
Report to Audit and Scrutiny Committee

Date of Meeting: 27 October 2022

Subject: Annual Report of the Chief Social Work Officer 2021-2022

Report by: Chief Social Work Officer

1.0 Purpose

- 1.1. To present the Chief Social Work Officer (CSWO) Annual Report reflecting the period 1 April 2021 – 31 March 2022 (attached as 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. The Committee is asked to:
- 2.1.1. note, challenge and comment on the report as appropriate; and,
- 2.1.2. note that the Chief Social Work Officer Annual Report 2021/22 is submitted to the Office of The Chief Social Work Advisor, Scottish Government subject to Council approval.

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. The structure of the report focuses on the following areas:
- Governance and Accountability
 - Service Quality and Performance
 - Resources
 - Workforce
- 3.4. 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).
- 3.5. The report provides an overview of the delivery of social work and social care services in Clackmannanshire during 2021/22 including performance information in relation to key areas of social work and social care and public protection. The report also reflects on service development through transformation programmes and new service delivery approaches.
- 3.6. Staff across the workforce have worked incredibly hard as they have responded to the challenges and impacts of the Covid-19 pandemic and in services recovery. This has been achieved through their commitment and dedication to deliver high quality, safe care and support to the people who need it across Clackmannanshire.
- 3.7. The achievements outlined in the CSWO annual report is recognition for all that they have done over the last year.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

- 5.2. There is no financial implication from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life 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 2021-22


11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
 Yes (please list the documents below) No

Author(s)

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Approved by

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



**Clackmannanshire
Chief Social Work Officer**

Annual Report 2021/2022

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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 2021 to 31 March 2022**. 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.

In last year's report I highlighted the significant and unprecedented challenges that we faced by the Covid-19 pandemic and huge impact on service delivery which necessitated changes to the way we operated and delivered our services. This impact is still being very much felt by the workforce and for our service delivery as we continue to respond and recover from the pandemic.

Staff across the social work and social care workforce responded quickly and effectively, adapting to new ways of working, embracing hybrid working approaches in continuing to ensure the delivery of safe and effective services for the people of Clackmannanshire who require care and support.

A key strength has been the multi-agency and partnership working across our children's, justice and adult and social care service areas. Our recovery from the pandemic remains just as persistent as we continue to adapt and respond in more flexible and innovative ways in delivering services to our most vulnerable citizens, carers and communities through innovative programmes of transformation and new service delivery approaches.

My heartfelt thanks and appreciation goes out to all staff across the whole of the social work and social care workforce and to local partners in the NHS, Council, the Third Sector and our communities. You have all 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 and communities 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 Officer¹. 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. The report for Clackmannanshire adopts the following structure:

- Governance and Accountability
- Service Quality and Performance

¹ <https://www.gov.scot/publications/role-chief-social-work-officer/pages/4/>

- Resources
- Workforce

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 Justice Services 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. The People Directorate progressed the management redesign which included the recruitment of new Senior Manager posts within the Children's Social Work Service. Work is well underway to complete the People service redesign.

Adult Social Work Services are delegated to the Integrated Joint Board 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 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.

4.0 Clackmannanshire Profile

Our People

- Clackmannanshire is one of the smallest mainland councils in Scotland, covering an area of **61.4** square miles, with **292** kilometres of road, and classed as semi-rural.
- The population of Clackmannanshire is **51,540** (nearly 1% of the Scottish population), with the local population set to **fall** between now and 2043 by **2.9%**, while the Scottish population is expected to **increase** by 2.5%.
- We have a slightly higher than average proportion of older people in the local population – **20.8%** aged 65 and over, while this is 19.6% across Scotland.
- We have **7,505** nursery & school pupils (**928** pre-school, **3,961** primary and **2,616** secondary), and **569** teachers (full time equivalent).
- **25%** of children in Clackmannanshire are entitled to free school meals, and **34%** have additional educational support needs.
- **270** children are care experienced in Clackmannanshire. This is a rate of **31.6 per 1,000 children** (more than **double** the Scottish rate of 14.5), and **4.6 per 1,000** children were on the Child Protection Register in 2021/22 (compared to the Scottish rate of 2.3 per 1000 population).
- Poverty is also linked to **lower than average** local academic attainment and, while this is also the case in primary school literacy and numeracy, significant progress has been made in reducing the gap between pupils from the least and most deprived areas, to among the lowest in Scotland.

Our Health & Wellbeing

- Life expectancy for females in Clackmannanshire is **80.6 years** and for males is **76.2 years** (just **below** the Scottish figures of 81.0 and 76.8, respectively).
- **24.8%** of people in Clackmannanshire smoke compared to 17.5% in Scotland.
- Alcohol-specific mortality is **18.6 per 100,000 population**, while the Scottish rate is 20.8, and our rate of drug-related deaths is **21.5 per 100,000 population**, with a Scottish rate of 25.4.
- The area has **higher** than average rates of domestic abuse – **151 per 10,000 population**, with a Scottish rate of 115 and third highest in Scotland.
- There is a higher than average rate of suicide in young people (11-25 year olds) – **16.3 per 100,000 population**, while the Scottish rate is 10.8.

- **79%** of children are meeting their developmental milestones compared to 85% in Scotland.

Our Local Economy

- **62.0%** of local residents are of working age (16-64), with a Scottish figure of 63.8%.
- **23.9%** of children in Clackmannanshire live in poverty after housing costs (Scotland = 20.9%), and **22.9%** of residents earn less than the Real Living Wage (Scotland = 16.9%).
- **95.9%** of school leavers go to positive destinations, similar to the Scottish rate of 95.5%, and the participation rate of 16-19 year olds in education, training or employment is **90.0%**, below the Scottish rate of 92.2%.
- There are **higher** rates of unemployment, both in working age people (16-64) – **6.5%** versus 6.1% across Scotland, and in young people (16-24) – **9.3%** versus 7.2% nationally.
- Last year, **9.0%** of unemployed people were assisted into work through Council employability programmes (Clackmannanshire Works), while this figure was 6.0% nationally.

Our Council

- The Council consists of 5 wards, each represented by 3 or 4 elected members, with a total of 18 councillors (9 SNP, 5 Labour, 3 Conservative and 1 Green), and run by an SNP administration.
- We have **2,031** full time equivalent staff and, among the most senior employees (the top 5% of earners), **53.8%** are female, while women make up 50.8% of the Scottish working age population.
- We also have one of **the lowest** gender pay gaps of any local authority, with the average male wage **0.9%** higher than females' (3.6% across all Scottish local authorities).
- Further information on Council and partnership performance, and other facts and figures, can be found at: <https://www.clacks.gov.uk/council/performance/>

5.0 Service Quality and Performance 2021/22

5.1 Children’s services

Referrals to Children’s Services

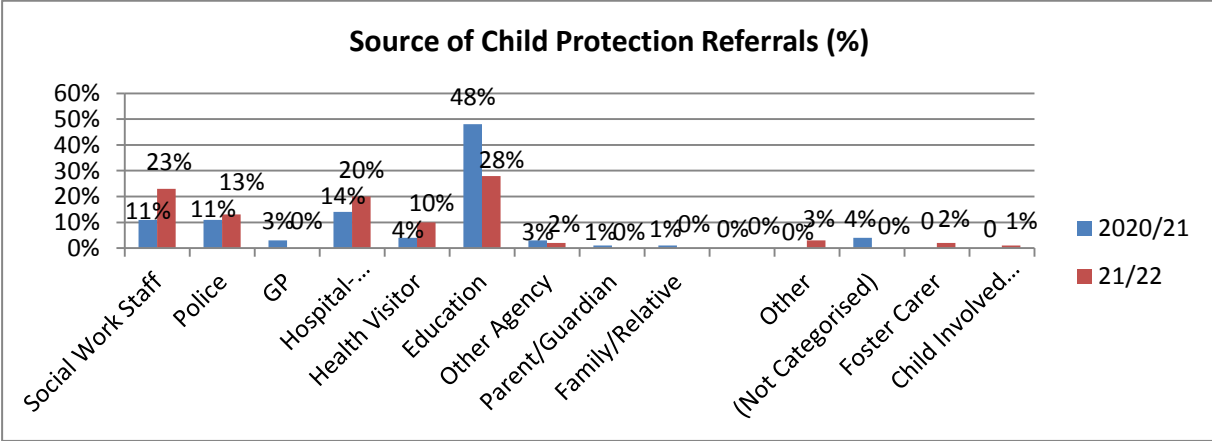
New Referrals - There were **1375** requests for assistance (referrals) in 2021/22 **up 2%** from 1344 in 2020/21.

Child Welfare Concerns - There were **241** child welfare concerns in 2021/22 **down 28%** from 308 in 2020/21.

Number of child protection concerns - There were **177** child protection concerns in 2021/22 (rate of 19.9% per 1,000 of the 0-15 population) **down 49%** from 345 in 2020/21 (38.7% per 1,000 of the 0-15 population).

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 2021/22, there were **208** IRDS **down 5%** from 218 in 2020/21. The Forth Valley e-IRD system was implemented in July 2022 and this has been a successful improvement in agencies working together in ‘live’ time to quickly respond to Child Protection referrals. The IRD Steering Group meets monthly to review and quality assure all IRD’s.

Child Protection Investigations - There were **90** child protection investigations in 2021/22 **down 38%** from 145 in 2020/21.



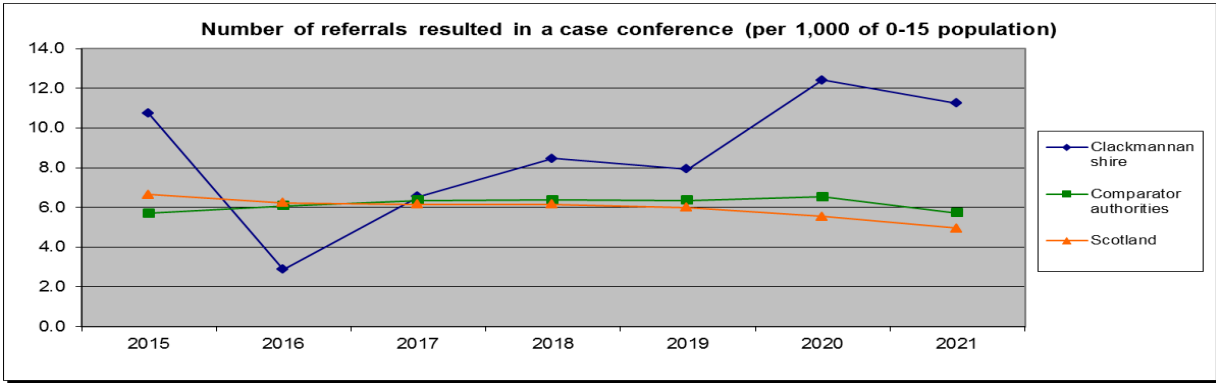
2020/21	21/22	Main Source of Referrals
11%	23%	Social Work Staff
11%	13%	Police
14%	20%	Hospital-Medical Staff
4%	10%	Health Visitor
48%	28%	Education

Education referred the highest number of child protection notifications of concern. However referrals from Education **decreased** from 48% to **28%**. During the same period, there was a slight increase in referrals from Social Work, Police and Hospital based Health Services.

Analysis has shown that as a result of robust screening by Social Work and use of IRD discussions, cases progressing to child protection investigation have reduced. Alongside this, restorative practice, more proportional response as well as the GIRFEC model being utilised by partner agencies to reduce risk has contributed to the decrease in child protection referrals. There has also been a reduction in referrals being re-referred into the service as robust multi-agency identification and early intervention to mitigate risk has been applied.

Child Protection Conferences

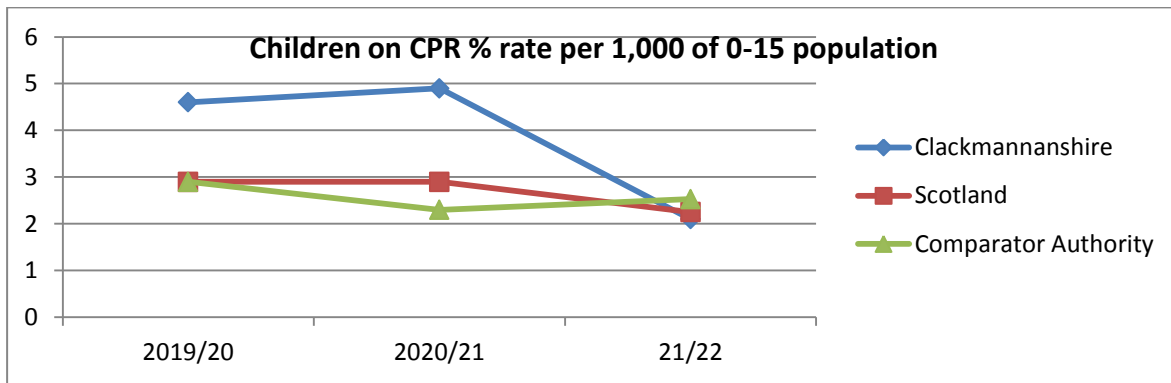
The number of referrals that resulted in a Child Protection Case Conference as at 31 March 2021 was **94** (a **decrease** of **10%** from 104 in 2020). The chart below shows the rate (per 1,000 of 0-15 population) as at 31 July 2021 where Clackmannanshire’s rate is greater than the Scotland average rate of 4.9 at **11.2** (100 child protection conferences).



