

**Social Work Service**  
**Seirbheis Obrach**  
**Shòisealta**

**Service Plan**  
**Plana Seirbheis**  
**2009-2011**



**May 2009 Draft**  
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## SECTION 1

### EARRANN 1

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 Highland's children;
- promote safer communities; and
- enable and support people to live as independently as possible in their communities.

We will value our staff and ensure that we have clear policies, procedures and training to support them, equipping them for the task and enabling them to take responsibility for their practice and deliver services effectively.

#### **A Purpose of the plan, time-frame and how it will be monitored.**

#### **Adhbhar a' phlana, frèam-ama is mar a thèid a sgrùdadh**

This Service Plan is a strategic document which outlines how we will contribute to the delivery of the Council's Programme, *Strengthening the Highlands*. In addition, the Plan reflects the priorities stated in the Single Outcome Agreement. It details key actions required for the delivery and improvement of the statutory and core functions of the Service. Spanning the period 2009-2011, it is supported by a series of specific operational and project plans.

The Service Plan presents an overview of the Service's aims and objectives and details how resources will be targeted to secure these. It identifies the specific risks facing the Service and the actions that are in place to mediate them.

The Plan is an active, working document that is subject to regular review and updated by the Housing and Social Work Committee on an annual basis. Progress against the Plan is monitored on a quarterly basis, through the Chief Executive's Quarterly Performance Review

The plan will be useful to a range of people including:

- our staff;
- people who use, or may use, our services and their carers;
- elected members;
- other Council Services; and
- all of our partners or potential partners

Section 1 describes the background and context of the Plan. It details the Service's main functions; its structure; its resources; and reviews the Service's performance. Section 2 lists Social Work Service objectives over the next 2 years and summarises the enabling actions that are planned to meet those objectives.

## **B Structure, main functions and associated revenue and capital budgets**

### **Structair, prìomh dhreuchdan is buidseatan teachd-a-steach is calpa buntainneach**

The main 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, (for example most of its provisions relating to children were replaced by the Children (Scotland) Act 1995, and section 12A was added by the National Health Service and Community Care Act 1990, requiring local authorities to carry out an assessment of need before providing 'community care services (see Appendix I)), 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.

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

## **C Resources**

### **Stòrasan**

The Highland Council has set out its budget for 2009-10. It includes meeting the Programme commitments of the Highland Council; it allows for budget growth and pressures; and for efficiencies and savings. In total, the provision for the Social Work Service to meet its Programme commitments and for pressures and growth was agreed at £2.2m. It was also agreed that £2.5m of efficiencies and savings should be found. When added to the roll-forward budget (including an increase of £1.9m to account for inflation, pay increments), this represents a total net budget increase of £1.60m and a net revenue Budget for the Social Work Service of around £100m.

As well as increases to the budget for Care at Home (see section D), significant new resources have been identified for the following: improvement of our Care Home provision; to better meet the needs of people with learning disabilities; and to better support our foster carers. The Council has also

identified significant investment (around £21m) through its Capital Programme to ensure the building of five new Care Homes.

Efficiencies and savings are spread more widely. The five service sections (see Chart 1) have each taken the opportunity to review and rationalise their business processes, their staffing, charging policies and the provision of services to users and carers. Our ability to provide increased numbers of more flexible Care at Home packages should lessen our reliance on care home placements and associated costs.

Therefore one of the key resource issues that the Social Work Service must address in the lifetime of this Plan is to re-profile expenditure to spend more on supporting people in their own homes. The 2009-10 budget split between Care Homes and Care at Home reflects the efforts being made to address the imbalance. The Service has now completed a major restructuring of its Social Work Teams which should leave them better placed to work in partnership to better achieve the desired shift in the balance of care

The largest component of Social Work's Revenue Budget is to Community Care. Of the nearly £79.4m allocated to Community Care, £42.8m (54%) is for independent sector care. The Social Work Service is therefore committed to implementing its new Commissioning Policy to ensure that the monies spent on independent sector care are used as effectively and efficiently as possible.

The Social Work Service's Children and Families Budget for 2009-10 is £14.0m. The two largest components of that budget are for: the Children and Families Teams based in the community and who assess the risks children face and who are at the front line of Child Protection; and for Looked After Children, those children for whom the local authority has a statutory role in their upbringing. Our Children and Families Services work closely with partners in education, health and the police to ensure Highland's children get the best start in life. The Joint Committee for Children and Young People now has a distinct and separate budget to ensure the Integrated Children's Plan is effectively implemented.

The Criminal Justice Service's role is set out in the National Objectives and Standards for Social Work Services in the Criminal Justice System, which cover the provision of social enquiry reports and other court-based services, including the supervision of probation orders, community service and prison licences. It has an annual Revenue budget of around £3.5m - monies hitherto with the Northern Criminal Justice Authority to cover staff costs are now its responsibility, this has had an impact on the revenue budget.

**Revenue Budget**  
Buidseat Teachd-a-steach

Financial Year	Gross Revenue Budget (£m)
2009/10	123.7

**Breakdown of 2009/10 Budget  
 By Section**

2009/10	
Section	Net Budget (£m)
Children and Families	14.0
Community Care	79.4
Criminal Justice	3.5
Central Services (including Business Support and MQA)	3.4
<b>Total</b>	<b>100.3</b>

**By Staff and Other Costs**

2009/10	
Section	Budget (£m)
Staff costs	47.2
Other costs	76.5
<b>Total costs</b>	<b>123.7</b>
Income	23.4
<b>Net budget</b>	<b>100.3</b>

**Capital Budget**  
Buidseat Calpa

Year	Gross Budget (£m)
2009/10	10.3
2010/11	8.0
2011/12	8.2
<a href="#">Social Work Capital Programme; Housing and Social Work Committee 6 August 2008</a>	

Table 1

**D The Programme of the Highland Council, the Single Outcome Agreement, Statutory and Corporate Governance Priorities**

**Prògram Comhairle na Gàidhealtachd, Aonta na Buile Singilte, Prìomhachasan Riaghlaidh Reachdail is Corporra**

The aims of the Highland Council's Administration are to:

- make the Highlands one of Europe's leading regions;
- create sustainable communities with more balanced population growth and economic development across the Highlands; and
- build a fairer and healthier Highlands.

The Social Work Service has an important role to play in making this happen.

**What we will do for Highland's Children and Families**

**Na nì sinn airson Cloinn is Theaghlaichean na Gàidhealtachd**

We will:

- fully implement the Scottish Government's policy of "Getting it Right for Every Child (GIRFEC)" by 2009. This will ensure that all children get the help they need, whenever they need it;
- be better corporate parents of Highland's "looked after" children and, by working with our partners, help them to reach their full potential as they move into adulthood. This will be done by improving their educational outcomes, reducing reliance on out of authority placements and supporting them as they move into appropriate accommodation and into further or higher education, training or employment;
- provide better support for foster carers, including kinship carers, by investing an additional £420,000 over two years from 2009-10; and
- deliver and support a sustainable network of quality wraparound childcare and educational services for young children and their families by 2011.

