



Chief Social Work Officer Annual Report 2021/22



The artwork on the front and back cover was produced by residents of Kippen House who took part in That-Tayside-Healthcare-Arts-Trust visual arts programme for people with mixed Long Term Conditions Perth during COVID-19 restrictions.

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1 Introduction and Context

This Chief Social Work Officer Annual Report for 2021/22 provides an overview of social work and social care delivery, statutory social work functions as well as local achievements and challenges. This report looks back over the last financial year and covers a period in which our social work and social care services have been dealing with the demands that continue to present themselves as a result of the impact of the COVID-19 pandemic. We can see that in many areas the progress that had been made pre-pandemic in shifting the balance of resource towards earlier intervention and a successful reduction in more costly (acute) interventions has been thwarted as the longer-term impact of COVID on our most vulnerable people becomes apparent.

The demand pressures that arise from significant increases in complex needs are felt particularly by our front-line social work and social care services. The harms caused by the pandemic are not felt equally and our recovery must recognise these unequal impacts. We must continue to provide additional support for those who will need it into the longer term and seek to advance equality and protect human rights

Staff have continued to work throughout this year ceaselessly and professionally to care for and protect the people they support. I would like to thank each frontline care worker, social worker and unpaid carer for their tenacity and hard work which is demonstrated every single day in Perth and Kinross.

This report focuses on the ways in which all of the diverse teams have responded to the pandemic and continue to respond flexibly and creatively to increasingly complex circumstances and entrenched difficulties. It sets out how staffing crises have been averted but that there are many areas of our front-line services that remain fragile as they experience staff absence at a time when the demand for social work and social care services has increased even further as the pandemic continues.

As Chief Social Work Officer, I am proud and humbled by the dedication to public service, creativity, and quiet can-do attitude of everyone working in social work and social care in Perth and Kinross. They consistently go the extra mile and are truly dedicated to making a positive and lasting impact on the lives of our more vulnerable citizens. I am privileged to see this every day.

Jacquie Pepper
Chief Social Work Officer

2 Governance and Accountability

Discharging the requirements of the Chief Social Work Officer

The role of Chief Social Work Officer (CSWO) includes providing professional governance, leadership, and accountability for the delivery of social work and social care services. The CSWO reports to the Chief Executive, Elected Members, and Integration Joint Board. Alongside the role of CSWO, the current CSWO is also the Depute Director of Education and Children's Services.

The CSWO has direct access to Elected Members, the Chief Executive, Chief Officer of the Integration Joint Board, Executive Directors, Heads of Service, managers, and front-line practitioners both within the Council and Health and Social Care Partnership, and with partner agencies in relation to professional social work issues.

During 2021/22, the CSWO discharged the requirements of the role as follows:

- Reporting to a range of Perth and Kinross Council committees
- Member of the Council's Executive Team
- Access to elected members, Chief Executive and Chief Officers as required
- Member of the Community Planning Partnership
- Member of the Perth and Kinross Chief Officers Group for Public Protection
- Member of the Adult and Child Protection
- Chair of the Protecting People Group established in January 2021 to bring together strategic partnership working across the public protection agenda including Child Protection Committee; Adult Protection Committee; Violence Against Women Partnership; Alcohol and Drug Partnership; the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group for Tayside
- Non-voting member and professional advisor to the Perth and Kinross Integrated Joint Board (IJB)
- Non-voting member and professional advisor to the Perth and Kinross Integrated Joint Board's Audit and Performance Committee
- Co-chair of the Health and Social Care Partnership's Care and Professional Governance Forum
- Member of the Tayside-wide COVID-19 Enhanced Professional Clinical and Care Strategic Oversight of Care Homes Group (SOCHG)

The CSWO takes part in the budget review process across all relevant services ensuring that the needs of vulnerable and at-risk groups needs are highlighted and considered. The CSWO also leads the Council's panel for safe recruitment, ensuring proportionate decision-making to protect service-users and the public and at the same time ensuring that the Council is an inclusive employer. The CSWO is the lead signatory for the Scottish Social Services Council as the regulator of the social care workforce ensuring that the codes of practice are adhered to and acting as a point of contact when there are concerns about an employee's fitness to practice.

The Heads of Service for Adult Social Work and Services for Children, Young People and Families, as senior social work leaders, support the CSWO to have oversight of key local, regional, and national developments and considering the most appropriate local response. Hazel Robertson, Head of Services for Children, Young People and Families and Kenny Ogilvy, Interim Head of Adult Social Work deputise for the CSWO on a rotational basis in order that there is full-time cover for key decisions that cannot be delegated.

The CSWO has continued to provide visible leadership over the last year by meeting with staff teams across Perth & Kinross to learn first-hand of the issues faced by the workforce in social work services.

Nationally, the CSWO takes part in meetings of all 32 CSWOs supported by Social Work Scotland. She is also Co-Chair of Social Work Scotland's Children and Families Standing Committee and Co-Chair of the Scottish Government Delivery Group for Family Support.

3 Service Quality and Performance

Public Protection

3.1 Adult Support & Protection

Perth & Kinross Adult Protection Committee (APC) is well established, and its membership includes representatives from statutory services, third sector and carers. Membership is reviewed regularly to ensure it is able to lead continuous improvement in services to protect vulnerable adults in Perth and Kinross. In 2021/22, the membership has been expanded to include an elected member of Perth & Kinross Council, representation from the Mental Welfare Commission and a General Practitioner. The APC meets five times per calendar year.

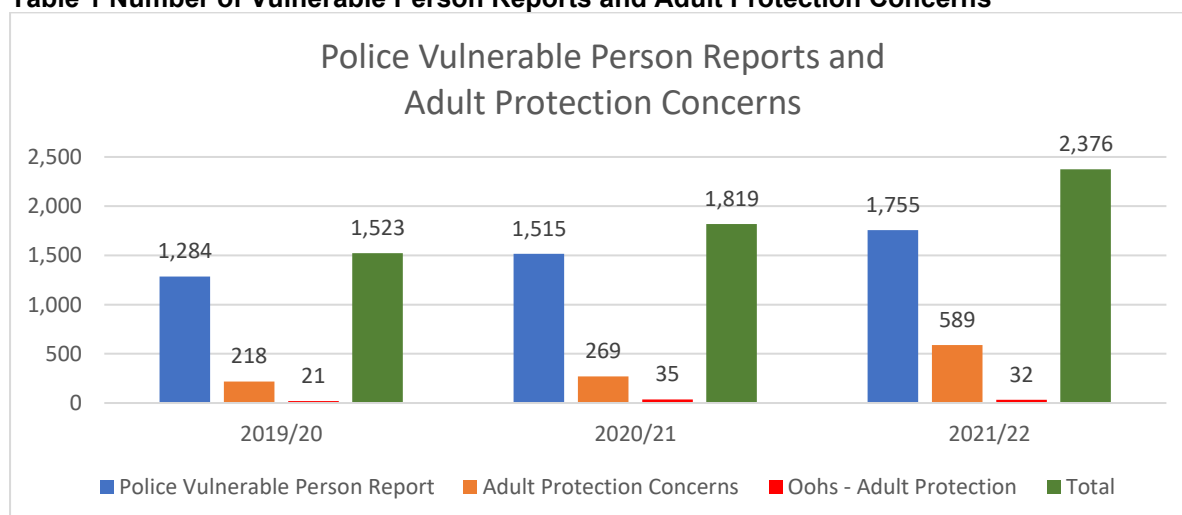
The APC is supported by a subgroup which has broad membership across services and leads practice improvement. The APC subgroup is able to identify priority areas for improved practice and to implement improvements. An example of this is the establishment of a Financial Harm subgroup in response to evidence of an increase in financial exploitation.

The APC Independent Chair and the Adult Support and Protection Coordinator are actively engaged in national networks ensuring that the APC is well informed about national developments and good practice. Positive relationships with APCs across Scotland enables the APC to learn from others and to benchmark practice as well as contribute to national policy development.

The APC is committed to a cycle of self-evaluation and improvement and in 2021/22 has carried out a range of audits. The APC Improvement Plan 2021/22 sets out a calendar of self-evaluation activity with links to the audit reports and subsequent improvement plans that arise from this work.

Perth and Kinross has experienced an incremental increase in Adult Protection Concerns and Vulnerable Person Reports (VPRs) over the last three years. The number of AP concerns and VPRs received increased in 2021/22 by 31% from 2020/21.

Table 1 Number of Vulnerable Person Reports and Adult Protection Concerns



There is a commitment to screening all AP concerns and VPRs in good time and 96.5% were screened within 24 hours between 1 April 2021 to 31 March 2022, 96.5%.

People with frailty, dementia and other issues related to older age continue to form the largest group who are the subject of adult protection concerns, and they are more likely to experience harm. Referrals that relate to an adult experiencing mental health have increased over the past two years and more likely to be people between 40-64 years. Neglect, financial harm and self-harm are the most common reasons for referral.

The use of formal ASP measures to mitigate harm has increased throughout this reporting year. ASP inquiries have increased by 18%, ASP Investigations have increased by 54% and ASP Case Conferences have increased by 9%.

Inter-Agency Referral Discussions (IRDs) were implemented in early 2021 and provide a multi-agency mechanism to share information, assess risk, and plan actions to mitigate harm. In the first year, 93 IRDs have been carried out and participants report this is a valued approach which supports a proportionate and coordinated multi-agency response to adults at risk. A multi-agency audit into IRDs was carried out in August 2022.

The Care Home Oversight Group established in May 2020 continues to provide multi-agency and coordinated support to address the risks and challenges, including Adult Support and Protection, experienced within the care home sector.

3.2 Child Protection

“Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up”

The Child Protection Committee (CPC) is a listening and learning partnership and our strong partnership arrangements have allowed the committee to quickly change and adapt to new ways of working and in many aspects, strengthened what was already, a very mature and well-established committee.

Without doubt, 2021 / 2022 has been another very challenging year for the CPC and all its partners.

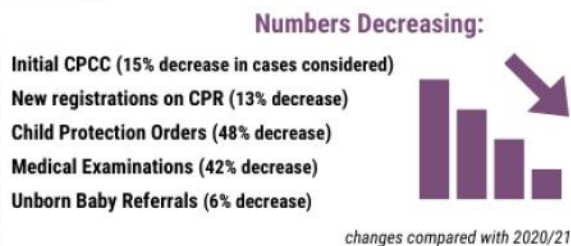
The CPC has continued to support frontline workers to deliver key child protection services and is working to ensure they staff remain empowered and enabled with new learning and development opportunities, practice guidance and technologies.

The CPC's ongoing improvement work is evidenced in the CPC Improvement Plan 2021 – 2023 which brings together all learning from quality assurance, self-evaluation and evidences the collective commitment to continuous improvement.

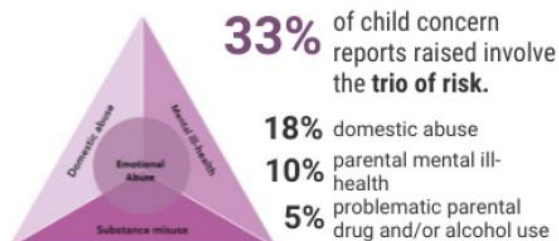


Table 2 Infographic summary of CPC Standards and Quality reporting 2021/22

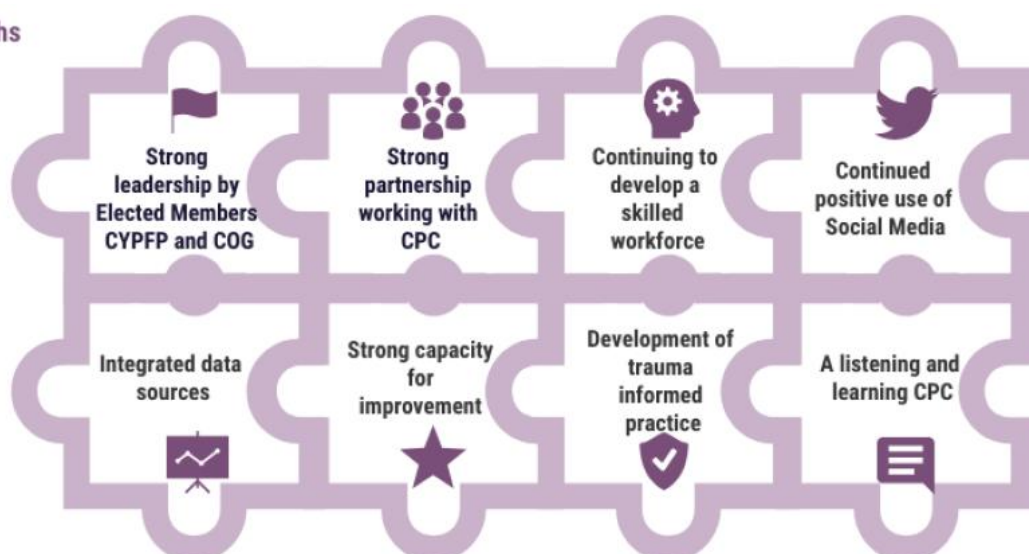
CPC Standards & Quality Report 2021/22 Summary



Nature of concerns



Strengths



3.2.1 CPC Performance and management information for the academic year 1 August 2021 to 31 July 2022

Child Concern Reports

The total number of **Child Concern Reports (CCRs)** shows a continued increase over the last five years, with an increase of 806 (13%) this year. The number of children and young people subject to a CCR has risen more slowly. Many of these CCRs relate to concerns which are both multiple and complex in their nature.

CCRs can relate to the same child or young person, where there are multiple or repeated concerns about them. CCRs are all subject to multi-agency screening arrangements and shared proportionately with key partners. Within police and social work services, escalation and trigger mechanisms are in place to monitor and review multiple and recurring CCRs.

Following multi-agency screening arrangements there are a number of possible outcomes. Where the child or young person is known to social work and / or an open case to social work, the CCR is shared with the Lead Professional (almost always the Social Worker) for:

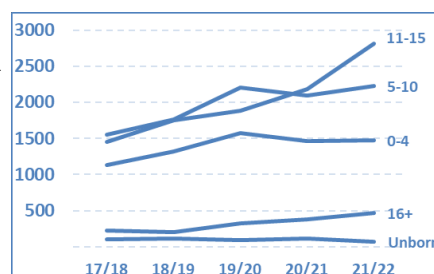
- further investigation, assessment, and follow-up.
- for single or multi-agency assessment and support, e.g., education
- referral to The Reporter (Scottish Children's Reporter Administration – SCRA) for compulsory measures of care; or
- referral to a Third Sector organisation for help and support.

CCRs which are clearly of a child protection nature or, which after multi-agency screening indicate the need for a child protection investigation, are immediately fast-tracked and **an Inter-Agency Referral Discussion (IRD)** convened.

Child Concern Reports by Age

The number of children and young people reported via a CCR in most age groups has remained relatively steady; with the highest number in the 5-10 and 11-15 age groups.

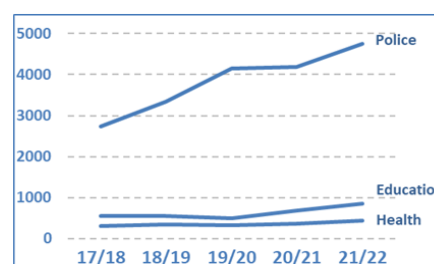
Of particular note is the children and young people in the 11-15 age group, which continues to increase and feature more prominently over the last two years.



Child Concern Reports by Source

The main source of CCRs continues to be Police Scotland, followed by Education Services and Health Services. Overall, these three sources account for over 85% of all CCRs submitted.

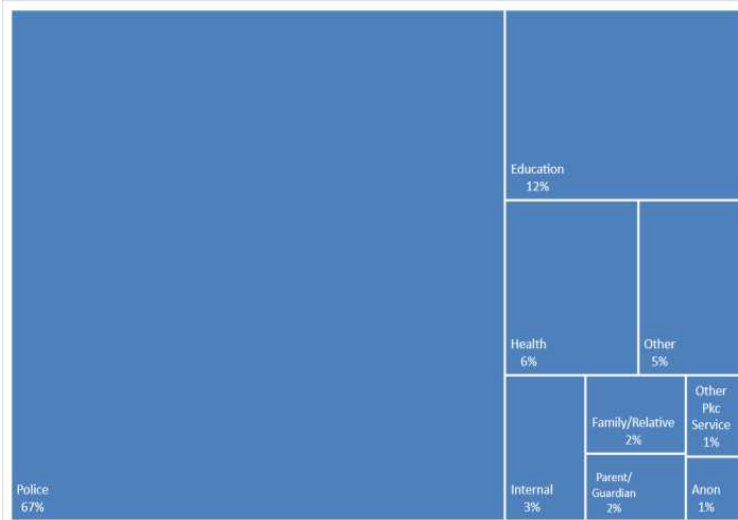
The number of CCRs submitted by Police Scotland has been continually increasing over the last 5 years. Any Police Officer can raise a CCR, and these are coordinated and quality assured, prior to sharing, by Police Scotland's Tayside Division's **Risk and Concern Hub**.



Child Concern Reports by Source

The originating source of all CCRs continues to be monitored by the CPC. This Tree Map diagram shows the % of CCRs from Police Scotland, Education Services (increasing) and Health Services during the last year which account for over 85% of all CCRs submitted.

CCRs relate to a wide range of child welfare, care and protection concerns and all are subject to multi-agency screening, initial assessment and decision-making arrangements.

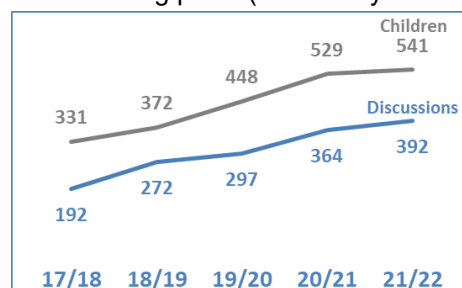


Overall, 33% of all CCRs relate to the Trio of Risks (Domestic Abuse 18%; Parental Mental Ill-Health 10%; Problematic Alcohol and Drug Use 5%).

Inter-Agency Referral Discussions (IRDs)

The number of children and young people subject to **Inter-Agency Referral Discussions (IRDs)** continues to rise year-on-year and the number of IRD discussions taking place (which may involve more than one child or young person) also shows a long-term upward trend. Following an IRD there are a number of possible outcomes including:

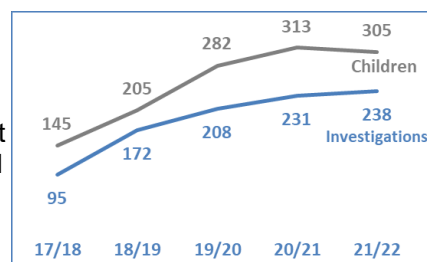
- joint child protection investigation (social work & police)
- joint investigative interview (social work & police)
- medical examination
- referral to SCRA
- further emergency legal measures and orders; or
- single service or agency intervention and support.



IRDs are recognised as good multi-agency practice and may be repeated a number of times for the same child or young person. A significant amount of improvement work has taken place in relation to IRDs to ensure our IRDs are robust and safety planning is effective. This is a positive and improving practice position and brings partner agencies together more quickly for key discussions and decision-making. Our established approach to IRDs is in keeping with the shift expected and with the good practice outlined in the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021).

Child Protection Investigations

The number of **Child Protection Investigations** and the number of children and young people subject to an investigation has risen markedly since 2017/18; having more than doubled over that period. This trend appears to have levelled off over the two years, although there has been a slight increase in the number of child protection investigations carried out over the last year, when compared to 2020/21.



These are joint investigations between social work and police, decided upon and agreed at the IRD stage and carried out by specially trained joint investigative interviewers who are trauma aware.

Pre-Birth Child Protection Case Conferences (Pre-birth CPCC)

Of the 126 **unborn baby referrals** received this year, after multi-agency screening and assessment, 30 were the subject of a multi-agency **Pre-Birth CPCC**.

At the Pre-Birth CPCC, 29 (97%) out of the 30 unborn babies were registered on the **Child Protection Register (CPR)**. All unborn babies registered on the CPR are subject to a multi-agency **Child Protection Plan**. These cases tend to be complex, and have multi-faceted areas of concern, vulnerability and needs.

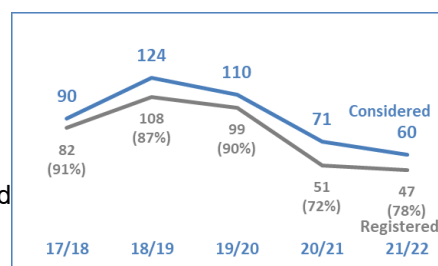
This continued high level of pre-birth registrations has also significantly changed the age profile of those placed on the CPR. Overall, unborn babies and young children under 5 now make up the majority of those currently registered on the CPR. The remaining 96 other unborn baby referrals, which did not proceed to a Pre-Birth CPCC, all received other supportive interventions and responses, having been screened at the **Unborn Baby Multi-Agency Screening Group (UBB MASG)**.



