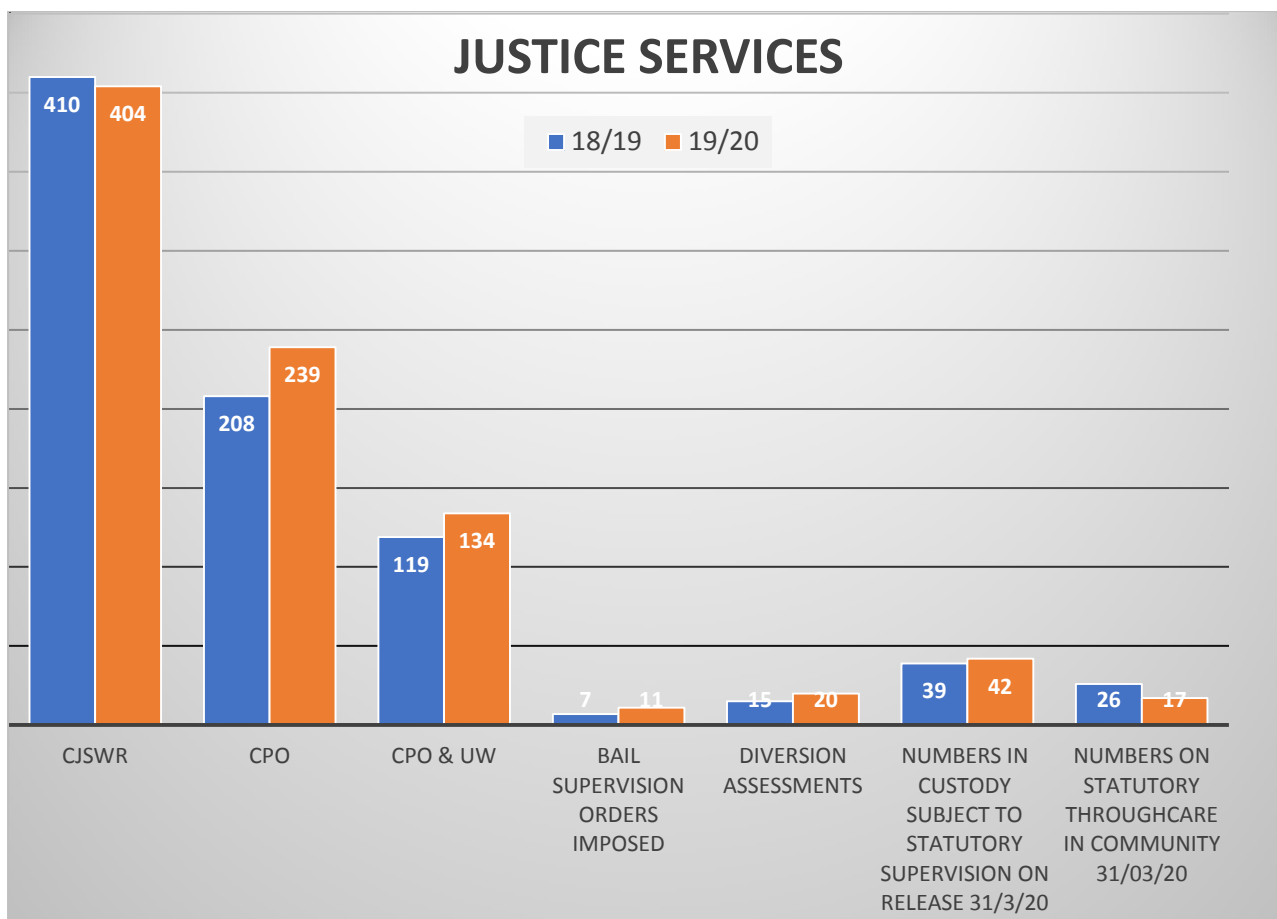
2.27 We received formal notification in November 2020 that the Inspection was ceased.

### **JUSTICE**

2.28 The Criminal Justice Service had comparable demand figures in 2019/20 compared with the previous year. The slight reduction in Court reports translated into an increase in Community Payback Orders which demonstrates the positive use of community orders.

2.29 The Service successfully managed and supported 11 individuals subject to the Early Release programme. This process has assisted greatly in improving the relationship and activity undertaken by the SACRO Public Social Partnership.





2.30 The Justice Service has traditionally benefitted from a very stable staff team. However, from September 2019 onwards, the Service was faced with almost 80% absence amongst unpaid work staff and 48% absence amongst social workers due to long term non-work related medical conditions. Whilst this deficit was managed through redeploying social work assistants, employing an agency worker for report writing and the general goodwill of all team members for taking on additional tasks and workload, it emphasised the limited resilience that a small local authority has when faced with unexpected and significant absences.

### **Community Justice**

2.31 Clackmannanshire has a very active and vibrant community justice partnership. In January 2020, a 'Knowing Clackmannanshire' event was held in Alloa to bring statutory and community resources together. Over 100 people attended this event with constructive and useful links being made. A directory of contacts is being taken forward.

2.32 The Recovery Community café in Alloa continues to grow in strength and numbers. During the year, a variety of leaders and managers of services in the county were actively targeted and invited for tea and a chat to help understand what was happening within the recovery community, and how they could support this. Links have been developed with local sports organisations and there are now a

range of physical activities on offer. The opportunity to engage in supported activities has allowed recovery members not only to improve their physical and mental wellbeing but it has also provided important opportunities for personal development, training and work.

