
Report to People Committee

Date of Meeting: 18 November 2021

Subject: Annual Report of the Chief Social Work Officer 2020-2021

Report by: Sharon Robertson, Interim CSWO

1.0 Purpose

- 1.1. To present the Chief Social Work Officer Annual Report reflecting the period 1 April 2020 – 31 March 2021 (Appendix 1). The report and its consideration are a requirement to ensure oversight and accountability within the local authority for all social work and social care services, including those delegated to the Integration Joint Board. Following scrutiny and consideration by Council, the report is required to be submitted to Scottish Government.
- 1.2. The report provides an overview of professional activity for social work and social care within Clackmannanshire through the delivery of statutory functions and duties held by the Chief Social Work Officer.

2.0 Recommendations

- 2.1. Note and endorse the contents of the Annual Report of the Chief Social Work Officer 2020-2021;
- 2.2. Agree to its submission to the Scottish Government;

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. 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.
- 3.4. Within this, the following information was requested:
- Governance and Accountability
 - Service Quality and Performance
 - Resources
 - Workforce
 - Priorities for recovery in response to COVID-19
- 3.5. The report provides an overview of the delivery of social work and social care services in Clackmannanshire. The report also provides performance information in relation to key social work and social care, in addition to reflecting the operational delivery and development of services across children's services, social work justice services and adult and community care services.
- 3.6. Within Clackmannanshire, children's social work services and justice services 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. Yes

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

5.4. Staffing

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) NoX

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	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)

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1: Chief Social Work Officer Annual Report 2020-21

11.0 Background Papers

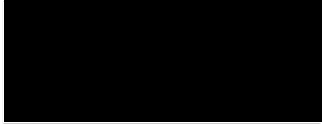
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No X

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director of People	



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann



Clackmannanshire & Stirling

**Health & Social Care
Partnership**

Clackmannanshire

Chief Social Work Officer

Annual Report

2020/2021



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1.0 Introduction

I am pleased to present the Chief Social Work Officer (CSWO) Annual Report for Clackmannanshire which reflects the period from 1 April 2020 to 31 March 2021. The report provides an overview of professional activity for social work and social care within Clackmannanshire through the delivery of statutory functions and duties held by the Chief Social Work Officer.

The unprecedented situation presented by the pandemic has had a huge impact on service delivery and necessitated changes to the way we operated and delivered our services to ensure the safety of service users and staff. Staff across the social work and social care workforce has responded quickly and effectively, embracing IT solutions, blended approaches between face to face contact (adhering to social distancing arrangements) and remote contact in continuing to ensure the delivery of safe and effective services for the people of Clackmannanshire who require care and support.

My sincere thanks go out to all colleagues across the whole of the social work and social care workforce, working in partnership with a range of agencies in the NHS, Council, the Third Sector and our communities who have shown great resilience, dedication and tenacity and worked tirelessly over this past year to overcome the significant and continuing challenges posed by the pandemic to continue to deliver high quality, safe care and support to the people who need it across Clackmannanshire.

2.0 Purpose and Background

This report is produced to satisfy the requirement to prepare and publish a report in relation to the Chief Social Work Officer's (CSWO) role in professional leadership, oversight of practice, governance, values and standards as described in national guidance. The report also relates to the specific areas of decision-making and practice where legislation confers functions directly on the Chief Social Work Officer. The report refers to the contribution of social work and social care services, working in partnership with others in relation to the wider safety and wellbeing of Clackmannanshire residents.

The Chief Social Work Adviser to the Scottish Government provides guidance on CSWO reporting to ensure a degree of consistency. With consideration given to the significant workload implications caused nationally by the COVID-19 pandemic, a reduced reporting template reflects local activity during the 2020/21 period to ensure local reporting arrangements continue whilst giving due regard to pressures experienced across the sector.

The report for Clackmannanshire adopts the following structure:

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

3.0 Governance and Accountability

In Clackmannanshire, the Social Work Service, and CSWO, operates in the context of the following governance structures:

- Clackmannanshire Community Planning Partnership Board (The Alliance)
- Clackmannanshire Council
- Clackmannanshire & Stirling Integrated Joint Board (IJB)

Clackmannanshire Council and Community Planning Partnership strategic planning framework is set out in our Corporate Plan Be the Future and our Local Outcome Improvement Plan (LOIP) 2017-27.

Our Corporate Plan sets out our key performance measures which we report on annually. Information on the Council's performance reports can be found here <https://www.clacks.gov.uk/council/performance/>

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). During 2020, following a restructure of all Council services, the People Service brought together Education, Children's Social Work and Criminal Justice into one Directorate. The management functions of these services are coordinated by the Strategic Director, to improve communication, create efficiencies, and develop co-production thereby achieving a more integrated service.

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).

The CSWO, as a member of the Council's Extended Senior Leadership Team, works in partnership with Elected Members, the Chief Executive, the Chief Officer of the Health and Social Care Partnership, senior officers, managers and practitioners to provide professional governance, leadership and accountability and oversight in regard to social work practice standards and service delivery. The CSWO also has professional responsibility for ensuring that social work services fulfil their statutory duties and that both staff and the Council work in accordance with the Code of Practice for employees and employers as set out by the Scottish Social Services Council (SSSC).

The CSWO is also a member of the Chief Officer Group (COG) for Public Protection to advise and provide oversight of all aspects of social work service delivery. The Chief Officer Group has responsibility for the strategic leadership and oversight of delivery of services and for improved outcomes for Child Protection, Adult Protection and Offender Management - Multi Agency Public Protection Arrangements (MAPPA). Leaders are kept informed and engaged through regular reporting on key social work priorities, pressures and the wider social work agenda

through The Alliance, Council Committees and the Clackmannanshire and Stirling Integrated Joint Board.

As a result of the COVID-19 pandemic, a number of enhanced governance arrangements and senior leadership groups, particularly for care homes and care at home services were established to ensure strategic oversight of the impact of Covid-19 and oversee implementation of response plans. Across Forth Valley, the Care Home Strategic Oversight and Assurance Group consisting of strategic leaders (i.e. CSWOs, Executive Chief Nurse, Director of Public Health, Chief Officer) have continued to meet weekly, working collaboratively to support our local care homes and be assured about the level of care being provided to people, alongside consideration of infection control measures and to review and analyse data.

3.1 Clackmannanshire Profile

Clackmannanshire is the smallest council area in mainland Scotland, covering an area of **61.4** square miles

The population of Clackmannanshire is **51,000**

The population of Clackmannanshire is set to fall between now and 2039 by around **3%**

62.3% of the population are working age (**16-64**)

The number of households in Clackmannanshire is **23,890**

Life expectancy for females is **80.7 years** and for males is **76.6 years**

28.9% of people in Clackmannanshire smoke compared to 23.1% in Scotland

Alcohol related mortality in Clackmannanshire was **38.85 per 100,000 population** in 2013, significantly higher than the rate of 21.43 for Scotland

Above National Average rates of Domestic Abuse across Scotland (9 per 10,000 Clackmannanshire/11 per 10,000 national average)

27% of children in Clackmannanshire live in poverty after housing costs

25% of children are entitled to free school meals

96.5% of school leavers leave with a positive destination

The participation rate of **16-19** year olds who are in education, training or employment is **89.3%**

The rate of children who are looked after in Clackmannanshire is **24.7%**

34% of children in Clackmannanshire have additional educational support needs

Double the National Rate of suicides (11-25 year olds)

4.6 per 1000 children subject to registration in 2020, compared to the Scotland average is 2.9 per 1000

4.0 Service Quality and Performance 2020/21

4.1 Children's services

New Referrals

There were 1344 all new requests for assistance (referrals) in 2020/21 up 29% from 1043 in 2019/20.

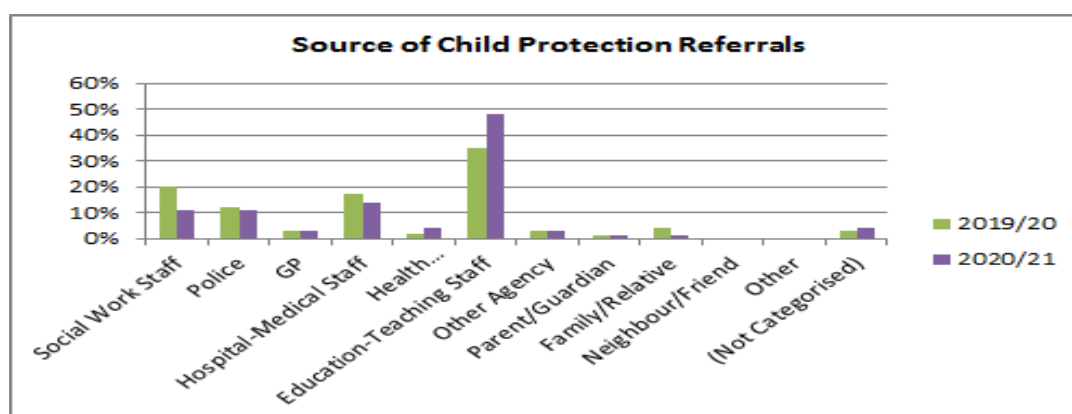
Child Welfare Concerns

There were 308 child welfare concerns in 2020/21 up 10 % from 281 in 2019/20.

Number of child protection concerns

There were 345 child protection concerns in 2020/21 down 9% from 381 in 2019/20.

Source of Child Protection referrals



Education raised the highest numbers of Child Protection notifications of concern and that this has been a consistent pattern over the past 3 years. Between 2020/2021 referrals from Education increased by an additional **13%** from **35%** to **48%**. During the same period, referrals from Social Work, Police and Hospital based Health Services, decreased.

Initial Referral Discussions (IRDs)

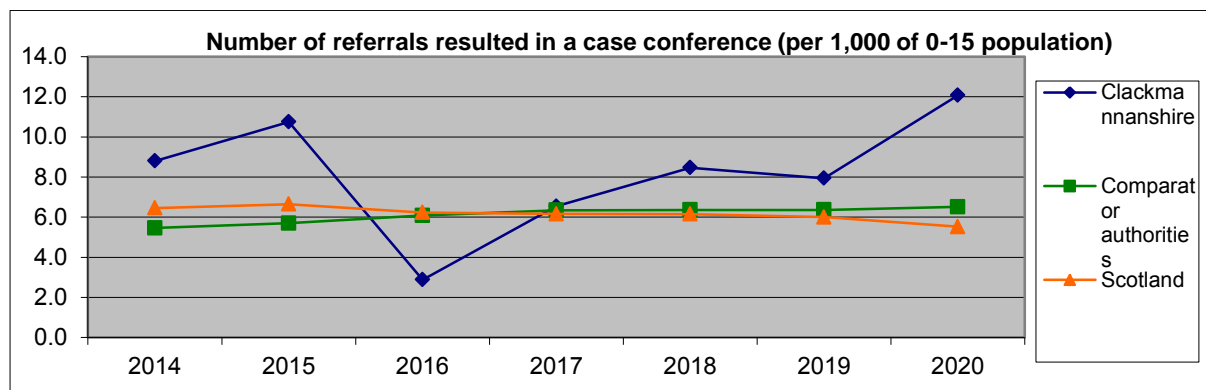
IRDS are instigated when one or more partners (Police, Health, Social Work) believe the referral requires a child protection response. During 2020/21, there were 218 IRDS down 8% from 238 in 2019/20.

Child Protection Investigations

There were 145 child protection investigations in 2020/21 down 24% from 191 in 2019/20. The rate of Child Protection Investigations is able to be compared across Scotland. For the reporting period 2019/20, 39.7 per 1,000 children in Clackmannanshire were subject to child protection investigations which were the highest rate per 1000 population in Scotland. Intervention rates into children and families lives are matters of serious consideration that require further analysis and attention and is an area the Children and Young People's Partnership and Child Protection Committee have scoped out for further self evaluation.

