

PERTH AND KINROSS COUNCIL

7 October 2015

Chief Social Work Officer Annual Report 2014/15

Report by Chief Social Work Officer

PURPOSE OF REPORT

This report provides Council with the Chief Social Work Officer's assessment of social work practice across Perth and Kinross in the financial year 2014/15. It identifies what progress has been made to meet the changing conditions in which Social Work Services are operating and how well services are working including areas for improvement in the coming year.

1. BACKGROUND/MAIN ISSUES

- 1.1 Section 5(1) of the Social Work (Scotland) Act 1968 as amended by Section 45 of the Local Government, etc (Scotland) Act 1994 requires every Local Authority to appoint a professionally qualified Chief Social Work Officer (CSWO). In March 2009, the Scottish Government published national guidance on the role of the CSWO: Principles, Requirements and Guidance. Overall, the role is to provide professional governance, leadership and accountability for the delivery of social work and social care services, whether these are provided by the Local Authority or purchased from the private or voluntary sectors.
- 1.2 In April 2014, the Scottish Government Chief Social Work Advisor (CSWA) published the new template and guidance for Chief Social Work Officer's Reports, followed a period of consultation with Chief Social Work Officers across Scotland. Last year's report was therefore a transition year and this is the first year that the report has been fully compliant with the new guidance. CSWA published in February 2015, a summary report and this was helpful in offering an opportunity for considering Perth & Kinross Social Work Services in a wider national context. Whilst the detail contained in this summary report would not allow any significant benchmarking information, it was able to identify good practice examples which Perth & Kinross could benefit from.
- 1.3 In March 2015 the CSWA, along with stakeholders, launched a new vision and strategy for Social Services in Scotland 2015 -2020. This strategy included workstreams for further action including: workforce; understanding service quality and performance; improving use of evidence; and promoting public understanding, through all areas which are of relevance and interest to Perth & Kinross. The report also stressed the key role Social Services can play in delivering Public Service Reform including Social Justice, Social Inclusion and Community Empowerment and more generally in transforming people's lives.

2. PROPOSALS

- 2.1 This new report format considers how Social Work Services have been delivered in Perth & Kinross over the last financial year, what challenges are going to arise in the coming year and how these will be addressed. This is considered around key areas including financial context, partnership working, performance, planning for change and workforce development and training.
- 2.2 The report needs to be read in conjunction with the Council's existing performance management and improvement arrangements.
- 2.3 The report considers the quality of Social Work practice over the last year and the progress that has been made in relation to improving outcomes for vulnerable people. Overall the report has identified a number of positive developments in the last year including:
- Progress in planning for the implementation for new legislation around Health & Social Care, Children, Young People & Families, Health and Criminal Justice.
 - Improvements in Public Protection arrangements despite challenges of increasing demands in both adult and child protection.
 - Good progress in key strategies including mental health, learning disability and children and families related strategies.
 - Number of reviews and improvements delivered in the last year e.g. Youth Justice.
 - Strong and improving performance in ensuring that children and young people who are looked after are provided with secure and stable placements in community settings.
 - Continuous progress in identifying and responding to children and young people at risk of abuse and neglect and effective actions to remove and reduce risks.
 - Very good progress in extending the support to children with disability and their families through intensive family outreach support and improved arrangements for transitions.
- 2.4 The report also identifies areas for improvement across most areas of service including:
- Need to try to increase family-based care through foster carer recruitment.
 - Further development of management and performance information in some key areas eg child protection.
 - More focus on workforce development, recognising the changing but unique role social work plays in social justice.

- Development of a systematic approach to user empowerment, not only in relation to care planning but also service planning and design.
- Continue to extend a strategic commissioning approach across all areas of Social Services

The social work agenda in Perth and Kinross, therefore, is a challenging one in the next year, but the appointment of the post of temporary Director of Social Work, approved by Strategic Policy and Resources Committee on 17 June 2015, should provide additional capacity to deal effectively with these challenges.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Chief Social Work Officer's view is that there has been good, and in some cases very good, progress in Social Work Services in Perth and Kinross over the last year. This will need to continue if we are to meet the challenges arising from the new legislation, continued financial restraint, and increasing demand and expectations in many areas of practice. This year has required a focus on governance for new legislation across key areas and the progress that has been made should allow us to use the opportunity of these new arrangements to focus next year on actually delivering better outcomes for children and families. High quality Social Work Services can only be delivered in partnership and it is my view that the key to good and very good progress in Social Work Service in Perth & Kinross is based on a strong partnership between Elected Members, Senior Leaders and a confident and skilled workforce.
- 3.2 It is recommended that Council approves the Chief Social Work Officer's Annual Report as set out in Appendix 1.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	n/a
Workforce	n/a
Asset Management (land, property, IST)	n/a
Assessments	
Equality Impact Assessment	n/a
Strategic Environmental Assessment	n/a
Sustainability (community, economic, environmental)	n/a
Legal and Governance	n/a
Risk	n/a
Consultation	
Internal	Yes
External	n/a
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan / Single Outcome Agreement

1.1 This report sets out the key challenges that are faced by Social Work Services in relation to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Supporting people to lead independent, healthy and active lives

Corporate Plan

1.2 The Council's Corporate Plan 2013-18 outlines the same objectives as those detailed about in the Community Plan

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Supporting people to lead independent, healthy and active lives

1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Integrated Working

2. Resource Implications

Financial

- 2.1 There are no financial implications arising from the contents of this report.

Workforce

- 2.2 There are no additional workforce implications arising from the content of this report.

Asset Management (land, property, IT)

- 2.3 There are no land and property, or information technology implications arising from the contents of this report.

3. Assessments

Equality Impact Assessment

Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

However, no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

However, no action is required as the Act does not apply to the matters presented in this Report.

Legal and Governance

- 3.4 There are no legal implications arising from the content of this report.

Risk

- 3.5 Key risks associated with this report are captured within and across various risk assessments and risk profiles for service and change and improvement projects across the various Service teams. Risk is at the heart of Social Work through universal and targeted services and evidence based interventions which lead to improved outcomes. In responding to any new legislation, new service structures and new additional polices risks are considered a key part of continuous improvement and the Council's wider strategic improvement framework. This forms part of the Corporate Risk Profile and as such are continually monitored and reported through various mechanisms.

4. Consultation

Internal

- 4.1 The Chief Executive, the Executive Officer Team and members of the Integrated Social Work Strategy Group have been consulted in the preparation of this report.

External

- 4.2 No external consultation has been required in relation to the content of this report.

5. Communication

- 5.1 This report will be communicated to council officers through the Integrated Social Work Strategy Group.

6. APPENDICES

Chief Social Work Officer Report 2014/15



**Perth & Kinross Council
Chief Social Work Officer
Annual Report 2014/15**



Securing the future... • Improving services • Enhancing quality of life • Making the best use of public resources

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1 Introduction

Social Services deliver essential support every day to some of our most vulnerable citizens in Perth & Kinross. This support is wide ranging encompassing service delivery by the statutory, voluntary and private organisations. These Services are there for people at all stages of life and in all kinds of circumstances and are available to people when they need them and can transform their lives. It is also important to recognise that many services are also required to assess and manage risk, to proactively intervene to protect people and to provide a variety of different therapies as well as care and support.

Earlier this year a new national vision and strategy for Social Services was launched with the vision encapsulating what Social Work Services are there to do: “*our vision is a socially just Scotland with excellent Social Work Services delivered by a skilled and valued workforce which works with others to empower, support and protect people with a focus on prevention, early intervention and enablement*”, whilst emphasising the importance of partnership working to deliver improved outcomes. The vision also stresses the unique contribution of Social Services. For many years now preparing this report, the context has been one of increasing demand and expectations; new legislation and national and local policy drivers being developed, all within a climate of austerity. This year is no different with progress being required in all areas to respond to the developments in Health and Social Care Integration; new powers and duties in relation to Children & Families Services; and major changes in Criminal Justice Services, with all these being delivered within an environment of greater self-direction and personalisation.

This year, despite considerable progress being required in governance, structural and organisational arrangements necessary to meet the challenges from new legislation across these areas; to the credit of the workforce, there has also been considerable improvement delivered across most areas and further improvement identified also. This report, therefore, provides a summary of issues that Social Services have dealt with over the last year in Perth and Kinross and tries to evaluate how well this has been achieved. It, however, needs to be considered along with the well-established performance management and scrutiny arrangements that exist across the Council.

Lastly, Social Services have an important part to play in wider social policy developments in Scotland. The promotion of human rights and social justice in tackling inequality and disadvantage is one of the key principles that underpin public service reform across the country. The transformation of Public Services has been driven by renewed emphasis on achieving inclusion through partnership with people who need assistance and with those who support them. Within this context, the importance of robust and effective Social Services is crucial to the delivery of a socially just Scotland.

2 Local Authority



The Political Makeup

Perth & Kinross Council has a minority political Administration formed by the Scottish National Party (SNP)

Political Party	Number of Councillors
Scottish National Party	18
Scottish Conservative and Unionist Party	10
Scottish Liberal Democrats	5
Scottish Labour Party	4
Independents	4
Total	41

Perth and Kinross Council is responsible for the delivery of public services across a large landward area of approximately 5,286 square kilometres to a population of approximately 149,520¹. Perth and Kinross Council is ranked 5th in Scotland in terms of area and 14th in Scotland in terms of population. Our population is projected to grow by 32% by 2035, which is the second highest growth rate in Scotland. In 2014, there were 66,035 households in Perth and Kinross and it is predicted that there will be 82,869 by 2037. Levels of deprivation remain relatively low. Around a third of the overall population live in Perth City. More rural areas are clustered around Blairgowrie, Crieff, Kinross, Scone, Pitlochry and Auchterarder, which have a population of between 3,000 and 9,000. The remainder of the population is located within numerous villages and in the rural areas.

Children and Young People

Children and young people (0-15) make up 19% of the population and education is delivered to 17,750 pupils. Education is provided through 10 secondary schools; 75 primary schools; and one school for children with complex needs. Early learning and childcare is delivered through 45 nursery classes; 33 partner providers in the independent and voluntary sectors and one early years centre. Performance in attainment levels is very high and continuously improving year on year.

Perth and Kinross Council Headquarters are located in Perth. Education and Children's Services (ECS) delivers integrated services to children, young people and families across Perth and Kinross.

Social Care and Health

The Perth & Kinross population has an average life expectancy of 79.5 years, higher than the national average of 76.6 (NRS 2010-2012 Life Expectancy). The older population (65+) make up 21.84% of our population, and has increased by 9% since 2011 from 29,840 to 32,516 (NRS Mid-year population estimates). In 2014/15, the average number of people receiving care at home each week was 1286.

The Community Planning Partnership is committed to tackling health inequalities and in particular the impact of alcohol and obesity.

Community Safety

Perth and Kinross remains a safe place to live. The number of recorded crimes committed has continued to decline and is at its lowest level for over 5 years (4,930 in 2014/15 against 5,963 in 2009/10). In particular, serious and violent crime has reduced by 29% over last year. The reconviction rate in Perth and Kinross is one of the lowest in Scotland. In addition, the Community Safety and Environment Delivery Group has committed to addressing a number of priority issues which vary from violence against women, suicide prevention to graffiti removal.

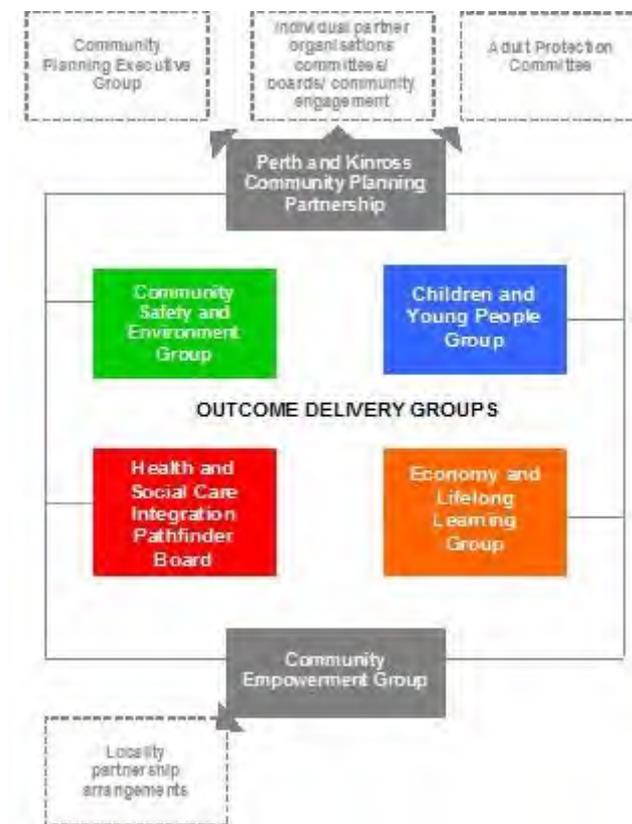
¹ Source: [Perth and Kinross Community Plan / Single Outcome Agreement \(SOA\) 2013 – 2023](#)

Community Planning Partnership (CPP)

The Perth and Kinross CPP infrastructure is designed to provide strong positive leadership in order to deliver the best possible outcomes for the people of Perth and Kinross.

The partnership is supported to deliver its outcomes by four outcome delivery groups which take forward the key strategic priorities of the partnership.

The CPP Board and the Outcome Delivery Groups are given direction, challenge and support from the Community Planning Executive Officer Group which provides the key link between strategy and delivery of local outcomes for our communities.



3 Partnership Structures/Governance Arrangements

The Chief Social Work Officer is required to ensure the provision of appropriate professional advice in the discharge of local authorities' statutory duties. Overall, the role is to provide professional governance, leadership and accountability for the delivery of Social Work Services, whether these are provided by the local authority or purchased from the voluntary or private sector. In addition, there are a small number of specific duties and final decisions in relation to a range of social work matters, which must be made by the Chief Social Work Officer.

The functions of the Chief Social Work Officer are carried out within Perth and Kinross through clear lines of accountability. The Chief Social Work Officer reports directly to the Chief Executive. This contact exists to ensure the Chief Executive is advised of any serious issues concerning social work matters.

The Chief Social Work Officer has the right to directly advise Council on any of the areas that he feels may be a significant risk to Perth and Kinross as a result of the actions of any of the Social Work Services. Elected members' leadership and governance of Social Work Services is divided between: Housing and Health Committee; Lifelong Learning Committee; Community Safety Committee; and Scrutiny Committee.

The Chief Social Work Officer meets regularly with the Depute Director, Housing & Community Care to discuss issues of policy and strategic development, complex operational decisions and workforce development. The Depute Director also deputises for the Chief Social Work Officer in his absence. The Chief Social Work Officer is the Depute Director of Education & Children's Services, and is a member of the Education and Children's Services (ECS) Senior Management Team and influences through that mechanism.

In Public Service Reform, and in particular the associated forthcoming legislation, the Chief Social Work Officer will have a key role in ensuring the partnership arrangements are built on sound professional advice and governance. Health and Social Care Integration is one such example. The Chief Social Work Officer has played a part in the development of the Integrated Scheme, including arrangements for Integrated Joint Boards (IJB) of which he will be a member, and also has a lead role in the Governance Framework for Health and Social Care Integration.

The Chief Social Work Officer chairs the Integrated Social Work Strategy Group. This ensures that managers across all Social Work Services develop a common vision; work to deliver integrated services through jointly developing cross cutting issues; and develop a well maintained, supported and led workforce.

The Chief Social Work Officer continues to meet with the Heads of Children & Families' Services and Community Care on a monthly basis and other members of the group on a less frequent basis.

