

THE HIGHLAND COUNCIL
HOUSING & SOCIAL WORK COMMITTEE
7 NOVEMBER 2007

Agenda Item	
Report No	

Report by Director of Social Work

SOCIAL WORK SERVICE PLAN 2007-2011

1. SUMMARY

This report introduces a revised Service Plan for the Social Work Service for the period 2007-2011.

2. SERVICE PLAN

- 2.1 The revised Service Plan at Appendix A sets out the key aims and priorities for the Social Work Service and importantly details how the Service will deliver in accordance with the Programme for the Administration (PfA). It also demonstrates how the Service is addressing the various recommendations made by the Social Work Inspection Agency (SWIA) following its recent Performance Inspection and reflects the Social Work Service's contribution to a range of important joint initiatives, including the Northern Criminal Justice Authority and 'Getting it Right for Every Child' (GIRFEC).
- 2.2 Section 1 of the Service Plan addresses the following: Background and context; Purpose of plan, time-frame and how the plan will be monitored; Structure, main functions and overview of financial resources; Resources; Programme for the Administration, Statutory and corporate governance priorities; review of Performance and progress; and Risks for the Service.
- 2.3 Section 2 of the Service Plan details the objectives and actions using the new corporate template for this purpose and relating these to the Programme for the Administration (PfA) and the Service's action plan to address the recommendations of SWIA.
- 2.3 This year, the Service has taken additional steps to encourage staff to contribute to the design of the Service Plan. This included discussions about the Service Plan at each of the four recent dialogue meetings that the Director of Social Work held with staff in the different areas as well as a similar number of dedicated sessions with staff to discuss and elicit feedback on the Service Plan as it has taken shape. The intention would now be to encourage ownership of the new document at a local level and to ensure that staff have an understanding of where they and their teams have a role in delivering on outcomes. This will be done in part by local area managers as well as form a key component of the forthcoming programme of induction and training for managers appointed to meet the needs of the new Service structure.
- 2.4 Progress towards achievement of the Service Plan objectives and actions will be regularly monitored in accordance with the Chief Executive's Quarterly Service Reviews. In addition, new arrangements have been established

whereby the Extended Social Work Management Team will meet on a six-weekly basis to perform the functions of a Performance Board, thus serving to ensure that this work is given due prominence and attention.

- 2.5 One of the SWIA recommendations was a need to ensure that links between service planning and financial planning are strengthened. This is discussed in Part 2 under SWS10.5. Whilst some limited progress has been made with the costing of a range of activity in relation to the Programme for the Administration (PfA), further work will be undertaken and will be fully reflected in the further updated Service Plan that is due to be presented to Housing and Social Work Committee early in the new financial year.

3. RECOMMENDATIONS

The Committee is invited to approve the Social Work Service Plan.

Signature -----

Designation Director of Social Work

Date 31 October 2007

Background Papers:

Author/Reference Janet Spence, Programme Manager (Modernisation & Quality Assurance)

Social Work Service

**Service Plan
2007-2011**



Social Work Service Plan 2007-11

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2. SECTION 1: Background/Context

Our vision is to enhance the quality of life and experience of our service users so they may enjoy better outcomes.

To realise this vision we will work with our partners including; education, health, police, the community justice authority, the voluntary and independent sectors, the children's hearing system and in partnership with service users and carers to:

- Secure the best start in life for Highlands children;
- Promote safer communities;
- Enable and support people to live at home in their communities for as long as possible.

We will support and value our staff by equipping them for the task, enabling them to take responsibility and be accountable and by providing guidance training and direction.

2.1 Purpose of the plan, time-frame, and how the plan will be monitored

The purpose of this document is to renew the Social Work Service Plan: this new plan will cover the years from 2007-11, coinciding with the current term of the Highland Council. Success in meeting the plan will be monitored regularly through the governance of Council members (primarily through the work of the Housing and Social Work Committee, the Joint Committee for Children & Young People and the Joint Committee for Action in Community Care) and within the Quarterly Performance Reviewing arrangements (between the Council's Chief Executive and members of the Social Work Management Team).

This first section describes the background and context of the plan; detailing the Service's main functions, its structure, its resources and reviewing its performance. It also details the priorities laid out for the service by the new Programme for the Administration (PfA), national agencies and stakeholders.

The second section lists Social Work Service objectives over the next 4 years and describes the actions planned to meet those objectives.

2.2 Structure, Main Functions and Overview of Financial Resources

The primary functions that a Social Work Service must perform are derived from duties placed upon the Local Authority by legislation. The Social Work (Scotland) Act 1968 provides much of the framework for the activities of social workers and sets down a specific set of duties and procedures that have to be followed in respect of "persons in need". Although many of its provisions have been replaced or amended by a large and complex set of subsequent legislation ([see Appendix 1](#)), the basic provisions of the 1968 Act remain in place. Section 12 of the Act imposes an overall duty on the local authority to "promote social welfare" by making available advice, guidance, assistance and securing the provision of facilities, including residential accommodation.

(In *Section 2: Objectives and Actions*, below, the detail of actions aimed at ensuring that our statutory responsibilities are fully discharged is given).

The Social Work Service in Highland has three, main, operational arms: Children and Families; Community Care; and Criminal Justice Services which reflect the statutory nature of the Service's functions. These services are assisted by a Business Support, Modernisation and Quality Assurance and Central Services (see Chart 1 below).

