



Perth & Kinross Council Chief Social Work Officer Annual Report 2016/17



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

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1 Introduction

Social work and social care services deliver essential services day and night to support vulnerable people in Perth & Kinross. These wide-ranging services perform a crucial role in protecting the vulnerable and at risk, enabling them to live their lives safely at home, in the community or within care services with independence, choice and dignity. Social work and social care services are delivered by statutory, third sector and independent organisations and therefore strong partnership working across all sectors is essential in order for them to be effective in meeting the diverse needs of local communities.

The national Vision and Strategy for [Social Services in Scotland 2015-20](#) sets out the unique contribution social work and social care services can provide towards achieving a socially just Scotland. This vision continues to guide us towards excellent social work and social care services delivered by a strong and valued workforce that works with others to empower, support and protect people, with a focus on prevention, early intervention and enablement.

Each year the Chief Social Work Officer's annual report highlights the challenges facing social care and social work services. In the last year this includes changes in legislation, national policy, and the required changes in organisational governance to implement them. This report covers the first year of operation of the Health & Social Care Partnership; the shadow year of the Criminal Justice Partnership; and changes in Services for Children, Young People and Families to implement new legislation and policy. All this has been delivered within a context of increasing demand in most areas which places a significant pressure on staffing and resources.

Despite these pressures, internal self-evaluation and external scrutiny evidences a year of sustained and continuously improving performance, which is a credit to the commitment of a motivated and high performing workforce. Continuous positive performance in these services can only be achieved in the current climate by making the best use of resources through significant transformational change; high professional standards; strong partnership working and making the most of new technology. Going forward it will be essential to maximise the contribution that local communities can make to creating their own solutions and supporting themselves in recovery.

Bill Atkinson was Chief Social Work Officer until June 2017 and he was proud to be responsible for high quality social work performance across Perth and Kinross. It was a privilege to work alongside Bill as he made preparations for his retirement and to take on the role of Chief Social Work Officer alongside responsibilities as Head of Services for Children, Young People and Families.

Jacquie Pepper

Chief Social Work Officer
September 2017

2 Executive Summary

This annual report considers how social care and social work services have been delivered over the financial year 1 April 2016 to 31 March 2017 and puts forward the key challenges for the year ahead.

Performance has remained very positive in social care and social work services despite major challenges. We have delivered ***sustained and improving outcomes for service users*** against a backdrop of increasing demand and budget pressures.

Substantial progress has been made in taking forward the transformational change programmes across social care and social work services. All of these are aimed at prevention and earlier intervention and new models of service delivery which are sustainable and more coherent to better meet the needs of our communities.

Notable performance highlights in social care and social work services include:

- The continued delivery of high quality care services for children and young people; adults with learning disabilities; and older people as confirmed by the conclusions from inspections carried out by the Care Inspectorate.
- Sustained strong performance in the balance of care for looked after children with a high percentage cared for within family placements.
- Increasing numbers of care experienced young people between 16 and 21 years are remaining in their care placements. Young people are confidently opting for Continuing Care and staying on within nurturing caring placements into adulthood.
- A high percentage of young people remain in touch after leaving care benefiting from support, advice and guidance.
- Continued strong performance in reconviction rates for adult offenders against national comparators.
- The numbers of young people involved in offending is at an all-time low.
- Continued upward trend in the numbers of people opting for Self Directed Support allowing them to make personal choices about how they receive the care and support they need.
- Almost all (99%) people received support for problematic substance use within three weeks of seeking help.

The report sets out how key priorities for the last year have been taken forward within a context of integration, multi-agency partnership working and responding to legislative and policy changes.

The Perth and Kinross Community Justice Partnership was established over 2016/17 with the aim of preventing and reducing offending and to support those who have committed offences to integrate successfully into their local community. It includes statutory and non-statutory partners and has published the [Community Justice Outcomes Improvement Plan for 2017 – 2020](#) to achieve a local partnership approach to improving community justice outcomes.

The integration of health and social care continues to take hold and after a full year of operation the [Perth and Kinross Health and Social Care Partnership](#) published its first annual performance report for 2016-2017. This report sets out the extent to which the partnership has addressed the priorities within its [Strategic Commissioning Plan 2016-2019](#) and provides evidence of notable achievements as well as those areas which need to improve.

The report points to the challenges ahead for social care and social work services. Perth and Kinross is preparing for population increases and an associated increase in the number of older people and people living with dementia and long-term conditions. Rising demand for social care and social work services is predicted to continue at the same time as we will need to meet increasing expectations and deliver significantly improved outcomes.

In health and social care there is a need to be shifting the balance of care by reducing the use of large hospital services and to invest more in community health and social care services. A major challenge will be to reduce unscheduled care admissions to hospital, ensure that admission to acute hospital is for as short a time as possible, and that after appropriate treatment ensure people are able to live at home with good support after hospital treatment. Over the next year more improvements are needed across the whole system including:

- Redesigning and introducing new innovative models of care which enable people to be supported in and by their local communities for example through the Communities First transformation project.
- Progressing with our transformation projects to radically change services and achieve challenging savings targets.
- Further developing locally-based integrated teams to drive and manage health and social care locally and develop locality-based planning and commissioning.
- Recruiting and retaining health and social care staff where there are shortages and supporting staff to adapt to new ways of working.
- Implementing the responsibilities and duties within the Carers (Scotland) Act 2016.
- Continuing to embed the work of the [Community Justice Partnership](#) with a focus on reducing inequalities of outcomes and mitigating the effects of socio-economic disadvantage.

For Services for Children, Young People and Families, our objectives and approaches will be guided by, and aligned with the [Tayside Plan for Children, Young People and Families 2017-2020](#). Young people are afforded more choice and a continuity of support through Continuing Care, which meets the welfare needs of the young person up to the age of 21, providing a bridge from the protected status of a looked after child to adult independence. This places pressures on budgets and placement availability for younger children. Budget planning and the transformation projects aimed at preventing teenagers coming into care and increasing the pool of family based carers have been designed to ease these pressures over the next 4-5 years.

Our priorities for 2017/18 include:

- working with key partners, including NHS Tayside and CELCIS to improve the levels of support pre-birth and the effectiveness of responses to unborn babies.
- expanding and enhancing highly quality, flexible family support services targeted at children and young people on the edge of care through our transformation projects and the commissioning strategy for children's services.
- further improving permanence planning and helping children to reach secure and nurturing positive destinations without unnecessary delay.
- implementing the [Corporate Parenting Plan for 2017-2020](#) through a collaborative partnership of Corporate Parents
- continuing our work to meet the requirements for Continuing Care arising from the Children and Young People (Scotland) Act 2014; supporting young people to make the transition into adulthood
- continuing to embed the culture, systems and practice of personalisation and Self-Directed support across social work services for children, young people and families

The challenges ahead for social care and social work services are unparalleled and this creates significant pressures on the workforce. The social care and social work workforce will experience considerable organisational change as well as adjustment to their professional roles over the next few years. The key priority for the year ahead will be to support a skilled, flexible and adaptable workforce which has access to learning and development. This will be essential to achieving the planned programme of change and business transformation.



3.3 Socio-demographics

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 152,728¹. Perth and Kinross is ranked 5th in Scotland in terms of area and 12th in terms of population. The population is projected to grow by 20% by 2037, the third highest growth rate in Scotland. In 2016 there were 67,101 households and it is predicted that there will be 77,794 by 2037. Levels of deprivation remain relatively low. Perth and Kinross has a diverse mix of urban and rural communities and the geographical distribution of the population brings challenges for the delivery of services. Around one third of the population lives in Perth City.

Other main towns include Blairgowrie, Crieff, Kinross, Scone, Pitlochry and Auchterarder which have populations between 3,000 and 9,000. The rest of the population is located within numerous rural villages and remote settlements.

Children and young people (0-15 years) make up 16% of the population and education is delivered to 18,000 school aged pupils and early learning and child care to 7,000 children of pre-school age. There are 10 secondary schools, 69 primary schools, 4 all-through schools and 1 school for children with complex needs. Early Learning and Childcare is provided by 45 nursery classes, 33 partner provider centres and one early years centre. Performance in attainment levels is high and improving continuously year on year. There are 11 independent schools operating in the local authority area and there are strong links with the Community Planning Partnership and involvement in key strategic developments such as the implementation of Getting it right for every child (GIRFEC) and the work of the Child Protection Committee.

A range of socio-demographic information, including locality information, is available at the Community Planning Partnership's [Story of Place](#).

¹ Source: [National Records of Scotland Population Projections for 2016](#)

4 Performance Highlights for 2016/17

4.1 Community Care and Criminal Justice

The Perth & Kinross population has an average life expectancy of 79.8 years for males and 82.6 for females², higher than the national average of 77.1 and 81.1 and ranked 2nd out of 32 local authority areas. The older population (65+) make up 23% of our population, and has increased by 14% since 2011 from 29,840 to 33,916 (NRS Mid-year population estimates). Those aged 75+ are projected to increase by 70% in the next 20 years from 15,512 to 26,694 and the 85+ population is projected to more than double from 4,544 to 10,007.

Perth and Kinross continues to remain a safe place to live. The number of recorded crimes committed has continued to decline and is at its lowest level for over 10 years (4,527 in 2016/17 against 6,890 in 2007/08). Notably, crimes of dishonesty have reduced by 40% in this period. The reconviction rate in Perth and Kinross is one of the lowest in Scotland at 21.5% compared with 28.2% for Scotland as a whole.

In 2016/17 key priorities included:

- **Reducing unplanned admissions to hospital**

This is complex and requires a range of partners to work together, including GPs, independent care providers, third sector, health and social work staff, to deliver person-centred care. Although there has been a decrease in emergency admissions and a reduction in the length of time people spend in hospital, it has been a challenging period, and there is still a need for continued improvements across the system.

- **Managing delayed discharge**

A comprehensive improvement plan is in place to which includes:

- a new, more flexible, care at home contract with external providers
- working with providers to attract people into the care profession
- a new procedure whereby the Council will take over Welfare Guardianship when families are not in a position to do so quickly
- doubling the hospital discharge team to ensure we have sufficient social work capacity to manage assessments

- **Establishing Enhanced Community Support**

A multidisciplinary approach to support people to remain in their homes has been established through 10 GP practices in Perth City and Strathmore. This is now being rolled out across Perth and Kinross (North West and South Perthshire) with the aim of preventing hospitalisation or minimise the length of a hospital stay. It provides prompt identification of healthcare needs and timely support to adults and older people avoiding crises and prolonged hospital or care home admissions.

- **Establishment of a new model for Community Justice**

The Community Justice (Scotland) Act 2016 has transformed the community justice landscape by bringing a local perspective to community justice and a requirement for partners to prepare a local improvement plan. A [Community Justice Partnership](#) has been established involving the statutory partners and third sector organisations and a Perth and Kinross improvement plan published in April 2017.

² Source: National Records of Scotland Life Expectancy 2013-2015 published 29 November 2016

The following presents a selection of **performance highlights** where social work and social care services are demonstrating sustained and improving outcomes for service users.

| | |
|--------------------------------------|---|
| Outcome Focussed Assessments | 100% of clients achieved goals set out in their outcome focussed assessment, against a target of 87% and compared to 84% in 2015/16. |
| Older People Living at Home | 97% of 65+ clients live in housing, rather than a care home or a hospital setting over the last two years. |
| Self-Directed Support | There has been an increase in the number of people using SDS Option 1 and 2. This represents 14.4% as a percentage of all people accessing Services via SDS compared to 11.7% in 2015/16. |
| Customer Satisfaction | 87% of adults were satisfied with social care services in 2016/17, similar to the feedback provided in 2015/16. |
| Technology Enabled Care | We continue to perform well in this area and have seen a 13% increase in people using Technology Enabled Care (TEC) from 2015/16 |
| Social Circumstances Report | 84% of social circumstances reports were completed within 28 days following Emergency or Short Term detentions against a target of 80% and compared to 76% in 2015/16 |
| Adult Protection | 95% of adult protection cases were screened within 24 hours of notification compared to 94% in 2015/16. |
| Drug and Alcohol Intervention | 99% of clients received their first intervention and waited no longer than 3 weeks from the point of referral, against a target of 90% and compared to 89% in 2015/16 |
| Reconviction Rates | As at March 2017 data for the 2014/15 cohort of offender's shows that the reconviction rate for Perth and Kinross is 21.5%, last year the reconviction rate was 23.4%. The Scottish Average is 28.2% |
| Care Inspections of Council services | 6 inspections were carried out by the Care Inspectorate during 2016/17 of Day Care Services for Older People, Housing Support for Adults with Learning Disabilities and Care Homes. Independent inspection indicates high quality of service with 3 Excellent, 7 Very Good and 3 Good grades. |

4.2 Services for Children, Young People and Families

The number of children and young people who are looked after has continued to rise year on year since 2010 and this presents a major challenge for social work services for children, young people and families to meet increasing demand and maintain high quality practice in service delivery. The number of looked after children has increased from 201 to 286 over the last 6 years representing an increase of 42%. In 2016/17 there was a spike in the number of children becoming looked after in May and June 2016 which levelled off by the 31 March 2017. This is against a national trend which has shown a decrease of 4% over the same period. At 31 July 2016, 286 children and young people were looked after by Perth and Kinross Council at a rate of 10.1 per 1000. This is slightly higher than comparator authorities at a rate of 9.3 per 1000 of population and significantly lower than the national rate for Scotland at 14.9 per 1000.

Strategic priorities in 2016/17 have included:

- **Maintaining resources for child protection as the number one priority with increasing volume and case complexity.**

We increased capacity for the chairing of child protection case conferences and to achieve practice improvement through the appointment of a temporary Improvement Officer for this purpose. We also increased social worker capacity by 2.0 FTE to manage an increase in volume of concerns arising pre-birth which arose in December 2016.

- **Promoting an autonomous, confident workforce and an authorising environment and supporting the importance of professional judgement in policy, process and practice.**

We improved and increased multi-agency learning and development opportunities, and issued new and revised guidance to help frontline staff manage complex professional judgements.

- **Leading and managing practice change and improvement.**

We committed to a number of national pathfinders and pilots to achieve lasting change to working practices such as Stop to Listen (Children 1st) by adapting practice to better meet the needs of children affected by Child Sexual Abuse and Exploitation, and Addressing Neglect and Enhancing Wellbeing (CELCIS) by learning in partnership and working to improving our multi-agency approach to Getting it Right in the pre-birth period.

- **Investing in organisational and transformational change.**

We have taken forward three major transformation programmes to establish a Commissioning Strategy; expand the number and range of family based carers; and develop options for the remodelling of residential care for young people.

- **Establishing an integrated service for children, young people and families.**

From April 2016, Services for Young People which included Youth Work, Opportunities for All, and Youth Justice have become integrated with social work and social care services for children and families. Over the year, this has included a shift towards a more targeted approach to meet the needs of vulnerable and at risk young people.

- **Consolidating changes arising from new duties under Parts 9, 10 and 11 the Children and Young People (Scotland) Act 2014**

We have realigned budgets and enhanced the support for young people entitled to Continuing Care and After Care. Working alongside our care experienced young people produced information materials to promote the ethos of Staying Put and encourage young people to take up the option of Continuing Care.

The following presents a selection of **performance highlights** where social work and social care services are demonstrating sustained and improving outcomes for service users.

| | |
|--|---|
| Improving outcomes for 2 year olds | High uptake of Strong Starts 2 places for 2 year olds who are looked after, whose names are on the Child Protection Register or for whom there is a lead professional social worker. Of 28 children with additional eligibility, 25 were in early learning and child care placements. |
| Balance of care for looked after children | Sustained positive balance of care with lower numbers of young people in residential care and 95% of children and young people looked after in community placements (foster and kinship care) |
| Securing stable and nurturing care placements | The vast majority of children and young people who are looked after and accommodated have stable placements with 84% experiencing two or less placements in a care episode. |
| Improving permanency planning and reducing delay | Almost 70% of children and young people fewer than 12 years had a permanence plan approved at Fostering and Permanence Panel within 4 months of the Looked After Review decision to proceed to permanence compared to 48% in 2015/16. |
| Implementing Staying Put and Continuing Care | At 31 March 2017, 22 young people were supported to remain in their foster or kinship care placement after their 16 th birthday and 7 had taken up their entitlement to a Continuing Care placement. |
| Staying in touch with Care Leavers | 84% (231 out of 276) of care leavers between the ages of 16 and 26 remained in touch with After Care Services over 2015/16 ensuring access to support, advice and guidance. |
| Youth Offending | The numbers of young people involved in offending is at an all-time low with a total of 197 young people in 2016/17 compared to 342 in 2010/11. |
| Positive post-school destinations | 88% of looked after young people entered a positive post-school destination in 2016/17 compared to 84% in the virtual comparator and 77% in each year between 2012 to 2015 |

5 Partnership Working, Governance and Accountability

5.1 Community Planning Partnership (CPP)

The Community Planning Partnership (with broad representation of all relevant partners including the Third Sector), Chief Officers and elected members have sustained a clear and ambitious vision for the citizens of Perth and Kinross. This shared vision benefits from unanimous political support and is the golden thread which aligns the strategic direction across the partnership. This has created a culture of high aspirations for our citizens.

The Community Plan for 2013 – 2023 shows the journey of improvement and how aspirations are achieved through shared strategic objectives which are based on consensus of specific local needs and direct how we work together to deliver tangible improvements. A new Local Outcome Improvement Plan will be prepared by October 2017 underpinned by a shared ownership of taking positive action towards tackling inequalities, valuing diversity and closing outcomes gaps across our communities.

The Community Planning Partnership Framework remains strong and robust, strengthened by exceptional partnership working. Partners have collaborated successfully to realign resources towards prevention and earlier intervention to prevent negative outcomes. Over 2016/17, through the work of the Fairness Commission, partners have reached a deeper understanding about the impact of poverty and inequality in local communities and are clear about the actions they need to take to mitigate this.