3.1 Specific Decisions by the Chief Social Work Officer

The Chief Social Work Officer's role includes making specific decisions on behalf of the Council in relation to social work matters. For example, within the last year, the following have been approved:

- 1 Secure Accommodation
- 5 Permanence Orders
- 5 Permanent Foster Carers
- 4 Temporary Foster Carers
- 74 permanent placements in Kinship Care (children placed through statutory orders)
- 15 new Kinship Carers
- 8 Prospective Adopters
- 1 Respite Foster Carer
- 5 Carers Retired (3 temporary, 1 respite and 1 permanent)

The number of children put forward for Permanence Orders has increased significantly in the last year and there has been an increase in the number of children and young people subject to statutory orders in Kinship Care.

There has been ongoing recruitment of Foster Carers to provide placements for increased numbers of children becoming looked after in order to keep up with increased demand.

3.2 Welfare Guardianship Orders

There continues to be an increase year on year in Guardianship Orders, as noted in the table below. The increase is primarily in Private Guardianships, that is, those where family members and individual carers make an application to become the Welfare Guardian for a vulnerable individual. Furthermore, due to the recent court ruling with regard to deprivation of liberty using Section 13ZA and the Mental Welfare Commission's guidance on the use of Section 13ZA, Perth & Kinross Council now has an operational guidance procedure in place. This has contributed to an increase of private guardianship applications. The rise has created pressures within the Mental Health Team as each Order requires the input of a Mental Health Officer (MHO) however this has been managed within current resources by operating a waiting list.

Date	Private Orders	LA Orders	Totals
March 2012–13	154	85	239
March 2013–14	171	101	272
March 2014–15	201	96	297

4 Finance

There has been a history of strong financial prudence in Perth and Kinross, and the Council has continued to maintain this position in dealing with Public Sector financial pressures. Through transformational change and efficiencies, Council Services have made over £50m of savings over the last 5 years and the medium term financial plan will deliver broadly similar size savings over the next 3-5 year period. This has been achieved through a combination of efficiencies and transformational service redesign and using that successful approach, the Council will be considering a future Transformational Change Programme, including a significant number of Social Service areas.

Although throughout this report there is considerable evidence of Transformational Change in Social Work Services, it is also important to recognise that the Council, within a reduced overall budget in the last three years, has increased spend within Social Work Services. However, significant financial challenges remain through reduced budgets and increased demand and this will require further financial management and creative service redesign in continuing to transform and modernise Social Services in Perth & Kinross.

4.1 Community Care

In Community Care, the financial impact of the integration of adult social care and health services under the Public Bodies (Joint Working) Act which will see a new Integrated Joint Board managing these Services from 1 April 2016, cannot be fully quantified at this time. It is likely, however, that there will be pressures from a financial perspective as both Perth and Kinross Council and NHS Tayside have ongoing and recurring budget challenges. Work is currently being undertaken jointly with NHS Tayside colleagues through a process of due diligence to establish the new Board's requirements over areas such as financial governance and financial monitoring procedures.

A further potential financial issue is the continued roll out of the Self Directed Support legislation. This new legislation currently has bridging finance provided by the Scottish Government which runs out in March 2016, but as yet there have been relatively small shifts in how individuals are choosing to have their services provided.

In Perth and Kinross, there is a particular challenge with the over 75 population growing at a faster pace than the rest of Scotland. This is putting considerable pressure on our budgets for residential/nursing care and care at home services.

During 2014/15, the Council (along with NHS Tayside and Third sector partners) used the Scottish Government's Reshaping Care for Older People Change Fund to establish systems to reduce avoidable admissions to hospital; enable accelerated discharge from hospital when an individual was assessed as being ready to leave; and develop more resilient communities. This has resulted in a reduction in the number of people being inappropriately admitted to hospital and those that are returning home or to an alternative community setting more speedily. These initiatives have contributed to a reduction in the number of days per person lost to "delayed discharges".

In relation to people with a learning disability, we are seeing more people with multiple and complex needs. These people are living longer and, therefore, require more intensive and costly services to sustain them in appropriate care settings.

There are also growing trends in the number of people who are affected by mental ill-health and drug and alcohol misuse problems, therefore, pressures in these areas are increasing.

4.2 Children & Families' Services

In Children & Families' Services too, the financial impact of the Children and Young People (Scotland) Act 2014 cannot be fully quantified at this time. It is likely that there will be increasing financial pressures arising from increased and enhanced responsibilities towards looked after children and young people, and care leavers, under Parts 10 and 11 of the Act; this, coupled with the steady increase in children and young people who are becoming looked after and increasing costs of external placements, leads to a significant risk that the funding from Scottish Government is unlikely to meet the increasing costs over time. Similarly, the financial assistance to support kinship care is not likely to meet the demands associated with the projected growth in this area.

4.3 Budget and Expenditure

Between 2012/2013 to 2014/15, Perth and Kinross has increased expenditure on Community Care & Criminal Justice Services by £2.79m.

Community Care and Criminal Justice Services	2012/13 £m	2013/14 £m	2014/15 £m
Net Expenditure	48.84	49.32	51.63

Over the last three financial years from 2012/2013, Perth and Kinross has increased expenditure on Children & Families Services by £0.39m.

Children & Families' Services	2012/13 £m	2013/14 £m	2014/15 £m
Net Expenditure	17.36	18.15	17.75

4.4 Budget Savings

4.4.1 Community Care:

Main Savings Approved	2012/13	2013/14	2014/15
	£,000	£,000	£,000
Full year effect of introduction of a Client Contributions Policy for Non-Residential Services	0	0	170
Rationalisation of Properties	0	0	20
Review of Client Transport Arrangements	0	0	54
Revised Charges for Non Residential Services	339	276	0
Redesign of Community Care Management Team	114	30	0
Review of Locality Teams staffing levels	0	0	80
Review of Commissioned Services	0	0	184
Services to Carers	0	39	0
Redesign of Learning Disability Services	200	123	199
Redesign of Community Safety Service	0	57	0
Redesign of Care at Home Service	0	294	420
Redesign of Local Authority Residential Care Homes (Older People)	0	100	0
Redesign of Mental Health Services	0	0	50
Reductions in Residential Placements (Older People)	120	132	0
TOTAL	773	1,051	1177

4.4.2 Children & Families' Services:

Main Savings Approved	2012/13	2013/14	2014/15
	£,000	£,000	£,000
Secure Accommodation/ Residential Schools	0	0	500
Service Level Agreements including NHS	47	90	246
Central staff various areas within CFS	182	0	23
Integration of Youth Justice Services	0	0	55
Freeze in Foster Carer & Kinship Carer Payment Rates	0	58	61
TOTAL	229	148	773

Whilst Community Care and Children & Families' Services savings are considered and developed within their respective integrated services (i.e. Housing & Community Care and Education & Children's Services), the focus has been on achieving savings in relation to the way in which services are commissioned - reducing management and administration, and through service redesign.

Overall, spend on net Social Work Services in Perth & Kinross as a proportion of net Council Services spend (for the year 2012/13) was 22% against a median of 22.2%. Further analysis indicates that the higher the level of deprivation (SIMD zones) the higher proportion of Council funds are being put towards Social Work Services across Scotland.

5 Service Quality and Performance

Our Corporate Plan (2013-2018) supports the delivery of the Community Planning Partnership's Single Outcome Agreement for 2013–2023. It sets out the steps that Perth and Kinross Council will take to achieve better outcomes for our communities at a time of unprecedented pressure on public finances. The Plan provides a detailed framework for improving outcomes, and it is clear from the strategic objectives and local outcomes that Social Work Services have a key role in the delivery of the Plan. Our strategic objectives detailed within the Corporate Plan are:

- Giving every child the best start in life
- Developing educated, responsible and informed citizens
- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

Service performance against the key objectives is detailed within our [Business Management and Improvement Plans](#). Progress is monitored by our Senior Management Team and reported to our Executive Officer Team and relevant Committees.

5.1. Performance Highlights for the Social Work Services

- Self Directed Support - there has been a steady shift in the number of clients choosing to access their support in a way that is individualised to their needs with 7% now choosing to obtain Services either through SDS Options 1, 2 or 4. The four options are:
 - 1 *Having a direct payment;*
 - 2 *Choosing the services they want and asking the Council to arrange them;*
 - 3 *Letting the Council decide what services are right; and*
 - 4 *A mix of these options*
- Delayed discharge - during 2014/15 PKC met the census target of 0 for the number of people delayed in hospital for more than 28 days at census, and was well within the target (13,500) for the number of days lost due to delayed discharge at 12,200.
- Reconviction rates - our reconviction rate continues to fall and we currently have the fifth lowest reconviction rates in Scotland.
- Screening of Adult Protection referrals - the number of Adult Protection cases screened within 24hrs of notification has improved from last year by almost 20% to 775. There has also been a significant drop in the number of vulnerable person reports from 407 in the last quarter of 2014 to 194 in the second quarter of 2015.
- Emergency detentions - the number of emergency detention certificates issued in Perth and Kinross has declined from 57 in 2012 to 46 in 2014.
- Homecare/Reablement - 37% of Reablement service users do not require Homecare at the end of their period of Reablement. This figure has held steady for the last two years.

- Telecare - for the second consecutive year, there has been an increase of over 20% in the uptake of Telecare equipment in the past year with 737 users at the end of the year.
- Learning Disabilities – 28% of our learning disability clients use advocacy services, 21% above the national average - making us the 3rd best performing Local Authority. The percentage of our Learning Disability clients who have Personal Life Plans is 12% above the national average and 10.9% of our Learning Disability Clients make use of Local Area Co-ordination - 0.7% above the Scottish average.
- The balance of care for looked after children, that is the percentage of children and young people who are looked after within a community setting compared to those who are looked after in a residential setting, continues to be high and places Perth and Kinross among the highest performing local authorities in Scotland. This demonstrates our commitment to supporting children and young people in their own extended families and local communities, wherever possible, to give them the best start in life.
- The service continues to perform well in ensuring that children who become looked after experience as few changes in placements as possible within a care episode. Our performance in 2014/15 saw an improvement over the previous year with just under 90% of children experiencing fewer than three placements (two or less).
- Our performance in ensuring that permanency plans for children are taken forward swiftly and without delay continues to improve. This is evidenced in the increased workload and throughput of the Fostering and Permanence Panel and the percentage of children with a permanence plan approved at Panel within 6 months of a Looked After Child Review Decision.
- We are identifying more children at risk of abuse and our effective interventions are reducing the time their names are on the child protection register with 81% removed within 6 months. No child remained on the child protection register for more than 18 months and there is clear evidence that the period of time taken to eliminate the risks to children of abuse and neglect through child protection plans is reducing.
- We have extended the level and nature of support to children and families with a disability through intensive family support and outreach through staff employed within the Child Health Team and Woodlea Cottage. Feedback from families has been very positive.

5.2 Community Care Services

Community Care Services' local key priorities continue to include:

- Developing the Personalisation Agenda through consultations with existing and potential service providers, service users, carers and communities.
- Creating a model of locality-based integrated working which supports prevention at the level of place.
- Creating models of integrated support and prevention in areas of greatest need.
- Starting to broaden staff skills and competencies to support locality working, thereby further improving the support provided to enable people to live in their own homes and communities longer – including support provided to carers.
- Taking forward key management, cultural and organisational changes across services through the Transformation Agenda.
- Improving partnership working between key services involved with adults with complex needs.
- Through all of the above, developing an infrastructure of choice, control and service responsiveness consistent with the requirements of Self Directed Support.

5.2.1 Reablement and Care at Home Services

With our partners, we continue to ensure that people are assisted to regain skills and confidence wherever possible through our Reablement service. Approximately 37% of Reablement Service Users do not require Homecare at the end of their period of Reablement and our work with colleagues to support older patients home from hospital has helped to reduce the average length of delay per patient.

Our in-house Care At Home is a directly delivered service that continues to provide support packages to meet people's individual outcomes. Currently, 87% is externalised and provided by the independent sector, whilst 13% is provided by council staff.

We are close to full implementation of our restructuring of Homecare provision around geographical localities. A revised procurement approach has also been designed to improve the effectiveness and quality of Home Care delivery by Home Care providers.

Work has commenced on a "discharge to assess" model, where patients will be discharged with a standard package of care then assessed when they are in their own home environment.

(a) Residential and Day Services

Last year was a further year of transition for our Day Opportunities, with a move from a building based approach to a Day Services model, offering wider choice and the potential to include older people more effectively within a range of community activities.

There are three Perth & Kinross Council run Care Homes – Parkdale (Auchterarder), Dalweem (Aberfeldy) and Beechgrove (Perth) providing residential care for 79 residents. We also run 2 Day Centres, New Rannoch and Lewis place in Perth while Day Care is also provided in Parkdale on a smaller scale. Strathmore Day Opportunities provides a flexible community-based day service for older people in the Blairgowrie area, including those with dementia.

(b) Dementia

Through the implementation of our Joint Dementia Strategy we have enhanced support to dementia sufferers and their families. Our liaison services, both with general hospitals and within care home environments, have improved the quality of care and community based support in Strathmore and Highland Perthshire. This has now been extended to include Perth City.

(c) Good Practice Example - Saints Football Memories Project

The Saints Football Memories project is a first of its kind, made possible by the partnership working embraced by Perth & Kinross Council and St Johnstone Football Club.



This project achieved a gold award at the Perth & Kinross Securing the Future Awards in 2014/15

The project links into the National Football Memories Project which uses memories of football to improve the lives of people with dementia and memory problems.

The outcomes of the project link to Alzheimer Scotland's overall aims and include reducing the isolation of carers and people with dementia, improving the quality of life for people with dementia and their carers; and delaying admission to residential care. We have received positive feedback from carers of the participants and some of the comments are outlined below:

- *“I drive here with a person with dementia and take home my husband”*
- *“I feel that attending the group has improved my self-confidence”*
- *“He’s enthusiastic and motivated to go – a very welcome break for me” (the Carer)*

The project was also a finalist in the NHS Quality Awards in 2014.

The same model has now been adopted for our Memories Golf Club project which will use the memories of golf to improve the lives of people living with dementia. The project is a partnership between Perth and Kinross Council and Alzheimer Scotland.

(d) Impact of Rapid Response

The Rapid Response Team focus on preventing avoidable admissions to hospital by delivering a same day Homecare service linked to Nursing Advice, while also providing an access point to 'Step Up' residential care as a direct alternative to hospital care.

There has been an increase in the number of referrals which has supported a reduction in unplanned admissions. Referrals have been increasing steadily from 68 per month in 2014 to 77 per month in 2015. Rapid Response has provided rapid social care responses in collaboration with multi-disciplinary community teams.

Overall, the majority of people (86%) receiving Rapid Response remained at home, once their Rapid Response support had ended. This has improved outcomes and services are more person-centred. In addition, the transition from hospital to home is more stream-lined, reducing unnecessary assessment, time in hospital, and the need for patients to repeat the same information to different professionals.

(e) Technology Enabled Care

The 20:20 Vision for Health & Social Care, published by the Scottish Government, provides the strategic context for technology enable care developments in Scotland. For the second consecutive year there has been an increase of 20% in the uptake of Telecare equipment, evidencing the importance of its role in achieving community-based solutions for our citizens.

The Telecare Team provide telecare equipment and a 24 hour response service for vulnerable people throughout Perth and Kinross. The team is now co-located with the Out of Hours Social Work Team and the Rapid Response Service. This has improved joint working and support for vulnerable people in Perth and Kinross during crisis situations.

Telecare is also an integral part of Housing with Additional Support which has been introduced to Perth and Kinross during 2014/15; and the Telecare Team now support everyone in Perth and Kinross living in amenity housing.