Child Protection Registrations (CPR)

As at 31 March 2022, there were **19** children on the Child Protection Register (rate of 2.1 per 1,000 of the 0-15 population). This is a **significant decrease of 57%** from 31 March 2021 where there were **44** children on the register (rate of 4.9 per 1,000 of the 0-15 population) compared to the Scottish average rate of 2.3 per 1000 population). The table below presents the number as families and sibling groups. There were **55% more** sibling groups on the register as at 31 March 2021 compared to same period of 31 March 2022 which helps to explain the significant decrease.

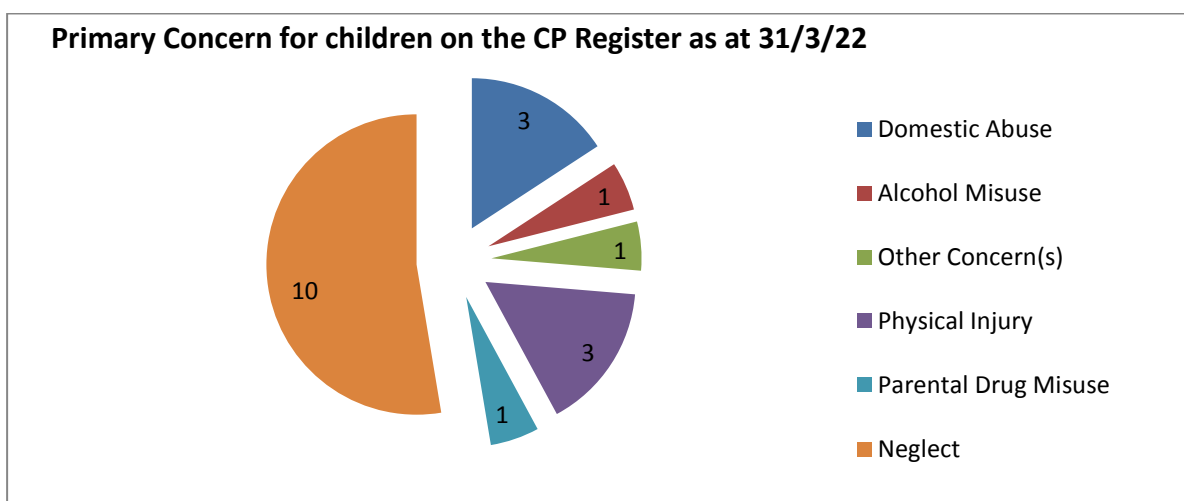
As at	NUMBER OF CHILDREN ON REGISTER	TOTAL NUMBER OF FAMILIES	NUMBER OF SIBLING GROUPS
March 2021	44	21	11
March 2022	19	9	5



As at 31st March 2022 – Primary Concern of those children on the register

The Children’s Social Work Statistics 2020/21² showed that of all concerns identified across Scotland, the most common concerns were: domestic abuse (16%), neglect (15%), parental mental health problems (15%), parental substance use (15%), and emotional abuse (12%). In Clackmannanshire, neglect and domestic abuse were also the highest registered concerns for children on the register for both 2021 and 2022.

Primary Concern	As at 31/03/2022	As at 31/03/2021
Domestic Abuse	3	9
Parental Alcohol Misuse	1	2
Other Concern(s)	1	2
Physical Injury	3	2
Parental Drug Misuse	1	1
Neglect	10	18
Child Placing themselves at risk	0	3
Emotional Abuse	0	5
Sexual Abuse	0	1
Parental Mental Health	0	1



² <https://www.gov.scot/publications/childrens-social-work-statistics-scotland-2020-21/>

Children receiving a service from Children's Social Work Services

There were **1339** children involved with Children's Social Work services as at 31 March 2021, an **increase of 24%** from the previous year (1078). As at 31 March 2022, there were **965** children, **down 28%** from the previous year. There has been a greater focus on ensuring cases are closed more timeously on the client system by workers and managers when an intervention or work with the child/family has concluded, which ensures a more accurate record of caseload numbers.

Early Help

During 2021 the service was allocated COVID recovery funding to assist in the development of our early help responses. This was used to recruit a Team leader and Family Support Workers.

This Early Help team (which includes our Family Group Decision Making Service), has begun to develop effective partnership working with Health through the provision of Baby Massage and THRIVE groups. The development of the service and introduction of a new screening mechanism has enabled an early and effective response to be offered by the Early Help team.

Although the team was not fully staffed until February 2022, the development of the service and introduction of a new screening mechanism has enabled an early and effective response to be offered by the Early Help team. This has been especially helpful in relation to Police vulnerable persons reports which are now being screened by the early help manager.

Between May 2021 and March 2022 **56%** of new referrals to the social work service were offered early help via the new team which has had a positive impact both for the families who were offered early intervention as well as the associated reduction in the workload to area teams.

In addition, throughout the past year our commissioned third sector partners have worked flexibly with the practice teams to identify the families most in need of support and to ensure that a broad range of support was provided.

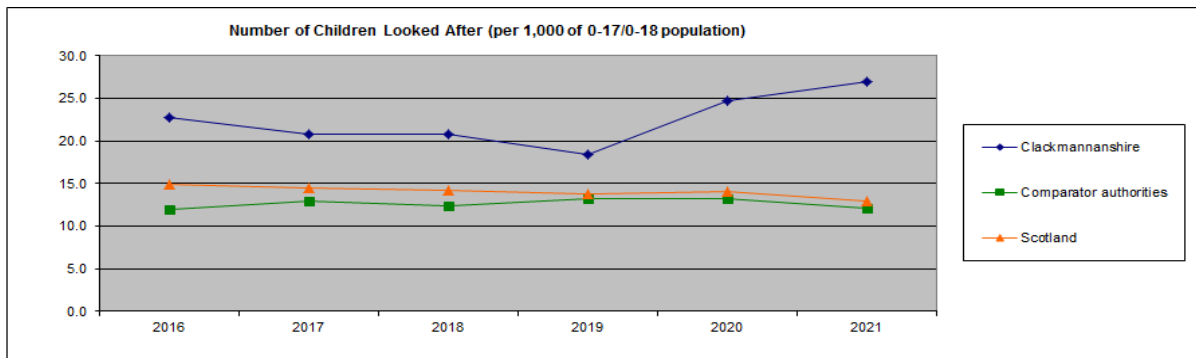
We have developed a family support focus group with key multiagency partners who have worked together to complete the evaluation tool: 'Supporting Families: A National Self-Assessment Toolkit for Change'.

Referrals to Children's Reporter

In 2021/22, **161** children were referred to the Children's Reporter, a **third less** than the year before. The highest proportion of referrals came from the Police (139). The majority of children were referred on non-offence grounds (146) and 28 referred on offence grounds. The highest referral is in relation to parental care/neglect, which accounts for 50% of all referrals in 2021/22; followed by Schedule 1 offences (22%), committed an offence (16%) and experienced domestic abuse (8%).

Care Experienced Children and Young People

The total number of care experienced children across Clackmannanshire as at 31 July 2021 was **270 2.7%** of the 0 to 17 year population; **higher** than the previous year of 2.5% and **higher** than the Scottish average of **1.3% [27 rate per 1000 population 0-17 compared to the Scottish average of 12.9 per 1000 population]**.

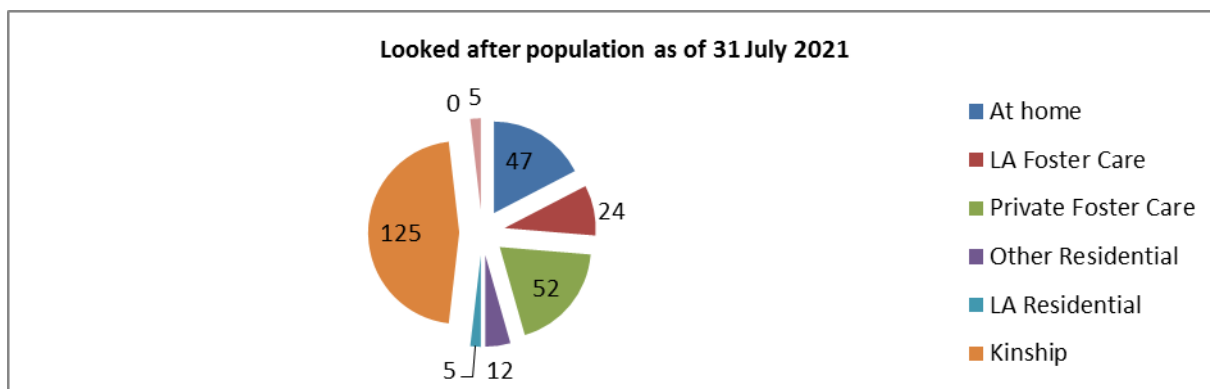


The largest proportion of care experienced children continue to be cared for by friends/relatives, **almost half at 46%**; which is **higher** than the Scottish average (33%). Kinship families play a vital role in providing stable, nurturing homes for children who are unable to live with their parents.

The following table provides a breakdown of the types of accommodation for Clackmannanshire’s care experienced children compared to Scotland for the reporting year 2020-21:

Local authority area	In the community					In residential accommodation		Total looked after children
	At home with parents	With friends / relatives	With foster carers provided by LA	With foster carers purchased by LA	In other community	In local authority home/ Voluntary Home	In other residential care	
Clackmannanshire	18.5%	45.9%	8.9%	20.4%	0.0%	1.9%	4.4%	270
Scotland	21.6%	33.2%	23.8%	9.9%	1.8%	4.7%	5.0%	13255

Placement Type



As at 31 July 2022, there were **264** care experienced children, down 2% from 270 in July 2021.

During 2021, **5%** of care experienced children in Clackmannanshire had 3 or more placements and similar to the Scotland average of 4%. Continued effort to increase local community placements will minimise unnecessary moves and maintain children and young people within their own community.

Clackmannanshire continues to be reliant on externally provided foster care placements, **20.4%** compared to the Scottish average of 9.9%. This is due to insufficient local foster carers to meet the needs of our care experienced children and young people. 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.

Over the past year the FGDM Team have continued to work proactively alongside social work teams to ensure that wherever possible family support plans are drawn up which build capacity within families, support children to remain with their parents and where this is not possible, increase rates of family placements. The team have also worked closely with the kinship workers to ensure that family members receive appropriate levels of support at the earliest opportunity and made significant progress in avoiding the accommodation of children. Examples include:

- **Potential kinship families identified** - for **36** of the 73 referrals made to the FGDM team.
- **Prevention of accommodation** - **18** children were placed with kinship families. Within these figures were several sibling groups of 2-4 children, all of which were kept together and not separated, in line with the foundations of The Promise.
- **Prevention of accommodation** – **16** children assessed as on the edge of care remained with their parents, with family support plans involving informal network support.

The reduction of children placed out with our authority area continues to remain a key priority 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 focus on restorative, strength based approaches such as our Family Group Decision Making approach will continue to be front and centre in how we work with families. Our continued investment in intensive family support with our Third sector partners remain an important aspect to delivering early intervention and prevention services focussed on safely maintaining as many children at home with their families and within their community. The focus of family support continues through development of our strategic commissioning approach to ensure we meet the changing needs of Clackmannanshire's children, young people and families.

Given the high rate of child protection investigations and proportion of care experienced children in Clackmannanshire, reported last year, we have undertaken significant work to try and redress this balance. This is clearly evidenced in our children's services plan, which has a number of priorities relating to strengthening prevention, early intervention and whole family support. In addition, the council took the decision to appoint a new Senior Manager for Early Intervention, whose role is to drive a multiagency focus toward early intervention and prevention, in line with the commitments outlined in The Promise. This post was filled in March 2022.

Fostering and Adoption Services

Foster care provided by the local authority

As at 31 March 2022, there were **29** children placed in locally provided foster placements, up from 27 (7%) compared to the same reporting period in 2021.

Kinship Family Care

During the same reporting period Clackmannanshire had **173** children living in kinship family arrangements. Of this total, **61** children were in their kinship family on a Residence Order and **112** were care experienced children on compulsory supervision orders through the Children's Hearing or supported through voluntary measures.

Outwith Authority Care Placements

There were **87** care experienced children in care placements outside of the Clackmannanshire area with **53** of these children residing in the local authority areas of Stirling, Falkirk, Fife and Perth & Kinross, all which share borders with Clackmannanshire.