Social Work Service structure

Social Work Service Plan 2007-11

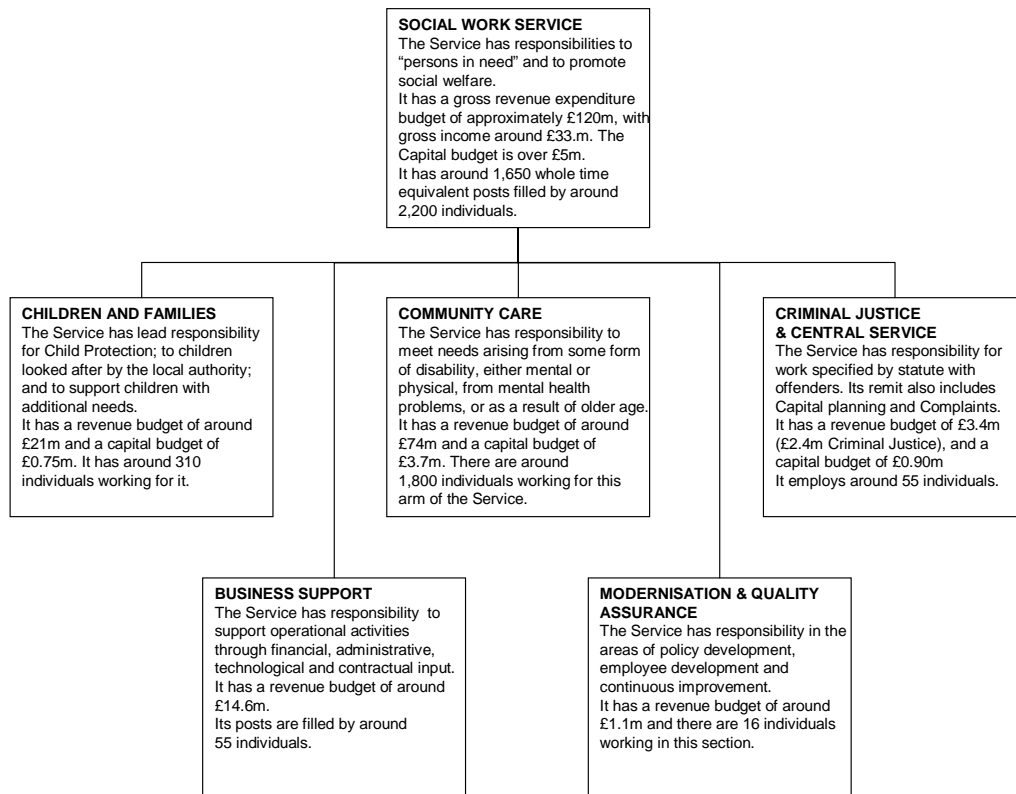


Chart 1

2.3 Resources

2.3.1 Care in the Community

Chart 1 shows that the biggest component of Social Work's revenue budget is to Community Care. Of the nearly £74m allocated to Community Care the amounts budgeted are represented in Chart 2 – it demonstrates the predominance of the independent sector care in the Community Care budget of Social Work. The Social Work Service will therefore develop a new commissioning strategy to ensure the monies spent on independent sector care are used as effectively and efficiently as possible.

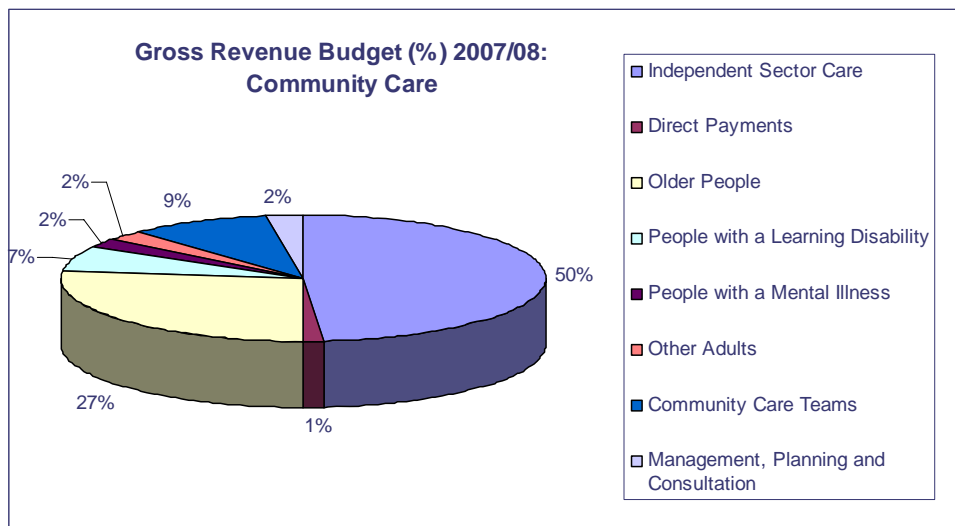


Chart 2

Independent sector care provides a range of varied Community Care services to meet the needs of individuals across different service user groups. Displaying total expenditure in 2006/07 for Community Care, Chart 3 shows independent sector care broken down into client groups and services.

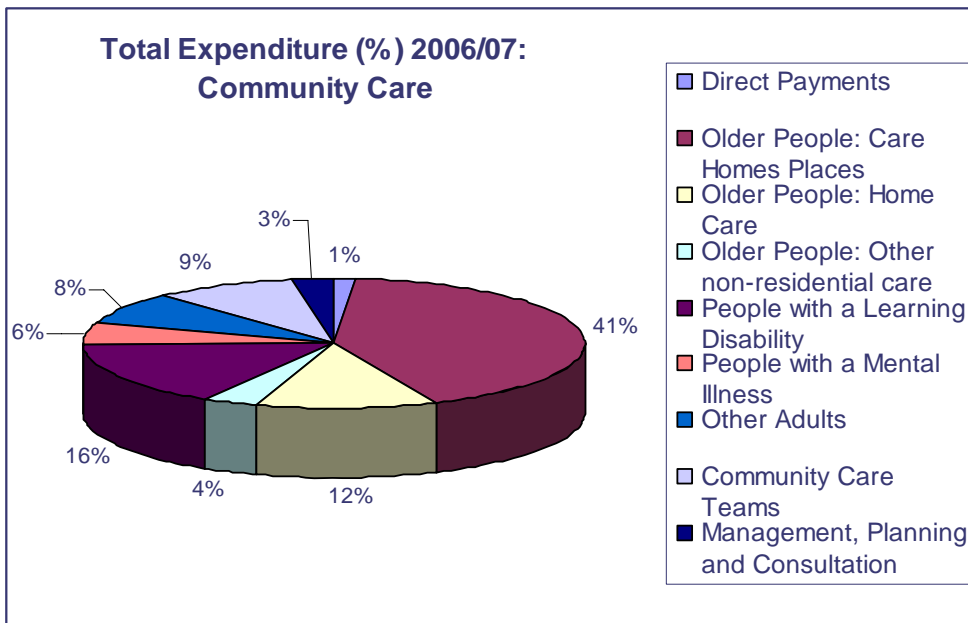


Chart 3

In terms of Community Care expenditure the total amount spent on care home places for older people for the period 06/07 was more than three and a half times the amount spent on home care. One of the key resource issues that the Social Work Service must address in the lifetime of this Plan, and a key commitment of the new Administration, is to re-profile expenditure to spend more on supporting people in their own homes and to spend proportionately less on Care Home places (institutional care) for older people and other community care client groups.

An extra £1m in each of the next four years has been committed by the PfA to Home Care. This commitment means that the Social Work Service, along with the Housing Service and NHS Highland, must work with partners in the independent sector to plan and deliver services to deliver a significant shift in the balance of care.

2.3.2 Children and Young People

Chart 4 below shows that the largest two components of the Children and Families budget (2007/08) are Social Work Teams (who assess the risks children face and are at the front line of Child Protection) and Looked After Children, those children for whom the local authority has a statutory role in their upbringing. Nearly two-thirds of the budget (65%) is allocated to these areas.