Wherever possible we plan our work in partnership and in collaboration. For example, our approach to Corporate Parenting was designed to ensure that Corporate Parents were not only seeking step change within their own organisations to improve outcomes for care experienced young people but also working together and cooperating to develop an aspirational and outcome focused approach to corporate parenting. Reporting to the CYPFP, the Corporate Parenting Group has wide membership and has developed meaningful engagement and positive relationships with young people. The group submitted a bid to Life Changes Trust (LCT) in 2016 which was successful in securing 3 years of funding to support the development of our engagement and involvement with older care experienced young people (14–26) from April 2017. Our Corporate Parenting Plan is focused on making substantial improvement for care experienced young people in key aspects of their lives. [Corporate Parenting Plan](#)

The Child Protection Committee (CPC) is chaired by the Head of Services for Children, Young People and Families and this ensures a close connection between the work of the Committee at a strategic level and the operational delivery of services to protect children. The CPC is a mature and very effective multi-agency partnership focused on the protection of children and young people with a clear sense of purpose and strong commitment to continuous improvement through self-evaluation. The CPC improvement plan aims to ensure that practices to protect children and young people are embedded within a continuum of early intervention and effective family support.

The CPC is active in its promotion of child protection as an integral part of *Getting it right for every child (GIRFEC)* with the GIRFEC National Practice Model; a common understanding of the Wellbeing Indicators (SHANARRI); the functions of the Named Person and the implementation of the Child's Plan. The range of activities to improve practices in child protection and to deliver the GIRFEC approach in Perth and Kinross have become inextricably linked. The work of the CPC is reported to the CYPFP, the Chief Officers Group for Public Protection.

The CYPFP and the CPC held a workshop in 2016 to jointly identify key risks and future challenges in protecting children and young people. Participants identified many strengths in partnership working and together identified the key risks and challenges ahead in protecting Children and young people and suggested a number of solution-focussed actions to mitigate these risks.

The Adult Protection Committee (APC) is well-established and chaired by an Independent Chair appointed by the Chief Officers Group for Public Protection. The APC (The Adult Protection Committee) is accountable to the Chief Officers Group which comprises the Chief Executives of the Council, NHS Tayside and the Area Commander for Police Scotland. The work of the committee is reported to the Community Safety and Environment Outcome Delivery Group within the local community planning structure.

5.2 Governance and Accountability

The Council's Corporate Plan (2013-2018) supports the delivery of the Community Planning Partnership's (CPP) Single Outcome Agreement and sets out how individual and community outcomes will improve within a climate of major public sector reform, significant financial restraint and heightening public expectation. Strategic objectives include:

- 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

The CYPFP agreed in November 2016 to prepare and publish a new Children's Services Plan (CSP). Chief Officers agreed a collaborative approach to devising a shared, strategic CSP across the professional and geographical boundaries of Angus, Dundee and Perth and Kinross. Endorsed by the Scottish Government this plan was prepared by a working group with representation from the three Councils; NHS Tayside; Police Scotland and links to third sector partners across the area. Evidence of the progress achieved in Perth and Kinross and local priorities helped to inform and shape this plan which is more focused on outcomes and supports new ways of working across the Tayside Collaborative. The [Tayside Plan for Children, Young People and Families 2017 – 2020](#) was finalised and submitted to Scottish Government in April 2017.

The contribution of social work and social care to these strategic objectives is detailed within Service Business Management and Improvement Plans (BMIPs) which detail performance against an agreed set of indicators. BMIPs are reported quarterly through Senior Management Teams to the Council's Executive Officer Team and scrutinised six-monthly by relevant service Committees and annually to Council and Scrutiny Committee.

[Perth and Kinross Health and Social Care Partnership](#) is one of three partnerships which have responsibility for services previously planned for and delivered by NHS Tayside, some of which operate on a Tayside-wide basis. Whilst it has been relatively straightforward to transfer resources for some services to individual partnerships, in other cases it is much more complicated. Agreement has therefore been reached among the three partnerships and NHS Tayside as to how these services should be managed to ensure they operate as effectively and efficiently as possible. As a result, the services for which the Perth and Kinross Integration Joint Board is responsible include:

- Services that are managed through the [Perth and Kinross Health and Social Care Partnership](#);
- Services that are managed by Angus or Dundee Health and Social Care Partnerships on behalf of all three organisations - these are referred to as 'hosted' services; and
- Services that are managed by NHS Tayside but used by one or more of the Health and Social Care Partnerships where it is not sensible to split the resources.

The [Health and Social Care Partnership](#) through the delivery of its Strategic Plan aims to deliver improved outcomes for individuals and communities. The [Annual Performance Report for 2016/17](#) sets out local performance in relation to the nine national health and social care outcomes. The Health and Social Care Partnership's Strategic Commissioning Plan 2016 – 2019 has five key themes:

1. Prevention and early intervention
2. Person-centred health, care and support
3. Working together with our communities
4. Reducing inequalities and unequal health outcomes and promoting healthy living
5. Making best use of available facilities, people and other resources

The Social Work (Scotland) Act 1968 requires local authorities to appoint a single Chief Social Work Officer (CSWO) and guidance for the Council and the Integrated Joint Board on the scope of the role of the CSWO was published by The Scottish Government in July 2016. The CSWO role was established to ensure the provision of professional advice in the discharge of a local authority's social work functions and through integrated arrangements as a result of the Public Bodies (Joint Working) (Scotland) Act 2014 which provides for the delegation of social work functions to an integration authority.

Over 2016/17, the functions of the CSWO were carried out within Perth and Kinross through clear lines of accountability. The CSWO reports directly to the Chief Executive of the Council and through membership and attendance of a large number of strategic and operational forums, is able to advise chief officers, elected members, Council committees and the Integrated Joint Board on matters which may present risks to vulnerable people or impact on the quality and performance of social work services.

In the year 2016-17, the CSWO was the Director of Housing and Social Work, which was a temporary post created by the Council to build social work leadership capacity at a time of significant change and to support succession planning. The CSWO provided professional supervision and advice to the Head of Adult Social Work Services, Head of Services for Services for Children, Young People & Families and the Service Manager for Community Safety and Criminal Justice. The Head of Services for Children, Young People & Families and Head of Adult Social Work Services deputised for the CSWO. As the CSWO was due to retire in June 2017, arrangements were made to appoint a new CSWO from May 2017.

The CSWO was a member of the Council's Executive Officer Team (EOT) and led the Housing and Community Safety Senior Management Team (SMT). The CSWO was also a non-voting member of and professional adviser to the Integrated Joint Board on social work matters and chaired the Health and Social Care Partnership's Clinical Care and Governance Group jointly with the Clinical Director.

The CSWO was also a member of key Community Planning Groups including [Children, Young People & Families Partnership](#); [Community Justice Partnership](#); [Child Protection](#) and [Adult Protection](#) Committees, and professional adviser to the Integrated Joint Board; and Chair of the Alcohol and Drug Partnership.

The CSWO chaired the Integrated Social Work Strategy Group to bring together social work managers to take forward a shared vision and to work to deliver integrated services through jointly developing cross cutting issues; and develop a well maintained, supported and led workforce.

The CSWO continued to provide visible leadership by meeting with staff teams across Perth & Kinross to learn first-hand of the issues the workforce in social work services. Social work and social care services continue to play a key part in the delivery of the Council's Corporate Plan and the Community Plan.

5.3 Specific Decisions by the Chief Social Work Officer

There are a number of decisions where legislation confers responsibility directly on the CSWO by name. These areas relate primarily to the curtailment of individual freedom and the protection of both individuals and the public. Such decisions must be made either by the CSWO or by a professionally qualified social worker, at an appropriate level of seniority, to whom the responsibility has been formally delegated and set out within local authority arrangements. Even where responsibility has been delegated, the CSWO retains overall responsibility for ensuring quality and oversight of the decisions. These areas include:

- deciding whether to implement a secure accommodation authorisation in relation to a child (with the consent of a head of the secure accommodation), reviewing such placements and removing a child from secure accommodation if appropriate;
- the transfer of a child subject to a Supervision Order in cases of urgent necessity;
- acting as guardian to an adult with incapacity where the guardianship functions relate to the personal welfare of the adult and no other suitable individual has consented to be appointed;

- decisions associated with the management of drug treatment and testing orders; and
- carrying out functions as the appropriate authority in relation to a breach of a supervised release order, or to appoint someone to carry out these functions.

Over the last year the specific decisions made by the Chief Social Work Officer include the following:

Children and young people

Over the last year, there were no secure accommodation authorisations in relation to a child.

Responsibility for making decisions for the urgent transfer of place of residence of a child subject to a Compulsory Supervision Order was delegated to the Head of Services for Children, Young People and Families. A few children were moved as a result of placement breakdown when the assessment indicated that it was in the child's best interests to be moved with immediacy and in advance of a Children's Hearing. In all cases, a Children's Hearing was arranged urgently to agree appropriate plans for the child.

Decisions to pursue Permanence Orders for children and agree to adoptive placements for children: following recommendation by the Fostering and Permanence Panel, the Agency Decision Maker has approved 14 Permanence Orders and 14 Adoptive Placements.

Adults and Welfare Guardianship Orders

Over the last year, there has been a predicted rise in both private welfare guardianship applications and applications made by the Local Authority. The need for welfare guardianships is likely to continue to rise year on year as a consequence of an increasingly ageing population. Two additional Mental Health Officers in 2017/18 will allow to the Council to meet the increase in demand and to complete guardianship applications within the timescales set within the Adults with Incapacity (Scotland) Act 2000.

| Date | Private Orders | LA Orders | Total |
|---------------|-----------------------|------------------|--------------|
| March 2014–15 | 201 | 96 | 297 |
| March 2015–16 | 226 | 95 | 321 |
| March 2016-17 | 234 | 103 | 337 |

6 Finance and Resources

Perth & Kinross Council continues to maintain strong financial management in respect of monitoring costs, forward planning and reporting to elected members. During budget setting, there is ongoing consultation with members, service users and other key stakeholders. This allows an open and transparent budget setting process and supports effective financial management. Budget pressures are managed through a range of measures including efficiencies, savings, procurement and commissioning and through transformation of service delivery. As in previous years, the Chief Social Work Officer was a key participant in budget decisions providing advice on the potential impact on social work services and vulnerable and at risk groups directly to Chief Officers and Elected Members. The changing demographics of the area associated with population growth; an ageing populations and an increasing number of people with complex needs; at a time of financial austerity creates a complex landscape of budget pressures for social work and social care services. The Council and the Health and Social Care Partnership work closely to mitigate these pressures. There has been substantial financial investment by the Council to support transformational change as traditional forms of service delivery will not continue to meet the needs of the people of Perth and Kinross in the future.

6.1 Community Care and Criminal Justice Services

Budget and Expenditure

Over the last three financial years, Perth and Kinross Council has **increased** expenditure on Community Care & Criminal Justice Services by £6.76M.

| Community Care and Criminal Justice Services | 2014/15 £m | 2015/16 £m | 2016/17 £m |
|--|---------------|---------------|---------------|
| Net Expenditure | 51.63 | 53.52 | 58.39 |
| Budget Savings | 2014/15 | 2015/16 | 2016/17 |
| | £,000 | £,000 | £,000 |
| Client Contributions Policy (Non-Residential Services) | 170 | 0 | 200 |
| Rationalisation of Properties | 20 | 0 | 0 |
| Reconfiguration of Safer Communities Team | 0 | 24 | 0 |
| Review of Client Transport Arrangements | 54 | 0 | 0 |
| Revised Charges (Non-Residential Services) | 0 | 0 | 63 |
| Review of Locality Teams | 80 | 0 | 0 |
| Review of Commissioned Services | 184 | 0 | 0 |
| Redesign: Learning Disability Services | 199 | 290 | 0 |
| Redesign: Community Safety Service | 0 | 0 | 119 |
| Redesign: Care at Home Service | 420 | 200 | 0 |
| Redesign of Mental Health Services | 50 | 0 | 0 |
| Reduce Residential Placements (Older People) | 0 | 667 | 0 |

| Budget Savings | 2014/15 | 2015/16 | 2016/17 |
|---|----------------|----------------|----------------|
| Reductions in supplies, property and Third Party Payments | 0 | 0 | 222 |
| Housing with Additional Support | 0 | 0 | 80 |
| Development of Communities First Initiative | 0 | 0 | 72 |
| TOTAL | 1,177 | 1,181 | 756 |

6.2 Services for Children, Young People & Families

Over the last three financial years Perth and Kinross Council has **reduced** expenditure on Services for Children, Young People & Families by £0.53M. In 2015, the Council approved investment funding of £287,000 to support transformation projects to address demand pressures.

| Services for Children, Young People & Families | 2014/15 £m | 2015/16 £m | 2016/17 £m |
|--|-----------------------|-----------------------|-----------------------|
| Net Expenditure | 17.75 | 17.68 | 17.22 |
| Main Savings Approved | 2014/15 | 2015/16 | 2016/17 |
| | £,000 | £,000 | £,000 |
| Secure Accommodation/ Residential Schools | 500 | 0 | 0 |
| Service Level Agreements including NHS | 246 | 69 | 45 |
| Central staff and slippage | 23 | 12 | 58 |
| Integration of Youth Justice Services | 55 | 100 | 0 |
| Freeze in Foster Carer & Kinship Carer Payment Rates | 61 | 71 | 0 |
| Closure of Gowans Family Centre and establishment of Family Focus team | 0 | 0 | 165 |
| Policy for Approved Kinship Carers | 0 | 0 | 198 |
| TOTAL | 773 | 252 | 466 |

6.3 Change and Transformation

The Council's 5-year transformation programme 2015-20, Building Ambition provides a framework for innovation, creativity, flexibility and greater entrepreneurship to meet future challenges and in addition to a number of cross-cutting corporate programmes there are a number of projects to transform social work and social care services over the period in both community care and children's services. The Building Ambition Transformation Strategy 2015-2020 sets out plans to further transform the Council services to meet current and future challenges and to keep on track to achieve the vision in the context of increasing demand, new duties and financial constraint [Building Ambition Report 2015](#).

This ambitious transformation programme is escalating the pace of change and focusing on key priority areas linked to greater efficiency and targeted savings, community co-production; redesign; partnership working; technology; and tackling inequality.

The focus for transformation in Community Care has been towards earlier intervention and prevention; services which are planned and delivered with local communities, and tackling inequalities through personalisation, choice and control for service users. Increasing demand and budget pressures require a transformational response alongside stronger partnerships and more integrated services.

The focus for transformation in Services for Children, Young People and Families has been to design new responses and consider alternative business models to adapt to the increasing demand of children and young people who are becoming looked after and who are at risk of becoming looked after. Within this a number of key projects are aimed at changing and improving services for children, young people and families. These projects are supported through significant investment of just under £2m from Council funds over 5 years to support transformation and use proven models of project management to support transformational practice change and include:

- Review and remodelling of residential care services for children and young people (to better meet the increasing and changing demands of looked after children and avoid escalating costs)
- Expansion of family based care (to meet the increasing demand for foster carers and supported lodging providers)
- Strategic Commissioning (to develop new ways of commissioning services to meet evidenced need and establish a commissioning strategy for children's services).

7 Service Quality and Performance

7.1 Health and Social Care

Overall, regulated social care services in Perth and Kinross are providing high quality care to local people with the majority of all quality themes evaluated as good or very good across all of the services inspected during 2016/17.

Six social care services managed by the Health and Social Care Partnership received an inspection. These were: Home Care (February 2017); Parkdale Care Home (February 2017); Adults with Learning Disabilities Housing Support (October 2016); Dalweem Care Home (June 2016); Kinnoull Day Opportunities (April 2016); and Lewis Place Resource Centre (April 2016). A total of 13 quality themes were graded and all were reported to be “good” or above. The table below provides details on grades awarded at the time of inspection.

| | Grades awarded to public social care services 16/17 | | | | | |
|-------------------------|---|------------------------|-------------------|-----------------------|-------------------|-----------------------------|
| | Excellent (Level 6) | Very Good (Level 5) | Good (Level 4) | Adequate (Level 3) | Weak (Level 2) | Unsatisfactory (Level 1) |
| Care & Support | 2 | 3 | 1 | - | - | - |
| Staffing | 1 | 1 | 1 | - | - | - |
| Management & Leadership | - | 3 | 1 | - | - | - |
| Total (Nos) | 3 | 7 | 3 | 0 | 0 | 0 |
| % | 23% | 54% | 23% | - | - | - |

A total of 41 inspections of Care Homes within the independent care sector were carried out by the Care Inspectorate in 2016/17. 87% (142 out of 164) quality themes were graded as good or above. No Care Home was awarded an unsatisfactory grading and out of the 41 Care Homes inspected only 4 had Requirements imposed by the regulator.

| | Grades awarded to independent social care services 16/17 | | | | | |
|-------------------------|--|------------------------|-------------------|-----------------------|-------------------|-----------------------------|
| | Excellent (Level 6) | Very Good (Level 5) | Good (Level 4) | Adequate (Level 3) | Weak (Level 2) | Unsatisfactory (Level 1) |
| Care & Support | 1 | 17 | 17 | 6 | - | - |
| Environment | 1 | 18 | 17 | 5 | - | - |
| Staffing | 1 | 21 | 14 | 5 | - | - |
| Management & Leadership | 1 | 17 | 17 | 5 | 1 | - |
| Total (Nos) | 4 | 73 | 65 | 21 | 1 | 0 |
| % | 2% | 45% | 40% | 13% | 1% | 0% |

Early Intervention and Prevention

Over 2016/17, the [Health and Social Care Partnership](#) reviewed and redesigned local care and support. Local integrated teams of social work, social care and health staff have been established to provide an enhanced range of services in local communities. Integrated working practices which include the third sector have been established to ensure that a wide range of needs can be met locally. A new model of service delivery supports staff to intervene early, provide timely joined-up support for people and promote better outcomes. This change means that the local Early Intervention and Prevention teams support all new referrals for 12 weeks offering help and support to people when they need and enabling them to retain their independence and to achieve this within that time frame. People with more complex needs who require longer term support are assisted by a professional within their local area who will work with them to help achieve identified outcomes.

Older People Services

The vision for older people is to maintain independence and positive wellbeing of older at home or in a homely setting. The Perth and Kinross Health and Social Care Strategic plan (2016-19) sets the ambition to create integrated services that support older people to live successfully in the community, avoiding unnecessary prolonged periods in hospital. Against the backdrop of an increasing elderly population, we are successfully keeping people at home and overall performance shows significant upward trends over the last three years.