Children placed in locally provided foster placements

Number of children/carers	Jan 2021 – July 22
Requiring to be registered for permanence	13
Matched with permanent foster carers	9
Matched with adoptive carers	3
Foster carers presented for review of registration	12
Registered as new foster carers	4
Registered as adopters	1
De registered foster carers	4
Total number of fostering households (as of July 2022)	24

Improvement and developmental work is ongoing within the Family Placement Service focusing on support for carers, safeguarding, quality assurance and self evaluation, learning and development, and recruitment. The Covid-19 pandemic impacted significantly on the sense of support and community available to carers, and that there is a need to focus on building and strengthening relationships and support to carers post recovery.

Recruitment is a key area for the team given the high numbers of children placed in external foster care placements. In 2019 a contract was agreed with a recruitment agency to source and undertake the preparation of 12 applicants. The purpose of this was to increase our internal fostering resource. This contract has now concluded within the reporting period and provided a total of 6 new fostering households in total.

The service received 11 enquiries over the period which is low compared to previous years and reflective of the Covid-19 pandemic and national trends. One of which has progressed beyond initial screening, this is indicative of what is known through research, that only one in ten enquiries will successfully meet the initial screening requirements.

In terms of the service's recruitment strategy for 2022, there continues to be a need for local foster carers who can provide interim placements and particularly for older children and sibling groups. An increasing number of teenage placements have been requested over the past 6 months with no capacity to meet this need within internal resources. This is not unique to Clackmannanshire Council and is reflected across other local authority areas.

Short Breaks

The Covid-19 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 nine young people in continuing care placements. This is an increase of two from 2021.

Through Care and After Care

There are currently **75** young people (aged 16-26 years) with an allocated Through Care and After Care worker, with an additional 16 young people aged 15+ who will be entitled to a Through Care and After Care service in 2022/23. Our care leavers have a range of different accommodation needs, with five young people currently receiving purchased supported accommodation and 11 young people in continuing care placements (3 of which are residential). A number of young people have been supported into their own tenancy. The development of a range of local supports for care experienced young people is a key priority area for the service.

Permanence and Parenting Capacity Assessments

The Permanence and Parenting Capacity Team merged in January 2022, to create the Permanence and Assessment Team. Work has been undertaken over the reporting period to progress improvements in this area and progress planning for children.

Since its inception in 2020, the team has undertaken parenting capacity assessments with **23** families, involving a total of **57** children. The team has also provided consultation and mentoring across the service and supported two assessments undertaken by staff in other teams, building skills and capacity within the service.

Completion of Parenting Capacity Assessments has enabled robust planning to progress for children. **33%** of children returned home, **14%** remain looked after in kinship or foster care placements, and for **32%** of children planning is progressing to achieve permanence.

One significant area of improvement has been the appointment of a solicitor designated to progress applications through court. This was initially a temporary appointment made in August 2021 and has since been made permanent. This has been instrumental in progressing legal plans for children to secure permanent care arrangements where there had been delays.

Another area of improvement has been that of Looked After Child Reviews. Additional resource has been provided in this area to address the backlog and ensure that reviews for children have taken place where there has been a delay to these being arranged over the Covid-19 pandemic.

Local Authority Residential Provision

Woodside is a locally provided children's house registered for **5** young people aged from 11 years to 18 years. There were **5** young people residing at Woodside as at 31 March 2020/2021.

Care Inspections of Registered Services

During the period 1 April 2021 to 31 March 2022 there were no external children’s services inspections.

The **Fostering Service** was last inspected in Aug 2019 and graded **Adequate** for the quality of care and support and quality of management and leadership and graded **Good** for the quality of staffing.

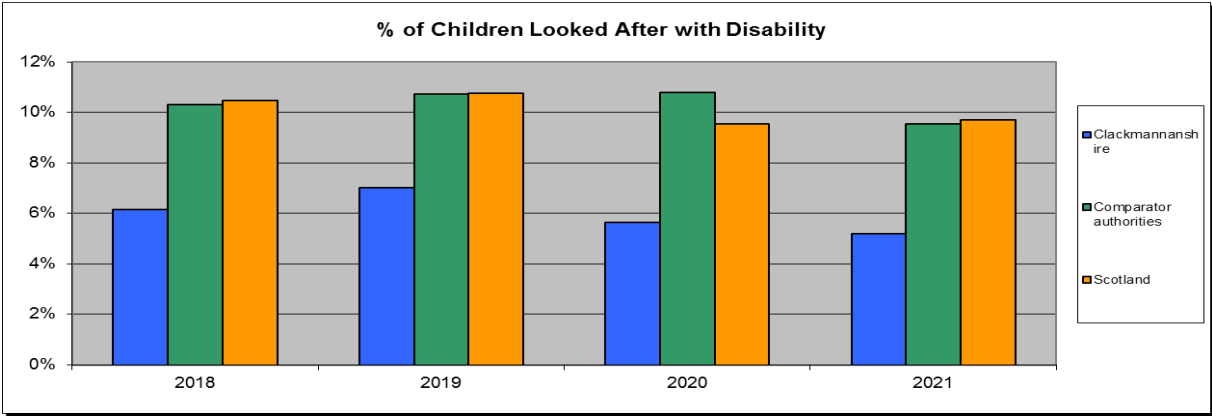
The **Adoption Service** was last inspected in Aug 2019 and graded **Adequate** for the quality of care and support and management and leadership and graded **Good** for the quality of staffing.

Woodside Children’s House was last inspected in February 2020 and graded **Very Good** for the Quality Indicator - How well do we support children and young people's wellbeing? And graded **Good** on the How well is our care and support planned?

Children with Disabilities

The year 2021 to 2022 has continued to be challenging for many children with complex health needs due to their increased vulnerability to COVID. Referral rates to the service have **increased** from **26** in the year 2020/2021 to **45** in the year 2021/2022. The Children with Disabilities team is working with **140** children, an **increase of 13%** (from 123) in 2021. In the past year, the team have undertaken more assessments as they have been able to undertake home visits again. Last year **12** Section 23 assessments were completed, this year the figure has increased to **29**, with **70** reviews completed (in 20-21 this figure was 20), so it can be seen the easing of restrictions has significantly increased the services capacity to respond to need.

As the chart below shows, the percentage of care experienced children with a disability is **5%**, less than both the comparator average and Scottish average of 10%. This equates to **14** out of **270** care experienced children.



Key services such as residential respite have returned, benefitting those children and carers who had been very isolated in earlier stages of the pandemic. In 2021/2022 we have had **12** children regularly attending residential respite.

The small disabilities team in Clackmannanshire have worked creatively with families to utilise additional Covid funding to extend the range of SDS options available and to support families. This has included payments for family members to provide respite at home, pieces of equipment to promote exercise opportunities and play in the garden where children are socially isolated.

As restrictions have eased and vaccinations have progressed, children have returned to services and care at home levels have increased. However, in line with national trends, parents frequently report challenges in finding care providers or recruiting personal assistants. We have fully utilised the range of support available from providers in the area to provide care at home, social opportunities for children and breaks in care for carers. All the providers are reporting that they are working to capacity and many report ongoing recruitment issues which impact on their ability to increase provision. We continue to liaise with providers to support them with these issues and prioritise accordingly.

Care Experienced Children – Scottish Attainment Challenge (SAC) Fund

The Care Experienced Children and Young People Fund continues to enable Clackmannanshire Council, as corporate parents, to make strategic decisions around how best to improve the attainment of Care Experienced children and young people. Decisions are informed by robust data and take account of care experienced voices in order to ensure that activity is centred on overcoming the barriers to achieving the best outcomes for care experienced children and young people.

The Clackmannanshire Attainment Programme continues to build on the recognised themes within the Clackmannanshire Attainment Challenge 5 Year Impact Report to ensure that there is a relentless focus on excellence, equity and closing the poverty related attainment gap. Good progress has been made through the alignment of all Attainment Scotland Funding SEF (Strategic Equity Funding), Pupil Equity Fund (PEF), Care Experienced Children and Young People (CECYP) and targeting of resources and associated governance focused on improving outcomes for the children and young people impacted by poverty and Covid 19.

In 2021 Clackmannanshire Council agreed a programme to roll out digital devices for all school pupils including all care experienced children and care leavers. The programme aims to provide all pupils with a digital device to support their learning whilst ensuring equity of digital access for all pupils. Programme delivery is in its second year with over 1900 Chromebooks and 130 iPads deployed.

Family Wellbeing Partnership

The Council has invested significantly in the work of the Family Wellbeing Partnership, and the Values Based Leadership (VBL) approach (in conjunction with Columba 1400 - our delivery partner for values-based leadership experiences and I-SPHERE - our learning partner. The partnership is funded by the Scottish Government's Social Innovation Partnership. The Clackmannanshire Family Wellbeing Partnership seeks to improve the wellbeing and capabilities of families and young people in Clackmannanshire, working with our families to support what matters to them; helping to improve their wellbeing and capabilities, leading to flourishing lives. This includes a focus on what needs to change within the existing system, shifting values and behaviours of the people designing, delivering, and receiving support within Clackmannanshire. The current focus is on developing opportunities to support families and tackle inequalities through early intervention activities, flexible childcare and routes into employment.

To date, over 100 key staff members have participated in Columba 1400 VBL experiences focusing on how we can all work together to improve the wellbeing and capabilities of children and families in Clackmannanshire. In addition, VBL experiences have been provided for young people in our three secondary schools with all participants reporting increased confidence as a result.

Over 2022/2023, the Family Wellbeing Partnership will work with up to 65 families, providing holistic support, tailored to what matters to them. This will involve consultation about what families have reason to value and providing a range of choices, including opportunities to participate in community VBL experiences.

Safeguarding through Rapid Intervention (STRIVE)

STRIVE is a multi-agency project which adopts the whole systems approach to service delivery. In last year's annual report, I highlighted the work of STRIVE as an example of good practice. This initiative has progressed through 2021/2022. While we have continued to face various restrictions, the team have worked together to provide a rapid multi agency response to provide individuals and families much needed support to prevent the need for crisis intervention and diverted families from statutory intervention. For year 2021/2022, **168** families or individuals were supported with 68% of those referred reported concerns with their mental wellbeing, 37% referred suffered from addiction issues, 12% had immediate financial concerns, 14% were at risk of eviction and 11% had experienced domestic abuse.

The team are currently evaluating and analysing data to consider what interventions are working well, where there may be gaps in the services STRIVE can offer and how these can be addressed. STRIVE use a chart for each client to rate each issue out of ten and the beginning and end of their STRIVE involvement.

Some key outcomes:-

- 37 customers referred onto mental health support services
- Homelessness prevented for 17 tenants
- 20 customers given immediate financial assistance or furniture to enable them to remain in their home
- 11 customers referred onto addiction support services

There has also been significant positive impact reported by core agencies represented and reduction in referrals has been noted in Social Work. As a key workstream of the Council's 'Be the Future' transformation programme, we continue to develop STRIVE as an agile business model extending its scope upstream to deliver earlier help and prevent as many people as possible from requiring statutory intervention.

Our key service priorities:

- Continue to strengthen investment in prevention and early intervention that enhances community and family support services.
- Investment in intensive resources for children and young people on the edge of care.
- Enable more looked after children to be maintained safely within their families at the point of need.
- Reduce reliance on out of authority placements and greater use of local family based placements.

5.2 Justice Services

Whilst Justice Services remained operational throughout the COVID Pandemic, 2021/2022 saw staged progress towards returning to pre-Covid levels of service delivery. With the development of a 'hybrid' model of working staff returned to a combination of being office based and working from home which meant face to face appointments could again take place with those subject to supervision.

With Courts also returning to normal working practices the back log of Court cases was addressed which in turn had the expected effect of an increase in Court Report requests and Community Payback Orders. Clackmannanshire Council were able to utilise additional Covid Recovery funding of £160,280 provided by the Scottish Government to meet this pressure on service, employing additional staff which included an additional part time Women's Worker (Caledonian) and a full time agency Social Worker as well as commissioning additional supports/services to address the back log in unpaid work hours.

Unpaid Work continued to steadily open up to include weekend working once again from mid Sept 2021. Ratio of supervisor/squad numbers increased from 1:1 to 1:3. From Nov 2021 the Service commenced a new Third sector partnership arrangement with APEX's social enterprise 'All Cleaned Up'. This provided additional Unpaid Work resources in the form of a full-time supervisor and vehicle. Together with the continued use of online social education modules as part of Community Payback Orders 'Other Activity', this enabled the backlog of hours incurred due to the pandemic to be significantly reduced. Currently approximately 9600 hrs are outstanding, this includes new Orders imposed as the courts have continued to increase activity.

For the period 2021-2022 there were **330** Criminal Justice Reports requested and **177** Community Payback Orders imposed. There were **47** Diversion from Prosecution Assessment requests, **10** of these were relating to Youth Justice (aged 16/17yrs). In addition to this **2** Drug Treatment and Testing Orders imposed.