Child Protection Conferences

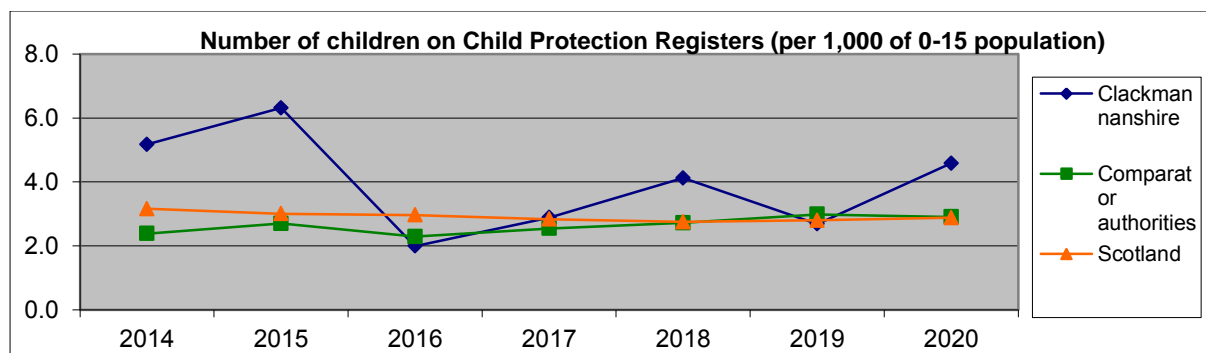
There were 104 Child Protection Case Conferences in 2021, down from 108 in 2020 and from an increase of 71 (52%) in 2019. In 2020 Clackmannanshire was above the Scottish average for number of referrals resulting in a case conference, a rate of 12.1 per 1,000 of the 0-15 population) compared to the Scottish average rate of 5.5.



(Children's Social Work Statistics 2019-2020)

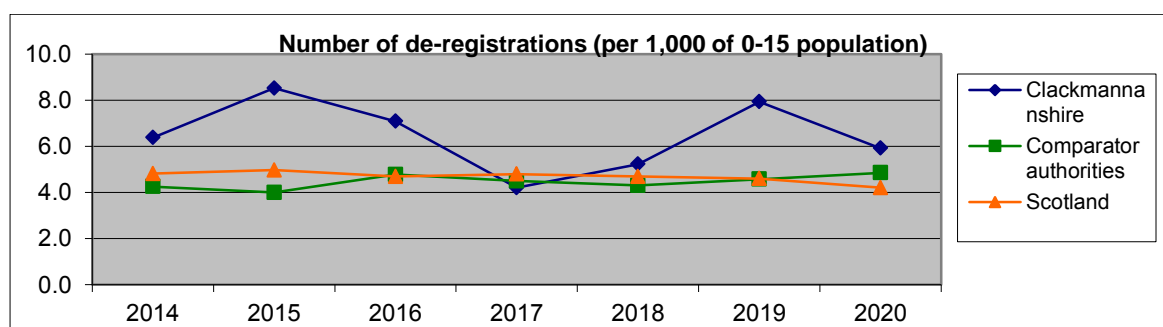
Child Protection Registrations (CPR)

As at 31 March 2021, there were 44 children on the Child Protection Register. This compares to 41 children in 2020 (rate of 4.6 per 1,000 of the 0-15 population) in which the chart below shows Clackmannanshire being above the Scottish average rate of 2.9 per 1,000 of the 0-15 population for the number of children on the CPR. Clackmannanshire has a high number of large sibling groups that can impact on Child Protection Registrations, including de-registrations.



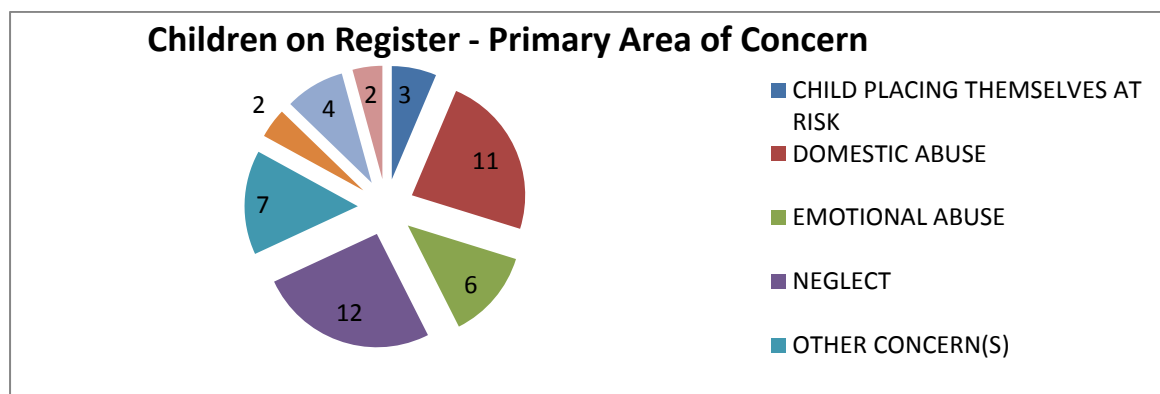
(Children's Social Work Statistics 2019-2020)

The chart below shows the 'spikes' in upward and downward trends of child protection de-registrations which can be attributed to the large sibling groups subject to registration.



(Children's Social Work Statistics 2019-2020)

Primary Area for Concern for Children on Child Protection Register



The above table is a snapshot when **47** children and young people were on the CPR during 2020/21. This snapshot of a particular quarter is indicative of the general CPR trends in which neglect, emotional abuse, domestic abuse, parental substance misuse and other concerns (such as parental mental health problems) can have a detrimental impact on the wellbeing, care and protection of children and young people. Parents/carers, who are experiencing such complex levels of vulnerability, and risk, require the highest levels of support from services across the Clackmannanshire partnership. Clackmannanshire is aligned with Scottish Government strategic approaches in striving to progress strategies to support the workforce in being trauma informed when working with children, families and communities where there are interrelated complex risk, harm and trauma impacting on children and families.

Children open to Children's Social Work Services

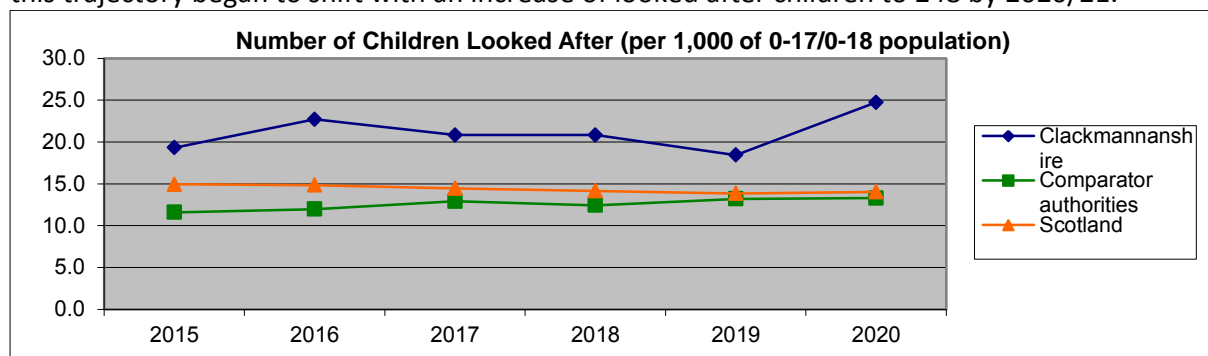
The number of children and young people that children's social work service were actively working with to provide supportive, targeted interventions with multi-agency partners continues to increase year on year. There were 1339 children open to Children's Social Work services as of 31 March 2021, up 24% from 1078 the previous year. Since 2018, there has been a 61% increase in demand within the children's social work service. This increasing trend highlights the significant rising demand that has intensified during the COVID-19 pandemic, within a context of increased complexity and compounding high levels of need, poverty and vulnerability across the Clackmannanshire community. Continued social work provision was maintained during the pandemic through virtual meetings, including child protection case conferences, child's planning meetings for looked after and accommodated children and virtual Children's Hearings.

Children Looked After

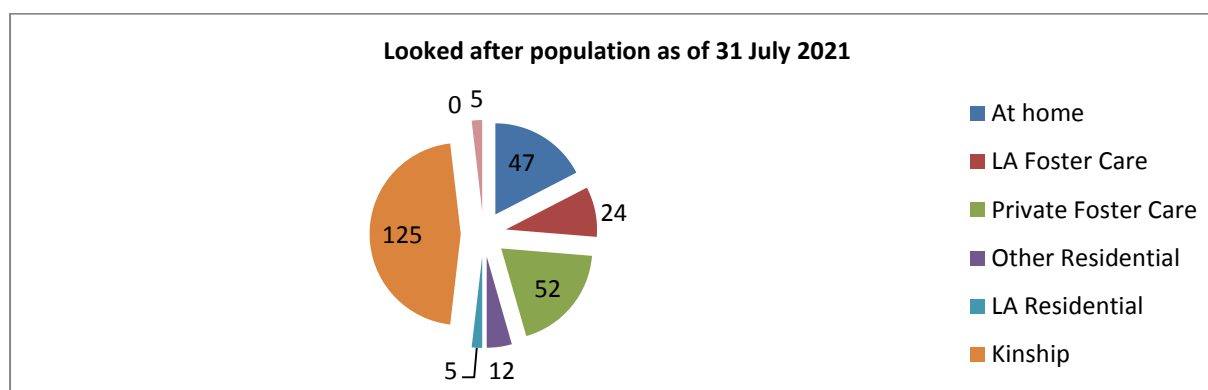
There were 267 looked after children in July 2021, up 8% from 248 in July 2020. Clackmannanshire's rate of 24.7 is greater than the Scottish average rate of 14.

Between 2017/18 and 2018/19 we had begun to evidence a positive shift in reducing the number of looked after children in Clackmannanshire. This journey was essential given historically Clackmannanshire has some of the highest rates of children looked after away from home in Scotland. To illustrate, the chart below shows a gradual reduction over this period. This reduction occurred during a year on year increase in demand. However, during 2019/20, linked

to the COVID-19 pandemic, with increased demand for new placements and complexity of need, this trajectory began to shift with an increase of looked after children to 248 by 2020/21.



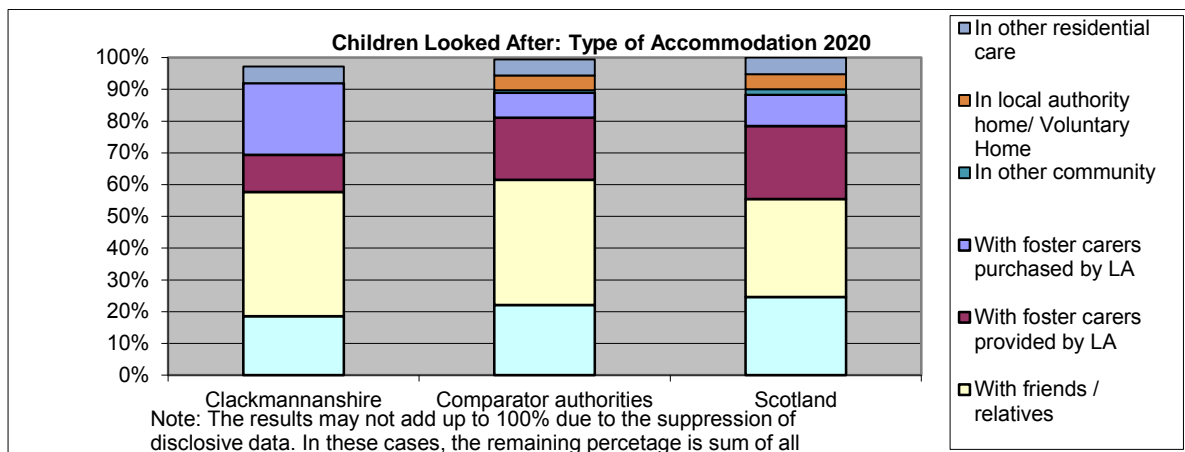
Placement Type



Within Clackmannanshire there is still a high dependency on externally commissioned placements due to insufficient local foster carers to meet the needs of our care experienced children and young people. Our looked after and accommodated population is heavily dependent on externally provided placements – ratio is 2:1.