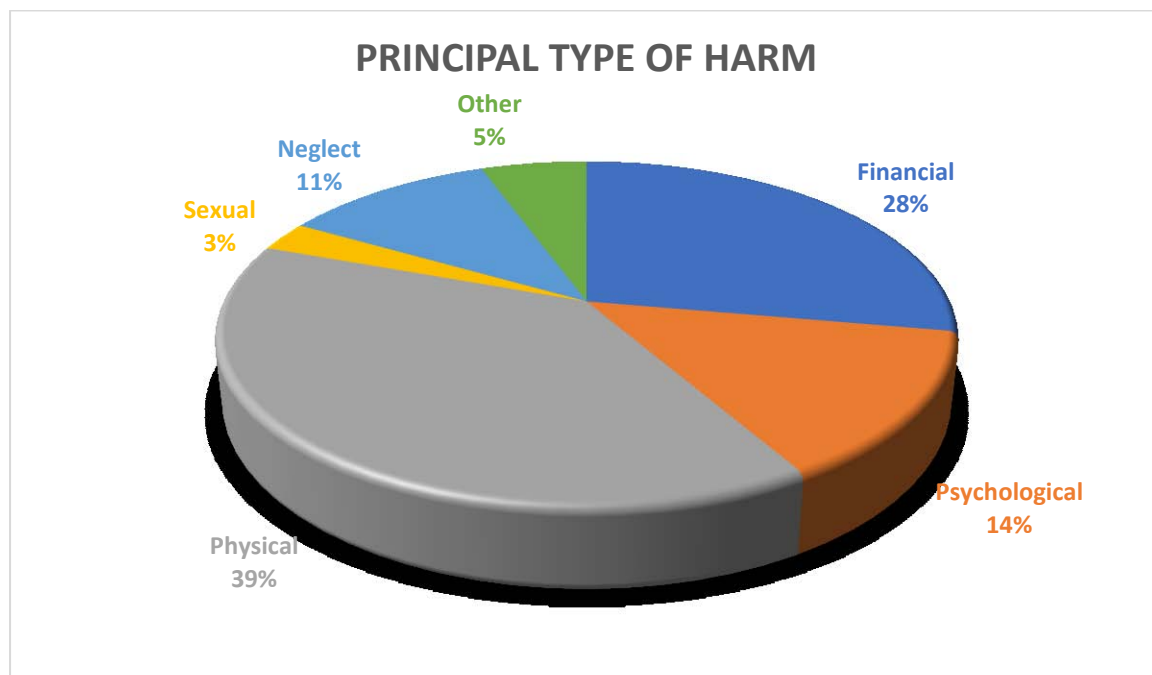
**Adult Support and Protection (ASP)**

2.33 The number of referrals has increased significantly over the year which is attributable to a combination of revised recording processes and increased awareness of ASP throughout our community and partner organisations. Our processes are now consistent across both Council areas covered within our Health and Social Care structure.

**ASP activity**

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Number of referrals	94	143	296
Number of investigations	25	39	36
Number of case conferences	3	3	3

2.34 There were 36 ASP investigations in 2019-20 with the main type of harm investigated being physical harm (39%). The main client group was physical disability, with the majority of harm occurring within the adult’s own home.



2.35 Reports of physical harm upon adults within their own homes were predominantly from Care at Home services and Community Nursing services. We

have invested considerably in ASP training with staff associated with such services which has accounted for a significant proportion of increased referrals of harm in the home. We have developed easy read service user leaflets for adults and their families to provide clarity of process and expectations from the outset of an ASP investigation together with understanding of the case conference process.

2.36 A review of operational practice of the management of ASP within the community is underway. Whilst processes and systems are clear an evaluation of current performance and the delivery of statutory functions is required. This will bring assurance with regard process and ensure that we continue to reduce risk of harm across community services including care at home and care homes.

### **Mental Health Officers** (MHOs)

#### **Adults with Incapacity**

2.37 Local Authorities have a duty, where someone over the age of 16 who has a mental disorder is deemed incapable of making decisions to safeguard his/her welfare and/or property or finances, to carry out an assessment and make recommendations as to whether someone else should be given the legal authority to make decisions on their behalf. Mental Health Officers undertake these assessments. Any person with an interest in an individual's welfare including a family member may make an application to Court to be appointed as their guardian.

2.38 Most welfare guardianships orders are private applications, where an adult with a relevant interest in the subject of the order e.g. a relative or friend, is appointed. Where there is no one who is willing or able to act, then the Chief Social Work Officer may be appointed to act as Welfare Guardian.

2.39 There have been continuing challenges in 2019-20 for the MHO workforce in managing the year on year increase in guardianship applications under the Adults with Incapacity Act 2000. This increase reflects a national trend for all Local Authorities.