Initial Child Protection Case Conferences

Notwithstanding the increasing numbers of CCRs, IRDs, ongoing levels of child protection investigations and joint investigative interviews, the number of children and young people considered at a multi-agency **Initial Child Protection Case Conferences (ICPCCs)** has been reducing since 2018/19.

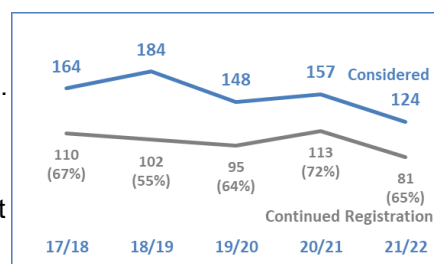
This indicates that alternative single and multi-agency supports had effectively been put in place at a much earlier stage. **Multi-agency Child or Young Person's Plans** provide much needed supports and help build positive relationships with the family. These are coordinated by a Lead Professional (Social Worker). In many cases, this has negated the need for an Initial CPCC, having effectively reduced risks. Of the 60 children and young people being considered at an Initial CPCC, 47 (78%) had their names registered on the **Child Protection Register (CPR)**. All were the subject of a multi-agency Child Protection Plan, coordinated by a Lead Professional (Social Worker). Those children and young people not registered on the CPR also benefited from ongoing support via a Child or Young Person's Plan, again coordinated by a Lead Professional (Social Worker).



Review Child Protection Case Conferences

Multi-Agency **Review CPCCs** reconsider the decision to place and retain a child or young person's name on the CPR.

These child protection meetings take place within standard timescales to monitor changes in circumstances and progress made to reduce and eliminate risk. Where sufficient progress has been made, the Review CPCC can make a decision to remove (de-register) an unborn baby, child or young person from the CPR. This is always a multi-agency decision.

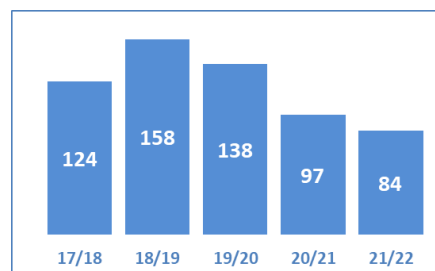


The number of children and young people considered at a multi-agency Review CPCC shows a general downward trend over the last four years, while the proportion of continued registrations has remained relatively steady.

Children on the Child Protection Register as of 31 July 2022

There has been a reduction in the number of new registrations on the **Child Protection Register** (CPR). This is closely related to the reduction in the number of Initial CPCCs taking place in 2021/22.

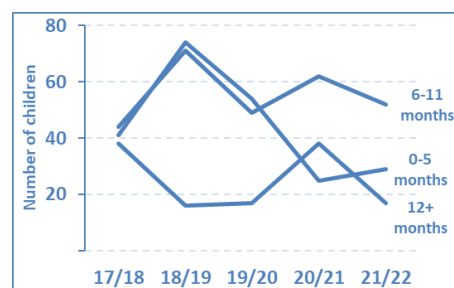
The number of children and young people placed (new registrations) on the CPR has been decreasing for the last three years, following a sharp increase in 2018/19. This reduction since 2018/19 is a consequence of a significant investment made to secure consistent Chairing of CPCCs and increasing use of Child and Young Person's Plans at a much earlier stage; thus, reducing the need to go to CPCC and CPR Registrations.



New registrations include unborn babies, registrations following an ICPCC and temporary registrations (for children and young people who move into the Perth and Kinross Council area for a limited period; for a holiday with relatives etc). These figures routinely include large family sibling groups of 5 and more. As previously described, this year the age profile of those placed on the CPR has significantly changed. Unborn babies and younger children currently make up the majority of those now placed (registered) on the CPR.

Length of Registration

Most CPR registrations last less than a year, and the number of children and young people who remain on the CPR for 12 months or more has reduced following an increase in 2020/21. Many of these children and young people have multiple and / or complex needs which require coordinated support.

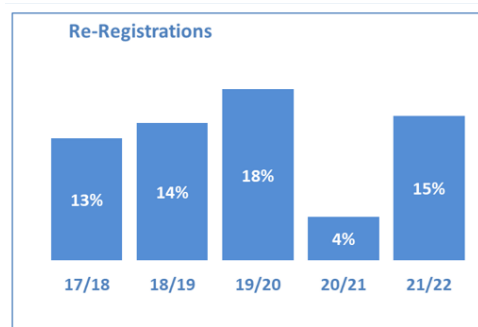


The continued reduction in the number of children and young people whose names are included on the CPR for a period of less than 5 months is to be welcomed, as this can demonstrate that decisions are being made on the evidence of sustained progress and a greater likelihood that the changes made will lead to positive longer-term outcomes. The CPC closely monitors registration rates and in particular de-registrations, re-registrations and length of time children and young people remain on the CPR as part of its quality assurance work.

Child Protection Re-Registrations

The number of children and young people that are **re-registered** (placed) on the CPR, having been previously removed from the CPR, has returned to previous levels, following a sharp decrease in 2020/21.

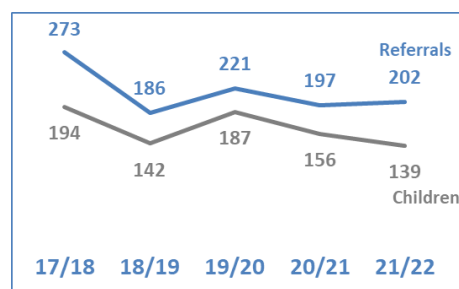
Most of these children and young people had last been removed (de-registered) from the CPR more than two years previously, following a multi-agency robust assessment and review meeting agreement. Re-Registrations take place where the previous improvements in the child or young person's circumstances have not been sustained and the risk of significant harm has returned.



Referrals to SCRA (Scottish Children's Reporter's Administration)

Whilst the overall number of referrals to **SCRA**, from Perth and Kinross has remained relatively steady, there was an 11% overall reduction in the number of individual children being referred to SCRA. However, this overall reduction, masked a reduction of 41% of referrals coming directly from Social Work.

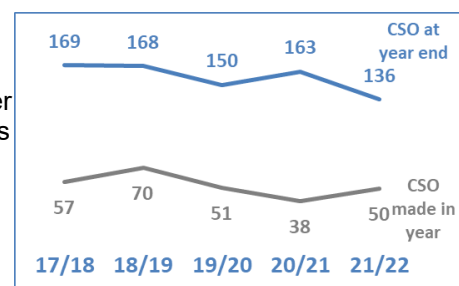
Police referrals increased by 80% and referrals directly from Education also increased. These trends are not replicated elsewhere in Tayside and are to be explored further.



The basis of referrals continues to be under s67(4)(a) of The Children's Hearings (Scotland) Act 2011 – "*lack of parental care*" but is very closely followed by 67(4)(j) – "*offences*". As we emerged from the COVID-19 pandemic, it was expected that there would be a high proportion of 67(4)(f) – "*domestic abuse*" cases, but this does not appear to have transpired.

Compulsory Supervision Orders

The number of children and young people placed on **Compulsory Supervision Orders** (CSOs) and the number of children and young people who remained on a CSO, has continued to display a general downward trend over the last five years.



However, this year, there was an increase of 32% of children being made subject to a new CSO, following grounds of referral being established. Overall, actual numbers remain small.

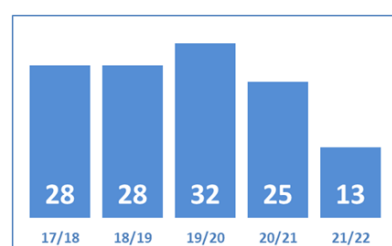
The current conversion rate of referrals to Grounds Hearings remains stable in Perth and Kinross at 29.8%.

Children and young people who are placed on a CSO are looked-after, either at home or away from home in another placement and subject to regular supervision visits and contacts by a social worker.

Child Protection Orders

This year, the number of children and young people placed on **Child Protection Orders** (CPOs) has fallen, following a generally steady trend over the previous five years. These figures, which regularly include large sibling groups, are closely monitored by SCRA and the CPC.

Nationally CPO numbers fell by 16%, whilst Perth and Kinross saw a reduction of 48%; although the actual numbers of children and young people involved are relatively small at only 13.



Unborn Baby Referrals

The number of **Unborn Baby referrals** received this year has remained relatively steady following a significant increase in 2020/21. By far the majority of Unborn Baby referrals continue to come from NHS Tayside; although any practitioner, service or agency can raise such a referral.

Whilst there has been a decrease in the number of Unborn Baby referrals received this year, this has to be considered in the context of a falling birth rate across Tayside. The number of Unborn Baby referrals, when measured against the number of women booking for pregnancy care, equates to around 11.5%, which remains similar to previous years.

The areas of Unborn Baby vulnerability continue to be similar to the areas of concern for registration on the CPR, in particular those relating to the trio of risk. The impact on our multi-agency screening and assessment processes for these referrals remains very challenging and resource intensive and the level of child protection activity in relation to vulnerable pregnant women and unborn babies remains high.



Joint Investigative Interviews

Following an IRD and the decision that a joint police and social work child protection investigation is necessary, consideration will be given to the need for a **Joint Investigative Interview (JII)**; carried out jointly by fully trained, trauma informed police and social work interviewers.

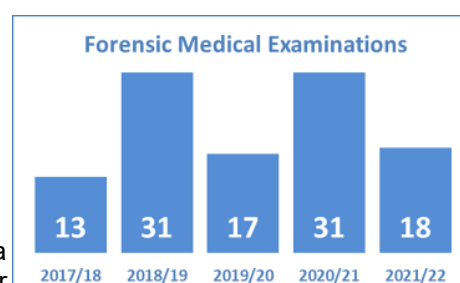
The number of children and young people who have had a JII carried out has risen to its highest level in recent years. This is in keeping with the increasing numbers of CCRs, IRDs and child protection investigations and this remains a key component part of our child protection services.



Joint Paediatric / Forensic Medical Examinations (JPFME)

Following an IRD and the decision that a joint police and social work child protection investigation is necessary, depending on the nature of the concern, consideration may also be given to the need for a **JPFME**.

The number of children and young people who have had a JPFME carried out shows considerable variation from year to year.



Quality Assurance of Child Protection 2022

Joint (Police and Social Work) Child Protection Investigations (CPIs) that did not result in a Child Protection Case Conference (CPCC)

Since 2014, the CPC has taken a broader, more systematic, multi-agency approach to evaluating key child protection processes and practices and committed itself to a *whole-system approach* and a *more refined methodology*, using recognised quality improvement frameworks.

Following feedback from Elected Members, on last year's CPC Standards and Quality Report 2020 – 2021, the CPC agreed to quality assure a small representative sample size of the 80 children and young people who were the subject of child protection investigation, that ***did not*** proceed to a child protection case conference. This involved a review of the multi-agency decision-making processes, assessment and planning processes and identified the relevant outcomes for each child or young person.

The review took place between May and June 2022 and involved a multi-agency team of reviewers from education, health, police, and social work. They examined practice in relation to 13 (16% of the 80) children and young people. This included 8 children or young people from a random sample of the sibling groups and 5 single children and young people also selected at random. The period of interest was the academic year 1 August 2020 – 31 July 2021.

This was the first CPC led multi-agency review since the COVID-19 pandemic, as the 2020 and 2021 reviews were postponed. Whilst there were a number of limitations to this year's review; there was still a significant amount of learning; including unintended learning in relation to IRDs.

In terms of impact, the high-level findings from this exercise have identified the following key practice strengths and areas for improvement. These are presented here using Care Inspectorate evaluative language and terminology:

Key Strengths

- *all staff* recognise and respond to children and young people in need of help and support timeously; and are clearly focussed on both the safety and wellbeing of children and young people
- *all staff* share and report their concerns appropriately, promptly and without unnecessary delay; they respond quickly and there is evidence of strong partnership working, including with the Out of Hours Services
- *almost all* staff work hard to build positive working relationships with children and families and are alert to, and actively challenge, parental disguised compliance
- *almost all* staff share and exchange information quickly; before and during IRDs and at other key meetings
- *all staff* intervene early and are very focussed on interim safety planning to meet both needs and risk; before, during and after IRDs; IRDs focus on the protective factors and the immediate needs and risks of children, young people and their siblings
- *almost all* IRDs take place relatively quickly; IRDs are well-attended by key partners and are focussed on needs, risks and on immediate safety planning
- *almost all* IRDs outcomes – including Child Protection Investigations; Joint Investigative Interviews; Medical Examinations are planned and take place relatively quickly
- *almost all* IRDs consider the need for legal measures, e.g., considering the need for a Child Protection Order (CPO); Referral to the Children's Reporter (SCRA); an Initial Child Protection Case Conference (CPCC); and / or further discussions with PKC Legal Services
- *in almost all* cases there is strong evidence to suggest that parenting capacity is being quickly assessed; protective factors identified and there is good use of family supports and early kinship care arrangements being identified
- *in the majority* of cases there is strong evidence to suggest child protection investigations are clearly focussed on assessing the risk to children, young people and their siblings, which informs interim safety planning

- *in the majority* of cases interim safety planning is robust and firmly focussed on needs and risk
- *in all* of the 13 cases reviewed, legal measures were appropriately considered and rightly assessed as not necessary. Legal measures considered included the need for a Child Protection Order (CPO); Referral to the Children's Reporter (SCRA); an Initial Child Protection Case Conference (CPCC); and / or further discussions with PKC Legal Services and
- *in most* of the 13 cases reviewed, in 11 (85%) of them, it was the right decision not to proceed to a CPCC (albeit 2 of them did proceed to a CPCC sometime later); with suitable alternative other outcomes and supports provided

Areas for Improvement

- *in most* cases, IRD documentation did not appear to be consistently recorded in all case files across services and agencies; IRDs appear to be interpreted as a single event, as opposed to an ongoing dynamic process
- *in some* cases, assessments and plans are also being seen as single events relating to risk and / or removing risk; there was also evidence that some longer-term support plans were not being documented appropriately or widely shared with partners; there was room to improve the consistency of evidencing, monitoring and reviewing of longer term plans as well as sharing outcomes and
- *in a few cases*, it appeared that some children and young people were not seen; it also appeared that in some cases there were no home visits or face-to-face contacts; and there was a lack of evidence to confirm that the views of children and young people were routinely and consistently being captured. However, this may have been directly related to the COVID-19 restrictions; albeit alternative local risk assessments arrangements were in place at that time

This review also identified the following aspects of child protection practice as being important and that there is an ongoing need to ensure that we continue to:

- proactively engage with, and involve fathers and partners, in key decision-making processes.
- ensure that chronologies across services are used effectively to inform holistic assessments and planning processes.
- ensure that children and young people are seen; that we ensure their views are captured, heard and documented and that they have access to Independent Advocacy.
- ensure that key roles and responsibilities in child protection practice are understood; and
- ensure there is no evidence of drift in our key child protection processes and practice and that this is supported through robust supervision.

PEER Mentors

To help educate young people on the dangers of drug use, we are leading on a new multi-agency initiative launched in 2021. After reviewing what was already available in other areas of Scotland, a pilot has commenced in Crieff High School to support young people to become Peer Mentors. Following completion of an eight-week course it is anticipated that some of these Peer Mentors will be able to train and facilitate discussions on drug-related issues with other students and once established, will also help pilot this in other schools throughout Perth and Kinross.

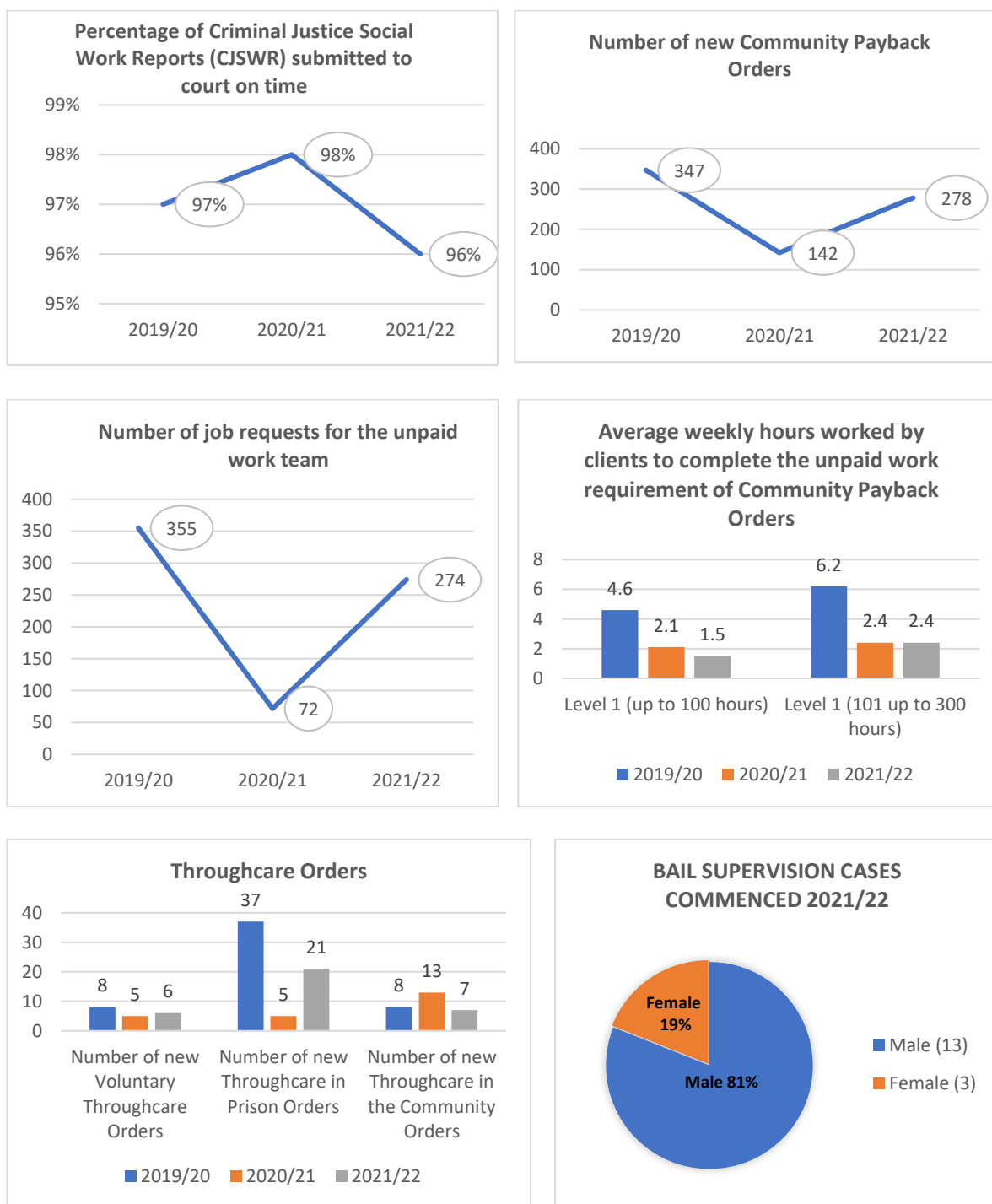
Social work for children and families information

The social work service analyses the main areas of concern which are leading to children being assessed as at risk of abuse and neglect. The key features in the family and parenting continue to be mental ill-health; substance misuse; and domestic violence. Neglect and non-engaging parents are also significant features over the last year. Services for Children, Young People and Families has re-introduced a dedicated chair for child protection case conferences who is independent of the management of the case. This is bringing greater consistency in how case conferences are managed and a more coherent approach to decision-making about registration and management of risks.

3.3 Criminal Justice Services

During 2021-22 there was a gradual increase in court report requests as the Courts became busier due to the lessening of Covid Restrictions. Criminal Justice Social Work (CJSW) managed an increase in the number of report requests generally but also noticed a lot more requests where domestic abuse was involved.

Criminal Justice Performance information for 2021/22



Staff returned to working in the office on a more regular basis. A hybrid model of working was adopted which involved working from home and coming into the office on set days. A rota was used to manage the number onsite in line with Covid-19 restrictions.

Notably, the Criminal Justice Service planned for, and implemented, an Intensive Support Package for a very high-risk offender being released from prison within this time period. This involved planning and reporting to Multi Agency Public Protection Arrangements (MAPPA) Level 3 meetings. Following consultation with third sector providers, Richmond Fellowship were chosen to deliver the 24-hour monitoring and support which was deemed necessary to manage risk. Collaboration with housing, Police and Richmond Fellowship contributed to a well-co-ordinated and monitored package. Scottish Government Funding provided for 90% of the cost, with 10% and other costs being met by Section 27 Funding.

Most of the team received training in Trauma Informed Practice which was delivered by Epione Training and rolled out across all Criminal Justice Teams in Scotland. This helped inform workers' practice and advancement of plans to transform interview rooms and client accessible areas to meet the principles of a trauma informed environment. It also provided a link to offer clinical supervision to team members which was introduced from January 2022.