**What we will do for Highland's Communities and Older People**

**Na nì sinn airson Choimhearsnachdan is Daoine nas Sine na Gàidhealtachd**

We will:

- build and run five new care homes for older people;
- ensure continued provision of Free Personal Care and work with the Scottish Government to secure sufficient resources into the future;
- increase the number of older people (and others in care) who can be supported in their own homes by providing an additional £1 million in

each year from 2008-9 to 2010-11 and by investing £4.7 million annually in aids, adaptations and Telecare services;

- work with NHS Highland and other stakeholders (users, carers and voluntary organisations) to produce an integrated community care plan for older people; people with physical and learning disabilities; people who have complex needs; people who misuse drugs and alcohol; misuse; homeless people; and people with mental health issues. Our aim is to support them to live in their own homes and communities for as long as possible and to ensure that both service users and carers are able to exercise more choice and control over their lives;
- work with partners, notably the police and the Scottish Government, to improve community safety by working to reduce: crime and fear of crime; anti-social behaviour; alcohol and drug related crime; reconviction rates; violence against women; and hate crimes. We will also work to improve levels of safe driving; and
- implement the Gaelic Language Plan and review it on an annual basis. We commit ourselves to the principle of equal respect for Gaelic and English languages and we recognise the diversity of indigenous language and dialects within the Highlands.

## **What we will do for Highland's Environment**

### **Na nì sinn airson Àrainneachd na Gàidhealtachd**

We will help to:

- reduce the Council's energy use and carbon emissions from our buildings by 15% (from a baseline of 2005) by reducing or avoiding energy costs.

## **What we will do to be more effective and efficient**

### **Na nì sinn gus a bhith nas èifeachdaiche is nas buadhaiche**

We will:

- continue to pursue best value for our service users, seeking efficiencies in the way we work and continuously reviewing the Council's spending programmes. We will modernise our services to achieve an annual 2% efficiency savings target;
- continuously review our performance to improve the way in which Council services are designed and delivered. We will do this by measuring our progress, reporting on it publicly and listening to our customers and communities;
- fulfil all of the Council's duties to promote equalities and to tackle discrimination and disadvantage. We shall do this as an employer; as a provider of public services; in community leadership; and through partnership working.

## **The Corporate Plan**

### **Am Plana Corporra**

The Corporate Plan is directly aligned to the Programme for the Administration and sets out the detailed measures and results that the Council expects to achieve for communities in the Highlands. The Corporate Plan is supported by this Service Plan. Section 2, below, sets out objectives and actions which are specifically linked to the key performance results sought in the Corporate Plan.

### **Single Outcome Agreement (SOA)**

#### ***Aonta na Buile Singilte***

The relationships local authorities in Scotland have with the Scottish Government are based upon an agreed set of National Outcomes, and described in Single Outcome Agreements (SOA).;

Highland's second SOA is currently being agreed with the Scottish Government; given new requirements in Government guidance and the way in which the Highland Community Planning Partnership is developing this document which contains new priorities. Social Work has an important contribution across a wide range of these local targets, which are detailed below:

#### Sustainable Highland Communities

- People across the Highlands have access to the services they need
- People are, and feel, safe from crime, disorder and danger
- Our communities take a greater role in shaping their future
- Public services are delivered effectively, efficiently and jointly

#### Safeguarding our environment

- Carbon emissions are reduced

#### A competitive, sustainable and adaptable Highland economy

- More people are supported into employment

#### A healthier Highlands

- Healthy life expectancy is improved especially for the most disadvantaged
- The health and independence of older people is maximised
- Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services

#### Better opportunities for all / A fairer Highland

- The impact of poverty and disadvantage is reduced
- The cycle of deprivation is broken through intervention in early years

Our Service will work with corporate partners to review the partnership arrangements in place to deliver these local outcomes; and, in doing so, consider closely the delivery arrangements and performance measures used to help us meet our objectives.

## **Corporate Governance Priorities**

### **Prìomhachasan Riaghladh Corporra**

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**

### **Co-ionannachdan**

Equal Opportunities legislation aims to ensure the prevention and elimination of discrimination across the six strands of race, gender, disability, age, sexual orientation, religion or belief. Statutory duties for local authorities have been introduced to encourage a proactive approach to the promotion of equal opportunities. The Service is committed to playing a full role in implementing the Highland Council's Race, Disability and Gender Equality Schemes.

The Social Work Service is committed to taking positive action to challenge discrimination. Where appropriate, we take steps to assess the potential discriminatory impact of any new policies, procedures and practices. The results of our Equalities Impact Assessments to date have been made available. 5 staff have completed training as assessors and we aim to have further numbers trained in 2009/10 when new opportunities become available. We have established a network of assessors within the service which is designed to provide support to individuals as well as promote standardisation and consistency of practice.

## **Efficiencies**

### **Èifeachdasan**

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

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

The Highland Council was allocated an efficiency savings target for 2008/09 of £8m, and this has been shared across Council services – Social Work was required to find efficiency savings in that year of £1.490m. The recent review of the 2008/09 budget efficiency savings for Social Work has highlighted that this target will be met by efficiency savings within the service of £0.845m plus part of the efficiencies in staff costs (total £0.940m) of £0.6.45m.

## **Customer Contact**

### **Seòladh Luchd-ceannach**

Staff who work in the Social Work Service in Highland have a strong and positive commitment to promoting good customer care. This is reflected in the quality and speed of response across the service on a day by day basis.

In the period 1st April 2008 to 31st March 2009, the customer care officer received 75 complaints, 2 less than the previous year. Of these 75 complaints, 40% were dealt with within the corporate or statutory deadlines. The breakdown of these figures is contained in the table below.

Response times have improved from last year: 51% (from 42%) of stage 1 complaints were dealt within the 10 day timescale and 21% (from 17%) of stage 2 complaints were responded to within the 28 day timescale.

Improving satisfaction with complaints handling, improving response times, seeking to increase the numbers of complaints handled satisfactorily on first contact and ensuring lessons are learnt and improvements result remain an ongoing priority for the Service.

## **Civil Contingencies**

### **Tuiteamasan Catharra**

The Social Work Service plays a full role in planning for civil contingencies: we provide services to the most vulnerable in society and, as such, we must plan to resiliently deliver those services whatever the circumstances. The role of Social Work Managers, for example, is contained within the Council's Business Continuity Plan for dealing with Pandemic Flu; this will allow for the flexible and targeted deployment of our resource.

Social Work is also included in Major Incident Plans: Area Plans exist which outline the roles of respective services – and Social Work Service Managers participate in ongoing exercises and simulations to be prepared to meet our requirement to co-ordinate and manage a reception Centre.

## **Health & Safety**

### **Slàinte & Sàbhailteachd**

The Social Work Service is committed to promoting a healthy and safe environment for its service users and staff. A senior manager chairs the Social Work Health and Safety Committee, which meets monthly. The Social Work Management Team also has health and safety as a standing item on its agendas. The Team has agreed the Health and Safety Plan which details three main priorities for action:

- to reduce the number and seriousness of slips, trips and falls;
- to improve moving and handling practices, have fewer accidents as a result and fewer people off work with back problems; and
- to improve how the Service responds to violent incidents by improving support to staff and reducing stress.