We are in the progress of upgrading the community alarm system from analogue to digital which will ensure the latest technology is available to people in Perth and Kinross. For example, people will be able to use their smart phones as Community Alarms. The new server will be able to 'speak' to other databases which will improve communication and reduce duplication.

Perth and Kinross was successful in securing Technology Enabled Care Funding from the Scottish Government. This funding will be used to maximise the benefits of the new digital server and, in particular, will allow us to carry out a telehealth pilot. This pilot will support bariatric patients in Perth and Kinross who are unable to attend weight management clinics. If successful, this will be rolled out to people with other conditions such as Chronic Obstructive Pulmonary Disease (COPD) and Chronic Heart Disease (CHD).

5.2.2 Learning Disabilities

This year we continued the implementation of the Joint Strategy for Learning Disability 2012-2015. This Strategy was extensively consulted on with significant service user and carer involvement and aims to improve outcomes for people with a Learning Disability by providing personalised support.

Wherever possible, people with a disability will be offered opportunities for non-traditional and non-institutional forms of care and support throughout Perth and Kinross.

The local strategy has been updated to meet the recommendations of the 'The Keys to Life' (TKTL) national strategy and there is an increased emphasis on improving the health and life expectancy of people with a Learning Disability. Funding has also been secured from the Integrated Care Fund for a development worker to review and improve supports for older people with a Learning Disability, especially people who have developed dementia.

Key milestones within Learning Disability services over the last year include:

- Self Directed Support options offered to all people with a Learning Disability receiving support in the community.
- A model for day opportunities for people with a Learning Disability which was piloted in the Strathmore area and has now been mainstreamed. All clients now have the opportunity to access community based resources rather than traditional, centre based day care.
- The 'Friends Unlimited Network', a joint initiative between Community Inclusion Services and ENABLE, now has over fifty members. This initiative promotes social links and relationships within communities with the aim of improving mental wellbeing.
- The 'Transitions into the Community' project which started in April 2012 has been positively evaluated and mainstreamed. This is a fully integrated model with Education and Children's services that aims to offer young people and their parents personalised support and independent living skills.
- The Employment Support Team continues to work with and develop their database of employers and assist people with a Learning Disability to find employment.
- Over 2014/15, more people with a Learning Disability or mental health need moved into their own tenancies, entered Further Education and gained employment.

The Learning Disability Fieldwork Team received positive feedback from an internal audit of Adult Protection in 2014/15. Strathmore and Kinnoull Day Opportunities, the Gleneagles Centre for people with Profound and Multiple Learning Disabilities and the Supported Living Team all received good grades from Care Inspectorate inspections in 2014/15.

(a) Autism

We are one year on from the endorsement of the Perth & Kinross Autism Action Plan by both the Lifelong Learning Committee and the Health and Housing Committee. The key driver for this piece of work is the Scottish Autism Strategy which is in its third year. As an authority, we are aiming to fulfil the ten indicators for current best

practice in the provision of effective Autism Spectrum Condition (ASC) services, as defined by the Scottish Strategy.

Funding has been secured to continue the post of Local Autism Co-ordinator until April 2016. Refining care pathways, reducing waiting times for diagnosis, improved training, improving availability of information and improving access to employment are all priority areas.

Perth & Kinross Council is taking positive action to encourage job applications from under-represented groups and in particular, those with an Autism Spectrum Condition. Nationally, only 15% of adults with an ASC are in paid employment.

During 2014/15 we have maintained strong, positive links with our two autism specific charities, Perth Autism Support (PAS) and Autism Initiatives (No3), working collaboratively on several autism specific projects with input from the Local Autism Coordinator under the auspices of our All Age Autism Strategy Group (AAASG). An example of one of these projects is the 'One Stop Shop' run by Autism Initiatives called 'Number 3' which provides a variety of support for people with an Autism Spectrum Condition in Perth and Kinross.

We have sustained and developed a tiered training programme, which has targeted gaps within our existing learning opportunities. Training has been provided by utilising the skills that lie within our own organisation and allowing staff the flexibility within their work schedule to provide this input. We have been supported by both PAS and Number 3 to provide training for our HR staff and staff within mental health services. Additionally, our training has been sought out by neighbouring authorities and agencies within those authorities.

5.2.3 Mental Health and Wellbeing Services

We have a well-established local Mental Health and Wellbeing Strategy. The strategy supports an environment which empowers people and communities to promote and sustain their own mental health.

Our work delivered by our Community Mental Health Teams (CMHTs), our Wellbeing Support team and our partners in the NHS and independent sector has focused on enabling communities to become Mentally Healthy Places, where people understand how they can improve their mental health and wellbeing, and know where to find reliable information and resources. The activities undertaken help to create an environment which fosters recovery, personal growth and fulfilment. A number of projects have made outstanding progress in integrating mental health into community based activities, and building the capacity of people living within the community to look after their own mental health.

(a) Supported Accommodation

Over the last four years, 19 people who were previously long stay residents at Murray Royal Hospital have been supported to live in the community. Within one recent development, a number of the long stay patients at Murray Royal Hospital are no longer supervised under a Community Treatment Order and take their medication autonomously. The supported accommodation available for people with mental health needs is a result of on-going partnership working between PKC, NHS and the voluntary sector. It is tailored around a person's need to support their move from

institutional care, and is adjusted according to where the person is on their recovery journey.

(b) Wellbeing Festival

The Wellbeing Festival 2014 built on the successes of the Wellbeing Festival 2013. 1674 individuals participated in 114 sessions of different activities, from art to mental health training to aerobics classes, and were exposed to key messages about how these kinds of activities can help them to look after their wellbeing. There was buy in from stakeholders across the statutory, voluntary and independent sectors, involving 187 staff members across 9 employers including Council, Health Board, Aviva and SSE. Plans are in hand to run the festival in October 2015.

(c) Specialist Therapy

Dialectical Behavioural Therapy (DBT) is a highly-rated, effective treatment for people with Borderline Personality Disorder (BPD) and those who fully engage show significant reductions in risk behaviours. Demand for services across Health, Police and Social Work from people with BPD are reduced. For example, within one group monitored, rates of admission to a psychiatric unit went down from 53% to 0% and contacts with the Criminal Justice system followed the same pattern exactly. By training 10 staff to deliver interventions, our DBT training capacity has increased significantly across Perth and Kinross.

(d) Suicide Prevention

The rates of completed suicides per 100,000 population has decreased in Perth and Kinross over time from 16, between 2004-2008 (compared to 15.9 across Scotland), to 10.7 from 2009-2013 (compared to 14.5 across Scotland), reinforcing the importance of suicide prevention activities.

In 2014, an independent review by Figure 8 Consultancy Services Ltd of the work undertaken through Choose Life (now Suicide Prevention) concluded that "*overall there is a significant amount of added value received through the grant of small amounts of funding to a variety of services across Perth and Kinross*". Suicide prevention awareness and practice is becoming embedded within funded initiatives.

- Completion of training, such as ASIST, has contributed to staff feeling more confident and skilled in intervening to prevent suicide. This has added to enthusiasm and creativity to innovate new ideas about preventing suicide through time limited and small scale initiatives.
- Suicide Prevention Week took place in September 2014. A comprehensive approach was taken in terms of training, advertising and distribution of materials to deliver key messages to the wider population. During 2014, there were 749 unique page views of Perth & Kinross Council's Suicide Prevention webpage – 649 were during September 2014. Members of Pubwatch distributed beer mats with information on where and how to access support, and staff reported seeing customers slipping these beermats into their pockets.

(e) Supporting the Mental Health of Young People

Being able to get emotional support quickly and in a suitable environment has considerable benefits for vulnerable young people. The Community Mental Health Team and Youth Services collaborate to deliver services at City Base and provide a tailored package of support. Since April 2014, a Community Support Worker works 2 days per week at City Base with young people aged 16-25, seeing on average 5 young people per week. Young people can discuss the issues they are facing, learn coping skills, and benefit from techniques such as Mindfulness, Cognitive Behavioural Therapy and Dialectical Behavioural Therapy; as well as accessing other forms of support for different areas of their life, such as housing, employment or education.

(f) Detentions under the Mental Health (Scotland) Act

The number of emergency detention certificates issued in Perth and Kinross has declined from 57 in 2012, to 56 in 2013, down to 46 in 2014. Correspondingly, the number of short term detentions (the usual route into hospital under law as there are more safeguards for the individual) has increased from 128 in 2012 (124 in 2013) to 143 in 2014.

(g) Priorities for 2015/16 in Mental Health Services:

The following areas of work are proposed as priorities for this year:

- £75,000 of Integrated Care Fund monies to fund a 'Response to Distress' Project. Funding has been secured to support a pilot from April 15 – March 16. Within this project, we will seek to measure the beneficial impact of providing immediate counselling/support for persons in extreme distress, but not detainable under law.
- Co-ordination of work between Children and Adolescent Mental Health (CAMH) teams and our Community Mental Health Teams
- Countering the slow uptake of Self Directed Support (SDS) options 1 and 2 which allow people to develop personalised care packages across mental health services. We are working alongside Penumbra, a national mental health care provider, to explore ways in which we can encourage service users to take up more personalised service provision
- Cross-agency working to build relationships and develop integrated structures which has increased opportunities for people with mental health issues. Mindspace Recovery College is an innovative new approach towards supporting recovery which encourages people to take control of their lives. Only the second to open in Scotland, it provides a safe and creative environment to help people improve their knowledge of mental health, build their confidence, realise their potential and participate in community life.

5.2.4 Drug and Alcohol

The Social Work Drug & Alcohol team are important deliverers of the Alcohol & Drug Partnership (ADP) Strategy which has, as a priority, a recovery approach, closely linked to mental health, as stated above.

In October of 2014 a Recovery Project Manager was appointed, along with a Recovery Project Worker and the team's first ever Modern Apprentice in Social Care. This small team of enthusiastic individuals were tasked with taking forward the actions outlined by the 'Ready for Business' partnership working days that took place early in 2014. This has allowed us to develop a focused planned approach to making Perth & Kinross a recovery-orientated area.

There are various strands to our recovery approach, including:

- A monthly joint Recovery Steering Group, with members from the council, NHS, third sector, peer groups and statutory bodies.
- An action plan to ensure a number of outcomes are met. To date there have been three very successful Recovery Café events held in the North, South areas and Perth City with over 130 people attending. Feedback has been extremely positive with a wide range of groups asking for more events. These sessions, along with smaller, weekly conversation cafes, take place in two venues within the City. The team are looking to hold similar conversation cafes in other areas.
- Two courses have also been held at the Mindspace Recovery College, one course on Substance Use and the second on Relapse Prevention.

(a) SMART Recovery

Last year's Alcohol & Drug Partnership (ADP) annual report showed that Perth and Kinross had increased by almost 100% the number of Mutual Aid groups to support people with drug and alcohol problems. The local Drug and Alcohol Team has now had people trained to deliver and support these meetings in partnership with other local providers. This has allowed a meeting to be delivered in the medium secure unit locally. This has enhanced provision, giving people wider access to self-help meetings locally. To extend this provision further, a pilot for Families and Friends is currently underway.

(b) New Psychoactive Substances (NPS)

The Drug and Alcohol Team has been working in partnership with other agencies to provide support and information locally. The team has attended training from national agencies to increase their knowledge in this area. The local ADP carried out a needs assessment and PKC staff are involved in the delivery of the report recommendations. More widely, social work managers are involved in discussions with a range of agencies on the complex issue of how best to counter the activity of outlets which openly sell these harmful, but currently legal, substances.

(c) Change is a Must

A further exciting development is that of 'Change is a Must', a joint project with Children & Families' Services; to enable parents with serious substance misuse problems to recognise and accept the need for changes in their lifestyle. Two workers within the project have developed the usage of the Rickter Tool which highlights parents' readiness for change, but concentrates on putting the child at the centre of the assessment. This has been very well received by both Children & Families' and D&A Services and strengthens our partnership working.

The weekly joint referral meetings between Tayside Substance Misuse Service (TSMS NHS) and Tayside Council on Alcohol (TCA) have been key in ensuring individuals are getting the right type of service to meet their requirements and to support their personal Recovery Journey.

(d) Social Prescribing

We are committed to developing alternatives to medication which promote sound physical and mental health.

Social Prescribing supports service users in a holistic way, enabling them to connect to social and community groups that enhance their feeling of belonging. The team has introduced a Social Prescribing Project Worker with two other workers to be appointed.

This is a good opportunity to work in each of the localities with GPs and Medical Practices and explore alternatives to medication. These workers, who have been appointed through the Integrated Care Fund, will build relationships with Medical Practices to act as a link to community resources.

5.3 Children & Families' Services

5.3.1 Looked After and Accommodated Children

There is a steady increase in the numbers of children and young people who are looked after and accommodated. This has risen by just under 15.2% over the last three years. A high proportion of children and young people are placed in community settings with Kinship Carers and Foster Carers; and the work carried out by Children & Families Services' social workers to recruit, assess and review these carers continues to grow. Very positively, in 2013/14 Perth and Kinross was ranked third out of 32 local authorities in the balance of care between residential and community placements, and the proportion of looked after children who are placed with Kinship Carers continues to grow steadily.

The number of children who are looked after at home has remained stable over the last few years which demonstrate the emphasis we place on effective and integrated family support at an early stage.

Perth and Kinross has embraced the philosophy set out in the Children & Young People (Scotland) Act 2014 ([*Staying Put Scotland Guidance 2013*](#)) and has a positive track record of supporting young people to remain in their care placement beyond their 16th birthday. It is not anticipated that this new duty will have additional resource implications immediately due to the high level of support currently provided. Additional funding of £96,000 was received from the Scottish Government to contribute towards continuing care placements in 2015/16. There is a significant risk that this funding will not meet the need in the next few years and detailed costs and implications will be considered by the Council's Lifelong Learning Committee.

Perth and Kinross has reviewed its policy in relation to the arrangements for supporting Kinship Carers and continues its commitment to providing allowances to children who are looked after by Approved Kinship Carers at a rate comparable to those paid to Foster Carers.

(a) The number of Looked After Children as at 31 March:

Accommodated Children	2012/13	2013/14	2014/15
Kinship Care	66	78	82 ²
Foster Carers	90	93	98
Prospective Adopters	7	7	11
In other Community (e.g. hospital)	1	2	1
Local Authority Home	3	3	3
Residential School	6	5	9
Other Residential (intensive support)	8	10	6
Secure	0	1	0
Total	181	199	210

Home Supervision	2012/13	2013/14	2014/15
	36	37	40

Total Looked After Children³	217	236	250
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Scottish Children's Reporter Administration (SCRA)
(figures based on Financial Year (Apr – Mar))



The number of children referred to SCRA is dropping, in line with the national trend. The number of Child Protection Orders (CPOs) has risen significantly, partially due to early intervention and large sibling groups. The number of Supervision Orders has risen, opposed to a generally downward national trend. However these are small numbers, and are subject to large short term variations.

² This number comprises the number of children and young people who are placed by other local authorities within our area where we undertake certain duties but are not financially responsible for them.

³ As at 31 March each year

(b) Attainment of Looked After Children

Table 1

Indicator	Percentage of young people								
	2011/12			2012/13			2013/14		
	At home	Away from home	Total	At home	Away from home	Total	At home	Away from home	Total
% of children leaving care who attained at least one subject at Level 3 (Access 3 or Standard Grade - Foundation)	100%	71%	82%	100%	78%	82%	100%	71%	79%
% of children leaving care who achieved English and Mathematics at Level 3 (Access 3 or Standard Grade - Foundation)	50%	71%	64%	50%	78%	73%	80%	64%	67%
Number of children/young people ceasing to be looked after ⁴	-	-	11	-	-	11	-	-	19

Source: LAC SQA Attainment 2013/14

Change in qualifications in 2014 mean that previous years are not directly comparable.