A comparator with other local authorities based on Scottish Government figures, highlights that Clackmannanshire’s reliance on purchased fostering and residential provision is significantly greater than the national average. Clackmannanshire has increased significantly the number of children placed with kinship carers in the past four years in an effort to keep children and young people within their extended families and local communities wherever possible and our Family Group Decision Making (FGDM) Service has supported this outcome. However the reduction of children placed outwith the authority area remains a key target for the service to keep children and young people in their local community wherever possible in line with The Promise. Positively, Clackmannanshire has not placed any children in secure accommodation for several years.

Practice models that focused on restorative, strength based approaches such as Family Group Decision Making will continue to be front and centre in how we worked with families. Our continued investment in intensive family support with our Third sector partners remain an important aspect of our Family 1st approach which is focussed on safely maintaining as many children at home with their families. The focus of family support continues through our strategic commissioning review to ensure we meet the changing needs of Clackmannanshire’s children, young people and families.



(Source: Scottish Government CLAS Returns)

Fostering and Adoption Services in Clackmannanshire

As at 31 March 2020/21, there were 27 children placed in locally provided foster placements down 13% from 31 in 2019/2020. Whilst the fostering household population has remained relatively static, the variation in children placed with provided carers can be explained by the variation of sibling group's size.

Children placed in locally provided foster placements

Number of children/carers	Jan 2020 – June 2021
Requiring to be registered for permanence	18
Matched with permanent foster carers	6
Matched with adoptive carers	1
Foster carers presented for review of registration	20
Registered as new foster carers	4
Registered as adopters	0
De registered foster carers	3
Total number of fostering households (as of June 2021)	23

Improvement work continues in areas of the fostering service particularly around foster carer reviews, panel and recruitment. Due the Covid pandemic, there was a backlog of fostering reviews which had not been able to take place. Work has been done to ensure that all carers who were overdue their review, were presented for panel.

Recruitment is a key area for the fostering service given the challenges of the number of children placed in externally provided placements outwith their local communities. This has included the use of a commissioned service to identify and screen potential fostering applicants. Whilst some of these assessments are still ongoing, it is anticipated that this exercise will result in seven new fostering households in total.

Short Breaks

The Covid pandemic has meant that four of our short break carers have been unable to provide placements during the pandemic whilst the remaining three households have continued to support children and their families who are in need of short breaks as and when required including on a rolling basis.

Continuing Care

In early 2021 Clackmannanshire was approved as a continuing care provider as an extension to our fostering service. There are currently seven young people in Continuing Care foster placements.

Local Authority Residential Provision

There were five children placed in locally provided residential provision as of 31 March 2020/21, up from four in 2019/2020. Woodside is a children's house registered for five young people aged from 11 years to 18 years.

Care Inspections of Registered Services

During the period 1 April 2020 to 31 March 2021 there were no external children's services inspections. A Joint inspection of children in need of care and protection was due to commence in March 2020 but was postponed as a result of the Covid-19 pandemic.

The **Fostering Service** was last inspected in Aug 2019 and graded as follows:

Quality of care and support	3 – Adequate
Number of requirements:	1
Number of recommendations:	1
Quality of staffing	4 – Good
Number of requirements:	0
Number of recommendations:	0
Quality of management and leadership	3 – Adequate
Number of requirements:	0
Number of recommendations:	4

The **Adoption Service** was last inspected in Aug 2019 and graded as follows:

Quality of care and support	3 – Adequate
Number of requirements:	1
Number of recommendations:	1
Quality of staffing	4 – Good
Number of requirements:	0
Number of recommendations:	0
Quality of management and leadership	3 - Adequate
Number of requirements:	0
Number of recommendations:	3

Woodside Children's House was last inspected in February 2020 and graded as follows:

How well do we support children and young people's wellbeing?	5 - Very Good
How well is our care and support planned?	4 - Good

Through Care and After Care

There are currently 84 young people (aged 16-26 years) with an allocated Through Care and After Care worker, with an additional 24 young people aged 15+ who will be entitled to a Through Care and After Care service in 2021/22. Our care leavers have a range of different accommodation needs, with five young people currently receiving purchased supported accommodation and seven young people in Continuing Care placements. A number of young people have been supported into their own tenancy.

Parenting Capacity Assessments

To support timely care planning for looked after and accommodated children, a Parenting Capacity Assessment (PCA) team was introduced in 2020. To date, over 40 children have been considered as part of Parenting Capacity assessments.

Permanency

Currently, 50 children are within the Permanence team, ranging in age from 2 to 15 years. The majority of these children stay with foster carers, adopters, and kinship carers.

In order to improve assessment and care planning for care experienced children and address unnecessary delay in permanency processes, more robust concurrent planning for children has been implemented. For a child who becomes looked after, a referral is considered for Family Group Decision Making and Parenting Capacity Assessment at the initial 72 hour meeting if this has not already taken place.

The impact of the pandemic and Covid-19 restrictions resulted in a delay in meeting timescales for Looked After Reviews, particularly for those children in kinship placements and looked after at home. Measures to actively address this have included investing in additional Independent Review Officer capacity. All children's planning meetings moved to virtual meetings at the start of the pandemic and the service has continued to undertake most child's planning meetings in this way.

Kinship

As at 31 March 2021 Clackmannanshire had 181 children in kinship arrangements. Of this total, 62 children were in their kinship arrangement via a Residence Order and 116 were identified as looked after and accommodated through compulsory or voluntary measures.

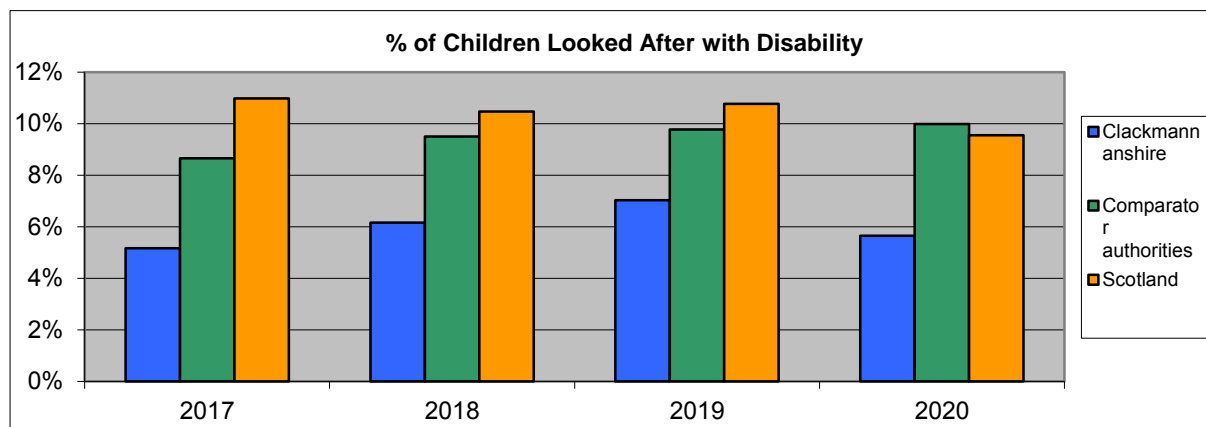
During 2021 Clackmannanshire Council developed a new kinship service. Still in the early stages of implementation, the service works closely with colleagues in Children's Services and Family Group Decision Making (FGDM) team to identify appropriate kinship care options.

Children with Disabilities

As at 31 March 2021 the Children with Disabilities team had 123 children and young people open/referred to the service. The team work with children from 1 – 18 years old. In the past year, the team have focused on undertaking critical assessments and reviews under Section 23

of the Children (Scotland) Act 1995 ¹. As at March 2021, 20 reviews were undertaken and 12 Section 23 assessments were undertaken.

As the chart below shows, the percentage of children looked after with a disability is 6%, less than both the comparator average and Scottish average of 10%. This equates to 14 out of 248 looked after children.



Looked After Children – Scottish Attainment Challenge (SAC) Fund

In August 2020, early year’s provision, primary and secondary schools in Clackmannanshire were moved to remote learning due to the continuing Covid-19 outbreak. All Programme Plans had been reviewed and adapted in March 2020 to reflect the Scottish Government Guidance, locality amendments and to continue, where possible, to provide coherence, equity and excellence and offer targeted support for our most vulnerable children, young people and families. These Plans were incorporated into the Local Re-Opening Plans and provided detailed SAC work stream operational information to ensure that progression in learning continued despite restrictions.

SAC Leads were also redirected to support the delivery of a blended model of in-school and at-home learning, involving digital, independent and active learning. Consideration was given to the specific requirements of targeted schools to provide input and advice for practitioners, children and young people with additional support needs, additional help in areas of transition and focussed work with identified vulnerable families, including care experienced children.

During “Lockdown” the SAC Team cascaded training to equip practitioners, children and young people with the skills to set up and maintain remote learning. Over 800 Chromebooks were purchased after securing Digital Inclusion Funding from the Scottish Government to help our most vulnerable children and young people access a device and provide connectivity to enable them to access home learning. The good practice developed during the pandemic has enabled a more agile response to emerging needs.

During Covid 19, the focus of school support shifted towards ensuring children and young people and families had access to services and food and had the necessary resources and packs available to access learning. The co-ordination of doorstep visits with vulnerable families’ has ensured that support and signposting can continue.

¹ Under Sections 23-24 of the Children (Scotland) Act 1995 the Council has a duty, when asked, to assess children/young people affected by disabilities and their carers to determine: the needs of the child/young person; the carer’s ability to provide care for them.

On return to school, establishments have continued to explore ways of supporting our most vulnerable families around providing uniform, resources for learning (including the distribution of Chrome books to pupils) and food. Additional funding streams have been sought to provide snacks for children and creative solutions put in place to ensure that family supper clubs continue virtually through programmes such as Food Families Futures. Resources from the Poverty Alliance were shared with practitioners to use with classes from P1 into Secondary to highlight the realities of poverty and tackle stigma.

Safeguarding through Rapid Intervention (STRIVE)

STRIVE is a project testing the concept that a multi-agency, public sector team delivers better outcomes, faster, for the most vulnerable residents of Clackmannanshire through integrated working. STRIVE is made up of core partners from Clackmannanshire Council Housing Service, Money Advice, Children and Families and Alloa Police Services. STRIVE is supported by other public and third sector partners such as Education, Criminal Justice, Health and Social Care Partnership, Clackmannanshire Works, Scottish Fire and Rescue Service and Transform Forth Valley.

Since the STRIVE project commenced in February 2020, it has delivered improvement outcomes for customers through early intervention and faster response and has demonstrated the potential for significant economic benefits to the public sector. These achievements are even more remarkable given the challenges experienced by the COVID pandemic. Evaluation of STRIVE undertaken between February 2020 and February 2021 has shown positive benefits for Clackmannanshire citizens.

During that time, STRIVE received 192 referrals and, of these referrals, in thirty-six cases (19%) the STRIVE team shared information with the current service and took no further action. In 138 cases (72%), however, the STRIVE team carried out an intervention.

Thirteen typical case studies were deduced from the 192 referrals to STRIVE. Review of case notes and discussions with the core team members showed:

- 85% of STRIVE customers were known to two or more STRIVE agencies; and
- 92% of STRIVE customers required a response from two or more STRIVE agencies.