In early 2022, a meeting was convened with local Sheriffs in order to discuss any issues with court work. This was followed with a schedule of regular meetings to be continued whereby communication can be improved and a better understanding of the work which this team does will be provided to Sheriffs.

Right Track

Right Track is a sentencing option for the Court to place any young person under the age of 26, on a structured deferred sentence. The programme is recommended for this age group as it is this group who are most unlikely to be able to comply with a Community Payback Order, due to their chaotic lifestyles.

Within the programme the young person is given a combination of individual sessions with the Right Track co-ordinator, and also asked to attend the work project at Westbank. The work project provides an opportunity for the young person to engage in gardening skills and some hands-on simple building skills like bird boxes and benches.

An initial assessment is completed, using a Wheel of Life, to ascertain the person's presenting welfare needs as well as their criminogenic needs. They are supported to access many welfare services such as GP and mental health services, and substance misuse services. Some of the other support services attend at the Westbank Project, to ease engagement with the young person. Partnership working and engagement onsite increased during 2021-22. The outcome being the young person was able to access the supports they required more speedily.

When young people attend the Right Track Programme, they have to commit to addressing their offending needs and are given the opportunity to engage with a number of modules designed to address this including anger management, domestic abuse, consequential thinking etc. The positive relationship with the Right Track worker is fundamental to the process of change for the young person.

The service had 14 young people participating in the programme during April 2021, COVID-19 restrictions were still impacting/limiting local Court business at this time. The number had increased to 25 young people by April 2022. The increase reflects the increase in Court business along with the Sentencing Young People's Guidelines coming into effect in January 2022. To adequately resource the increased use of structured deferred sentence, Right Track now has a Social Worker attached to the programme 2.5 days a week in addition to the full time Criminal Justice Assistant. The benefits of Youth Courts are being explored (to improve overall outcomes for young people in the Justice system) and experience from other areas using Youth Courts is being gathered. This will be discussed with the local Sheriffs in due course via court liaison meetings during 2022-23.

Some feedback from the young people utilising the programme include:

- *"It has given me structure to my life";*
- *"You know how to work around someone's mental health";*
- *"I like that I get to have meetings out of town as I don't like going into the town due to the folk there";*
- *"I know it is a serious programme but at the end of the session, it's nice to be able to have enjoyed a laugh as well";*
- *"I find it a place to voice things when they go wrong and it is really good to be listened to";*
- *"I like the small groups we get put in as there is little arguing"*
- *"I understand the Work Project helps me payback to the community for all the bad stuff I have done"*

OWLS (One-stop Women's Learning Service)

The first group session, post COVID-19 restrictions, took place in the OWLS centre with four women. Some of the participants talked of living alone, feeling isolated, not eating healthily or managing their money. Making a meal for one felt pointless. The sessions brought people together to have interaction, company, and something to look forward to weekly along with giving them the tools to make healthy meals that can be frozen for a later day.

"Community Cook It" was used during the session and educated the women how to buy ingredients, learn about hidden salt and sugar intake, and make meals that did not add additional salt. The women recognised the benefits for their physical and emotional wellbeing, enjoyed the social aspect of Cook It, making a meal from scratch seeing how easy this is and having the time to sit, enjoy the social aspect of talking and eating a freshly prepared meal on a budget.

Community Cook It is now running weekly with women evidencing how eating homemade meals can be cost effective, healthier, giving skills and knowledge to each other, and benefiting their wider families.

Other OWLS activities:

- Women informed staff, through putting suggestions onto a flip chart, about activities that they would like the opportunity to participate in. Suggestions were collated which would take account of the various women's availabilities (and ability to participate in different activities). Times and dates were agreed to ensure any potential barriers were removed so all women were given the same opportunities.
- A social cinema day was arranged. Some of the women had never been to a cinema and could not afford to. The centre was set up, giving options of films, beverages, hot dogs, popcorn, and snacks. This was well attended, and the women said they enjoyed the activity, and gave them the opportunity to meet other women, gain peer support.
- Through Fife Outdoor activity pursuits, OWLS secured a reduced rate for 8 women to attend stand up paddle boarding, this enabled women to improve their knowledge, skills and overcome their own fears, by participating in an activity which helped improve physical and mental health.
- A social outing to Quarry Mill in Perth, this was a walk and picnic to encourage parents to do more cost-effective days with their children or family during the summer months. Some women had never been on a picnic before.

A new development in 2022 for OWLS has been a new partnership with a local business called The Bike Station. This Community Enterprise invited OWLS to participate in their 'Shifting Gears' programme which aims to get people using bicycles more. This has personal benefits to the cyclist but also environmental benefits to the wider community. Each participant is offered a bike (from their extensive second-hand range) as well as safety equipment such as helmet, lights and lock. As well as the equipment there were individual or group opportunities for guided cycle rides and maintenance

classes. Further opportunities are available for those who wish to pursue qualifications in Bike Maintenance and/or train to be Trainee Cycle Leaders.

OWLS were allocated four spaces and identified three women to participate, and a staff set of equipment to support them in this process. Initially there was some trepidation as most of the women had not cycled for years, however, with the support from an OWLS staff member they enjoyed an initial riding lesson and a couple of guided rides organised just for OWLS participants. Two maintenance sessions were also provided to encourage independence and confidence in ability to do basic repairs. Now all three of those OWLS participants participate regularly and take the initiative to book themselves into Group Rides open to all referring agencies.

Evolve

The Evolve men's project continues to work out of the Neuk, a local mental health hub, which has provided opportunities to work collaboratively with local mental health services, for example sharing access to counselling volunteers, and introducing men to the 24-hour support that is available within the Neuk. The service continues to explore connections with other local third sector agencies, such as Tayside Council on Alcohol, and Andy's Man Club, to inform the work undertaken, and to provide a wide range of supports to our service users.

During the reporting period, group work restarted (when COVID-19 restrictions allowed). COVID -19 restrictions resulted in a reduction in numbers, however feedback from the group was positive, with the men finding the support of their peers invaluable. Evolve continues to work with men in a trauma informed manner, using a combination of intensive one to one work, and a focussed programme of group work which will include activities designed to increase positive life chances and pro-social decision making for males who offend, to help them find purpose, improve their wellbeing and rebuild relationships within their communities and families.

The project seeks to incorporate the latest theory and research into desistance and the impact of trauma into the work undertaken with men who offend. Evolve made connections with Epione consultancy and training, during the reporting period, who specialise in trauma informed practice within criminal justice services, and the service are looking to broaden the range of interventions available for those who have experienced trauma.

By helping men find new, positive identities, research shows that they can move on from an offending past, and the service aims to promote this using group work, and communal activities in an environment which is more trauma informed than traditional Criminal Justice settings.

Diversion

Criminal Justice Social Work (CJSW) has continued to offer a Diversion scheme which is delivered on a one-to-one basis by a Criminal Justice Assistant (CJA). The support looks at behaviour which may put the person at risk of committing further offences and to offer practical support and advice. Where existing services are in place, contact will take place to ensure that the person is engaging and making best use of these resources.

Bail Supervision

Partners continue to offer a range of person-centred targeted interventions which are then assessed for their impact on future offending. For example, CJSW, in partnership with Services for Young People, offer Bail Supervision. The Bail Supervision service within Perth and Kinross was extended in January 2022, from those aged 16 to 26 to people aged 16 and over. To be able to manage the increased demand Criminal Justice Assistants are supporting the service in addition to the dedicated support from the Services for Young People. We are seeing less use of remand, ensuring people are given access to support in the community, who may not have known where to access services.

The Bail Supervision Service compliments and dovetails with Structured Deferred Sentence (Right Track) which supports young people entering the justice system. Additionally, preparatory work also

took place with Bail Supervision in the planning of Arrest Referral to ensure the services complimented each other and minimised duplication.

Bail Supervision offers an alternative to remand and supports the Scottish Government direction, that remand should be used where necessary and appropriate. Bail Supervision gives people the opportunity to engage in intensive support provided by a Bail Officer, prior to attending court for sentencing. The intensive service sees the person work with their Bail Officer up to three times a week, including home visits where appropriate. The work carried out is specifically targeted to the needs and can involve a range of other service providers including, I-DART (the integrated drug and alcohol team), Streets Ahead, Hillcrest Futures, Skills Development Scotland, 16+ team, Rape and Sexual Abuse Centre (RASAC), PKAVS, Police Scotland, Venture Trust, Welfare Rights.

The overarching objective of Bail Supervision is to provide a credible alternative to remand available for courts to use in appropriate cases which aims to:

- Provide support to people in the community, which minimises disruption to families, employment, and housing; and
- Promote positive outcomes for people and their families (where appropriate), taking account of the needs and impact on others including victims, children, family, and community members, while supporting and monitoring compliance with bail conditions and the overall criminal court process.

Bail Supervision should also focus on identifying and building upon the strengths, capacity, and resilience of the person (and their networks, where appropriate), with a focus on achieving positive outcomes during the Bail Supervision period.

Extending the eligible age range provides wider service access and provides the Court alternative to remand across the age range. There is also a positive impact for families, children and the individual as it provides opportunity for family, social and economic relationships to continue in line with The Promise.

- *"Bail Supervision, provided me with support, in my housing, and helped me sort my life out".*
- *"A" was making poor decisions through consuming alcohol which he had used for many years, and contributed to his offending, securing a place in Jericho House, provided him with accommodation, support to become abstinent, which resulted in him completing his Bail Supervision Order, receiving a fine and has not committed any further offence.*
- *"B" was assessed by another Local Authority, liaising with their Bail Officer, "B" was transferred into PKC as she moved areas and secured a tenancy in PKC geographical area. "B" received one formal warning letter for not turning up for one of her scheduled appointments. After the first warning, her compliance improved. "B" understood why her compliance and engagement was important, "Bs" case was heard, and the sheriff imposed a 12 month CPO which "B" has complied with to date with no further warnings being issued, she has settled well into the area, engaging with relevant services to continue to meet her needs.*
- *Young person "C" had a chaotic lifestyle and involvement in the care system and police for many years. "We only worked together for 4 months but in that time the young person gained full time employment, sorted out housing concerns (issues with neighbours) supported to move back with foster parents and stayed away from the court system enjoying a good relationship back home. The young person keeps in touch to let me know how things are for them in their lives and knows to get in touch if needed."*
- *"The support from (worker) has really helped me understand my past and where my anger comes from. I'm trying hard to make the changes I need to help my mental health. With (worker's) support I feel I am in a better position to do that".*

The number of people receiving Bail Supervision has increased and between April 2021 and April 2022, 33 requests were received from the court (bail opposed). Bail Supervision was imposed in 15 of those cases, 17 were granted bail without supervision and one person was remanded.

At sentencing stage, four were given a CPO, two were given Structured Deferred Sentence (Right Track) and two a custodial sentence. The remaining seven are awaiting a court decision.

Violence Against Women

In November 2021 the Violence Against Women Co-ordinator and the Violence Against Women Partnership, delivered a series of events under the banner of the 16 Days of Action following a 2-year hiatus due to COVID. It was based on the theme of Men and Violence and featured several very well received and attended events, including seminars on the Bystander Effect and Human Trafficking, film nights at Perth and Aberfeldy, CONSENT event at Perth College, events at Perth Prison and a Reclaim the Night event in Perth City Centre. These events brought the partners together for the first time in 2 years and demonstrated the ongoing commitment in Perth and Kinross to Equally Safe – Scotland's Strategy to Eradicate Violence Against Women and Girls. This link is a short video about the events [16 Days of Activism in Perth and Kinross - 2021](#)

During COVID-19, the partnership met weekly to assess the impact of the lockdown on vulnerable women. During this period, a new performance framework was developed which helped identify a worrying increase in waiting times for services from Rape and Sexual Crime Centre and Women's Aid. The Co-ordinator supported these organisations to make bids to the council for additional support, which was granted, and the waiting lists were reduced. This was clearly demonstrated in the performance framework and was a good example of how: performance information can identify a risk, the risk can be escalated, solutions are developed, funding is provided for the specific purpose, improvement can be tracked.

Unpaid Work

The Unpaid Work Team received 273 requests for work to be carried out during 2021-22, a significant increase on 72 requests received during 2020-21. The total number of requests remained lower than the 355 received 2019-20.

The requests received were from communities across Perth and Kinross and required a wide range of activities to be carried out. These included:

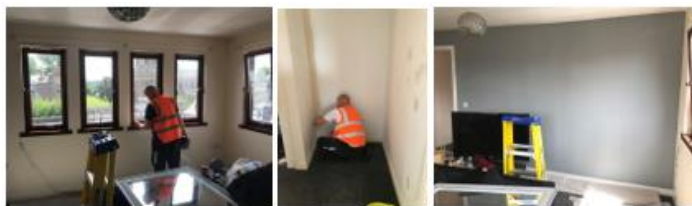
<ul style="list-style-type: none">• Gardening• Painting• Graffiti removal• Land clearance	<ul style="list-style-type: none">• Litter picking• Fencing• Restoration/decoration
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Some specific examples for the projects undertaken include:

1. The unpaid work team (over 5 days) cleared parts of the Regional Route 83 (between Dunkeld to Ballinluig) which had become overgrown or narrow due to encroaching grass and consequently was becoming unusable. The Route is now fully open and is a lovely area to explore.



2. The unpaid work team supported the repair and re-decoration of a flat. The flat was transformed - with fresh coats of paint and a new colour scheme. The work enabled a young family member to return home from Foster Care.



3. The unpaid work team undertook maintenance work in the grounds of Tenandry Kirk (near Pitlochry). Gates and railings were re-painted, and the various outdoor benches required some refurbishment works. The refurbishment work has been welcomed by both locals and walkers.



4. The Community Payback Team spent a considerable amount of time in the Westbank Joinery over the winter months, building four picnic tables and three large planters to gift to Blair Atholl Primary School. People giving back via Community Payback Orders have the opportunity to learn new skills. The work completed will provide additional multi-purpose outdoor seating for the pupils at Blair Atholl Primary School and also further pupils interest in horticulture.



The Unpaid Work Team regularly receive positive feedback from community members who have requested work to be carried out. Examples of feedback provided include:

- ***“The Housing and Social Wellbeing Committee thanked the above for all their hard work and urged every member to get in touch for help”. (Housing and Wellbeing Committee)***
- ***“I just wanted to say thank you so much for arranging for the woodchip to be delivered. The team were brilliant, they sorted out one of our planters and filled the raised areas with plenty woodchip and they did it all with barrows and spades! They couldn’t have been more helpful. We really appreciate it so thank you”. (Letham Early Childhood Centre)***
- ***“What can I say other than thank you!!!! What a job that’s been done by the team I can’t thank you enough for this. I visited properties today and was blown away by the difference that’s been made. Please pass on my thanks to every single person that was involved”. (Member of the public).***

Prisoner Release Protocols

The Safer Communities Team have been collaborating closely with Community Justice Partners and Housing to develop protocols to support prisoners when they return to communities, to reduce

reoffending and the potential impact on communities. Safer Communities staff consult with the Scottish Prison Service to identify people who are about to be released and to ensure they have the right supports in place:

- Housing
- Employment
- Benefits
- Health
- Addictions

These supports are provided by a cross section of agencies and 3rd Sector organisations and the arrangements are constantly evolving and improving and whilst it is too early yet to draw any conclusions, all involved acknowledge information and risk awareness has been significantly improved. The objectives are to reduce reoffending; reduce re-imprisonment; improve wellbeing; and reduce crime.

A learning approach to this activity identified there remained gaps between agencies and uncertainty about ownership. Police, Community Justice, Safer Communities, Drug and Alcohol and the Alcohol and Drugs Partnership (ADP) developed a new role, the Complex Needs Co-ordinator, funded by ADP and CJS. This role will be filled during 2022-23 and will be for 2 years.

Arrest Referral Pilot

Preparatory work took place during 2021-22 for the launch of a two-year Arrest Referral pilot via Positive Steps. This was a piece of collaborative work between the Community Justice and Safety Partnership (CJ&SP), and the Alcohol and Drug Partnership (ADP). Perth and Kinross joined the existing Dundee City Arrest Referral pilot alongside Angus Council (leveraged resources across Tayside) with Police Scotland also contributing to the extension of the pilot. The CJ&SP and ADP hosted a one-day induction for Arrest Referral staff (May 2022) providing introductions to SCT, IDART and the Neuk in an effort to breakdown organisational barriers for the benefit of Perth and Kinross residents.

Specified Person Pilot

Preparatory work took place in 2021-22 leading to recommendation of Specified Person pilot. Tackling drug deaths and reducing non-fatal overdose are key local and national priorities for individuals on the Justice journey, along with providing rapid access to support and treatment.

An evaluation of Drug and Alcohol Treatment Requirements was undertaken by Criminal Justice Social Work (CJSW), following a meeting with the Perth and Kinross Sheriffs. The meeting identified a disconnect between the expectations of Sheriffs and the current delivery of Drug and Alcohol Treatment Requirements within Perth and Kinross.

The evaluation, undertaken by the CJSW, highlighted room for improvement in the current delivery of Drug and Alcohol Treatment Requirements within Perth and Kinross. The Specified Person or Responsible Officer (as outlined in [legislation](#) and [guidance](#)) is absent from existing internal processes, and this role cannot be fulfilled by the CJSW without providing a large amount of training, and without significant resource difficulties within the team. The findings of this evaluation was shared with the ADP and through discussion the following collaborative and jointly funded pilot (CJ&SP and ADP) was recommended:

- Employment of three Specified Persons (workers) for the duration of the pilot.
- The Specified Person will lead the engagement with regards to substance misuse issues, and any social issues which interconnect., CJSW involvement will vary, working in the background when substance misuse is the sole issue, but undertaking specified offence focused work where required.
- The proposal is a two-year test of change, in addition to undertaking the Specified Person work, the workers will be integral to project development – development of bespoke service delivery, substance services to individuals on the Justice journey.

Development of an outcome measurement tool is required and will be developed (CJSW and I-DART).

Partnership Approach to Anti-Social Behaviour and Risk in Crieff

In February 2021, a drug related death occurred in Crieff. Issues affecting the community, and risk to young people, were identified during early multi agency assessment of risks. It was recognised the issues would not be quickly resolved. Three Workstreams were developed based on the identified issues and risks.

Workstream One: Anti-Social Behaviour and Violence - Crieff was added as a hotspot under the Youth Issues Initiative. Additional resources were deployed from the Youth Engagement Team, SCT Wardens and Police to provide a high-profile engagement / patrol, follow up visits to specific young people and intelligence gathering supported by information-sharing and 'Street a Week' activity, by the SCT Wardens, in the hotspot areas.

Workstream Two: Drugs and Exploitation - Intelligence suggested drug dealers from Crieff, who are in prison, continued to influence young people in the community. Partners exchanged information and worked with the prison authorities to disrupt this network. Consequently, search warrants were executed with positive results.

Workstream Three: Young People at Specific Risk – Approximately 12 young people were identified at specific risk (drugs crime, violence, sexual exploitation) and a separate risk management meeting was convened, with a specialist chair, to ensure services were appropriately coordinated and information was effectively shared. Education, Social Work, Housing, Police, Youth Engagement Team, SCT, LOGOS, Hillcrest Futures and Integrated Drug and Alcohol Rehabilitation Team (IDART) participated in this activity

The following provide some examples of the outcomes/impacts/results: warrants to search for drugs executed; numbers of young people at risk reduced; prevalence of serious crime and violence reduced; programme of work agreed to support equalities in Crieff High School and feeder primaries; drugs peer mentoring; partnership relationships and communication significantly improved; and CCTV is being installed at James Square.

Whilst the situation has improved the multi-agency partners recognise longer term work is required and an action plan has been prepared. Improving outcomes for Perth and Kinross residents is a shared vision for the Perth and Kinross Community Justice and Safety Partnership, including the partnership agencies referenced in this case study. The shared vision supports good working relationships and encourages proactive practices across the partnership organisations "*How can we be involved*" as opposed to "*that is not in our remit*".