### **Guardianship Orders**

	<b>2018-19</b>	<b>2019-20</b>
Existing Guardianships Total (private and local authority)	135	139
Local Authority Existing Guardianships	27	28
Private Guardianship Orders <b>NEW</b>	21	11
LA Guardianship Orders <b>NEW</b>	6	7

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

<b>Category of Detention</b>	<b>April 18 - March 19</b>	<b>April 19 – March 20</b>
Emergency Detention Certificates	29	28
Short Term Detention Certificates	57	35
Compulsory Treatment Orders	41	38

### **HSCP**

2.40 A review of Adult Social Care has been carried out and an Improvement Plan is being developed which will progress the recommendations laid within the final Review Report. A process of engagement with staff has been undertaken and their feedback will inform the next steps.

2.41 The Improvement Plan is focused on the ethos of choice and control and asset based assessment within adult social care and will result in new assessment tools & training which will ensure assessment processes take account of re-ablement, self-management and person centred care. This forms a part of the new model of care being developed by the HSCP across Clackmannanshire and Stirling.

2.42 In line with the new model of care being developed, a TEC first approach is being explored with a lead officer being seconded to map current activity & approaches. We will seek additional funding and resource through the national TEC Programme to support appropriate investment in TEC. In turn, this will support SDS and person centred care, particularly in rural areas of Clackmannanshire.

2.43 Based on the Home First model of care a Hospital to Home model of integrated care in community is being developed to support prevention of unnecessary admission, keep people safely at home / homely setting and/or effective & successful discharge planning.

2.44 The Care Home Assessment and Review Team (CHART) was in its infancy as COVID-19 hit. However, the response to the pandemic has focussed and accelerated this approach. The multi-disciplinary team works with independent sector care homes on issues of infection control, environment, clinical and care assurance and quality of care, providing where necessary additional nursing and social care staff within the home as well as identifying where other practitioners are required including pharmacy and AHPs. The Team has been recognised nationally by the Cabinet Secretary and the Care Inspectorate as a model of good practice.

### **Learning Disability**

2.45 Learning Disability services have been working with the Housing sector in Clackmannanshire to create appropriate, flexible and bespoke housing as a direct alternative to residential care. The preferred model is a combination of 24/7 group

and individual supported living with Technology Enabled Care, in line with the requirements of the Scottish Government's Coming Home Report.

2.46 This work will continue for the foreseeable future with lead in times for planning and building of the specific new build of 16 units, by the end of 2021. Plans are at an advanced stage to support 7 individuals who are currently in Lochview Hospital, Larbert, to transfer into these units once built.

2.47 Learning Disability Day Services, both in-house and externally commissioned, continue to redesign. Greater focus is being placed on community outreach support as an alternative to building based services as well as developing supported models of employment via the Social Enterprise model.

2.48 There are regular bi-monthly meetings taking place via a providers' forum to discuss and debate the details of the preferred models of care and how best to implement them.

### **Mental Health**

2.49 As with Learning Disability Services, Mental Health Services have also been working with the Housing sector regarding appropriate housing models to encourage community living. This embraces our model of care. We are actively engaged with carers and partners agencies regarding community resources as resilience needs to be increased within communities to help address issues as we move forward.

2.50 During 2019/20, Community Nursing and Social Work Staff, Learning Disability & Mental Health teams moved to a model of single line management. It is expected that this will improve workings between the teams and ultimately, a better service for clients.

### 3. RESOURCES

#### Children's and Justice Services Overview

3.1 At the end of the financial year 2019-20, the Service expenditure for Children and Justice came to £14.388m against a revised budget of £13.6685m. This equated to an overspend of £0.720m.

	Full Year Budget 2019/20	Actual Expenditure	Variance Actual to Budget	Variance - Actual to Budget
Children's Care and Support	8,657	8,732	75	-216
Criminal Justice	1,451	1,499	48	22
Management and Service Strategy	1,902	1,782	-121	-147
Residential Placements	1,658	2,376	718	52
Grand Total	13,668	14,388	720	-288

3.2 During the past 4 years, the focus has been on reducing the number of out of area high cost residential placements by developing and imbedding the re-balance of Care Strategy. This strategy was making considerable progress each year with the number down to 15 in 2019/20.

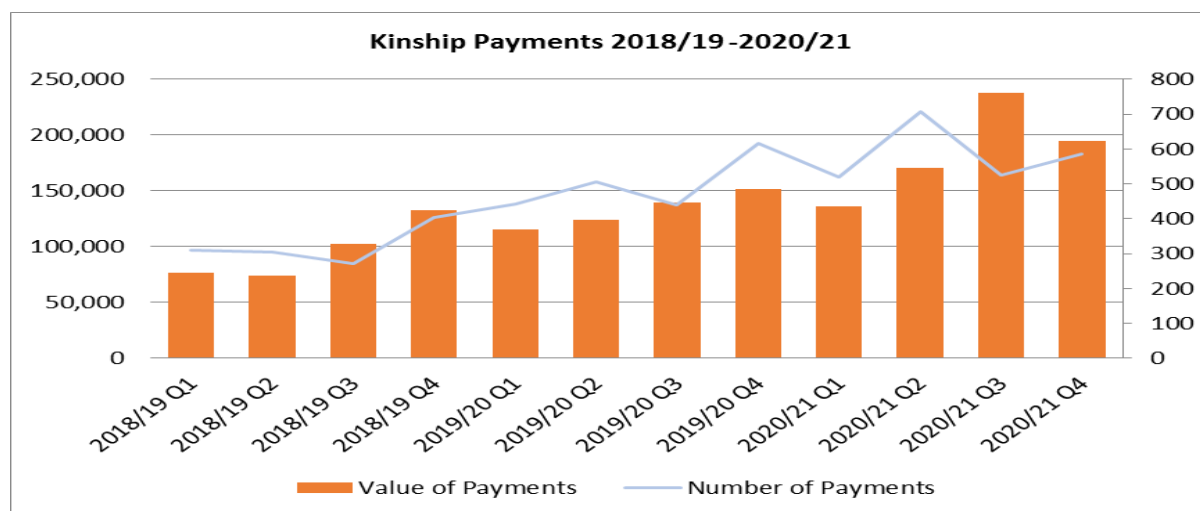
3.3 However, from the end of 2019 to date, there has been a spike in high risk referrals. We saw 13 C&YP being placed in external residential care at the onset of COVID-19 and now have a total of 16 placements. As the cost of external placements are significant (anything between £2,500 to 6,000 per week per child), this has placed considerable budget pressures on the service.