Analysis identified STRIVE customers' most prevalent needs to be:

- 44% of customers had immediate financial concerns
- 43% of customers required support for mental wellbeing
- 30% of customers were at risk of homelessness; and
- 30% of customers had drug and/or alcohol addictions.

Out of the thirteen case studies identified as typical case types within STRIVE there were more than forty-five different customer outcomes. This indicates the benefits of a holistic approach to the provision of services. Outcomes achieved for customers were wide and varied including:

- preventing homelessness;
- arranging food;
- arranging heating for the home;
- providing essential furniture;
- assisting with support to reduce drug and alcohol use;
- reducing the threat of harm;
- keeping families together;

- providing a home;
- providing urgent financial assistance ;
- supporting those fleeing domestic violence;
- getting people with mental health and wellbeing needs the support they needed;
- carrying out essential repairs;
- arranging bereavement counselling; and
- arranging support to undertake household tasks.

As a key workstream of the Council's 'Be the Future' transformation programme, we will continue to develop STRIVE as an agile business model extending its scope to prevent as many people as possible from requiring statutory intervention.

Clackmannanshire & Stirling Child Protection Committee activity

In response to the COVID-19 pandemic the Clackmannanshire & Stirling Child Protection Committee (CPC) was replaced by a multi-agency Public Protection Committee which has brought together all aspects of public protection activity including child protection, adult support and protection, gender based violence, alcohol and drugs and Multi-agency Public Protection Arrangements (MAPPA) business and affiliated sub-groups. The CPC maintains a risk register, which specifies the risk, assesses the impact and accordingly contains actions to mitigate those risks. This register is subject to regular review. Weekly performance information relating to both child and adult support and protection is submitted to the Scottish Government.

The CPC Performance Management and Quality Assurance Subgroup have continued to meet throughout the pandemic to take forward improvement activity. This has included the learning arising from a Clackmannanshire Significant Case Review and Clackmannanshire's Independent Learning Review into the fostering service and progressing a Forth Valley approach to e-IRDs.

Clackmannanshire Social Work Service undertook a single agency case file audit of contact with children and families during the Covid-19 pandemic which covered the lockdown period between 23 March 2020 and 23 September 2020. The purpose of the audit was to build on the vulnerable children data collected and submitted weekly to Scottish Government and SOLACE to look beyond the quantitative data gathered to assess the frequency, quality and type of contact with vulnerable children and families during the first key period of lockdown and initial easing of restrictions. The audit highlighted a number of key strengths across the service and underlined the status of social workers and family support workers as being on the front-line throughout the pandemic. There were high levels of contact and multi-agency working apparent for all children subject to Child Protection registration and no evidence that these most vulnerable families received a reduced service, although there was recorded recognition that children and families were often more vulnerable due to risks arising from COVID-19, such as social isolation, mental health problems, reduced access to education and increased parental stressors. In a number of cases, the pandemic had also exacerbated the impact of poverty.

Consultation work involving Who Cares? with children and young people in Clackmannanshire about how to improve their participation in decision-making about their lives took place during 2020/21. A report of the survey findings was considered by Social Work Service Managers and staff in Clackmannanshire on how to improve practice going forward including through the use of child participation checklists for social workers and team leaders.

The Forth Valley Public Information, Engagement and Participation Subgroup has continued to meet and progress work including the promotion of messages about child protection in the context of COVID-19 and the CPCScotland 'Back to School' digital child protection campaign.

The Forth Valley Child Sexual Exploitation (CSE) Project Board has continued to meet to progress work around the interface between CSE and Missing Children. This has included the development of a CSE e-module; the National CSE Action Plan Delivery Report; CSE Guidelines for Schools; the 16 Days of Action; considered the Barnardos report on Sexual Exploitation of Children Involved in the Children's Hearing System; and reviewed available CSE resources.

The Forth Valley Child Protection Policies, Procedures and Protocols Subgroup during 2020/21 reviewed guidance relating to Missing People, Domestic Abuse, Female Genital Mutilation, Forced Marriage, Human Trafficking, Child Sexual Exploitation, Case Transfers between Local Authorities, Transition Planning and Significant Case Reviews.

The Central E-Safety Partnership participated in a session on 27 August 2020 led by Young Scot when information was shared about the Digi-know project and the recruitment of new volunteers between the ages of 11 and 25 to work online with a project team to deliver the Digi-know programme promoting cyber resilience for young people. E-Safety Partnership members also promoted UK Safer Internet Online Safety Live events in October 2020 which provided information in relation to online safety research, legislation, technology, tools and resources and Safer Internet Day (9th February 2021), the theme for which was "An Internet We Trust: Exploring Reliability in the Online World". Central E-Safety Partnership produced an E-Safety Partnership Countdown Calendar to Safer Internet Day with clickable links in the 9-day countdown to 9th February so that on each day when a window/door was opened it revealed an e-Safety resource/tip/advice with related suggested activity.

The Forth Valley Practitioner Pages Governance Group has continued to progress work around the development of the multi-agency Practitioner Pages across the three council areas to update pages relating to child protection guidance and relevant content to the Learning and Development pages.

The multi-agency Forth Valley GIRFEC Group worked to refresh the Child's Plan Framework and GIRFEC Pathway including the development and delivery of a revised suite of GIRFEC training to cover the continuum from Child Wellbeing to Child Protection.

4.2 Justice Services

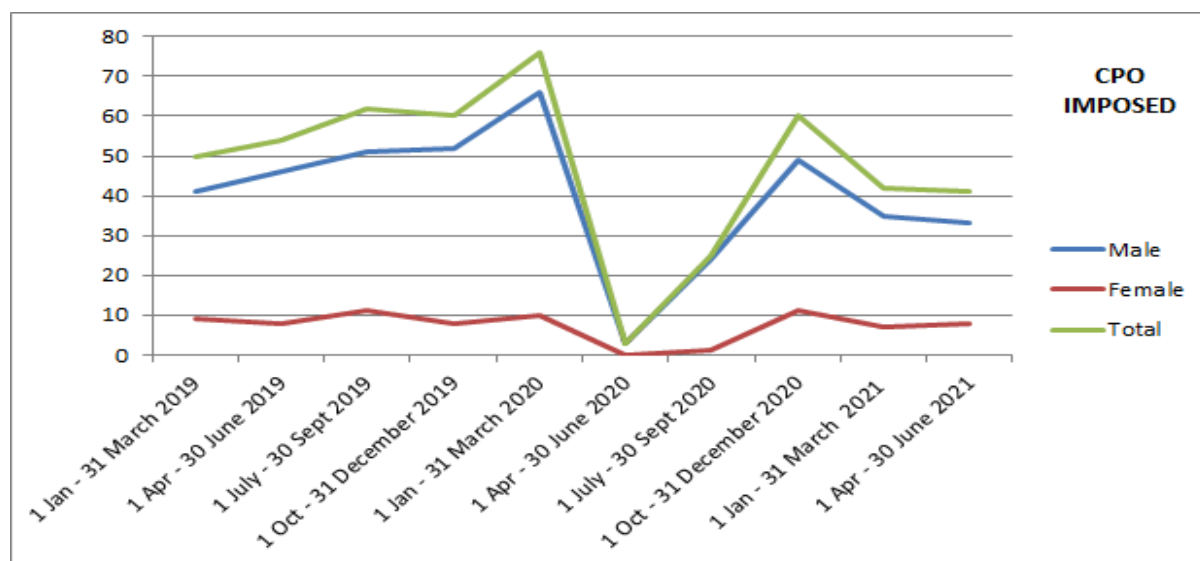
During the COVID pandemic the Scottish legal justice system, including the Scottish Court and Tribunal Service, was required significantly to reduce its activity. Within the court system for a period of 10 months courts only prioritised hearing cases from custody and all new and existing court summary cases were deferred for extended periods of time. This has had the implication of a significant backlog of cases that the court system is required to still respond to. It is envisaged that the court system will commence dealing with its backlog of cases from September 2021. This slowing down of court activity has had an impact on the number of new cases being dealt with by justice social work and will have implication of service requiring to deal with the backlog during 2021/22 and into 2022/23.

The Service, as a result of a large amount of new business having been suspended, has focussed on managing its existing statutory community payback orders and Multi-agency Public Protection Arrangements (MAPPA) business and ensuring that high risk offenders were managed robustly to ensure sound public protection. Whilst face-to-face supervision was largely replaced by digital supervision such as Skype, for high-risk offenders, the service has continued to undertake doorstep visits.

The backlog in deferred court activity will translate in a spike in criminal justice court report requests as well as the subsequent impact of an increased demand for justice social work to meet community justice payback order disposals imposed by the court system on individuals. It is estimated that the justice social work service will see an increase in activity from September in the region of 35%.

Performance information for Criminal Justice Social Work Services is reported publicly by the Scottish Government. The information for 2020/21 is due to be published early 2022. National available information, as well as some local authority breakdowns, on criminal justice social work activity in Scotland for 2019/20 can be accessed here. <https://www.gov.scot/publications/criminal-justice-social-work-statistics-scotland-2019-20/pages/15/>

The table below shows the reduction impact of COVID-19 on new orders imposed by Alloa Sheriff Court. This reduction in new reports requested is a direct result of Courts closing and deferring activity. It should be noted that these deferred cases still require to be dealt with by the Scottish Court Service and that a number of these individuals will be disposed of by means of a Community Payback Order.



During the pandemic period unpaid work activity for individuals subject to an unpaid work requirement were suspended nationally in April 2020 and did not recommence in Clackmannanshire until September 2020. The service was further suspended in November 2020 until February 2021 as a result of the second national lockdown. This had the impact that 16000 outstanding hours of unpaid work activity were not reduced.

The Scottish Government, in order to assist with reducing the hours, approved legislation in March 2021 that applied a discount of 35% to individuals' outstanding hours relating to an unpaid work requirement. This equated to a reduction of 5500 hours locally, leaving an

outstanding unpaid work total balance of 10500 hours. The Service has projected that a minimum of 6000 new hours will be applied as from September 2021 to March 2022 when Court business commences fully.

In order to deal with the impact of deferred activity, increased demand, as well as meeting the needs of the pre Covid-19 client base, the Scottish government provided Clackmannanshire Council with £175,000 of COVID-19 contingency money for the financial year 2021/22. The funding is being strategically utilised to increase unpaid work capacity through the recruitment of temporary staff as well as a contractual arrangement with the Third sector. In addition the service has recruited an additional temporary number of social workers to deal with the projected increase in criminal justice social work reports and the associated case management of community payback orders. The Service has also enhanced its staffing numbers within the area of domestic abuse to respond to the projected increase in this form of offending as a result of the COVID-19 pandemic. Whilst group based interventions have been suspended since March 2020 due to restrictions, programme work has continued on a 2:1 basis.

During the pandemic, grant funding was used to purchase 20 tablets which were configured with online courses provided by APEX and issued to individuals to complete on line courses as part of continued credited other voluntary work or training or education work to Unpaid Work Orders to provide the "Other Activity" element (promoting desistance from offending, improving awareness, literacy and work skills) of unpaid work. Evaluation to date has been very positive with high engagement rate by users in completing courses. This partnership with the Third sector will continue as an established service beyond the pandemic to progress further online learning as part of continued credited other voluntary work.

The Social Work Team based in HMP Glenochil continued to be office based during most of 2020 due to significant delays in accessing IT equipment to enable remote working. Whilst there was a reduction in demand due to the closure and suspension of key business activities (i.e. Parole Board), this is once again increasing as the national justice system re-starts.