Throughout the Covid-19 period the Social Work team in HMP Glenochil have continued to provide a service that is as close as possible to pre-pandemic levels. Since the beginning of restrictions, the team have worked a hybrid model of home/prison based working meaning that staff have been physically present to some extent throughout. Meetings, case conferences and Parole Board oral hearings have been conducted via telephone conference or MS Teams, thereby preventing unnecessary delays to many statutory and core processes. Social Workers have continued to meet with prisoners in person, with PPE and other mandatory adjustments in place however, access to prisoners has been unavoidably restricted when an area of the prison has to be closed off due to Covid infections/isolation. There have also been some issues with regard to interviewing facilities due to the need for properly ventilated rooms that are large enough to maintain social distancing. Both of these issues have had a significant impact on the team's ability to undertake some statutory tasks within timescales, however, the team have managed to maintain a significantly high level of service despite ongoing resource issues and the additional challenges relating to Covid.

As part of the disaggregation of the Forth Valley Accredited Programmes, Clackmannanshire Justice Services took responsibility for the delivery of both the *Moving Forward Making Changes* and Caledonian Programme. Both group work elements are now delivered locally in partnership with Stirling Criminal Justice Services and SACRO with Clackmannanshire returning to national forums as part of ongoing implementation and development of these groups. During the pandemic Clackmannanshire saw an increase in reported domestic abuse incidents and an overall increase in Caledonian Orders imposed. As well as recruiting additional staff to work with perpetrators and support survivors of domestic abuse, a new Violence Against Women and Girls (VAWG) Lead Officer was appointed in order to co-ordinate the core activities of the VAWG Partnership and develop Clackmannanshire Councils VAWG Strategic Plan.

Clackmannanshire Council was successful in its application to pilot a Non Court Mandated Caledonian Programme and was awarded additional funding by the Scottish Government to recruit a part time Women's Worker. This intensive programme of intervention is designed to

work with perpetrators of domestic abuse whilst also providing support for survivors. This service is being delivered in partnership between Clackmannanshire Council Children's Service and Justice Service teams and is aimed at providing earlier intervention and support.

During the reporting period Community Planning Partnership (CJP) reviewed the Clackmannanshire Community Justice Outcome Improvement Plan (CJOIP) 2018-2023 and a revised Plan was produced in July 2021 based on progress against priorities. The 3 local priorities set out by the CJOIP are:

- Developing healthy relationships, healthy minds and healthy gender constructs
- Enabling worthwhile work and financial inclusion-particularly within Alloa South and East
- Addressing misuse of alcohol and other substances.

A new Community Justice Coordinator came into post in January 2022. To help meet the outcomes of the CJP Strategic Plan, the partners took the decision in 2021/2022 to facilitate some test of change work within communities with young people at risk or with criminal records and with a specific alignment to areas that were experiencing higher levels of youth vandalism as reported by Clackmannanshire Police. A Youth Diversionary Fund was established and administrated through CTSI with local organisations invited to apply for funding to support diversion activities for young people. An award of £1900 each was made to 8 local community groups.

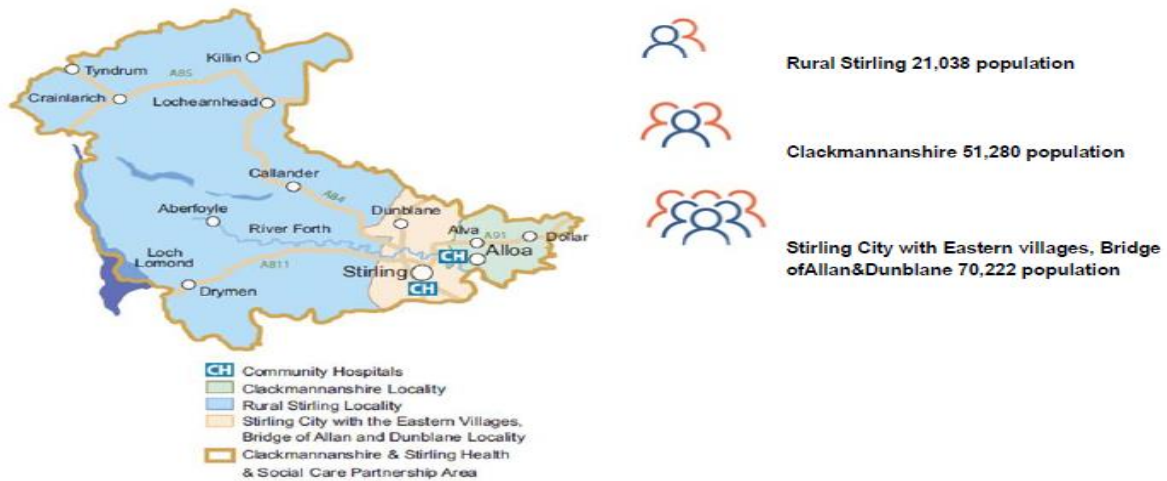
The CJP worked with the Resilience Learning Partnership (RLP), a locally based, lived experience-led social enterprise. Between November 2020 and November 2021 the CJP commissioned RLP to engage directly with individuals in the area with experience of the criminal justice system. The aim was to research individual's experience of the justice system, consider the role of Trauma Informed Practice within this and to better understand the needs of people within the justice system. The final report was published by RLP in January 2022.

During 2021/22 the CJP continued to actively participate in a wide range of partnerships and forums including the Clackmannanshire and Stirling Public Protection Committee, Children and Young People's Strategic Partnership, Clackmannanshire and Stirling Alcohol & Drug Partnership, Violence Against Women and Girls Partnership, Learning & Practice Development Multi –Agency Public Protection Sub-Group, Local Employability Partnership. In addition CJP contributed to national consultations on the new Community Justice Strategy; Bail and Release from Custody Arrangements and the National Care Service.

Performance information for Criminal Justice Social Work Services is reported publicly by the Scottish Government. National available information, as well as some local authority breakdowns, on criminal justice social work activity in Scotland for 2020/21 can be accessed here. <https://www.gov.scot/collections/criminal-justice-social-work/>

5.3 Adult Services - Clackmannanshire and Stirling Health and Social Care Partnership

Clackmannanshire and Stirling Health & Social Care Partnership are set out in the map below. The total population is approximately 142,540. The population of Clackmannanshire is 51,540.



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. 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.

The HSCP Transforming Care Board, chaired by the Chief Officer, is delivering on a highly ambitious programme of transformational and developmental work which supports our staff and services to meet the demands of our changing population. 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. Our focus is on redesigning the model of care and support locally. Some of these activities are outlined below.

Care Home Assessment and Review Team (CHART)

The Care Home Assessment and Review Team (CHART) was first established to support care homes to support people who become unwell in the care home to avoid admissions to hospital and support care home residents, their families and staff throughout the pandemic. The team has subsequently evolved to provide support and advice to care home staff to help monitor care and effectively manage their response to Covid-19. CHART continues to perform well and receives positive feedback from Care Home managers.

RAPID model of care and Permanent Rural Care at Home team

Both of these developments were approved at 23 March 2022 Integration Joint Board. The RAPID model of care is to maximize our potential to discharge people home by increasing our internal capacity through redevelopment, redesign and additional investment of our current resources already based in the community. This will cover Discharge to Assess, Reablement, Crisis Care and Discharge. The Model of Care that would be in operation allows the team to flex and importantly, be flexible to patients needs to support a rapid discharge from hospital or prevent admission to hospital. A short Life Working Group has been established and next steps include developing a timeline and performance indicators for RAPID.

The permanent rural care at home team will work with providers to ensure sustainable, effective and efficient provision of care at home services. Whilst the implementation of the Scotland Excel Care & Support Framework and other capacity building work has alleviated some of the pressures in the more densely populated towns and villages, the availability of care in the more

rural areas has significantly decreased. These challenges have been further exacerbated by the ongoing recruitment and retention issues, which are being experienced nationally, during the COVID19 pandemic. Ultimately, this has resulted in providers being unable to cover their planned hours and seeking to withdraw from service delivery in particularly challenging areas. The Rural care at home team will work with providers in this area to ensure care at home is provided in a sustainable, effective and efficient way to achieve personal outcomes for people.

Technology Enabled Care (TEC) Analogue to Digital

A Technology Enabled Care (TEC) first approach has been agreed and is being implemented with additional project management support. Funding has been secured in both Clackmannanshire and Stirling councils to invest in purchasing equipment for this switchover. Good progress has been made to date in preparation for the delivery of the Analogue to Digital MECS Switchover project throughout Clackmannanshire & Stirling.

Self-Directed Support (SDS) Re-design

There has been a continued focus on moving from the planning phase of Self-Directed Support (SDS) implementation, to setting up the foundation/structure that will support the implementation of SDS across the HSCP and ensure service users and their unpaid carers can exercise choice and control over their care and support.

The HSCP has established a multi-agency SDS Steering Group, to oversee this work, of supported people, carers, third sector provider, partners, trade union representation, HSCP senior managers, practitioners, and commissioners. This provides a forum for planning, reviewing, monitoring, and reporting on the progress of the work. The Steering Group will oversee the delivery of the SDS implementation plan, influence the re-design of the approach and provide regular reports on progress to the Transforming Care Board.

The IJB approved funding for a dedicated Self-Directed Support Lead Officer to ensure that the principles and practices of SDS are embedded across the Partnership and to make ongoing improvements to SDS. The Self Directed Support Lead Officer is delivering on;

- Refreshing operational guidance for practitioners and staff, including reviewing current eligibility criteria
- Reviewing assessment methodology and tools to comply with SDS legislation
- Developing a Continuous Professional programme, practitioner learning and training opportunities across whole system
- Creating up to date public information on SDS options
- Fostering positive working relationships
- Seeking opportunities for supported people to be key influencers in the delivery of a refreshed approach to SDS.

Engagement with supported people, carers and their families will continue to be a critical part of the SDS implementation approach, planning and delivery. Supported people are sharing their experiences and stories; the aim of which is to provide opportunities for people to feel listened to and their story valued; for real life accounts that can be used to develop learning and good practice across HSCP; to raise awareness of SDS across the wider public; and to help inform the HSCP approach to SDS implementation.

Locality Planning Networks

Locality Planning Group meetings are now established, with each meeting having an average of 50 representatives from across the public and third sector including: GP Locality Leads, Scottish

Ambulance Service, Housing, Social Work, Carers, Community Groups, Charities and more. The next meeting will seek to conduct a process of engagement with their respective localities with the aim of creating a 5-year action plan. The approach will be strengths based and collaborative.

The format for each of the meetings is to: network, discuss locality strengths, areas of development and opportunities, propose draft terms of reference and elect a chair for each group. In addition to the Locality Planning Groups, there will also be a Locality Multi-Disciplinary Working Group – this will be an operational group, comprising of GP Locality Leads, HSCP Locality Managers, Professional Leads, Service Improvement Manager and Head of Community Care who will meet in interim period between the Locality Planning Group meetings to oversee the delivery of service redesign in each locality area.

Commissioning Consortium – dementia, carers and mental health

Development of a Commissioning Consortium approach is an important part of our transformational programme of change; seeking to deliver and reinforce a whole systems approach to strategic commissioning and monitoring alongside delivering outcomes for supported people and the principles of self-directed support. The Clackmannanshire & Stirling HSCP is seeking to re-imagine how care and support is delivered and how care and support services are commissioned. This approach demonstrates a shift in policy direction towards collaboration, ethical commissioning and commissioning for the public good, rather than competition. The purpose of the Consortium is to:-

- Create, develop, maintain and grow high quality service delivery in and around Clackmannanshire & Stirling in order to service the needs of local people and communities; especially those who are most disadvantaged;
- Create and deliver flexible and holistic service packages which are joined up and responsive to need and demand;
- Augment provision through the ability of service providers to maximise resource efficiency and support the development of sustainable community capacity.

The HSCP will work together with its strategic partners (including third and independent sector), partner authorities and our citizens, particularly those with lived experience of care either directly or indirectly:-

- to generate collective insight;
- to develop integrated strategies for delivering common outcomes;
- to co-design and commission appropriate services;
- to make decisions about who provides what and how; and
- to review and evaluate how well they are doing.

We currently are working on Consortiums for Carers, Dementia and Mental Health, with Alcohol and Drug Partnership Services (in conjunction with Falkirk HSCP) commencing September 2022.

Development of new Strategic Commissioning Plan for 2023/24 – 2033/34

The Public Bodies Act (2014) sets out Integration Joint Boards (IJBs) must prepare a Strategic Plan and must consult with partner bodies, stakeholders and the public on the Strategic Plan. They must review their Strategic Plan at least every three years. The Strategic Planning Group fully supported this proposal to go forward to the Integration Joint Board. The Integration Joint Board approved on 22 September 2021 to roll forward the Strategic Plan priorities for one year and to develop a ten year plan for 2023/24 to 2033/34.