3.4 As can be seen from the above table, we achieved an overspend of nearly £720,000 on external placements for 2019/20. There is no doubt that the impact of COVID-19 detailed above, will have a major impact on the 2020/21 budget with these additional placements.

3.5 Within the fostering provision considerable work and focus has gone into increasing the number of foster carers. However, it is questionable whether the county will ever have appropriate capacity to align with our benchmarking group of local authority areas. In these areas, internal to external carer provision is 74% to 26%, whilst in Clackmannanshire, it is 31% to 69%. As an external foster placement costs approximately £25,000 more, this brings considerable additional cost to the local authority.

3.6 Kinship care is an area that has grown considerably over the years and is something we are committed to. Over the past 4 years, there has been an 86% growth of children and young people being placed in kinship care, with our current figure sitting at 173.

3.7 The following graph charts Kinship Payments costs over the last 2 years with us forecasting costs to take us to the end of the 2020/21 financial year:



3.8 As can be seen, Kinship Care comes at a significant cost. However, this cost is substantially less than if these children had followed the previous placement patterns, where they would have been placed in external fostering or residential provision.

3.9 The local infrastructure of commissioned services play a critical role in meeting the significant socio-economic and demographic challenges in Clackmannanshire. All services need to focus on early intervention/prevention - and work collaboratively - if we are to shift the balance of care. Our partners play a key role in helping us address service demand - both at the intensive and high risk end, as well as the welfare and support end.

3.10 With the impact of COVID-19 and emerging concerns and issues, the time is appropriate to review our commissioned services to ensure we are using this budget as effectively and efficiently as is possible, as well as achieving our identified outcomes.

3.11 We must consider alternative models of delivery – but which are focussed around collaborative working - for fostering resources; children’s residential arrangements; and joint commissioning for targeted intensive family support services. This would offer alternative opportunities to reduce spend on our high cost pressures, namely:

- External fostering
- External residential packages
- Commissioning budget

3.12 Whilst Clackmannanshire Children’s Services will continue to face significant budgetary challenges due to its small size, there are real opportunities to build on and develop commissioning arrangements with our partners across Forth Valley. This could potentially offer more cost effective contracts whilst also aligning with Scottish Government policy and associated funding streams. This work is currently in the very early development phase but is a priority area within our transformational programme.

## **Adult Services**

### Health and Social Care Partnership

	<b>Annual Budget 2019/20</b>	<b>Actual Spend 2019/20</b>	<b>Underspend</b>
HSCP	£17.085m	£16,187m	£0.897m

3.13 Health and Social Care functions delegated to the IJB show a total spend for 2019/20 of £16.187m compared to the budget of £17.085m, an underspend of £0.897m. This underspend mainly relates to staff turnover and the deferral of plans to recruit to vacant posts, in addition, the costs of purchased care have been lower than anticipated.

3.14 The impact of the Covid19 pandemic is the great risk facing the IJB. It will continue to affect the demand for and delivery of Health and Social Care services and the cost of these for a considerable period.

3.15 It does however, also bring opportunities to accelerate the redesign and transformation of service delivery. This, along with the social work review, will help drive forward the service so that it can meet the demands and pressures of a changing demographic landscape.



## 4. WORKFORCE

### a) Workforce

- 4.1 Throughout the year, there has been a mixed picture of staffing vacancies within the various services:

#### Vacancies between 01/04/19 – 31/03/20

Service	Closed / Filled	Open	Unfilled	Withdrawn	Grand Total
Adult Provision	41	1	2		44
Assessment Care Management	7		3		10
Children's Services	17	1	3	1	22
Criminal Justice	1		3		4
<b>Grand Total</b>	<b>66</b>	<b>2</b>	<b>11</b>	<b>1</b>	<b>80</b>

### Children's Services

- 4.2 Children's Services continue to see a regular turnover of staff within the service. Whilst we are actively trying to attract people into the service, our main issue relates to retaining staff on a long term basis. Due to the location of Clackmannanshire, we are in direct competition with numerous local authorities for staff recruitment. Further, the majority of staff do not live within the county which brings the issue of travelling to the workplace (cost and time) as additional factors we have to contend with.
- 4.3 It is pleasing to see however, that as a direct result of two years of intensive work in developing and building student placements within the service – including a strong induction programme - this has translated into a significant increase in applications when adverts are posted. We continue to build on our links with Stirling University where our reputation in investing in people and talent is increasing.
- 4.4 Of caution however, is that running alongside this positive are the resulting issues that emerge from the majority of applications for vacant posts being

from newly qualified social workers. This has resulted in an imbalance of experience within the team which in turn has significantly impacted on the choice and availability of appropriately skilled and experienced staff to allocate child protection work to. It has also created substantial time requirements and additional tasks for line managers who are supervising recently qualified staff.