During 2020/21, the Criminal Justice Social Work Service has continued to work in partnership with other professionals to assess and manage the risk posed by supported people who present a risk of significant harm to others. This includes working within the well-established Multi-agency Public Protection Arrangements (MAPPA). Throughout 2020/21, MAPPA meetings have taken place on virtual platforms such as MS Teams. This has been viewed in a positive manner by all partners. The operation of MAPPA is subject to a separate annual report by the Independent chair of the Forth Valley MAPPA Strategic Oversight Group. Available information on data for 2019/20 can be accessed here: <https://www.clacks.gov.uk/site/documents/community/forthvalleymappaannualreport/>

4.3 Adult Services

Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) for the past eighteen months, alongside NHS Forth Valley, Clackmannanshire Council and Stirling Council, has been in an emergency response to the ongoing pandemic across all adult community health and social care services. The new management structure did create capacity and resilience across the HSCP to effectively manage, develop and deliver statutory functions within adult care services. Alongside the response to the pandemic, the HSCP Transforming Care Board, chaired by the Chief Officer, is delivering on a highly ambitious programme of transformational and

developmental work. The programme of work reflects legacy commitments linked to local care home capacity as well as recent activity to further integrate community health and social care services.

A review of adult social care has been carried out and an Improvement Plan developed alongside operational social workers, social care staff, supported people and third sector partners. Additional Service Manager capacity has been created to support the delivery of this complex work and ensure alignment to Self Directed Support requirements and HSCP responsibilities linked to support for carers in their caring role. The new Service Manager will be working to deliver robust assessment tools and training, which will ensure community assessment processes take account reablement, TEC First, self-management and person-centered care. This forms a part of the new model of care that is being developed by the HSCP across Clackmannanshire and Stirling.

A Best Value Review of Care at Home covering Clackmannanshire and Stirling has been concluded, the final report has been presented to Chief Executives within Clackmannanshire & Stirling Councils' for their review. The Report describes the effectiveness of the current business model, the commissioning and procurement models as well as current costs.

Our services are continually evolving and the integrated arrangements of the Health and Social Care Partnership with Clackmannanshire Council and Forth Valley National Health Service provide opportunities to consolidate resources and processes to deliver optimum standards of services to Adults within our communities. One example of this is our work in creating an electronic platform within which to record and share information across agencies in relation to Adult Support and Protection referrals (Electronic Initial Referral Discussions/e-IRD).

The Clackmannanshire and Stirling HSCP strives to help people remain independent and safe within their own home or a homely setting for as long as they are able to, maintaining their connections with their communities and their quality of life. The Care Home Assessment and Review Team has been developed and accelerated under COVID-19. The Cabinet Secretary and Care Inspectorate have recognised this as a model of good practice. The multi-disciplinary team works with the 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.

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

Learning Disability Day Services, both in house and externally commissioned, continue to be redesigned, with a greater focus on community outreach support as an alternative to building-based services. There are regular bimonthly meetings with providers to discuss the details of the preferred models of care and how to implement them. A new Service Manager for Learning Disability and Mental Health has been appointed and is seeking to review the current model of care to ensure the team reflects the professional requirements of each discipline as well as the individual needs of those accessing care and support. A refreshed Service Plan is in development which will include key priorities to further develop the integrated model of care. Learning Disability services and Mental Health services have each been working with the Housing sector in Stirling to create appropriate, flexible, and bespoke housing as a direct alternative to residential care combining a model of 24/7 group and individual supported living

with Technology Enabled Care in line with the requirements of the Coming Home Report. This work will continue on an ongoing basis as required with specific new build of 15 units for December 2021 confirmed in partnership with Community Integrated Care (Third Sector Provider).

Self-Directed Support (SDS) is being refreshed across operational social work services. We are further developing the commissioning relationship with a local third sector provider to increase capacity for information, advice, guidance and signposting for those with a direct payment. Close working relationships with wider third sector partners and organisations are in place to assist supported people to develop person centred plans and ensure they are able to have choice and control. The adult social care review has identified areas of improvement with regard to SDS Options 1 and 2, and this forms part of the improvement plan. We have recruited an SDS Lead Officer to work alongside the new Service Manager to align practice across all community services and ensure supported people are receiving the right information at the right time as well as building a confident and informed workforce.

Carers support - Our work in supporting carers continues to develop. We have re-developed the multi-agency Carers Planning Group to ensure that the voice of carers, including young carers, is embedded in all our developing policy and practice. The adult social care review has identified further opportunities to develop practices relating to implementation of the Carers (Scotland) Act. The IJB has committed to a new post of a Carer Lead Officer as well as Short Break Co-ordinator and ambitious programme of policy review, refreshed Carers' Strategy and robust shared communication plan for communities to raise awareness of the rights of carers.

Mental Health Officer (MHO) Service

Since the Covid-19 pandemic started the MHO service has been faced with a number of challenges. The workforce has prioritised responding to the needs of those experiencing mental disorders on a timely basis. Despite the demand the MHO service has continued to routinely test regularly to ensure the safety of all who we work with in both Hospital and Community settings.

The Council currently has 10 accredited Mental Health Officers. This is an increase of 3 in the last year due to recruitment in the wider service and those who have completed the MHO award. We aim to train one further MHO via the Edinburgh University award which will increase the workforce to 11. This increase in MHO staffing will assist in sustaining the service in the future and mean that for the first time in the Council history we will officially have no shortfall of trained MHOs.

There continues to be a sustained increase in statutory work over recent years which continue to place additional demands on the core MHO team which has been particularly challenging due to the Covid-19 pandemic. We had double the amount of Short Term Detention Certificates in the last year jumping from 35 to 70 which impacted on supporting and maintaining the service. Fortunately the workforce has responded to these demands and has worked tirelessly to sustain a service throughout these most difficult times. This has resulted in the ongoing use of telephone conferencing to attend via virtual tribunals as hosted by the Mental Health Tribunal Service (MHTS) for Scotland. All face to face tribunals were paused by the MHTS in 2020 which caused challenges for all parties affected including Advocacy services who were initially unable to visit individuals in person. MHO's throughout this time sought to maintain a level of engagement to sign post and promote the rights of those affected. Fortunately these restrictions have dropped and now Forth Valley Advocacy Services are back meeting individuals face to face.

Adults with Incapacity

There has continued to be challenges during 2020/21 for the MHO workforce in managing the year on year increase in guardianship applications under the Adults with Incapacity Act 2000. The increase in Guardianship orders reflects a national trend for all Local Authorities. This has challenged the Local Authority to respond to the increased demand. As a result we have not been able to supervise Welfare Guardians on the annual basis required and this has been flagged by the Mental Welfare Commission as an area that needs addressed due to the risks associated.

All non-urgent Welfare Guardianship Order applications were paused by the Scottish Government in March 2020 due to the pandemic. Whilst this eased the pressure on the MHO service, there remained outstanding work to complete the required renewals and non-urgent welfare Guardianship Order applications. The service since the start of the pandemic has continued to prioritise those who are facing unnecessary delays in hospital due to their incapacity. This prioritisation has ensured that these Adults and their families have been supported to avoid where possible unnecessary waits for the outcome of Court proceedings.

Due to the small numbers within the core MHO Team of four we experienced a significant challenge of dealing with the increase presentations of those affected by a Mental Disorder. Despite this we have maintained a responsive service that ensured that the statutory obligations were completed in person in day time hours and all rights were upheld throughout this period. The coming winter will no doubt be a challenge for the team but one which will respond to well. Going forward the service continues to focus on the future priority of truly integrating the Mental Health Team based at the Clackmannanshire Community Healthcare Centre Mental Health Service.

Existing Guardianship Orders 2020-21 Clackmannanshire

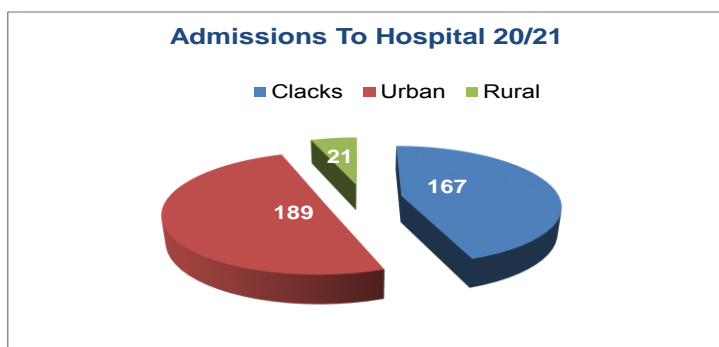
Private Guardianships n= 105 CSWO Guardianships n=30

Rates of Detention under the Mental Health (Care and Treatment) (Scotland) Act 2003 for period April 2020 to March 2021:

Emergency Detention Certificates (EDC) During 2020/21 we had 36 EDCs of which 20 of these had no MHO consent. This is above the national average from the latest MWC report indicating that lack of MHO consent has dropped below 50% for the first time on record. Of these 20 only 2 took place during day time hours. We currently have a working group with Psychiatry input to identify what we can do to improve these rates.

Short Term Detention Certificates (STDC) During 2020/21 we had 70 STDCs. The rate for the previous number of STDC's in 2019 was 35 which represent a 50% increase. The service has experienced the challenge around this and it has impacted upon the ability to undertake Social Circumstances Reports which has dropped in line with the Scotland wide lowest ever return rate of 38% to the MWC.

Compulsory Treatment Orders During the last year at the height of pandemic we had 38 orders granted which is an increase of 10 compared to the peak of 28 in 2019. As reflected in the STDC's we had a significant increase in this work and the need for tribunals as a result. There were 390 admissions to hospital over 2020/21, in relation to people affected by mental health issues. The chart below shows the proportion by locality area.



Source: Local Data – NHS FV

Transforming Care

Clackmannanshire Council plays an active part in the leadership and management of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) through participation in the Integration Joint Board (IJB) and in the HSCP Transforming Care Board (TCB). The IJB is responsible for the strategic planning and operation of adult community health and social care services as outlined in the Integration Scheme. The Integration Scheme is the agreement between Clackmannanshire Council, NHS Forth Valley, and Stirling Council to establish Integrated Health and Care as required by the Public Bodies (Joint Working) (Scotland) Act 2014.

In common with many other public sector organisations a portfolio management approach has been identified as the structure and method via which to organise and implement change within the Clackmannanshire & Stirling HSCP. A portfolio management approach is where the totality of significant change initiatives within the organisation are managed centrally, to ensure that scarce resource is allocated efficiently and that the projects and programmes, which sit within the portfolio, are managed effectively to deliver the expected benefits.

In November 2020 the Transforming Care Board (TCB) was established as the portfolio management board for all of the transformation activity within the HSCP. Senior Council officers are key members of the TCB. The TCB actively monitors, controls, enables, and approves the delivery of the [HSCP Transformation Plan](#) which describes all of the change planned within the HSCP.

Through pro-active engagement by Council in all aspects of the HSCP, including the IJB and TCB, good progress is being made on delivering the benefits expected from transformation activity. This includes ensuring that all change is planned and reliably delivered to provide 'person centred' health and care services for, and with, supported people who are enabled to exercise their preferred levels of flexibility, choice and control in relation to their own care. All of the structures and portfolio activity established in support of the HSCP during 2020/21, as well as active involvement by the Council, supports the HSCP wide efforts to contain pressure on care budgets, builds confidence that change can be delivered effectively, and maximises the benefits of integration through improved partnership working.

In line with the new model of care, a Technology Enabled Care (TEC) first approach has been agreed and is being implemented with additional project management support. A lead officer is being recruited to map current activity and seek additional resource through the national TEC Programme to support appropriate investment, which will support Self Directed Support (SDS) and person-centred care, particularly in rural areas of Clackmannanshire and Stirling.

2020/21 is the second full year of operation for the Bellfield Centre at the Stirling Health & Care Village, a state of the art intermediate care facility. Despite the disruption to the wider health and care system brought about by Covid-19 the Bellfield Centre has continued to provide high quality intermediate care for the people of the whole Council area. Intermediate care enables people that no longer need acute health care in hospital to be supported within a more homely setting on a short term basis where all aspects of everyday living are used as the basis for reablement activities.