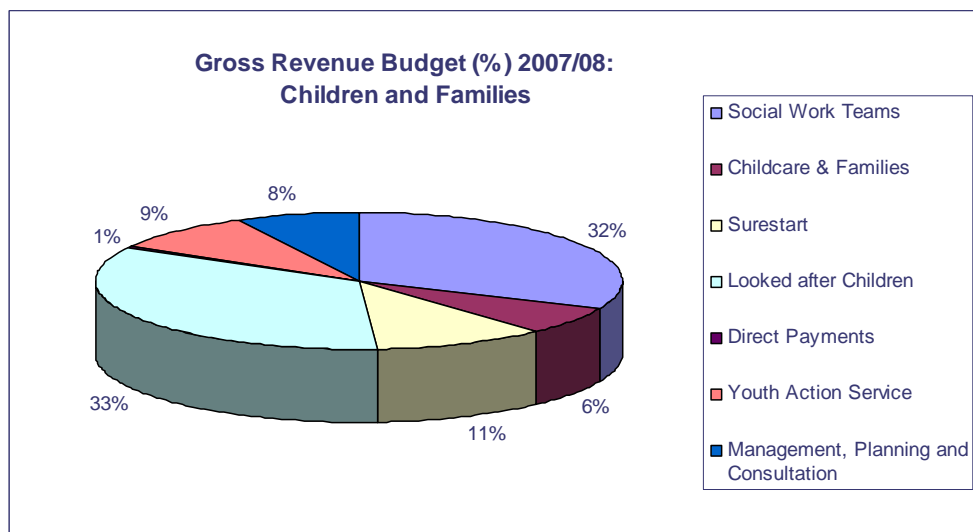


Chart 4

Other areas of the Children and Families budget include expenditure on: Youth Action Teams – focusing on youth offending and substance misuse issues; Childcare and Family resources – focusing on pre-school childcare places and toddlers groups; and Surestart – focusing on extra support to early years children in our most vulnerable families.

The PfA restates a commitment to Highland's Children and Young People. As part of this, the Social Work Service, along with its partners in Integrated Children's Services, will endeavour to provide modern childcare services to meet the needs of families today. For example, provision for wraparound care within every Associated School Group (ASG) will mean childcare available between 8am and 6pm, Monday to Friday, and provision during school holidays.

Growth of service provision in this area cannot be met within current budget allocations. The review and rationalisation of current provision costs will need to be carried out to manage an already pressurised budget to provide childcare. The overall current projected overspend for Children & Young People is £1.8m. A particular budget pressure is the increasingly high cost of out of authority placements.

2.3.3 Criminal Justice

Working as a member of the Northern Community Justice Authority, Criminal Justice Services in Highland are focussing on the continuous improvement of the assessment and management of sexual and serious violent offenders, greater co-operation between prison and community based services and strengthening the links between criminal justice and substance misuse services to assist in addressing the impact of substance misuse on local communities.

2.4 *PfA, Statutory and Corporate Governance Priorities*

2.4.1 PfA commitments

Following the elections in May 2007, The Highland Council is now under the control of an Independent/Scottish National Party Administration. The new Council states that it will work for the prosperity and wellbeing of people living and working in the Highlands. The Administration aims to create a greener and sustainable Highland Council where equality and fairness are central to the way in which business is conducted. To do this the PfA sets out a series of commitments, some of which the Social Work Service will take a lead role in delivery:

Care in the Community

The Administration has stated its commitment to setting achievable strategies of care for all aspects of community care.

- We will construct 5 new care homes for older people.
- We will work to increase the numbers of older people who can be supported in their own homes rather than institutional care.
- We will provide an additional £1m funding for home care provision in each of the next 4 years – an equivalent of 50% increase in home care provision in the Highlands.
- We will work with NHS Highland to produce an integrated community care strategy serving the needs of older people, those with physical and learning difficulties and those with mental health difficulties.
- We will work with NHS Highland to agree new management and service arrangements for a community health and community care partnership for the Highlands, which will meet the health and caring needs of our population.

Children and Young People

Young people are our future. The Administration has stated it will do all it can to foster their talents and work for them.

- We aim to achieve full implementation of the Scottish Government's policy of "Getting it Right for Every Child" which will ensure that all children get the help they need when they need it, by 2008.
- We will undertake to review and consult on childcare and educational services for young children to ensure that we deliver and support a sustainable network of quality wraparound childcare and educational services for young children and their families by 2010.
- We will give a high priority to our corporate parenting responsibilities for Highland's looked after children including educational attainment; transition to work; further and higher education and training; support at home; more family placements and fewer children living outwith the Highlands.

In Section 2: Objectives and Actions, below, the detail of actions aimed at ensuring that the PfA's is met are listed under the appropriate objective.

2.4.2 Corporate Priorities

Across a range of corporate activities and concerns, set out below, the Social Work Service aims to play a robust role in addressing issues and improving performance.

Equalities: Equal Opportunities legislation aims to ensure the prevention and elimination of discrimination on the grounds of sex, race, disability, sexual orientation, religion or belief and age. New statutory duties for local authorities have been introduced to encourage a proactive approach to the promotion of equal opportunities.

The Social Work Service is committed to taking positive action to challenge discrimination:

- All of our Service Management Team, and a further 250 staff across the service, have undertaken training on equal opportunities and diversity in relation to delivering public services.
- We are currently participating in the Council's monitoring of the ethnic background of our staff to ensure that any barriers to the recruitment of employees from non-white backgrounds are identified and addressed.
- We have commissioned a new management information system which will enable more accurate monitoring by equalities group; including differential take up of services and levels of unmet need.
- We are undertaking to assess the potential discriminatory impact of our new policies, procedures and practices; the first results of these Equalities Impact Assessments will be published in 2008.
- There has been specific service development for older people from the Chinese community in Inverness.

Efficiencies: Our Service is committed to bringing a strategic and systematic approach to the development of our plans. Clear objectives and actions linked to performance measures which act as clear indicators of the success of our efforts are included in the Chief Executive's Quarterly Performance Review to ensure proper scrutiny.

The Service has also recently completed the implementation of a new service user information management system. This new system, CareFirst, will not only enable social workers to work more effectively and efficiently but has also been used an opportunity to review with practitioners our policies, processes and procedures to implement procedural improvements.

Customer Contact: Staff within the Social Work Service in Highland have a strong and positive commitment to promoting good customer care. This is reflected in the quality of response and service delivered day by day. In the past year, our timescales for responding to complaints have improved, with 69% of Stage 1's dealt with on time and the majority being resolved at the first response. Stage 2 complaints have gone down from 21 in the previous year to 13 this year. The issues raised were equally balanced between community care and children's services. Key issues included the need to improve transition; poor communication and response; the reduction of service; and issues related to child protection.