The Reablement Service is key to supporting people following discharge from hospital and over 2016/17 42% did not require ongoing support following this intervention. There has also been a 44% increase in people using Technology Enabled Care (Telecare) since 2014/15.

The flexibility of home care provision has been enhanced to enable more people to receive the care they need when they need it. More people are now considering the options they have under Self Directed Support, to receive a more personalised service and to receive their care in the manner they prefer. In the context of an increasing population who have home care support needs and increasingly complex needs, the average care package per client has risen from 7.4hrs per week to 9.9 hrs per week (a 34% increase) over the last two years

Practice Highlight 1: early support for older people at home

Perth and Kinross Health and Social Care Partnership (HSCP) is working closely with the Scottish Ambulance Service (SAS) to reduce falls amongst elderly and frail people, and to increase referrals to the Rapid Response Service. One of the main aims of the HSCP is to ensure that people are supported to live at home independently for as long as they can, and it is hoped that by working closely with SAS unnecessary hospital admissions can be reduced.

From November 2015 to October 2016, there were 228 people over age 75 who had fallen and who did not need to be conveyed to hospital in Perth and Kinross. Of those, only 16 (9%) were referred for a falls assessment. The introduction of the new pathway aims to increase the referral rate which means fast support will be provided to many more people who need it. The Pathway is being piloted in Perth City to assess its effectiveness. The improvement project forms part of the national SAS Falls and Frailty Pathways improvement programme, and outcomes will be shared widely with all partnerships across Scotland.

Practice Highlight 2: Friendship Network helping to reduce social isolation

A new 'Friendship Network' was launched in October 2016 helping to connect older people in their communities with the aim of keeping older people active and reduce social isolation. A series of tea dances were held, views were gathered as to how people can get involved and support social activities where they live. Feedback was positive and many people expressed an interest in getting more advice about setting up a social or friendship group in their community.

Care at Home

The Health and Social Care Partnership's strategy is to reduce the provision of in-house Care at Home provision and to commission services more cost effectively from the independent sector. The link between delayed discharge from hospital and waiting lists for the provision of appropriate packages of care is a high priority for improvement.

- **Stepping into the Future – Care at Home**

The overall purpose of this project is to improve outcomes for people over 65 by supporting them from hospital into their own homes as soon as they are medically fit and to remain living there as long as they can. A Business Improvement Event was held in March 2017, options were reviewed and it was agreed that this was best served by "Discharge to Assess" model. In this model, patients are discharged once they are medically fit and social work assessments take place in the community, rather than in hospital. The person is supported in their return home with social care, as required, during this process. This model is proving highly successful in other parts of the UK.

- **Recruitment Campaign – Why Care?**

In some rural areas there continues to be challenges in Care at Home where there are waiting lists for care packages as providers have difficulty recruiting care staff. A recruitment campaign is underway along with local arrangements to incentivise local people to become carers. A new publicity campaign was launched in Perth and Kinross in March 2017 to find additional care and support workers to help meet the needs of the area's growing elderly population, and allow them to continue to live independently at home. All companies who provide care services on behalf of the Council have now signed up to the Living Wage and fair working practices, carers receive a minimum of £8.25 per hour and are also paid for travel time and mileage. Carers also receive full training and will be supported to gain their SVQ qualification in Health and Social Care.

Delayed Discharge

The Perth and Kinross Health and Social Care Partnership has experienced significant challenges in relation to the high number of people delayed in hospital after being declared medically fit. The Chief Officer of the Integrated Joint Board (IJB) has been leading the work across the Partnership to alleviate the situation including:

- **Additional Resources to the Hospital Discharge Team** - we have doubled the capacity of the Hospital Discharge Team to manage the number of assessments. The idea for this came from our learning visits to Fife, Renfrewshire and Dundee, all of whom had significantly larger HDTs. In addition, length of time to complete social work assessments has been reduced from 3 days to 1 day.

- A new **Housing Liaison Officer** post has been created to support timely discharge from hospital where housing issues have been identified, ensuring that accommodation is suitable, linking with services to identify alternative accommodation if required and facilitating Care and Repair, TEC enables care, furnishings, benefit assistance and grant assistance where appropriate.
- **Reducing waits due to Welfare Guardianship** – the completion of private Welfare Guardianships also contributed to delayed discharges. A Mental Health Officer (MHO) has been added to the Hospital Discharge Team to oversee this work.
- **‘Deep Dives’ into Care Home Placements** - three multi-agency in-depth explorations of the reasons people require care home placements have been conducted to understand the high level of demand. In the majority of cases, it was unpaid carer breakdown that was the catalyst for clients requiring a care home placement. The learning is being taken forward through the development of integrated intermediate care and additional flexible respite for carers.
- **Funding process** – the funding panel has been disbanded and the manager responsible authorises care home placements as required halving the time people wait for funding.

Intermediate Care

The aim of this project is to integrate Health and Social Care teams in an intermediate care approach to support people to remain within their homes for as long as possible. Perth and Kinross has not yet met the national target of 98% of people aged over 65 living in their own homes. This project will integrate resources to maximum effect and shape services so that people are supported in the community as long as possible to avoid a crisis and for people who need rehabilitation following a stay in hospital to have this provided in a homely environment. While the overarching aim of this project is to improve services, it is recognised that we must do this within continuing financial restraints.

Discharge to Assess

Discharge to Assess is the development of a new model for integrated locality working across the Health and Social Care Partnership. The aim is to join up Health and Social Care teams that support rehabilitation to support Discharge to Assess and use resources more effectively. The teams included are those that have a front facing rehab/reablement role. It is founded on the premise that this would be a fully integrated service under single, integrated management.

Day Services for Older People

The Day Centres at New Rannoch and Lewis Place in Perth offer a wide range of activities, therapeutic interventions and opportunities to promote and maintain social, physical and mental health well-being in friendly, safe and welcoming environments. They act to de-stigmatise and increase confidence by providing a sense of belonging, security, continuity, purpose and achievement. The plan is to create a service that is more personalised and has an outcome focus for the client.

Care Homes for older people

The majority of residential care services for older people are provided by the independent sector. The Council offers three residential units in Perth, Auchterarder and Aberfeldy which provide permanent and respite accommodation to support individuals who, for reasons of age or disability, are no longer able to live fully independent lives in the community.

Self Directed Support

Service users are becoming better informed about the choices available to them and empowered to take control of the types of support they receive. Staff are becoming more confident and are promoting the full range of options to people who require services.

There has been an uptake in the use of Direct Payments (Option 1) with 270 service users in 2016/17 compared to 224 in the previous year. There are many ways that service users can use Direct Payments to provide the support they need and help them experience positive outcomes, for example:

- Service User A had no independent living skills and was at risk of residential care when her parent was no longer able to look after her. The client did not want to leave her home and a team of Personal Assistants are employed to meet her needs for overnight assistance and to attend social activities.
- Service User B employed a Personal Assistant with experience in horticulture to assist her to cultivate a small plot of land which was used to grow vegetables she could then sell. This improved her health and well-being significantly.

Partnership with local Social Enterprises and providers is developing new offers for people looking to utilise their SDS budgets.

Our SDS priorities for 2017/18 include improving and strengthening our local networks and forums to ensure effective sharing of resources. This will improve access to investments that will benefit key stakeholders in particular service users on the personalisation journey, for example, Contract Compliance attending Care Forums. We will continue to focus on the recruitment of Personal Assistants or Registered Care providers to provide service users with options.

Practice Highlight 3: Self Directed Support - Community Catalysts

Community Catalysts, a social enterprise operating in Crieff brought together a wide range of partners to identify opportunities and barriers to real choice. As a result of extensive consultation, an action plan was developed to address the key issues identified and increase the choices available to people which can enable them to remain safe and well in their own homes for longer. Key challenges included:

- Community assets could be better linked to social care and self-directed support
- A need for greater options for people with mental ill health and dementia
- The need for clearer distinctions between employee and commissioned services
- Opportunity for more creative and personalised care options
- Challenges with Homecare

Joint working between social work staff and the community engagement team is taking forward key aspects of the action plan.

Practice Highlight 4: Self Directed Support - The Care and Wellbeing Co-operative

The Self Directed Support team assisted the development of the Care and Wellbeing Co-operative in Highland Perthshire. The Co-operative supported by Growbiz with SDS Innovation Fund now has 24 members providing care, support and promoting wellbeing throughout Highland Perthshire. Support has been provided to 16 families in rural areas, many of whom are using the SDS Option 1 of Direct Payments to pay for support.

Key areas of work during 2016/17 included:

- A Referral Scheme pilot 'Social Prescription' in partnership with GP surgeries to measure impact of support provided by the Co-operative which included a variety of community and wellbeing activities. 12 patients from Aberfeldy and Kinloch Rannoch Health Centres were part of the pilot. The Warwick-Edinburgh Mental Health Wellbeing Scale was used to monitor the wellbeing of patients and over a three month period all patients demonstrated an improvement in their wellbeing indicating the support provided had positive impact on the patients.
- A 'Wellbeing for Practitioners' programme with Co-operative members in recognition of the 'burn out' of care staff, the programme will be offered and made accessible to local private care providers.
- We also provided work experience and volunteering opportunities for pupils at Breadalbane Academy and are currently working with Social Work on a presentation that can be used to raise awareness and to encourage young people to consider a career in care, health and social support.

Participatory Budgeting

'Your Community, Your Budget, Your Choice' was the first Health and Social Care Partnership community based Participatory Budget initiative in Perth and Kinross. Over £23,000 was made available for each of the communities of Rattray, Crieff and Craigie (Perth), and £5,000 of SDS personalisation government monies was allocated to Participatory Budgeting. A variety of Community Projects were funded including Community Gardens, Enhanced Transport, Adapted Bikes for the Disabled and Friendship Cafés. Individual community groups and new partnerships will now deliver a range of important preventative support opportunities that increases choice for local people and also increase the support options open to local services. The projects will enable people to achieve their outcomes when choosing SDS options.

Technology Enabled Care

Perth & Kinross Health & Social Care Partnership is currently progressing a number of technology-enabled care (TEC) projects across four broad work streams to identify how technology can be utilised to improve services, reduce costs, and support people to maintain or increase their independence. We have seen an overall increase in people using Technology Enabled Care (TEC) over the last two years; as at March 2017 the number of service users with TEC increased from 814 as at March 2015 to 1,177 as at March 2017. 3,853 people across Perth and Kinross were supported by the Council's Community Alarm Service this represents an increase of 11.5% since March 2015.

- **SmartFlat**

We launched a TEC SmartFlat at Beechgrove House in December 2016 and this showcases a range of telecare equipment, including personal alarms, falls monitors, smoke detectors and GPS locators, which support people to live in their home or in a homely setting for longer. This is helping to give assurance to service users and their families about how the technology monitors wellbeing ensures that help will arrive quickly when necessary.

- **Community Alarm Service**

The Community Alarm Service has also invested in replacing the analogue telecare server with a digital platform and we will have one of the first digital alarm receiving centres in Scotland which will bring benefits of increased efficiency, reliability and functionality. In time, the digital server will also ensure that the Service is able to embrace the latest technology as it comes to market.

- **Home-Health Monitoring**

Home-health monitoring is being trialled by users of Tayside Weight Management Service. Through using a text-messaging system called “Florence”, patients are able to send in their weight readings on a regular basis to their clinician. This will allow for their weight to be monitored remotely between appointments and furthermore the clinician will also receive alerts if the patient’s weight levels go out with agreed parameters. Following the conclusion of this pilot project, we will look to explore other areas where people can be supported to self-manage their condition through “Florence”.

- **Brain in Hand (BiH)**

A method of supporting people to self-manage their condition through a healthcare mobile app called “Brain in Hand” which supports individuals with autism to increase their independence and reduce their anxiety levels. Through funding from the Council’s Angel’s Share Programme this app is being trialled with ten young adults. This smart web-based software helps the user to achieve greater independence, manage mood problems and reduce reliance on support. Outcomes that Brain in Hand has supported so far seen include:

- Enabling service users to live more independently.
- Providing support to travel.
- Reducing sleeping and waking night support.

- **Video-Conferencing**

To reduce the need for patients living in rural or remote areas to travel significant distances for sometimes short hospital appointments, video-conferencing is being trialled with patients from the Tayside Weight Management Service who will take part in fortnightly video-consultations for a period of 18 weeks. The findings from this pilot project will then inform future projects as we look to increase the use of video-conferencing across Perth and Kinross.

Mental Health and Wellbeing

Wellbeing in Perth and Kinross is reported as higher than the UK average. The National Statistics Wellbeing survey charts the levels of happiness, life satisfaction, levels of anxiety and feelings of leading a worthwhile life in the population of the United Kingdom. Perth and Kinross has better than average scores in all categories. Suicide rates have fallen in Perth and Kinross since 2014. Distress calls to police fluctuate but calls concerning attempted suicides have decreased while calls regarding self-harm incidents are fairly static.

An evaluation of the Mental Health and Wellbeing Strategy was carried out in October 2016 and highlighted key areas of success along with areas for improvement. A range of activities took place in 2016/17 to support mental health including:

- **Mental Health Roadshow** - A partnership mental health roadshow was held in Perth to raise awareness and reduce stigma.

- **Wellbeing Fair** - Co-ordinated by The Recovery Project, the Wellbeing Fair 2016 built on the successes of previous years, the project has grown and developed to become a unique flagship series of partnership events to promote mental wellbeing, self-management and sustainability, and to help tackle stigma. The Wellbeing Fair received a Silver Securing the Future Award in May 2016.

- **Suicide Prevention Week** - A Community Event was held in Perth in September 2016 involving a range of partners which aimed to raise awareness of their services and other initiatives which can contribute towards preventing suicides. One of the key suicide prevention projects in Perth and Kinross has been the 'Bereaved by Suicide' initiative. This is the first project of its kind in Scotland and the processes have been shared with six other local authorities (Dundee, Angus, Dumfries and Galloway, Fife, Highland, Midlothian). The Bereaved by Suicide packs received a Silver Securing the Future Award in May 2016.

Learning Disabilities

The Perth and Kinross Joint Strategy (2016-2019) for people with Learning Disabilities sets out local priorities in line with Scotland's national strategy for people with learning disabilities, the 'Keys to Life'. Social work staff with expertise in working with adults with a learning disability are now located in locality teams to help improve local responses to needs.

- **Improved Access to Health Care**

We work closely with health colleagues across localities to ensure improved access to healthcare for people with a learning disability.

- Quicker access to specialist health provision including: Down's Dementia Screening; sexual health and reproduction anxiety groups; dental services; Keeping Safe workshops; and Falls Clinic. This is having a positive impact on improving health outcomes for people with a learning disability.
- A Pregnancy Pathway has been developed which ensures that for all pregnant mothers who may have a learning disability midwives will liaise with social work from the outset which allows expectant mothers access to services and support from the earliest opportunity.
- The 'Josephine' resource (anatomically correct cloth lady) is supporting women with a learning disability to understand how to care for their own health and wellbeing and has also been helpful in assisting women who may be at risk of abuse or exploitation to describe what has happened to them within Adult Support and Protection procedures. Over the last year Josephine has proven to be an asset in relation to positive health approaches.

Transitions

The Transitions team continues to work with young people and their families, who are transitioning from school into adult life and who will require additional support during this time. Early intervention is key to providing a smooth transition for the young person and their family and as a result of the Transitions within the Community transformation project there is much earlier engagement of families and young people as children enter their secondary school years and making early preparations post school. 54 young people are being assisted by the Transitions team and below are examples of how independence, social inclusion and wellbeing are being promoted:

- **Independent Travel Training (ITT)** enables people to travel to and from college promoting their independence and confidence whilst lowering their anxieties and the anxieties of their relatives. During 2016/17, ITT assisted 12 new people to become independent and completed 17 successful Journey Plans.
- **Respite Break Bureau** offers respite to 41 adults with Learning Disabilities. Through Self Direct Support, families and service users have the option as to how they want to manage their own respite either using the traditional method of residential homes or more creatively arranging respite which is person centred to the individual and of benefit to the main carer.
- **Supporting People to Live in the Community** is ensuring that housing providers can meet the aspirations and needs of service users with a learning disability. Redesign of the housing environment and multi-agency partnership working enables service users to live or return to live in the community in living environments appropriate to their circumstances.
- **Support and Care Worker post funded by P&K Council.** Perth College Social and Vocational Studies (SVS) Department offers educational, social and vocational opportunities to young people who have additional support needs due to a specific learning disability, general developmental delay and/or social and emotional disorders. The role of the support and care worker is to provide support in classrooms, lunch/breaks and also plays a key role in allowing classes to go on outings and/or use local community facilities.

Practice Highlight 5: Supporting People with a learning disability to live independent and happy lives

The Making Where We Live Better group formed in 2010 to promote inclusion through raising awareness of issues faced by those with learning disabilities. They explore issues that affect people with learning disabilities and work together to identify solutions and improve their lives. They held a conference in 2016 in which they invited everyone to share their opinions and thoughts about what could make their lives better. They provided ten dynamic workshops that addressed relevant matters and offered support and advice for the participants. The event gave the opportunity for everyone to have their voice heard and all the feedback will be used to update the Learning Disability Strategy for Perth & Kinross, to ensure the needs of those living with a learning disability are being met.

Making Where We Live Better: <https://youtu.be/iWGF8cNzANI>

Practice Highlight 6: Friends Unlimited Network (FUN)

Friends Unlimited Network provides (FUN) opportunities for people with learning disabilities to meet new people; allowing them the chance to develop friendships. At present FUN has 53 active members who experience regular social events through a calendar of activities such as bowling, discos, pub nights, club nights, craft sessions, workshops and pub quizzes.

Since April 2016, FUN has had an advisory group with 14 active members who attend bi monthly meetings. The future planning for the Friends Unlimited Network is to continue to promote inclusion and participation through regular use of mainstream resources and also provide support resources and skills to help people connect out with FUN.