Performance in these areas is monitored: accidents caused by slips, trips and falls fell by 52 from the previous years figures to 351 in 2008-9; handling and

lifting accidents and the number of reported acts of violence rose slightly in 2008-9 to 24 and 27 respectively

The Social Work Service is also implementing a strategy and action plan to address the high levels of staff absence across the service and promote positive attendance. It has set a target for reduction of 20%. The Service is now satisfied that it provides robust and clear guidance for both managers and staff, which clearly states where responsibilities lie. Additional training for team and unit managers has been commissioned and further use of 'Work Positive' is being actively promoted as a means of identifying and managing stress in the workplace.

## **Sustainability**

### **Seasmhachd**

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 using innovative approaches 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 been made in our energy use of gas (-22%), and electricity (-6%); use of oil however has seen an increase (4%): the total reduction by the end of 2007-8 was 6%.

The new Children's unit, Oakwood, is, and the planned 5 new care homes will be, super-insulated and incorporate a range of renewable technologies in order to minimise energy costs and reduce carbon footprints.

## **Best Value Improvement Plan**

### **Plana Leasachaidh Feabhas Luach**

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 Statutory Performance Indicators (SPIs) in the bottom quartile of Council performance and reducing the number of SPIs which are worsening. All SPIs are reported as part of the chief's Executive's Quarterly Service Review, where the Director and the Management Team are accountable and required to demonstrate specifically how they are working to improve performance.

## **Employee Survey**

### **Suirbhidh Luchd-obrach**

The fourth Highland Council Employee Survey was undertaken in November 2007. Staff opinions were gathered in detail and services have developed detailed action plans to address issues raised.

Our Service's improvements focus on improvement in the following areas:

Communication – newsletters and ‘dialogue meetings’ with staff will continue and access to better quality web-based information will be made available; Personal Development – higher profile will be given to PDPs for staff, they have been highlighted in the updated Supervision Policy and Standards and a compliance exercise is being undertaken;

Pay and Terms and Conditions – including the introduction of three new tiers of worker and guaranteed hours for Home Carers and a new focus on of stress management across the workforce;

Working Environment – new premises such as the Dingwall office have resulted in an immediate improvement whilst others, such as the Kinmylies Building, require a rolling programme of repair and maintenance in order to bring about an improved working environment. A user group has been established at Kinmylies;

General - managers of the new community-based teams have each completed a comprehensive 4-day induction programme and access to the MDP5 programme has been widened to include a larger number of managers.

## **Gaelic Language Plan**

### **Plana na Gàidhlig**

The Social Work Service is committed to understanding and recognising the cultural and linguistic identity of all of its service users, carers and staff; and it aims to work with Council partners to promote the issues in relation to increasing the use of Gaelic.

The Service is fully included in the Council’s Gaelic Language Act Implementation Group and seeks to support the Council to play a leading role in the development of Gaelic medium pre-school and childcare provision. Managers who have attended have been enthusiastic about the Gaelic awareness training. Remaining managers will undertake the training once further provision becomes available.

## **Recession Action Plan**

### **Plana-gnìomha Seacaidh**

As a response to the economic downturn, an action plan was introduced by the Highland Council in December 2008. This identified a number of short-term (within the next six weeks), medium term (within the next three months) and long term actions (beyond the next three months) for the Council. A lead Director has been identified for each action and these will be reported to the Council on a regular basis. As part of this, the Director of Social Work has undertaken to ensure the successful implementation of our capital programme. This has the potential to create significant numbers of construction jobs with multiplier impacts.

We are also working with colleagues in the Finance Service to arrange workshops for frontline staff which will ensure that they can advise service users and carers appropriately, in order that they can access the full range of financial and other benefits that are available to them.

## E Review of Performance and Progress

### Ath-bhreithneachadh de Choileanadh is Adhartas

While the focus of Service Plan remains forwarding-looking in terms of actions to deliver the range of our commitments, this section of the Plan provides comprehensive performance information on our delivery of the Programme of the Highland Council, 'Strengthening the Highlands':

#### What we will do for Children and Families

##### Na nì sinn airson Cloinn is Theaghlaichean

*“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 2009.”*

In 2008-9 there were 142 **fewer referrals** to the Children’s Reporter than in 2006-7: 1258 compared to 1400. Figures are demonstrating a year on year fall.

The **number of Looked-After Children also fell**: from 520 in 2006-7 to 474 in 2007-8 and then again to 457 at the end of 2008-9.

The **number of Looked After Children on Supervisions Requirement at Home fell** from 221 in 2006-7 to 174 in 2007-8 and to 162 by the end of 2008-9. The number of children on supervision away from home reduced slightly from 300 in the final quarter of 2007-8 to 295 for the same period in 2008-9.

The **number of vulnerable families assisted through the Surestart funding stream has increased** significantly: from 798 in 2006-7; 1186 in 2007-8 to 1499 for 2008-9.

The **numbers of parents accessing funded parenting programmes has risen** from 232 in 2007-8 to 310 throughout 2008-9.

*“Be better corporate parents of Highland’s “looked after” children and, by working with our partners, help them to reach their full potential as they move into adulthood. This will be done by improving their educational outcomes, reducing reliance on out of authority placements and supporting them as they move into appropriate accommodation and into further or higher education, training or employment.”*

Within a context of steadily falling numbers of Looked-After Children, other areas of performance remain.

Reducing the length of time that children are looked after: **more children were looked after for the shortest measured length of placement, the numbers looked after for less than 6 weeks increased** from 5 at the end of 2006-7 to 15 at the end of 2008-9; **fewer children were looked after for the longest time**, those for over five years in the same period dropped from 57 to 45.

Reducing the proportion of children looked-after away from home. There was a **slight increase in the proportion of children looked after away from home** from 63% in 2007-8 to 65% in 2008-9.

Reducing the number of placements for Looked-After children: **the number of Looked-After children who had had 3-5 placements grew.** At the end of 2007-8 there were 59; this grew to 89 by the end of 2008-9.

Reducing the number of children placed in out of authority placement: there has been **little change** in the last 2 years, 41 at the end of 2006-7 to 38 at the end of 2008-9.

*“Deliver and support a sustainable network of quality wraparound childcare and educational services for young children and their families by 2011.”*

By the end of 2008-9 there were 17 wraparound child care services. There has been **no increase** from 2006-7. The target is 29, one for each associated school group, but 24 is suggested for 2010-11.

## **What we will do for Communities and Older People**

### **Na nì sinn airson Choimhearsnachdan is Daoine nas Sine**

*“Build and run five new care homes for older people”*

Outline planning permission is now in place for 4 of the 5 sites (Fort William, Inverness, Muir of Ord, and Tain) and consultation with service users, carers, staff and the community is well underway. Construction of the first three will start in May of 2010 with completion in May/June of 2011. Construction and completion of the new care home in Tain will be about six months behind these. The fifth care home at Grantown on Spey is currently being progressed through discussions with NHS Highland about the possibility of a joint facility.