As highlighted in Table 1, 79% of children leaving care attained at least one subject at Access 3/Standard Grade Foundation (Level 3) and 67% achieved at least English and Mathematics at this level. Care should be given to interpreting all figures around LAC given the small size of the cohort which leads to natural variation year on year.

Table 2: Attainment of Looked After Children by end of S4

Indicator	% S4 Looked After Children Achieving...		
	2012	2013	2014
English and Maths @ Level 3 or above	81.0%	73.9%	61.9%
5+ @Level 3 or better	42.9%	73.9%	47.6%
5+ @Level 4 or better	14.3%	26.1%	23.8%

Table 3: Attainment of Looked After Children by end of S5 or S6

Indicator	% S5 or S6 Looked After Children Achieving...		
	2012	2013	2014
English and Maths @ Level 3 or above	100%	73.3%	92.9%
5+ @Level 3 or better	77.8%	46.7%	92.9%
5+ @Level 4 or better	22.2%	26.7%	42.9%

Source: LAC SQA Attainment 2013/14

⁴ Due to the size of the cohort, numbers have not been presented for home and away from home

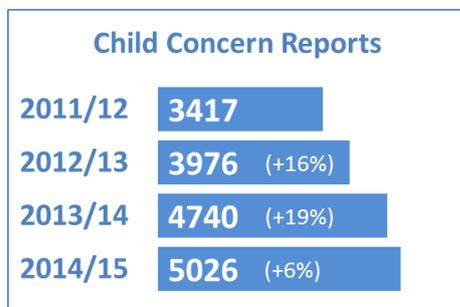
A wider measure of attainment (Table 2) is used locally to monitor the progress of the thirty five young people in S4 and S5/S6 who have been looked after at some point during academic session 2013/14.

5.3.2 Child Protection

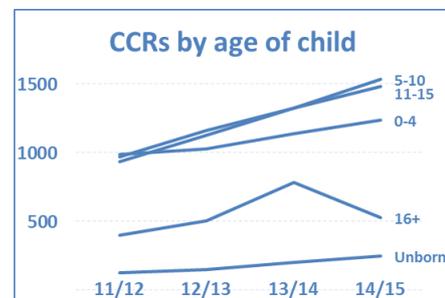
The statistical data shows that ***the number of children and young people whose safety and wellbeing may be at risk in Perth and Kinross is growing.***

The following information is presented for the academic year, i.e. 1 August to 31 July⁵ and is reproduced from the Child Protection Committee Standards and Quality Report 2014-15.

Child Concern Reports⁶

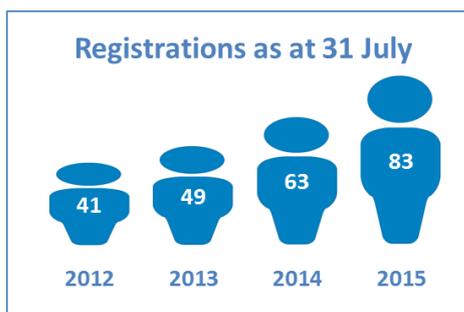


The total number of Child Concern Reports (CCRs) received continues to rise, although the rate of increase has reduced.



The number of older children (aged 16+) with a CCR has dropped following a general rise over the last 3 years.

Child Protection Registrations



The number of children on the Child Protection Register shows an upward trend. The increase since 2014 is partly due to several sibling groups being registered, with families of up to 8 children being registered.



Most registrations last less than 6 months, with only 25 out of 106 children removed from the register in 2014/15 having been on the register for 6 months or more.

⁵ Note: Since August 2011, Child Protection statistical information has been reported on an Academic Yearly basis (August to July) in compliance with Scottish Government Guidance.

⁶ Note: Figures are accurate as at 31 July 2015, however they may be updated in subsequent reporting due to data validation and quality processes.

5.3.3 Fostering and Permanence

(a) Fostering

Perth and Kinross's Standards for Fostering are based on the National Care Standards. They also meet the standards set by the Fostering Network, BAAF and other Perth and Kinross Council standards (for example: on equalities, child protection and training). External inspection of the fostering service shows that the service continues to provide very good quality of care and support to foster carers and outcomes for children and young people in receipt of foster care remain very good.

Following the completion of the [National Foster Care Review in 2013](#), the Scottish Government has begun to introduce amendments to the Adoption and Children (Scotland) Act 2007 and regulations, and these will be finalised during 2015. The amendments include: a limit on the number of unrelated children who can be placed with carers; standardising placement descriptors; introducing a learning and development framework for foster carers; creating a national foster carer database and setting a national minimum rate for fostering allowances and fees.

Alongside this, the implementation of the Children & Young People (Scotland) Act 2014 will introduce a number of significant changes for looked after children, including the right to remain with their foster carers beyond 18 years of age and to seek help and support up the age of 26 years.

We have invested in the Family Placement Team to support the growth and development of the Fostering Service with the expectation of making longer term savings. In 2014-15, two additional posts (assessment social worker and senior social care officer) were created to support the recruitment of foster carers and meet the increasing demands of Kinship Care.

There are 61 fostering households registered within Perth and Kinross Council. Of these 61 fostering households, 9 are respite carers and 2 are offering short break respite care. Within the remaining, active, 50 fostering households, 81 children are being looked after either on a temporary or permanent basis and some of these carers also offer respite to other carers or to several children/young people on a regular basis within their approval.

The need for more carers providing short breaks for children with disabilities has been recognised and will form a key area for improvement over the next 2-3 years.

Children Placed

There continues to be a shift in the age profile of children who need foster care with a marked increase in the number of babies who need placement and who have significant health and developmental needs; and who are affected by parental substance misuse.

The number of sibling groups who need foster care continues to present a challenge in meeting our policy of keeping siblings together, wherever possible.

The increase in the number of children becoming looked after has created a significant demand for the Fostering Service. The number of new permanent Foster Carers approved from April 2014 – March 2015 was five with three foster carers being re-assessed and approved for a change of approval (either respite to temporary or temporary to permanent). This is a decrease compared to previous years, with several assessments having been started and not progressed due to a variety of circumstances. Our aim is to retain children within their own families and communities and we are committed to resourcing increasing demand in-house.

The Council has agreed to fund a Transformation Project to expand the range and number of family based carers in Perth and Kinross over the next five years.

(b) Permanence

The Permanence Team recruits and supports permanent carers and adopters. The team also support children who are approved as requiring a permanent placement.

Eight sets of Adopters have been assessed and approved at our Fostering and Permanence Panel this year compared to five last year. In 2014-15, 16 linking and matches with families have taken place during the year.

The change in adoption legislation, combined with the degree of difficulties experienced by some adoptive families, has increased the demand for high quality adoption support and we have certainly seen an increased rate of referrals for this service.

Performance in relation to permanence planning is continuing to improve and this is a key priority for the Children & Families' Service. Targets for securing a permanence plan within six months of a Looked After Child (LAC) Review were exceeded in 2014/15. More challenging targets for 2015/16 onwards have now been set and we will now report quarterly on the percentage of children with a permanence plan which is approved at Panel within four months of the LAC Review and the percentage of children approved for permanence who have been accommodated for 12 months.

(c) Fostering & Permanence Panel

The Panel meets fortnightly and self-evaluation shows that agendas have been well balanced and on most occasions, business has been completed in the time allotted on the agenda. Panel has been well-attended, membership has been consistent and there has been a high level of commitment to prioritise attendance by panel members. Panel members try to create an atmosphere where people are welcomed, listened to and respected and where Panel Members are able to make recommendations based on a thorough, robust and professional process. The Panel works well together as a group and this has been additionally evidenced in comments from Panel members in their reviews. Panel members report an improvement in the quality of many of the reports considered in the last year, in particular, Forms E and F, foster carer review reports, requests for placement extensions, and linking and matching reports.

Panel business has increased over the last year with 98 pieces of business being considered in 2014/15 compared to 65 in 2013/14. The number of children being considered for approval of Permanence Plans or Adoption has also increased over the last year with 21 children being considered in 2014/15 compared to 11 in 2013/14. In 2014/15, 13 children were matched with adopters compared to 3 in 2013/14.

A Research and Development post to develop Concurrency Planning for babies aged less than one year identified as very high risk has been created. Research has been undertaken to look at this way of working and the aim would be to reduce the risk of harm caused by changes in placements, provide intensive, time limited support to birth parents to assess the possibility of reunification, and prevent delay in planning for permanence.

5.3.4 Youth Justice Services

A review of Youth Services and Youth Justice Services was carried out as part of the Council's wider approach to continuous improvement through service transformation. The overall purpose of the review was to remodel the current Youth Services, including commissioned services, and Youth Justice Services which are delivered by the Council to respond to the changing needs of young people and deliver better outcomes for them.

The review's aims were to:

- identify options for how services can be further integrated to ensure our most vulnerable young people get the right support, at the right time;
- ensure we meet our statutory obligations to young people, including those who offend or are at risk of offending and duties outlined in the Children and Young People (Scotland) Act 2014; and
- identify options to make best use of financial, staff and other resources.

The review found support from both professionals and young people to collocate Youth Services and the Intensive Support Team (Youth Justice Service) together with a range of other services for young people at the one stop shop located at @scottstreet.

The review found that both staff and young people felt access to support could be more closely integrated to meet young people’s needs, and also that @scottstreet could do more to ‘join up’ with the work that is going on in localities. In this model, @scottstreet would act as the base for strategic planning, and as “a centre of excellence” for integrated work with young people.

Following approval from Lifelong Learning Committee in May 2014, the integration of the Youth Service and Intensive Support Teams has been implemented with the new Services for Young People in place since April 2015.

A new manager of the integrated Services for Young People has now been appointed and is taking forward the outcomes of the review to further integrate our services for young people and provides targeted support to young people deemed to be vulnerable or at risk to themselves or to others, or who may be offending and/or exhibiting sexually harmful behaviours. This integrated service also provides universal and holistic provision for young people through a range of projects, activities and achievement awards. In 2015/16, we will focus on reducing youth offending further by supporting young people through appropriate assessment and intervention and delivering youth programmes throughout Perth and Kinross.

Table 1: Offending rates involving young people

Category	2012/13	%change	2013/14	%change	2014/15	%change
Young people detected and reported for crimes						
(i) under 16yrs	441	- 13.5	317	-28.1	316	-0.31
(ii) 16 – 21yrs	787	- 16.5	798	1.4	656	-17.8
Crimes detected to young people						
(i) under 16yrs	347	- 13	256	-26.2	254	-0.78
(ii) 16 – 21yrs	709	- 14.5	726	2.4	611	-15.8
% of young people (up to 16yrs) engaged in EEI ⁷ process and do not reoffend within one year	52		Not available until 2015		Not available until 2016	

5.3.5 Through Care and Aftercare Services

The Through Care and After Care Team provide advice, guidance and support to young people between the ages of 15-26 years who are eligible under Part 10 of the Children and Young People (Scotland) Act 2014. Perth and Kinross has a good track record of maintaining links with care leavers and the Through Care and Aftercare Team currently supports 125 young people and it is anticipated that, in light of the implementation of the Act, there will be an increase of young people receiving a service. An additional full time Social Worker and part time Senior Social Care Officer have been appointed to support this increase.

⁷ Early and Effective Intervention

Young people are consulted and involved in the development of our Through Care and Aftercare Services. They contribute to the team's plans; Employee Review & Development (ERD) process; and recruiting new members of staff.

The team's priorities for the coming year include:

- develop joint work with Youth Services
- develop robust reviewing processes for young people accessing the service
- supporting all increased range of accommodation options for vulnerable young people

5.3.6 Family Change Service

The Family Change Service works with children, young people or their families, individually or as a family group to provide a reparative service to children and young people who have been significantly affected by traumatic events such as sexual abuse; emotional and physical abuse; loss and bereavement and neglect. This team also provides a consultation service to a wide range of services (internal and external). The team has experienced a rise in consultation requests of 31% in 2014/15 compared to 2013/14 and continued demand for therapeutic services.

5.3.7 Services for Children with a Disability

In 2014/15, services to support children with a disability and their families have undergone significant development with the Child Health Team now providing an outreach service and group work, in conjunction with staff from Woodlea Cottage residential respite.

During the year, the Child Health Team moved to Woodlea Cottage; this strengthens the working partnership arrangements and enables them to work jointly to provide a service to children with significant and profound disabilities.

The team at Woodlea Cottage have worked jointly with Adult Care's Transition Team to review the service delivery of the Independent Living Group (ILG). The outcome has recommended that a two year programme on delivering life skills should start in June 2016, aimed at S5 and S6 pupils who attend Fairview School (a school for children and young people with severe and complex additional support needs). This programme will result in the young people gaining an SQA award.

The Outreach Service (operational from November 2012) continues to provide guidance, support and strategies to parents, carers and schools, as identified by Social Workers from the Child Health Team. The programmes are reviewed on a regular basis with all involved in the care/support of the child. An additional post has been appointed to further support the delivery of this service.

5.3.8 Good Practice Example - Transitions within the Community and Building Family Support at Woodlea Cottage



This project achieved a gold award at the Perth & Kinross Securing the Future Awards in 2014/15

This year we are pleased to report on the success of the above multi-service transformation project, led jointly Housing and Community Care and the Children and Families Service. The aim was to reduce the number of children and young people needing a residential school placement and, wherever possible, keep children and families with complex needs in their own homes, local schools and communities.

The transformation project developed outreach support by staff at Woodlea Cottage. It was recognised that challenging or difficult behaviour often starts in childhood and without intervention, endures into adulthood. Services at Woodlea were reconfigured and expanded from residential short breaks to a wider range of support tailored to assist children, young people and families manage the varied challenges which they faced in daily life; for example, support to help develop healthy sleep patterns and assist families to take part in active social activities.

The project was highly ambitious and innovative and required considerable change. New ways of working and stronger integration to meet the needs of children, young people and families provided a strong foundation for sustainable change in the way in which services are offered. We have developed relationships and worked in partnership with over 80 children and families.

The project was evaluated independently by CELCIS⁸ who concluded:

*“Of particular note is the extent to which the Project has achieved **significant shifts in cultures**. In particular, there have been changes in the way some workers and others think about disabled children and the services provided for them; additionally there has been **a shift in the approach to integrated working** at grass roots level...*

*We conclude that the Project approach was **highly innovative** and the Project successfully represented preventative spend. The project has resulted in financial benefits and has had **significant positive impact** on children, young people and their families”.*

⁸ Note: CELCIS - [Centre of Excellent for Looked After Children in Scotland](#)

5.3.9 Good Practice Example - Accept & Respect Campaign 2014/15



The original concept for this work dates back to 2011, following some early partnership work with local Girls' Groups, Perth and Kinross CHP's Young People's Health Team and the Council.

During this time, there had been a significant increase in the numbers of referrals to local support services in relation to S2 and S3 girls with social and self-esteem issues, as well as risk-taking behaviours.

In June 2014, Perth and Kinross CHP's Young People's Health Team, in collaboration with representatives from Soroptimist International, aimed to pilot and launch this initiative which was targeted at young women within Perth and Kinross. The objective of this pilot was to provide health and wellbeing support to girls and young women; to empower them to reach their full potential; and enable them to communicate with their peers by driving the Accept and Respect initiative.

Following a successful local recruitment campaign and drop-in sessions, a number of girls/young women participated in a 12-week programme of activities.

Those who participated in the multi-agency programme were enrolled for the Youth Achievement Awards and are currently working towards obtaining their Bronze Awards.