Improving satisfaction with complaints handling, improving response times and seeking to increase the numbers of complaints handled satisfactorily on first contact, remains an ongoing priority for the Service.

Sustainability: The Highland Council has set targets to reduce energy use by 15% by 2010 and to lower carbon dioxide emissions by the same amount. 100 Council buildings have been targeted to ensure a high profile is given to reducing consumption and innovative approaches used to meeting targets. Social Work, and its Energy Champion, have been leading a change in the behaviours of staff which means that significant reductions have already been made in CO₂ emissions from gas (-18%), oil (-6%) and electricity (-10%) usage.

Best Value Improvement Plan: Audit Scotland carried out an audit of Highland Council with respect to Best Value and its Community Planning in 2006.

The Social Work Service, along with its corporate partners, retains the aim of reducing the number of SPIs in the bottom quartile of Council performance and reducing the number of SPIs which are worsening. All SPIs are reported in the Quarterly Performance Review with the Chief Executive; and where the Director and Heads of Service are accountable and required to demonstrate how they are working to improve performance

2.5 Review of Performance and Progress

Quarterly Performance Reviewing

The Local Government Act 1992 introduced a requirement on local authorities to publish certain performance information on an annual basis. The Quarterly Performance review arrangements ensure there is close consideration of performance across all areas of the service and that management actions are identified quickly to respond to areas where figures of trends indicate falling performance.

Over the last year in a number of key areas improvements in performance have been consolidated:

- Continuing high performance in relation to the preparation of reports by social workers to the Court.
- Improved availability of Home Care at weekends and evenings.
- Above the Scottish average performance on submission of reports to the Children's Hearings.

The Service also maintains an up-to-date and accessible database of all Care Commission inspection activity (reports, requirements and recommendations) in relation to the services we provide.

Social Work Inspection Agency (SWIA)

In addition to a range of inspections undertaken by the Social Work Inspection Agency (SWIA) of Criminal Justice, Child Protection and Fostering and Adoption, the Social Work Service has undergone in 2006 an exacting performance inspection of the whole service. Reading 100 of our case files; analysing nearly 500 questionnaires from staff, service users,

carers and stakeholders; and spending three weeks in Highland to conduct nearly 170 direct sessions with all those involved in or with our Service SWIA have recently reported their findings.

Strengths

- People who use services were generally positive about their experiences and acknowledged that they had benefited from the services they had received;
- Outcomes for service users were generally above the Scottish Average;
- There is clear evidence of solid, competent practice and processes in relation to access, assessment and case management, risk management and accountability and inclusion.
- There is commitment to performance management and the further development of a quality assurance framework at senior management level.
- A survey of staff indicated that most staff felt well supported and the management team responded effectively when a crisis situation arose. Most agreed they had clear guidelines to follow when dealing with risk to people who use services.

Areas for development

- Relationships with carers across Highland need to be substantially better – there is room for improvement in the quality of communication between the Social Work Service, at all levels, and individual carers and representative groups.
- Although staff were generally motivated and were positive about their jobs, they held mainly negative perceptions about the effectiveness of change processes and the implications of structural changes in the service. Further development of the communication strategy is required.
- Marked differences in performance between Children and Families Services and Community Care in relation to operational management and policy and service development were found. Although Community Care services were often of good quality when people are in receipt of them, there remains a pressing need for modernisation and improvement, a shift in the balance of care and a greater commitment to joint working.
- Partnership with independent sector providers and the quality of the monitoring and evaluation of commissioned services needs to be significantly improved if there is to be a more strategic approach to commissioning
- There is substantial room for improvement in relation to the gathering and application of management information, particularly with regard to the monitoring of quality and performance outcomes at front line/team level.

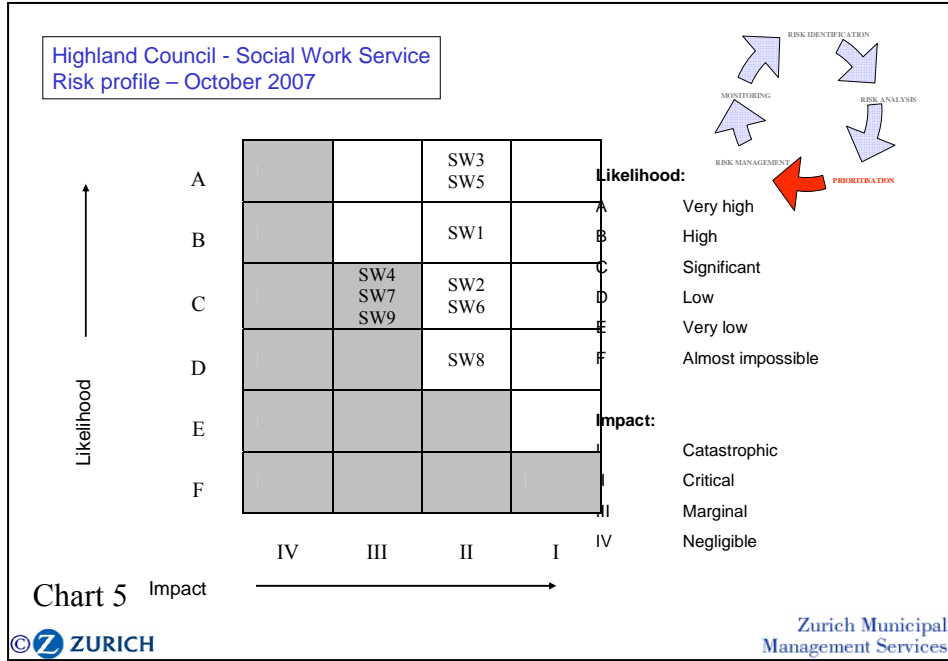
In *Section 2: Objectives and Actions*, below, the detail of actions to ensure that SWIA's recommendations are met are listed under the appropriate objective.

2.6 Service Risks

The proactive management of risk at a service level is essential to ensure that the plans we make are not undermined by foreseeable difficulties and our resources diverted into remedial actions. Rather, energy spent on controlling organisational risks should ensure our objectives are pursued in a more predictable environment.

Close consideration of the organisational risks for the Social Work Service has been made. Where these risks are of a sufficient likelihood and, if not controlled, could result in a salient impact on our organisation, they have been recorded and management actions have been identified. These risks are identified in the matrix below, Chart 5.