- 4.5 Multi-agency child protection training has been delivered throughout 2019/2020, and has included:
- An Introduction to Child Protection for all staff who come in contact with children and families;
  - Child Sexual Exploitation, more specialist training which focusses on identifying and supporting victims and their families
  - Children affected by Domestic Abuse, Parental Substance Use and Parental Mental Health Issues, training which identifies the links between these issues and their impact on children and families.
- 4.6 The above training will not only assist with multi agency understanding of child protection issues, but will assist the new workers to build relations with colleagues. Staff changes can bring instability so we are carefully monitoring when new workers are coming in, and when relevant training is required.

### **Criminal Justice Services**

- 4.7 Within Criminal Justice, the service has again been able to function within a stable team environment which helps build consistency and experience. There have been some long-term absences which have impacted but these have had to have been managed within budget restraints.

### **Adult Social Work Services (Health and Social Care Partnership)**

- 4.8 As the Health and Social Care Partnership (HSCP) includes Clackmannanshire and Stirling, there were workforce changes across the partnership as a whole, not just Clackmannanshire. Additional capacity has been established at Senior Leadership level within the HSCP and with a new Locality Manager post created in Stirling, whilst the Clackmannanshire post was recruited into. An additional post of Organisational Development Officer - to support ongoing workforce development and support the integration of teams across Clackmannanshire and Stirling – has been created.
- 4.9 During the year a review of Adult Social Work took place. Whilst this concluded just as COVID-19 commenced, the work to reorganise and restructure is continuing. At the heart of this is to enable professionals to do their key statutory tasks and raise practice standards. As such, rather than

have generic manager posts, these will be filled by social work managers who can actively take forward assessments and practice tasks within their teams.

- 4.10 To help drive forward the social work review within the HSCP, a joint Staff Forum continues to develop. The aim of this is to provide a dedicated forum for staff and trade union issues to be raised and discussed. The Head of Community Health and Care has, in addition, established monthly meetings to encourage communication and dialogue.
- 4.11 Mental Health Officers (MHO) numbers remain appropriate. Whilst the Council currently has 7 accredited MHOs, one new Community Mental Health Officer post has been created to manage the increasing need for this critical role in service delivery. As we plan for 2020 onwards, we are aiming to train one further MHO via the Edinburgh University award which would increase the workforce to 8. This increase in MHO staffing will assist in sustaining the service in the future.

#### **b) Staff Development**

- 4.12 In February 2019 the Council approved its Strategic Workforce Plan (2019-22). This plan outlined how the Council would develop its workforce to achieve:
- A positive and inclusive organisational culture;
  - A sustainable and resilient workforce;  
A workforce which feels supported, empowered, respected and engaged;  
and
  - A workforce which has the knowledge, skills and behaviours capable of meeting future demands.
- 4.13 Included within this workforce plan was a commitment to develop and roll out a more detailed, directorate based approach to workforce planning. The aim was that these directorate based workforce plans would take cognisance of service areas specific workforce issues, and identify the actions required in order to meet demand from communities, address supply issues within the staff base, or issues with staff health, wellbeing, communication, or training.
- 4.14 To support the development of these plans, a directorate based workforce planning toolkit was developed, in addition to workforce planning becoming a key strategic enabler of the business planning cycle via guidance, and alignment of key deadlines.
- 4.15 Additionally, whilst the Council's Strategic Workforce Plan is a key enabler for workforce development within Social Services, it is also complemented by the Clackmannanshire and Stirling Health and Social Care Partnerships Strategic Workforce Plan, which identifies a baseline for future workforce development for those staff working across local authority and NHS boundaries.

- 4.16 As there is varying team mixes of experience and skills across services communication between service managers and learning and development staff is crucial in ensuring that appropriate practice learning activities are targeted for the right staff group, at the right time.
- 4.17 Keeping People Safe in Forth Valley: A Shared Commitment. This was a multi-agency public protection training session which included child protection, adult protection, gender-based violence, substance use and MAPPA, and was delivered for staff to highlight the interconnected issues and promote an understanding that there is a shared responsibility to identify and seek appropriate help for all vulnerable people in contact with services
- 4.18 Due to the close working relations within Forth Valley, and the single agencies that work across 3 local authorities (ie Police Scotland and NHS Forth Valley), we need to ensure that training and staff development opportunities are balanced so that we are able to develop both internally, AND, on a Forth Valley basis.