The Alcohol and Drugs Partnership (ADP), in line with legislative requirements transferred into the reporting and governance structures of the Integration Joint Board. A new ADP Lead has been recruited who will be part of the wider HSCP as such creating opportunities for joint work across adult health and care services as well as specialist addiction services delegated to the HSCP.

The ADP works closely with the Forth Valley Recovery Community (FVRC). The FVRC is a geographically based community of people who are committed to making recovery from substance use a reality. FVRC is open to anyone who is affected by substance use and has been developed to complement substance use treatment services as well as to encourage involvement with mutual aid. The presence and support of the FVRC is an important part of reaching out to individuals who may not be engaged with treatment and support services. The FVRC runs a different Recovery Café each day of the week.

The ADP and the FVRC supported the development of a smart phone application known as “Forth Valley Recovers”. The app continues to be promoted and numbers using it have increased year on year since 2019. It is helpful to know that use of the app increased during the COVID-19 lockdown period therefore providing a source of support and information to people in a way that was accessible to them.

During 2020/21, the ADP Coordinator delivered a presentation across the workforce to staff on prevalence, prevention, recovery and available support services relating to substance use. The session was well attended and the feedback from staff was positive. This has resulted in increased referral to support services which is an excellent outcome.

Over the past year, the Alcohol and Drugs Partnership has continued to provide an annual training calendar, which is open to the multi-agency workforce and has included:

- Every Child Has a Story: Children Affected by Parental Substance Use
- Drink Wise, Age Well training
- Trauma and Substance Use
- Tackling Stigma

Embedding use of the Impact of Parental Substance Use (IPSU) Assessment Tool is a continued priority for the ADP and partners. The tool seeks to assess the range of factors that may influence substance use and the consequences which can impair parenting. Our focus on supporting the further development of electronic recording systems in relation to IPSU will be progressed by the Forth Valley wide steering group which has been established to oversee this work. A programme of workforce development is available for new staff and for those who would also benefit from a refresh on application of the tool. We plan to develop a training podcast and video to enhance learning and embed this tool.

Clackmannanshire & Stirling Adult Support and Protection Committee activity

We continue to work closely with colleagues across partner agencies in the delivery of Adult Support and Protection (ASP) services. This work has been enhanced recently by the appointment of experienced managers bringing expertise from other local authority areas to add to existing local knowledge. A review of operational practice of the management of Adult Support and Protection within the community was completed. Processes and systems are clear however, a programme of improvement has been agreed across ASP partners and a regular meeting has been established to have oversight of the implementation of the Improvement Plan. The delivery of the Plan will deliver assurance and reduce risk of harm across community services including care at home and third sector care homes.

Strategic oversight of our Adult Support and Protection arrangements is provided by the Clackmannanshire and Stirling Public Protection Committee and affiliated sub-groups. These have continued unabated during the pandemic. The membership of the Committee spans across Social Services, partner agencies and community group representatives which enables ease of identification of cross cutting issues and subsequent development of associated processes. The Committee maintains a risk register for each service, which specifies the risk, assesses the impact and accordingly contains specific arrangements with stakeholders to mitigate those risks. This register is subject to regular review.

The effectiveness of our performance is subject to regular self evaluation which has influenced learning in the way we operate in order that we continue to aspire to deliver optimum standards of service. We engage with our service users through a process of Service User Surveys. We use Forth Valley Advocacy Services to carry out these independent surveys, contacting individuals (or their representative) who had been the subject of any ASP Investigation. Feedback was generally positive with 75% of service users indicating they were happy with the service provided. The outcomes from these surveys have influenced our Framework for Improvement to our services together with our Adult Support and Protection Strategic Plan 2021/23 both of which provide a focus for sustainable improvement.

Our Learning and Practice Development sub group has continued to develop the knowledge, practice and skills of our staff by devising and developing a comprehensive Learning and Practice Development training programme. This is delivered through virtual face to face training, e-learning and practitioner forums. The training has included the delivery of ongoing Investigative Interviewing Skills training for our Council Officers. We have developed an Introduction to MAPPA E-Learning module in partnership with the Forth Valley MAPPA Coordinator and a Financial Harm Awareness E-Learning module with Falkirk Council and Police Scotland 'C' Division. We have contributed to the skills base of our partnership organisations and 3rd sector private care providers through the delivery of Adult Support and Protection Training for the General Contact Workforce. This increased awareness has resulted in increased referrals from those organisations. To assist Council Officers in their Duties to Inquire we have developed a Undue Pressure Ready Reckoner and Trauma Informed Ready Reckoner to help embed practitioners knowledge and skills in being trauma informed.

The number of people referred as being at risk of harm across Clackmannanshire increased during 2020/21 by 32% to 440 or 10.33 per 1000 of our population aged 16 years or over when compared with the previous year statistics. This increase is partially attributed to improvements in the way in which we record referrals which has delivered consistency across our Health and Social Care Partnership. The number of adults referred to our services under the Act has seen an upward trajectory since 2018. This increase may be attributed to a number of factors. These

include increased awareness of Adult Support and Protection in our communities and amongst services which we commission including Care Homes and Care at Home services. These services are contractually required to report instances which represent Adult Support and Protection to enable our services to conduct inquiries to ensure the support and protection of adults receiving care.

We have established a Care Home Practitioners Group to promote the “Quality in Care” model. The group is multi agency and also includes our Commissioning Teams together with our newly formed Care Home Action Response Team (CHART). This multi agency team provides a means for direct engagement with commissioned services in promoting care standards. The group has promoted our Early Indicators of Concern process which will enable the early identification of emerging risks and organisation of proportionate multi agency response at the earliest possible opportunity.

The reporting period saw an increase in the number of Adult Support and Protection investigations carried out following receipt of the associated referrals which were up by 69 investigations from the previous year. This increase is attributed to improvements in our recording. Investigations are carried out when an adult meets the statutory criteria referred to as “the three point test” and when it is necessary and proportion to do so in consideration of a number of factors including the wishes and feelings of the adult and the associated risk of harm. It is often the case that risks have been stabilised therefore any subsequent investigation may be disproportionate and not in the best of interests of those concerned. The table below summarises the referral outcomes dating back four years together with investigations, types of harm and outcomes.

	Clackmannanshire			
	2017/ 18	2018/19	2019/20	2020/21
Number of referrals per 1k population ≥ 16 yrs	94	143	296	440
	2.22	3.37	6.98	10.33
Referral Outcome				
Further AP action	44	40	42	141
Further non-AP action	26	33	22	31
No further action	204	70	228	268
Not known	0	0	4	0
Investigations				
Number of Investigations	25	39	36	105
Investigations - Principal Harm				
Financial Harm	9	13	10	19
Psychological harm	0	2	5	4
Physical harm	11	13	14	53
Sexual harm	2	1	1	7
Neglect	3	5	4	16
Self-harm	0	0	0	2
Other	0	5	2	4
Investigations - Location of Harm				
Own home	21	24	26	41

Other private address	0	0	0	1
Care home	2	13	10	57
Shelt/Supp. Accommodation	0	2	0	2
Independent Hospital	0	0	0	0
NHS	0	0	0	2
Other	2	0	0	2
ASP Case Conferences				
Initial case conference	3	3	3	12
Review case conference	0	0	0	4
Investigations - Outcome				
Further AP action	9	11	4	27
Further non-AP action	10	13	8	10
No further action	5	15	24	68
Not known	1	0	0	0

(Population figures for adults over 16 years are based on National Records of Scotland mid-2018 figures: Clackmannanshire 42594))

The table further illustrates that the majority of referrals resulting in an ASP investigation were incidents within care homes followed by incidents within the adults own home. The most prevalent type of harm was again physical harm, as was evident during the previous year, followed by financial harm. The main client group subject to investigations was adults with a physical disability which accounted for 40% on investigations.

During the period 2020/21 we carried out one Large Scale Investigation within a care home in response to adult support and protection concerns which were diverse in nature. We worked closely with the provider in developing and implementing the corresponding improvement plan whereby the implementation of those improvements significantly enhanced residential care to adults receiving their services.

Social Services Complaints 2020-2021

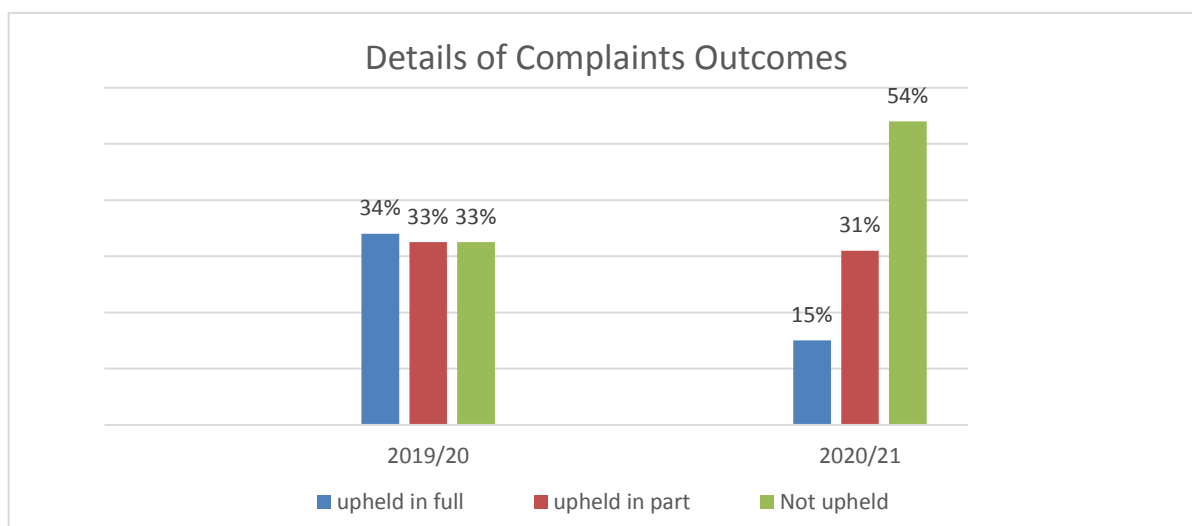
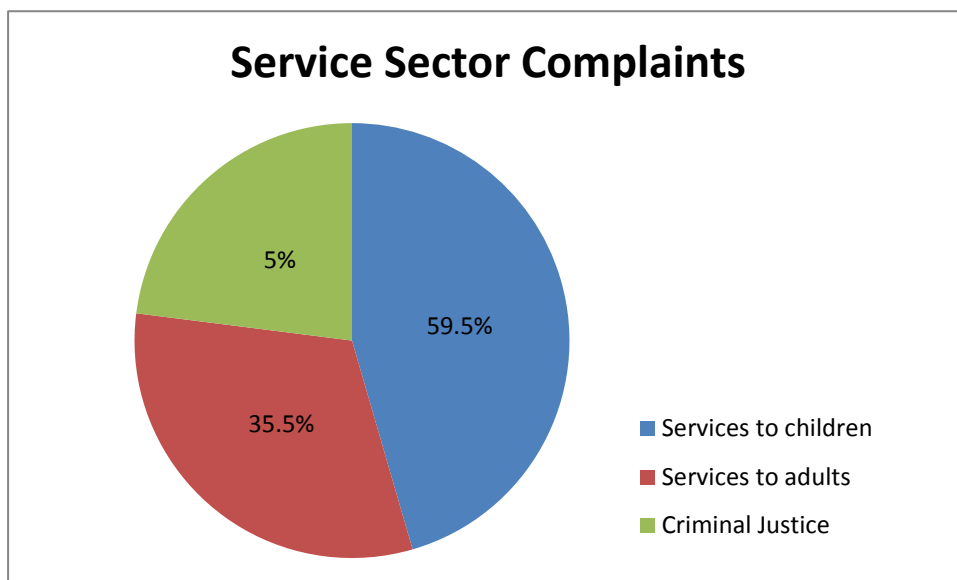
Over the year 2020/2021 there were 42 complaint enquiries to Social Services that were resolved on a formal basis by local managers, in line with the new Scottish Public Service Ombudsman's (SPSO) Social Work Complaints Handling Procedures (CHP). The total number of complaints formally registered by the Service was 42. These enquiries comprised of 25 Stage 1 and 10 Stage 2 complaints. There were 3 Stage 3 appeals that were examined by the Scottish Public Service Ombudsman (SPSO) with all complaint outcomes by the Service, being upheld by the Reviewing officers.