HSCP Integrated Workforce Plan 2023-2028

Scottish Government requested a workforce plan for the period 2023 – 2028. The Integrated Workforce Plan aligns with other local strategic, service and financial plans. A small working group met and engaged with others (operational services, third sector etc.) to draft the Integrated Workforce Plan 2023 – 2028. This has been submitted to Scottish Government for comment with final amendments made prior to full publication in October 2022.

Winter Planning

The HSCP has refreshed its approach to winter planning. A group was established to consider winter plans and put in place approaches to service delivery. For example, nursing support in the Bellfield centre and additional support to District Nursing service for palliative and end of life care support in Rural Stirling.

Joint Specialist Housing & HSCP forum

The establishment of Joint Specialist Housing & HSCP forum to discuss housing needs of residents in the Clackmannanshire and Stirling HSCP area.

Review of community equipment service

The Joint Loan Equipment Service (JLES) offers a range of equipment to enable people to remain in their own home, across Forth Valley. The service primarily operates from a store in Falkirk, with small satellite stores geographically dispersed across the area. Additionally, Falkirk has a complimentary service, known as Living Well, which enables service users to access equipment and aids to self-manage some conditions. Clackmannanshire Council area has its own equipment service, which sources and delivers some equipment locally for social work, however patients can also receive JLES sourced equipment via NHS Forth Valley.

Over recent years funding partners have acknowledged that the Joint Loan Equipment Service requires to be reviewed and modernised, to better meet the needs of current and anticipated future demands as well as modernised practice relating to recycling. To assist this process, an independent review of the Joint Loan Equipment Service was commissioned via the Improvement Service by Falkirk HSCP and Clackmannanshire & Stirling HSCP. The outcome of this review was that a Forth Valley wide equipment service was the preferred option and a short life working group has been established to consider how this can be achieved.

Investment in support for carers

Over the past year, the HSCP has reinvigorated the multi-agency Carers Planning Group, as carers are key partners in the delivery of care and support across our communities. An agreed programme of joint working to deliver improved carers support and a more consistent response to carers' needs across Clackmannanshire and Stirling has been developed and is being delivered by the HSCP and partners collectively. For example, by listening to the needs of carers, the HSCP has developed a Short Break Co-ordinator post for an agile and rapid response to carers in crisis as well as to ensure agreed planned respite for carers and those they care for, joint recommissioning of the carers centre and funding to recruit a Carers lead. The Carers Centre in Clackmannanshire currently has 897 carers registered and active. A carer's recovery plan is also in development. In addition, an operational focus across HSCP teams to support all staff to identify and offer assessment to carers is underway.

Hospital redesign

- Hospital discharge pathways redesign which lead to improvement in delays and bed days lost (Nov 21 = 1184 to 689 in July 22).

- Hospital @ Home has increased virtual ward capacity from 11 to 25 and is now looking at ways of using telecare to double this to 50.
- Daily flow meetings introduced (bottom up approach) to understand patients journey and focus of intervention.

We are also raising awareness of the IJB and HSCP through the production of a number of videos which have been uploaded to the HSCP YouTube channel [HSCP you tube channel](#)

Mental Health Officer (MHO) Service

The Mental Health Officer (MHO) team continues to experience challenges due to the amount of statutory work which is increasing. The Covid-19 pandemic added to these challenges for what is a very small MHO team. However the MHO service has continued to meet the challenges it experiences and ensure that our statutory priorities are met. During the last year the team has recruited a new mental health social worker into post and also had Scottish Government funding for a part time (3 day) new MHO post which has also been filled. This has increased capacity within the team. A further 3 MHOs work within the wider social work services including 1 who passed their MHO training this year and is now an accredited MHO.

Rates of Detention under the Mental Health (Care and Treatment) (Scotland) Act 2003 for period April 2021 to March 2022:

Emergency Detention Certificates (EDC) During 2021/22 - 34 EDCs in comparison to 36 in the year 2020/2021.

Short Term Detention Certificates (STDC) During 2021/22 - 64 STDCs in comparison to 70 in the year 2020/2021.

Forth Valley Emergency Social Work Service

The out of hours emergency social work service known as the Emergency Duty Team (EDT) provides all aspects of emergency social work statutory intervention including child protection, adult protection and Mental Health Officer duties for Falkirk, Clackmannanshire and Stirling Councils. This continued to be the case during 2021/22.

The staffing level of 4.5 Senior Social Workers and one Manager was maintained. As is always the case 2 senior social workers were available per shift period. A pool of social work colleagues from across the 3 Councils continued to assist the service when necessary. The team continued to work remotely and access all three Councils social work systems. Alternative communication processes were developed which resulted in a more direct pathway between EDT staff and callers to the service.

Clackmannanshire referrals have remained fairly consistent over the period 2021/2022 (1471 emergency referrals). Although there were slight fluctuations between adult and children's services, this is a pattern which has remained consistent over a number of years.

Clackmannanshire Referrals	2021/2022	
Children	865	58.8%
Adults	600	40.8%
CJS	6	0.4%
Total	1471	

5.4 Public Protection

Clackmannanshire & Stirling Child Protection Committee

Multi-agency work in relation to child protection across Clackmannanshire was taken forward throughout 2021-2022.

In response to the COVID-19 pandemic the Clackmannanshire & Stirling Public Protection Committee continued to meet and 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 risk, assesses the impact and accordingly actions to mitigate those risks. The register is subject to regular review.

Over the last year Clackmannanshire and Stirling CPC **Performance Management and Quality Assurance subgroup** progressed work relating to the Clackmannanshire Significant Case Review Improvement Action Plan; the Performance Management Framework; the Risk Register; and single agency audit activity.

The Lead Officer Child Protection and the Multi-agency Public Protection Learning and Development Advisor worked with the Who Cares? Advocacy and Participation Workers in Clackmannanshire and Stirling and with the Children's Rights Officer in Stirling to consult with children and young people with experience of child protection and care experienced regarding how to improve their participation in decision-making about their lives. Based on the findings from this work a participation checklist was produced which has been widely promoted with staff for use in preparation for multi-agency meetings.

The Forth Valley Child Sexual Exploitation Project Board progressed a wide range of work, including CSE awareness-raising; guidance on harmful sexual behaviour; training for foster carers, residential units and supported lodgings; the CAERA (Complex Abuse and Exploitation Risk Approach) pilot work being led by Barnardos; gaining the views of children and young people in relation to CSE; the CSE interface with missing children; the CSE learning e-module; contextual safeguarding; Managing Sexualised Behaviour in Schools guidance; developing a list of CSE resources; the interface between the night time economy, child sexual exploitation and community safety; in progressing the CSE Project Board Work Plan 2021-22. It was agreed to include child criminal exploitation (CCE) in the group remit going forward and Forth Valley Child Trafficking and Child Criminal Exploitation guidance was developed.

A **Forth Valley short life working group working on the implementation of the Age of Criminal Responsibility (Scotland) Act 2019** was established to ensure staff awareness prior to the legislation going live on 17th December, 2021. A seven minute briefing prepared by the Forth Valley Lead Officers for Child Protection was shared with Lead Officers across Scotland by the Social Work Professional Advisor in the Scottish Government ACRA Implementation Team as good practice.

The **Forth Valley Public Information, Communication and Engagement Subgroup** progressed work on the Practitioner Pages; the Children: Equal Protection from Assault (Scotland) Act, 2019; the increasing concern about online sexual harm of children and young people; the Age of Criminal Responsibility (Scotland) Act 2019; the promotion of the national 'For Kids' Sake' child protection campaign over the school Summer holidays by the three councils; the promotion of the 16 Days of Action campaign; the promotion of Under Pressure: Understanding Child Neglect, the CPCScotland campaign in January, 2022; communication relating to the Equal Protection

from Assault Act, 2019; and communication to staff and the wider community relating to the new National Guidance for Child Protection in Scotland, 2021.

The **Forth Valley Policies, Procedures and Protocols Subgroup** continued to meet and new/refreshed guidance was developed relating to Trafficking and Child Criminal Exploitation, Honour Based Violence, Female Genital Mutilation, Domestic Abuse, Working with Resistance, The Unseen Child and the Child's Plan (GIRFEC), Equal Protection, Missing Persons, Escalation, Professional Curiosity and Care and Risk Management. The Work Plan for 2021-22 was reviewed in the context of the National Guidance for Child Protection in Scotland, 2021.

An Impact of Parental Substance Use (IPSU) short life multi-agency working group was set up to progress work in relation to the roll out of this assessment tool across Forth Valley.

The **Forth Valley Practitioner Pages** were formally launched on 16 August 2021 with information on how to use the resource and a seven minute briefing promoted through the councils' communications teams and multi-agency partnerships. The Practitioner Pages Governance Group consulted with newly qualified staff and sought the views of all staff on their use of the Practitioner Pages through an online survey.

The **Central E-Safety Partnership** was re-established and rebranded as the Forth Valley West Lothian RIC E-Safety Partnership to promote digital wellbeing with schools across the Regional Improvement Collaborative. The Partnership promoted Safer Internet Day, 8th February, 2022, the theme of which was "All fun and games?"

Self-evaluation and improvement work

Between 23 August 2021 and 10 November 2021, inspectors from the Care Inspectorate, Education Scotland, Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) and Healthcare Improvement Scotland worked in collaboration with the Clackmannanshire children and young people's partnership. Together, a focussed programme of self-evaluation and improvement work to support our partnership to make improvements was undertaken. This included file reading activity using the Care Inspectorate's guidance and approach to reviewing children's records, and delivered record reading training. Working alongside 21 local practitioners from partner agencies, we reviewed practice by reading records for a sample of 31 children and young people at risk of harm. Through the review of records, we found that the majority of children had an opportunity to develop a relationship with a key professional although it was to a lesser extent than the opportunity afforded to parents in the sample. Several areas of strength were identified in relation to the meaningful and appropriate involvement of parents or carers. However, this was less evident with regards to children and young people. As a recognised area for improvement, we are developing alternative ways to support children to contribute to multi-agency meetings and ways to further improve how children are listened to, heard, and meaningfully involved by staff.

We are carrying out further multi-agency case audit activity, specifically focussed on notifications of concern and an audit on child participation. This work is planned end of September 2022.

Clackmannanshire Adult Support and Protection (ASP)

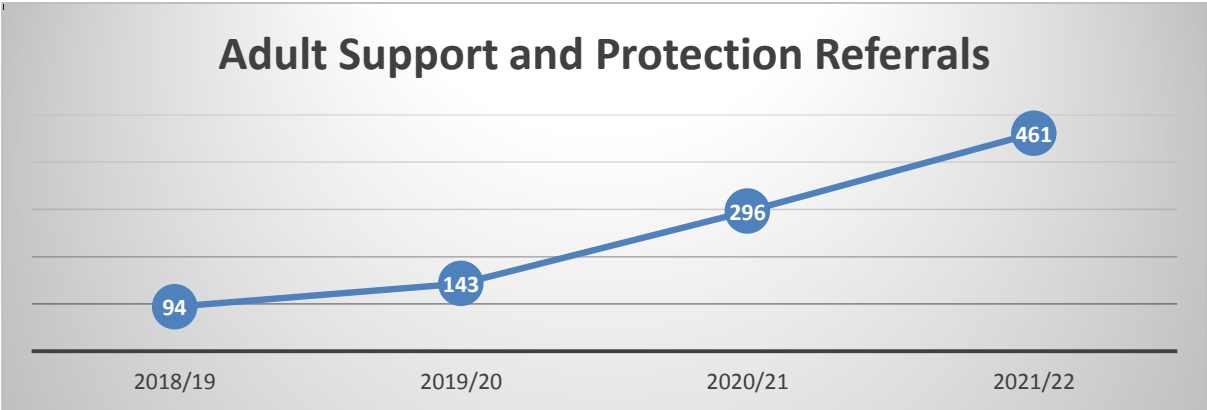
Throughout the reporting period, enhanced strategic oversight of Adult Support and Protection continued by the Public Protection Committee (established as a result of the pandemic) and affiliated sub-groups. The Clackmannanshire & Stirling Public Protection Committee has overseen a number of developments to further strengthen the multi-agency pandemic response

to adults at risk of harm. This included a multi-agency corporate risk register, commissioning of the eIRD system from NHS Lothian, short life working groups in response to national reports and expansion of the role of the Care Home Assessment and Review Team (CHART). In January 2022, CHART was nominated for a COSLA Excellence award in recognition of their work to support care home residents and staff throughout the pandemic. CHART is currently developing an 'Early Indicator of Concern Framework' in conjunction with a plan for CHART to support and manage all adult support and protection activity within care homes.

This is also supported by an online Care Home Practitioners Group chaired by the CHART team manager and attended by the Care Inspectorate (as required) and the Adult Support and Protection Lead Officer. This has provided a platform for managers and deputies to share practice issues and seek support/resolutions from their peers and partnership staff during an unprecedented global pandemic.