Permanent Secretary and Director General of Education and Justice – Perth Visit April 2021

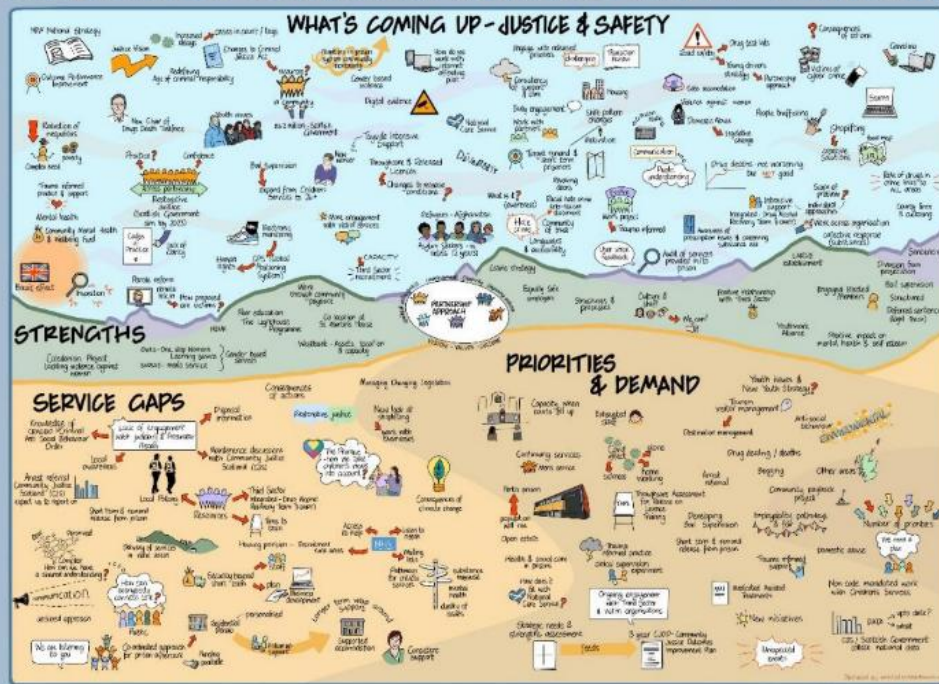
John-Paul Marks (Permanent Secretary) and Joe Griffin (Director General of Education and Justice) visited the Westbank Project in March. They had the opportunity to meet people working at the site (including young people receiving support via Right Track (Structured Deferred Sentence), The Unpaid Work Team, Criminal Justice, and Safer Communities staff. In addition, they had a tour of the site (which included the woodland walkway, the community garden, bee keeping, the Right Track Garden, and the mechanical sheds). A Vlog of the Permanent Secretary's Visit can be viewed [here](#).

Community Justice and Safety Partnership Development Activity

The Partnership hosted two online events during January and February 2022 whereby attendees explored the future need and demand on services.

Session One - What's on the horizon for Justice and Safety; Self-identification of Partnership strengths; Self-identification of gaps; Discussion re: priorities and demands 2022-23.

PERTH & KINROSS COMMUNITY JUSTICE & SAFETY PARTNERSHIP



Graphic finalised 18 March 2022

Session Two – The Partnership's approach – how we will meet the various priorities and demands.

PERTH & KINROSS CJ & CS PARTNERSHIP APPROACH



Graphic finalised 18 March 2022

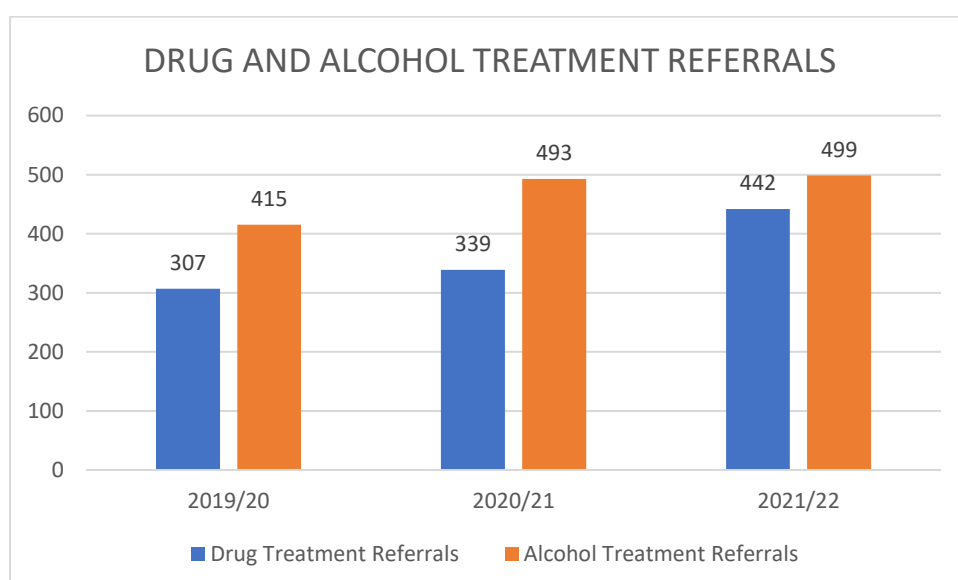
Following session one, the Partnership was asked to rate the priorities and the information to identify the Action Delivery Priorities for 2022-23. The three priorities identified were: Substance Use; Violence Against Women; and Reducing Reoffending. An Action Delivery Plan for 2022-23 was approved is available to the public on the [Community Justice and Safety Partnership website](#).

3.4 Perth and Kinross Alcohol and Drug Partnership

Work to integrate community-based substance use services in Perth and Kinross has continued during 2021-22. The Integrated Drug and Alcohol Recovery Team (IDART) was formed in 2020 bringing together the Perth and Kinross Council Social Work Drug and Alcohol Team and NHS Tayside Substance Use Service. The aim is to improve the effectiveness of support for people with substance use issues and their families. Funding has been provided for additional posts including a social worker with specialist mental health experience to provide support to clients with dual diagnosis of mental health and substance use issues.

IDART has developed a model of integrated working in which social workers provide a range of non-medical interventions and support access to community recovery such as recovery cafes and walking groups. IDART social workers make an important contribution to the Multi-agency Assessment Group, the Non-Fatal Overdose Group and the Residential Rehabilitation Screening Group.

The number of people referred for support rose by 13% from the previous year for both alcohol and drug treatment and has increased by 30% over the last two years.



The key priorities for all services which focus on substance use are promoting recovery and harm reduction. Ensuring timely responses and engagement of the person using these services is a key outcome. The new national Medication Assisted Treatment (MAT) Standards seek to address this outcome and focus on the health and wider social needs of individuals who experience problems with their drug use. The Standards seek to ensure that individuals have choice in their treatment from a wide range of options including the use of medication such as methadone and buprenorphine, together with psychosocial and social support and can access the right support for their situation at any time throughout their recovery journey.

Perth and Kinross ADP is working in partnership with the Scottish Government's MAT Standards Implementation Team (MIST) and a range of local partners to implement the Standards both in the community and within HMP Perth.

The IDART team continues to strengthen relationships with a range of statutory and non-statutory services including Criminal Justice Social Work, Housing and Homelessness, and Services for Children, Families and Young People. Tests of change include the development of a justice pathway the expansion of the Change is a Must Team to include a social worker with significant mental health experience, and the continuation of the successful Prisoner Release Delivery Group.

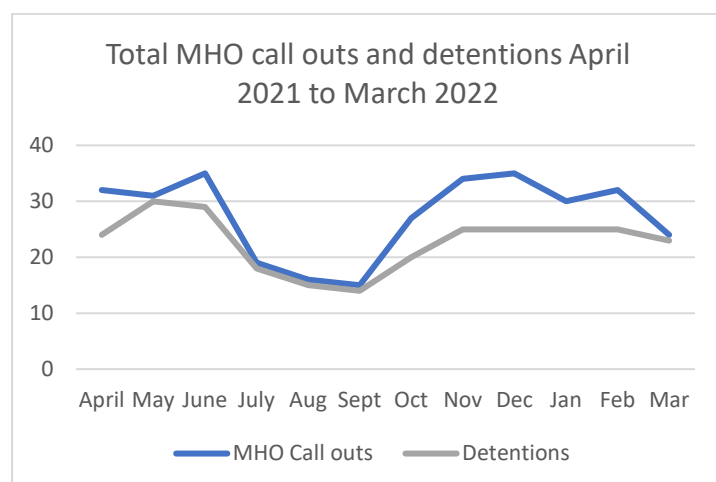
3.5 Mental Health Officer Team

The Mental Health Officer Team (MHO) continues to deliver on all MHO duties as defined in the Mental Health (Care and Treatment) (Scotland) Act 2003 and the Adults with Incapacity (Scotland) Act 2000. The Team is fully staffed with experienced Mental Health Officers. The Chief Social Work Officer retains responsibility for professional leadership and standards of MHOs and has responsibility for annual reaccreditation.

Over the past 12 months, the team has undergone a period of consolidation and development, identifying gaps in service provision, and seeking to enhance integrated working arrangements with Community Mental Health Teams (CMHTs) and NHS Tayside in-patient services. Action 15 funding has been used to recruit 3 Social Work Assistants, to work closely with the CMHTs, to provide a seamless service for individuals who have severe and enduring mental illness but are not subject to formal measures of care and treatment. Funding from the Scottish Government Recovery and Renewal Fund has been awarded to support the recruitment of two mental health social workers, with the aim of building capacity in our MHO resource by enabling MHOs to spend more time on statutory MHO duties.

Mental Health (Care and Treatment) (Scotland) Act 2003

Demand for MHO services remained high over the past year. During the reporting period 01 April 2021 to 31 March 2022, MHOs were called out to 330 assessments and from this, 273 detentions were granted (82%). This is a slight increase in the conversion rate to detentions (in 2020/21 the percentage was 80%).

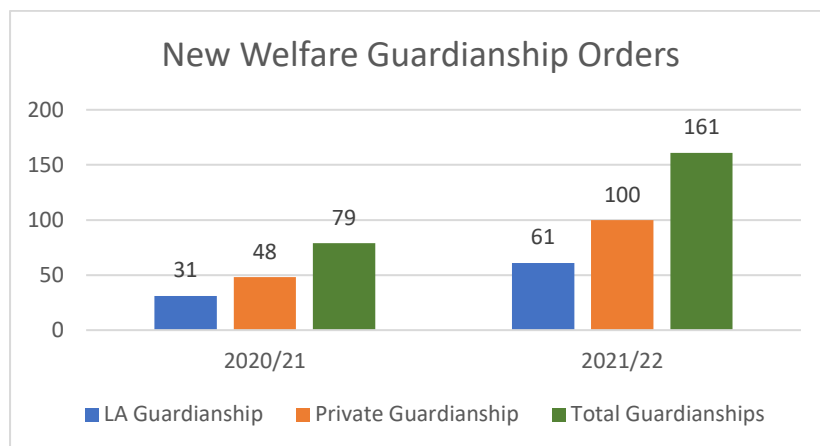


The MHO Team continues to perform significantly above the national average for completion of Social Circumstances Reports. These reports often provide vital information about the circumstances leading to admissions to hospital and are essential in supporting discharge and care planning. The team remains committed to completing a full Social Circumstance Report (SCR) at the first relevant event in patient journeys. Rates for completion of a SCR following a first 'Relevant Event' remain above 90%.

Adults with Incapacity (Scotland) Act 2000

Mental Health Officers provide statutory reports to accompany all applications for welfare guardianship, informing decision-making about the appropriateness of the application and, in private applications, commenting on the suitability of the proposed guardian. During the reporting period 01 April 2021 to 31 March 2022 a total of 161 new Welfare Guardianships were granted. This is an increase compared to the period 01 March 2020 to 28 February 2021 when 79 new welfare orders were granted (an increase of 49%).

This increase is a trend which has been reflected nationally and was anticipated because the Scottish Courts were only dealing with essential business between April and September 2020, meaning that the figures for 2020/21 were significantly lower than previous years, with far fewer new orders being granted. The Mental Welfare Commission commented on this in their Adults with Incapacity (AWI) annual monitoring report and noted that they expected this national anomaly and anticipate that rates will level out in future years.

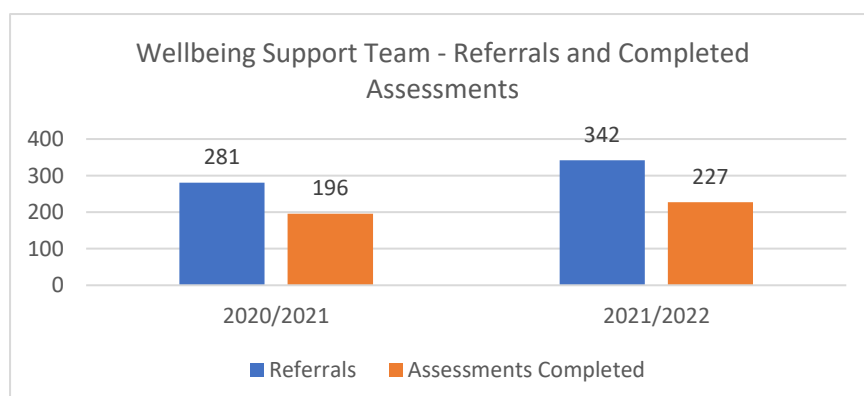


Despite the challenges presented while working in covid-related restrictions and an increase in demand, the MHO service has continued to sustain our local practice of not operating a waiting list for requests for private welfare guardianship reports.

The MHO team continues to work closely with social work colleagues to support review of existing guardianships, consider circumstances where orders should be varied or recalled. The team also supports training of Health & Social Care Partnership (HSCP) staff about Mental Health and Adults with Incapacity Act work.

Wellbeing Support Team

The Wellbeing Support Team delivers personalised recovery focussed support to adults with low/moderate mental health needs living in North and South Perthshire. The team works with people to improve their health and wellbeing through guided self-management skills; safety planning; and supporting them to access a range of services, community activities and opportunities that can help keep them well. During 2021/2022, there was a significant increase in the number of referrals and action plans completed. In 2021/22 the Team received 342 referrals, an increase of 22% on the previous period. 227 assessments were completed, an increase of 16% compared with 2020/21.



Future plans for the MHO team are to consolidate as a team following recruitment of new staff; maintain and further develop integrated working relationships with CMHT and in-patient colleagues; continue to provide specialist support social work colleagues; and consolidate new hybrid working arrangements which are being established as part of the Council's Covid Recovery agenda.

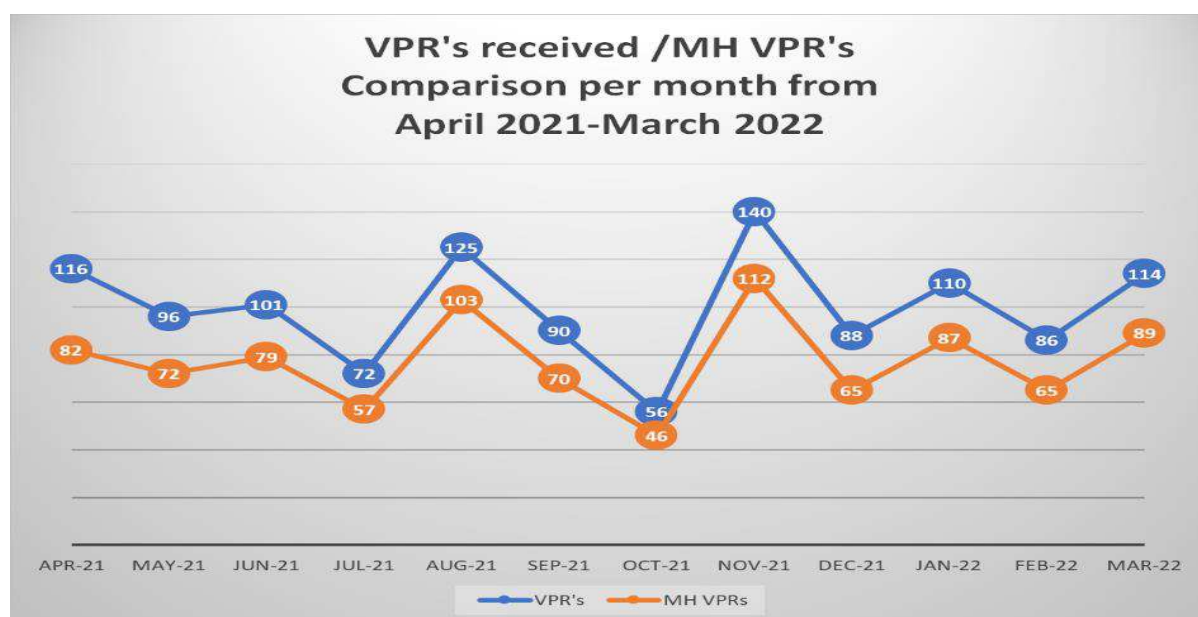
3.6 ACCESS Team

The Access Team is the Adult Social Work and Social Care intake team in PKC. The team provides a single point of contact as well as responding to crisis situations where there is no current Social Work involvement and short-term Social Work interventions of up to 12 weeks.

The Access Team has returned to pre-covid delivery. Duty workers are office based and face to face support is the default for complex, high risk referrals such as Adult Support and Protection.

2021/2022 saw the appointment of two Mental Health Practitioners and two Mental Health Assistants to the team which was in direct response to the increasing numbers of people with mental health concerns presenting.

Table 3 month by month comparison of VPRs received by the ACCESS team.



We have continued to track the number of Vulnerable Person Reports relating to mental health concerns. There have been a total of 1194 VPRs received and screened within 24 hours of receipt and of these, 927 (77.6%) relate to concerns about Mental Health.

The Access Team is leading on the implementation of a multi-agency triage system comprising of Child Protection Duty Team (ECS), Integrated Drug and Alcohol Team (IDart), Community Mental Health Teams (CMHTs), Mental Health and Wellbeing Team and third sector providers. The triage arrangements will ensure people are allocated to the most appropriate service timeously.

Challenges

The Access Team has faced significant challenges regarding staffing shortages due to long term sickness and vacancies over the year. Due to this, high risk statutory work often had to be prioritised resulting in growing waiting lists and delays for people awaiting lower risk, short term Social Work interventions.

Next steps for 2022/2023

The remit of the Access Team has been revised. It will continue to be the intake team for Adult Social Work and Social Care and provide a response to crisis situations for people who do not have a Social Worker. All other referrals will be screened and forwarded to the appropriate statutory team or, where appropriate, signposted to community based or third sector supports.

3.7 Locality Adult Social Work Teams

There are three Locality Adult Social Work Teams, one in each of the three localities, Perth City, South and North. Within these localities there are sub-localities:

Perth City Locality - North and South
North Locality - Highland/Strathmore and Blairgowrie
South Locality - Kinross and Crieff.

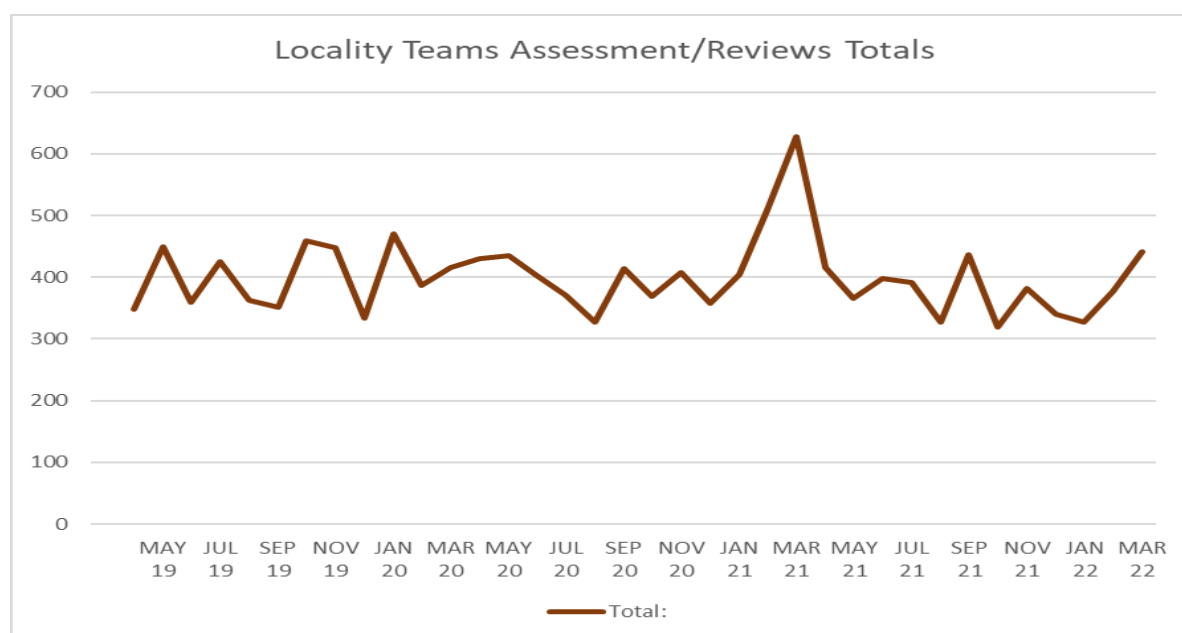
Each team has a Team Leader, Senior Practitioner, Social Workers, Community Care Assistants/Social Work Assistants, Carer Support Workers, Review Officers and Social Prescribers.

The locality teams are generic, working with individuals with long term and complex care needs who are over the age of 16 and do not meet criteria for support from the mental health, autism/learning disability or substance use teams. The teams also support families and carers. The majority of clients are older people. The teams undertake a variety of roles including Outcome Focussed Assessments, reviews, and statutory responsibilities in relation to Adults with Incapacity and Adult Support and Protection legislation.

Staffing levels within the locality teams have been impacted by several factors over the reporting period such as long-term sickness, maternity leave and unfilled vacancies which have reduced not only the personnel within the teams but also experience. This has been addressed by locality teams supporting each other with statutory duties such as adult support and protection work, as well as providing buddying/mentor roles to new staff.