## 5. COVID-19

- 5.1 Whilst COVID-19 has affected all social work services, services have shown flexibility and agile thinking and planning to ensure that the most vulnerable in our communities have been protected. Responding to Scottish Government guidance, we have ensured that critical services have been maintained throughout this period.
- 5.2 With the majority of staff working from home, managers had to introduce mobile duty teams to ensure that those presenting the greatest risk - either through referrals for child or adult protection concerns, or those already on statutory orders and licences – were seen as and when required. The availability and supply of PPE has been appropriate ensuring that these tasks can be carried out in compliance with health and safety guidelines.
- 5.3 The biggest challenge for all services has been the shift from face to face contact to virtual contact. Unfortunately, the vast majority of the workforce in Clackmannanshire was not equipped for mobile working when COVID-19 hit. This has had a detrimental affect on staff being able to effectively work from home, as well as having reduced resource availability.
- 5.4 As a result of the above, we have not had access to a fully functioning workforce to assist in carrying out all tasks. Further, those with IT equipment have had disproportionately more work to complete raising stress and fatigue as major issues. For those able to work but not having appropriate equipment, there has been a significant feeling of frustration.
- 5.5 Although the office has been used during COVID-19, numbers have been capped for health and safety reasons. Again, this has impacted on numbers available to actively take on work tasks.

### **Children's Services**

- 5.6 Children's services are facing increasing demands. Although part of this relates to a three year upward trend, there is no doubt that the impact of COVID-19 has resulted in a substantial increase in referrals. Whilst we have prioritised our statutory duties, demand pressures are putting significant strain on service delivery
- 5.7 During the first 6 months of COVID-19, the service received 565 referrals. Of these a significant number (138) were screened out requiring no further action or role identified for Social Work Services. However, 127 were Vulnerable Person's Database (VPD).

- 5.8 We analysed the above and found that the GIRFEC model was not being fully followed by some partners resulting in inappropriate referrals. The Children's Service Duty Team are currently reviewing the referral pathway into the Duty Service to ensure the GIRFEC Practice Model is being robustly applied by partners and stakeholders. It is anticipated this will ensure early intervention is being identified and targeted and that a rights strength based approach is being applied prior to referral into the service.
- 5.9 We did find that significant progress had been with both Police Scotland and Education Services. We worked closely with the Police regarding referrals earlier in the year and as a result we are now seeing agreed thresholds across the Public Protection Unit and Social Work Services being demonstrated.
- 5.10 At the start of lockdown, Clackmannanshire Education Vulnerability Group was established with Social Work becoming a key partner. Here, discussion focussed on ensuring a GIRFEC approach to reducing risk, meeting need and diverting families from Social Work was at the heart of what we were doing. This has had a positive impact on reducing service demand within social work services with children and families being able to receive the appropriate help and support required rather than simply referring to social work.
- 5.11 Our pilot project STRIVE (Safeguarding through Rapid Intervention), is designed to target early intervention/prevention on a multi-agency basis for those people identified as requiring help and support that does not meet statutory thresholds. We are currently working with partners to increase the STRIVE role in tackling the rising welfare referral numbers detailed above.
- 5.12 Many trauma informed approaches and interventions are being identified to progress plans to mitigate risk and meet needs. However, due to the personal and emotional work this entails, this usually cannot be undertaken in the family home or via virtual platforms. Unfortunately, the availability of appropriate office space is reduced due to COVID-19 restrictions being in place. We are actively looking at all options, with partners, to see if alternatives can be found as we do not want to see registrations continue for longer than is required.
- 5.13 In summary, Clackmannanshire has, and continues to experience, two different pressure points since COVID-19 began. Firstly, a significant rise in welfare referrals. Secondly, a substantial rise in complex, child protection cases. Both of these are on top of the increasing demand which we had been experiencing over the previous years.

#### Children with Disabilities

- 5.14 Workers within the Children with Disabilities Team have maintained regular contact with families, particularly those identified as likely to struggle during this time. All of the carers have mobile phone numbers for individual social workers and these have been utilised well by carers.

5.15 Carers have contacted the Children with Disabilities Social Work Team at times of difficulty to seek extra support. For families who are struggling financially food parcels have been delivered by The Gate.

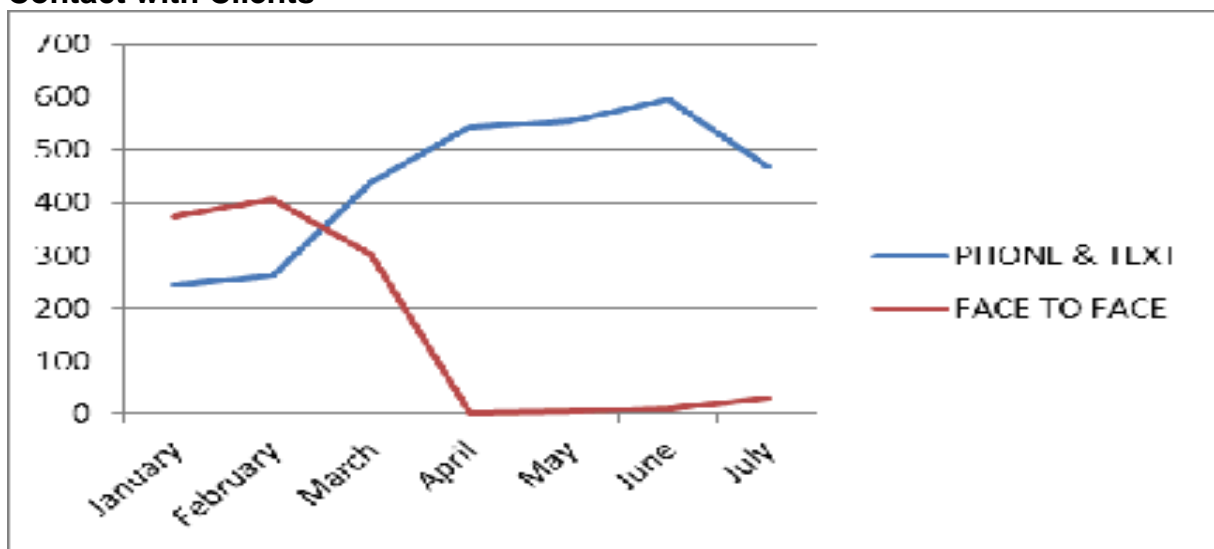
5.16 Many carers have also established links with the Carers Centre in Falkirk, making direct contact with them for advice and support. Some carer providers have continued to deliver a service and in some cases the use of 'holiday hours' has been increased to help with any crisis that has arisen.