Early intervention initiatives such as CHART and STRIVE effectively supported care homes and adults at risk of harm throughout the pandemic.

Data Source 1 - ASP Referrals 01.04.21 – 31.03.22



The number of adult support and protection referrals received during the reporting period was **461**. This represents a significant year on year increase from 2018.

The top three referral sources were:

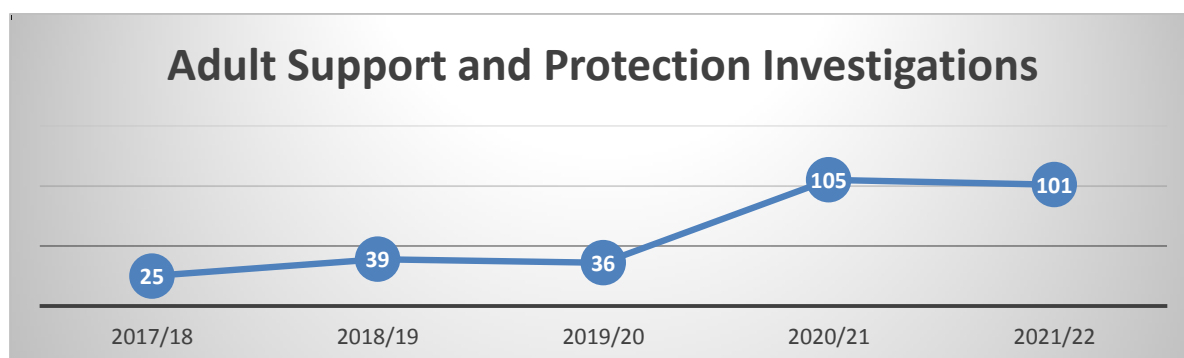
- other organisations – **276 referrals**
- unpaid carers – **42 referrals**
- NHS partners – **34 referrals**

The sustained higher referral rates are attributable to a number of factors including:

- Increased promotion and awareness of adult support and protection – is **'everyone's business**.
- Increased recognition of adult support and protection and improved recording processes.
- A well-publicised national inspection programme commissioned by the Scottish Government covering all health and social care partnerships.
- Covid – 19 Pandemic – individuals evidently struggled with their mental health and isolation which resulted in increased incidences of self-harm, suicide, domestic violence and problematic substance use.

- There were also financial pressures associated with the pandemic and more sophisticated scams linked to Covid e.g. testing kits.
- The creation and presence of CHART and the NHS quality assurance team within care homes. This ensured a more visible presence within care homes and early identification of harm.
- The creation of STRIVE who refer into Adult Care if there are ASP concerns.

Data Source 2 - ASP Investigations 01.04.21 – 31.03.22



Data Source 3 - Summary of Investigations, Type of Harm and Outcomes 01.04.21 – 31.03.22

	2017/18	2018/19	2019/20	2020/21	2021/22
Investigations (principal harm)					
Financial Harm	9	13	10	19	10
Psychological Harm	0	2	5	4	2
Physical Harm	11	13	14	53	65
Sexual Harm	2	1	1	7	2
Neglect	3	5	4	16	18
Self-harm	0	0	0	2	0
Other	0	5	2	4	4
Outcomes of Investigations:					
Further ASP Action	9	11	4	27	5
Further non-ASP Action	10	13	8	10	95
No Further Action	5	15	24	68	0
Not Known	1	0	0	0	1
Initial ASP Case Conference	3	3	3	12	6
Review ASP Case Conference	0	0	0	4	2

The data above, illustrates a **slight decrease** in adult support and protection investigations, **reducing** from **105** in 2020/21 compared to 101 in 2021/22.

The most prevalent category of harm was physical followed by neglect which has increased steadily across the reporting periods. A lot of work has been undertaken by staff around hoarding and self-neglect which is evidenced by more accurate recording and recognition of this risk category. There is a marked reduction in initial adult support and protection case conferences. There has been a lack of clarity regarding definitions for meetings including 'planning meetings'. At times the work has been carried out timeously but it has been categorised erroneously. Work is currently underway to review the Adult Support and Protection case conference process.

Adult Support and Protections referrals and investigations have **increased significantly** across the last five reporting years. Council Officers, HSCP staff and partner agencies have worked hard to absorb and manage the increased workloads and to ensure that adults at risk of harm are supported and safe.

During the reporting period, five large scale investigations (LSIs) commenced across care homes and care at home services. The LSIs have been completed supported by the HSCP and remedial actions have been put in place. There was one Initial Case Review (ICR) convened during the reporting period and a corresponding action plan was devised to aid and support learning. Following the implementation of new Scottish Government guidance with respect to 'Learning Reviews' work is ongoing to devise local guidance and templates to support practice.

Adult Support and Protection Inspection

Notice was received on 24 May 2021 from the Care Inspectorate, Healthcare Improvement Scotland and HM Chief Inspector of Constabulary in Scotland that under section 115 of part 8 of the Public Services Reform (Scotland) Act 2010 that a joint inspection of Adult Support and Protection (ASP) arrangements will be undertaken within the next six months. The NHS Board, IJBs and Councils all received this formal notice. Appropriate organisational arrangements were put in place to respond to the requirements. The inspections were carried out remotely (in line with COVID19 restrictions).

The final **Clackmannanshire Council** report was published on 15 February 2022. The report can be accessed [here](#)³.

The report found that keeping adults at risk of harm in Clackmannanshire safe is a key priority, and this multi-agency inspection report highlighted that staff across agencies in Clackmannanshire worked together to ensure these adults experienced improved safety outcomes as a result of this collaboration and intervention. The report also noted that partners consistently carried out all adult support and protection processes in a timely manner, including the Police who contributed effectively and efficiently to all aspects of the delivery of key processes to keep adults at risk of harm safe and protected. Early intervention initiatives, such as safeguarding through rapid intervention and the early intervention to welfare concerns initiative (STRIVE), effectively supported vulnerable individuals across Clackmannanshire. The leadership for adult support and protection was also noted to be effective throughout the Covid-19 pandemic and the partnership maintained critical services to adults at risk of harm. Together with our partners, we have identified the areas for improvement highlighted in the report and had already started on an improvement journey, with a plan in place which will continue to be reviewed.

The Public Protection Committee has an ongoing Adult Support and Protection Improvement Group which is reviewing current policy and practice. The HSCP Head of Community Health and Care chairs the group, with support from the two CSWOs, Independent Chair of Public Protection Committee, ASP Co-ordinator, ASP Training and Development Lead, HSCP Head of Strategic Planning and Health Improvement as well as all HSCP Locality Managers.

The previous ASP Lead retired recently, and their replacement started on 1 April 2022.

We had some care homes that were subject to a Large Scale Inquiry (LSI) for 18 months. Initial concerns were raised as the Covid pandemic commenced regarding the quality of care and

³ [Joint inspection of adult support protection in the Clackmannanshire partnership \(careinspectorate.com\)](#)

infection control, which resulted in the Care Home Assessment and Review Team (CHART) having a deeper dive into the quality of life for residents. During this time, there have been fluctuations of improvements and subsequent deteriorations in performance. These care homes are now all closed.

Multi-agency public protection arrangements (MAPPA)

MAPPA governance and scrutiny are delivered across a number of different strands within Forth Valley MAPPA. The MAPPA Strategic Oversight Group and the MAPPA Operational Group both meet quarterly, the Independent Strategic MAPPA Chair also attends the regular meetings of the joint Clackmannanshire and Stirling Public Protection Chief Officers Group and the national SOG and the MAPPA Co-ordinator attends the joint Clackmannanshire and Stirling Public Protection Committee. In addition, MAPPA case management within Clackmannanshire is also subject to a quarterly case file audit when MAPPA processes and outcomes are reviewed against nationally agreed criteria.

MAPPA administration and process within Clackmannanshire Council forms part of Forth Valley MAPPA along with the other local Responsible Authorities, Falkirk Council, Stirling Council, Police Scotland and NHS Forth Valley. The other national Responsible Authorities who complete the MAPPA partnership are SPS and the State Hospital.

During the year under review 2021/2022 MAPPA partners continued to deliver services and work together to identify and minimise risk against a back drop of changing restriction and staff absences due to illness or isolation. During this period any case review work undertaken clearly identified staff across agencies working together to ensure key assessments and contact with clients were maintained. One key area of potential change was the proposed action by partners in Police Scotland to amend the means by which they shared information and with whom. The impact of these changes could have been wide-reaching with potentially a reduced and more limited flow of information however in more recent times any changes have been delayed to allow for a period of reflection and multi-agency discussion at a strategic national level.

The 5 MAPPA administration/support staff posts are all fully funded by the Scottish Government with Clackmannanshire Council employing and providing business support for them on behalf of Forth Valley MAPPA.

Community Based Case Numbers by MAPPA Level and Category as at 31/03/22

	RSO	Level 1	Level 2	Level 3	Category 3	Restricted Patient
31/03/22	54	54	0	0	3	0
31/03/21	53	51	2	0	2	0

Re-offending – All cases of sexual or serious re-offending are subject of review to identify either learning opportunities or areas of good practice. During the period under review three cases of sexual re-offending by MAPPA clients were recorded in the Clackmannanshire area with two of the cases involving the same perpetrator. All were reviewed by the Independent Strategic MAPPA Chair, the Chair of the MOG and the MAPPA Coordinator with no significant learning or need to proceed with any additional MAPPA reviews identified.

MAPPA Meetings – MAPPA case review meetings are now held exclusively via Microsoft Teams providing savings in both staff time and travel costs. Within Clackmannanshire Level 2 MAPPA meetings are chaired by either the Justice Social Work Senior Manager or the Police Scotland

Area Commander with Level 1 Meetings being chaired by a JSW Team Manager. During the year under review there were no Level 3 cases.

Training – Local training for staff involved in the MAPPA process was delivered via MS Teams due to the restriction on face to face meetings. Topics covered during the past year included Community Disorder, Links between Adult Protection and MAPPA and Managing Individuals on the Autistic Spectrum.

Future Developments – One key MAPPA consideration in the year ahead will be to closely monitor and participate as appropriate in discussions relative to the future of information sharing amongst MAPPA partners. The effective sharing of information between partner agencies is a key component in the identification and management of risk and any reduction in this could be detrimental to public safety across our communities.

Available information on data for 2020/21 can be accessed here:

<https://www.clacks.gov.uk/site/documents/community/forthvalleymappaannualreport/>

Clackmannanshire & Stirling Alcohol and Drugs Partnership

Clackmannanshire & Stirling Alcohol and Drugs Partnership (CSADP) role is to coordinate the whole system response to substance use harms. CSADP has been working more actively with colleagues across social work services in Clackmannanshire in 2020-21 and have supported the development of a peer recovery worker post within the criminal justice social work team, to support people affected by substance use at key points of their journey. The review of commissioned services for children and young people includes consideration of specialist substance use provision for those most at risk of harm.

CSADP is also leading on the implementation of recommendations in the Whole Family Approach Framework in Substance Use, published by Scottish Government in December 2021. This work is being coordinated through the CSADP Children, Young People and Families subgroup with input from social work colleagues, and will align with work across the whole system to #Keep the Promise.

CSADP also benefits from social work input in other subgroups including alcohol and drug harms, and a specific justice subgroup. These contributions are developing strategic links across the whole system and we are grateful for the continued contributions of social work colleagues.

CSADP continues to ensure that investments funded through CSADP align with strategic priorities in other areas, including those exercised by Clackmannanshire Council Social Work.

Violence against Women and Girls – VAWG Partnership

There were **735** local incidents of Domestic Abuse reported between the period of 1st April 2021 and 31st March 2022, **485** of these cases included child concerns. Clackmannanshire remained in the top 3 areas nationally for reported Domestic Abuse.

There were **16** Caledonian Orders imposed during 2021-2022.

Multi-Agency Risk Assessment Conferences (MARAC) where domestic abuse is a significant factor are held monthly. The new MARAC coordinator came into post in May 2021.

Clackmannanshire Women’s Aid (CWA) and Police Scotland worked in partnership to co-locate the MARAC Co-ordinator and CWA fund the post. Part of this role involves an element of training and education to social workers and partner professionals, including third sector services to raise awareness of the MARAC process and to ensure more professionals in their varying capacities, firstly, recognise domestic abuse, and secondly do something about it. The result is that more referrals have been made to MARAC from partners, and regular discussions take place about the consideration of a referral and additional safety planning that can be implemented if the MARAC threshold not met.

Our public protection learning and development advisor facilitates Safe& Together briefings to a multi-agency audience as part of the multi-agency public protection training agenda. The focus of the briefings is to make practitioners aware of the principles and components of Safe & Together to help in the systems change and the culture shift to domestic abuse. A four day Safe & Together Core practice training was delivered in December 2021 to a multi- agency audience (13 participants) including child care staff. Routine Enquiry is also undertaken in health settings.