*“Increase the number of older people (and others in care) who can be supported in their own homes by providing an additional £1 million in each year from 2008-9 to 2010-11 and by investing £4.7 million annually in aids, adaptations and telecare.”*

**The percentage of clients who receive intensive Home Care (more than ten hours per week but less than 20) has risen** from 15% at the end of 2007-8 to 17% at the end of 2008-9. Those with the largest input (over 20 hours) have risen from 36 to 39 (number) over the same period.

**The number of overall hours of Home Care delivered to older people has risen only slightly:** from 9,851 in the last quarter of 2007-8 to 9904 for the same period in 2008-9.

**The percentage of older people receiving personal care at home has seen a steady increase** – from 56% in 2005.6 to 89% for 2008-9.

**£5.565m has been invested in aids and adaptations** over the 15 months, £4.9m to end March 2008 and £665,000 from April to end June 2008. During this period changes in business process and the involvement of handyperson schemes have been implemented to speed up delivery.

*“Work with NHS Highland and other stakeholders (users, carers and voluntary organisations) to produce an integrated community care plan”*

During 2007-8 the Council agreed with NHS Highland to establish a Leadership and Performance Board which will oversee the production and delivery of a Joint Community Care Plan. The Plan will incorporate work already undertaken in relation to the development of: a strategy for older

people; a Carers Information Strategy; and the updated 'Partnership in Practice' for learning disability.

Consultation and engagement around joint community care planning is well underway. An initial Stakeholder Forum has been held and planning for a broader community engagement is underway; a new website is being developed; and timescales for the production of the Plan are being adhered to.

*"Work with partners, especially the police and the Scottish Government, to improve community safety by working to reduce crime and fear of crime; anti-social behaviour; alcohol and drug related crime; reconviction rates; violence against women and hate crimes."*

During 2008 the priorities for community safety were agreed with Northern Constabulary, the Highlands and Islands Fire and Rescue Service and other partners. These were included in the 'Single Outcome Agreement,' with a full suite of performance measures from 2008 onwards.

Specific performance measures were contained in the corporate plan. These indicate **improvements in the fear of youth crime** (a drop from 54% to 51% of survey respondents between 2006 and 2008). However the **number of persistent young offenders has remained fairly stable** (dropping from 94 in the first half of 2007-8 to 93 in the same period in 2008-9) although these numbers are low.

There was an **increase in the percentage of sex offenders receiving a review** (from 71% to 77%) from the final quarter of 2007-8 to that of 2008-9.

## **Social Work Inspection Agency (SWIA) Performance Inspection**

### **Sgrùdadh Coileanaidh na Buidhne-sgrùdaidh Obrach Shòisealta (SWIA)**

In January 2009, SWIA published the findings from its Follow up Inspection in November 08 of the Social Work Service in Highland. A detailed report was submitted to the Housing and Social Work Committee in March.

SWIA's aim was to review our Service's progress against the 21 recommendations made in its original performance inspection report in May 07 and the report contained an appraisal of the work undertaken subsequently to achieve improvements.

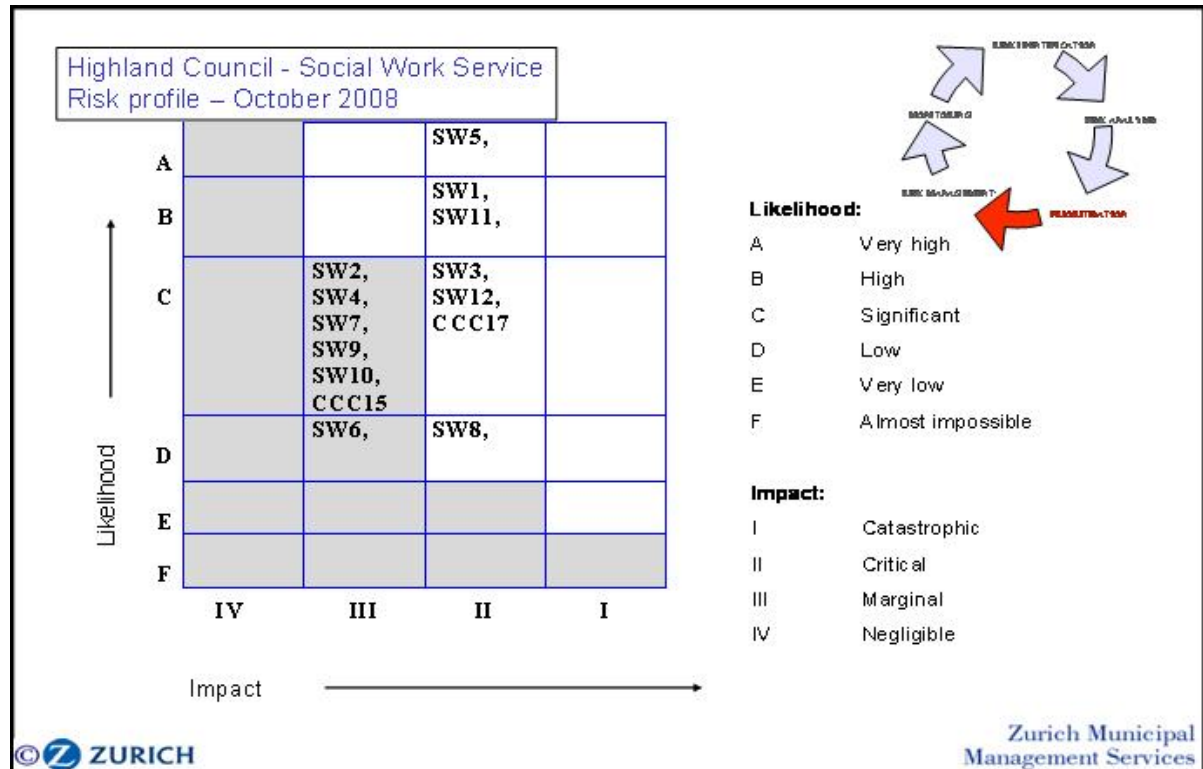
SWIA judged our progress against the large majority of their recommendations to be positive, and this covers work in relation to: internal communication; staff induction and support; the implementation of GIRFEC and support to Looked-After children; and the commissioning of care at home services for older people. The report also comments favourably on our policy development in the areas of: transitions; access thresholds in community care; and out-of hours social work.

In other areas the report highlights the need to further our efforts and to build on the work already being done in respect of: support to carers,

commissioning and partnership working with Health. Given that work is now well underway to engage and plan with key partners and stakeholders in community care, we are confident as we look to the future that our continuing efforts will better translate into positive outcomes for users, carers and staff.

## F Risks

### Cunnartan



The proactive management of risk at 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.