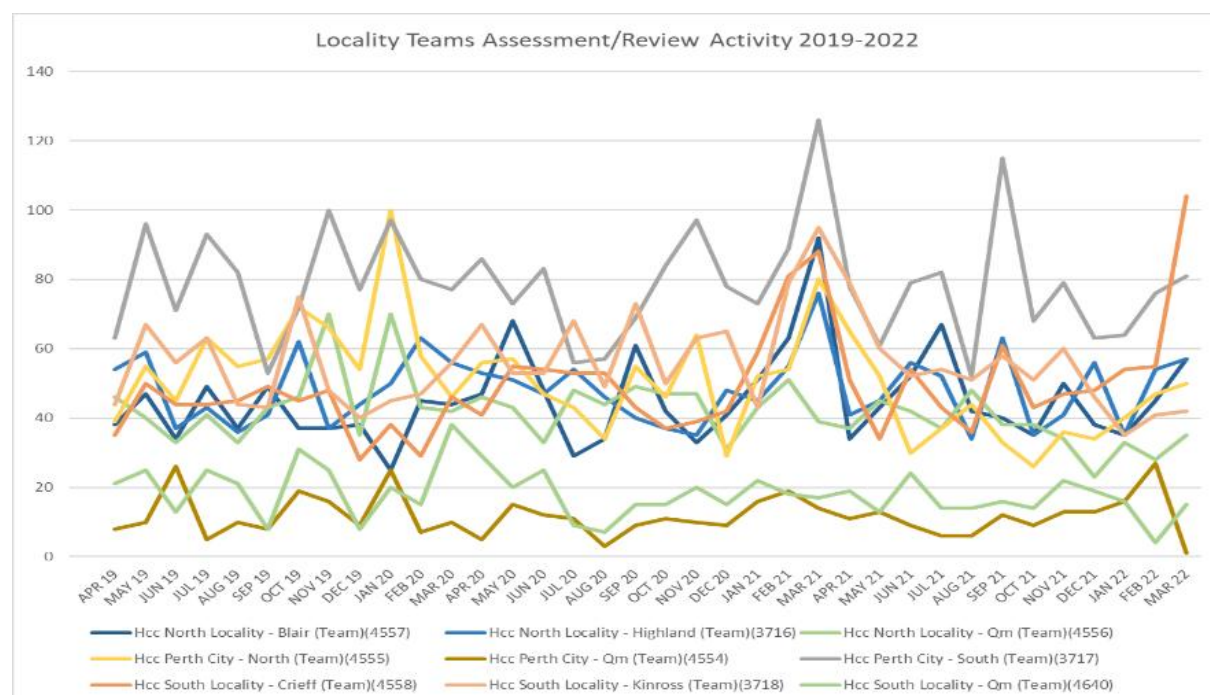
Teams have continued to undertake their statutory responsibilities under the challenging circumstances of fluctuating staffing levels and the ongoing impact of Covid. Assessment and review activity is shown in the chart below.

Table 4 Assessment and Reviews month by month carried out by Locality Teams



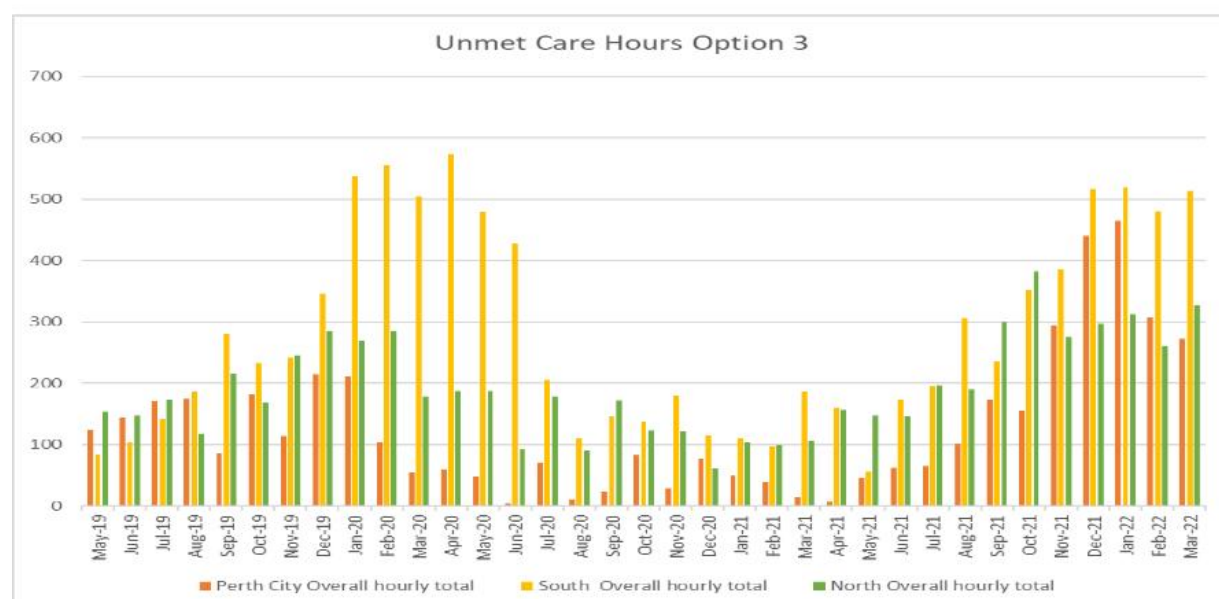
Over the course of the last 3 years teams have continued to maintain the volume of work in relation to assessment and reviews, with a significant spike in March 2021, which correlates with the easing of restrictions post the second wave.

Table 5 activity by sub localities.



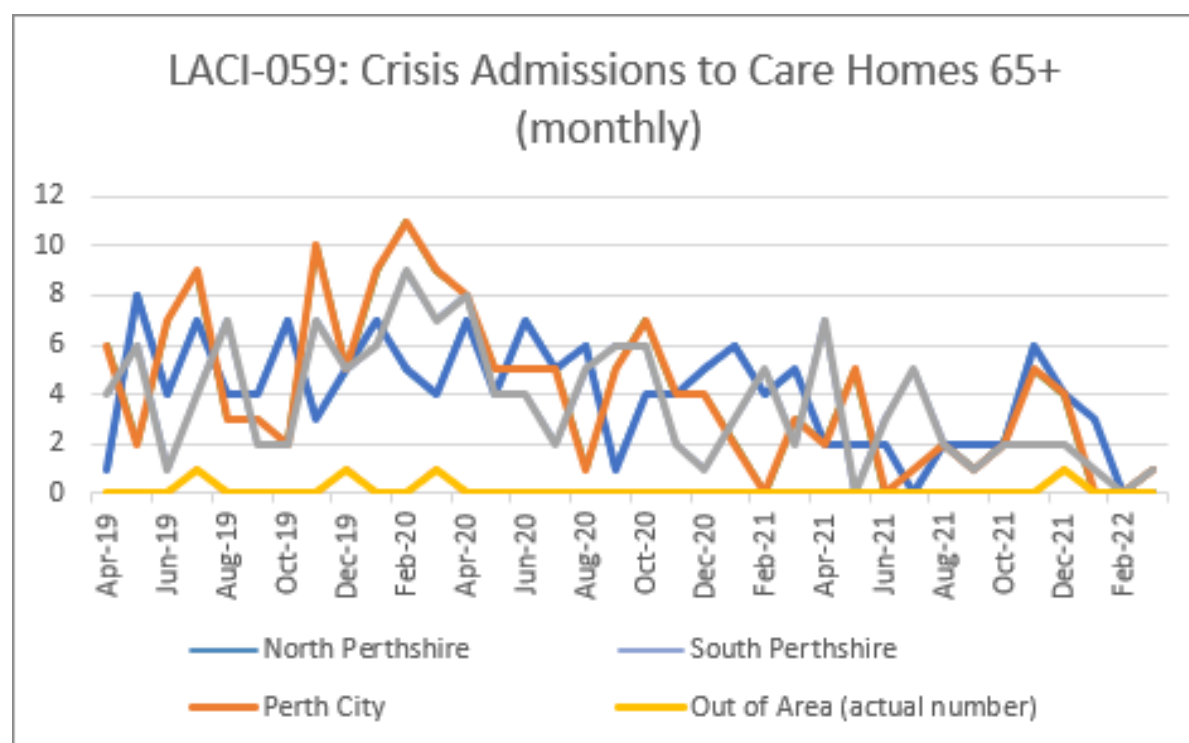
The ability of teams to support individuals and their families has been impacted by both Covid and the lack of available Care at Home hours. The latter is due to several factors within care provider sector. This is demonstrated through the unmet care hours data below, which shows a fluctuating picture over the past 3 years but a significant increase across all localities through the latter part of 2021 into 2022. It should be noted that South locality had a significant spike during the period March and May 2020 which relates to lack of care providers within the locality.

Table 6 Unmet need for social care



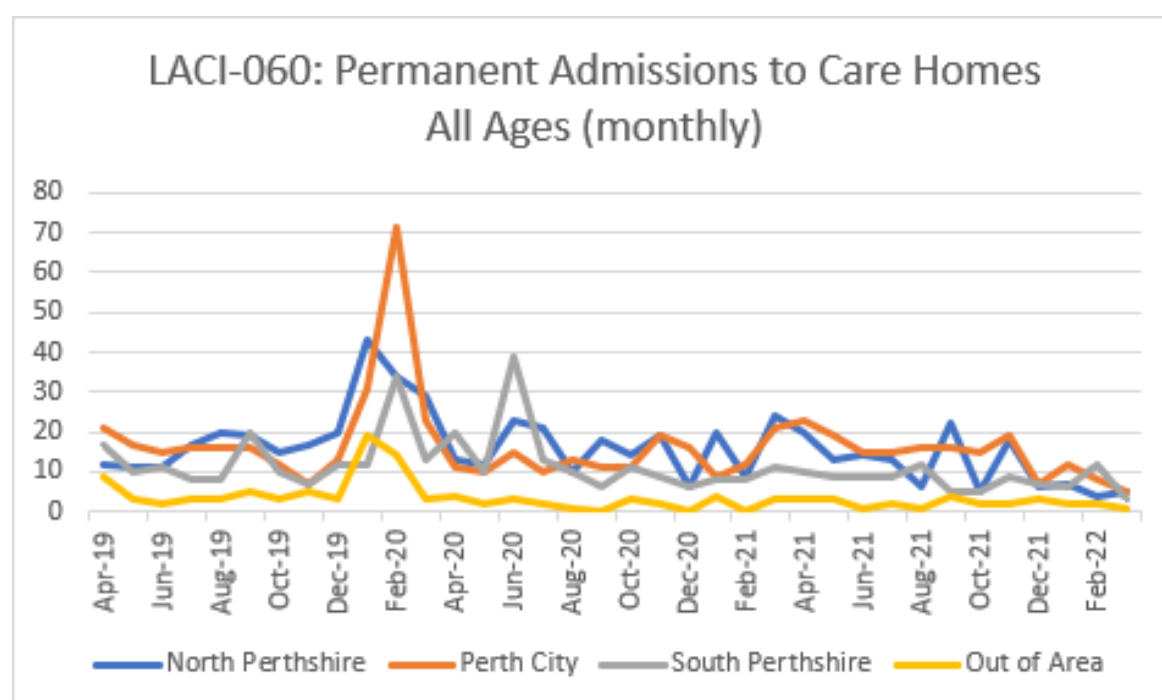
The teams are locality-based and work with communities to support individuals to remain at home. The shift in the balance of care away from institutional settings can be seen through the reduction in both crisis and permanent admissions into Care Homes in the chart below.

Table 7 shifting the balance of care and reducing crisis admissions to Care Homes



Across all 3 localities there have been fluctuating levels of crisis admissions, however overall, there has been a decline. Perth City has historically recorded the highest levels of admissions it reduced at a faster rate than North or South Perthshire.

Table 8 shifting the balance of care and reducing permanent admissions to Care Homes



Since 2019 there has been an ongoing decline in the number of permanent admissions into care for older people across all three localities, with North recording 46% reduction, Perth City 35%, South 41% and Out of Area 64%.

One of the improvements implemented as part of the HSCP Older People Strategy which has contributed to the reduction in both crisis and permanent admission is the introduction of the Locality Integrated Care Service (LInCS). The Locality Adult Social Work Teams have been an integral part of the development and embedding of the LInCS model which is an integrated multi-agency approach to supporting individuals with deteriorating condition or function in their own home. This model is aimed at increasing the range and accessibility of supports locally, ensuring coordinated, multi-disciplinary support is available when required and reducing the number of emergency admissions to hospital and care homes.

Case Example – early intervention and prevention through LInCS

Mr B lives on his own in a sheltered housing complex. He has multiple health conditions, including visual impairment. Mr B had two pressure sores on his sacrum. He has a long-standing history of alcohol misuse, and he has Korsakoff's syndrome. Mr B was found to have very limited mobility, was unable to weight bear and was neglecting his care. Carers struggled to manage his needs and therefore he was referred to LInCS for multi-disciplinary support to remain at home. There was significant self-neglect and poor mobility.

Through LInCS the following care management was introduced within the home

- *OT/Physio visited and a ReTurn hoist was put in place to support the carers so that personal care and continence care could be carried out. Due to Mr B having pressure sores grade 2, nursing in bed commenced by District Nurses and a profile bed was arranged.*
- *HART+ package of support was increased and assisted with personal and continence care during the day*

Mr B is much improved and back to his 'old self' and has made huge improvements in relation to his health and wellbeing. His home is now clean and fresh and Mr B's appearance self-care have improved. The level of nursing and specialist care has reduced.

SCOPE Team

In the last quarter of 21/22, an integrated multi-disciplinary team called SCOPE was established as part of a transformation programme to improve support for people with a Learning Disability and/or Autism who have a complex care requirement.

Supporting young people and adults with complex needs
Community based approach/assessment
Offering young people and adults' choice in their care packages
Person-centred planning
Enriching people's lives

The social workers in the team play an integral part in assessing and supporting clients. One of the new roles developed as part of SCOPE is the Outreach Workers. Their role is to provide direct focussed intervention with clients and their families as identified through assessments and intervention plans. This includes supporting implementation of Positive Behaviour Support plans.

Transition Team

The Transition Team works with young people and their families to help them negotiate the transition into adulthood. Social work support for transitions is provided for as long as is necessary to ensure the correct support is in place to meet outcomes and that this can be maintained. Young people have historically been supported to remain at home, move into their own tenancies, access day opportunities, both internal and external or community-based resources. The team is currently

supporting 99 young people who are at varying stages of their transition this is an increase of 14 from the previous year.

The young people leaving school in 2021 were significantly impacted by the pandemic, due to their education being fragmented during the varying different lockdowns and restrictions that were in place during the academic year. This was particularly relevant during the lockdown of December 2020 to April 2021 as young people were not attending school and the potential services which had been identified as suitable to meet their outcomes were limited and unable to offer transition opportunities.

This impact can be clearly demonstrated by the experience of young people due to leave Fairview school in the summer of 2021 who all had complex care requirements. Due to the limited access to education, transition opportunities and suitable services their parents requested an additional year at school. However, Education Services was unable to provide this, due to no capacity within Fairview school. To support the young people and their parents through what was an anxious time, a joint approach was taken with ECS and Adult Services to put in place bespoke support packages over the summer. This involved the pulling together and using accessible resources through SHIP (Support Help and Integration in Perthshire), Woodlea Cottage, 2 Self Directed Support providers, North Inch Community Campus, Perth College, and Gleneagles Day Opportunities to provide a personalised model of support that met not just the individual needs, but also promoted and maintained their existing social relationships. Individuals supported by their parents and independent advocacy led on the design and implementation of customised support packages that ensured each person received a full and well supported transition from school to start their adult life journey.

"It was very daunting for us to think of Y leaving Fairview which has been such a huge part of our life for so long and a huge support network. We have been so lucky that everyone who is involved with us and Y since leaving school are amazing."

Home Assessment and Recovery Team (HART)

HART provides a short term reablement service to help people optimise their independence in relation to activities of daily living. As with Care at Home, demand for HART has increased due to demographics and more frail, older people being maintained in the community. The rurality of Perth and Kinross adds to the challenge of providing the service.

The shortage of Care at Home has directly impacted on HART as people who have ongoing support needs are often unable to move on to other provision when they are able as no alternative care at home service is available. This has led to long waiting lists for new people requiring support from HART.

Other factors such as the complex effects of the pandemic and increasing population age also affect reablement and the combined effect of these has led to a reduction of 10% in the number of people re-abled to the extent they need no further support. To reverse this, HART has worked closely with Paths for All and Live Active Leisure to encourage increased activity where safe and appropriate to do so. HART staff have had additional training to deliver basic exercise activities and information packs have been developed to encourage increased walking and activity within and outwith the home.

The focus on quality of care and achieving positive outcomes for service users in regaining and maintaining their independence is demonstrated through a 7-day review and feedback from service users. This qualitative data is based on the national Health and Social Care Standards, My Support, My Life.

Key achievements during 2020/21 included:

- Training delivered for HART staff to increase service user physical activity in partnership with Live Active and Paths for all
- Decreasing sickness trend
- Stable workforce numbers

- Contributed to decrease in crisis care home admissions

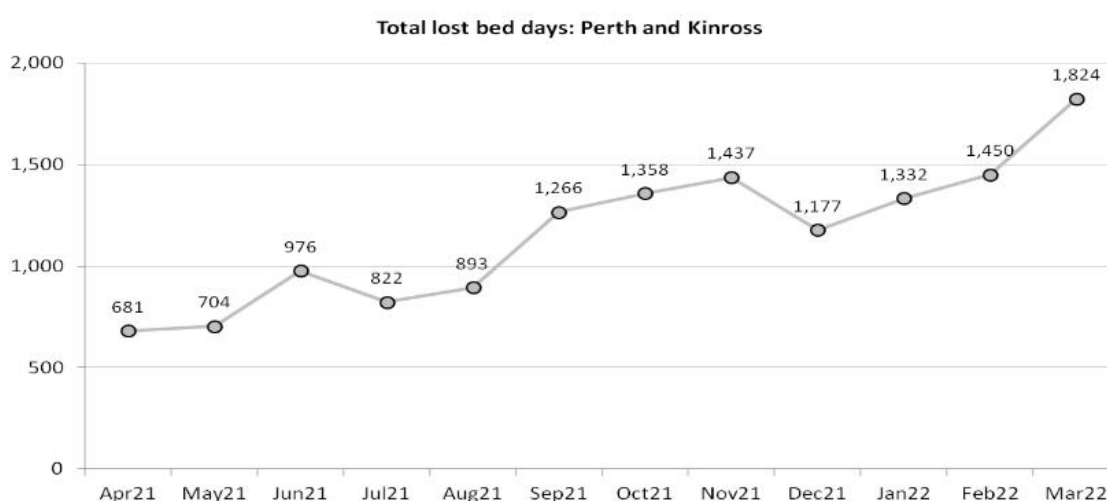
Hospital Discharge

The Hospital Discharge Team (HDT) focus on the safe and timely discharge of people from hospital. The team consists of social workers and social work assistants. Work is ongoing to integrate with health colleagues in the Discharge Hub at Perth Royal Infirmary to ensure people receive effective, efficient and seamless support.

The assessment and discharge planning task has been challenging for the team, with bed days lost doubling over the past year. Weekly referral numbers continue to vary between 25-50 and the number of assessments completed each week has remained steady despite workforce challenges due to sickness absence and vacancies.

The table below shows the extent to which delayed discharges have risen over the year and this can be linked directly to the availability of care at home services. A range of measures set out in the HSCP Discharge Without Delay plan is aimed at redressing this.

Table 9 Bed Days lost due to delayed discharges.



To mitigate the impacts of increased demand the team has taken the following actions to improve efficiency:

- Embedding self-allocation
- Mini team redesign supporting capacity and flow with equal Social Work distribution across all Perth and Kinross Hospitals.
- Removal of unnecessary process and administration relating to Social Work Intervention.
- Education to all ward areas on the Social Work Task and integrated function of HDT.
- Addition of 3 FTE Social Work staff to support Interim Placements and the Frailty pathway in recognition of the Discharge without Delay Programme
- Early identification of people requiring intervention under AWI Act for discharge
- Ensuring carers are fully involved in discharge arrangements at an early stage.

Go4Gold

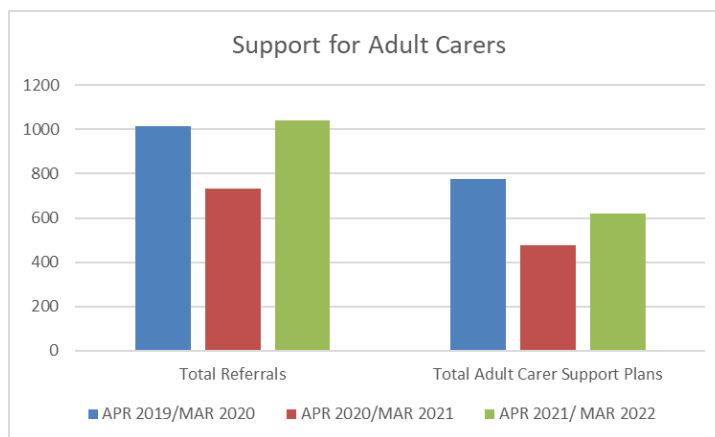
Go4Gold brings together over residents from care homes across Perth and Kinross for a series of fun physical activities. The event is held each year to highlight how meaningful physical activity can contribute positively to individuals' quality of life.