MARAC sessions delivered in 21/22:

10	13/05/2021
12	25/08/2021
14	08/10/2021
19	13/01/2022

Safe & Together Briefings delivered in 21/22:

13	16/04/2021
19	04/08/2021
15	08/10/2021
9	28/01/2022

A new Violence against Women and Girls (VAWG) Lead Officer was appointed in February 2022 following the post being vacant for ten months. This appointment has enabled the partnership to progress the development of a new VAWG Strategic Plan for Clackmannanshire. A half day strategy development day facilitated by staff from the Improvement Service has supported the partnership to identify local priorities aligned to the national Equally Well strategy. The VAWG partnership is chaired by the Strategic Director People, Clackmannanshire Council.

There are clear pathways and links into the relevant thematic partnerships. The VAWG partnership reports to the Clackmannanshire Alliance (CPP), Community Justice Partnership, Clackmannanshire and Stirling Chief Officers Group and the Alcohol and Drug Partnership.

All secondary schools and colleges engaged in National 16 days of Action in 2021/22 to raise awareness of all forms of Gender Based Violence.

Clackmannanshire Women’s Aid (CWA) have undertaken work in schools with children living with domestic abuse and also offered on line support during lockdown periods. They also work in partnership with FV College, Alloa Campus including attending the Fresher’s Fayre Event.

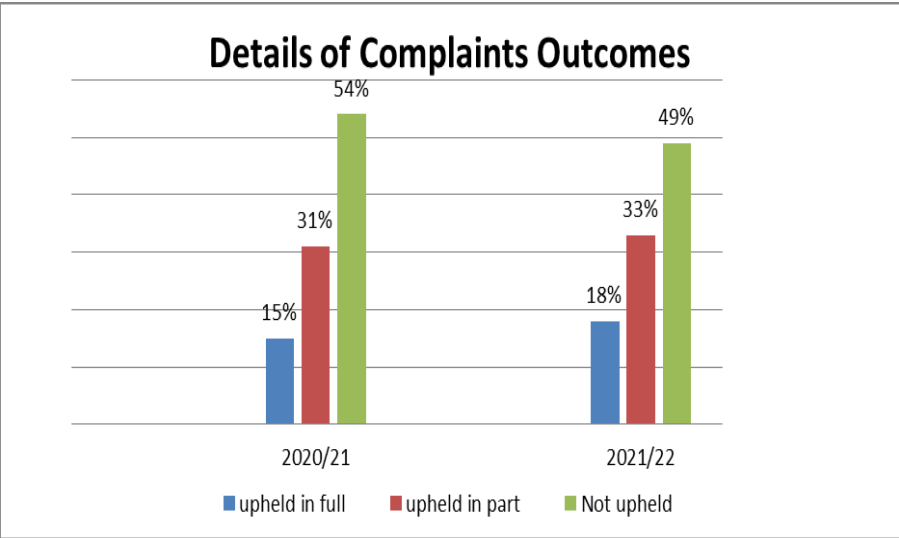
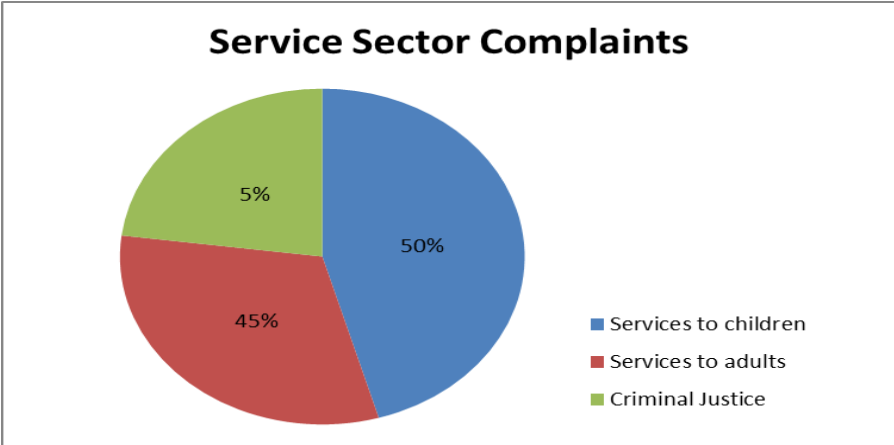
5.5 Social Services Complaints 2021-2022

Over the year 2021/2022 there were **33 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 40**. These enquiries comprised of **25 Stage 1** and **14 Stage 2** complaints. There was **1 Stage 3 independent review** that was examined by the Scottish Public Service Ombudsman (SPSO) with the complaint outcome by the Service, being upheld by the Complaint Reviewing Officer.

In 2021/2022 we responded to **90%** of complaints within target timescales (5 or 20 working days). The remaining **10% being outwith** target timescales, there was two complaints at Stage 1 and two at Stage 2 completed 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 (50%)
- Services to adults (45%)
- Criminal Justice (5%)



Complaint enquiry figures across Social Services in Clackmannanshire would indicate a **4.76% decrease**, from **42** in 2020-2021 to **40** in 2021-2022. The number of complaints from Children's Services **decreased by 20%** with HSCP Adult services **rising by 20%** than the number received in the previous year 2020/21. Justice Service complaints remained consistent with the previous year figures. The main areas of dissatisfaction were mainly in relation to staff conduct or attitude (22%) communication by staff or the service (20%), service standard or quality (20%), Resources not available or adequate (20%) application of policy (11%), Health & Safety (4%) and other council policy (3%)

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.

In 2021/2022 there were no Duty of Candour referrals recorded across Social Services.

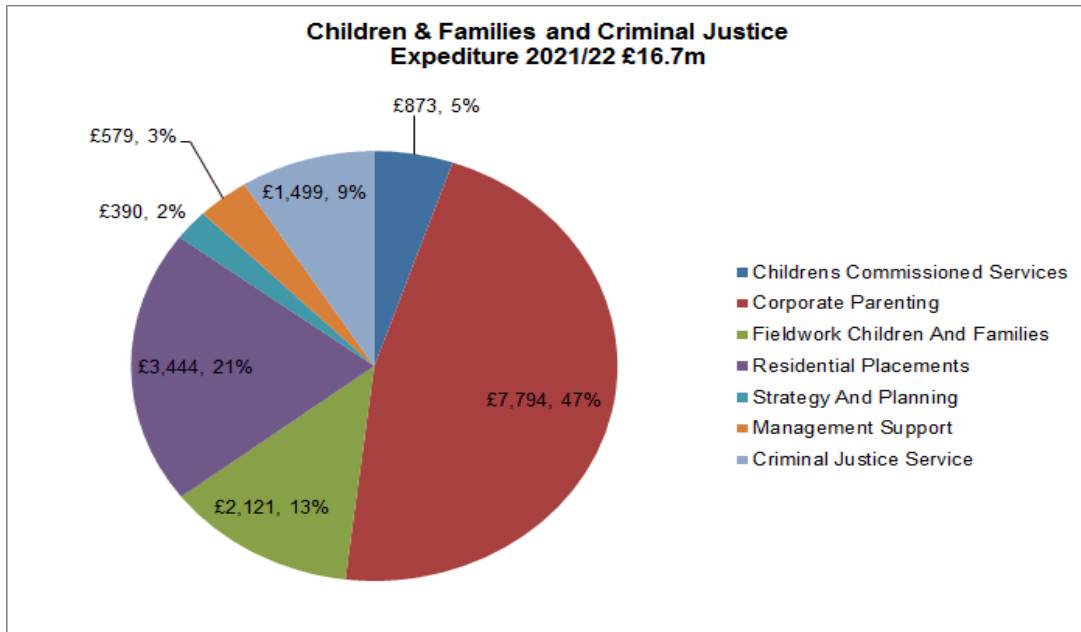
6.0 Resources

6.1 Children's and Justice Services

In 2021/2022 the total net budget for Social Services was £16.8m with expenditure of £16.7m. This near break even position was achieved as a result of the allocation of Covid funding in to the Service. However, significant underlying pressures remain across all parts of the service, in particular kinship payments, fostering and residential care placements. Despite the additional complexities presented by covid good progress was made in reducing the number of residential placements and developing more local services.

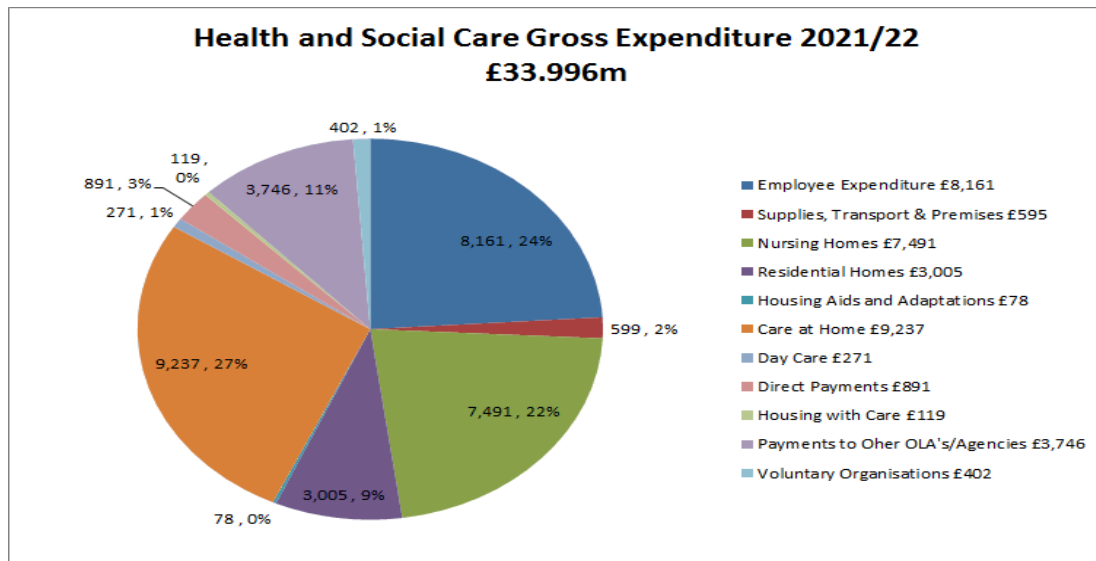
Children's services continues to focus on addressing resource pressures through the development of alternatives to reduce residential care placements through the use of Family Group Decision Making, Restorative Practice and the targeting of commissioned services.

In 2021/2022 expenditure on Justice Services amounted to £2.196m, with £0.520m 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 Justice services amounted to £1.528m against expenditure of 1.676m. The service is actively pursuing ways to manage this shortfall in funding.



6.2 Health and Social Care

The total net budget for Health and Social Care Services delegated to the IJB was £19.041m. Total gross expenditure amounted to £34.0m Expenditure was significantly impacted by the Covid-19 pandemic with many services interrupted for lengthy periods. There continue to be significant underlying across the service as a result increased demand and demography and these are being addressed through the programme of service transformation.



7.0 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.

7.1 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.

Whilst the Council is due to revise its workforce plan for the 2022-25 period, work has continued to support the four pillars of our current Strategic Workforce Plan, and in particular address some of the key workforce challenges which the COVID pandemic has created for our organisation. This has included:

- Continuation of a revised staff survey question set designed to focus on changes to ways of working for our staff (e.g. remote working), communication with staff, and staff physical and mental wellbeing.
- Completion of a Capacity and Skills audit of our organisation, undertaken by independent consultants, aimed at defining key skills gaps, cultural factors and the capacity for change within Council services.
- Collaborative working with Forth Valley College to define and roll out a management development programme designed to support managers with managing remote teams and the changes to workplace dynamics and culture.
- Workplace based supports including a bi-annual wellbeing week, stress management classes, mental health advisors, Health Working Lives group, and a range of online 24/7 wellbeing supports accessed through our staff internet site.
- Directorate based workforce planning workshops to assist senior management uncover, define and plan for the key drivers which are impacting service delivery both now, and in the future.
- Roll out of a new Clacks Academy online platform, creating learning pathways and bespoke learning communities for groups of staff across the Council.

During 2021/2022 we supported the following external accredited learning:

- 4 x SVQ Level 6 via Stirling Council SVQ Centre eLearning platform
- 1 x SVQ Level 7 via Stirling Council SVQ Centre eLearning platform
- 2 x SVQ Level 9 via Stirling Council SVQ Centre eLearning platform
- 4 Practice Educator qualifications, 2 via the Open University/RGU and part funded by the Scottish Government – 3 Children’s Services and 1 HSCP
- 2 x Family Group Decision Making certificates via Children First
- 2 x Lifestory Works with Richard Rose certificates via Children in Scotland
- 1 x Management and Leadership certificate, year 2, via University of Stirling

Newly Qualified Social Workers (NQSWS)

During year 2021-2022 Social Services provided **11** placements for students, predominantly from the University of Stirling, over 3 cohorts. **8** students were placed within Children’s Services, **1** in Justice Services and **2** in HSCP. One student secured a full time position with us within Justice Services.