Chart 5

Risk Number	Risk Rating	Short Name
SW1	B2	Management of sex offenders, including adolescent sex offenders
SW2	C3	Corporate parenting for care leavers
SW3	C2	Meeting responsibilities in respect of mental health legislation
SW4	C3	Shifting the balance of care from care homes to home based care
SW5	A2	Ability to manage change in service restructure
SW6	D3	Producing clear commissioning strategy
SW7	C3	Reliance on outwith authority placements
SW8	D2	Coping with demographic change in communities
SW9	C3	Utilisation of CareFirst Benefits
SW10	C3	Adequacy of workforce planning
SW11	B2	Managing transitions – including care leavers
SW12	C2	Continued high rates of staff absence
CCC15	C3	Corporate parenting responsibilities
CCC17	C2	Public protection and safety arrangements

The most salient risks for the Service - ones which we must act upon to reduce our vulnerability – are in the un-shaded area of Chart 5. Of those the identified risks SW1 and CCC17 are specifically covered by the commitment of ‘Strengthening the Highlands’ to improve Public Safety. Similarly SW8 is addressed in the commitment to increase the amount of Care at Home and increase the numbers of people being cared for in their own homes. Another salient risk, SW11, is the subject of recommendations from SWIA. In Section 2: Service Improvement Objectives, below, the detail of actions aimed at ensuring that we meet the Administration’s commitments and SWIA’s recommendations are given under the appropriate objective.

Three other risks SW3, SW5 and SW12 are all assessed to be salient and therefore need to be addressed by the Service. Specific objectives are contained in Section 2 which identify the actions considered necessary to manage the risk of a negative impact in these areas.

Management of these risks is regularly reviewed as an integral part of the Chief Executive’s Quarterly Performance Review.

**SECTION 2: Service Improvement Objectives**  
**EARRANN 2: Amasan Leasachaidh na Seirbheis**

**1. What we will do for Children and Families**  
**Na nì sinn airson Cloinn is Theaghlaichean**

<b>Id.</b>	SWS 1		
<b>Objective.</b>	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 2009.		
<b>Ref.</b>	<b>STH 1.2</b>		
<b>Lead Officer.</b>	Head of Children's Services		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>No of children involved in case conferences</li> <li>No. of children on child protection register</li> <li>% of children who had previously been on the register</li> <li>Supervision - % of children on supervision order seen within 15 days (SPI)</li> <li>Reduce referrals to Children's Reporter (CP 1.03)</li> <li>Reduce number of reports to SCRA (CP 1.04)</li> <li>Reduce total numbers of LAC (CP 1.05)</li> <li>No increase in the number of persistent young offenders (CP 2.34).</li> <li>Reduction in communities reporting fear of (youth) crime.</li> <li>Maintenance of good grading reports from inspections of the Child Protection Committee (CP 1.07)</li> <li>Increase the level of respite services provided to young people with disabilities</li> </ul>		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Ensure that children and young people are listened to, understood and respected..		Quarterly
2	Evaluate strategies to minimise harm for children and young people.		Quarterly
3	Evaluate whether children and young people are helped by the actions taken in immediate response to concerns.		Quarterly
4	Improve planning and availability of resources to ensure that children and young people's needs are met		Quarterly
5	Involve children, young people and their families in key processes		Quarterly
6	Increase public awareness of the safety and protection of children and young people.		Quarterly
7	Improve information sharing and recording within and across agencies		Quarterly
8	Improve recognition and assessment of risks and needs		Quarterly
9	Ensure interagency policies and procedures are fit for purpose and disseminated		Quarterly
10	Provide appropriate access to a comprehensive range of training and development opportunities for staff		Quarterly
11	Significantly improve the range and appropriateness of services in		Quarterly

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	Highland for women and children who have experienced Violence Against Women	
12	Provide opportunities for young carers to identify themselves and to be aware of their rights	Quarterly
13	Ensure mechanisms are in place to identify young carers and also children in vulnerable families who are likely to take an inappropriate caring role in the future.	Quarterly
14	Ensure mechanisms are in place to support family members who otherwise would rely on children and young people taking on caring roles.	Quarterly
15	Ensure that young carers have opportunities to be assessed to establish any additional support needs and be supported through periods of transition and vulnerability	Quarterly
16	Increase Electronic sharing of information by agencies (CP 1.06)	Quarterly
17	All children who require additional specialist assessment will experience this as part of the co-ordinated approach to meeting their additional support needs.	Quarterly
18	All children with disabilities will be supported in school and through transition to positive destinations in adulthood through implementing the Transitions process, including the application of the 3, 2, 1 process and the early involvement of adult services.	Quarterly

<b>Id.</b>	SWS 2
<b>Objective.</b>	Be better corporate parents of Highland's "looked after" children and, by working with our partners, help them to reach their full potential as they move into adulthood. This will be done by improving their educational outcomes, reducing reliance on out of authority placements and supporting them as they move into appropriate accommodation and into further or higher education, training or employment.
<b>Ref.</b>	<b>STH 1.3 (inc. SWIA 1)</b>
<b>Lead Officer.</b>	Head of Children's Services
<b>Resource</b>	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Reduce the number of LAC away from Home with 3-5 placements (CP1.08a)</li> <li>• Reduce the number of LAC away from Home with 6 or more placements (CP1.08b)</li> <li>• Reduce the number of LAC looked after – 1 year to under 2 (CP 1.09a)</li> <li>• Reduce the number of LAC looked after – 2 years to under 5 years (CP1.09b)</li> <li>• Reduce the number of LAC looked after – 5 or more years (CP1.09c)</li> <li>• Reduce the proportion of children who are looked after away from home (CP1.10)</li> <li>• Reduce the number of children placed outwith the authority (CP1.11)</li> <li>• More looked after children moving into supported housing arrangements (CP1.12)</li> <li>• Maintain 100% of young people leaving care with a Pathway Plan (CP1.13)</li> <li>• Increase proportion of looked after children in kinship care (CP 1.14)</li> <li>• Increase the % of care leavers in education , training and employments (measured @18 years) (CP 1.20a)</li> <li>• Increase % of LAC ceasing to be looked after at home attaining SCQF level 3 in at least one subject (LO 7.N)</li> </ul>

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	<ul style="list-style-type: none"> <li>• Increase % of LAC ceasing to be looked after away from home attaining SCQF level 3 in at least one subject</li> <li>• Increase the proportion of LAC with an appropriately reviewed health plan</li> <li>• Increase the % of care staff in residential homes for children who are appropriately qualified (SPI (ECS) 26)</li> <li>• 40% of staff working in L.A. residential units for children and young people to be trained in basic awareness of Violence against Women (CP 2.40)</li> </ul>	
<b>Risk</b>	SW2; SW7; SW11; CCC15	
<b>Date Equalities screening conducted:</b>		
<b>By (initials)</b>		
	<b>Equalities Impact Assessment conducted:</b>	
	<b>Date Published</b>	
Enabling actions		
	Review Date	
1	Ensure Highland children have access to good nutrition throughout infancy, childhood and adolescence to offset obesity and related health problems and poor dental health	Quarterly
2	Promote achievement for children from vulnerable groups, and children who are looked after or have Additional support needs	Quarterly
3	Promote achievement for children from vulnerable groups, including the lowest performing 20% and children who are looked after or have special needs.	Quarterly
4	Ensure quality service provisions by supporting staff to gain accredited qualifications to enable registration with the SSSC and improve training opportunities for CPD. Continue to support integrated children's workforce development to provide better outcomes for children and families.	Quarterly
5	Enhanced throughcare arrangements and service provision to ensure young people who were looked after are encouraged and enabled to become successful learners, valuable contributors to society and meet their full potential.	Quarterly
6	Provide appropriate access to a comprehensive range of training and development opportunities for staff.	Quarterly