The award ceremony was held online ([Go for Gold: Two Minute Highlight - YouTube](#))

Support For Unpaid Adult Carers

Demand for support for carers increased during this reporting period and the number of Adult Carer Support Plans also increased.

Table 10 number of referrals for support for carers and adult carer support plans



A Carers provides community-based support to over 1,000 carers. Support includes complementary therapies, training opportunities, telephone support line, in person peer support groups and short breaks. Feedback from carers, such as the example below, shows the impact of these supports.

"The break allows me to feel human again, destress, allows me to connect with my wife as my partner, and not just as a person whom I care for. I am not sure if I could continue my caring role in the same way, without the support from the Time for Me Team."

Support in Mind Scotland have been commissioned to support carers for people whose mental ill-health impacts on their life. This has been a significant success with 122 carers having been supported and 68 receiving ongoing support from the team. Carers report increased resilience, better life balance and feeling more able to cope.

Adult Social Work Teams in Perth & Kinross have dedicated Carer Support workers who help carers identify and access supports and services. Their work has contributed to a reduction in care home admissions as a consequence of carer breakdown. This has reduced from 24.0% of admissions in 2020/2021 to 16.3% in 2021/2022.



A new Carer Support Worker dedicated to supporting people caring for someone who requires palliative care has been introduced providing practical and emotional support to carers.

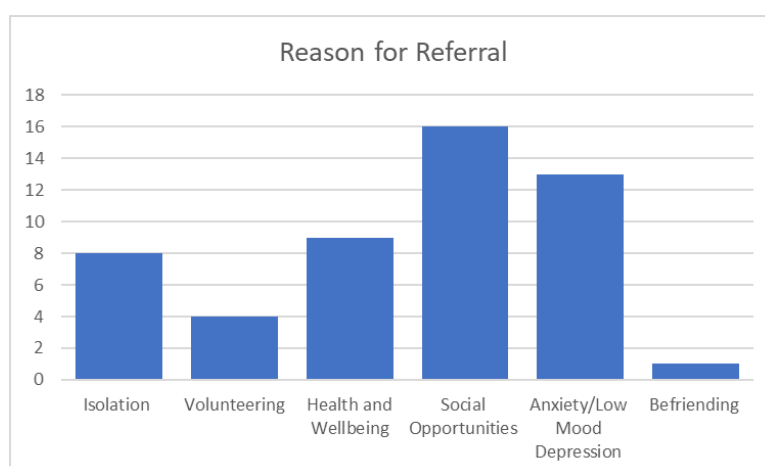
"Thanks so much for ALL your help and support. Mum is lucky to have had that input from you and we really appreciate everything you have done for us". (daughter)

3.8 Self Directed Support (SDS)

Social Prescribing within Perth and Kinross is well established with 9 Social Prescribers spread across Perth and Kinross and linked to GP Practices. Social Prescribers can work with anyone who aged 16+ and accept referrals from a range of sources including GPs, statutory services, third sector organisations and self-referral. Social Prescribing referrals increased throughout the year with an average of 90 new referrals each month.

Social Prescribers have worked alongside a variety of Third Sector organisations such as Broke Not Broken to reduce the impact of poverty with individuals and families. The team has also provided support for people with mental health issues working with the Lighthouse and the Neuk.

Table 11 number of referrals to Social Prescribers and reason for referral



The work of the Social Prescribing team varies depending on the needs of those they support. As well as supporting individuals they have been involved in Green Prescribing: this model was established working alongside Public Health and NHS staff, with 14 community groups on board providing outdoor opportunities. Recovery Café in Pitlochry: this project commenced in the summer of 2021 with the planting of flowers and vegetables, numbers attending have more than doubled as has the crop which can be taken home and extras put in the community larder.



"I feel this small project has given clients back their confidence, some of which was lost during Covid. Its helped clients reconnect with their community and most of all it has helped reduce/minimise social isolation/loneliness and improved peoples' mental health. It has also helped form peer support and friendships"

Social Prescribers have assisted people seeking Asylum to make links with the local community, aiming to create purpose, structure, and routine. This was done through providing weekly hotel drop ins, sign posting, arranging Live Active Compass memberships, medical/dental appointments, clothing donations, prayer mats, phone chargers and volunteering opportunities.

"Thank you for all your support and kindness, I can only move forward now."

"Thanks, I am so grateful for the gym pass, it's been a lifesaver."

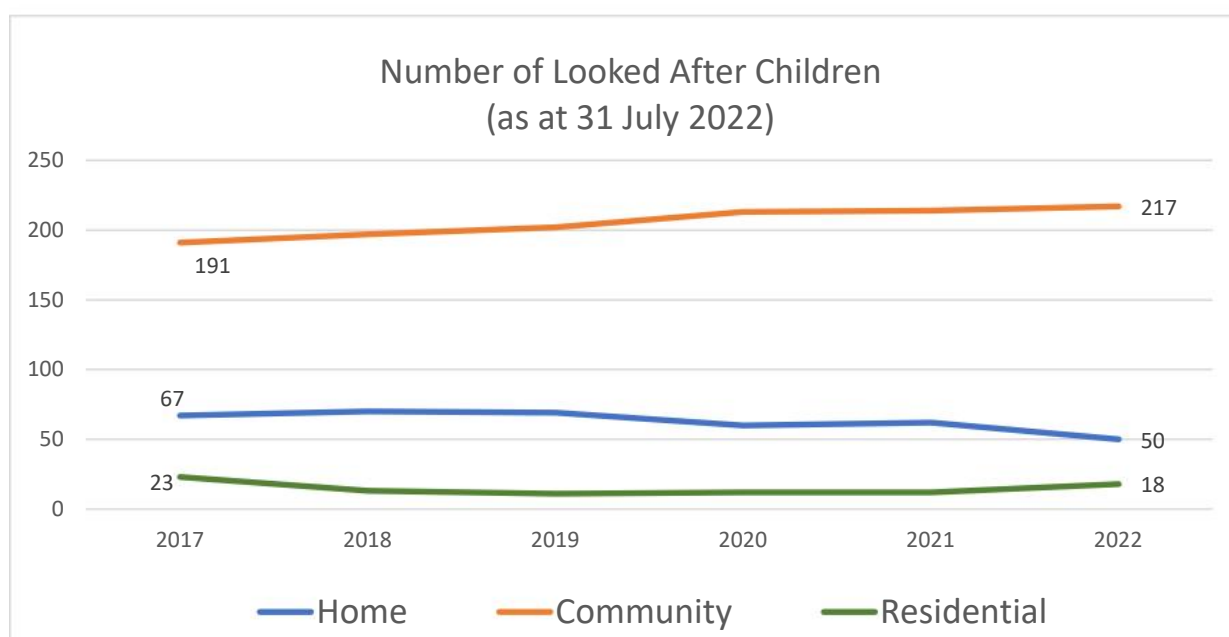
3.9 Services for Children, Young People & Families

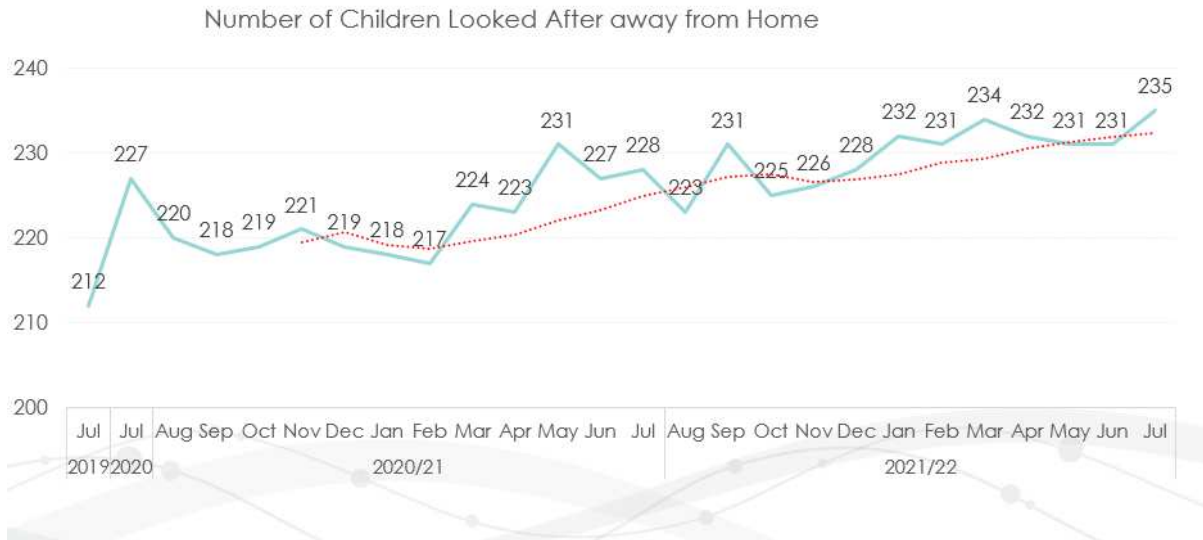
Corporate Parenting

We have developed [Our Promise to You](#), the Perth and Kinross Corporate Parenting Plan 2021-24, in collaboration with children and young people. Our Promise to You is closely aligned to [The Promise Scotland](#) and its Change Programme and incorporates three of the five priority areas identified within the Change Programme. Within Our Promise we have a clear ambition to ensure that all children and young people with care experience will have all they need to thrive in their school and home environments. We have pledged that where living with their parents is not possible, children must live with their brothers and sisters where safe to do so. Our Promise also describes the work we will do to ensure children and young people are supported to strengthen relationships and spend time with those who are important to them.

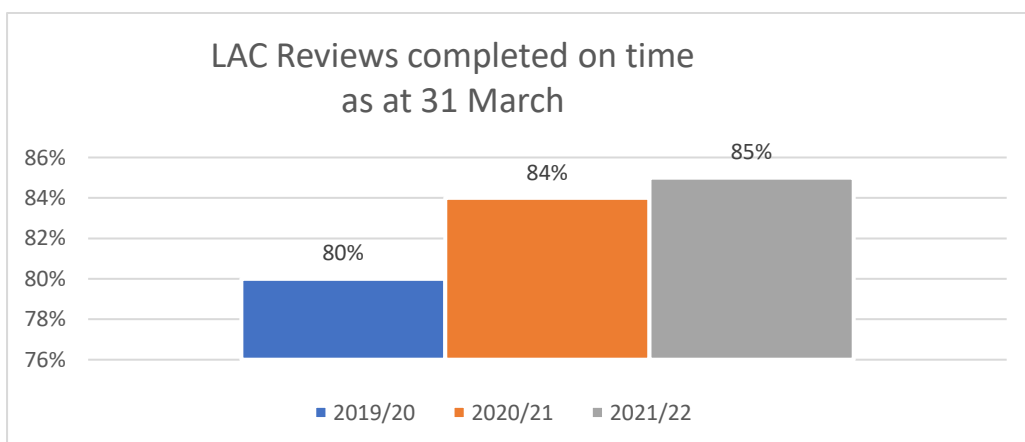
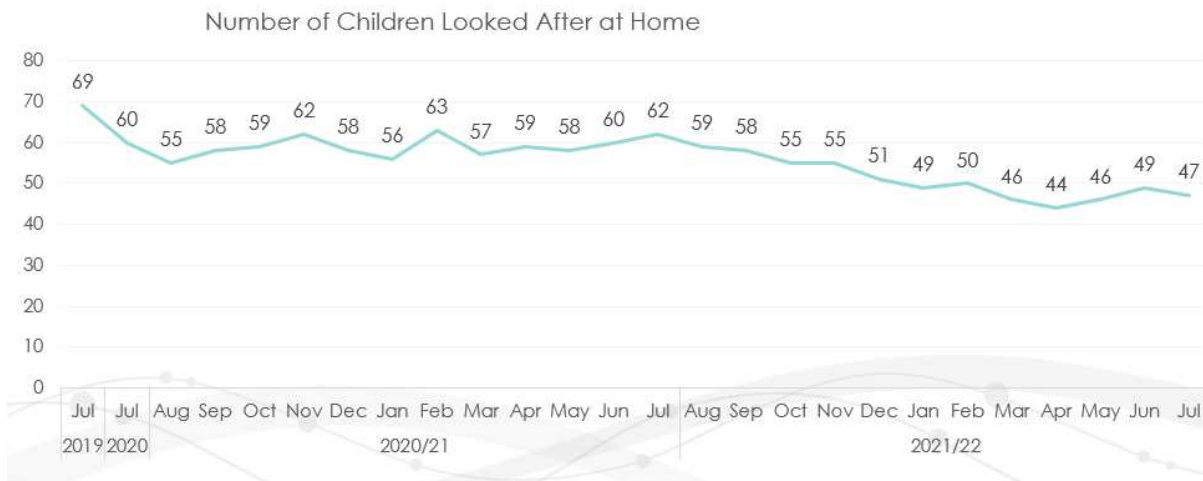
Looked After Children

The number of children looked after away from home increased in the first 6 months of the COVID-19 pandemic. Thereafter this has remained relatively steady over the last year so the increase in workload, pressures on placement availability has continued and is not showing signs of reducing to pre-pandemic levels.





The number of children who are looked after at home has steadily declined over the last year.



"The principle of supporting children and young people within the community continues to be effectively managed, with 94% of looked after children in community placements."

Perth & Kinross Council's Audited Accounts 2021-22 (Fiscal)

3.12 Looked After Services

Adoption Team

Local Authority adoption approvals have decreased each year. Independent Agency approvals have increased by 17% since 2016.

In Perth & Kinross we have, however, seen a significant increase in enquiries from prospective adopters since the beginning of lockdown. During this reporting period, the Adoption Team delivered a Preparing to Adopt group in September 2021 and usually there would have been another group in March 2022. However, this group was postponed to June 2022 due to there being more adopters on the Scotland's Adoption Register than children. This reflected the local and the more national picture in terms of less children requiring adoptive families at that time. This is likely due to a number of factors including delays in court processes and parenting capacity assessments due to Covid 19 and the increase in kinship placements and the use of Family Group Decision Making within local authorities. It has been a conscious decision to slow down the recruitment process of prospective adopters in order to assess any shifts during this year.

Working with the Council's Legal Services we have a 100% record of seeking and obtaining Interim Orders in court allowing children to move to their prospective adoptive families before the legal process (POAA and Adoption Order) have run their course thus ensuring children are placed within their permanent families as quickly as possible. The benefits of this are well researched and the Council was the only local authority in Scotland making successful use of these orders for children. This practice has been shared with other Local Authorities and Adoption Agencies in various forums including the AFA North East consortium, PAN Scotland Meetings and the Adoption Task Force. In February 2021, the team delivered a presentation on the importance of relationships between brothers and sisters. We will continue to embed the agenda for brothers and sisters and advocate for the importance of these throughout our practice from initial enquiries from prospective adopters, through Preparing to Adopt Training, assessments and linking and matching. A fact sheet explaining the importance of relationships for brothers and sisters has been developed.

"Honesty, from day one working with the team there has been 100% honesty from everyone. Communication, everything is well communicated regarding my son and what has been expected of myself.

Trustworthy, I can truly trust the people I've worked with within the team, I feel I've got the same trust back and explains why we work so well. Understanding, things can't always be perfect but understanding some things are easier to deal with a bit of support, the team offer this support always. Supportive, the team have supported myself and my family really well during the time I've worked with them." Feedback from a birth parent.

Family Based Care

From the available national statistics which have been collated and analysed by the Care Inspectorate the most recent being for the year 1 January 2020 – 31 Dec 2020 the following statistics are available:

- For the fourth consecutive year the amount of fostering households in Scotland decreased
- From 3617 (2019) to 3540 (2020) - This is a 2% decrease

In Perth and Kinross, we have experienced a decrease in the number of family-based carers from 48 (2020) to 44 (2021) this is an 8% decrease.

The national statistics show a decrease in the number of children in foster care placements from 5423 in 2016 to 4578 in 2020. However, we continue to experience a continued increase in the number of children and young people accommodated with foster carers. There were 92 children/young people (6 continuing care placements are included) placed with 49 fostering households on 31 March 2022 compared to 86 children/young people with 56 fostering households on the same date in 2021.

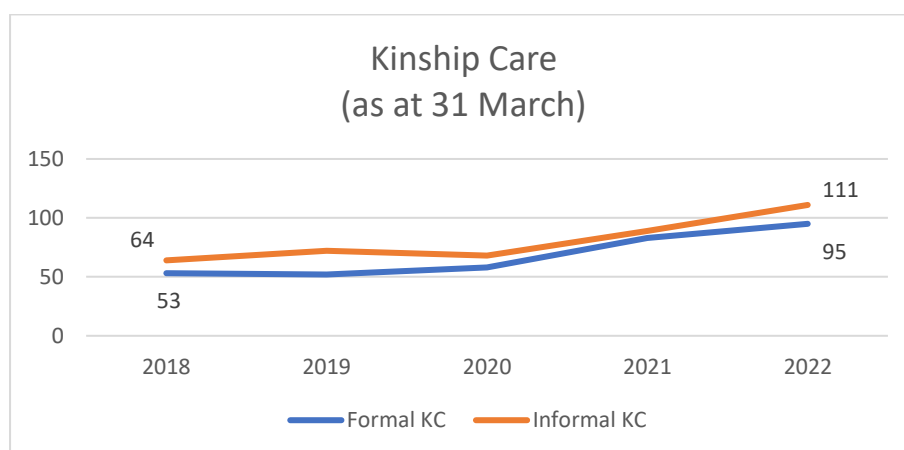
External foster care placements

There were 22 external foster care placements on 31 March 2022 compared to 19 on the same date in 2021.

Kinship Care

The number of kinship carers continues to increase and there has been a 79% increase in formal kinship carers and 73% increase in informal kinship carers between 2018 and 2022. Formal kinship care refers to those who are caring for children and young people who are looked after and accommodated by the Council. Informal kinship care includes carers who received kinship assistance.

Table 12 the number of formal and informal kinship carers 2018-2022



Over 2021/2022 the REACH team continued to work to a hybrid model of working encouraging staff and young people to meet either face-to-face or virtually. In addition to having hybrid meetings, we used hybrid training opportunities for team members. The following improvements were implemented over the year:

- Further embedded the use of Formulation Sessions facilitated by REACH Clinical Psychologist to ensure that the team around the young person are using consistent approach and language which will have the biggest impact on the young person.
- An LGBTI+ Working Group has been created and staff have completed their training. REACH is on target to gain the LGBT Youth Chartermark which demonstrates the commitment to proactively including LGBTI people in every aspect of our work and ensuring we provide an inclusive service to young people and their families.
- Family Group Decision Making and Lifelong Links Service has been expanded due to meet demand.
- Outdoor space at REACH has been enhanced within input from multi-disciplinary staff and young people.
- A REACH Summer Programme to ensure young people are engaged in meaningful activity over the summer holidays.
- Rolling Groupwork Programmes.
- Supported learning opportunities to provide a student Social Work placement and a Modern Apprentice.
- Walking Tall (Tall Ships) Short Breaks presentation at National Ocean Youth Trust Event
- Planned and unplanned short breaks for young people.
- Speech and Language Training

The Speech and Language therapist (SLT) will trial 'easy read' report templates with young people and their families, particularly where the young person is identified as having a speech and language communication need (SLCN).

A summary of the Outreach Teachers recent actions is noted below:

- Direct teaching for YP to gain qualifications who are out with the mainstream school system and ensuring positive post 16 destinations are secured, where relevant
- Collaborative working with schools to support YP to return to school-based provision
- Close, collaborative working with Youth Worker and MA around Walking Tall programme and embedding Awards, recognising wider achievements and informal learning opportunities.

- Completion of Dyslexia training with a view to offering in-house Dyslexia assessment.
- Overseeing the VTO (Volunteer Tutors Organisation) programme which offers tutoring provision for care – experienced YP, a key mechanism to closing the attainment gap.
- Continuing to secure additional funding for YP to maintain school-based learning and maintain care placements.
- Ensuring Coordinated Support Plans are in place for YP who are eligible and playing a collaborative approach in the creation and content of such documentation.
- Securing funding to further develop the garden space at REACH, offering a skills-based programme for YP to further develop life and employment skills.

REACH Senior Social Care Officers provide intensive support over 48-72 hours where issues cannot be resolved in the family home and prevents the need for young people being accommodated.