Physical Disabilities and See Hear

The See Hear initiative is aimed at improving choices for people with a physical disability and/or sensory impairment and ensuring the Quality of Life for Adults with a Physical and/ or Sensory Impairment. A local consultation exercise was carried out in early 2016 with the sensory impaired community and a range of local recommendations were drawn up. Using both the national framework and findings from the local consultation exercise several areas for improvement and development were identified and as a result a range of See Hear (sensory impairment) projects were developed:

- **Hearing Aid Batteries in Mobile Library Vans**

Hearings aids require replacement batteries on a regular basis and were only available from many GP practices through Perth and Kinross and the local Perth Royal Infirmary (PRI). Since 2016 people are able to collect batteries for their NHS hearing aid from four mobile library vans which are regularly out and about around Perth and Kinross.

- **VisionPK**

From October 2016 services for people who are deaf or hard of hearing are provided by VisionPK in partnership with Action on Hearing Loss (Scotland). This joint approach supports the empowerment of people with a sensory impairment to take a full and fulfilling role in society and to help them to achieve their personal outcomes and aspirations.

- **Hear to Help in Perth and Kinross Care Homes**

During 2016/17 Action on Hearing Loss (Hear to Help) worked in Care Homes to ensure that residents were provided with the best possible sensory service and supported to communicate and participate fully in their communities. Sensory Impairment packs were offered to 145 staff in 17 care homes have received training.

- **Listen Up! - Supporting Young People in School with a Hearing Impairment**

Listen Up! Is a DVD resource created by the Hearing Support Service (HSS) and secondary school pupils to demonstrate to staff the challenges faced by deaf pupils in schools. The DVD will become a key element of staff training from 2017. All pupils enjoyed the project and feedback was positive including this comment from a participant. *"It's been a great experience with taking part and making friends, and I hope the DVD helps people in our situation"*.

Autism Action Plan

The local Autism Action Plan was developed in co-operation with people across the autism spectrum, carers and professionals, ensuring that the needs of people with ASD and carers are reflected and incorporated within local policies and plans, and is driven by the Scottish Autism Strategy. 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.

- **Autism Work Experience and Ease the Move**

During 2016/17, Perth and Kinross Council in partnership with Perth Autism Support (PAS) and support from the Scottish Government Autism and Innovation Development Fund has implemented enhanced support for people with Autism Spectrum Disorder and increase the number entering and sustaining employment for whom this was previously not a feasible option.

- Autism Work Experience – provides appropriate transition from senior school age to adult life and into employment. The project enables those with an ASD to be in active and valuable work and 10 young people have been supported into work experience.

- Ease the Move – aimed at young people 16-25 years to move on to further education, independent living or supported employment opportunities, other more mainstream services and to lead happier more fulfilled lives. A further 10 young adults are meaningfully engaged aged in a variety of activities including:
 - Prince's Trust Fairbridge Access programme
 - Work experience placement with Community TreeCycle
 - New Opportunities/New Skills courses

- **ASC Modern Apprentice Scheme.**

The scheme piloted last year and continues to support and encourage job applications from under-represented groups and in particular, those with an ASC condition. We have worked with a company called IDTC, who are funded by Skills Development Scotland and provide work readiness skills. Some young people have now entered the Council's Modern Apprentice scheme underlining that the Council is an inclusive employer offering a tailored approach to those seeking employment.

Practice Highlight 7: ASC Modern Apprentice Scheme Case Study – Employer Feedback

The Modern Apprentice commenced employment with us through the ASC modern apprentice programme in August 2016, and is completing a Modern Apprenticeship in Administration, and will also achieve the SVQ 3 by the end of their time with us.

We tailored the MA Scheme to fit the young person's needs including working hours. On a day to day basis colleagues helped the MA with any issues they might have and also invested their time in understanding autism and how it impacts on the young person. The Autism coordinator intensively supported them and accompanied the service user at SVQ meetings.

The investment and care and support has been invaluable and allowed them to enter employment in a way that suits their needs, without this investment work can be very challenging for those with autism and means that only a few individuals can cope with paid employment. The young person's line manager has also commented:

'Having Y in our team has been both rewarding for Y and for the team. They have embraced their duties with enthusiasm and professionalism and the nature of autism has actually benefited us and allowed her to embrace the tasks I have allocated Y'.

This young person was given an opportunity to join the workforce that would have been otherwise impossible, and with a small amount of support initially has flourished and completes work to a very high standard; Y is an incredibly polite and hardworking individual and would be a benefit to any team.

Employability Network

The Employment Support Team (EST) offers guidance and support to people who have a Personal Assistant or use other SDS options to support their employability. EST has provided support to 140 clients to find and sustain employment. 68 supported into Paid Employment and 59 into Work Experience/Voluntary Placements, as a pathway to employment. EST has provided Works Skills Courses during 2016/17 for 18 people some of whom are in transition. Some comments from service users included:

“Valuable to learn how to be towards customers”
“Valuable to practice on my presentation for job interviews”
“Helped me get a paid job”
“Helped me get work experience and a temporary paid job”

The Employability Network strives to improve employability services for young people and adults in Perth and Kinross who have ill health, a disability or barrier to employment. The reasons for the drop in local employers will be explored further to understand the local issues and context for this:

- The increase in the total number of clients supported into employment achieved in 2015/16 has been maintained in 2016/17 at over 1800 clients.
- Following a substantial increase in the number of employers engaged in the Network last year increased from 212 in 2014/15 to 565 employers in 2015/16, the number has fallen to 469 in 2016/17.

Practice Highlight 8: Support into Employment

D was referred to The Employment Support Team in January 2016. She is 30 years old, has a learning disability and works part time at a children's nursery. An additional challenge to ongoing employment arose when it was envisaged that all staff would need to be registered with the Scottish Social Services Council and obtain SVQ 3 qualification in childcare. D's learning disability was acknowledged and a request was made for "Reasonable Adjustments" in relation to the post held by D. It was agreed that D could be supported to achieve a level 2 SVQ instead. Through some in-work support and building a good relationship with the employer D achieved her qualification and maintained her employment.

Practice Highlight 9: Gold Star Employer

The Council launched a new business awards scheme called the Perth and Kinross Gold Star Employer Awards. The scheme helps to raise the profiles of businesses across the local area through nominations for and from businesses which actively recruit young jobseekers, the long-term unemployed and those with varying disabilities where often reasonable adjustments may be required. The Employability Network has supported the Gold Star Employers Awards since August 2016, 11 Employers have been nominated with 4 acknowledged as Gold Star Employers. An awards ceremony was held in March 2017 to and the Overall Gold Star Employer 2016 was Inchoonans Equestrian in Errol.

7.2 Criminal Justice

The Scottish Government provides 'ring-fenced' funds to the Council for criminal justice social work services. Criminal justice social work services act on behalf of Scottish Courts to:

- supervise offenders aged 16 and over who have been made subject to a community disposal;
- provide reports to courts to assist with sentencing decisions; and
- provide statutory supervision (called 'throughcare') for certain offenders released from prison.

Criminal justice social work services are responsible for:

- assessing the risks and circumstances of offenders in the community and in custody. Core services include Social Enquiry Reports and Home Background which contribute to Court and Parole Board decisions as to whether an offender is able to remain in, or return to, the community;
- supervision and monitoring of offenders placed on a range of court and post-release orders and licences. These are intended to reduce the risk of reoffending and harmful behaviour towards others while assisting an offender's return to their community;
- social work services for the HMP Castle Huntly and HMP Perth;
- specific services for female offenders; and
- provision of unpaid work opportunities for people otherwise at risk of custody.

New Framework for Community Justice

The new model for Community Justice, underpinned by the Community Justice (Scotland) Act 2016, will transform the community justice landscape to bring a local perspective to community justice. There is a requirement in the Act for the statutory partners to work together to prepare a community justice outcomes improvement plan for their area, following engagement and consultation with relevant local stakeholders and appropriate third sector and community bodies who are involved in community justice. The Perth and Kinross Improvement Plan was published in April 2017. [A Community Justice Partnership](#) has been established involving the statutory partners and third sector organisations and it will have the responsibility of ensuring the delivery of the improvement plan.

Criminal Justice Services work in partnership with a wide range of statutory and voluntary agencies, and with our communities, to reduce crime, identify public protection issues, maintain strong communication channels, to listen to communities and work to develop high levels of community confidence. A number of successful interventions are effectively minimising re-offending and promoting alternatives to custodial sentences, such as the One-stop Women's Learning Service (OWLS) and the Short Term Prisoner Protocol.

Criminal justice social work services and community safety teams are jointly managed and are working in an integrated way to reduce antisocial behaviour, such as neighbour noise, vandalism and litter, through services such as Community Wardens. The service works with people who are the victims or perpetrators of crime and antisocial behaviour and has a strong focus on preventative measures and make every effort to put services in place to reduce offending and thereby reduce the harm caused to communities.

Performance highlights for 2016/17 include:

- **Self Neglect and Hoarding**

High on the agenda is Self-Neglect & Hoarding; Self-neglect differs from the other forms of harm as it does not involve a perpetrator, hoarding can result in self-neglect. Working with partners from the Scottish Fire and Rescue Service free home safety visits are available to all people in Perth and Kinross and will work closely with the council to promote fire safety, and intervene in cases of hoarding and other fire safety issues.

- **Hoarding Protocol**

Staff in Housing and Community Safety have led the development of a Hoarding Protocol in partnership with Police Scotland, Scottish Fire and Rescue Service and NHS Tayside. This was approved in March 2017 alongside Operational Guidance to help identify self neglect & hoarding behaviour, make links to adult and child protection, support for mental ill-health, and to respond appropriately.

- **One-Stop Women's Learning Service (OWLS)**

The Public Protection Team through the multi-agency One-stop Women's Learning Service (OWLS) has continued to further develop. In 2016/17 the service have move forward with community engagement taking an active part in the organisation and production of events such as Reclaim The Night, part of the 16 days of action through the Violence Against Women Partnership, Co-production and delivery of the "Be Kind to Yourself" sessions as part of the International Women's day celebration jointly with Soroptomists Perth.

- **Prison Based Social Work**

HMP Open Estate Castle Huntly is unique in that it is the only national facility of its kind in Scotland. The role of the Open Estate continues to play a vital role in affording prisoners, particularly those serving long-term sentences, an opportunity to both be tested and reintegrated into the community. The primary function of the prison based social work team is to provide risk assessments and risk management plans for all prisoners subject to statutory supervision on both temporary and full release. This information is utilised in a range of forums including Tribunals (both Scottish and elsewhere in the UK), Parole Board, MAPPA and HMP Castle Huntly's Risk Management Team (RMT). Prior to being allowed any community access, the RMT considers all appropriate information from relevant partners.

Closed Estate at HMP Perth - we have been working with the Scottish Prison Service in recognition of the impact of imprisonment on all family members. We are an active partner in the prison's Children and Family strategy group and plan to build on this work in 2017 to develop our links with the family link centre to offer advice and to support partners working with families during what is a difficult and stressful time.

Over the past year we have continued to support individuals who are preparing for release through the risk assessment and risk management process. Child protection is often a central feature of this, and the team have worked closely with community partners to highlight concerns and to offer support and advice to prisoners and professional partners in planning for release.

- **Electronic Monitoring**

The Public Protection Team has taken part in the pilot of Electronic Monitoring (EM) and are currently trialling different uses for it. With the Team leader being the Local Electronic Monitoring champion we are keen to take part in other trials such as the alcohol bracelets. EM offers a new and different response to criminal justice social issues and the team can see benefits for both high risk and repeat offenders.

- **Multi-Agency Hub at St Martins**

The SCT/Police Hub at St Martins Continues to flourish and provide an intelligence and operational function for the agencies that no single agency could resource. The Hub includes areas such as Police Intelligence, MAPPA Housing SOLO, Anti-Social Investigation Team, Community Safety Sergeant and Violence Against Women. In 2017 there are plans to co-locate the Police Scotland Offender Management Unit Officers which will further enhance joint-working. A good example of how the Hub facilitates policy development and operational delivery is in the case of Missing People. In 2015 the Scottish Government published its Missing People Strategy. Perth and Kinross Council and the Safer Communities Partnership were asked to become a pathfinder area.

- **Safer Communities Hub**

During 2016/17 a new approach focussing on early intervention and partnership working was developed. As part of the Safer Communities Hub some activities included:

- Joint Visits: Police, Housing, Anti Social Behaviour Investigators, Community Wardens carry out joint visits to perpetrators.
- Street a Week: Community Wardens carry out House to House visits to create a problem profile rather than depend on reported incidents.
- Accelerated ASBO (Antisocial Behaviour Order) Process- Improved partnership with Legal Services means Initiation to Interim ASBO is achieved in around 12 days
- ASBO Police Response Plans – Each ASBO has a plan to improve Police Enforcement.
- Housing Liaison – Problem-solving approach to improving enforcement activity and streamlining processes so they are done concurrently rather than consecutively.

- **Unpaid Work Team**

The Unpaid Work Team in Perth and Kinross is very much part of the broader Safer Communities Partnership. The Unpaid Work Team is now a self-sufficient, not for profit, contracting business which has established excellent relationships with internal and external customers – Housing, The Environment Service, Shaw Trust, Working Roots (LD) PLUS (LD), Community Councils, Perth In Bloom and most of the other Bloom Groups in Perth and Kinross, Beautiful Perth, Perth Prison, Right Track (Young High Tariff Offenders), Schools, Care Homes etc. Staff are currently in discussion to develop a Work Experience Project with St Johns School in Perth. This year it has carried out a range of activities which are supporting communities and the environment including:

- Graffiti Removal
- Expanded relationship with Beautiful Perth
- Established the City Centre Hit Squad to improve appearance and challenge ASB
- Painted homes of vulnerable people
- Environmental changes – bushes trees etc. as part of Multi Agency response to ASB
- Renovation of Garden Furniture for Schools and Care Homes
- Development of low-level income generation through sales of garden furniture to order, kindling, firewood – which is used to fund additional tools to improve capability e.g. fencing equipment, power washers, log splitter etc.

7.3 Drug and Alcohol Services

Alcohol and Drug Partnership

The Alcohol & Drug Partnership (ADP) has been redesigning services to enable the implementation of a Recovery Orientated System of Care (ROSC) as mandated by Independent Expert Review of Opioid Replacement Therapies in Scotland, 2013. A Redesign Project was established in 2016 and a key part of this is the development of a Whole Family Approach.

Whole Family Approach

The pervasive impact of parental substance use on the wellbeing of children and young people, compounded by incidents of domestic violence and poor mental health, has been well documented.

A fresh approach to delivering key services for the **whole family** is central to improving outcomes in Perth and Kinross. Research indicates that the early initiation of substance use by children and young people increases the risk of alcohol related problems and social and health issues in later life. There is also close correlation between substance misuse and higher risk taking behaviour in relation to anti-social behaviour, offending and risky sexual behaviour which can lead to a higher level of dependence on public services in the long term. Therefore, by focusing on the needs and aspirations of the whole family, this will ultimately, contribute to improving outcomes in a range of other areas. The promotion of coordinated, efficient and effective services which avoid duplication of effort is the primary aim and a Whole Family Approach is the vehicle to achieve this objective.

Practice Highlight 10: Getting Our Priorities Right

Working Together with Children, Young People and Families Affected by Problematic Drug or Alcohol Use

Following publication of the Scottish Government's GOCR Guidance (Revised 2013) and in compliance with this national guidance, Perth and Kinross Child Protection Committee (CPC) and Perth and Kinross Alcohol and Drug Partnership (ADP) developed a Joint Local Partnership Agreement and Joint Action Plan to take GOCR forward across Perth and Kinross. Between November 2013 and August 2014, working collaboratively with CPC partner agencies; Perth and Kinross Children's Services; Adult Services; the Drug and Alcohol Team; the Information Commissioner's Office: Scotland (ICO); SCRA and STRADA and following three-local multi-agency practice workshops, the partnerships developed and published a [Perth and Kinross Practitioner's Guide and Toolkit: Getting Our Priorities Right \(GOCR\)](#) to support and empower local practice.

This guide and toolkit was developed with contributions from over 250 Perth and Kinross multi-agency local practitioners and managers who attended a total of four multi-agency practice workshops, all of which were evaluated very highly. It aims to support and empower all practitioners and managers working across all services and agencies in Perth and Kinross, including all those working in children's services and adult services. It aims to keep children and young people safe; promotes early identification, effective intervention and support. It promotes partnership working across children's services and adult services and practice is supported by a Toolkit with Checklists to aid professional judgement and early assessment.

Recovery Oriented System of Care is a coordinated network of community-based services and supports that is person-centred and builds on the strengths and resilience of individuals, families and communities to achieve abstinence and improved health, wellness and quality of life for those with or at risk of alcohol and drug problems. The aim of the Redesign Project is to support the implementation and delivery of a Recovery Oriented System of Care (ROSC) which emphasizes prevention and recovery. The Redesign Project objectives are to:

- Review and redesign the delivery of services within localities to reflect strategic priorities of Early Intervention, Prevention and Recovery and the delivery of a Recovery Oriented System of Care (ROSC).
- Adhere to the Quality Principles and Care Standards to deliver improved person centred outcomes for individuals.
- Deliver a service that meets our legal and statutory responsibilities.
- Deliver a service that has the flexibility to respond to changes in demand at a service and individual level.
- Offer an efficient and value for money service that delivers improved outcomes for individuals, families and communities and cost savings.
- Meet the ADP strategic aims of Whole Family Approach, Whole Population.

An options appraisal of the preferred option for implementing the ROSC was considered and a short life working group has been set up to implement the preferred option with community, hospital and hosted services via a Tayside wide group.

Validated Self-Evaluation

In 2016 Perth and Kinross Council participated in the first ever Alcohol and Drug Partnership Validated Self- Evaluation of the Quality Principles. This was carried out by the Care Inspectorate and Healthcare Improvement Scotland in partnership with local managers and staff. This identified a number of key strengths which were making a positive difference for individuals and families and areas for improvement. Notable strengths include:

- Exceeding the three week referral to treatment target consistently over a number of years
- Service users are offered high quality, evidence informed treatment, care and support interventions.
- The strong foundations of community work, ROSC activity, mutual aid, whole population approach, NPS/naloxone strategies developed through the ADP and the strong links to other thematic groups.
- The positive shift of strategic policy and investment, supported by all sectors, away from traditional treatment services and towards a whole family approach.
- A high level of innovation, commitment to self-evaluation and ongoing improvement.