In December 2014, the young participants went on to design and implement their own Accept & Respect Campaign, supported by an Accept & Respect Poster Campaign, which has been successfully rolled out locally and widely distributed via social media.

Since then, the project has been evaluated; learning outcomes identified; and subject to further funding, there are plans to roll the initiative/campaign out further on a more permanent basis across Perth and Kinross.

5.3.10 Good Practice Example – Bedtime Reading at Gowans Family Centre



Staff at Gowans Child and Family Centre took part in a test of change for the Perth and Kinross Early Years Collaborative using reliable improvement methods. They worked closely with vulnerable and at risk families to increase the uptake of bedtime reading to improve child development and wellbeing.

A bedtime reading library was set up for families and staff provided support and encouragement through one to one coaching and facilitating a support group. Over the course of a year, over 400% more families were reading together at bedtime. The project achieved a silver award at the Perth and Kinross Securing the Future Awards in 2014/15.

6 Statutory Functions

6.1 Adult Protection

(a) Governance Arrangements

The Adult Protection system is well established in Perth and Kinross. The APC (Adult Protection Committee) is accountable to the Executive Officer Group and the Community Safety and Environment Outcome Delivery Group within the local Community Planning structure in the Council.

(b) Financial Harm

Representatives from banks, including the Royal Bank of Scotland and Nationwide, attend our ADP working group and contribute to areas relating to Financial Harm. Referrals are made from the banks to the Council if any unusual activity/reason for concern has occurred.

Several events have been held involving all stakeholders, including representatives from the banks and financial institutions, Council legal services, service providers and the private and voluntary sector. These events will help raise the profile of financial harm, and support our efforts to develop a financial pledge.

(c) Vulnerable Person Reports (VPR)

Due to the increasing number of VPR reports, and the impact of sifting such reports on Community Care teams, we undertook a review of the process with our partners. As a result, a considerable amount of work was carried out with Police Scotland to establish a robust filtering process which ensured an appropriate response to each VPR. This led to the introduction of the "Tayside Hub" by Police Scotland and a significant drop in the numbers of VPRs being received, from 407 in the last quarter of 2014 to 194 in the second quarter of 2015. Police Scotland still account for 18% of all VPRs.

There have been 19 Large Scale Investigations (LSI) into Care Homes and Care at Home organisations in 2014/15. We have developed processes for reporting of incidents and challenging behaviour, and will be carrying out an audit of LSIs in August 2015. Questionnaires will be sent to all Care Home and Care at Home Managers.

6.1.1 Community Safety Services

Our Community Safety Services comprise a range of different activities, including: Prison-based Criminal Justice Social Work; Community-based Criminal Justice Social Work; the Safer Community Teams and the Unpaid Work Team; and Forensic Mental Health Social Work. Youth Justice no longer sits within the service, but has been included as part of a redesign of Youth Services within Education and Children's Services. However, strong links and working relationships have been maintained with colleagues to ensure there are positive transitions wherever possible between services for young people.

The work of the Community Safety section has focused on integrated working with other services, both within the Council and beyond, including: Police Scotland; the Scottish Prison Service; NHS Tayside; and a range of Third Sector Agencies. These relationships underpin much of the success achieved in recent years in reducing both the overall crime rate and our reconviction rates.

The core duties of providing statutory supervision to offenders, reports to the Parole Board, input to MAPPA (Multi Agency Public Protection Arrangements), and the provision of a Warden and Anti-Social Behaviour and Noise Investigation Service, have continued to be effectively delivered, but within increasingly strong partnership arrangements.

The Community Safety Partnership comprises a membership drawn from a range of Community Safety partners (statutory and voluntary). It is a well-established outcome delivery group which reports to the CPP, and it is through that vehicle which, with amendment and addition, we will invite to shoulder the additional responsibilities of the Community Justice Partnership from April 2017.

The current partnership approach adopted by the Community Safety Service to reduce reoffending is continuing to produce positive results across a diverse range of areas of work. The effects of this joint working are apparent in the most recent reconviction data which indicates that Perth & Kinross Criminal Justice Services continues to be highly effective. The table below shows the average number of reconvictions per offender within a one year follow-up period from the date of the index conviction. We are now the fifth best performing Local Authority area in Scotland (Local Government Benchmarking Framework) and our performance exceeds both that of comparator Authorities and the National reconviction rate.

1 Year Reconviction Frequency Rate⁹

	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
Scotland	0.61	0.60	0.60	0.57	0.60	0.56	0.55	0.54	0.51
Tayside	0.67	0.72	0.75	0.67	0.77	0.68	0.69	0.62	0.50
Perth & Kinross	0.66	0.64	0.62	0.55	0.62	0.50	0.51	0.46	0.37

⁹ 2013/14 and 2014/15 information is not yet available; this information is produced two years after the end of each reporting year (circa December) by Scottish Government.

6.1.2 TISS (Tayside Intensive Support Service)

Following research by the Scottish Government, the Tayside CJA and the Tayside Criminal Justice Social Work Partnership, identified as a key strategic objective the need to reduce the social and economic cost of persistent offending. It was subsequently agreed by the Tayside CJA Board that a trial 'persistent offender' scheme should commence in Perth and Kinross. This has subsequently been extended to Angus and Dundee.

The initial findings in Perth and Kinross have indicated that those who have engaged with the project have benefited from this intervention. This example of collaborative practice is now in the process of being mainstreamed into normal day to day business with the partners involved. Early output information from the Perth & Kinross TISS project would suggest a reduction in the level of reoffending by some of our most prolific offenders.

6.1.3 Good Practice Example - One Stop Women's Learning (OWLS)

The One-Stop Women's Learning (OWLS), established in 2013, has proven to be a successful partnership project responding to the complex need and improve the lives of women offenders.



The OWLS Service achieved a gold award at the Perth & Kinross Securing the Future Awards 2014/15

Overall, OWLS endeavours to demonstrate the following outcomes:

- Reduction in offending and re-offending
- Reduction and stabilisation in substance misuse
- Improvement in physical health
- Improvement in mental well being
- Improvement in access to appropriate accommodation
- Improvement in employability opportunities
- Income maximisation and improved financial wellbeing

OWLS has expanded from a one day a week service to three days per week across three sites utilising the offices at Tayside Council on Alcohol (TCA) and Mindspace Limited (previously PAMH) for group work.

The developments and growth of the service to date would suggest that we are making real progress towards the long term outcomes noted above with real benefits for the women themselves. The OWLS service is an example of empowering the recipients of a service to shape, influence and change what is delivered while also being valued for that contribution.

Female offenders were given the opportunity to provide feedback on their needs, concerns and priorities, which helped shape the development of OWLS. Feedback from the women and services involved suggest we are providing a holistic service which is mutually beneficial, person centred and most importantly, effective.

Early analysis of the OWLS project has indicated a significant reduction in reoffending by the women involved and an improvement in their emotional and physical wellbeing. It has also demonstrated a willingness on the part of some women to become future mentors.

6.1.4 Unpaid Work Team

The Unpaid Work Team incorporates both Case Management and Project delivery, with the former managing offenders through their Community Payback Orders and providing information to the court; and the latter identifying worthwhile projects and ensuring that offenders comply with their orders and provide payback to the community. Both Project Officers and Case Managers seek to identify people who might benefit from further support and have established good relationships with a number of organisations which support people into employment, including the development of a social enterprise in partnership with the Shaw Trust. The Shaw Trust and Westbank Enterprise won the Tayside Community Justice Authority (TCJA) award for the most innovative project.

This year has seen a significant review which has led to management restructuring and dualling of the Case Management and Project roles to meet increasing demand.

During the reporting year, Unpaid Work teams played a significant role in preparatory work for the Ryder Cup, as well as other activities, to improve the environment in various localities across Perth and Kinross.

The Unpaid Work Team is completely integrated into the Community Planning Partnership process and is regarded as a valuable resource in multi-agency operational activity, undertaking a range of tasks including graffiti removal, installation of water safety equipment at a high risk spot on the river Tay and snow clearance in winter.

6.1.5 Safer Communities Wardens

The Safer Communities Wardens are involved in a great deal of partnership working and are considered a significant partnership resource. This is evidenced in the Joint Home Safety Visits between the Scottish Fire and Rescue Staff and the Rural Warden Project in Highland Perthshire. The wardens are locality based, but are now also deployed on an intelligence led basis to other districts across the Council area. They also deliver a very popular Junior Warden Scheme in targeted schools.

The Anti-Social Behaviour Investigators' role is changing to involve them much more in joint working with Wardens, Police and Housing staff to intervene early and effectively stop situations escalating. They play a key role in leading collaborative approaches to find sustainable solutions to community issues. They lead on the

Graffiti Removal Strategy and contribute to the Housing Sex Offender Liaison Officer role.

6.1.6 Prison Work

Perth and Kinross Council provide a Social Work Service to both the local prison for Tayside (HMP Perth) and the national top end prison for long term prisoners (HMP Castle Huntly). Both have well established and understood Service Level Agreements (SLAs). The local PKC Housing and Homeless Service provide surgeries on a weekly basis to address housing and homeless issues for prisoners on their release. There is also a thriving recovery community in the local prison. The Scottish Recovery Consortium supports work within the prison and which is led through SMART Recovery meetings on a weekly basis. Reflecting the close working relationship between this Council area and both Prisons, it has recently been agreed that Prisoner Healthcare Services will be hosted by the Perth & Kinross Integrated Joint Board when this comes formally into being in April 2016.

Sector leading work with the prison is also apparent in children's work with prison staff actively involved in Early Years Collaborative and in the social partnership project with Barnardo's "[*Thrive*](#)".

6.2 Child Protection

We continue to deliver our services to protect children within the *Getting it Right for Every Child* policy framework.

The Children, Young People and Families' Partnership (CYP&FP) continues to provide robust leadership, direction, governance, scrutiny, challenge and support to the Child Protection Committee (CPC). Over the last year, an increasing range of single and joint self-evaluation activities have taken place.

We have taken forward a key theme to **build our child protection community** and to develop our **community approach to self-evaluation**. Together, we are supporting a partnership approach to creating a **hostile environment and zero-tolerance** to abuse and exploitation.

6.2.1 CPC Management Information and Performance Framework

Last year we set an objective to develop a more robust and meaningful multi-agency CPC Management Information and Performance Outcome Framework. Working in partnership with colleagues in Education; Health; Housing and Community Care; Police; Scottish Children's Reporter Administration; Social Work (Children and Families' Services) and Third Sector, we have developed and implemented a new CPC Management Information and Performance Outcome Framework.

The framework, which reflects both *Getting it Right for Every Child* and child protection processes includes key performance indicators across key partners and includes output indicators (quantitative indicators showing frequency and volume) and proxy outcome indicators (qualitative indicators showing improved outcomes).

This new framework will go live on 1 August 2015 and will provide the CPC with quarterly headline/highlight reports and a more robust and comprehensive annual performance report.

6.2.2 Joint Self-Evaluation

Multi Agency Review of Practice 2015

This year, the focus was on child sexual abuse with the purpose of providing assurance in relation to the immediate response to children and young people at risk of sexual abuse and exploitation. We adopted an improved approach using *case file reading; team around the child meetings* and *discussion with children, young people and their parents/ carers*; to triangulate the findings and give prominence to the views of children, young people, parents and carers.

Child Protection Case Conference Minutes 2015 Review

This year, we examined a total of 18 (an increase of 10 from 2013 / 2014) sets of Child Protection Case Conference (CPCC) Minutes (Pre-Birth CPCCs; Initial CPCCs; and Review CPCCs) and Joint CPCC/Looked After Reviews. We evaluated the process and practice against a number of key quality indicators and we placed an emphasis on information sharing and decision making as well as the impact of CPR (Child Protection Registration).

The findings from this review are consistent with previous findings. The parents and carers have confirmed that in all cases they felt prepared and able to participate at CPCCs. The majority felt they had been listened to, understood and respected, and most felt they had been involved in and understood their child's plan. We recognise that we need to be providing them with explanatory information before CPCCs and respect their perception.

Key strengths identified through joint self-evaluation include:

- staff across all services were very alert to, and recognised when, a child or young person was at risk of harm, abuse or neglect and responded timeously and effectively
- staff ensured children and young people were seen and their views and voices heard
- parents and carers (extended family) were being listened to, understood and respected; their views were being sought; they were involved in key decision making processes; and were being supported and challenged
- staff across services worked very effectively together in partnership with children and families and ensured that children and young people were kept safe
- interventions by staff resulted in positive outcomes and demonstrate improvements in wellbeing
- staff worked hard to build and maintain trusted relationships with children and families
- information sharing across all services and agencies continues to be very effective
- staff worked well together and with children and families to develop child's plans

- staff were supported by good line management case supervision which is recorded

Areas for improvement identified through self-evaluation include:

- opportunity to ensure there is a consistent response to wellbeing concerns and to ensure children and young people get the right help at the right time
- at times of key transition earlier sharing of information could enhance joint working
- recording practices and file maintenance could be more consistent
- need to improve the consistency and maintenance of chronologies across all services and agencies, particularly those held by Named Person
- child's plans need to be much SMARTer (specific, measurable, achievable, realistic and time-bound)

Improvement work is already underway and incorporated into the CPC Improvement Plans from 2015/16.

6.2.3 Child Sexual Exploitation (CSE)

Following the publication of Scotland's national action plan for Child Sexual Exploitation in November 2014, the CPC established the Perth and Kinross Child Sexual Exploitation Working Group.

The Working Group has worked on a number of themes including:

- surveying children and young people on their understanding of CSE
- engaged with the minority ethnic access development project (MEAD)
- purchased the Roshni Abuse, Culture and Child Protection OnLine Training Modules which will be launched soon
- developing a CSE screening toolkit and training programmes
- agreed to participate as one of 4 pilot areas for the national Stop To Listen project led by Children 1st

6.2.4 Review of the Multi-Agency Screening Group (MASG)

In January 2015, we completed a planned multi-agency review and evaluation of the MASG. This review was based on examining guidance, conducting interviews and surveys, and analysing statistics.

It is anticipated that this will result in further improvement in our early intervention; information sharing; screening and joint assessment processes. These improvements will also contribute positively to the implementation of the GIRFEC provisions contained within the Children and Young People (Scotland) Act 2014. An Improvement Plan has been agreed by the CPC and will be completed in 2016.

6.2.5 The Key Improvement Actions for the CPC from 2015 - 2016

- develop the management information and performance outcome framework with a particular focus on key outcome measures
- develop a zero tolerance and preventative approach to child sexual exploitation and other harmful practices
- develop our communications strategy for protecting people and keeping children safe
- develop our advocacy arrangements and methods of engagement with children, young people and families
- develop our screening and management through the multi-agency steering group and fully implement the MASG improvement plan
- develop the consistency of single and integrated chronologies; and integrated assessments for children and young people at risk
- develop a child's plan and continue to align and embed GIRFEC; and the provisions of the Children and Young People (Scotland) Act 2014
- continue to implement all the actions/tasks in the CPC Improvement Plan

7 Improvement Approaches

Social Work Services operate within a well-developed Council performance improvement framework which continues to extend an outcome based approach and focuses on greater research and data to drive performance improvement and innovation. Within Social Work Services, there are a number of examples of this approach.

7.1 Integrated Resource Framework

The Integrated Resource Framework (IRF) is a methodology for supporting change. One of the key components is the data mapping process which allows partners to pull together all the activity and resources consumed across partner organisations. This enables a total picture of resource consumption which, in turn, enables us to gauge progress towards joint objectives and outcomes and to inform future planning. It allows for health and social care activity and costs to be shown at:-

- Strategic level
- Locality level
- Care group category level and by speciality

The information has been used, in particular, to examine where joint resources are being targeted, examining variation and possible inequalities. An example of where this information has allowed us to gain a greater understanding is around the impact which unplanned admissions to hospitals have on our health and social care systems. The process for collecting and analysing this information continues to be refined and developed.