During this reporting period emergency short breaks have been provided on nine occasions. This has included supporting a sibling group and mother/daughter. The input alleviated pressure on other parts of the Service and was effective in retaining young people in their communities.

During the reporting period REACH supported 56 young people and their families. Of the 56 young people, 25 young people were Looked After, and 31 young people were on a Section 22 Order (Children (Scotland) Act 1995).

CCM* data shows the following assessments completed: -

Report	Number completed
AIM3	3
Child/Young Person's Plan Meeting Minute	19
Initial Assessment Report	1
Looked After Core Assessment	2
REACH Communication Screen	14
Social Background Report (SCRA)	15
ECS - START: AV Assessment	48
ECS - Update Report	46

*CCM (Child Case Management – social work practitioner system) data appears to under-report the actual number of assessments completed during this period. An identified area for improvement is to ensure; via training, amended process for allocation and mentoring systems better use of CCM in collating accurate data.

"Hamish turned 16 on Saturday and started his 1st job as an apprentice landscaper. I genuinely didn't think we would see this amazing milestone together, as at one point I couldn't see him still living with us. We would like to thank you all from the bottom of our hearts for all the love and support you have given Hamish and ourselves over the last 5 years. You probably do not understand the positive impact that you have on people's lives, you are all amazing people." - Dad of Young Person

"Sorry for rushing away and thank you so much for everything you and the rest of the REACH team have done for me. Yous' have honestly helped improve many things at home. It might not be perfect but it's a start, I'll never forget the laughs we have had, and it's been an honour working with you Steven, it really has." - Young Person

I am not expecting miracles but couldn't have asked for a more positive start. Anyway, just wanted to highlight what an incredible service and team you have and for parents like me, who have been alone, on my knees and at breaking point, you all have been an utter lifeline. Being in education myself I know how families can be 'anti' social work, but I just wanted to share the impact your team has had on our lives. I have never been so glad to make that initial call to Duty for help....as you all ended up being the exact support service I needed. Eternally grateful. - Mum of Young Person"

"The 9 February last year was the day REACH saved their lives." - Dad of young person

"Things have really only started to get better since REACH got involved." - Kinship Carer of young person

CREST (Connecting Relationships Empowering Supporting Together)

In partnership with the Families Rights Group and funding through The Brothers and Sisters Fund is enabling training, information, delivery of, and the promotion of Lifelong Links with social work staff and foster/kinship carers. Our aim is that every child and young person who is looked after and accommodated can participate in the Lifelong Links process.

When young people come into care despite all the hard work and commitment from professionals, we know that young people often lose connections with people that are important to them and can often leave care with very little support around them. Often having a professional family rather than a family or support network that gives them a sense of belonging and security and are going to continue being part of their life going forward. Lifelong links is for children and young people in care who have no plan to return home or be adopted.

It helps find and bring together people who are important to, and care about the child or young person. This can be people they know well, people you have not seen for a while or even relatives you have not met. Lifelong Links aims to identify and find safe family members and other important people to build a lasting support network for the child as they grow, however, it is not about finding placements. Children and young people can learn more about their family history which adds to a stronger sense of identity. Bringing together people who they want in their life and who they can turn to for support as they grow up.

Relationships and long-term social connections are the cornerstone to child and family welfare; but we know that when children and young people enter the care system, they can lose touch with the people who mean the most to them. Lifelong Links supports Children and Young People to stay connected to, or reconnect with, people that are important to them in a planned, structured, and safe way.

Lifelong Links ensures that children and young people have lasting relationships upon which they can depend and that they:

- know more about their own history,
- have a sense of their origins and identity,
- have people to turn to for practical and emotional support

Family Group Decision Making

We are #Keeping the Promise by promoting and delivering a way of working that is inclusive and rights based. Wherever it is safe to do so, we are putting supports in to make sure children and young people can stay with their families. Listening to children, young people, their families, and their extended support network. Involving them in every decision and empowering them to make their own decisions and plans by offering Family Group Decision Making.

Family group decision making is a structured process facilitated by an independent coordinator who supports the family, in its widest sense, create a plan of support where there are concerns about a

child or young person. Building cooperation between key extended family, restoring, and strengthening family ties. Building community and working together thus improving family functioning and relationships so that children and young people can remain with those that they love and are important to them.

Families Empowering Communities

In April 2021 and in response to The Promise and the Scottish Government's pledge to improve holistic family support this project came into being. At the heart of this project is the voice of children young people, families and communities. In its first year the Families Empowering Communities project focussed on 2 of the 5 Foundations of the Promise, Voice and Family.

Over 100 children aged 5-12 had the opportunity to join in discussions based on their experiences of where they live. The Voices of these children shaped provision that promoted their wellbeing and enabled them to be more active in their community.

Our whole family support has enabled children to be more ready and able to engage in their education. Parents have had support that promoted wellbeing, enabled them to participate more fully in meetings with education and health that impacted on their child's health and wellbeing. Parents were referred to relevant services (where appropriate) such as counselling, employability and local universal support services. Our Universal family activities were attended by 476 children during the summer of 2021

Throughcare After Care Services

Adult Care Transition Team

We have improved links with the adult care transitions team when working towards transition planning for young people who have additional support needs. There have been improvements in the referral process and a willingness for adult care to work alongside Throughcare to offer specialist advice and assessment. Furthermore, this has opened specialist supported accommodation options including core and cluster flats with this being driven by Transition Lead Agency Group to ensure that young people and adults with complex moving through from school into adulthood access the appropriate supports to enable them to meet their potential.

Grandmentor Scheme

Funding has been secured for a 2-year partnership agreement with Volunteering Matters to deliver the Grandmentor scheme for our Throughcare Aftercare (TCAC) young people (aged 16-24). Grandmentors are older volunteers (50+) who can use their lifetime of skills and experience to support and mentor young people. The benefits being to introduce positive role models offering supportive relationships that are out with the current service, offer young people tailored 1:1 guidance and support – practical, emotional, social. Improving confidence, social, employability & independent living skills. Offer young people further supports that are after 5pm and at the weekends. Promote additional service that is fully integrated within the TCAC team as part of Corporate Parenting Strategy.

Children Alone Seeking Asylum (CASA)

In February this year the UASC element of the team changed its name to CASA (Children Alone Seeking Asylum) thereby putting the emphasis on these young people being children first and foremost. This fits in with The Promise (p87) whereby Local Authorities will be able to “demonstrate that they are embedding destigmatising language and practices across the way they work”. CASA also means “home” in Spanish.

We now have 23 young people from 11 different countries with over 14 different languages being spoken by the young people, many of whom are fluent in a number of languages. We use interpreters to enable the young people to be understood and to ensure they are understanding.

EXAMPLE

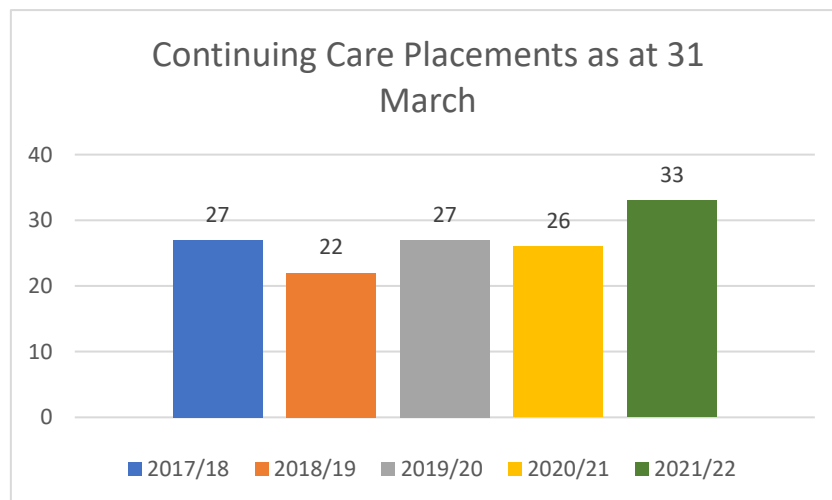
Young person B was transferred to PKC as a Child Alone Seeking Asylum via the National Transfer Scheme and was placed with Host Family carer on 21/10/2020. They attended Perth ESOL and attended Perth High School and it was recognised that although their English language skills were limited, they had an aptitude for Maths and was awarded a scholarship at Strathallan school. B is making fantastic progress in school where they are a valued member of the school community and attends a programme for international students, where they have made significant progress in learning English and hopes to sit Highers in Physics and Maths

Adult Placement Service

Since becoming a registered service in December 2020, it has been necessary to invest into this by adding a further Senior Social Care Officer (SSCO) due to the increased demand arising from statutory obligations to ensure continuing care and to respond to the National Transfer Scheme which became mandatory in October 2021.

Continuing care placements have increased yearly since they were introduced as a statutory entitlement for young people who reach the age of 16 in care. Young people are actively encouraged to stay in their care placements for longer until they are ready to live independently.

Table 13 number of young people in continuing care placements at 31 March each year



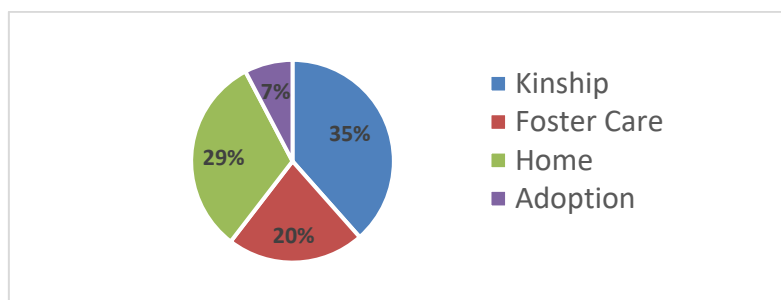
Family Change

During this reporting period, this small service with 3 social workers providing (2x 21hours and 1x 11 hours) have delivered **465 therapeutic sessions and 18 therapeutic reviews**.

As a snapshot on the 31 March 2022, Family Change was supporting 24 families, this involves contacts with over 40 individuals- the children and young people themselves and their parents and carers. In addition, the Consultation Service provided a particularly high number of consultations, with a total of **128 consultations** provided.

Consultations are attended by a wide range of people and have involved 87 social workers, 43 social care officers, 22 foster carers, 34 kinship carers, 24 birth parents, 6 adoptive parents, 32 school staff, 6 Community link workers and 9 others (educational psychologists, third sector).

The pie chart below illustrates the living circumstances of the children discussed in consultation: (kinship:41, foster care:24, home:45, adoption:8) The biggest changes from last year are that we did less consultation with foster carers and more with kinship carers and birth parents.



Across the three evaluation groups (child; parent/carer; social worker) there were three clear themes emerging from the qualitative feedback:

- **Communication between Family Change staff and referrer/family** - This was a key point of good practice and scored highly across all of the evaluations. As one social worker stated: ‘... workers were always available if needed and shared information between me and the carer as and when needed. When [child’s] behaviours raised some concerns, they were always available to hold a meeting to discuss these and offer the carer ways to understand and help manage [child].’
- **Deepening understanding of the child** – Family Change played a central role in helping parents/carers and workers make sense of their children and shifted the relationships that they were able to have with them: “I found the support sessions gave me a different way of thinking about how to handle XXX. At the time I would have said they didn’t help much because of the emotions that I had but, with time to reflect, it did help me think about what I could have done differently and what I could have handled better. It has helped us think about the future and what we can offer and has also given a different perspective on ways to help A (another child in placement)”. (Carer)
- **Feeling supported** – across all three evaluation cohorts, there was a clear sense of the role Family Change played in supporting and affirming parents/carers and social workers. This was an experience also felt by the children and young people attending the service:

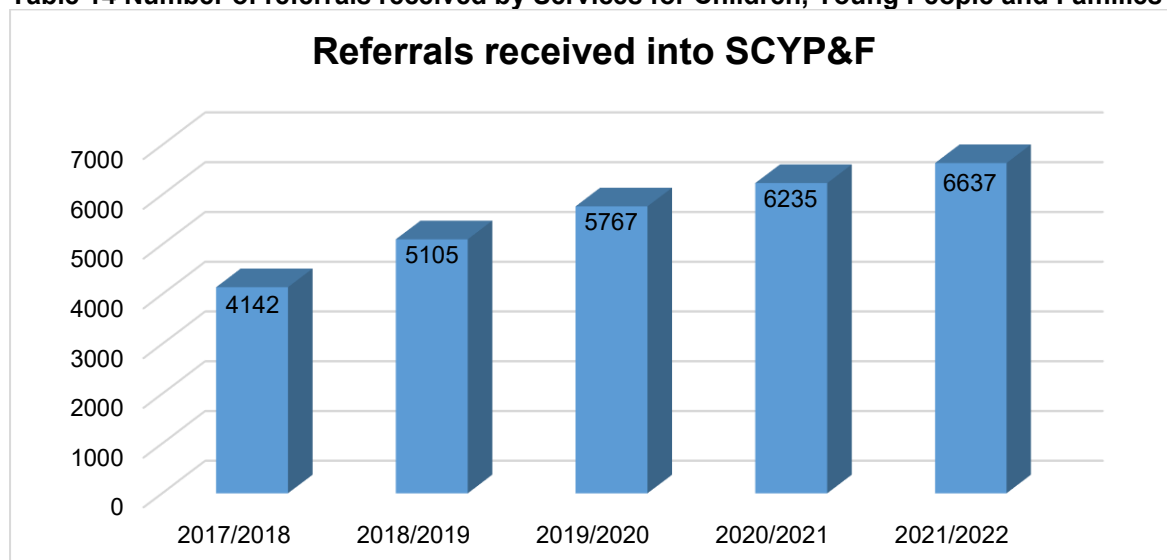
‘It [Family Change] can change your life and help you to reflect on worries and things from the past. (child)

“I can’t thank you enough for what you have done to help us through all of this. I am amazed at when I think back to what it was like at the beginning and to know. I never thought it was possible to smile and laugh again the way we do and it is truly thanks to you and your guidance and your team of wonderful people. You have been like a rock to this family “... (kinship carer)

3.13 Children and Families Fieldwork Teams

Since 2017/2018, Services for Children, Young People & Families (SCYP&F) have seen a year-on-year increase in referrals representing a 60% increase from 2017/18 to 2021/22.

Table 14 Number of referrals received by Services for Children, Young People and Families



The COVID pandemic has brought increased referrals for support; these referrals are multi-faceted and complex. Much of this revolves around concerns for the mental health for children/young people and the rest of their families. Families across all sectors of society have struggled during COVID and continue to as we are now coming out of it.

Increased referrals have had an impact on all the front-line teams and has led to the rise in residential placements due to family breakdown. These are young people presenting with high risk behaviours that cannot be supported by local community resources.

Additional Resources

The following additional resources were provided during the COVID pandemic:

- 2 FTE Social Work (SW) posts in Child Protection and Duty Team (CPDT) - temporary posts till 31 March 2023.
- 2 Family Learning staff (CPDT) -1 post ended December 2021; the other will end in August 2022 with the Senior Social Care Officer (SSCO) returning to the Family Learning Team.
- 5 FTE Social Workers - due to increased workloads across all the Field social work teams – temporary funding will end in March 2023.

Despite the additional resources, there has been a continued pressure as a result of high levels of need and complexity. For example, the data presented by the CPC sets out processes which are led or jointly led by the children and families social work service. The significant increase in IRD discussions for example is mainly supported by the Child Protection Duty Team.

Child Protection & Duty Team

The Child Protection & Duty Team (CPDT) is the first line of contact for those children and young people who do not already have an allocated Social Worker within Education and Children's Services. This results in a high volume of referrals to this team. Although the remit of the CPDT should be short term, crisis/screening/signposting families, the Covid Pandemic has resulted in difficulties for workers to access and direct cases in a timeous manner.

Since the 17 November 2021, the CPDT has been supported by Customer Services at Pullar House. The customer service team screen calls that were previously all directed via the CPDT service. The

purpose of this was to ensure that only appropriate calls were then transferred to CPDT and other calls for example welfare rights, crisis grants, housing and calls for workers in locality teams could be signposted. From 17.11.21 to 31.03.22 there were 1530 calls via the Customer Service team. These would previously all have been directed at the CPDT.

Due to the Covid pandemic, our service as well as other plan partners very quickly needed to move to a more 'creative, hybrid' way of engaging and working with families and professionals. This has been particularly challenging for the child protection duty team due to the impact that this has had on staff, resources and ultimately options for service users. The everchanging guidance provided from Scottish Government impacted staff who were attempting to provide a service under what felt like ever changing conditions. However, what has been evident is the continued support from colleagues in the locality teams which ensured that children and young people's safety and welfare remained paramount. Several staff from locality and specialist teams within the local authority were involved with a rota to cover the work demands on the duty team; this also included a Joint investigative interview back up rota. This has not only allowed a service to be delivered, but it has also harvested good working relationships, promoted joined up working and allowed staff across the service to receive an insight into each other's remits. In the absence of a whole service day, staff updated that this allowed opportunity to connect with fellow peers across the service.

Over the reporting period from 1 April 2021 to 31 March 2022 the child protection duty team has managed 1277 cases. This has ranged from 282 (lowest) for the team in April 2021 compared to 419 (highest) in January 2022.

Police Concern Reports

For the reporting period the team received, reviewed, and actioned 4357 police concern reports.

Inter-agency Referral Discussions /Joint Investigative Interviews

There were 617 IRD's and 227 Joint Investigative Interviews (JII's) carried out by the team during the reporting period.

Staff sickness rates had been a risk factor during the reporting period. Four staff members were off long-term sick. This included both senior practitioners which impacted not only on staff available for service delivery but also in terms of management and supervision of staff. In previous reporting period the team had been affected by issues relating to COVID, including team members needing to self-isolate when there has been a risk of them being in contact with someone who has COVID and one. However, sickness during this period was due to other health conditions as well as anxiety/stress related causes.

Young Carer Champions project

Development of resources for professionals and schools to raise awareness of Young Carers in Perth and Kinross. Developed a Young Carer Champions initiative for all schools to register. Schools who register receive an information package which includes an information video, booklet and e-learning module. Young Carers Champion is a designated person in a school to contact and support Young Carers from their school. A total of 37 Young Carer Champions registered in 27 schools.

Family Focus

During April 2021 to March 2022:

69 Families provided
with Parenting support



84 children provided
with support



1245 contacts have
been supervised and
worked with 55 families

The workers would usually work in the homes of many vulnerable individuals, working alongside their cultural differences, their differing ethnic group and value bases, and their differing capacities as to what parenting should look like. Many families present with mental health difficulties, substance misuse, and numerous other behavioural difficulties and challenges. Due to the changing SG Guidance there have been periods during this reporting period where it has not been possible to go into the families' homes, however workers have been flexible and creative in how they have managed to sustain engagement and ensure work continued.

- What has worked well – *“regular chats, great support when it comes to my parenting”*
- What has not worked so well – *“I can’t say that there is anything. As soon as I realised the world wasn’t against me, I now understand why I needed support”*
- What changes could Family Focus make to offer a better service to you and your child? – *“to push everyone in need of support, this team really helps”*
- *‘I just want to say how amazing SSCO has been to not just myself and son but my daughter too. SSCO has been supporting myself with my parenting of them both and has given me some great advice. Thank you for having faith in me and not giving up. SSCO is a massive part of our story and as a family we are so grateful for her’. Contact evaluation from parent (February 2022)*

COPE

The COPE (**C**hildren and families who are **O**pen to social work services for **P**lanned interventions in the **E**venings and weekends) team has been established to support the needs of children, young person, and their families during times of crisis and help ensure that children and young person can safely remain in the care of their families and in their own communities.

COPE works on an intensive family support model alongside children, young person, and their families to reduce risks and promote positive change. COPE aims to help families to reduce risks they may be facing, strengthen the supports around them and help them put in place positive boundaries, structure and routine for their children and family.

In line with [The Promise](#), Services for Children, Young person and Families want to ensure that support for children, young person and their families is available at the times when they most need it and where they most need it. COPE deliver support and assistance weekdays from early afternoon to evenings and from mid-morning through to evenings at weekends; providing a mix of planned intervention and response to crises. The COPE team members are fully mobile and will provide intensive support within the home across the whole of the Perth and Kinross area.

4 Quality of Care and Support – Independent Scrutiny

Adult Social Work and Social Care Services

Care Homes

Across Perth and Kinross, there are 37 independent/voluntary care homes and 2 local authority care homes. There are well-established partnership working arrangements with the local care home sector including the Care Home Oversight Group, Care Home Zoom meetings, forums and newsletters allowing us to consult on strategic matters and share good practice.

Performance:

CARE HOME PROVIDERS INSPECTED 2021/22						
No. of Providers graded for each quality theme						
Quality Themes	Excellent	Very Good	Good	Adequate	Weak	Unsatisfactory
Care and Support - <i>Wellbeing</i>	3	13	13	13	1	0
Care and Support - <i>Planning</i>	1	15	17	9	0	0
Environment	1	19	15	7	0	0
Staffing	2	20	11	8	1	0
Management & Leadership	4	20		8	8	2
	11	87	64	45	4	0

Covid 19 continues to impact on the sector and has caused a range of complex issues for homes meaning they have been under sustained and considerable levels of stress. The Care Home Oversight Group (CHOG) framework outlines the requirements to assess and determine support, guidance and expertise required to each care home in managing these challenges. Close working with the Care Inspectorate, Scottish Care and Public Health teams further strengthened existing well-established assurance/ support processes.