In 2020/2021 we responded to 97% of complaints within target timescales (5 or 20 working days). The remaining 3% being outwith target timescales, but with most being completed at Stage 1 within a maximum of 10 days. The reasons for delays in responding to complaints were due to a range of contributory factors, including complexity of the investigation and the non-availability of the complainant or key staff. The Service advised complainants of the progress of

their complaints and where necessary extended time scales were agreed in line with procedures.

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

- Services to children (59.5%)
- Services to adults (35.5%)
- Criminal Justice (5%)



Complaint enquiry figures across Social Services in Clackmannanshire would indicate a 23.5% increase, from 34 in 2019-2020 to 42 in 2020-2021. The number of complaints from Children’s Services and HSCP Adult services was slightly higher than the number received in the previous year 2019/20. Justice Service complaints remained consistent with the previous year figures. The Covid 19 pandemic created extraordinary pressures and demands on our services and this may have impacted on the small increase in formal complaints over this period. The main areas of dissatisfaction were mainly in relation to communication by staff or the service (29%), service standard or quality (28%) staff conduct or attitude (25%) and application of policy (8%).

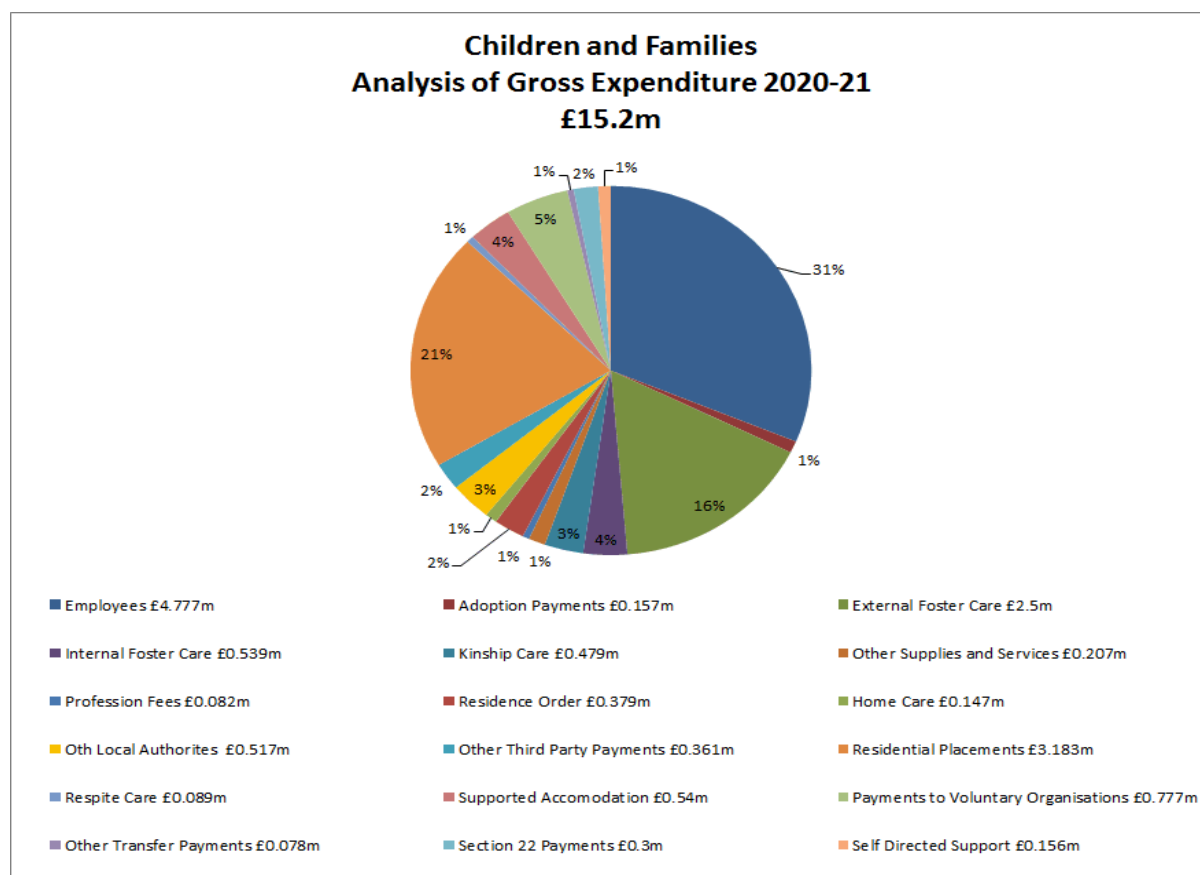
The Quality Assurance framework allowed us the scope to identify these learning and improvement action points and to highlight the need for further investigation of individual or team performance, through effective supervision, in order to address any performance issues quickly and effectively, to make improvements to service provision where required. This mainly resulted in the provision of additional staff training; change to procedures where required; focussed team development meetings, and consultation with commissioned services to improve the overall quality of service provision. Social Services have made a successful transition to the SPSO (CHP) over recent years and now operate under a standardised 2 stage corporate procedure which also incorporates Health services.

5.0 Resources

5.1 Children and Families

In 2020/21 the total net budget for Social Services was £14.1m with expenditure of £15.3m. The overspend was largely the result of Covid-19 pressures across the service. In particular there was growth in the use of residential placements costing £0.790m and Fostering and Kinship payments amounting to £0.425m. The service benefited from £0.360 additional funding from the Scottish Government as part of the Vulnerable Children and Young People Grant.

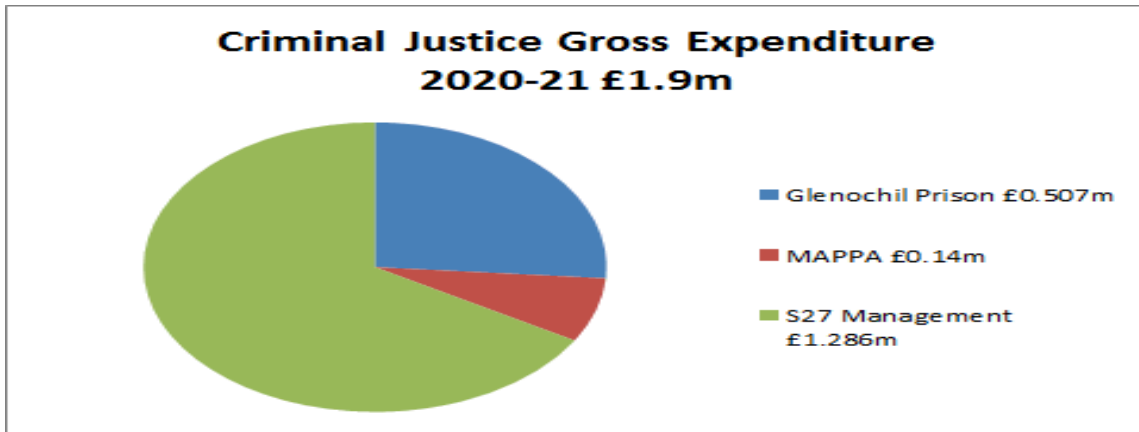
The service is focussing on addressing resource pressures through the development of alternatives to residential care and through the use of Family Group Decision Making, Restorative Practice and the more bespoke and the targeting of commissioned services.



5.2 Criminal Justice Services

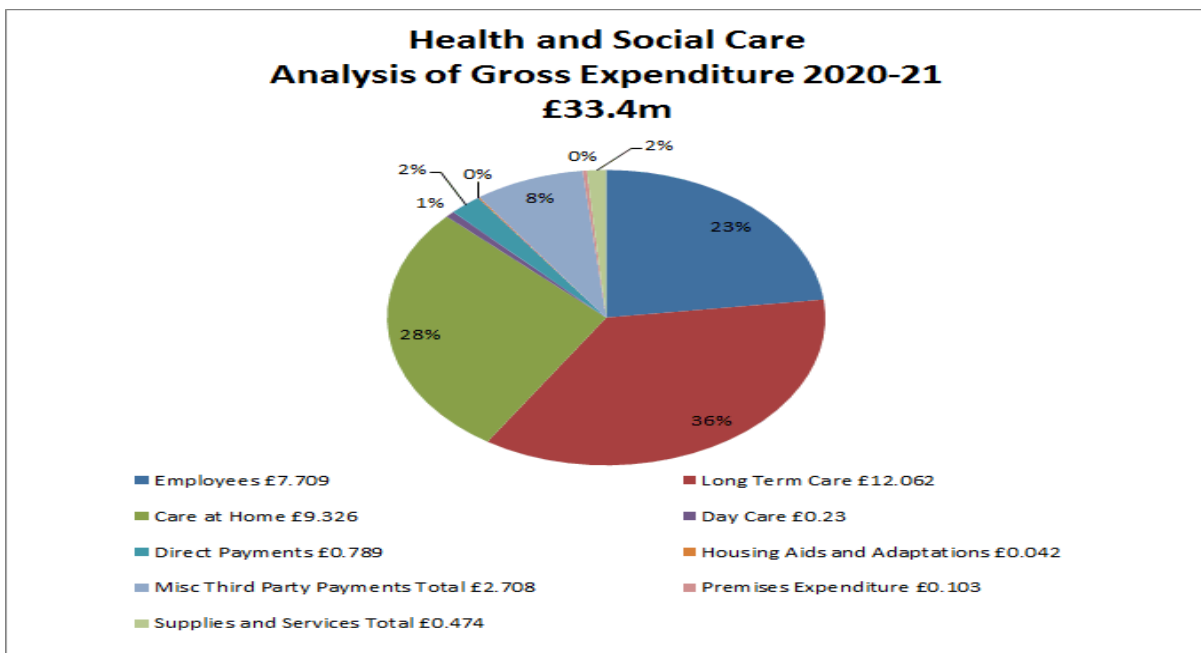
In 2020/21 expenditure on Criminal Justice services amounted to £1.95m, with £0.507m relating to the provision of a social work service at Glenochil prison under a service agreement with the Scottish Prison Service.

Funding from the Scottish Government for the provision of Criminal Justice services amounted to £1.350m against expenditure of 1.430m. The service is actively pursuing ways to manage this shortfall in funding.



5.3 Health and Social Care

The total budget for Health and Social Care Services delegated to the IJB was £19.041m. Expenditure was significantly impacted by the Covid-19 pandemic with many services being suspended for lengthy periods. At the end of the year expenditure amounted to £17.327m an underspend of £1.714m. However, there continue to be significant underlying across the service as a result increased demand and demography and these are being addressed through a programme of service transformation.



6.0 Workforce

Whilst the COVID pandemic has had an acute impact on the provision of social work services within the Council, we have also been cognisant of the significant impact on our workforce, both within social services and Council wide. Over the reporting period the level of organisational change, such as with physical working locations (remote working), working practices, and team culture has been significant.

As such, over the reporting period colleagues within corporate support areas such as HR, Health & Safety, Emergency Planning, Communications, and Learning & Development have worked

collaboratively together to ensure the ongoing physical and mental well being of our staff through the provision of a variety of staff support measures, both targeted at particular staff cohorts, and undertaken on a staff wide basis.