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Risk Number	Risk Rating	Short Name
SW1	B2	Management of sex offenders, including adolescent sex offenders
SW2	C2	Supporting young people no longer “looked after”
SW3	A2	Failure to shift service from care home provision to home based services
SW4	C3	Ability to manage change in service restructure
SW5	A2	No clear commissioning strategy
SW6	C2	Reliance on out of authority placements
SW7	C3	Inability of service to meet demand from increasing numbers of older people
SW8	D2	Failure to utilise the benefits of CareFirst
SW9	C3	Lack of workforce planning

The most salient risks for the Service lie above our risk appetite threshold - in the un-shaded area of Chart 5. Of those the identified risks SW2, SW3 and SW6 are specifically covered by PfA commitments to improve service delivery – namely PfA 1.3, 9.1 and 9.3. Other salient risks, SW5 and SW8, are the subject of recommendations from SWIA’s Performance Inspection Report. In *Section 2: Objectives and Actions*, below, the detail of actions aimed at ensuring that the PfA’s commitments and SWIA’s recommendations are met are listed under the appropriate objective.

As for the management of sex offenders, SW1, the Service objective is to review the joint working relationships with the Police and other agencies in light of Multi-Agency Public Protection Arrangements (MAPPA) to ensure there is close, effective collaboration and risk assessment and management at a casework level; and that arrangements are in place to involve senior management where necessary. This objective is also contained in *Section 2: Objectives and Actions*, below.

3. SECTION 2: Objectives and Actions

1. Care in the Community

Id.	SWS 1.1	
Objective.	To construct 5 new care homes for older people	
PfA Ref.	1.1	
Lead Officer.	Head of Operations (Criminal Justice and Central Service)	
Resource	Capital costs estimated at £21m. Revenue costs £6.3m, Comprising £4.14m existing costs, £0.70m nursing costs and estimated £1.5m annual loan charges	
Key Performance Results	<ul style="list-style-type: none"> • 5 new care homes built providing care to 168 residents • All provision to meet national fire and DDA standards and are registered for nursing care. 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
1.1.1	Identify resources, £21m capital, and feed into the social work capital budget and programme.	January 08
1.1.2	Develop and implement a consultation strategy jointly with NHS	January 08
1.1.3	Identify sites	April 08
1.1.4	Tender for the contract.	April 08
1.1.5	Work with NHS to develop together the model of nursing care and build on potential synergies between the organisation	April 08

Id.	SWS 1.2	
Objective.	To work to increase the number of older people who can be supported in their own homes rather than institutional care.	
PfA Ref.	1.3	
Lead Officer.	Head of Operations Community Care	
Resource	An extra £4m over 4 years (£1m in each of next 4 years) Rebalancing of respective care at home (£8m) and care home (£40m) budgets. 'Pump-primed' resources	
Key Performance Results	<ul style="list-style-type: none"> • % of vulnerable adults cared for in the community by age group • Total Delayed Discharge (>6 weeks; <6 weeks) 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
1.2.1	Modernisation of the workforce and terms and conditions	April 08
1.2.2	Tendering appropriate care at home services on a block basis.	April 08

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Id.	SWS 1.3	
Objective.	To provide an additional £1m funding for home care provision in each of 4 years	
PfA Ref.	1.4 (inc. SWIA 19)	
Lead Officer.	Head of Operations Community Care	
Resource	An extra £4m will be committed through the council prioritising home care in financial planning (Current resource £8m)	
Key Performance Results	<ul style="list-style-type: none"> • More home care hours delivered • More home care hours delivered at evenings and weekends • More people supported with intensive home care (more than 10 hours) 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
1.3.1	Senior manager (Home Care) appointed	April 08
1.3.2	Commissioning strategy developed	April 08
1.3.3	Tenders issued and accepted – new block contract in place	April 08

Id.	SWS 1.4	
Objective.	To work with NHS Highland to produce an integrated community care strategy serving the needs of older people, those with physical and learning difficulties and those with mental health difficulties	
PfA Ref.	1.6 (inc. SWIA 21)	
Lead Officer.	Head of Community Care Integration	
Resource	Staff time. Implementation monies to be scoped within financial planning processes. (Current joint expenditure over £100m)	
Key Performance Results	<ul style="list-style-type: none"> • Publication of a joint plan • Performance monitored by Joint Leadership and Performance Board • Plan within governance arrangement of H&SW Committee 	
Risk	SW3; SW7	
Enabling actions		Review Date
1.4.1	Project Plan to be created by Head of Integration (Community Care)	January 08
1.4.2	Project Team to be comprised of NHS Highland staff and SW, Housing and Finance Service staff.	April 08

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Id.	SWS 1.5	
Objective.	To work with NHS Highland to agree new management and service arrangements for a new community health and care partnership for the Highlands which will meet health and caring needs of the population	
PfA Ref.	1.7 (inc. SWIA 21)	
Lead Officer.	Director of Social Work	
Resource	Aggregate budget of THC and NHS on community care is over £100m. Planned, jointly targeted resources	
Key Performance Results	<ul style="list-style-type: none"> Robust partnership arrangements in place at a pan-Highland level with responsibility for joint strategy, joint financial planning and pooled budgets 	
Risk	SW3; SW7	
Enabling actions		Review Date
1.5.1	Partnership to be scoped	April 08
1.5.2	Vision to be described	April 08
1.5.3	Partnership commitments described	April 08
1.5.4	Governance arrangements in place	April 08
1.5.5	Arrangements for review in place.	April 08

Id.	SWS 1.6	
Objective.	Highland Council should continue to prioritise the provision of paid employment opportunities for people with disabilities. In particular, the Council should review its provision of employment opportunities for people with disabilities in remote and rural locations, including people with learning disabilities and those with mental health problems.	
PfA Ref.	N/A (SWIA 3)	
Lead Officer.	Head of Operations (Criminal Justice and Central Service)	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> Greater equality of opportunity and access 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
1.6.1	Supported Employment Services to be reviewed	Nov. 07
1.6.2	Detailed specification to be drawn up in consultation with provider agencies	January 08
1.6.3	Protocol with Personnel services to be agreed to detail further assistance with supported employment, particularly in outlying areas.	January 08
1.6.4	Contracts team to monitor and review contracts with providers to inform re-commissioning post review	January 08

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Id.	SWS 1.7	
Objective.	The social work service should develop a communication and information strategy to enable users and carers and the public at large to easily obtain information about the range of services available and how to access them. A website similar to the one available on children's services should be considered for community care services.	
PfA Ref.	n/a (SWIA 4)	
Lead Officer.	Head of Business Support Head of Community Care Integration	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Strategy produced • Information resources available 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
1.7.1	Users' and Carers' needs for information assessed	April 08
1.7.2	Options for meeting needs fully evaluated	Dec 08
1.7.3	Produce interim website (if necessary)	January 08

Id.	SWS 1.8	
Objective.	The social work service should further review its out of hours' provision. The service should introduce a written policy that details service arrangements, including access, and outline expectations regarding the participation of staff.	
PfA Ref.	n/a (SWIA 10)	
Lead Officer.	Head of Operations (Criminal Justice and Central Service)	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Written policy in place • Telephony project able to respond to SW calls 	
Risk	SW8	
Enabling actions		Review Date
1.8.1	Policies and procedures to be reviewed and new policy to be put in place	November 07
1.8.2	Monitor that all eligible staff participate in rotas	Ongoing
1.8.3	Work through business processes to enable Council telephony service to respond to social work calls	Dec 07