7.2 Strategic Commissioning

Strategic Commissioning is fundamental to the work of Social Work Services to ensure that services are designed to meet the care needs of the Perth and Kinross population and to deliver the outcomes which are critical for individuals and communities.

The Public Bodies (Joint Working) (Scotland) Act places a requirement on the Health & Social Care Partnership to prepare a strategic plan (Joint Commissioning Strategy) which sets out how the partnership will meet both locally and nationally agreed outcomes. We are working with partners, including clinicians and care professionals, on the development and the subsequent implementation of the plan.

In Housing & Community Care and Education & Children's Services, Service Level Agreements and Contracts are monitored to make sure providers deliver an acceptable quality of service which provides value for money and that services are directly aligned to objectives and outcomes.

In Children & Families' Services, strategic commissioning work is taking place to link to the Integrated Children's Services Plan¹⁰, most of this is with third sector partners and Perth and Kinross is part of a national pilot on third sector GIRFEC with commissioning being the focus of this pilot.

7.3 Evidence2Success (E2S)

Last year's report highlighted the importance of an evidenced based approach in social services.

Delivery of the 5 phases of Evidence2Success, which was initiated in August 2012, is well progressed. In March 2014, an Improvement Plan outlining the implementation of evidence-based programmes and other activity to improve outcomes in relation to the five agreed priorities was approved. This Improvement Plan included introduction of three evidence-based programmes (EBP) agreed for implementation at scale:

- Family Nurse Partnership: to improve pregnancy and birth, and school readiness;
- Incredible Years Pre-school Parenting Programme: to improve school readiness and school engagement; and
- Strengthening Families Programme: to reduce early substance misuse and improve emotional well-being.

The impact of the programme is evident in the evaluations of the behaviour of the children who have a parent completing the group, with most children having reduced behavioural concerns and increased social skills.

A number of additional activities were also planned or delivered to augment outcomes from these programmes and deliver further improvement in the prioritised outcomes. This included expansion of Baby Massage programmes for targeted families; implementation of the Solihull Approach within some areas of the early years workforce to increase parenting capacity to manage challenges; development of an attachment bundle that supports families to establish strong attachments in the early years; Action Research Projects in four Primary Schools to improve school engagement; and training and support to enable staff to use the Early Years Collaborative Model for Improvement methodology to increase the impact of improvement activity.

It is recognised that further activity needs to be pursued in relation to identifying and implementing evidence-based responses to improving school engagement and emotional well-being. To respond to this, we are developing greater understanding of some of the specific issues and risk factors that need to be addressed. Proposals for activity in these areas will be developed in 2015/16.

¹⁰ [Integrated Children's Services Plan](#)

7.4 Continuous Improvement

There are a number of activities we undertake which inform improvements which extend to:

- Self-Evaluation
- a Performance Management Framework – providing performance information across a range of indicators
- information from Care Service Inspections
- information received through the complaints procedures

In addition, within Community Care, the need for a temporary member of staff was identified to consolidate all improvement activity; a Quality Assurance Manager was subsequently appointed at the beginning of March 2015. The main focus for the post holder is as follows:

- to develop an overarching quality assurance and performance management framework to ensure consistent outcomes focussed planning across Perth and Kinross
- to work with Learning Development and Community Engagement staff to support staff through the change processes necessary for asset based community development work
- to support the implementation of the Joint Health and Social Care Performance Framework
- to develop and implement a calendar of audit and self-evaluation activity
- to introduce a Quality Assurance and Self Evaluation Group which will support staff to become self-sufficient in terms of the improvement agenda

7.5 Community Care – Care Service Inspections

In total, 17 services across Perth and Kinross Council are subject to inspection of care services. The following services received an inspection during April 2014 and March 2015:

- Dalweem Care Home and Dalweem Day Support Service (*September 2014*)
- Adults with Learning Disabilities (St Catherine's) (*October 2014*)
- Homecare (*October 2014*)
- Parkdale Care Home (*January 2015*)
- Beechgrove House (*February 2015*)
- Strathmore Day Opportunities (*February 2015*)

During these inspections, a total of 26 quality themes were assessed in relation to Care and Support, Environment, Staffing and Management and Leadership. The table below provides details on grading awarded.

Quality Themes	6 Excellent	5 Very Good	4 Good	3 Adequate	2 Weak	1 Unsatisfactory	Total No. of Inspections carried out
Care & Support	0	4	2	1	0	0	7
Environment	0	4	1	0	0	0	5
Staffing	0	4	3	0	0	0	7
Management & Leadership	0	4	3	0	0	0	7
Total	0	16	9	1	0	0	26
%	0%	62%	35%	3%	0%	0%	100%

Of the services inspected, 97% (25) received Very Good/Good, according to the Care Inspectorate grading scale. The grades awarded represent improving levels of performance. Only 1 theme in one inspection was awarded an Adequate which represents performance; that is acceptable to the Care Inspectorate but which could be improved upon. No services were awarded grades of 'Weak' or 'Unsatisfactory', indicating the inspectorate had no significant concerns about any of the services, performance.

7.6 Feedback on our services

We regularly carry out satisfaction surveys with our clients and carers across all the services. Feedback is positive with services seen as a valued resource. The Care Inspectorate carried out inspections on 5 of our services during 2014/15. Key findings during inspection included:

- **Strathmore Day Opportunities** - the inspectorate found that Strathmore Day Opportunities provides a friendly, encouraging and supportive environment for people who use the service. It offers a flexible service which aims to support people's independence, choices and abilities. Service users told inspectors during the visit that they were happy with the care and support they received at the service. Staff were motivated and committed to providing a quality service and positive experiences for service users.
- **Beechgrove House** - the inspectorate found that Beechgrove House was providing very good care and support. It was highlighted that there had been a number of changes during 2014 and it is expected there will be more to come with refurbishment during 2015. However, the inspectorate acknowledged that clients living in the home will benefit from these changes.
- **Dalweem Care Home and Support Services** - the inspectorate found that the staff team had continued to improve the way that Dalweem operated and thus the care for residents. There was a positive atmosphere in the home and complimentary feedback from residents about the staff and the home in general.

- **Parkdale Care Home** - Parkdale had a full refurbishment of the resident's rooms and communal areas. During inspection the refurbishment was highlighted as an improvement in the environment for people living there. Overall, the inspectorate found the care home was working well; had good links with the local community; and provided homely and professional care. Clients and relatives were all happy with the care and said the staff were very good.
- **Care at Home Services** - the service carries out regular satisfaction surveys for both Care at Home and Reablement which show positive feedback for both of these services; and that the service is valued. Service users with whom the inspectorate spoke during the inspection told them that they were generally happy with the service they received and that they appreciated the support staff provided to them. Staff who supported them were caring and efficient, and they tried hard to make sure that service users were happy with the support they received.

7.7 Children & Families' Services– Care Service Inspections

4 services across Children & Families' Services were inspected during 2014/15:

- Fostering Services (July 2014) - Announced
- Adoption Services (July 2014) - Announced
- The Cottages, Almondbank House (September 2014) - Unannounced
- Woodlea Cottage – Care Home (January 2015) - Unannounced

The table below provides an overall summary on performance for all services

Quality Themes	6 Excellent	5 Very Good	4 Good	3 Adequate	2 Weak	1 Unsatisfactory	Total No. of Inspections carried out
Care & Support	0	2	2	0	0	0	4
Environment	0	2	0	0	0	0	2
Staffing	0	4	0	0	0	0	4
Management & Leadership	0	3	1	0	0	0	4
Total	0	112	3	0	0	0	14
%	0%	79%	21%	0%	0%	0%	100%

Of the 4 services inspected, a total of 14 key quality themes were assessed for the quality of Care and Support, Environment, Staffing, and Management and Leadership. 2 services were unannounced and 2 services were announced inspections.

Very Good or Good grading according to the Care Inspectorate grading scale reflects continued high levels of performance. There is continued commitment, however, to move all grades from Very Good and Excellent.

7.8 Feedback on our services

Fostering Services –the inspectorate carried out an inspection of the Council’s Fostering Services in July 2014. The inspection was announced and low intensity. This level of inspection is carried out when the Care Inspectorate is satisfied that services are working hard to provide consistently high standards of care.

The Care Inspectorate identified the following important key strengths:

- the service provides very good support to foster carers with regular supervision and good opportunities for training; and
- Foster Carers are involved in the development of the service and feel their views are heard and their ideas are used to improve the service.

Adoption Services - the inspectorate carried out an inspection of the Adoption Service in July 2014. The inspection was announced and low intensity. This level of inspection is carried out when the Care Inspectorate is satisfied that services are working hard to provide consistently high standards of care.

The key improvement areas included:

- the service should produce an annual report to inform service users and stakeholder about the work of the agency and the priorities for further developing the agency; and
- the service should continue to ensure that panel membership is diverse, representing a mix of skills, a gender balance, independent members and people with direct experience of adoption.

Woodlea Cottage – the inspectorate carried out an inspection of Woodlea Cottage in January 2015. (Woodlea Cottage is a care home service providing respite and short breaks for up to seven children aged from seven to 18 with severe, complex and enduring needs arising from learning and physical disabilities.) The inspection was unannounced and low intensity. This level of inspection is carried out when the Care Inspectorate is satisfied that services are working hard to provide consistently high standards of care (all inspection themes achieved a level 5 – very good).

The key improvement areas included:

- the service should continue to encourage parents, carers and children to express their views;
- the quality of the review records needed to be improved;
- staff should ensure that parents complete the section of the medication consent; and
- the service should continue to maintain the environment at this very high standard.

7.9 Complaints 2014/15

	Number of complaints	No and % acknowledged on target	No and % of complainant satisfied with response	Number progressing to Complaints Review Committee
Community Care	19	18 (95%)	14 (74%)	5
Children & Families' Services	15	15 (100%)	14 (93%) ¹¹	0
Total	34	33 (97%)	28 (82%)	5

(a) Community Care

Between 1 April 2014 and 31 March 2015, there were 19 Stage 2 complaints dealt with and a further 69 dealt with at Stage 1. Stage 1 complaints are resolved complaints close to the point of service delivery, known as Front Line Resolution (FLR). Where the complainant is dissatisfied with the FLR response, then the complainant can request that their complaint is escalated to the next stage, Stage 2 Investigation.

Care at Home and Assessment and Care Management teams continue to attract the largest number of complaints with service provision and employees accounting for the majority. Poor Customer Care and Communication are key elements of many complaints. Another area for improvement concerns delays in invoicing which has caused a spike in complaints activity within the Finance and Support Service.

As a result of the information gathered during the complaints process we have:

- carried out Customer Service training where a need for training was identified;
- identified a requirement for training on Codes Of Conduct and also communication (including written information) with service users; and
- reminded staff of their responsibilities with regard to the customer care standards in returning calls, and answering correspondence.

(b) Children & Families' Services

Within Children & Families' Services, the complaints (15 in 2014/15) were in relation to the following areas:

- Customer Service Standards
- Disputed decisions
- Inadequate service
- Staff Attitude/performance

¹¹ None of the complaints progressed to the next stage; and one was withdrawn

8 User and Carer Empowerment

Throughout this report, there is ample evidence of service users being involved in influencing the services they receive but for Social Services and indeed all Public Services to be engaging and empowering users then we need to move from engagement in care plans to true empowerment in Service Redesign. This section will try to explore the progress that has been made over the last year in Perth and Kinross, and the work that still requires to be undertaken to achieve true empowerment.

Our Community Care Services actively involve service users and carers in the assessment of their needs and in the development of care or support plans. We also encourage their involvement in the development and implementation of our thematic strategies including: The Learning Disability Charter; Joint Mental Health Strategy; Equalities Strategy; and Carers Strategy.

We recently concluded consultation with carers, service users and other stakeholders on the Health and Social Care Integration (H&SCI) Scheme.

As part of the development of the H&SCI Strategic Plan, we have launched the '*Join the Conversation*' community engagement campaign to ensure the hopes and aspirations of people from all our localities are reflected, including those of our service users and carers.

During 2014-15, we have consolidated outcome based approaches within our assessment practice and in our directly delivered services.

In Community Care, all service users requiring assessment and review are subject to outcome focussed interventions whereby they are supported to determine their own outcomes and potential resources to meet their needs. The Learning and Development Team has provided outcomes focussed training to all Perth City Social Work and Social Care staff. This training was jointly delivered with Cornerstone who have been specialising in asset based community development within the delivery of Self-Directed Support assessments. Future activity will ensure that learning and practice developments continue to be rolled out across all our Community Care teams.

8.1 Carers

Throughout 2014-15, a series of ten consultation events were held with carers and services users. Information from these events has been used to inform the Joint Strategy for Adult Carers 2015-2018, but has also provided valuable information regarding the needs of carers. This will inform our improvement agenda for carers.

8.2 Community Care Service User Survey

In March 2015, the annual Community Care Service User Satisfaction Survey was reviewed to ensure that the questions were in line with the National Health and Wellbeing Outcomes in preparation for Health and Social Care integration. The results from the survey will support operational teams with the development of outcome-focussed team plans at locality and community level.

8.3 Surveys of Adults

Since 1 August 2014, 404 survey questionnaires were completed by adults on 4 separate occasions (compared with 238 participants last year). In particular, this included 201 staff members within Pullar House; 24 staff members within St Martin's House; 133 staff from members of Perth and Kinross' biggest employers and 46 from one other community engagement event.

Overall the findings show a continued awareness of how to keep others safe from harm and abuse and who to contact if worried or concerned about another person's safety. The question relating to the minimum pricing of alcohol and the potential impact on purchasing once again showed that respondents did not think this would significantly alter their purchasing habits.

Given the year-on-year consistency and positive responses to these questions, the CPC has decided to discontinue these surveys in their present form and focus more on developing a greater understanding about public confidence in our protecting people services and the experience of people who have made contact with them.

8.4 Rapid Response and Immediate Discharge Service

Feedback for Rapid Response and Immediate Discharge Service is collected formally through the user survey which is sent out to all clients/patients who have used the service. Informal feedback from clients is also recorded. Feedback from people who have used the service is generally very positive: people express their gratitude for the standard of care they receive; for having been listened to; and for having received a service which reflected their needs at the time. Some quotes from the surveys:

- *“The District Nurses were able to get me Rapid Response Carers 4 times a day.”*
- *“If I had been transferred to hospital, I would not have recovered even in a small way, but by remaining at home, all this wonderful care encouraged me in many ways.”*
- *“It is amazing to see such great communication between all the carers and professionals- they work well together as a team.” “They are excellent in the service they provide; they have significant knowledge in relation to adult care and services/resources available.”*

8.5 Quality Principle Academy

A radical programme to develop user engagement and to take forward the Scottish Government's Drug and Alcohol Quality Principles is being taken forward by the local Alcohol Drug Partnership. PKC Community Engagement Group has developed a training programme for people who are in recovery from drug and alcohol misuse. The first training course has taken place and participants have been involved in reviewing local drug and alcohol services.

8.6 Children's Rights and Advocacy

Throughout 2014-2015, we have continued to review and evaluate these arrangements. We have reviewed the roles of the Children and Youth Rights Officer (CYRO) and the Who Cares? Scotland Advocacy Worker and by a realignment of their core responsibilities, we have prioritised our advocacy arrangements; particularly for those children and young people most in need of advocacy (external residential placements).