Allied to this, the Council continues to prioritise workforce planning as a means to understanding the medium to long term changes to our workforce (with a revised Strategic Workforce Plan for 2022-25 due shortly).

However, over the reporting period many of the anticipated workforce changes noted within our current Strategic Workforce Plan (2019-22) have been brought into sharp focus as a result of the pandemic, and as result has shifted the way we assess, report and address these challenges. Workforce planning, and wellbeing initiatives undertaken over the reporting period and in support of ensuring that social work staff, despite the challenges created by the pandemic, can work in a supportive and safe working environment.

6.1 Workforce Planning

The Council's Strategic Workforce Plan (2019-22) identifies four key priorities, which are to:

- Create a positive and inclusive organisational culture;
- Have a sustainable and resilient workforce;
- Ensure our workforce feels supported, empowered, respected and engaged; and
- Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands

These priorities are brought to life through the Council's Workforce Programme, which is a dynamic programme of work that identifies, scopes, and delivers on specific workforce projects across Council services. However, over the reporting period, and with services reacting to the challenging circumstances created by the pandemic, additional work has been undertaken to understand the more immediate and acute workforce impacts which we have experienced both within Social Services, and Council wide. This has included:

- Additional sessions of our Senior Leadership Forum (SLF) designed to understand the pandemic impacts on our workforce and identify key areas for development;
- Roll out of a COVID Staff Wellbeing Survey in May 2020 in order to baseline opinions on homeworking, communications, and general wellbeing
- A revised Staff Survey question set so as to provide an evidence based for the impacts of the pandemic on staff (particularly wellbeing and mental health) down to individual directorate level
- A commitment to undertake directorate based workforce planning in 2022/23 in an aligned manner with our business planning processes, so as to identify an ongoing workforce issues arising from our pandemic response (amongst other critical workforce areas)
- Ongoing work to identify the capacity and skills base of our workforce with a view to defining optimum workforce numbers, capacity to support our transformation programme, and establishment of generic skills sets for roles.

During 2020/21 we supported the following external accredited learning:

- 2 x SVQ3 - via Stirling Council SVQ Centre on new eLearning platform
- 2 x JIIT/VRI training in partnership with Falkirk Council. Police Scotland and Multi Agency Public Protection L & D Lead
- 1 x Practitioner Certificate in Data Protection
- 1 x MHO Award
- 12 x Learning Certificate on Medication from OPUS

6.2 Staff Wellbeing

Over the course of the pandemic, and the reporting period, the wellbeing of our staff both within social services and council wide has never been so important. As such, there has been considerable effort undertaken in ensuring our workforce are supported and safe in the new working environments they find themselves operating within.

Through our Healthy Working Lives (HWL) Group (which is a cross service group looking at all aspects of staff wellbeing) there have been numerous interventions rolled out to support staff. It should be noted that this is an ongoing concern, and our HWL group continues to respond to the needs of our workforce as our COVID response progresses.

To date, the following has been undertaken in support on ensuring the ongoing physical and mental wellbeing of staff:

- Dedicated staff wellbeing and homeworking resources on our 'keeping staff connected' website (accessible from any device)
- Staff Wellbeing Kit issued to all staff in digital and print formats
- Staff Wellbeing section created on our Clacks Academy E-Learning Platform
- Staying Active sessions including lunchtime fitness, desk exercises, and weekly staff walks
- Roll out of digital wellbeing apps including Sleepio, Daylight, and One Million Lives
- Stress management webinars, 'Managing Stress' guide for managers, individual stress risk assessments, and stress control classes
- Ongoing support for homeworking including over 600 DSE assessment undertaken, and webinars as part of our Winter Wellbeing Week
- Winter Wellbeing Week (held 25-29 Jan 2021) which included various webinars including -self-care, mindfulness, learn to listen, skin and heart care, and Friday fun activities
- Roll out of Shout, where the Council has worked to roll out text based crisis intervention support for anyone struggling with mental health
- Development and roll out of a new leadership and management programme – 'Promoting Good Conversations' in conjunction with Forth Valley College, designed to upskill managers in managing remote teams; and
- Redrafting and roll out of our Stress and Wellbeing Policy clarifying roles, responsibilities, mandatory health and wellbeing awareness training, and wellbeing ambassadors.

6.3 Learning and Development

The Public Protection Learning and Practice Development Sub - group has continued to meet virtually on a quarterly basis to oversee the implementation of the Clackmannanshire and Stirling Multi-Agency Public Protection Workforce Learning and Practice Development Strategy 2020-2023.

Throughout a challenging year due to the Covid pandemic and the associated additional pressures on staff we have maintained a full multi-agency public protection training calendar. Multi-agency training has been delivered virtually. The usual venue based face-to-face training has been reduced from a full day to half-day or 2 - hour training. In a majority of these trainings participants have been asked to complete theory workbooks, pre course and post reading to ensure all aspects of the key learning is covered.

Throughout the national lockdowns we have provided support information covering a range of topics that has been included on the Council Websites in regards to Child protection and Adult Support and Protection as well as service specific information for services users.

Throughout the year new E-Learning modules have been developed in partnership with Police Scotland 'C' Division, the Forth Valley MAPPA Coordinator and Falkirk Council. At present these modules are available to all local authority employees. There are ongoing discussions with the Third Sector and NHS Forth Valley to transfer these to their respective platforms once their respective platforms are developed or have been revised.

- The number of multi-agency public protection training courses delivered: 30
- The number of attendees (excluding Stirling Council employees): 317
- The number of completed Public Protection ELearning Modules on Clacks Academy: 959

In addition to the above multi agency training bespoke adult support and protection training has been delivered to private care home providers as part of their large scale investigation improvement actions:

- The total number of cohorts delivered: 22
- Bespoke adult support and protection training delivered to one of the local community hospitals. The total number of cohorts delivered: 18

As a result of the Covid-19 pandemic, some learning and practice development opportunities were not able to be delivered and were suspended due to the inability to host events. This included Safe and Together Core Practice and Adult Support and Protection Train the Trainers for Care at Home Providers and the same for Care Homes. Both require being venue based face-to-face facilitation due to the complexities of the material that needs to be shared. Our multi-agency public protection training calendar has shifted to deliver a blended model of learning and development through online E-Learning, virtual development sessions, webinars and workshops. Partners including Stirling Women's Aid, Forth Valley Rape Crisis and Scottish Drugs Forum have also delivered training in relation to violence against women and girls and alcohol and drugs.

Newly Qualified Social Workers (NQSWS)

Due to the Covid pandemic, all new placements for social work students were suspended from mid-March 2020 and resumed in August 2020.

As at March 2021, there were five NQSWs involved in the supported Continuous Professional Learning First Year in Practice programmes. Clackmannanshire Council currently offers access to a weekly NQSW group (incorporating students when relevant), including enhanced monthly sessions. NQSWs access the corporate and Social Services learning and development frameworks as per their own service requirements, plus the multi-agency public protection framework.

7.0 COVID-19

7.1 Impact on workforce and services

The profound impact on our social work and social care services and our delivery partners over the last year has been significant where we have had to overcome considerable challenges on a level we have not experienced before. The Covid-19 pandemic has caused unprecedented disruption to service delivery including access to IT equipment and digital facilities to optimise remote working, workforce challenges (e.g. recruitment, staff absence) and operational pressures as we deal with the pent up demand for social work and social care services following the loosening of lockdown measures. In order to continue to deliver services whilst adhering to health and safety guidelines and restrictions, our social work and social care staff have had to rapidly adjust to new and different ways of working and adapt to new working processes. Key changes have included moving to remote working, using virtual platforms, tele-conferencing, less face-to-face interactions as we comply with social distancing procedures, workplace safety/office-based restrictions. Many services within the Health and Social Care Partnership are being delivered differently, such as the use of Near Me video appointments. Justice services also changed their model of service delivery, replacing face-to-face supervision with digital platforms.

The pandemic demonstrated the resourcefulness and range of responsibilities taken on by practitioners, delivery partners, families, unpaid carers and our volunteers in developing flexibility across our social work and social care services. Recovery and renewal from the impact of Covid-19 will continue to be a main focus of our work across the Clackmannanshire Community Planning Partnership to ensure we continue to be flexible in meeting the needs of children, young people, families and communities who require care and support.

Whilst we continue to work through the pandemic to deliver critical frontline services to support and achieve positive outcomes for the people of Clackmannanshire, our focus is also on supporting the wellbeing of our workforce as we continue to develop a more hybrid approach to working as we move forward and beyond the pandemic.

7.2 Key Priorities for Recovery and Future Improvement – Priorities for 2021/2022

The context of need in our communities continues to be challenging:

- Higher than average incidences of looked after children and child protection cases, often due to areas of significant deprivation, and parental drug and alcohol misuse.
- Increased levels of domestic abuse.

These challenges are in the context of current pressures including:

- Reduced funding
- COVID -19 recovery
- Challenges around workforce: recruiting and retaining staff
- Transformation
- Demographic and socio-economic pressures

Given the uncertainty around the future path of the COVID-19 pandemic in Scotland, the approach to planning for the coming year and beyond will need to be agile and flexible.

In working towards recovery and renewal from the pandemic, our social work and social care services will continue to focus on delivering our local Covid-19 response to meeting the needs of our communities who require care and support.

In doing so, we will take forward the new priorities identified in our new [Children's Services Plan 2021/2024](#); which sets out our local long term aspirations, ambitions and priorities for children and young people, including developing our approach to implementing the key principles set out in The Promise, our work to implement and embed the United Nations Convention of the Rights of the Child (UNCRC) approach across all our services; and persisting in our commitment to tackling poverty and mitigating its impact for children, families and communities.

This includes our continued commitment to working with the Promise Team on the Human and Economic Cost Modelling across the Community Planning Partnership to achieve our strategic objectives; by developing and delivering on our ambitions to shift the balance of spend on holistic family support that is preventative and offers early help to prevent crisis and more costly interventions. This work is underpinned by our commitment as early adopters of the Scottish Government's Wellbeing Economy that seeks to build an economy that is inclusive, promotes sustainability and resilience in delivering local growth and wellbeing.

Clackmannanshire's Council's ambitious transformation programme [Be the Future Transformation Programme](#) was agreed in Summer 2021. Core 'Be the Future' themes are: Sustainable inclusive growth, Empowering families and communities and Health and wellbeing. The People Service and the HSCP is leading on a number of projects including the Safeguarding through Rapid Intervention (STRIVE) project. We will continue to develop STRIVE as an agile business model extending its scope to prevent as many people as possible from requiring statutory intervention.

The People Directorate, with Clackmannanshire & Stirling Health and Social Care Partnership will progress procurement of a replacement social care recording system.

The People Directorate will progress the management redesign which includes recruitment of new Senior Manager posts within the Children's Social Work Service.

We will review our current multi-agency public protection operational oversight arrangements which brought all aspects of our public protection activity together in response to the COVID-19 pandemic and how they may continue to be developed and improved.

We will reflect on and respond to the Scottish Government consultation on The Independent Review of Adult Social Care and the National Care Service.

We will continue to support people to live independently in their communities, delivering a TEC First approach.

We will continue to support our care home providers and care at home services to recover from the impact of the pandemic through our strategic oversight and support arrangements.

In conjunction with partners, we will begin preparation for an Inspection of Multi-Agency Adult Support and Protection Services commencing October 2021.

In Justice Services we will continue to make strategic and targeted use of Covid-19 recovery funding, including addressing the Unpaid Work backlog and identification, with partners, of new and innovative community payback placements for unpaid work.

We will continue to develop our whole system response to domestic violence in collaboration with our partners as well as increased development in areas of bail supervision, structured deferred sentences as alternatives to custody or CPO disposals.

Sharon Robertson
Interim Chief Social Work Officer