In line with SSSC Policy and research, that consistently reported the need for a more robust, systematic and consistent approach to supporting the transition from qualifying training to the workplace and continuing the learning and development of Newly Qualified Social Workers (NQSWS) in Scotland through their first year in practice, Clackmannanshire Council, Social Services, Continuous Improvement Team introduced a NQSWS programme in July 2019.

To date we have delivered 3 NQSWS groups from July 2019 to Dec 2019 (6 sessions), December 2020 to March 2021 (14 sessions) and October 2021 to February 2022 (14 sessions) the initial aim was to offer NQSWSs the opportunity to receive support and information that would assist them in settling quickly into their work environment. The planned sessions were designed to be complimentary to the current Induction support that is offered by their Line Managers, Colleagues and Business support staff in terms of professional supervision, protected caseload, protected learning time and peer support and mentoring.

The Continuous Improvement Team, NQSWS Group sessions focussed mainly on the professional themes and topics that are relevant to NQSWS in their development as Social Work practitioners. To date the team have provided introductory modules and offered tools which can assist in developing workers skills and theoretical knowledge in all aspects of their Social Work role within the service, and to provide an insight into the multi disciplinary approach established across the Clackmannanshire area.

The Continuous Development Team have also provided further support to NQSWSs ensuring that they have access to all professional training that is available to Social Work staff which includes Clacks Academy on-line eLearning, Adult and Children’s Public Protection training, Team specific training, Accredited Learning and peer led training to promote and enhance their professional development through a continuous learning programme.

7.2 Staff Health and 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 well 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.

The following wellbeing initiatives to ensuring the ongoing wellbeing of our 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 and platforms, including Sleepio, Daylight, Silvercloud Self Help for Wellbeing, 'Feeling Good: Positive Mindset' and One Million Lives.
- Stress management and mindfulness 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) and Pre-Festive Wellbeing week (24 Nov – 3 Dec) which included various webinars including -self-care, mindfulness, learn to listen, skin and heart care, Work Life Balance, Avoiding Burnout, yoga sessions, Friday fun activities, and many more.
- 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.
- Roll out of free Keep Well Health Assessments for staff in collaboration with NHS Forth Valley Keep Well Service.

Going forward into 2022/2023 we remain committed to ensuring that wellbeing support continues to be a key priority with the following planned thus far:

- Collaboratively working with the workforce to support health and wellbeing and to maximise wellbeing opportunities for all
- Development of a staff wellbeing strategy (2022 – 2025)
- Development of the 2022/2023 Clackmannanshire and Stirling Health and Social Care Partnership Wellbeing Plan
- Development and delivery of winter wellbeing week 2022

Staff engagement and communication has also included:

- Council and HSCP Newsletters
- Meet the Chair of the Integrated Joint Board, Chief Officer and Chief Executive
- Monthly People Connected session with the Strategic Director, People
- Monthly People Connected Newsletter
- People Catch Ups (sharing information about specific team/projects in People, monthly)
- People podcasts (event based)
- Monthly Standing Briefs for HSCP staff
- Programmed meetings between management and staff
- Staff Engagement Sessions for Team Leaders and Managers
- Meet the teams – Senior Leadership Team regularly attending team meetings
- HSCP Joint Staff Forum - co-chaired by HSCP Chief Officer & Trade Union Representative
- HSCP Social Work Forums (established April 2022)
- Imatter and pulse surveys

7.3 Learning and Development

The 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 another challenging year due to the pandemic we have continued to maintain a full multi-agency public protection training calendar. Multi-agency training continues to be facilitated virtually.

Multi agency Child Protection Training

Key training priorities have included the learning from local ICRs, Training on neglect toolkit, IPSU Assessment Framework & Guidance and Safe & Together Framework. To ensure child protection remains central to practice we continue to deliver monthly multi-agency child protection for the general contact workforce training.

Throughout the year new e-modules have been developed in partnership with Police Scotland 'C' Division and with the permission of other local authorities.

In addition to the new e-modules we have in partnership with NHS Forth Valley developed and delivered Vulnerability of Babies training and Harmful Sexual Behaviour training. Both are accessible to services and agencies across the Forth Valley area.

In readiness for the implementation of E-IRDs we have developed and delivered IRD training. This training provides the foundations of what should be part of the IRD process. This includes what is an IRD, the priorities of an IRD, how to prepare and participate in an IRD and the IRD decision & planning process.

The following Forth Valley groups continue to progress with specific learning & practice development opportunities:

- The Child Sexual Exploitation Project Board continues to meet to plan further actions required to raise awareness of CSE amongst Children & Young People, Licenced premises and Parent Councils.
- The Impact of Parental Substance use (IPSU) Steering Group & implementation group has refreshed the IPSU guidance to reflect changes in current Government policy. The IPSU training and guidance has been relaunched and includes a podcast with inputs from the ADP Lead Officer, a parent who has been part of an IPSU assessment and a practitioner who has conducted an IPSU Assessment with a parent.
- The Age of Criminal Responsibility (ACRA) Steering Group & Implementation Group has posted the national ACRA awareness training with guidance on the Forth Valley Practitioner Pages for practitioners to access. The local authority has identified social work practitioners to attend the national ACRA training for social workers. On going discussions on how Forth Valley will continue to implement the necessary procedures in regards to the change in legislation and what this will mean for practice and interventions with children and their families.
- The Missing Children and Young People Steering & Implementation Group have secured each of the Residential unit's access to complete the Return Discussion emodule developed by Missing people. This will then inform the revision of local procedures in response to children and young people reported missing. Forth Valley is now included in the next round of the national missing children and young people and vulnerable missing adults pilot. This will help progress further learning and development opportunities.

Follow up Evaluation- Learning & Practice Development 2021/22

Participant Neglect Toolkit Training

"Just wanted to say that I found the training this morning really useful. Despite my mic not working and not receiving the pre-course reading prior to today, I got a lot out of the material presented and listening to the discussions. I am relatively new in post and I work with a family that are on the CP register for neglect. This tool will be helpful in assessing more objectively where the family are at and what we perhaps prioritise, in terms of the different areas that neglect is divided into. Thanks"

Participant Protecting Children with Disabilities Training

"I felt the course was informative and upto date with evidence based practises. I have knowledge of this subject but it is always good to go over it again. "

Participant Inter agency Child Protection Key Processes Roles & Responsibilities Training

"From the 3rd sector, I found the course really informative and useful for me to have a whole picture of the processes in place by various professionals"

Participant Trigger Trio Training

"I had never thought of the impact of all three elements discussed from a child's perspective and felt all presentations really pushed this aspect, as working in adult services it can be easy to forget about the impact on others particularly children."

Learning & Development Priorities for the year ahead

- National Guidance for Child Protection in Scotland

- Revised GIRFEC Guidance
- Specific Child Sexual Abuse Training
- Returned Discussion for Children Missing from Care

Adult Support and Protection

Throughout another challenging year due to the pandemic we have maintained a full multi-agency public protection training calendar. Multi-agency training continues to be facilitated virtually. To ensure adult support & protection remains central to practice we continue to deliver monthly multi-agency adult support & protection for the general contact workforce training.

Throughout the year new e-Learning modules have been developed in partnership with Police Scotland 'C' Division, Life-pod and with the kind permission of other local authorities we have been able to upload other e-modules. These include: Power of Attorney, Person Centred Recording, Making Protection Personal, Defensible Decision making & Professional Curiosity.

We have continued to offer a multi-agency public protection training calendar over the course of the year. This year in partnership with Falkirk Council Adult Support & Protection IRD training has been developed. This is in readiness for the implementation of E-IRDs. This training provides the foundations of what should be part of the IRD process: this includes what is an IRD, the priorities of an IRD, how to prepare and participate in an IRD and the IRD decision & planning process.

We have facilitated Council Officer Refresher training. This refresher training was last delivered November 2019- January 2020. In parallel Adult Support & Protection Investigative Interviewing Skills Training has been facilitated. This training was delivered in two parts. Council Officers asked to read and complete a Theory and Reflective Workbook followed by an observed simulation exercise. Council Officers are asked to take the reflective workbook and observed feedback into supervision.

In preparation for the launch of the HSCP Hoarding & Self-neglect Strategy, the National Coordinator for Adult Support & Protection facilitated a 2-hour seminar on The Impact of Hoarding and How it Affects Family Functioning. This was followed up with an Introduction to a Hoarding Podcast with an interview with the National Coordinator for Adult Support & Protection discussing what is hoarding, the research and tools available in the assessment of hoarding.

As part of National Hoarding Awareness Week a local Forth Valley wide multi-agency professional's seminar was held to launch the HSCP Hoarding Self-neglect Strategy. This was alongside a Public Awareness event with stalls from various agencies on what help is available locally to help those affected by hoarding.

To help promote Adult Support & Protection awareness amongst GPs, Registrars and Consultants an Adult Support & Protection Podcast has been shared. The podcast supports the Adult Support & Protection posters that have been designed to raise the awareness and complement Adult Support & Protection training for each of the following professional groups: medical staff, nursing staff and social care staff.

Follow up Evaluation- Learning & Practice Development 2021/22

Participant Council Officer Refresher Training

“Can I just say that was one of the best refresher sessions I have been involved with. It had just the right balance of reading, listening, participating and learning. I can see the rationale behind a slightly longer session.”

Participant Council Officer Refresher Training

“The new training is well constructed and informative, especially helpful when considering the reasons why an adult may be unwilling or unable to engage in relation to the 3 PT. The discussion around capacity is very relevant and helped by setting out the legal definition. Also very helpful to include links and references for associated learning”

Learning & Development Priorities for the year ahead

- Adult Support & Protection Renewed Guidance
- Adult Support & Protection Case Conferences
- Adult Support & Protection Risk Assessment & Management of Risk
- Returned Discussions for Vulnerable Missing Adults
- Impart the Learning from recent ICR Learning Reviews

8.0 Key Priorities for 2022/2023

The context and complexity of need in our communities continues to be challenging with a higher than average care experienced population, increased levels of domestic abuse, rising poverty and higher levels of deprivation currently being experienced. The present cost-of-living crisis only risks making the situation worse. The impacts of an ageing population, increased demand on services within a challenging and uncertain financial environment are significant. Notwithstanding the additional challenges as we recover from the Covid pandemic, impacts on staff wellbeing and ongoing recruitment difficulties.

In working towards recovery and renewal from the pandemic, our social work and social care services, working in partnership with wide range of agencies, continue to focus on delivering our local response to meeting the needs of our communities who require care and support through a range of service transformation programmes. Our *Be the Future* Programme sets out the ambitious programme of transformation which the Council is taking forward in collaboration with our partners and our communities.

We remain persistent in our commitment to tackling poverty and mitigating its impact for children, families and communities. 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.

Children's Services priorities:

- Conclude work on the People service redesign to support improved ways of working with and for families and communities.
- Deliver on the core priorities of our Integrated Children's Services Plan 2021/24. Integrated work streams include our continued work delivering on The Promise, Family Wellbeing Partnership, STRIVE and Mental Health Transformation. This includes development of a new early intervention service.
- Through the Clackmannanshire Family Wellbeing Partnership developing opportunities to support families and tackle inequalities through early intervention activities, flexible childcare and routes into employment.
- Continue to develop STRIVE as an agile business model extending its early intervention scope by developing new and creative ways of working together to prevent crisis.
- Develop and implement a strategic approach to commissioning third sector children's services that aligns with our priorities in our Children's Services Plan and delivering on The Promise relating to strengthening prevention, early intervention and whole family support.
- Development of the new Scottish Child Interview Model (SCIM) for joint investigative interviews with our Forth Valley partners that will ensure children and their families receive the practical and emotional support they require to recover.

- Continued focus on increasing local family based carers and strengthen the support provided to kinship and foster carers.

Justice Service's priorities

- Conclude restructure of Community Justice Team to better meet current operational needs.
- Continue to implement the Non court mandated Caledonian Programme.
- Implement electronic bail supervision.
- 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.
- Redesign of Youth Justice Service in partnership with Children's Services.
- Support development of the new 2023–28 Community Justice Outcome Improvement Plan.

Adult Services/HSCP priorities

- Deliver on the core priorities of the Health and Social Care Partnership Transformational Plan and programme of work which support staff and services to meet the demands of our changing population: Care Closer to Home: Caring and Connected Communities: Primary Care Transformation.

This includes:

- Development of a Commissioning Consortium approach to deliver and reinforce a whole systems approach to strategic commissioning.
- Design RAPID model of care and Permanent Rural Care at Home team
- Delivering a TEC First approach.
- Development of new Strategic Commissioning Plan.
- Implementation of the Self Directed Support Implementation Plan.
- Develop and implement the Integrated Strategic Workforce Plan 2022-2025.

Sharon Robertson
Chief Social Work Officer