A number of areas for further improvement were also highlighted which are being addressed by the ADP which included the need to:

- Review 'prescribing pathways' to ensure service users can easily access services.
- Raise awareness about the single point of access arrangements to maximise accessibility.
- Review resources and ensure projects such as Social Prescribing Project and Wellbeing and Recovery project are designed to be sustainable in the longer term.
- Refresh the commissioning plan to be in line with the IJB's strategic plan and ensure it is consistent with the needs of the population and the ADP vision.

Practice Highlight 11: Alcohol and Drug Partnership

Social Prescribing Project

The Project was a sound and well integrated approach that featured an appointed lead officer who had collaborated closely with a large number of stakeholders and local communities to raise awareness of addiction issues develop mutual aid and a range of sustainable support networks. The project had also developed an evaluation framework in order to measure the positive impact the work had on communities and had demonstrated a range of positive results to date. There was good evidence that this project had strengthening community capacity across Perth and Kinross.

Change is a Must(CIAM)/Small Test of Change

In 2016 the Change is a Must multi-disciplinary team developed the Rickter Scale to include child focussed questions to improve the motivation of parents to affect change in these areas. The Alcohol and Drugs Partnership (ADP) Strategy 2015-20 outlines the need to ensure a 'Whole Family Approach' and recognises that supporting policies play an important role in achieving positive outcomes for parents and children. This 'small test of change' will help to cement integration between services.

7.4 Services for Children, Young People & Families

There is shared responsibility across the CPP for monitoring and reviewing our performance and progress towards our key objectives. We have ensured that this is informed by reliable data about the extent to which outcomes are improving across a wide range of measures and have used this to identify those areas which need greater focus. The Education and Children's Services Business Management and Improvement Plans (BMIPs) monitors and reports on performance against an agreed set of indicators.

Overall, the quality of regulated care services provided by the Council is high with all grades awarded by the Care Inspectorate being good and above consistently for the last 5 years. The Council provides five care services which are regulated by the Care Inspectorate and in 2016/17 two of the five services received an inspection. These were Woodlea Cottage in September 2016 which provides services for children with complex disabilities and their families (it is only the residential respite care which is inspected) and the Cottages at Almondbank House in December 2016 which is a registered care home for young people.

The Cottages, Almondbank House: Inspectors noted: *"The Cottages provided young people with well-structured care in a safe and comfortable environment. Young people were encouraged to participate in community-based activities which promoted their health and wellbeing. The focus of the work with most of the young people was on the assessment of family relationships and building capacity to support young people to return home. Staff were working closely with parents, social workers and other relevant agencies to help to achieve this. We observed sensitive, skilled interaction between staff and parents and found evidence that complex shared plans were moving forward as anticipated."*

Woodlea Cottage: Inspectors noted: “*This service provided excellent care and support, demonstrating a highly impressive capacity for improvement and innovation. This allowed staff to support children to achieve very positive outcomes and have enjoyable experiences. There was a strong emphasis on the provision of child-centred care by a team of well-trained, skilful and motivated staff with a clear vision for maintaining Woodlea as a model of its type. The foundation for this was that 'all children can learn.'*”

| | Grades awarded to regulated care services for children and young people 16/17 | | | | | |
|-------------------------|---|------------------------|-------------------|-----------------------|-------------------|-----------------------------|
| | Excellent (Level 6) | Very Good (Level 5) | Good (Level 4) | Adequate (Level 3) | Weak (Level 2) | Unsatisfactory (Level 1) |
| Care & Support | 1 | - | 1 | - | - | - |
| Staffing | - | - | - | - | - | - |
| Management & Leadership | 1 | - | 1 | - | - | - |
| Total (Nos) | 2 | - | 2 | 0 | 0 | 0 |
| % | 50% | - | 50% | - | - | - |

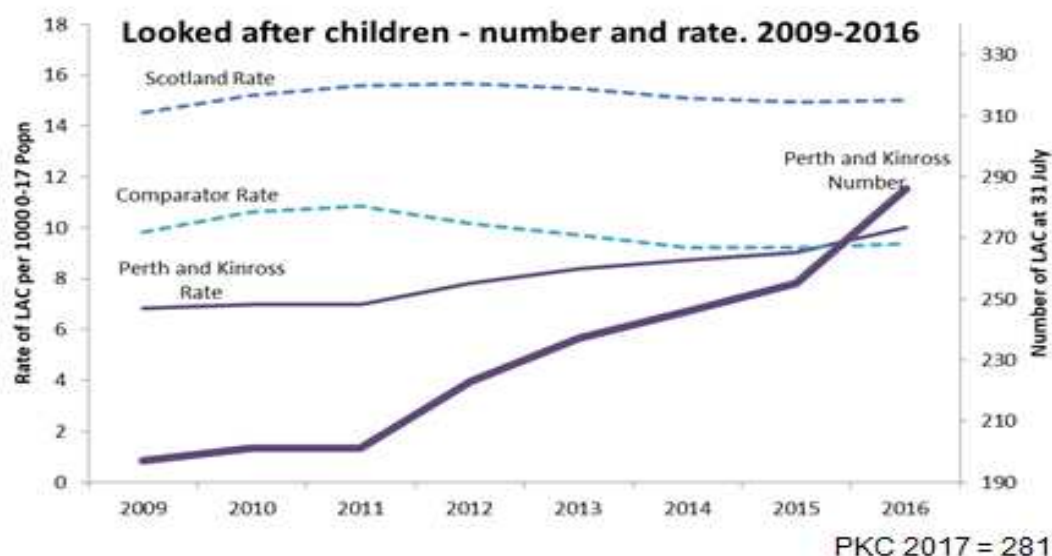
Data for looked after children is based on national statistics obtained on 31 July each year. The number of children and young people looked after in Perth and Kinross has continued to grow year on year since 2011 (both looked after at home and away from home). At 31 July 2016, 286 children and young people were looked after by Perth and Kinross Council at a rate of 10.1 per 1000 of population which is higher than comparator authorities at a rate of 9.3 and significantly lower than the national rate for Scotland at 14.9.

There is a strong drive to avoid residential placements wherever possible and to place children locally within their communities in Perth and Kinross. Perth and Kinross has a higher proportion of looked after children and young people in community placements (relatives and foster care) and in 2015/16 was ranked 3 out of 32 local authorities nationally (93.7% in 2015/16 and 92.2% 2014/15 compared to 90% and nationally for each year).

The number of Looked After Children as at 31 July 2016:

| Accommodated Children | 2014 | 2015 | 2016 |
|---------------------------------------|-------------|-------------|-------------|
| Kinship Care | 88 | 80 | 78 |
| Foster Carers | 91 | 99 | 118 |
| Prospective Adopters | 7 | 10 | 11 |
| In other Community (e.g. hospital) | 3 | 2 | 2 |
| Local Authority Home | 12 | 13 | 10 |
| Residential School | 5 | 7 | 7 |
| Other Residential (intensive support) | 2 | 0 | 1 |
| Secure | 0 | 0 | 0 |
| Total | 208 | 211 | 227 |
| Home Supervision | 38 | 44 | 59 |
| Total Looked After Children | 246 | 255 | 286 |

Looked after children



There is a strong focus on securing permanency for children and young people who are unable to remain in the care of their birth family. The majority of children and young people who are looked after and accommodated have stable placements, with 84% experiencing two or less placements in a care episode, and most of these having only one change in placement, or no changes. This allows children and young people to benefit from secure and stable relationships and nurturing environments.

There is also improvement in the timely decision-making for which children identified as needing permanent care and thereafter considered by the Fostering and Permanence Panel to be formally approved for permanence. Nearly 70% of children and young people (in 2016/17) have a permanence plan approved at Panel within four months of the LAC Review decision, compared to 48% in the previous year. Early identification of children who should be progressing to permanency and effective planning to avoid delays is demonstrated through increasing numbers of children being considered by the Fostering and Permanence Panel year on year.

The Council has recognised the pressures resulting from increasing demand and has supported the Children, Young People and Families Service to redesign and make plans to transform the shape of service delivery to stem and reverse this trend. This includes:-

- Transformation and remodelling of residential care to refocus on teenagers on the edge of care.
- Recommissioning strategically intensive and flexible family support focusing on primary school aged children who are at risk of statutory intervention.
- Redesigning the early years family centre towards community and family based support through the Family Focus team.

- Taking part in the national programme to address neglect and enhance wellbeing with CELCIS along with health colleagues with a particular focus on getting it right pre-birth and into the first year of life
- Continuing to blend community development and early intervention with our work to support children and young people who are at risk of statutory intervention or looked after at home.

PRACTICE HIGHLIGHT 12: Family Support through Family Focus

The Family Focus team was created following a review of social work support services for families with very young children. The review highlighted the need for early intervention and support to families with children pre-birth to five within their homes and communities. The needs of these families were around routines, confidence building and establishing parenting skills. The ethos of the team is to support families into universal provision and by intervening early to prevent an escalation of difficulties and to avoid statutory intervention. The Family Focus team is now fully operational and provide outreach across Perth and Kinross. In collaboration with midwifery and maternity services, work is ongoing to deliver early support to pregnant women in need.

The team has also delivered 2 pilot projects at two primary schools where there are concerns about child development and working alongside education and health staff assisted parent to promote their child's development within the family.

PRACTICE HIGHLIGHT 13: Active Beginnings - Splashtots

Active Beginnings is a project involving Family Focus and Live Active Leisure to improve the physical and emotional wellbeing of parents and very young children. Over the year, 55 families benefitted from a number of sporting activities with the most successful being Splashtots. Splashtots was introduced to work towards improving the Health & Wellbeing of vulnerable parents and children and to enable families to access local facilities by reducing financial barriers. We have built relationships between staff and parents, and among parents who are socially isolated. Most of our parents are young, lone parents, on benefits experience poor mental health and low self-esteem. Parents and their babies are learning to be confident in the water and to swim. Parents have grown more confident and now make use of the pool in their free time, they have made a new support network of friends and their overall wellbeing has improved.

Practice Highlight 14: No 5 Project, Rattray

To tackle the consequences of poverty and isolation we continue to run No. 5, a community based project in Rattray for 30 hours per week. Staffed by Senior Social Care Officers attached to the Blairgowrie Children and Families Social Work Team, group work for children 0-17 years and their parents promotes social inclusion. Guidance, advice and support is provided on managing children's behaviour, maintaining healthy family relationships, parenting, healthy lifestyles and healthy eating. A GIRFEC approach is supporting children and their families to develop greater resilience and improved self-esteem. Approximately 50 children and young people attend on a weekly basis, some of them have a Lead Professional Social Worker as their names have been included on Child Protection Register or they are looked after children and their attendance is part of the Child's Plan. The success of the project is demonstrated by the willingness of other, locally based, children and families to participate in the varied range of activities available.

Attainment of Looked After Children and Young People

| Indicator | 2014 | | | 2015 | | | 2016 | | |
|--|---------|----------------|-------|---------|----------------|-------|---------|----------------|-------|
| | At home | Away from home | Total | At home | Away from home | Total | At home | Away from home | Total |
| % of CYP leaving care who attained at least one subject at SCQF Level 3 | 100% | 71% | 79% | 67% | 77% | 76% | 100% | 100% | 100% |
| % of CYP leaving care who achieved English and Mathematics at SCQF Level 3 | 80% | 64% | 67% | 0% | 64% | 56% | 40% | 79% | 68% |
| Number of CYP ceasing to be looked after ³ | - | - | 19 | - | - | 25 | - | - | 19 |

Source: ECS: 2016: BMIP Indicators

Source: LAC SQA Attainment 2014/15

Attainment of Looked After Children by end of S4 and S5/S6

A wider measure of attainment is used locally to monitor the progress of the 35 young people in S4 and S5/S6 who have been looked after at some point during academic session 2015/16. Care should be taken with interpretation in view of the small number of young people.

| S4 | % S4 Looked After Children achieving... | | |
|--------------------------------------|---|------|------|
| | 2014 | 2015 | 2016 |
| English and Maths @ Level 3 or above | 62% | 64% | 74% |
| 5+ passes @Level 3 or better | 48% | 71% | 57% |
| 5+ passes @Level 4 or better | 24% | 64% | 26% |

³ Due to the size of the cohort, numbers have not been presented for at home and away from home.

| S5/S6 | % S5 or S6 Looked After Children achieving... | | |
|--------------------------------------|---|------|------|
| | 2014 | 2015 | 2016 |
| English and Maths @ Level 3 or above | 93% | 87% | 100% |
| 5+ passes @Level 3 or better | 93% | 87% | 75% |
| 5+ passes @Level 4 or better | 43% | 87% | 67% |

Source: ECS: 2016: BMIP Indicators

The Education Additional Support Officer, together with Looked After Co-ordinators in schools, track the attendance and achievement of looked after young people on an individual basis and ensure that appropriate support is in place.

The [Corporate Parenting Plan](#) was developed in 2016/17 in consultation with care experienced young people sets out a clear and unambiguous vision to tackle the inequality of outcomes experienced by looked after children and young people with care experience. This plan includes an assessment of needs and sets out five strategic priorities to ensure better performance in relation to:-

- **Home:** our children and young people will be safe and nurtured
- **Voice:** we will listen to our children who will be respected and included
- **Health:** our children and young people will be active and healthy
- **Achievement and Attainment:** our children and young people will achieve positive outcomes throughout their lives
- **Skills for learning, life and work:** our children and young people will be responsible and achieving adults

Under the Children and Young People (Scotland) Act 2014, young people now have the choice to ask the Council for a continuing care placement after the age of 16. It is expected that this will help some young people stay in school beyond the statutory leaving age (S4), and subsequently achieve greater attainment in S5 or S6.

At 31 July 2017 84% of care leavers (up to age 25) were in touch with our after care services. We had 15 young people over 16 staying on in foster care and 10 young people in a community Continuing Care placement. 88% of care experienced young people had a positive post-school destination comparing favourably to our virtual comparator which stood at 84%.

Services for Young People

A new approach is broadening the focus of targeted intervention provided by the Youth Justice Team/Intensive Support Team from youth offending towards promoting interventions that support a wider group of vulnerable risk taking young people who may be at risk of Child Sexual Exploitation, misusing substances and/or alcohol, mental health issues and/or at risk of homelessness. This change in direction is aimed at offering similar levels of support and a more integrated response to all young people with high levels of vulnerability.

Services for Young People supported 150 individual young people with varying degrees of intensity and commissioned services for a further 48 young people from third sector partners.

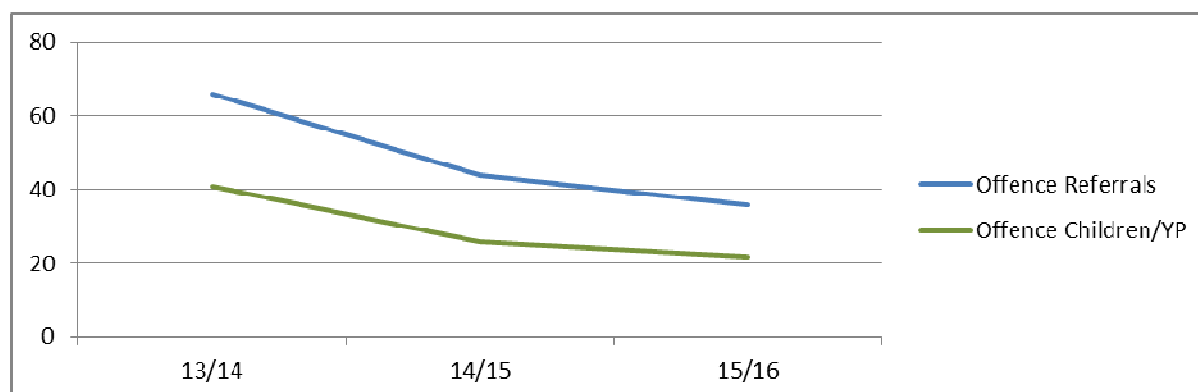
Offending Rates: Young People

| | Individual YP under the age of 16 involved in Offending | Number of Persistent Offenders ⁴ | Youth Crime |
|---------|---|---|-------------|
| 2016/17 | 197 | * | 325 |
| 2015/16 | 215 | * | 326 |
| 2014/15 | 200 | * | 254 |

This data also shows that while crime detection rates have increased substantially in 2015/16 and 2016/17 compared to previous years, the number of young people being referred to the Children's Hearings on offence grounds, as well as the number of offence referrals, continue to reduce. This is strong evidence of early and effective intervention and diversion from the Children's Hearings system.

In 2016/17, the rate of young people committing offences has remained the same as previous year. The total number of young people involved in these offences decreased by 18. 38% of all young people detected in relation to offences were first time offenders. There was an increase in Assault offences by 10% (11 crimes); Breach of the Peace by 29% (14 crimes) and Theft by 22% (13 offences). There was a significant decrease in Sexual Offences by 67% (24 offences). The offences most frequently committed by both males and females were Assault. The gender split saw 71% males detected in relation to offending and 29% of females; a decrease in male offending by 16% and an increase in female offending by 16%.

Children and Young People referred to SCRA on offence grounds



This data shows that while crime detection rates have increased substantially in 2015/16, the numbers of young people being referred to the Children's Hearings on offence grounds, as well as the number of offence referrals, continue to reduce. This underpins our strong evidence of early effective intervention and diversion from the Children's Hearings system.

The service will continue to focus on reducing youth offending further, whilst addressing levels of vulnerability and harmful risk taking behaviours by supporting young people through appropriate assessment and intervention and delivering youth programmes throughout Perth and Kinross.