<b>Id.</b>	SWS 3
<b>Objective.</b>	Provide better support for foster carers, including kinship carers, by investing an additional £420,000 over two years from 2009-10.
<b>Ref.</b>	<b>STH 1.4</b>
<b>Lead Officer.</b>	
<b>Resource</b>	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Financial monitoring to evidence resources</li> </ul>
<b>Risk</b>	
<b>Date Equalities screening conducted:</b>	
<b>By (initials)</b>	
	<b>Equalities Impact Assessment conducted:</b>
	<b>Date Published</b>
Enabling actions	
	Review Date

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<b>Id.</b>	SWS 4		
<b>Objective.</b>	Deliver and support a sustainable network of quality wraparound childcare and educational services for young children and their families by 2011		
<b>Ref.</b>	<b>STH 1.5</b>		
<b>Lead Officer.</b>	Head of Children's Services		
<b>Resource</b>	To be reviewed		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Each of the 29 Associated School Group, ASG, to have at least one wraparound provider</li> <li>• Increase the number of vulnerable families of 0-3 year olds accessing services supported by "Surestart" funding stream (average of quarterly reports)</li> <li>• Increase the number of parents participation in funded parenting programmes (average of quarterly reports)</li> </ul> Youth worker present in every ASG		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
Enabling actions			Review Date
1	Work with partners to ensure at least one wraparound service is available within every Associated School Group (ASG)		2011
2	Work with the Scottish Government to maintain principle of providing accessible, affordable childcare to all (CP)		2011
3	Provide a continuum of service for families with children from pre-birth by ensuring that Early Years and Childcare Services are an integral part of all relevant planning processes through to and including Community Plans.		2011
4	Develop and strengthen a range of services providing a balanced range of accessible and adaptable family support, childcare and early years' services.		2011

<b>Id.</b>	SWS 5		
<b>Objective.</b>	The Service will continue to monitor 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.		
<b>Ref.</b>	SWIA 8		
<b>Lead Officer.</b>	Head of Operations Community Care Co-ordinator, Disability Services		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Maintain 100% of young people leaving care with a Pathway Plan (CP1.13)</li> <li>• More looked after children moving into supported housing arrangements (CP1.12)</li> <li>•</li> </ul>		
<b>Risk</b>	<b>SW11</b>		

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<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Enhanced throughcare arrangements and service provision to ensure young people who were looked after are encouraged and enabled to become successful learners, valuable contributors to society and meet their full potential.		2010
2	All children with disabilities will be supported in school and through transition to positive destinations in adulthood through implementing the Transitions process, including the application of the 3, 2, 1 process and the early involvement of adult services.		2010

## 2. What we will do for Communities and Older People

### Na nì sinn airson Choimhearsnachdan is Daoine nas Sine

<b>Id.</b>	SWS 6		
<b>Objective.</b>	To build and run 5 new care homes for older people		
<b>Ref.</b>	<b>STH 2.1</b>		
<b>Lead Officer.</b>	Head of Operations (Criminal Justice and Central Service)		
<b>Resource</b>	Capital costs estimated at £21m.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>5 new Council care homes built to national standards providing care to 168 residents (CP1.10)</li> </ul>		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>	Oct 2007	<b>Equalities Impact Assessment conducted:</b>	December 2007
<b>By (initials)</b>	IT/GG	<b>Date Published</b>	N/A
<b>Enabling actions</b>			<b>Review Date</b>
1	Progress with Project Plan		Quarterly
2	Planning permission to be secured on all sites. (4 of 5 complete)		Quarterly
3	Design to be agreed for each care home – design agreed for 3 care homes		Quarterly
4	Consultation to be completed with all staff, residents and communities – staff and residents consulted on design		Quarterly
5	Ongoing planning links with NHS Highland to be maintained		Quarterly

<b>Id.</b>	SWS 7		
<b>Objective.</b>	Ensure continued provision of free personal care and work with the Scottish Government to secure sufficient resources into the future		
<b>Ref.</b>	<b>STH 2.4</b>		
<b>Lead Officer.</b>	Head of Operations (Community Care)		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>60% of free personal care assessments carried out within 15 days and no waiting lists for service delivery (CP 2.07)</li> </ul>		
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment</b>	

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<b>By (initials)</b>		<b>conducted:</b>	
		<b>Date Published</b>	
Enabling actions			Review Date
1	Continue to work with our partners within CoSLA and the Scottish Government to monitor the successful implementation of the policy	Quarterly	
2	To introduce more streamlined eligibility and assessment processes, taking account of the Sutherland Review)	Aug 2009	

<b>Id.</b>	SWS 8		
<b>Objective.</b>	Increase the number of older people (and others in care) who can be supported in their own homes by providing an additional £1 million in each year from 2008-9 to 2010-11 and by investing £4.7 million annually in aids, adaptations and telecare		
<b>Ref.</b>	<b>STH 2.6</b>		
<b>Lead Officer.</b>	Head of Care at Home		
<b>Resource</b>	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		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Increase number and % of older people with an enhanced telecare service (CP 2.12)</li> <li>• Increase the availability and targeted take up of respite equivalent to 3000 additional bed nights by March 2010. (9274 bed nights) (CP 2.13)</li> <li>• 10% increase (to 1202) of older people getting home care at weekends (CP 2.09)</li> <li>• 15% increase (to 455) of older people getting home care in the evenings or overnight (CP 2.10)</li> <li>• Increase number and percentage of older people receiving intensive care at home of between 10 and 20 hours (CP 2.11)</li> <li>• Increase the number of people 65+ receiving care in evenings / overnight (SPI)</li> <li>• Increase the number of people 65+ receiving care at weekends (SPI)</li> <li>• Increase the total number of home care hours per 1000 pop. 65+ (SPI))</li> <li>• Increase the no. &amp; % of people 65+ receiving personal care at home (SPI)</li> </ul>		
<b>Risk</b>	SW4; SW8		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
Enabling actions			Review Date
1	Implementation plan to be reviewed for Care at Home	May 2009	
2	Modernisation of workforce to be completed	Summer 2009	
3	New Care at Home teams to become fully operational	Summer 2009	
4	Newly commissioned Care at Home service to be introduced	Sept 2009	

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	September 09	
5	New Telecare Co-ordinators to be recruited	Completed
6	Information strategy to be developed to ensure newly commissioned services (care at home) are fully utilised	Ongoing
7	Additional management capacity to be created with operational focus	Completed
8	Improved management information re care at home to be made available	Ongoing
9	Care home admissions to be reported weekly and scrutinised	Weekly
10	Review use of existing respite capacity	ongoing

<b>Id.</b>	SWS 9		
<b>Objective.</b>	To work with NHS Highland and other stakeholders to produce an integrated community care plan		
<b>PfA Ref.</b>	<b>STH 2.7 (inc. SWIA 21) ; SOA 6</b>		
<b>Lead Officer.</b>	Programme Manager (MQA)		
<b>Resource</b>	Staff time.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Stakeholder Forum for community care to be established early in 2009 (CP 2.15)</li> <li>Community Care Plan to be developed in 2009 (CP 2.14)</li> </ul>		
<b>Risk</b>	SW4; SW6; SW8		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Regular Stakeholder Forum established; 2 <sup>nd</sup> event for Summer '09		
2	Community Engagement Plan to be completed in conjunction with HCCF		
3	Comprehensive draft of plan to H&SW Committee in Sept'09		Sept 2009
4	Joint Community Care Plan to be Completed Dec 2009		Dec 2009
5	There will be ongoing work with NHS Highland to agree new management and service arrangements for a new community health and care partnership for the Highlands (SWIA 21)		Ongoing