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Id.	SWS 1.9	
Objective.	The social work service in conjunction with its partners, particularly NHS Highland and carers' groups and organisations should give urgent priority to the development of a Carers' Strategy for completion in 2007.	
PfA Ref.	n/a (SWIA 16)	
Lead Officer.	Head of Community Care Integration	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Carers Strategy in place • Carers Information Strategy in place 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
1.9.1	Meet with Carer's representatives to agree scope of strategy and methodology for development	November 07
1.9.2	Draft outline of strategy and revise detail of Carers' Information Strategy	November 07
1.9.3	Undertake stakeholder consultations	November 07
1.9.4	Present draft strategy for approval	November 07

Id.	SWS 1.10	
Objective.	Complete a commissioning strategy.	
PfA Ref.	n/a (SWIA 17)	
Lead Officer.	Head of Business Support	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Project manager identified • Resources for project team identified • Strategy in place 	
Risk	SW5	
Enabling actions		Review Date
1.10.1	Agree scope, resources and governance	November 07
1.10.2	Completed project plan in place	November 07
1.10.3	Consult on strategy and produce draft	June 08
1.10.4	Strategy approved	July 08
1.10.5	Strategy launched	Aug 08

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Id.	1.11	
Objective.	Work has begun on the review of voluntary organisations and issuing of up to date service level agreements, supported by appropriate contract monitoring arrangements. These monitoring arrangements should be sustained with adequate resources, a transparent partnership with the voluntary sector and commitment to completion by the end of 2007.	
PfA Ref.	n/a (SWIA 18)	
Lead Officer.	Head of Business Support Acting Head of Business Support Head of Community Care Integration Director of Social Work	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Robust monitoring arrangements in place • Service level agreements in place for priority organisations 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
1.11.1	Agree with NHS aims and objectives	November 07
1.11.2	Agree action plan detailing how SLAs will be put in place for priority organisations	November 07
1.11.3	Issue, review and sign-off of agreed SLAs	Dec 07

Id.	SWS 1.12	
Objective.	The social work service should continue to ensure that the Council's communication strategy delivers effective mechanisms for consulting and communicating with staff. It should ensure that managers and staff are appropriately involved in the development of the communication strategy.	
PfA Ref.	n/a (SWIA 20)	
Lead Officer.	Director of Social Work	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Production and dissemination of regular newsletters • Consultation with staff • Compliance with corporate communication standards 	
Risk	SW4	
Enabling actions		Review Date
1.12.1	Newsletter to be produced and disseminated	Ongoing
1.12.2	Staff to be informed of service developments and consulted over preferred communication methods	April 08
1.12.3	To appraise managers of responsibilities for briefing staff and discuss and agree how this is done	Ongoing

2. Sustainable Communities

Id.	SWS 2.1	
Objective.	To ensure there is close, effective collaboration and risk assessment and management of sex offenders at a casework level; and that arrangements are in place to involve senior management where there is disagreement about management arrangements	
PfA Ref.	n/a (Risk; SW1)	
Lead Officer.	Head of Operations (Criminal Justice and Central Service)	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> Robust management arrangements in place 	
Risk	SW1	
Enabling actions		Review Date
2.1.1	To review the joint working relationships with the Police and other agencies in light of Multi-Agency Public Protection Arrangements (MAPPA)	January 08
2.1.2	To separate strategic and casework functions and establish two discrete groups	January 08
2.1.3	Elected members to promote understanding and awareness	January 08

3. A Clean Environment

Id.	SWS 3.1	
Objective.	To reduce the Social Work Service's use of energy by 15% in line with PfA commitment.	
PfA Ref.	3.6	
Lead Officer.	Head of Operations (Criminal Justice and Central Service)	
Resource	In collaboration with Chief Executive's Office and the Energy Management Performance Plan	
Key Performance Results	<ul style="list-style-type: none"> Reductions in oil, electricity and gas use by 15% (baseline 2005) by 2010 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
3.1.1	To work with staff to increase behaviours aimed at reducing energy use.	April 08
3.1.2	To work with Corporate colleagues to monitor energy use in Social Work buildings	April 08

9. *Children and Young People*

Id.	SWS 9.1	
Objective.	Aim to achieve full implementation of the Scottish Government's policy of "Getting it Right for Every Child" which will ensure that all children get the help they need when they need it, by 2008.	
PfA Ref.	9.1	
Lead Officer.	Head of Children's Services	
Resource	Scottish Government contributing to Pathfinder funding	
Key Performance Results	<ul style="list-style-type: none"> • Fewer referrals to the Reporter • Fewer children escalating through the system in order to get the help they need. • Fewer meetings, fewer reports requiring written and less bureaucracy. • Agencies to be able to share information electronically (Monitored through FHC)	
Risk	SW2	
Enabling actions		Review Date
9.1.1	Implement GIRFEC in Inverness area	April 08
9.1.2	Shared information systems in place	April 08
9.1.3	Multi-agency Integrated Assessment Framework in place	April 08
9.1.4	Single reviewing system implemented	April 08
9.1.5	Structured intervention (Tiered) being fully implemented	April 08

Id.	SWS 9.2	
Objective.	To undertake to review and consult on childcare and educational services for young children to ensure that we deliver and support a sustainable network of quality wraparound childcare and educational services for young children and their families by 2010.	
PfA Ref.	9.2	
Lead Officer.	Head of Children's Services	
Resource	To be reviewed	
Key Performance Results	<ul style="list-style-type: none"> • Locations offering service (No.) • Nos. using service • No. of vulnerable families of 0-3 year olds accessing services supported by "Surestart" funding stream (including and excluding supported toddler groups) • No. of children under-4 accessing "Surestart" funded services (including supported toddler groups) (Monitored through FHC)	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
9.2.1	One wraparound service to be made available within every Associated School Group (ASG)	April 08

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Id.	SWS 9.3	
Objective.	To give a high priority to our corporate parenting responsibility for Highland's looked after children including educational attainment, transition to work, higher education and training, support at home, more family placements and fewer children living outwith the Highlands	
PfA Ref.	9.3 (inc. SWIA 1)	
Lead Officer.	Head of Children's Services	
Resource	Current Expenditure (approx. £20m)	
Key Performance Results	<ul style="list-style-type: none"> • Improve LAC educational attainment • Care plan to be in place for all LAC which identifies responsibility for delivery • Improved planning for LAC • Reduce the length of time children looked after. • Reduce the proportion of LAC who are accommodated 	
Risk	(Monitored through FHC) SW2	
Enabling actions		Review Date
9.3.1	Fully implement the delivery strategies within the Integrated Children's Services framework (For Highland's Children) aimed at meeting Outcome Objectives which relate to the care and support of looked after children.	Ongoing
9.3.2	Care plan to be in place for all LAC which identifies responsibility for delivery	Ongoing
9.3.3	Review arrangements to ensure that all looked after children are supported to access education services, including mainstream education where appropriate.	Ongoing