5.17 Providers such as Play Alloa have maintained weekly contact with children and have created virtual games and groups including supporting peers to set up their own groups. Play Alloa have also provided Wellbeing boxes (funded by the Government Wellbeing Fund) for the children with whom they are involved with. Boxes include Amazon Fire Tablet with Apps loaded, arts and crafts material, fidget/sensory toys, Lego and various games suitable for the child's ability.

### **Justice Services**

5.18 The impact of COVID-19 has brought change in both demand for Justice Services and the way the service is delivered. The chart below demonstrates the dramatic impact on contact:

#### **Contact with Clients**



5.19 A National Justice Recovery Plan was created which helped the service to establish a local recovery plan. This ensured that the needs and demands of Clackmannanshire clients and service were considered.

5.20 As the pandemic has progressed, we have been able to see a gradual (but controlled) re-introduction of face-to-face contact. The priority focus has been placed

on clients presenting the highest risk as well as those with significant needs and vulnerabilities.

5.21 In terms of volume of work, COVID-19 saw the numbers of report requests drop from 87 in the first quarter of 2020 to 18 in the second quarter. Similarly, the number of CPO's imposed dropped from 74 in the first quarter to 3 in the second quarter. Court Business has still not returned to normal levels but is expected to increase from 1 September. Of note however is from July onwards, the number of Court Report requests we received asking for Caledonian assessments (specifically related to offences involving domestic abuse) has continued to rise.

5.22 Unpaid Work has been significantly impacted on with no activity until the incremental resumption of this service from August 2020 onwards.. The traditional workings of a 'supervisor, squad and vehicle' have not been possible due to health and safety guidance. As such, the service has had to work closely with partners to identify small, more bespoke activities. Whilst time consuming, this potentially offers real opportunities to work with a variety of partners in identifying better outcomes for the service and our clients.

5.23 For Unpaid Work the biggest challenge will be to accommodate new CPO Orders and hours when there is already a backlog of over 10,000 hours outstanding from the point of lockdown. The service has developed an action plan that includes the following key developmental activities:

- Ongoing discussions with 3rd Sector interface to look to increase number of singleton CPO unpaid work placements available
- Maximising "other activity" opportunities by utilising increased on-line opportunities being provided by APEX and other key partners
- To progress a partnership/commissioned arrangement with a social enterprise company to provide a further unpaid work squad to complement our existing service and increase Unpaid Work activity by 33% This would be funded by our Community Justice Partnership

5.24 The Social Work Team based in HMP Glenochil has continued to be office based due to significant delays in accessing IT equipment. Whilst there was a reduction in demand due to the closure and suspension of key business activities (ie Parole Board), this is once again increasing as the national justice system re-starts.

5.25 The MAPPA team has operated throughout the year with a blended model of office and home working. IT capacity to support this approach has been provided by Police Scotland. Virtual meetings have taken place for all MAPPA cases as well as strategic assurance via the SOG.



## **Adult Services**

5.26 The HSCP submitted the Mobilisation Plan to Scottish Government in March 2020 and reports monthly against the spend for mobilisation of the response to COVID-19. A Renewal Plan and a Re-Mobilisation Plan have now been compiled.

5.27 COVID-19 has accelerated some activity particularly integrated community services and working closely with Care Homes to provide support and assurance.

5.28 The HSCP has worked with the third sector including the carers centre to ensure emergency plans were in place for carers and those isolated and shielding had access to food and medicines as required.

5.29 For community health and social care there was a business as usual ethos as individual service users continued to seek support and care throughout the pandemic. However, some individuals asked for their packages of care to be withdrawn and family members / friends took on the role of unpaid carers. We are now actively reviewing cases to ascertain if packages of care are still required or whether needs have changed and additional/different supports now need to be put in place.

5.30 The HSCP has participated in Lessons Learned sessions with the Care Inspectorate and with Integration colleagues at Scottish Government as well as Healthcare Improvement Scotland Community Engagement Team.

5.31 The key priorities for recovery are focusing on doing things differently based on an ethos of choice and control as well as Home First; increased capacity to deliver TEC across communities; and the development of Hospital to Home. Each of these priorities support, extend and maintain independence at home.