<b>Id.</b>	SWS 10		
<b>Objective.</b>	Work with partners, especially the police and the Scottish Government, to improve community safety by working to reduce crime and fear of crime; anti-social behaviour; alcohol and drug related crime; reconviction rates; violence against women and hate crimes.		
<b>Ref.</b>	<b>STH 2.11</b>		
<b>Lead Officer.</b>	Head of Operations (Criminal Justice and Central Service)		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>100% of sex offenders requiring review received review within national standards timescale (CP 2.35)</li> <li>Reduce reconviction rates by 2% by 2011 (CP 2.39)</li> </ul>		
<b>Risk</b>	SW1; CCC17		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>			

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		Date Published	
Enabling actions			Review Date
1	MAPPA arrangements agreed across NCJA		In operation
2	Scrutiny of MAPPA role in public protection agenda to be completed		Summer 2009
3	Information to inform 2 <sup>nd</sup> annual report of MAPPA arrangements to be completed		Summer 2009

<b>Id.</b>	SWS 11		
<b>Objective.</b>	Contribute to a reduction in problematic alcohol and substance misuse		
<b>Ref.</b>	<b>(STH 2.8)</b>		
<b>Lead Officer.</b>	Head of Operations (Criminal Justice and Central Service)		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Increase the number of people recovering from drug and alcohol problems entering training, education and employment (CP 2.19)</li> <li>• Reduce the number of drug related deaths (CP 2.20)</li> </ul>		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
Enabling actions			Review Date
1	Improved intervention for those misusing alcohol through appropriate screening and time-limited interventions		Ongoing
2	Train team managers (specialist MH and substance misuse teams) in substance misuse in 2009 (CP 2.18)		Autumn 2009
3	Better information sharing between Community Safety and Substance Misuse services		Ongoing
4	New planning arrangements to be outlined for local alcohol and drug service partners		Autumn 2009
5	Lifestyle survey to be undertaken with secondary school pupils to inform service planning		2010

<b>Id.</b>	SWS 12		
<b>Objective.</b>	Implement the Gaelic language Plan and review it annually. We commit ourselves to the principle of equal respect for Gaelic and English languages and we recognise the diversity of indigenous language and dialects in the Highlands		
<b>Ref.</b>	<b>STH</b>		
<b>Lead Officer.</b>	Programme Manager		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>			
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	

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Enabling actions		Review Date
1	All managers will be expected to complete the corporate Gaelic awareness training course	Dec 2009
2	Service will maintain its role within all Gaelic medium schools	Ongoing
3	Service will continue to assess and take account of the cultural and linguistic identity of service users in its service provision e.g. in residential and foster care placements	Ongoing

<b>Id.</b>	SWS 13		
<b>Objective.</b>	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 for children's services should be considered for community care services.		
<b>Ref.</b>	<b>SWIA 4, SWIA 5</b>		
<b>Lead Officer.</b>	Head of Business Support		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Strategy produced</li> <li>• Information resources available</li> </ul>		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Date Equalities screening conducted:</b>	
<b>By (initials)</b>		<b>By (initials)</b>	

Enabling actions		Review Date
1	Information Strategy to be completed	Aug 2009
2	Consultation on strategy to be completed	Oct 2009
3	Production of implementation plan for the a Joint NHS/THC website for Community Care to be completed	Aug 2009
4	Joint NHS/THC website for Community Care to be fully operational end Dec '09	Dec 2009
5	A suite of Social Work information booklets will be completed in 2009	Dec 2009

<b>Id.</b>	SWS 14		
<b>Objective.</b>	The Service will continue to monitor its out of hours' provision.		
<b>Ref.</b>	<b>SWIA 10</b>		
<b>Lead Officer.</b>	Head of Operations (Criminal Justice and Central Service)		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>			
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>	Oct 07	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (initials)</b>	IT	<b>Date Published</b>	

Enabling actions		Review Date
1	Implement a plan to establish a full-time social work out of hours service team	Summer 2009

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2	Plan to involve staff linking with NHS 24 but retain separate service	Summer 2009
3	Consult with Trade Unions	Summer 2009
4	Report outlining costs for out of hours social work service to be agreed and circulated to staff for consultation	Autumn 2009

<b>Id.</b>	SWS 15		
<b>Objective.</b>	The social work service in conjunction with its partners, particularly NHS Highland and carers' groups with introduce a Carers Strategy covering the period 2009-12.		
<b>Ref.</b>	<b>SWIA 16</b>		
<b>Lead Officer.</b>	Project Manager (Service Planning)		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>			
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>	May 08	<b>Equalities Impact Assessment conducted:</b>	Ongoing
<b>By (initials)</b>	IT	<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Completed strategy to go to Joint Leadership and Performance Board for adoption in Aug '09		Aug 2009

<b>Id.</b>	SWS 16		
<b>Objective.</b>	Implementation of the Commissioning strategy.		
<b>Ref.</b>	<b>SWIA 17</b>		
<b>Lead Officer.</b>	Head of Business Support		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Service strategies detail information required to commission efficient and effective services</li> <li>Improved joint working and commissioning with NHS</li> </ul>		
<b>Risk</b>	SW6		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Training programme for Social Work Staff on contract commissioning, management and monitoring		On-going
2	Agree table and arrangements with NHS for joint commissioning		August 2009

<b>Id.</b>	SWS 17		
<b>Objective.</b>	Work should continue to complete the review of voluntary organisations and the issuing of up to date service level agreements, supported by appropriate contract monitoring arrangements. These monitoring arrangements should be sustained with adequate resources and a transparent		

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	partnership with the voluntary sector.		
<b>Ref.</b>	<b>(STH 2.19) (SWIA 18)</b>		
<b>Lead Officer.</b>	Head of Business Support		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Robust monitoring arrangements in place</li> <li>• Service level agreements in place</li> </ul>		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
Enabling actions			Review Date
1	Service contracts with organisations worth over £100k to be completed by July '09		July 09
2	Service contracts with organisations jointly funded with the NHS to be completed by September '09		Sept 09
3	Service contracts with organisations worth below £100k to be completed by April '10		April 10