Id.	SWS 9.4	
Objective.	The social work service should continue to ensure that reports to the children's panel and other related work is completed within the prescribed or agreed timescales.	
PfA Ref.	n/a (SWIA 7)	
Lead Officer.	Head of Children's Services	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Performance review of relevant SPIs 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
9.4.1	Protocol to be agreed with Reporter governing review hearings	Complete
9.4.2	Continued focus on performance via QPR	Quarterly
9.4.3	SCRA and Highland to establish robust monitoring arrangements	End Aug 07
9.4.4	Compliance with protocol to be systematically evaluated	Aug 07
		Nov 07
		Feb 08

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Id.	SWS 9.5	
Objective.	The Highland Council should improve transition planning for all children and young people. No young person should be moved on from care without a clear and supported care package and accommodation which meets their needs. Children with special needs and their carers should be engaged in transition planning within appropriate and realistic timescales. Service performance on this issue should be monitored.	
PfA Ref.	n/a (SWIA 8)	
Lead Officer.	Head of Operations Community Care Co-ordinator, Disability Services	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Revised transitions policy in place • Service performance monitored n • Strategic review of existing arrangements undertake 	
Risk	SW2	
Enabling actions		Review Date
9.5.1	Comprehensive, multi-agency service user and carer consultation process to be carried out	In progress
9.5.2	Revised policy to be developed with monitoring arrangements integrated within it.	April 08
9.5.3	Pathway and practitioner guidance to accompany revised policy	April 08
9.5.4	Policy, pathway and guidance to be consulted upon	In progress
9.5.5	Review of organisation and delivery of services across new Social Work Teams to be undertaken; options to be appraised and detailed proposals to be made	January 08

10. The Administration's Corporate Objectives for the Highland Council

Id.	10.1	
Objective.	Social work staff throughout the service should ensure that they fully understand, and can professionally and accurately represent, relevant service policies to people who use services and their carers, and should be supported by their managers to do so.	
PfA Ref.	n/a (SWIA 2)	
Lead Officer.	Programme Manager	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> Comprehensive induction undertaken by all new staff Supervision to include policy/procedure component 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.1.1	A revised programme of induction to be developed	From Oct 07
10.1.2	Managers to oversee individualised induction component	April 08
10.1.3	Formal "signing-off" of induction to be introduced	April 08
10.1.4	Supervision and workload management sessions to include policy/procedures component	April 08
10.1.5	Internet resources to be signposted by managers	April 08
10.1.6	Policy and procedural knowledge to be addressed within PDP processes	April 08
10.1.7	New policies and procedures to have dissemination plans	April 08
10.1.8	Social Work Matters newsletter to highlight new and revised policies and procedures	April 08

Id.	SWS 10.2	
Objective.	The social work service should ensure that the access thresholds for all its services are transparent and available to people who use services and their carers. This should be linked to the communication and information strategy.	
PfA Ref.	n/a (SWIA 5)	
Lead Officer.	Head of Operations Community Care Head of Children's Services	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> Access threshold information easily accessible to whole community 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.2.1	"Fair Access to Community Care" to be reviewed with stakeholders	April 08
10.2.2	Policy to be revised and re-launched	Dec 07
10.2.3	Easy-read version to accompany revised document	April 08
10.2.4	Service thresholds to be determined within implementation of GIRFEC	April 08
10.2.5	GIRFEC communications and training strategy to be implemented	April 08

Id.	SWS 10.3	
Objective.	The social work service should ensure that the supervision and workload management policy is being implemented and is understood by both managers and staff.	

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PfA Ref.	n/a (SWIA 6)	
Lead Officer.	Programme Manager	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • KPI – numbers of frontline staff receiving supervision to increase • Positive results from staff survey: quality of supervision 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.3.1	Effectiveness of policies and tools being reviewed and necessary revisions made	April 08
10.3.2	Further dissemination sessions to be decided upon (after review)	April 08
10.3.3	Area Managers to monitor implementation of policies locally	April 08
10.3.4	Individual and team workloads to be reported upon by CareFirst	April 08

Id.	SWS 10.4	
Objective.	<p>The social work service should ensure that:</p> <ul style="list-style-type: none"> • all new staff are appropriately inducted and supported in becoming familiar with the social work service's arrangements and the Scottish system; and • all staff have personal development plans that address their training and development needs and link to local and council-wide strategic planning objectives. 	
PfA Ref.	n/a (SWIA 11)	
Lead Officer.	Programme Manager	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Comprehensive induction undertaken by all new staff • PDP process to be undertaken by all staff 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.4.1	A revised programme of induction to be developed	From Oct 07
10.4.2	Managers to oversee individualised induction component	April 08
10.4.3	Formal "signing-off" of induction to be introduced	April 08
10.4.4	Guidance to be produced for managers, linking with SSSC framework	Dec 07
10.4.5	Standards for integrated working to be introduced with Health	April 08
10.4.6	All managers will be given responsibility for ensuring PDP process is undertaken with staff	April 08

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Id.	SWS 10.5	
Objective.	Financial plan links to service plans should be improved to ensure that the budgeted financial resources are appropriate to the aims and objectives of the social work service. More detailed financial plans should be considered for at least the two years following the current financial year to ensure that potential pressures in the social work service are promptly identified and considered on both a service and a corporate basis.	
PfA Ref.	n/a (SWIA 12)	
Lead Officer.	Finance Manager Programme Manager	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> Meaningful alignment of service and financial planning 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.5.1	Specific resources to be identified, where appropriate, with Service objectives	April 08
10.5.2	Aims and objectives of Service planning to be reflected in financial plans	April 08
10.5.3	Available information will be used appropriately to inform specific financial planning at a service level	April 08

Id.	SWS 10.6	
Objective.	Consideration should be given to clearly showing all significant income and expenditure variances on a gross basis.	
PfA Ref.	n/a (SWIA 13)	
Lead Officer.	Finance manager	
Resource	Within existing resources	
Key Performance Results	<ul style="list-style-type: none"> All significant income and expenditure variances on a gross basis 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.6.1	Members' Financial Monitoring Reports to include details of gross expenditure and income	April 08