All Care Homes in Perth and Kinross have and continue to receive Assurance visits that have provided assurance on standards of care, infection prevention and control and professional practice. The HSCP has acknowledged the need for a strengthened and integrated approach with regard supporting the Care Home sector and have implemented an Enhanced Care Home Team. The team is comprised of three locality-based nurses and a dedicated social worker.

Risks: Fatigue within the Care Home sector. Covid 19 has had a huge impact on staff and their working lives, they have experienced loss and grief and the emotional impact of this should be considered.

There may be a negative impact on the image of Care Homes and a lack of public confidence as a result of COVID, we need to ensure we continue to support the sector and promote the good work that was and is undertaken in an ongoing basis.

Financial implication for Care Homes in relation to under occupancy and other cost of living increases.

Work Moving Forwards:

- Ensure the health and wellbeing of those working in Care Homes is a priority
- Ongoing testing and infection control measures will need to be monitored and maintained
- Continue to support our Care Homes via our dedicated Enhanced Care Home Team and other associated dedicated roles such as the Lead Nurse for Care Homes

Care at Home

There is an ongoing increase in demand for Care at Home in Perth and Kinross due to demographics. The rurality of Perth and Kinross represents a further challenge. Throughout Perth and Kinross there are 16 Providers commissioned to deliver Care at Home under Self-Directed Support Option 3.

To try and meet current and future demand the model of Care at Home in Perth and Kinross has been reviewed and a number of actions identified:

- an increase in pay and conditions for externally commissioned Care at Home workers
- the implementation the two 'Living Well Teams.' These will be self-directed teams and will consist of carers with enhanced duties and increased levels of autonomy.
- the development of an Alliance Contracting model.

Performance: No Care Inspectorate activity was undertaken with 2021/22 within Care at Home however ongoing remote contract monitoring was undertaken.

Risks: Financial stability for Care at Home providers is important to consider, there will be an ongoing requirement for PPE, and increases in living and fuel costs is straining the resources of our external partners.

Supported Living Services (Learning Disabilities, Autism and Mental Health)

Perth and Kinross HSCP and Perth & Kinross Council work with a number of local and national organisations to secure quality support and care provision for vulnerable adults who may be living with enduring Mental Health needs, an Autism Spectrum Condition, a range of mild to complex learning disabilities, associated distressed behaviour, forensic needs, physical disabilities, and complex care needs. We support and work with supported living projects across all localities within Perth and Kinross, and in addition to this we commission individual packages of care and support in people's own home.

We have several new projects in the development stage and will see an expansion in our current provision, this work seeks to improve independence and the quality of life of those living with a Learning Disability and or Autism Spectrum Condition within Perth and Kinross.

Performance: No Care Inspectorate activity was undertaken with 2021/22 within Care at Home however ongoing remote contract monitoring was undertaken.

The Partnership have developed an implemented the SCOPE team, they will work alongside providers to ensure support for those with complex needs is enhanced, the team will ensure the implementation of Positive Behavioural Support and utilise the skills of both social work and psychology to improve overall service delivery.

In addition, we have been exploring new models of delivery within Complex Care and looking to commission care out with a competitive marketplace and to undertake an ethical commissioning approach, led by families and their loved ones.

Work Moving Forwards:

- There are several Core and Cluster developments planned, which will accommodate a mixture of needs but predominantly designed to meet the needs of those with Complex needs.
- Improve and increase the use of TEC within Supported Living
- Improve and invest in Positive Behavioural Support training and service delivery
- A focus on moving people out of hospital and into the community
- Explore new models of delivery

Children's Services

External inspections of service by the Care Inspectorate have been very positive, with over 80% of ratings being 'Good' or better.

Perth & Kinross Council's Audited Accounts 2021-22 - Fiscal

Adoption Services

Perth and Kinross Council Adoption Agency provides a service for children and young people, aged from birth to 18 years, and their families who are assessed as in need of this service.

Since the last inspection (2017) Perth and Kinross has continued to recruit adopters and significantly invest in developing a concurrency scheme. This meant that children could be placed directly with caregivers who could go on to adopt the child. The service has successfully utilised interim court measures to secure children in such placements.

Perth and Kinross Adoption Agency has developed a unique and supportive team structure, specialising in permanency and adoption work. They work closely with other Perth and Kinross Agency teams and take a multi-agency approach to assessing and meeting the needs of children in their care.

What People Told the Care Inspectorate:

- *Children experienced meaningful and trusting relationships and lived in stable and predictable home environments.*
- *Children were supported to maintain meaningful relationships with extended family members, and significant birth family members.*
- *Caregivers provided nurturing, trauma informed care, supported by staff who were skilled, knowledgeable, and responsive.*
- *Staff's knowledge of children and their needs enhanced their ability to 'match' them with potential adopters.*
- *Children's experiences and the potential impact this would have on their development and future needs was fully explored with caregivers.*
- *Children's placement moves prioritised them and their needs and were progressed at a pace they were comfortable with.*
- *Regular children's reviews ensured that children's holistic needs were regularly reviewed and update within a multi-agency forum*

Fostering Services

Perth and Kinross Fostering Services recruits and supports caregiving families who provide care for children and young people in their local authority area.

Some comments from carers:

- "I genuinely cannot fault the supervising social worker/s that I have worked with"
- "I feel listened to and if I have a problem that means I need extra support, I ask and it is considered important. For example, when I got covid."
- "I have a tremendously supportive Social worker for my supervision"

Areas for Improvement:

1. To support Fostering families to fully support children in their care, the provider should improve the support available to carers in relation to trauma informed practice and managing challenging behaviour.
2. To ensure that children in need of permanent substitute care do not experience drift and delay, the provider should ensure that delays in panels being arranged can be reduced.
3. To ensure children and fostering families are included in discussions related to safer caring, the service should review its implementation of safer caring plans.
4. To promote children's welfare, the provider should ensure that children's reviews reflect their views, their carers views and contribute to service development.

Complaints

After a drop in complaints in 2020/21 across all service areas, we have seen a gradual increase in 2021/22 but this has not yet returned to previous levels. Performance in acknowledging complaints within the required timescales is positive overall. The top themes that emerge from complaints across all social work and social care services are:

- Communication
- Service availability (adults)
- Staff attitude (related to disagreements about the outcome of assessments and decisions).

	Number of complaints			Number of complaints acknowledged on target		
	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
Adult Services	25	11	17	24	10	16
Services for Children, Young People & Families and Criminal Justice Services ¹	15	9	9	15	8	7 ²

5 Resources

Adult Social Work and Social Care	2019/20 £m	2020/21 £m	2021/22 £m
Net Recurring Expenditure	52.21	54.79	54.56
Services for Children, Young People & Families	2019/20 £m	2020/21 £m	2021/22 £m
Net Recurring Expenditure	18.47	18.40	20.25
Criminal Justice Services*	2019/20 £m	2020/21 £m	2021/22 £m
Net Recurring Expenditure	2.173	2.153	2.186

* Criminal Justice Services is funded via Scottish Government grant

Services for Children, Young People & Families received £805,000 for Whole Family Wellbeing Funding for the next four financial years. This funding aims to transform the way family support is delivered by ensuring families can access seamless and holistic support that is wrapped around their individual needs.

¹ Criminal Justice Services Complaints commenced reporting in 2021/22 fiscal year with Services for Children, Young People & Families

² One complaint withdrawn in March 2022

6 Workforce

[Perth & Kinross Council's Resourcing PKC "Everyone has Something to Offer 2021-2023"](#) sets out our vision to ensure that we have a workforce that will deliver on our ambitions for the future - for our organisation and more importantly for the people of Perth and Kinross - and supports the Community Plan (Local Outcomes Improvement Plan) 2017-2027 and the Perth and Kinross Offer. The plan sets out in more detail our ambitions around three guiding themes:

- Building in Agility
- Evolving our Talent
- Refreshing our Employment Offer

A three-year Workforce Plan for the Perth & Kinross Health and Social Care Partnership (PKHSCP) was published in June 2022 and analyses the current workforce, forecasts future workforce requirements, identifies gaps and actions required to address these gaps and ensure the organisation has the right number of people with the right skills and knowledge to support the people of Perth & Kinross and enable PKHSCP to achieve its objectives. It is acknowledged that even before the pandemic struck in early 2020, the health and social care sector was facing extreme challenges in relation to attracting and retaining people into the caring professions and especially in our more rural communities. The plan also acknowledges that it is the hands and hearts of health and social care staff who hold our communities together, it was their dedication, humanity and presence that helped care for our most vulnerable and isolated people during the pandemic and kept them safe. Perth & Kinross faces particular challenges due to demographics and geography. We have a higher proportion of older people than the national average and this will increase significantly in coming years. Perth & Kinross has an urban centre and a large rural and remote rural hinterland. This poses a considerable challenge in relation to staff recruitment, deployment, and delivery of services. The wider skills and knowledge the future workforce will require are also considered.

Notwithstanding the significant workforce challenges over the next few years, it is important to recognise the significant investment that has been made in the social work profession over the last 10 years by Perth and Kinross Council as the data below shows. There were 152 registered social workers working within the Council at the end of March 2022 up 29% from 2012.

Table 15 Head count of registered social workers

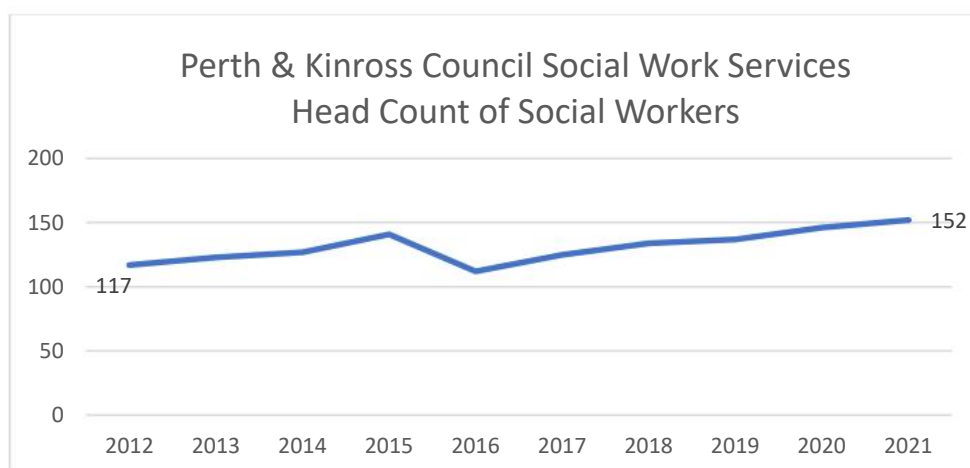
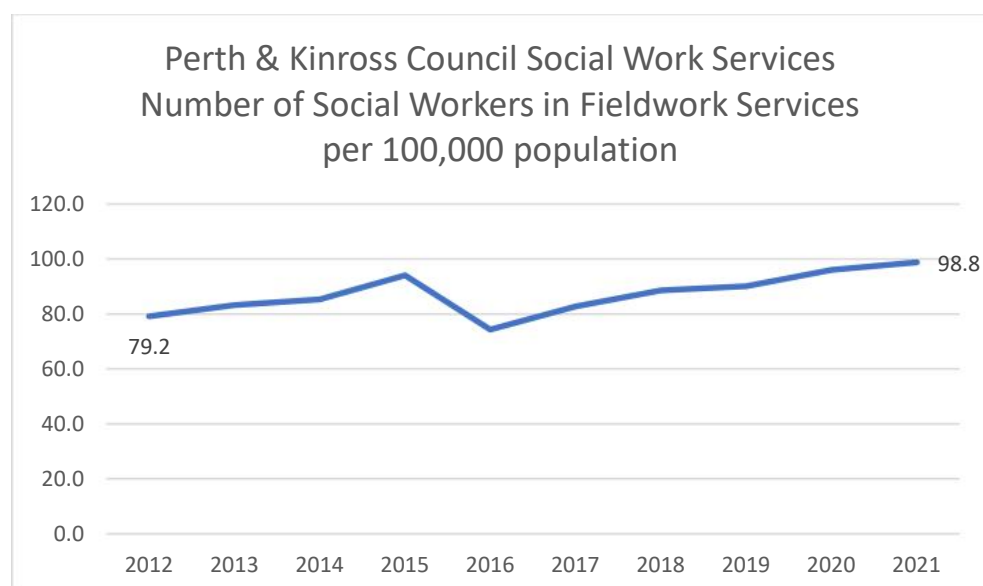


Table 16 Number of social workers per 100,000 people



Adult Protection

The Adult Protection Committee, together with Angus and Dundee APCs, approved a Tayside Council Officer Training Programme. Two cohorts run each calendar year. In 2021/22, Perth and Kinross supported 11 social workers to participate in the programme. The programme has been shared with the National ASP Lead Officer Group and is considered to be a model of excellence.

Locality Adult Social Work Teams also have been faced with pressures, including long term sickness absence, maternity leave and unfilled vacancies which has also diluted experience. Cross cutting support has been put in place with teams supporting each other in statutory work, including buddying/mentor roles for new staff.

Mental Health Officers

We continue to commit to training new MHOs from within our council workforce, with one candidate successfully completing the MHO Award in June 2022. We have received Scottish Government grant funding to support the training of a further two candidates in the next course intake.

Supported Living Services (Learning Disabilities, Autism and Mental Health)

Recruitment is a challenge within these services and in particular those providers who work with our more complex individuals. Providers are employing lowly qualified and often inexperienced staff to work with incredibly complex individuals who often have multiple conditions which present many challenges to the workforce. Supporting individuals with complex care can be highly rewarding but there are core skills required to undertake this work, when providers cannot recruit enough staff the support that should be wrapped around new recruits is less and can leave staff vulnerable, feeling unsupported and essentially undervalued, this in turn leads to recruitment and retention issues.

Tayside Regional Improvement Collaborative (TRIC)

Tayside Priorities for Practice

The six [Tayside Priorities for Practice](#) are being implemented within Perth and Kinross and across a diverse range of agencies and services who work with children, young people and their families, to empower and support a confident and skilful child protection workforce and enhance the safety, protection and wellbeing of children and young people.

Our Priorities for Practice are founded on research into the lived experience of children, young people, families and staff across Tayside and have been developed to empower and support a confident and skilful child protection workforce. They are founded on principles of good practice, are ethically sound, and align closely with the vision of the Tayside Plan for Children, Young People and Families.

The 'Priorities for Practice' are compliant with the National Guidance for Child Protection in Scotland 2021 and uphold children's rights as per the United Nations Convention on the Rights of the Child (UNCRC).

Additionally, they aim to support the ambitious targets set to achieve the whole system change needed to help Tayside keep The Promise to Scotland's children and are further compatible with Scotland's Health and Social Care Standards.



Co-Production

We are establishing Co-Production Workstream Groups to continue these important conversations, helping to enable and support frontline-driven change.

From January 2022, over 70 Frontline Practitioners and First-line Managers from across Tayside will be coming together in multi-agency groups to explore how frontline staff can be empowered and enabled to improve cultures and day-to-day child protection practice.

A *Co-Production Toolkit* has been developed to help ensure that everyone involved has a positive and productive experience of co-production and is clear about the aims and objectives of the Tayside Child Protection Workforce Development Programme.

Glossary

AAASG	All Age Autism Strategy Group
ADP	Alcohol & Drugs Partnership
AP	Adult Protection
APC	Adult Protection Committee
APCC	Adult Protection Case Conference
ASC	Autism Spectrum Condition
ASD	Autistic Spectrum Disorder
ASP	Adult Support and Protection
ASIST	Applied Suicide Intervention Skills Training
AWI	Adults with Incapacity
BAAF	British Association for Adoption and Fostering
BMIP	Business Management & Improvement Plan
BPD	Borderline Personality Disorder
CAB	(Perth) Citizen Advice Bureau
CAMH	Children and Adolescent Mental Health
CASA	Children Alone Seeking Asylum
CCR	Child Concern Reports
CELCIS	Centre for Excellence for Children's Care and Protection
CHD	Chronic Heart Disease
CHP	Child Health Partnership
CJA	Criminal Justice Authority
CJOIP	Community Justice Outcomes and Improvement Plan
CJS	Criminal Justice Service
CJSW	Criminal Justice Social Work
CLD	Community Learning & Development
CMHT	Community Mental Health Team
COG	Chief Officer Group
COPD	Chronic Obstructive Pulmonary Disease
COPE	Children and families who are O pen to social work services for P lanned interventions in the E venings and weekends
CPO	Child Protection Order
CPCC	Child Protection Case Conference
CPP	Community Planning Partnerships
CPO	Community Payback Order
CPR	Child Protection Registration
CREST	Connecting Relationships Empowering Supporting Together
CSA	Child Sexual Abuse
CSE	Child Sexual Exploitation
CSP	Children's Services Plan
CSO	Compulsory Supervision Order
CSWO	Chief Social Work Officer
CYP&FP	Children, Young People and Families' Partnership
CYRO	Children and Youth Rights Officer
ECS	Education & Children's Services
EDC	Emergency Detention Certificate
EFQM	European Foundation for Quality Management
ESF	European Social Fund
FYI	Fun Young Individuals
FLR	Front Line Resolution
GP	General Practitioner
GDPR	General Data Protection Regulations
GIRFEC	Getting It Right for Every Child
H&SCI	Health and Social Care Integration
H&SP	Health & Social Care Partnership
HART	Home Assessment and Recovery Team
HDT	Hospitality Discharge Team
HEAT	Health Improvement Efficiency Access to services and Treatment
HMP	Her Majesty's Prison
HRARG	High Risk Adult Referral Group

IAPK	Independent Advocacy Perth & Kinross
ICR	Initial Case Review
ICSP	Integrated Children's Services Plan
IDART	Integrated Drugs and Recovery Team
IJB	Integrated Joint Board (for Health and Social Care)
ILG	Independent Living Group
IRD	Inter-Agency Referral Discussion
IRF	Integrated Resource Framework
IRISS	Institute for Research and Innovation in Social Services
ITT	Independent Travel Training
LAC	Looked After Children
LGBTI	Lesbian, gay, bisexual, transgender and intersex
LinCS	Locality Integrated Care Service
LSI	Large Scale Investigations
MA	Modern Apprentice
MAP	Multi-Agency Plan
MAPPA	Multi Agency Public Protection Arrangements
MASG	Multi Agency Screening Group
MEAD	Minority Ethnic Access Development Project
MECOPP	Minority Ethnic Carers Of People Project
MHO	Mental Health Officer
NHS	National Health Service
NPS	New Psychoactive Substances
NRS	National Records of Scotland
OT	Occupational Therapy
OWLS	One-Stop Women's Learning Service
PAN Tayside	Perth, Angus and Dundee Councils across Tayside
PB	Participatory Budgeting
PG5	Priority Group 5, Tayside Regional Improvement Collaborative
PKAVS	Perth & Kinross Association of Voluntary Service
PKC	Perth & Kinross Council
PRTL	Post Registration Training and Learning
RASAC PK	Rape and Sexual Abuse Centre Perth and Kinross
REACH	Resilient; Engaged; Achieving; Confident; Healthy
ROSC	Recovery Oriented Systems of Care
SCOPE	Supporting young people and adults with complex needs; Community based approach/assessment; Offering young people and adults' choice in their care packages; Person-centre planning; Enriching people's lives
SCR	Significant Case Review
SCRA	Scottish Children's Reporter Administration
SCYP&F	Services for Children, Young People & Families
SIMD	Scottish Index of Multiple Deprivation
SDS	Self Directed Support
SLA	Service Level Agreement
SLT	Speech and Language Therapist
SMHFA	Scotland's Mental Health First Aid
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SMT	Senior Management Team
SOHCG	Strategic Oversight of Care Homes Group
SPS	Scottish Prison Service
SQA	Scottish Qualifications Authority
SSSC	Scottish Social Services Council
SSCO	Senior Social Care Officer
START-AV	Short-Term Assessment of Risk and Treatability: Adolescent Version
STDC	Short-Term Detention Certificate
SUSE	Scottish Union for Supported Employment
SVQ	Scottish Vocational Qualification
TCA	Tayside Council on Alcohol
TCAC	Throughcare Aftercare
TCJA	Tayside Criminal Justice Authority
TEC	Technology Enabled Care
TISS	Tayside Intensive Support Service
TRIC	Tayside Regional Improvement Collaborative
TSMS	Tayside Substance Misuse Services

UBB	Unborn Baby
VPR	Vulnerable Person Reports
VPD	Vulnerable Person's Database
VTO	Volunteer Tutors Organisation
YTS	Young Carer Statement