The Participation Measure reports on the Scottish Government's *Opportunities for All* pledge, which aims to ensure that all young people are supported into sustainable employment. The latest report, from August 2017, shows that for the third year in a row,

⁴ Due to small numbers (i.e. numbers 5 and less), these have been redacted

Perth and Kinross is performing above the national average, in every age group with around 93% of all young people aged 16-19 taking part in employment, education or training.

| | <i>Overall</i> | <i>Individual age groups</i> | | | |
|-----------------|----------------|------------------------------|-----------|-----------|-----------|
| | 16 – 19 | 16 | 17 | 18 | 19 |
| PKC | 93.1% | 99.1% | 97.2% | 92.2% | 84.2% |
| Scotland | 91.1% | 98.8% | 94.0% | 88.9% | 83.4% |

The Perth and Kinross Out of Hours Service (OOH) established in 2010, continues to provide a robust response out of hours to children, young people, families, vulnerable adults and older people who need care and protection. There are highly effective working relationships and very good communication between OOH staff and daytime staff. For example, where a plan indicates that a child protection order for a new born baby is required there is a high level of confidence that appropriate actions will be taken out with normal working hours. OOH staff are included appropriately in joint management meetings and staff development opportunities.

Legal measures are used well to protect children, including seeking compulsory measures of supervision. Social Work staff and the Council's Legal Services work very effectively together to implement appropriate measures to support intervention to safeguard children's welfare. Appropriate care placements are found for all children when it is no longer safe for them to remain at home and there are clear arrangements for assessing the suitability of kinship carers and significant others.

Staff in Perth and Kinross led on the development of the Tayside Practitioner's Guide: Chronologies and the Child's Plan to enable the efficient delivery of co-located multi-agency services. We recognise the importance of building and maintaining useful chronologies and the need to continue to support staff across services with this complex task and have developed a bespoke multi-agency learning and development course.

The single Child's Plan/Young Person's format was introduced from April 2016 alongside single agency and multi-agency training and guidance. The vision was that planning to meet children's needs would be consistent across all statutory agencies irrespective of the level of need, age of child or young person or stage of intervention. The content of the Plan meets the legislative requirements of an Individual Educational Programme informing a separate Coordinated Support plan as appropriate. The Plan is also able to meet the legislative requirements for Looked After Children.

There is now a shared language and common approach to identifying needs and making plans to improve children's circumstances and wellbeing. The Child's Plan sets out the responsibilities of the Plan Partners to agreed actions to achieve desired outcomes. The plan format was designed to support to focus on wellbeing indicators and a SMARTer planning structure. Over the last year training for Named Persons, social workers as well as Chairs of Child Protection Case Conferences, Core Group Meetings and Child's Plan Meetings has been delivered to help improve the focus on outcomes. It is recognised that this is an area for continued development and we are in the early stages of developing a quality assurance process for plans coordinated by Lead Professional Social Workers.

Parents and carers are invited to Child's Plan Meetings, Child Protection Case Conferences and Looked After Review Meetings and are encouraged to take part in discussion and be part of the decision making process. Children of an appropriate age are encouraged to attend and/or contribute their views through an advocate.

Practice Highlight 15: Children's Rights and Advocacy

In order to ensure that children and young people are being listened to it is essential that there are skilled advocacy workers available to meet their needs and who are equipped with the appropriate tools to engage with children effectively. In Perth and Kinross the Children and Youth Rights Officer (CYRO) based within Services for Young People and the Advocacy worker employed with Who Cares? Scotland provide advocacy for individual children and young people who need it when they are looked after or are in need of protection. The CYRO and Independent Chair of child protection case conferences have recently carried out a self-evaluation of the extent to which children and young people's views and wishes are sought and taken into account within key child protection processes and prepared an improvement plan to secure greater participation and involvement.

Performance in relation to the statutory review of Looked After Children and Child Protection Case Conferences is reported quarterly at service level and to the Council's Lifelong Learning Committee every six months. Reviews of children's circumstances are carried out by independent senior staff who are not directly involved in the management of the child's care. Over the last year the Child Assessment and Reviewing Officers have taken up a greater role in challenging practice and promoting greater emphasis on returning children home quickly during an episode of care.

Decision making to support children into permanence has continued to be strong over the last year. Looked After Child Reviews successfully identify children who need permanent care away from their birth families, with the vast majority identified within 6 to 9 months of becoming looked after. Most children identified in need of permanency are considered by the independently chaired Fostering and Permanence Panel within 4 to 6 months. Our strong performance in achieving permanent loving and nurturing care for children who need it ensures that drift and delay is minimised.

Practice Highlight 16: Concurrent Planning

The Adoption team along with Change Is A Must team have developed a concurrency planning tool. Concurrent planning is for a very young child who cannot safely stay with their birth parents. They are fostered by concurrent carers while the birth parents participate in a Parenting Capacity Assessment to determine whether or not the child can return to their care. If a return is not possible then the concurrent carers will be supported to adopt the child. This means there are only two possible outcomes with a concurrent care plan: the child returns home or they are adopted by their concurrent carers.

The model has been researched nationally and indicates very good outcomes for children. The key elements to the success of the model is early assessment and therefore the development of the model relies on both Health and Social Work working together to identify the unborn babies who are at risk.

The processes for assessing and supporting Kinship Carers within Services for Children, Young People and Families are improving year on year. The introduction of an Independent Chair of the Kinship Panel, multi-agency and professional membership of the panel, is now ensuring greater challenge and rigour to decision making. The expansion of the Kinship Care Team has also increased the level of support to Kinship Carers. Perth and Kinross Council provides high levels of practical and financial support for Approved Kinship Carers

and our allowances have been at an equivalent level to local authority Foster Carers since 2015. Increasing numbers of Kinship Carers are being supported to obtain Residence Orders and we continue to support these care placements and ensure children thrive in nurturing families once they are no longer looked after.

The Welfare Rights Team works closely with social work staff to ensure that kinship carers receive their entitlements.

Families supported by registered services are signposted to the Compass membership which provides free and reduced cost access to Live Active Leisure services.

In May 2016, Services for Children, Young People and Families established the Contact Team to coordinate and deliver high quality contact between Looked After Children and their families. Strathmoor has been adapted to provide office accommodation and a homely base for contact sessions. The quality of experience and the consistency in the assessment of contacts for Looked After Children and families have improved significantly as a result.

There has been an increased focus on improvements in the recruitment, support and training of carers, whether kinship or fostering. The number of placements for children who are looked after with family or friends carers in Perth and Kinross has continued to increase since the introduction of the Looked After Children (Scotland) Regulations 2009. There were 24 kinship carers in 2010 and this has risen to 74 at 31 July 2017.

The balance of care towards community placements is good and there continues to be strenuous efforts to ensure that all looked after children and young people benefit from stable and nurturing care within their own extended families wherever possible, or, within high quality family based care in their own communities.

Practice Highlight 17: Family Change Team

Family Change has continued to offer a range of therapeutic services for children, young people and their care givers who have experienced trauma. Perth and Kinross provide a dedicated reparative service and this year the project will be celebrating its 20th anniversary. The project continues to offer a service to a wide range of children both in home and out of home care and there is an increasing demand for one to one therapy with children who have been referred post adoption.

In addition, staff implemented and reviewed a small test of change which led to piloting of a new assessment process for all those starting individual therapy. This has led to a change in practice and wherever possible, work is now split so that the child and adult(s) are offered four separate, individual sessions instead of an initial eight focusing on the child. This allows us to engage more openly and quickly with those providing care in order to identify and support any changes needed within the child's home environment.

Support for children with a disability and their families

The Child Health Team (CHT) provides services for children, young people and their families affected by disability and/or additional support needs (ASN) from birth to leaving school. The CHT has changed its focus over the last year to become more accessible to a wider range of needs and to provide an outreach service. The aim is to intervene as early as possible and to work alongside families and other professionals to help families manage difficult and challenging behaviours at an early stage and to prevent the need for more intensive support. Examples of this include: sleep programmes; managing challenging behaviour, communication assistance and toileting.

This complements the outreach service provided by staff at Woodlea Cottage and the residential and non-residential support programmes for children, young people and their families affected by disability. Individual programmes are designed around the needs identified within the Child's Plan.

Self-Directed Support

To support wider use of Self-Directed Support with children and families, a budget of £25k was allocated from Scottish Government SDS monies. Opportunities were specifically identified around transition needs and ensuring that GIRFEC principles were clearly built into this process. Example provided below:

- Family C. An opportunity to meet the individual needs of one young person with complex and enduring disabilities was identified by building a separate adapted structure in the family garden to provide separate accommodation for the young person and carers. This helped to keep the family unit together and removed the need for residential care.

During 2017/18 further learning and development opportunities are planned for all frontline staff to maximise uptake of SDS and further embed creative solutions for families. This will also support changing from traditional Service Level Agreement provision and in house provision to development of a new approach for respite services for young people in conjunction with SHIP. In 2017/18 a commissioning strategy for children's services will be developed which will have personalisation as a key principle behind all social services commissioned by the Council. An Evaluating Outcomes Workshop was held in Perth and Kinross, hosted by the Children, Young People and Families Partnership on 20 January 2017. This workshop defined our strategic priorities for improving outcomes. Our Commissioning Priorities for 2017-2020 will include:

1. Tackling inequalities

- *Tackling the adverse consequences of poverty*
- *Closing gaps in attainment and achievement*
- *Taking forward corporate parenting responsibilities and ensuring outcomes of care-experienced young people mirror those of their peers*
- *Ensuring children, young people and families attain positive emotional and mental health and wellbeing*

2. Strengthening families and building resilient communities

- *Continued focus on the early years from pre-birth*
- *Consistent support for parenting*
- *Early intervention and strengthening universal services to promote high levels of family wellbeing*
- *Reaching out to families who need support at an early stage to build parental confidence, avoid escalation and decrease reliance on specialist support*

3. Meeting the needs of our most vulnerable children, young people and families

- *Earlier identification of children, young people and families who would benefit from personalised and more intensive support*
- *More flexible approaches to meeting needs and reducing risks including domestic violence, substance misuse and parental mental health, personal safety and sexual exploitation.*

7.5 Public Protection

Child Protection

Child Protection Case Conferences are chaired by Social Work Improvement Officers and Senior Managers, who are not responsible for the management of the case. These meetings consider both the immediate and longer term needs of a child or young person. Performance in relation to holding a Child Protection Case Conference within agreed timescales has been improving steadily since 2014. In the last quarter of 2016/17 we appointed a Temporary Improvement Officer and Statutory Case Conference Recorder to further improve processes and to enhance child and parental involvement in meetings. There has been an associated improvement in the effective and efficient distribution of decisions and actions arising from Child Protection Case Conferences. Revised guidance, report templates and multi-agency training has supported ongoing improvement in this area.

In 2016 a multi-agency review of child protection practice in 63 cases and through an examination of minutes of meetings and supporting documentation such as Assessment Reports and Child's Plan used by Child Protection Case Conference and Core Group meetings. This was a robust and rigorous review which explored key elements of child protection processes. The high level findings demonstrate consistent standards in partnership working; information sharing; building and sustaining trusted relationships; assessment of needs and risks; respectful communication, and recording the views of children and families.

Practice Highlight 18: Child Protection Case Conferences: improving performance and user experience

Although there had been steady and incremental improvement in performance in meeting national and local timescales for holding case conference since 2014, it was recognised that the pace of change could be improved further alongside practice improvement to enhance family involvement in assessment and decision-making at these meetings. Ongoing evaluation and monthly monitoring of performance by Services for Children, Young People and Families showed that there was a need to improve the coordination of these meetings as well as consistency in the practice of chairing meetings and the distribution of minutes and decisions. An 18 month fixed term post was created for an Independent Chair of Child Protection Case Conference with additional administrative capacity. These posts were intended to have an improvement focus to:

- Improve the efficiency and effectiveness of Child Protection Case Conferences building on recognised risk assessment frameworks;
- Promote transparency and meaningful parental involvement;
- Improve the arrangements for ensuring that children's views are given prominence; and
- Ensure adherence to national and local guidance in relation to timescales.

As a consequence, there has been significant change in practices since January 2017, decisions and minutes are now distributed quickly and effectively. Progress is being closely monitored and reported to the Child Protection Committee. Further improvements will be embedded by Spring 2018

The Child Protection and Duty Team along with the police Public Protection Unit provide a highly skilled and effective joint response to child protection concerns which are investigated quickly. Inter-Agency Referral Discussion (IRD) are held consistently when there are concerns that a child or young person may be at risk of harm, abuse or neglect. Our IRD arrangements are a dynamic process and not a one off. The IRD allows police, social work, health and education staff to share and exchange information proportionately; to make an initial multi-agency assessment of risks and to plan for a child protection investigation when necessary. Over the last year a multi-agency review of IRD records has taken place and improvements have been made to the recording practices to ensure consistency.

Joint Investigative Interviews (JII) are carried out exclusively by trained police and social work staff, who have completed Joint Investigative Interviewing Training (JIIT) in accordance with the [Scottish Government \(2011\): Guidance on Joint Investigative Interviewing of Child Witnesses in Scotland](#). All JII are visually recorded and take place at a specially designed location at Almondbank House in Perth. Since 2015, the Child Protection and Duty Team have introduced a mechanism to evaluate via peer review, social work-led JII which has raised professional confidence and competence and improved practice for children and young people. In March 2017, this facility was updated, taking account of lessons from the Barnehus and Stop to Listen Pathfinder. We are currently enhancing our Joint Investigative Interview Training to ensure that practice is trauma informed.

Practice Highlight 19: Case Study - Response to Child Sexual Exploitation

Partners in Perth and Kinross have a long established working group to tackle the emerging threat of Child Sexual Exploitation. This example describes an operational response to a young person, who came to the attention of Police and partners in 2014 for a number of missing episodes. As the risk of sexual exploitation was identified, traditional Child Protection responses were triggered however the young person did not recognise herself as a victim and did not engage with Joint Investigative Interview procedures.

Rapport building was crucial to this investigation with identified professionals from Police, SWD and NHS Tayside co-ordinating engagement with the victim and delivering the same supporting messages, whilst at the same time developing professional relationships, helping to agree common operational objectives.

Innovative proactive packages were developed by the Police utilising detailed multi-agency information and a briefing strategy was put in place for community officers and specialist investigators, to ensure the whole police family understood the importance of the disruption strategies

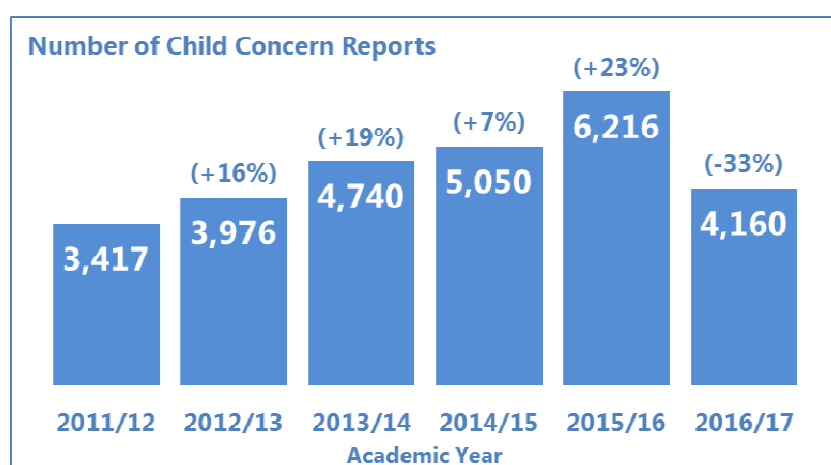
Despite the young person approaching her 16th birthday, Police and Social Work worked with the Scottish Children's Reporter Agency to obtain a supervision order through the Children's Hearing System, which provided the Police with additional enforcement opportunities under the Children's Hearing (Scotland) Act 2011. In addition to maximising her safety, this has also allowed time and space for workers to develop relationships with the perpetrator's young children who are believed to have also been victims of abuse.

In response to a need from one of the Secondary schools in Perth a group work approach was developed over a few weeks. This group work approach was well received by the young people and the intention is that this will be rolled out to other schools.

The Child Protection Committee and the Children, Young People and Families Partnership monitors performance and trends in child protection through quarterly reports. The following is a summary of the high level messages in relation to child protection during the 2016/17 academic year (1 August 2016 to 31 July 2017).

There were 4,160 Child Concern Reports (reports which relate to concerns about wellbeing and welfare). This significant drop, the first in recent years, was predicted last year, as Police Scotland's Vulnerable Person's Database was embedded and with the introduction of internal triaging and quality assurance of low level reports. Each individual may have more than one report recorded, and the 4,160 Child Concern Reports related to 2,334⁵ individuals, which also shows a reduction from 3,258 individuals who had a report in 2015/16. The majority of children who were the subject of a Child Concern Report (65%) had a single Child Concern Report submitted about them during the 2016/2017 academic year. This has increased slightly since last year.

Child Concern reports received annually



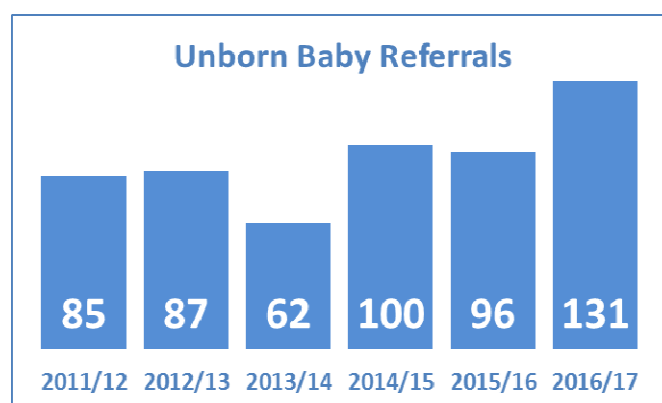
Unborn Baby Referrals

An Unborn Baby Referral is a mechanism by which any practitioner or manager across the public, private or third sectors, can raise a worry or concern they may have about an unborn baby's health or wellbeing; or in relation to whether or not that baby will be safe or in need of care and protection, pre-birth or after birth. This allows for early and effective intervention and support to be provided to the vulnerable unborn baby and mother.

The number of Unborn Baby Referrals raised by NHS Tayside has risen significantly in 2016/2017, particularly from November 2016 onwards, at which time NHS Tayside reviewed their operational practices in terms of unborn babies. The majority of these concerns were proportionately shared with partner services and agencies for further multi-agency review, investigation or assessment. The others were taken forward by way of multi-agency child protection procedures or single agency response, assessment and ongoing support. This is an area of focus for ongoing improvement and Getting it right pre-birth and into the first year of life will be the priority for the work supported by CELCIS to address neglect and enhance wellbeing at the earliest stage.