We have also carried out an independent review and evaluation of our independent support for children and young people at Child Protection Case Conferences (Initial and Review) and Looked-After Reviews. We have identified areas for improvement in terms of the administrative arrangements to ensure that the offer of independent support is routine and timely and the need to improve the advocate attendance rates at both CPCCs and at LAC Reviews is recognised.

8.7 Corporate Parenting

At a meeting of the Perth and Kinross Children and Young People's Strategic Group (C&YPSG) on 5 December 2014, agreement was reached to:

- set up a new group to assume responsibility for ensuring that the duties of corporate parents are discharged appropriately across community planning partners, and to lead, monitor and report on progress in relation to the Corporate Parenting theme within the Integrated Children's Services Plan 2013-2018;
- establish this new group as a subgroup of the CYPSPG to ensure governance for and reporting of progress rests with the partnership and within community planning arrangements; and
- ensure appropriate representation of Elected Members and organisations defined as having corporate parenting responsibilities within Part 9 of the Children and Young People (Scotland) Act 2014 (the Act).

The role of the Perth and Kinross Corporate Parenting Group is to take collective responsibility for ensuring that the duties of corporate parents are discharged appropriately; and to lead, monitor and report on progress in relation to the Corporate Parenting theme within the Perth and Kinross Integrated Children's Services' Plan 2013-2018. The remit of the group will include the provision of leadership and direction for corporate parents, and for the development, implementation and monitoring of a Perth and Kinross Corporate Parenting Plan.

In 2014-15, a group of care-experienced young people has been established in conjunction with Who Cares? Scotland Advocacy Worker and the Council's Children's Rights Officer; and they will be assisted to work together with the Corporate Parenting Sub Group to develop a shared understanding of the needs of looked after children and young people; assess their needs and to ensure better outcomes. A group of 6-8 care-experienced young people are meeting regularly and being supported to develop leadership skills and to promote key issues affecting children and young people in care. A part-time Participation Assistant has now been employed by Who Cares? Scotland to work with young people to develop innovative ways of participation and involvement. These young people have produced a DVD of their experiences of coming into care and met with a number of senior managers

and social work Team Leaders to talk about their experiences and how we can do better.

8.8 Survey of Children

8.8.1 Keeping Safe – How good is our school at helping our children to stay safe?

This year, in June 2014, we surveyed 1,079 children and young people (All were under the age of 12 years and 97% were from primary school); albeit we changed some of the questions to reflect GIRFEC and Keeping Safe at home; at school and in the community. We also asked some additional questions.

Overall, the results are extremely positive. Whilst acknowledging year-on-year we are effectively surveying different cohorts; they demonstrate that children and young people have a very good and growing awareness of how to keep themselves safe and a continued confidence in our services, particularly in school. However, they also indicate a continued need to ensure that children and young people know they can contact ChildLine 24/7 free of charge.

8.8.2 Annual Safety Awareness Survey – School Pupil Transition Days 2014

A total of 357 children and young people took time to complete our survey; this being the highest number we have recorded to date.

Overall, the findings this year remain consistent with the findings from previous surveys and are extremely positive; albeit with some exceptions relating to their expectations. These findings correlate to similar findings from other survey work and will continue to inform the work of the CPC in keeping children and young people safe.

9 Workforce Planning and Development

Strengthening and developing the professionalism of Social Services is fundamental to the delivery of a more socially just Scotland as the Sector makes a significant contribution to the delivery of many national outcomes through the provision of high quality Social Work Services.

Workforce development over the last year for Social Services has been made up of:

- contributing to and benefitting from the Council wide organisational development strategy “Learn, Innovate and Grow”;
- continued involvement in multi-agency training to underpin developing relationships in Health & Social Care, Children & Families Services and Criminal Justice Services;
- Social Services specific training and development for new and experienced staff recognising the unique role that Social Services perform; and
- Collaborative Leadership between Social Work Services and Community Planning partnerships recognising high standards of leadership and professionalism are essential to the strengthening of professional credibility of public services in the eyes of the public.

9.1. Leadership

A joint development group was established in 2014 comprising: managers from Community Care, Housing, the Community Health Partnership, Education & Children’s Services and PKAVs in order to take the Health and Social Care agenda forward within a context of wider integration and community resilience. It is under the leadership of this group that Community Engagement, the Enhanced Care Approach and the complex challenge of providing joint staff training and development at locality level are all now being taken forward.

The Council continues to enhance leadership and management through a number of workshop sessions during the year. A partnership approach involving IRISS and SSSC will further support this programme for Social Services Leadership. This is essential because of the need to address succession planning in Social Services Leadership in Perth and Kinross Council. In the last two years, we have lost considerable experience locally and that will continue over the next two years. To respond to this, the Chief Social Work Officer has been involved in the Programme Board for the development of the Chief Social Work Officer Award (in Dundee and Glasgow Caledonian University) which will commence in October 2015 and locally appropriate staff will be supported to apply.

9.2 Learning and Development

A central element of the learning culture approach has been the continuing commitment to practice learning at all levels and in conjunction with academic partners. This includes HNC candidates, existing staff undertaking SVQ awards, social work students on qualifying programmes and post-qualifying awards (mental health officer, practice learning qualification, certificates in child and adult protection).

In 2014-15, over 1000 days of practice learning were provided to social work students. These were made up by 14 short-term, early stage placements which also provided opportunities for our staff to move into student support work, and 18 full-time, formally assessed placements.

Practice learning has contributed to staff recruitment with a significant number of newly appointed staff having undertaken placement with the Council during their course. In addition, staff participation in selection, teaching, and assessment has contributed to the positive links with our academic partners.

While this has been positive, there are challenges in adequately supporting newly qualified staff, especially social workers during their newly qualified period, with the PRTL requirements in their first year of practice. Much of this relates to capacity issues but there are plans to improve the situation.

Across Social Work Services, there have been some recruitment difficulties experienced. These have arisen due to a number of internal secondments, or short term funding for example. Also, the response to adverts for permanent social worker posts within Children & Families' Services can be slow and as a consequence, we are likely to see an increase in the number of supply/agency staff being deployed over the next year. Options to encourage new staff to relocate to Perth and Kinross are being explored with Human Resources.

Both in terms of supporting staff development and recruitment concerns, there is now a support programme in place which will support one staff member from each of Community Care and Children & Families' Services to undertake their final placement whilst on full salary to enable them to pursue their social work qualification. There is a high level of interest among staff and there will be an annual selection process, managed jointly across our services.

9.3 Modern Apprentices in Health and Social Care

The Perth and Kinross Council Modern Apprenticeship Programme offers young people aged between 16-19 years the opportunity to develop both their vocational and personal skills in a working environment.

Within our multi-disciplinary social work team, we recognised a new opportunity for a Modern Apprentice (MA) in health and social care. A Modern Apprentice was placed in the Access/Reablement Team and opportunities have now been expanded to The Learning Disability team and the Drug and Alcohol team. Other teams have since started with MAs in various health and social care settings and we are confident that further opportunities will be identified.

9.4 Mental Health and Wellbeing Training

There has been considerable progress in making mental health and wellbeing training accessible to colleagues across the Community Planning Partnership as well as to members of the public. The Mental Health and Wellbeing Training Directory has been developed and revised; providing a comprehensive overview of the different training opportunities available.

Another area of a success has been the roll out of Scottish Mental Health First Aid Training. In 2014, 8 SMHFA Adult courses were run in P&K for 98 participants. In response to demand for an equivalent for young people, a SMHFA Young People programme has been in place since April 2014 and by April 2015, there will have been 120 participants trained, including First Responders, school staff, and people who volunteer or work with children/young people.

9.5 Child Protection and Adult Protection

We are continuing to provide highly evaluated, inter-agency, learning and development opportunities to the *general contact workforce; specific contact workforce and the intensive contact workforce in child protection*. We do this in partnership with the Pan Tayside Child Protection Learning and Development Group and the new Perth and Kinross Education and Children's Services ([ECS](#)) [Learning Hub](#) which now provides a one-stop shop for all ECS learning and development opportunities across Perth and Kinross.

9.6 Competencies

Over the next 3-5 years, our staff will be required to develop broader competencies reflecting the reality of a smaller, directly-employed workforce and the increasing importance of co-produced solutions with communities. Staff will require more generic skills, enabling them to operate beyond their current areas of specialism, while Team Leaders and Managers will be involved in developing new supports in partnership with local communities.

9.7 Employee Engagement Survey

The employee survey conducted in 2014 demonstrates that across social work services, staff are committed to delivering the best possible service to children, young people, families and adults. Staff continue to work effectively as a team and work together to deliver the best possible customer service.

However, it is recognised that increasing demand has impacted on staff which has been highlighted in their growing caseloads. The council is committed to modernising ways in which we deal with delivering services and through effective transformational programmes will assist staff in working in a more efficient and effective way.

9.8 Staff Development



Building on the success of last year's Connecting, Inspiring, Creating Conference, a similar event was organised to support the

launch of the updated Community Plan / Single Outcome Agreement 2013 – 2023.

The purpose was to acknowledge the existing strengths of the Partnership and create opportunities for new connections to be made. Conference speakers aimed to inform and inspire those attending – delegates learned about the evolving journey of public service reform, the importance of developing community health and resilience, and an innovative approach to caring for people living with dementia, in the form of a self-contained village.

These events have an increasingly important role in sharing knowledge and information about the dynamic landscape of public service reform. They also serve to inspire and connect people, and in doing so, reinforce a shared cultural vision which seeks to encourage creativity, innovation and a joined up approach.



The Illuminate 2015 Conference created an opportunity to build on the successes which are the hallmark of our work within Perth & Kinross Council. Life in public services continues to be challenging, and this event aimed to reinforce a positive focus on what's possible, by tapping into the considerable talent, creativity and commitment of our people.



In preparation for the next stage of our transformation journey, around 300 delegates were invited to step out of the

everyday experience, and have time and space to think about what innovation - new ways of thinking and working - really means to us, and the areas of work we influence.

Feedback from the event was most encouraging and included the importance of continuing partnership and collaborative working. Delegates were inspired to build on the connections between Services and initiatives, open minds to possibilities and evoke challenge to our current perceptions.

10 Planning for Change

The Council has a strong track record on facing up to the future and is recognised as a high performing organisation, with strong financial management, good governance, and a committed workforce. This is evidenced by our transformation journey which was embodied in our 2010 transformation strategy 'Securing the Future for our Communities Beyond 2015'. We now need to refocus on the next stage of this strategy taking into account the latest pronouncements in relation to future funding of public services. This is evident also in social services where we have applied this approach to national policies.

10.1 Health & Social Care

Public Service Reform is underpinned by a new legislative programme which has partnership working at its core. The Public Bodies (Joint Working) (Scotland) Act places a duty upon Councils and Health Boards to share resources, budgets and decision making processes in relation to Health & Social Care Services.

The theme throughout this and other legislation (Community Empowerment and Community Justice redesign) is that of strong, effective partnership approaches clearly focussed upon providing better outcomes through the collective efforts of Community Planning Partners.

The process of integrating health and social care services in Perth and Kinross is now well under way. After extensive consultation with all stakeholders, both Perth & Kinross Council and NHS Tayside's Board agreed a draft Integration Scheme. This draft Scheme has now been submitted to Scottish Ministers for approval.

The new Integrated Joint Board will be formally constituted in November 2015 and will work towards the achievement of the following key deliverables:

- approval of the Strategic Commissioning Plan;
- further enhance community capacity, prevention and early intervention approaches in conjunction with community planning partners;
- progress of the work of the Partnership within the parameters set out in Board and Council Corporate Plans and the Community Plan/Single Outcome Agreement;
- develop an integrated performance management framework which provides transparency and assurance; and
- ensure that professional colleagues, service providers, service users, third and independent sectors, carers, patients and communities are involved in the planning, designing and delivery of new models of care for integrated services.

10.1.2 Integration in Practice

We have improved the care we provide to older people with a focus on reducing the time they have to spend in hospital. A Rapid Response Team comprising Social Care staff and a Nurse Co-ordinator enables us to provide homecare and nursing advice on the same day it is requested, as an alternative to hospital care.

Health and Social Care staff will work with clusters of GP practices to identify older patients at greatest risk of being admitted to hospital, so that we can co-ordinate their care, anticipate their needs and try to maintain their treatment in a community setting.

We are also working with the voluntary sector in each locality, supporting engagement and capacity building in conjunction with Health and Council Partners. There are other initiatives in place to prevent delayed discharge, once patients have been admitted to hospital. £1.5million of Change Fund funding has been invested over three years in additional Social Workers, Social Care Officers, Nurses and other professionals to speed up the assessment and discharge of older people.

10.1.3 Integrated Care Fund

The Scottish Government made £100million available for health and social care partnerships to test new ways of reducing demand for services, supporting adults with multi-morbidity and making sure care reaches those who need it most. The Perth & Kinross Partnerships share of this fund is £2.63million. This was initially for one year but has been subsequently extended to three years. The approved projects related to at least one of the following key themes:-

- Deprived Communities
- Individuals with Multiple Needs
- Community Capacity and Participatory Budgeting
- Employability
- Unpaid Carers

As with various other initiatives, however, funding for this initiative is currently time-limited until 2018 in this instance.

10.2 Community Justice

The Scottish Government has signalled its intention through the recently published Community Justice Bill, to radically change the overnight arrangements for both strategy and service delivery in Scotland. Community Justice Authorities are to be abolished and responsibility for local planning and monitoring of community justice services placed with a defined set of local community justice partners in each local authority area. Work is ongoing to ensure a smooth transition to the new Community Justice Partnerships in April 2017, building on the strong foundations of the local Community Safety Partnership.

10.3 Self Directed Support

We will further developed personalised services for people through the Self Directed support approach, ensuring people are given more choice and control over their health and social care support. Our latest figures indicate that there has been a steady shift in the number of clients choosing to access their support in a way that is individualised to their needs. An audit conducted during the year, focussing on personalisation and Self Directed Support, indicated positive progress but a continuing need for further work to enhance 'Outcome focussed work' and positive risk taking.

We identified key challenges which support Personalisation and Self Directed Support as follows:

- a confident, competent workforce to support delivery of a personalised approach through the application of SDS;
- a fair and consistent approach to the allocation of individual and carers' budgets across all care groups in Perth and Kinross; and
- improving choice and control to improve outcomes for service users.

We will achieve these outcomes through the promotion of SDS; staff training and development; supporting the development of small business opportunities; and targeting areas such as Highland Perthshire where choice is extremely restricted.

There has been significant work to ensure that public information regarding Self Directed Support is easily accessible on the Perth and Kinross Council website. This is designed to signpost service users, carers and community groups to the most appropriate resources either within the council or the local community. Further work will include a detailed analysis of website hits and follow up searches to determine the effectiveness of online information in supporting choices.

As part of the continued embedding of SDS across Children & Families' Services, we evaluated the work undertaken by the Child Health Team and consulted parents and carers of children and young people involved with the Child Health Team. It can clearly be seen that all of the parents interviewed appreciated the individual support the social workers of the Child Health Team offered and the relationships they developed with the family. Many families commented on a lack of resources and provision available to fully meet the needs of their children.

Recommendations based upon the findings of this consultation were identified, which included the suggestions and opinions of families who currently work with the Child Health Team. These have been developed into an Improvement Plan for the team for 2015/16.

Examples of areas identified for improvement are noted below:

- development of a resource database of services to be accessible for families;
- concise/clear information for families, e.g. compendium of information to be distributed to families; and
- creation of on-line message board for families.

10.4 Good Practice Example - Reshaping Care for Older People

Older People's Services are continuing to focus on supporting people to remain at home. A whole system approach is taken to ensure that we are engaging the third, independent sector and local community groups with a view to supporting People to remain with in their communities.