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Id.	SWS 10.7	
Objective.	<p>The social work service should review issues for budget holders and their respective budget responsibilities and should:</p> <ul style="list-style-type: none"> • ensure that budgetary control guidance is cascaded to all social work budget holders • consider the provision of further Oracle training • suitably train all new budget holders either prior to, or very soon after, taking up post. 	
PfA Ref.	n/a (SWIA 14)	
Lead Officer.	Head of Business Support Acting Head of Business Support	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Budgetary control guidance is given to all social work budget holders • Oracle training requirement reviewed 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.7.1	Identify budget holders and level of training received	Dec 07
10.7.2	Determine outcomes required and how these are monitored	Dec 07
10.7.3	Consult with EDT re availability of resource	Dec 07
10.7.4	Timetable budgetary control guidance training	Dec 07
10.7.5	Training on budgetary control to be introduced into induction programme	Nov 07
10.7.6	Develop revised training strategy (Oracle)	Dec 07
10.7.7	Evidenced user training records and certificates to be introduced	April 08
10.7.8	Consideration of skills improvement programme to be made	Dec 07

Id.	SWS 10.8	
Objective.	<p>The social work service should ensure that the management information systems that will become available from the upgrade to the CareFirst IT system are fully understood, accessible and routinely used by all grades of staff to monitor performance, quality and outcomes for service users and carers. The system should also have the capacity to identify gaps in resources for action by the commissioning and contracts section.</p>	
PfA Ref.	n/a (SWIA 15)	
Lead Officer.	Head of Business Support	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Have information available to monitor performance, quality and outcomes at all levels 	
Risk	SW8	
Enabling actions		Review Date
10.8.1	Understand user training needs and provide them before “go live”	April 08
10.8.2	Key management reports and performance indicators to be agreed	April 08
10.8.3	Availability of reports to be communicated to all managers	April 08
10.8.4	Workload and supervision policies and procedures to be updated to reflect available information	April 08
10.8.5	Managers to receive training to enable the review of client/carer outcomes in system	April 08
10.8.6	Management reports and performance indicators to be built into QPR framework	April 08

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Id.	SWS 10.9	
Objective.	The social work service should evaluate all pilot projects, and local examples of innovative good practice, and consider their application across all of Highland's communities as a model of service delivery.	
PfA Ref.	n/a (SWIA 9)	
Lead Officer.	Social Work Management Team	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Key evaluations to be published and disseminated 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.9.1	Ensure that pilot Telecare arrangements are reviewed to inform roll-out on a pan-Highland basis.	April 08
10.9.2	Review of Nairn SIF pilot to be undertaken to inform modernised procurement of weekend and emergency Home Care provision.	April 08
10.9.3	Evaluation of HEART pilot (shared e-SSA Tool) to be completed and lessons shared across partnership.	April 08

Id.	SWS 10.10	
Objective.	Equalities Impact Assess (including screening) all new and reviewed policies and procedures	
PfA Ref.	n/a	
Lead Officer.	Programme Manager	
Resource	From existing resources	
Key Performance Results	<ul style="list-style-type: none"> • Key assessments to be published and disseminated 	
Risk	Not included within Service Risk Register	
Enabling actions		Review Date
10.10.1	To Equality Impact Assess all new and reviewed policies and procedures	April 08

4. SECTION 3: Appendix 1

LEGISLATIVE FRAMEWORK FOR SOCIAL WORK

General – All Social Work	Children’s	Community Care	Criminal Justice
<ul style="list-style-type: none"> ◆ Social Work (Scotland) Act 1968 ◆ Disabled Persons (Services, Consultation and Representations) Act 1986 ◆ Manual Handling Operations Regulations 1992 ◆ Data Protection Act 1998 (supersedes the Client Access to Files Act 1989) ◆ Human Rights Act 1998 ◆ Local Government (Scotland) Act 1994 ◆ Disability Discrimination Act 1995 ◆ Disability Rights Commission Act 1999 ◆ Regulation of Care (Scotland) Act 2001 ◆ Housing (Scotland) Act 2001 ◆ Anti-Social Behaviour Act ◆ Emergency Workers (Scotland) Act 2005 ◆ Vulnerable Witness Act 2004 	<ul style="list-style-type: none"> ◆ Children and Young Persons (Scotland) Act 1937 ◆ Education (Scotland) Act 1980 ◆ Education (Scotland) Act 1981 ◆ Matrimonial Homes (Family Protection) (Scotland) Act 1981 ◆ Foster Children (Scotland) Act 1984 ◆ Adoption (Scotland) Act 1991 ◆ Children (Scotland) Act 1995 ◆ Age of Legal Capacity (Scotland) Act 1991 ◆ Adoption (Intercountry Aspects) Act 1999 ◆ Children (Leaving Care) act 2001 ◆ Protection from Abuse (Scotland) Act 2001 ◆ Protection of Children (Scotland) Act 2003 ◆ Support and Assistance of Young People Leaving Care (Scotland) Regulations 2004 ◆ Plus working within other legislation, e.g. Mental Health Act for mother and baby psychiatric unit 	<ul style="list-style-type: none"> ◆ National Assistance Act 1948 ◆ Chronically Sick and Disabled Persons Act 1970 ◆ Chronically Sick and Disabled Persons Act (Scotland) 1972 ◆ Health and Social Services and Social Security Adjudication Act 1983 ◆ Mental Health (Scotland) Act 1984 ◆ National Health Service and Community Care Act 1990 ◆ Carers (Recognition and Services) Act 1995 ◆ Mental Health (Patients in the Community) Act 1995 ◆ Community Care (Direct Payments) Act 1996 ◆ Adults with Incapacity (Scotland) Act 2002 ◆ Community Care and Health (Scotland) Act 2002 ◆ Mental Health (Care and Treatment) (Scotland) Act 2003 (will supersede the 1984) Act) ◆ Adult Support and Protection (Scotland) Act 2007 	<ul style="list-style-type: none"> Misuse of Drugs Act 1971 ◆ Criminal Procedure (Scotland) Act 1995 ◆ Criminal Law (Consolidation) (Scotland) Act 1995 ◆ Sexual Offences (Amendment) Act 2000 ◆ Criminal Justice (Scotland) Act 2003 ◆ Mental Health (Public Safety and Appeals) (Scotland) Act 1999 ◆ Plus working within other areas of legislation, e.g. Mental Health Act 2003 for mentally disordered offenders, etc
<p>Forthcoming Legislation:</p> <ul style="list-style-type: none"> ◆ Management of Offenders Bill ◆ Prevention of Sexual Offences (Scotland) Bill ◆ Prohibition of Female Genital Mutilation 			
<ul style="list-style-type: none"> ◆ Review of aspects of Community Care and Health (Scotland) Act 2002 and Regulation of Care (Scotland) Act 2001 			
			<ul style="list-style-type: none"> ◆ Protection of Children & ◆ Adoption legislation