⁵ May also include duplicates due to multiple SWIFT records for an individual.

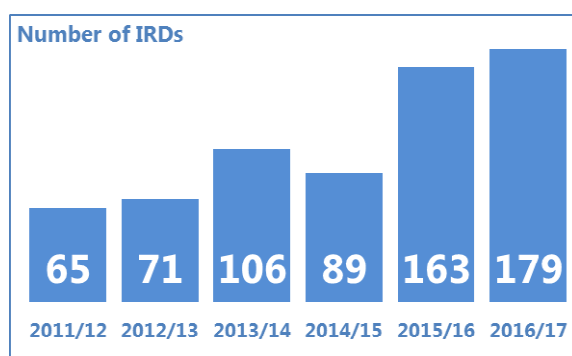
Unborn Baby Referrals



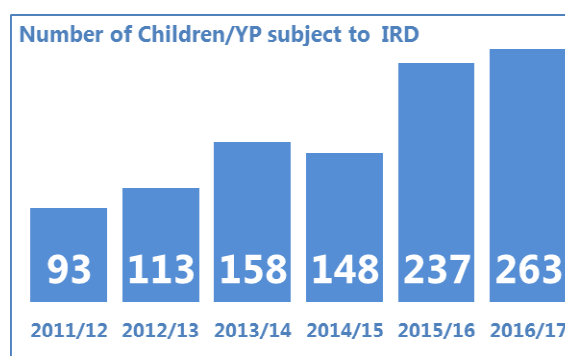
An Inter-Agency Referral Discussion (IRD) must be held where referral or multi-agency screening arrangements have determined that a child or young person may be at risk of harm, abuse or neglect. An IRD is the starting point to determine the next steps by all relevant core services. Routinely, health, police, social work and education staff take part in IRDs and other key staff or services are included wherever this is necessary, for example housing or adult social work services.

In 2016/17 there were 179 IRDs undertaken relating to 263 individual children. This equates to an increase of 10% compared to 2015/16, and continues a long-term positive trend of rising numbers of IRDs to ensure that there is robust sharing of information and decision-making at this early stage.

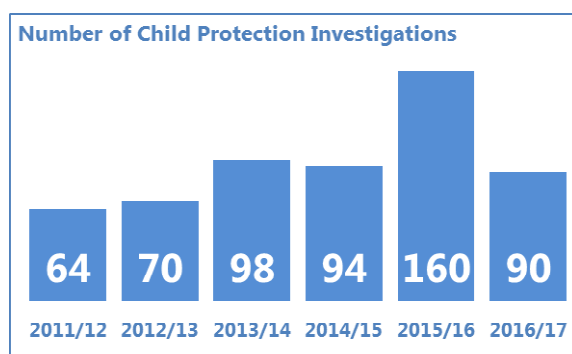
Inter-Agency Referral Discussions



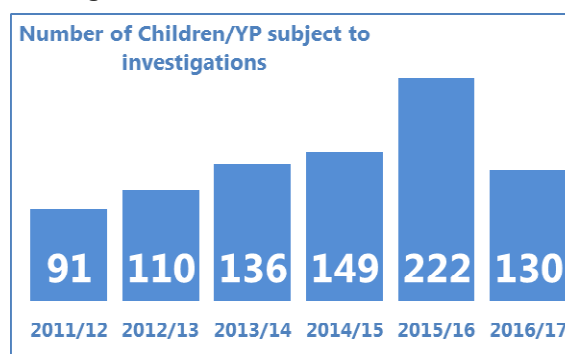
Children subject to Inter-Agency Referral Discussions



Child Protection Investigations



Children subject to Child Protection Investigations



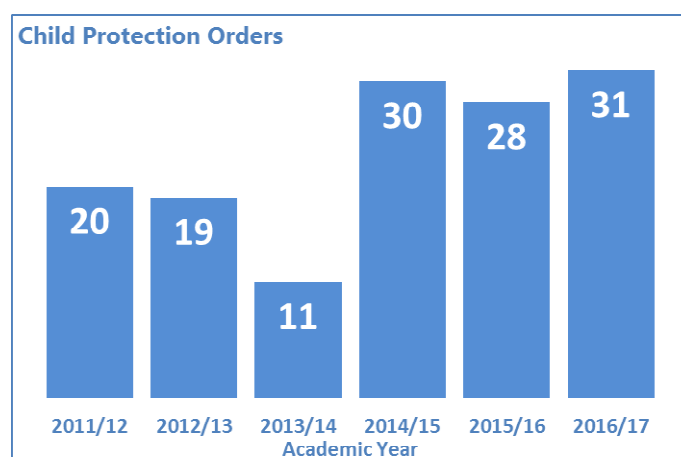
A child protection investigation is defined as a joint investigation, between police and social work, where a Child Concern Report or Unborn Baby Referral indicates that a child or young person is in need of care and protection from harm, abuse or neglect; or there is a likelihood or risk of significant harm, abuse or neglect.

In 2016/17 there were 90 child protection investigations undertaken relating to 130 individuals. This equates to a decrease of over 40% compared to 2015/16, when there was a significant increase over the previous year, and shows a general downward trend since 2013/14.

Child Protection Orders

A Child Protection Order (CPO) is a legal measure to protect children who are suffering or threatened with 'significant' harm, and often requires removal of a child from their parents to a place of safety. The number of CPOs granted within Perth and Kinross has been relatively steady for the last three years.

Child Protection Orders

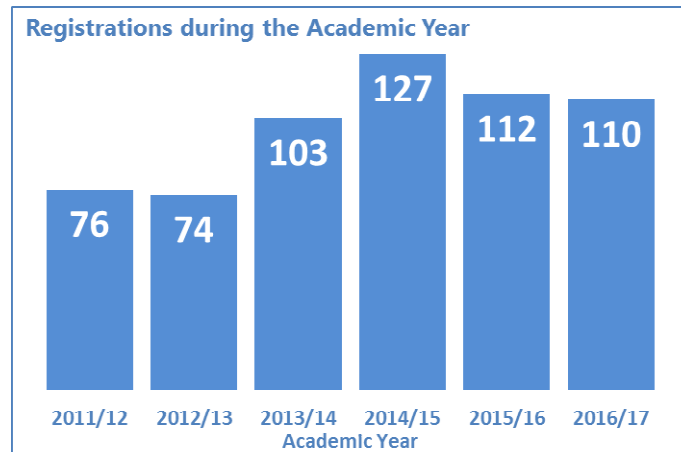


Child Protection Register (CPR)

All local authorities responsible for maintaining a central register of all children and young people – including unborn babies – who are the subject of a Child's Plan. This is called the Child Protection Register (CPR). The decision to put a child or young person on the CPR will be based on a multi-agency assessment, and within Perth and Kinross, Services for Children, Young People and Families maintain the CPR on behalf of all services and agencies.⁶ During 2016/17 there were 110 registrations to the Child Protection Register. This is relatively unchanged from the number of registrations (112) in 2015/16.

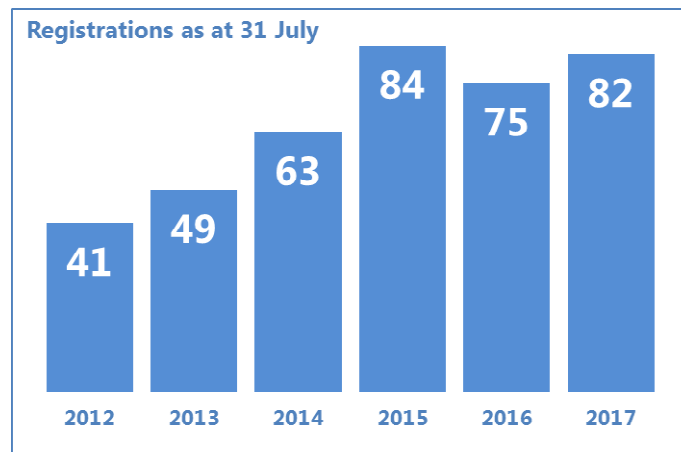
⁶ Extract from [Perth and Kinross Inter-Agency Child Protection Guidelines 2017](#)

Child Protection Register: Registrations during the year



As at 31 July 2017, 82 individuals were on the Child Protection Register, a slight increase on the previous year, following a general upward trend since 2012. This is the date for which the Scottish Government reports statistics.

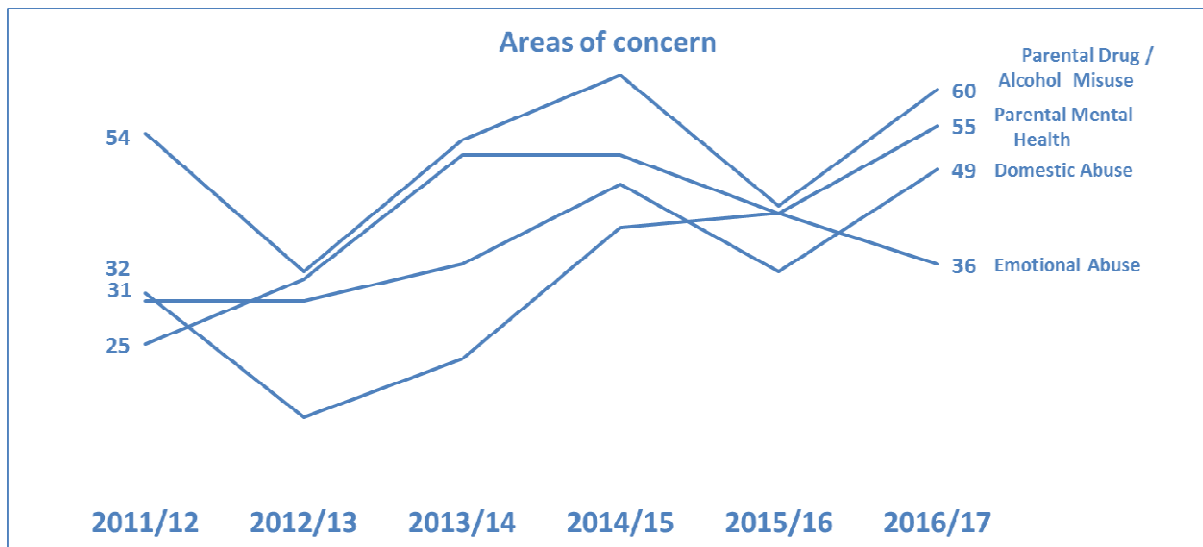
Child Protection Register: Registrations at the end of the Academic Year



As in previous years, the majority of registrations are for children in the 0-4 age group, and children in the 5-10 age group make up the second largest number. However, the last three years has seen a general reduction in the number of registrations for children aged 0-4.

There has been a noteworthy decrease over the last two years in the number of children and young people whose names are included on the CPR who are affected by emotional abuse, while those affected by domestic abuse, parental mental ill-health, problematic parental drug and / or alcohol misuse (sometimes referred to as the toxic trio) have all risen.

Child Protection Register: Areas of concern



Note: More than one area of concern can be identified for each child whose name is placed on the CPR.

Most registrations last less than a year, and only 8 out of 104 children and young people removed from the CP Register in 2016/17 had been on the CPR for 15 months or more. In comparison to last year, more children and young people are staying on the CPR for 4-9 months. The most common reason for de-registration is 'Improved Home Situation', and this has been the case over the last 6 years.

As in previous years the Child Protection Committee will analysis a comprehensive report in relation to trends over the last year and use this to inform the self-evaluation and improvement activity for 2017/18.

Multi Agency Public Protection Arrangements (MAPPA)

There is a well-established partnership across Tayside for the Management of High Risk Offenders through the MAPPA Strategic Oversight Group, we remain committed to maintaining partnerships and evaluating performance to ensure we are working to minimise risk and better protect communities across Tayside. To support individuals to reintegrate in communities following liberation from HMP Perth, the prison based social work team engage with them in a risk assessment and risk management process pre-release, providing support and advice to prisoners and partner agencies as appropriate.

MAPPA Extension: The Public Protection Team also saw the implementation of MAPPA extension covering other offenders. This has proved a beneficial change in that the joint working and assessment process between the Open Estate and community has been improved and streamlined. The Public Protection Team has made its first application for an Intensive Support Package from Scottish Government to provide the appropriate support care for integration for one of these cases.

The MAPPA Housing SOLO (Sex Offender Liaison Officer) is co-located at St Martins House with the Police and the Safer Communities Team. This enhances information sharing and means the SOLO has a much more broadly based role in the management of dangerous and anti-social people than would exist otherwise. A recent service review means the role is shared across 3 members of staff along with ASB Investigation, Environmental Crimes and Early Intervention. One of these staff remains the designated

SOLO and he has developed an innovative mapping system which significantly improves the identification of risk when carrying out Environmental Risk Assessments.

MARAC (Multi Agency Risk Assessment Conferences) are held monthly in Perth and in the past 12 months have provided comprehensive safety plans for 62 women considered to be most at risk. 76 children were within the households under consideration at these conferences.

Missing Person Working Group

In November 2016, a Missing Person Working Group was established including – Police, Safer Communities, Homeless Charity (CATH), Action for Children, SHELTER, Balnacraig School, Seamab School – It developed a new process whereby the Hub takes responsibility for developing the response to regular and High Risk Missing People. This reduces bureaucracy in the Police, improves ownership and ensures a person centred preventative approach where risk is recognised, assessed and managed. In the first year of operation a performance management regime has been established which demonstrates a gradual but significant reduction in the numbers of missing person reports.

Adult Support and Protection

The Adult Support and Protection Committee published a biennial report in 2016 and following on from that report the Adult Support and Protection Lead Officer has been focussing work on raising awareness across the Partnership and the public in relation to adult protection. As part of an annual self-evaluation programme, three multi-agency case review audits took place with colleagues from NHS, Police and Health and Social Care Partnership. The work in the cases audit was evaluated positively with over 80% effective responses for all areas. An improvement plan has been developed to address the areas for further development identified.

Following on from the recommendations outlined within the 2014-2016 Bi-annual report, closer working with Care Homes and Care at Home agencies has resulted in an increase in the number of care homes reporting incidents of potential abuse or harm. Next steps include working jointly with Contracts and Commissioning to ensure that contract rigorously ensure that commissioned services are adhering to procedures for the protection of vulnerable people.

Financial harm has been one of the main priorities and the Adult Protection Co-ordinator has been very proactive in engaging partner agencies. An event held in October 2016 to address need to raise the awareness of Financial Harm across all organisations in Perth & Kinross was very well attended and the feedback extremely positive. This has helped to build stronger links with Banks and increases the possibilities for further training to aid staff working in these environments.

Work continues to develop a strategy with Black and the Ethnic community and other groups where it is recognised by the committee that partnership working has been poorer than in other areas, especially in relation to hate crime and sexual exploitation.

A review of the Vulnerable Person's Report (VPR) was completed in 2016 which resulted in a significant reduction of VPR submitted to the Council. The aim of Police Scotland is to ensure the most relevant and proportionate referrals are sent to enable higher percentage of vulnerable adults are provided with the appropriate supports.

Financial harm, self-neglect and hoarding are key challenges for the Adult Protection agenda.

7.6 Complaints

Between 1 April and 31 March 2017, the following complaints were investigated at Stage 2 of the Council's Complaints Handling Procedure:

| Stage 2 Complaints | Number of complaints | Number acknowledged on target | Number of complainants satisfied with response | Number of Complaints at Review Committee (CRC) |
|--|----------------------|-------------------------------|--|--|
| Community Care | 20 | 20 | 11 | *3 |
| Services for Children, Young People & Families | 2 | 2 | 1 | 0 |
| Total | 22 | 22 | 12 | 3 |

From 2017, a new policy and process for handling social work complaints will be introduced to meet changes in legislation. Complaints will be recorded within a unified management information system which will provide an enhanced profile of the number of complaints received, including Front Line Resolution complaints.

Community Care

Between 1 April 2016 and 31 March 2017 there were 20 Stage 2 Complaints (Investigations) this is a 50% increase from the previous year and in addition, there were 65 complaints dealt with at Stage 1 (Front Line resolution) with a small increase on the previous year. 3 complaints progressed to CRC. In addition, there were 2 CRCs withheld as a result of a decision from the SPSO.

Main areas of complaint continue to relate to Care at Home Services and funding issues.

Services for Children Young People and Families

Within the same period, Services for Children, Young People & Families had 2 Stage 2 complaints none of which progressed to CRC. There were also 18 Stage 1 (Front Line resolution). This trend has altered from the previous year with the majority of complaints being resolved at Stage 1.

Main areas of complaint related to staff, customer service standards, inadequate service, and disputed decision. These complaints influenced changes in practice such as:

- the involvement of parents at professional meetings; and
- the Appeals process

8 User and Carer Empowerment

There is a collective commitment to working alongside local communities and service users to design, develop, deliver, evaluate and improve services across the CPP. Throughout this report, there is very clear evidence of involvement of service users in influencing and signs that there is a genuine commitment to empowering people who use services and carers to be at the heart of service redesign. Staff are already working to create opportunities for people who use services to be involved at an individual level, an establishment, team or care service level, as well as more strategically. There are increasing numbers of examples where there is greater partnership working and co-production including:

- The Learning Disability Charter
- Joint Mental Health Strategy
- Equalities Strategy
- Carers Strategy

Integration Joint Board Service Users and Carers Representation

Legislation requires user and carer representation on the [Integration Joint Board](#), the decision was taken by Perth and Kinross to appoint both a principle and substitute representative. In order to ensure that the Carer and User voice is represented on the Integrated Joint Board (IJB) a selection process was carried out. A service user and substitute service user were identified along with Carers representatives chosen from the existing Perth and Kinross Carers Forum. It was agreed to call the representatives Public Partners.

The Public Partners are offered support including induction programme, preparation for each IJB meeting, and bi-monthly meetings with the Chief Officer to enable understanding of IJB issues and the opportunity for Public Partners to have items included on the agenda.