Reshaping Care for Older People achieved a gold award at the Perth and Kinross Securing the Future Awards in 2014/15

We continue to shift the balance of care from the traditional model of service-led provision to a more personalised self-directed support service. We are working with communities to enable them to support people to live a lifestyle of their choice and to feel valued in their own homes and communities.

We are stemming the number of unplanned admissions and reducing the number of delayed discharge days and bed days lost; improving and integrating our services for people affected by Dementia; and increasing community capacity and co-production opportunities in localities.

We are continuing to work with Health Partners to reshape the care provided to Older People and develop new and more effective ways of working. Some key developments include:

- an Intermediate care group, developing innovative ways of working and testing these in line with the Scottish Intermediate Care Framework/National guidelines. Examples in practice include the Enhanced Community Support Model, Discharge to Assess, The Discharge Pathways, Rapid Response including medication dispensing, the Immediate Discharge Service and development of a small Intermediate Care facility;
- meetings have been arranged with community groups to support the development of more sustainable community based models;
- joint Workshops have been held to look at locality demographics and to plan how we will work together to improve outcomes for people and provide services which reduce health inequalities, promote independence and deliver more personal health and care services closer to home; and

- an Older Peoples Development Board has been formed, jointly Chaired by Health & Social Care Senior Managers; the function of the Board is to provide the Council and Health Board with assurance that mechanisms are in place to support the development of strategies for Older People.

10.5 GIRFEC

Throughout 2014 – 2015, the Perth and Kinross GIRFEC Strategic Group has continued to provide the strategic direction and leadership for the implementation and embedding of GIRFEC (Getting it Right for Every Child) within all services and agencies across Perth and Kinross.

We are continuing to embed GIRFEC and to plan for the implementation of Parts 4, 5 and 18 of the Children and Young People (Scotland) Act 2014. The following provides an overview of some of the key aspects of work taken forward during 2014 - 2015:

- reviewed and updated the group membership
- reviewed the local GIRFEC Implementation Plan
- participated in and influenced the work of the Tayside GIRFEC Group
- benchmarked the local GIRFEC processes against the various Touchpoint self-assessment documents
- further developed work on a Child's Plan
- reviewed and updated guidance on Chronologies
- made a written submission to the Scottish Government's Consultation - Draft Statutory Guidance on Parts 4, 5 and 18 of the Children and Young People (S) Act 2014
- made a written submission to the Scottish Government's Consultation- Draft Corporate Parenting Guidance
- completed a GIRFEC self-assessment for submission to the Scottish Government
- identified and planned staff learning and development needs in relation to Named Persons
- identified the need to update local GIRFEC guidance by August 2016
- started the development of generic information and advice leaflets on GIRFEC
- held a GIRFEC case study self-evaluation day
- developed and implemented a children's wellbeing survey for staff

10.6 Early Years

Social Work Services have played an active part in the expansion of Services for Children and Families in the Early Years. For Perth and Kinross, this has involved bringing together three distinct parts: Early Years Strategy; the Early Years Collaborative; and Evidence2Success Project – in a way which recognises the distinctiveness of each of these elements, but maximises the collaborative gain in developing them in tandem. For Social Work Services, this includes running ‘Tests of Change’ in some establishments; focussing on parenting work with particularly vulnerable families and recognising the importance of Pre-Birth and Early Years work with parents developing positive attachments. Social Work Services will be partners in the further development of the integrated Strategy through devolving skilled Family Centre workers to assist vulnerable families access locally developed Early Years Hubs, where they will have access to Parenting Programmes and support. This model will be best practice in not only bringing together the staff from Social Work, Education, and CLD backgrounds, but will also include Health and the Voluntary Sector Professionals.

A need to review Children and Families Services’ early years provision was identified as a result of the Implementation of the Children and Young People (Scotland) Act 2014; including the implementation of 600 hours of nursery care for all 3 and 4 year olds and eligible 2 year olds. There was also a growing awareness of main issues that needed to be considered and addressed:

- the rise in very young children being accommodated;
- increasing level of support required to provide basic parenting skills;
- the necessity for taking action at an earlier stage-early intervention policies
- faster decision making process required;
- lack of support for pregnant women and young children, especially in the ante-natal period; and
- NHS and Health Visitors changing their delivery methods.

The review was to examine the current service provided by Children & Families Services and to consider the extent to which that service delivery should be changed to become more aligned to national and local policy, priorities and provision. This was to include an examination of the current and future position of partner organisations, including health services, to help determine and examine the changing landscape for early year’s services across the local authority area.

The scope of the review included all functions carried out by Gowans Family Centre, the Early Years Resource team and any other Children & Families’ Services staff working directly in an early years setting or specifically with families pre-birth to 8 years. The review was not expected to deliver any specific financial savings but it was intended that areas for improvement would be identified and best value would be considered.

The aim of the review was to examine the current level of service and support provided by Children & Families’ Services within an early years setting and to determine the extent to which:

- the service aligned with the Perth and Kinross Early Years Strategy and the priorities and themes of the Integrated Children's Services Plan;
- the service provides what is required to meet the needs of very young children and families across Perth and Kinross, taking account of increasing vulnerability and growing numbers of children identified pre-birth to 2 years whose safety or wellbeing is or may be at risk;
- the service takes account of the Council's Corporate Parenting role for children who are looked after and a new duty towards young adults up to the age of 26 who were formerly looked after (inevitably many will become parents of young children in that time),
- the service provides the necessary support to parents to prevent children becoming looked after, facilitates an early and safe return home where appropriate, and is improving early and robust decision-making in relation to permanence planning for those young children who do become looked after;
- service delivery and shape needs to adapt to build family resilience and strengthen parenting capacity and to encourage families to be less dependent on support from public services; and
- a shift towards a locality model of service delivery can be introduced to improve partnership working across statutory and voluntary sectors.

Three workstreams are now established to take forward our services for very young children and families at risk.

10.7 Supporting Carers

Our new Joint Strategy for Adult Carers (2015-2018) is an ambitious plan to improve the lives of carers in Perth and Kinross and, as a consequence, support more people to live independently in their communities.

To inform the new strategy, various methods were used to consult with carers including Conference, Information Café, Focus Groups, Satisfaction Surveys and Support groups to ensure that the voices of carers, organisations supporting carers and our workforce were heard.

The joint strategy uses a variety of innovative actions to recognise and support all unpaid adult carers (aged 18 years or over) living in Perth and Kinross, to have a life outside of their caring role. The strategy will do that through an emphasis on:

- Information and Awareness
- Early support
- Prevention

A large proportion of that care provided by people caring for children, adults with disabilities and older people is provided by people over 65 years. Many community organisations and activities also depend on the voluntary contributions of this age group. Perth & Kinross Council and Perth and Kinross Community Health Partnership have worked together over the years to provide valuable services to carers, the cared for person and their families. Health and social care integration will provide new opportunities and responsibilities for all providers, with an emphasis on improved outcomes and involvement in planning and delivery of services for carers and the cared for person.

During the lifetime of the current strategy, an action plan was developed to record the progress we made in developing support for carers. This progress included:

- continuing to provide innovative short breaks for adults with a Learning Disability;
- stopping charges for the Voucher for Respite Scheme and making all vouchers free to carers; Perth & Kinross Council is one of the few local authorities in Scotland to implement change in this area;
- continuing to fund complementary therapies, with 100% of those participating in the scheme stating they have benefited from the course of therapies;
- piloting a programme of health checks for carers;
- providing a dedicated carer assessment worker, now located in Perth Royal Infirmary to support hospital discharge; and
- supporting an increased attendance by carers accessing Live Active Leisure facilities for swimming.

The Minority Ethnic Carers of People Project (MECOPP) for Gypsy/Traveller carers began working in Perth and Kinross in May 2011 and now has a Service Level Agreement with Perth & Kinross Council.

Moving and Handling training also remains available to carers to ensure the safety of both themselves and the cared for person.

Support for Young Carers

Young Carers are children and young people who have caring responsibilities for someone they live with. Young Carers may be helping a family member with a long term illness, drug or alcohol problems, mental ill health, physical or learning disability. These caring responsibilities can affect Young Carers emotionally, socially and educationally. The approach to supporting young carers in Perth and Kinross involves the local authority, health services and the voluntary sector working jointly to meet their needs. PKAVS Young Carers Service is commissioned through a Service Level Agreement with the Children and Families service to provide Young Carers with information and advice, individualised support, group activities, day and residential trips.

It is estimated that there are approximately 1800 Young Carers between 5 and 18 years of age in Perth and Kinross. The PKAVS Young Carers Service currently supports about 240 Young Carers aged 5 to 15 years. Referrals to this service continue to increase annually and have almost doubled since 2011.

A new Perth and Kinross Young Carers Strategy is due to be launched in November 2015. The strategy aims to embed a sustainable model of support for all Young Carers by building on the role of the Named Person in schools to promote their wellbeing and ensuring that they can get the help they need close to their home and community.

10.8 Locality Work

Another example where Social Work Services are significant partners in Public Service Reform is in the greater emphasis on localities and community empowerment. For example, Children & Families' Services will connect with Community Care colleagues through delivering Integrated Services around children, families and communities as part of the GIRFEC implementation in Perth and Kinross.

The move towards a locality based structure identified local concerns and supported the key objective of developing more resilient communities. A range of integrated service delivery structures now exist in localities which offer Community Care staff the opportunity to work with each other and colleagues across a range of other agencies, to identify those with complex needs and to intervene earlier, in order to reduce 'failure demand'.

Some examples of what is happening within the various localities include:-

- Complex Case Integration Groups
- Link workers with Care Homes, Day Centres and Sheltered Housing
- Links with GP surgeries
- Integrated Care Approach – now being piloted in 3 GP practices
- Community Capacity Building
- Local Community Forums, reflecting the views of local people

Implementation of a locality approach will be a major priority for the next year.

11 Key Challenges for the Year Ahead

11.1 Criminal Justice

In Criminal Justice, the planned organisational changes raise a number of practical and professional questions regarding implementation and governance of Criminal Justice. Although the implementation of the new arrangements will not occur until 2017, work has already started on how best to support local strategic planning and delivery of Community Justice Services through Community Justice Partnerships. Further clarification is awaited on how the new national body, Community Justice Scotland, will discharge their functions.

11.2 Joint Strategy for Carers

With the implementation of the integration of health and social care, the commissioning and delivery of services may change, based on need and demand over time in the different localities across Perth and Kinross. Some services may change radically or be replaced by new support arrangements over the lifetime of the Strategic Plan. Given the emphasis on locality working across Perth and Kinross, the involvement of individuals and their carers in the planning and delivery of future services will need to change to meet the changing needs of individuals and their carers.

11.3 Older People's Services

We are seeing rising numbers of older people with complex needs and recognise that there will be an increase in this population over the next 5 – 10 years. There has been an increase in referrals for community care services, from both community and hospitals sources, specifically for assessments and subsequently care at home support. The availability of sufficient Homecare and Residential Care will impact directly both on the quality of life of our older people and upon the security of our hospital system.

11.4 Learning Disabilities

There will be significant pressure on Learning Disability budgets over the next three years and a number of Transformation Projects are being identified to try and meet this challenge. The nature and level of future support arrangements will reflect both the needs of individuals and the available budget.

11.5 Health and Social Care Integration

Work to promote shared leadership, shared planning and shared governance arrangements already well underway. From April 2016, however, the acid test will be the extent to which this joint preparation actually leads to integrated planning and service delivery by two different organisations with different cultures.

11.6 Corporate Parenting

Continue to enhance our corporate parenting responsibilities towards children who are looked after and care leavers to ensure that their wellbeing is promoted and they achieve better outcomes.

Enhance our provision for our looked after young people to provide them with continuing care for as long as they need it and after care support up until the age of 26.

11.7 Early Years

We place a high priority on protecting unborn babies and very young children who have been neglected, to keep them safe and need to continue to refocus our services to provide integrated, appropriately staged and accessible early intervention for vulnerable children 0-3 years, unborn babies and their families.

11.8 Children with a disability

Continue to enhance the level and range of support for children and young people with a disability.

11.9 Getting it right for every child

Further develop a whole family approach to supporting children affected by parental substance misuse and continue to deliver GIRFEC across the partnership.

From the above, it is clear that in the coming year there will be many challenges arising from new legislative requirements in the main areas of Social Services, Health & Social Care, Criminal Justice and Children & Families. It is anticipated, however, that the good progress that has been made in preparing for new legislation and policy changes will provide a solid platform to convert this planning and preparation into integrated services, improving outcomes for individuals and families in Perth & Kinross. This will take place in a climate of continued financial restraint and increases in demand and expectation in many areas of work. The opportunity for service redesign, including the changing relationship between professional practitioner and service user will not be missed if we continue to build on the strong partnerships that exist in Perth & Kinross between Elected Members, senior leaders and confident and skilled practitioners.

12 Glossary

AAASG	All Age Autism Strategy Group
ADP	Alcohol & Drug Partnership
APC	Adult Protection Committee
ASC	Autism Spectrum Condition
ASIST	Applied Suicide Intervention Skills Training
BAAF	British Association for Adoption and Fostering
BMIP	Business Management & Improvement Plan
BPD	Borderline Personality Disorder
CAMH	Children and Adolescent Mental Health
CCR	Child Concern Reports
CHD	Chronic Heart Disease
CHP	Child Health Partnership
CJA	Criminal Justice Authority
CLD	Community Learning & Development
CMHT	Community Mental Health Team
COPD	Chronic Obstructive Pulmonary Disease
CPO	Child Protection Order
CPCC	Child Protection Case Conference
CPP	Community Planning Partnerships
CPR	Child Protection Registration
CSE	Child Sexual Exploitation
CYP&FP	Children, Young People and Families' Partnership
C&YPSG	Children and Young People's Strategic Group
CYRO	Children and Youth Rights Officer
DBT	Dialectical Behavioural Therapy
E2S	Evidence2Success
EBP	Evidence-Based Programmes
ECS	Education & Children's Services
FLR	Front Line Resolution
GP	General Practitioner
GIRFEC	Getting It Right for Every Child
HCC	Housing & Community Care
H&SCI	Health and Social Care Integration
HMP	Her Majesty's Prison
HNC	Higher National Certificate
HR	Human Resources

IJB	Integrated Joint Board
ILG	Independent Living Group
IRF	Integrated Resource Framework
IRISS	Institute for Research and Innovation in Social Services
LAC	Looked After Children
LSI	Large Scale Investigations
MA	Modern Apprentice
MAPPA	Multi Agency Public Protection Arrangements
MASG	Multi Agency Screening Group
MEAD	Minority Ethnic Access Development Project
MECOPP	Minority Ethnic Carers Of People Project
MHO	Mental Health Officer
NHS	National Health Service
NPS	New Psychoactive Substances
OWLS	One-Stop Women's Learning Service
PAN Tayside	Perth, Angus and Dundee Councils across Tayside
PAS	Perth Autism Support
PKAVS	Perth & Kinross Association of Voluntary Service
PKC	Perth & Kinross Council
PRTL	Post Registration Training and Learning
SCRA	Scottish Children's Reporter Administration
SIMD	Scottish Index of Multiple Deprivation
SDS	Self Directed Support
SLA	Service Level Agreement
SMHFA	Scotland's Mental Health First Aid
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SQA	Scottish Qualifications Authority
SSSC	Scottish Social Services Council
SSE	Scottish and Southern Energy
SVQ	Scottish Vocational Qualification
TCA	Tayside Council on Alcohol
TCJA	Tayside Criminal Justice Authority
TISS	Tayside Intensive Support Service
TKTL	The Keys to Life
TSA	Tayside Council on Alcohol
TSMS	Tayside Substance Misuse Services
VPR	Vulnerable Person Reports



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