## **MHOs**

5.32 The Mental Health Tribunal Service (MHTS) for Scotland paused all face to face tribunals and moved to telephone conferencing. This has caused challenges for all parties affected – but particularly Advocacy Services - who have been unable to visit individuals confined within restricted wards.

5.33 The above presents a risk with regards to Human Rights as patients have been unable to develop relationships with Forth Valley Advocacy. Advocates play a key role in referring individuals to solicitors who could appeal their detention in hospital. MHOs have been alert to this and have sought to maintain a level of engagement with patients and staff to sign post and promote the rights of those affected.

5.34 MHOs who have been home working have focussed on reviewing private guardianship orders.

5.35 There are a number of non-urgent Welfare Guardianship Orders which require to be renewed via the Courts but we await guidance from the Scottish Government on when the pausing of these applications will cease.

5.36 Of note, in the last 6 months we have seen an increasing number of people not known to the Mental Health Service presenting for the first time. It appears that these presentations have been influenced by the pandemic and various social factors resulting in some needing to be detained under the Mental Health (Care and Treatment) (Scotland) Act 2003.

### **Staff Wellbeing**

5.37 The Clackmannanshire COVID-19 Staff Wellbeing Survey undertaken in May 2020 found that of the 1006 responses received:

- 90% felt their mental well being was between fair and excellent
- 62% had accessed the health and wellbeing section of our website
- 60% responded positively when asked whether they felt support by the Council to balance work and caring responsibilities
- 80% felt supported by their manager or supervisor
- 82% indicated they were having regular contact with their manager and, in general, respondents felt that homeworking had not negatively impacted on their productivity

5.38 The 2020 Staff Survey which will be live during the last quarter in 2020 and due to report in early 2021, will offer a useful benchmarking exercise to ascertain if staff's wellbeing has changed since the COVID-19 survey was completed. Any areas of concern will need to be identified quickly, with appropriate supports being put in place.

5.39 There is no doubt that COVID-19 has affected the whole workforce both personally and professionally. It is for this reason that we will consider the findings of the staff survey carefully as the workforce is our biggest asset and we need to ensure we are protecting one another.

**Fiona Duncan**  
**Chief Social Work Officer**  
**December 2020**

**CLACKMANNANSHIRE COUNCIL**

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**Report to People Committee**

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**Date of Meeting: 25 March 2021**

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**Subject: The Promise – Update**

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**Report by: Lorraine Sanda, Strategic Director, People**

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide a further update to People Committee on The Promise and the latest actions underway in Clackmannanshire to ensure that the Council and its partner “Keep the Promise” to the care experienced community.

**2.0 Recommendations**

- 2.1. It is recommended that the People Committee:
- 2.2. Notes the latest information.
- 2.3. Provides comment on the latest plans and developments.
- 2.4. Commits its ongoing support to The Promise.

**3.0 Considerations**

- 3.1 Fiona Duncan’s, former Chief Social Work Officer provided a report on 26 November 2020 to People Committee with the background and detail to the Promise and the Independent Care Review. Seven reports were shared (listed at Background Papers at para 10.0)
- 3.2 In Clackmannanshire Council, with the support of the Promise team at Scottish Government, we have started some of the mapping of existing resource and service delivery. The Promise in Clackmannanshire aligns and will become embedded within other key strands of the Be The Future Transformation Programme, particularly in the area of Empowering Families and Communities. The plans going forward will involve a radical redesign of services across all areas of public service delivery. A workshop will be offered shortly to all Elected Members, led by the Scottish Government team responsible for taking forward the Scottish Approach to Service Design. This will look at system design and how we can locally redesign

services for families and care experienced children and young people, but also more broadly.

- 3.3 The first meeting of Clackmannanshire's Promise cross party Group was held in February. This Group will ensure that the implementation of the Promise in Clackmannanshire remains a key priority and achieves results and real change for our care experienced community.
- 3.4 A presentation from the Scottish Government Promise Team was made at the Clackmannanshire Alliance on 5 March. Alliance Partners unanimously agreed to support a Clackmannanshire Promise Plan and pledged their commitment to actively make changes within their own organisations and to lead on aspects of the wider planning agenda. It was agreed that the Alliance has a vital role to play if sustainable and wide -reaching change is to be achieved for Clackmannanshire's care experienced community.
- 3.5 Communication and engagement with the care experienced community and partners will be crucial to plans moving forward.
- 3.6 Scottish Government will publish its first Plan to deliver on the Promise before the end of March 2021 and this will inform future planning and actions for Clackmannanshire.
- 3.7 A further update will be provided to People Committee on 27th May 2021.

#### **4.0 Resource Implications**

##### *Financial Details*

- 4.1. A funding bid has been submitted to the Corra Foundation for up to £50k to create capacity within the Service to take forward the necessary cultural changes and adapt processes.

#### **5.0 Exempt Reports**

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

#### **6.0 Declarations**

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

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

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

**7.0 Equalities Impact**

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

**8.0 Legality**

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

**9.0 Appendices**

9.1 NONE

**10.0 Background Papers**

10.1 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

- The Promise
- The Pinky Promise (for younger readers)
- The Plan
- The Money
- Follow the Money
- The Rules
- Thank You

<https://www.carereview.scot/conclusions/independent-care-review-reports/>

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director of People	

**Approved by**

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	