Corporate Parenting

Over 2016/17, staff in Services for Children and Young People have supported the continued development of a group of care experienced young people. They are supported to meet weekly and successfully completed the Columba 1400 Young People's Leadership Academy. Their confidence has grown and they are now working alongside Corporate Parents meaningfully to champion change for looked after children and care leavers. A number have now gained employment as Participation Assistants within the service and now helping to set the agenda for strategic meetings and participate in service developments.

Participatory Budgeting

'Your Community, Your Budget, Your Choice' was the branded title for the first Health and Social Care Partnership community based Participatory Budget initiative in Perth and Kinross. The aim was to provide funding to local community organisations to enable them to develop vital preventative provision and reduce the demand on specialist services. By providing small sums of money, a range of local conversations developed, and new creative provision initiated.

- A Community Engagement Worker was given the lead in each area to provide encouragement and support to community groups to generate applications.
- 47 community project proposals were received with 21 projects being fully funded and a further 21 receiving part funded.
- The participatory budget approach resulted in 1562 local people voting for the projects that they felt would deliver the care and support required in their community.
- A variety of Community Projects were funded including Community Gardens, Enhanced Transport, Adapted Bikes for the Disabled and Friendship Cafés.

Practice Highlight 20: Rural Wisdom Project - Older People Living in Rural Areas

Due to the national profile of the work in Aberfeldy, “Outside the Box” a Scottish Wide Voluntary Project approached the Community Engagement Worker to discuss if people in Aberfeldy would want to work in partnership with Outside the Box in the development of the Rural Wisdom project. Rural Wisdom is a community development and shared learning project that explores the impact of community-based activities that are led by older people living in rural areas.

The project is looking to explore how older people can take the lead in setting the agenda and developing resources that meets the needs of older people in the area. Outside the Box and Volunteering Matters Cymru (Wales) have now been successful in a £975,370 lottery application to develop this work across Scotland and Wales.

Aberfeldy and the surrounding areas will be one of the pilot sites and the Community Engagement worker is playing a central role in ensuring that local people remain at the centre of this exciting new development.

Carers

Participatory Budgeting for carers was launched in 2016/17. Called ‘Carers Voice, Carers Choice’, carers made decisions on how £20k would be allocated across Perth and Kinross.

We are developing a model of service delivery that will provide Intermediate Support for Carers. This model will look to radically enhance the support we provide to unpaid carers and families. Our research demonstrates that 70% of crisis placements and permanent care home placements occur due to carer breakdown or incapacity. This new model of carers support will enhance the support we provide to people in the community, to enable them to continue in their caring role. It was developed after consultation with large numbers of local carers and is intended to enhance the support to people in the community enabling them to continue in their caring role.

The service will consist of three strands:

1. Investment in flexible respite
2. Provision of evening/night time support
3. Additional capacity for telecare solutions

Carer Positive is one of the Scottish Government’s key policies to help Scotland’s carers. The Council as a major employer in the local authority area recognised that many of its staff had caring responsibilities. Perth and Kinross Council was awarded Level 1 **engaged** status as a **Carer Positive Employer** in the last year and is working to achieve Level 2 established. To achieve this, the Council has had to demonstrate

- Involving carers in the development of policies and processes to support carers within the workforce
- A culture of support is embedded within the organisation
- Carers feel comfortable in identifying themselves and in accessing available support both from within and outside the organisation

9 Workforce

Perth and Kinross is privileged to have a highly committed social care and social work workforce. Recruitment and retention rates are positive in relation to comparators and national rates. Across social work and social care services there are high levels of staff motivation with staff reporting in the annual survey in September 2016 a strong commitment to their work, clarity about the vision and a strong and positive team ethos. This is a significant advantage when there is largescale redesign and transformation and it will be a challenge going forward to maintain staff buy-in and high levels of morale as services undergo continued change and experience budget reductions. The chart below shows highlights from the survey and the percentage of respondents who agree or strongly agree with the selections of statements.

Community Care Employee Survey 2016

| | |
|---|-------|
| I am clear what is expected of me at work | 91.8% |
|---|-------|

| | |
|--|-------|
| My team are passionate about delivering excellent customer service | 87.7% |
|--|-------|

| | |
|--|-------|
| The people I work with are committed to doing their best | 86.4% |
|--|-------|

| | |
|-----------------------------|-------|
| I am treated fairly at work | 85.3% |
|-----------------------------|-------|

| | |
|--|-------|
| There is a good fit between the job I do and my skills and abilities | 85.3% |
|--|-------|

Services for Children, Young People & Families Employee Survey 2016

| | |
|---|-------|
| I am clear what is expected of me at work | 91.5% |
|---|-------|

| | |
|--|-------|
| My team are passionate about delivering excellent customer service | 92.3% |
|--|-------|

| | |
|--|-------|
| The people I work with are committed to doing their best | 94.9% |
|--|-------|

| | |
|-----------------------------|-------|
| I am treated fairly at work | 89.7% |
|-----------------------------|-------|

| | |
|--|-------|
| There is a good fit between the job I do and my skills and abilities | 88.0% |
|--|-------|

Staff are encouraged to innovate, generate new ideas and to put them into practice. For example, Services for Children Young People and Families hold an annual whole service development day for all staff. In 2016, theme for the day was *"Restoring the Balance"* which included workshop activities aimed at reducing and streamlining bureaucratic processes to become more efficient and effective. The ultimate aim was to redress the balance of social worker time in order that more could be spent face to face with children and their families. A number of workshop activities were designed to consider the priorities for improving our processes and practices generating new ideas. As a result, staff chose "3 Top Ideas" for the next year which were: a redesign of the assessment process and templates; the creation of a contact centre to provide high quality environment for children and families; and to find and trial new technology. All three were achieved within 12 months.

The Learning and Development team aims to create the best learning experience for housing, social work and social care staff. In 2016/17 the work of the team has been important to ensure that staff were supported to adapt to the major changes associated with the transition towards the establishment of the Health and Social Care Partnership and to support integration and integrated working practices.

The key challenges include:

- SDS and Personalisation – supporting the workforce to feel confident and skilled around working with communities to identify new and creative ways of delivering support locally
- Locality Learning – Developing relationships to support the partnership working
- Ensuring workforce meetings SSSC Registration requirements through SVQ and qualification support
- Digital presence – connecting beyond PKC
- Customer participation and collaboration and continue to make/create connections

Multi-agency GIRFEC and child protection training

All child protection learning and development opportunities are compliant with the National Framework for Child Protection Learning and Development in Scotland 2012 (Scottish Government: 2012), the National Guidance for Child Protection in Scotland 2014 (Scottish Government: 2014) and are delivered through the Inter-Agency Child Protection Learning and Development Framework. Child protection staff learning and development opportunities are embedded within the Getting it right practice approach. We are continuing to provide a wide range of inter-agency staff learning and development opportunities, which are evaluated highly, to the general contact workforce; specific contact workforce and the intensive contact workforce.

We continue to provide these opportunities in a number of flexible ways:- online; seminars; workshops and group learning activities; within our existing budget and free of charge at the point of delivery.

Throughout the year we have also taken the opportunity to review these courses to ensure they remain fit-for-purpose and we have developed a number of new courses to support new and emerging practice issues.

Practice Highlight 21: Conference on Neglect and ANEW

To help address the persistent problems associated with childhood neglect the service organised a conference in November 2016 aimed at enhancing practitioner understanding and confidence in tackling neglect. ***“Are we caring enough? Tackling Childhood Neglect”*** attracted eminent and expert speakers including Brigid Daniel and Sally Wassell. The conference was arranged to coincide with in-service training day for teachers. Over 200 practitioners attended a highly evaluated conference. The *Are we caring enough?: Tackling Childhood Neglect* conference coincided with the commencement for our partnership with CELCIS as part of the national child protection improvement programme, ‘Addressing Neglect and Enhancing Wellbeing’ (ANEW) and enabled facilitation of two exploratory workshops with over 80 staff to help understand the nature of the difficulties they were experiencing.

The partnership work with CELCIS has continued to date and through the exploratory phase of a 2-4 year project the focus has settled on ***Getting it Right in the pre-birth period***. This is as a result of recognition of the need to improve the identification of and response to vulnerability in pregnancy. Discussion via a multi-agency group is continuing and beginning to reach the design phase of the project. The aim will be to provide non-stigmatised support to address unmet needs in pregnancy.

Practice Highlight 22: Code of Practice for Information Sharing

Following the UK Supreme Court’s Judgement (28 July 2016) we identified a need to develop a new Code of Practice, to ensure all staff continued to understand their legal responsibilities and obligations to share information proportionately, where there is a need to safeguard, support and promote the welfare of children and young people.

In February 2017, following further partnership work between local Perth and Kinross partner agencies; the CPC, GIRFEC Strategy Group; Council Legal Services and the Information Commissioner’s Office: Scotland (ICO) we published a new [Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent](#) which reflects accurately the requirements of The Data Protection Act 1998 and Article 8 ECHR. Since publication, it has been widely circulated across all service and agencies, including children’s service and adult services; it is now embedded in all inter-agency child protection learning and development opportunities and is to be further supported by locality-based development opportunities beginning autumn 2017. It has also generated further interest nationally across Scotland.

10 Key Challenges and priorities for the year ahead

Perth and Kinross is preparing for population increases and an associated increase in the number of older people and people living with dementia and long-term conditions. We are predicting unparalleled rising demand for social care and social work services at the same time as we will need to meet increasing expectations and deliver significantly improved outcomes.

There is a need to be shifting the balance of care by reducing the use of large hospital services and to invest more in community health and social care services. For health and social care services, a major challenge will be to reduce unscheduled care admissions to hospital, ensure that admission to acute hospital is for as short a time as possible, and that after appropriate treatment ensure people are able to live at home with good support after hospital treatment.

Lost bed days and delayed discharges impact on performance and has an adverse impact on good outcomes for older people in particular. We need to plan and deliver across the whole system of health and social care to make the progress required and include the Third and Independent Sectors, as well as Housing and other key partners to enable people to have the health and care services they need in their local communities. They need to be empowered and supported to have greater control over their lives and manage their own health and care where appropriate. Working to prevent unnecessary and unplanned admissions to hospital and developing personalised support to people discharged from hospital, rolling out reablement and expanding telecare will all help to improve lives.

To achieve this we have identified the improvements we will need to make across the whole system and over the next year take forward huge changes including:

- Redesigning and introducing new innovative models of care which enable people to be supported in and by their local communities for example through the Communities First transformation project.
- Progressing with our transformation projects to radically change services and achieve challenging savings targets.
- Recruitment and retention of health and social care staff particularly as there are local as well as national shortages.
- Supporting staff with a culture of new ways of working, individual personalised care and support.
- Continuing our review of Care at Home provision to ensure it meets demands.
- Further developing locally-based integrated teams to drive and manage health and social care locally and develop locality-based planning and commissioning.
- Continuing to engage, and with the General Practitioners using the established GP Cluster approach, to identify improvement actions for 2017/18.
- Working with primary care colleagues to integrate community health services that work with GP practices, community pharmacists, dental practitioners and optometrists; connect relevant third and independent sector staff into integrated care teams in localities; work with local communities, Primary and Secondary Care to identify how community hospitals can be developed to provide planned and enhanced care with better access to diagnostics.

- Enabling more effective planning with acute (hospital services) to support new ways of working.
- Expanding our use of technology, particularly in rural areas.
- Providing access to the extended Primary Care Teams and better support for mental health and wellbeing.
- Working with partners to mitigate the effects of fuel poverty and welfare reform and to support the delivery of recommendations in the Fairer Futures report.

The Carers (Scotland) Act 2016 comes in to force from 1 April 2018. It introduces rights for adult and young unpaid Carers to have Adult Carer Support Plans or Young Carer Statements to identify their personal outcomes and needs. It imposes a duty for local authorities to ensure that support is given to Carers to meet their personal outcomes and needs. Based on a recent self-audit by the Council and Health and Social Care Partnership, three areas have been prioritised:

- Consulting on and agreeing a Carers Eligibility Criteria
- Agreeing and implementing Adult Carer Support Plans and Young Carer Statements
- Agreeing and implementing a Short Breaks Statement

An implementation plan is underway to achieve these actions by March 2018 and approval for the Carers Eligibility Criteria will be sought from the IJB in January 2018.

The reforms set out in the Community Justice (Scotland) Act 2016 will take effect from 1st April 2017. The work to develop the local Community Justice Partnership and its Improvement Plan has been challenging but valuable undertaking. This task was important to ensure a smooth transition from regional Community Justice Authorities to local partnerships. An important part of this work will be to reduce inequalities of outcome which result from socio-economic disadvantage.

The expected introduction of Electronic Monitoring during 2017/18 will bring fresh opportunities and challenges. The Scottish Government's intention is for more to be achieved by extending the usage of electronic monitoring to a broader range of situations, introducing a range of person-centred supportive measures and new technologies. Moving from viewing electronic monitoring as purely a form of punishment or control to one which is individually tailored to reflect the needs, risks and circumstances of the individual in order to secure longer term desistance. There is an increase in the use of unpaid work by the courts and while this is welcomed the pressure on the services who deliver unpaid work to meet timescales and maintain quality of service needs to be managed carefully.

For services for children, young people and families, our objectives and approaches will be guided by, and aligned with the Tayside Plan for Children, Young People and Families 2017-2020, a multi-agency, cross-border approach towards improving the lives and the life chances of children and young people across the 3 Community Planning areas of Perth and Kinross, Angus and Dundee. Five multi-agency priority groups will be established to take forward priorities across the area and this brings more opportunities for sharing good practice, taking a more strategic approach to service improvement and to identifying areas where collaboration can lead to greater efficiency.

Our [Corporate Parenting Plan for 2017-2020](#) provides the framework for ensuring better outcomes for our looked after children and young people, and we work in partnership to provide holistic and flexible support to families to cope with the challenges they may face in their daily lives. We have been awarded £225,000 over three years by the Life Changes Trust to develop a Champions Board model and over 2017-20 this will allow us to build

further on our corporate parenting approach alongside our care experienced young people. The expected outcomes are for care-experienced young people have a meaningful voice to develop positive relationships and become active citizens, able to shape and influence policy/practice relating to their lives; service providers and corporate parents improve their understanding of corporate parenting within organisations and implement agreed improvements in policy and practice; service design, commissioning and funding decisions better meet the needs of care-experienced young people; and others are better informed and inspired in their interaction with care-experienced children.

Young people are afforded more choice and a continuity of support through Continuing Care, which meets the welfare needs of the young person up to the age of 21, providing a bridge from the protected status of a looked after child to adult independence. Our successful promotion of this and the ethos of Staying Put means that we are projecting increasing numbers between 16 and 21 who are remaining in their care placements. This places pressures on budgets and placement availability for younger children. Budget planning and the transformation projects aimed at preventing teenagers coming into care and increasing the pool of family based carers have been designed to ease these pressures over the next 4-5 years.

In partnership with NHS Tayside, resources have been redirected to enhance the multi-agency responses to vulnerable pregnant woman and their unborn babies. The NHS protocol has been rewritten to ensure health staff access relevant support for pregnant women, and the Multi-Agency Screening Group for Unborn Babies (UBB MASG) is now operational to receive and consider these requests. Dedicated interventions for young children affected by parental substance misuse and unborn babies who may be at risk are provided by the multi-agency *Change Is A Must* team and 2.0 FTE additional social worker posts will be created in 2017/18.

An Options Appraisal arising from the Transformational Review and Remodelling of Residential Care (Children and Young People) will recommend replacing traditional, council-run, residential care and to reduce the use of external providers of residential care by providing an innovative “hub” model to support young people within their local communities. A detailed implementation plan is now under development with the proposed transition phase to take place over 2018.

Improvements to how Child Protection Case Conference meetings are arranged and recorded have been introduced to provide greater focus on the needs of children and young people and bring increased clarity about risks and needs. The views of children and young people are being actively sought for their conferences and attendance is encouraged. There is a comprehensive plan in place to continue to bring about further improvements.

The Mind of My Own (MOMO) app went live in August 2017 to enhance the ways in which children and young people who have a Lead Professional Social Worker can give their views to staff, meetings, case conferences and looked after children’s reviews. It is not always easy to elicit young people’s views and consultation with young people showed that they would often prefer to use technology to convey what they think and feel.

Our priorities for 2017/18 include:

- working with key partners, including NHS Tayside and CELCIS to improve the levels of support pre-birth and the effectiveness of responses to unborn babies.
- through the commissioning strategy for children’s services, we will commission highly quality, flexible family support services targeted at primary school aged children on the edge of care

- reaffirming our commitment to GIRFEC, particularly focusing on children at the edge of care, who are at risk of becoming looked after, providing flexible and responsive support services
- continuing to improve Permanence Planning for looked after children, helping children to reach secure and nurturing positive destinations without unnecessary delay.
- helping to deliver the outcomes identified in the [Tayside Plan for Children, Young People and Families 2017-2020](#) through close collaboration with partners
- implementing the [Corporate Parenting Plan for 2017-2020](#) through a collaborative partnership of Corporate Parents
- implementing the plan for the remodelling of residential care for children and young people through the development of a preventative hub model
- consolidating improvements in performance in child protection case conferences, along with improved child and family involvement
- continuing our work to meet the requirements for Continuing Care arising from the Children and Young People (Scotland) Act 2014; supporting young people to make the transition into adulthood
- continuing to embed the culture, systems and practice of personalisation and Self-Directed support across social work services for children, young people and families

The significant achievements in this report and the quality of service delivered to our citizens are entirely due to the determined and committed staff in Perth and Kinross. They are genuinely passionate about their work and to making the biggest possible difference to our most vulnerable people. Successful, high quality social care and social work services are entirely dependent on a workforce who goes that extra mile because they care and who, without question, go above and beyond to improve lives for the better.

The Council is investing just under £4 million in an ambitious transformation programme across social care and social work services. This will allow the focus on prevention, earlier intervention, personalisation and building resilient and self-caring communities. The social care and social work workforce will experience considerable organisational change as well as adjustment to their professional roles over the next few years. Without a skilled, flexible and adaptable workforce which has access to learning and development and effective support there is a risk that we will be unable to achieve the planned programme of change and business transformation. This is unquestionably the key priority for the next few years.



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