<b>Id.</b>	SWS 18		
<b>Objective.</b>	To monitor and respond operationally to the challenges of meeting our statutory duties in relation to mental health legislation. To recruit and train Mental Health Officers to ensure all geographical and service areas are adequately covered.		
<b>Ref.</b>			
<b>Lead Officer.</b>	Project Manager (Mental Health and Learning Disability)		
<b>Resource</b>	From existing resources.		
<b>Key Performance Results</b>			
<b>Risk</b>	<b>RISK SW3</b>		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
Enabling actions			Review Date
1	Establish and maintain a database detailing numbers of approved MHOs and records relating to training and accreditation		September 2009
2	Ensure that the recruitment of new Social Workers takes account of the commitment of the Service to having at least one MHO in each of the community care teams.		Ongoing
3	Ensure timely recruitment of Social Workers to MHO training programme so that identified gaps in service provision are addressed		May 2009
4	Ensure that professional support and mentoring to MHOs is in place		Ongoing
5	Provide regular reports to Head of Service and Management regarding use of MHO service and highlighting any issues, as necessary		Ongoing
6	Provide training to a range of staff on mental health legislation and review provision on a regular basis		Ongoing

<b>Id.</b>	SWS 19		
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<b>Objective.</b>	To monitor and respond operationally to the challenges of managing change within a significant service restructure.		
<b>Ref.</b>			
<b>Lead Officer.</b>	Director of Social Work		
<b>Resource</b>			
<b>Key Performance Results</b>			
<b>Risk</b>	<b>RISK SW5</b>		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Ensure major change is managed through robust processes, including Programme Boards (e.g. Care at Home)		Quarterly
2	Ensure that there are clear governance arrangements in place to support change		Quarterly
3	Ensure that decisions made at a strategic level are taken forward and implemented at an operational level, for example through frequent Community Care management Team meetings		Quarterly

### 4. What we will do for the Environment

#### Na nì sinn airson na h-Àrainneachd

<b>Id.</b>	SWS 20		
<b>Objective.</b>	Reduce the Council's energy use and carbon emissions from our buildings by 15% by 2010-11, from a baseline of 2005, by reducing or avoiding energy costs		
<b>Ref.</b>	<b>STH 4.7</b>		
<b>Lead Officer.</b>	Head of Operations (Criminal Justice and Central Service)		
<b>Resource</b>	In collaboration with Chief Executive's Office and the Energy Management Performance Plan		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Reductions in oil, electricity and gas use by 15% (baseline 2005) by 2010-11</li> </ul>		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>	N/A	<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	To work with staff to increase behaviours aimed at reducing energy use.		Ongoing
2	To work with Corporate colleagues to monitor energy use in Social Work buildings		Ongoing
3	To review the complete energy champions list		Autumn 2009
4	Managers to report on comparative consumption rate		Quarterly
5	Managers to revitalise supervisory control of energy usage		Quarterly
6	To explore the opportunities incentives aimed at behavioural change (by %)		Ongoing

**5. What we will do for to be more Effective and Efficient**

**Na nì sinn gus a bhith nas Èifeachdaiche is nas Buadhaiche**

<b>Id.</b>	SWS 21		
<b>Objective.</b>	Continue to pursue best value for our residents and service users, seeking efficiencies in the way we work and continuously review the Council's spending programmes. We will modernise our services to achieve an annual 2% efficiency savings target.		
<b>Ref.</b>	<b>STH 5.1</b>		
<b>Lead Officer.</b>	See below.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Business Support – reduction in staffing levels</li> <li>•</li> </ul>		
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1.	Comprehensive review of tasks undertaken within Business support to identify efficiencies. Lead officer – Head of Business Support		Sep 2009 and quarterly thereafter

<b>Id.</b>	SWS 22		
<b>Objective.</b>	Continuously review our performance to improve the way in which Council services are designed and delivered. We will do this by measuring our progress, reporting on it publicly and listening to our customers and communities..		
<b>Ref.</b>	<b>STH 5.3</b>		
<b>Lead Officer.</b>	Head of Business Support		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Production of quarterly performance report for the Chief Executive</li> <li>• Quarterly performance reports to Committee</li> <li>• Production of the Joint Community Care/NHS balanced scorecard</li> <li>• Improve complaints handling</li> </ul>		
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>		<b>Date Equalities screening conducted:</b>	
<b>By (initials)</b>		<b>By (initials)</b>	
			<b>Review Date</b>

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Enabling actions		Review Date
1.	Review and audit current information gathering systems	Aug 2009
2.	Management induction	On-going
3.	Implementation of quality assurance programme for data and performance information	Quarterly
4.	Provide training on the handling and usage of complaints as a performance tool	On-going

<b>Id.</b>	SWS 23		
<b>Objective.</b>	Fulfil all of the Council's duties to promote equalities and to tackle discrimination and disadvantage - as an employer, in providing public services, in community leadership and partnership working.		
<b>Ref.</b>	<b>STH 4.4 (SWIA 3)</b>		
<b>Lead Officer.</b>	Programme Manager (MQA)		
<b>Resource</b>			
<b>Key Performance Results</b>			
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
Enabling actions		Review Date	
1	The service will continue to prioritise the provision of paid employment opportunities for people with disabilities and those with mental health problems (SWIA 3)	Ongoing	
2	To continue the service's involvement in developing the Council's Employability Strategy	Ongoing	
3	Review existing provision and plan for changes to Workstep scheme	December 2009	
4	Equalities Impact Assess (including screening) all relevant new and reviewed policies and procedures	By end of 2009	
5	To work to increase capacity within the service to undertake EQIA	Ongoing	

<b>Id.</b>	SWS 25		
<b>Objective.</b>	The Service will increase the level of self-directed support across Highland		
<b>Ref.</b>			
<b>Lead Officer.</b>	Head of Operations (Community Care)		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• More direct payments (recipients, number and value).</li> <li>• Increase percentage of budget spent on direct payments and self directed support</li> </ul>		
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
Enabling actions		Review Date	
1	Complete project plan for Test-site to promote self-directed support	May 2009	

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2	Put project team together	Summer 2009
3	Increase support available to prospective recipients	By end 2009
4	Reduce bureaucracy associated with a direct payment	By end 2010
6	Increase staff knowledge in the area of sds	By end 2009
7	Explore links and efficiencies with/to provision of ILF	Ongoing

<b>Id.</b>	SWS 26		
<b>Objective.</b>	The social work service should ensure that all staff have personal development plans that address their training and development needs and link to local and council-wide strategic planning objectives.		
<b>Ref.</b>	<b>PfA n/a (SWIA 11)</b>		
<b>Lead Officer.</b>	Programme Manager		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Comprehensive induction undertaken by all new staff</li> <li>PDP process to be undertaken by all staff</li> </ul>		
<b>Risk</b>	Not included within Service Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Undertake compliance exercise across the service, analyse results and take action as required		July 2009
2	Actively promote PDP training sessions being run by EDT		Ongoing
3	Publish Training Strategy and Plan, which makes clear the development and training priorities for the Service		May 2009
4	Continue to promote use of Supervision Policy and Standards		Ongoing

<b>Id.</b>	SWS 27		
<b>Objective.</b>	The social work service should ensure that CareFirst is used to monitor performance, quality of service and outcomes for carers and users.		
<b>Ref.</b>			
<b>Lead Officer.</b>	Head of Business Support		
<b>Resource</b>	From existing resources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Data in the system is quality assured</li> <li>Service has the ability to draw key information on quality and performance from CareFirst</li> <li>Ability to provide complete client record (from initial contact to service e provision/payment)</li> <li>All fieldwork staff using CareFirst to record.</li> <li>Staff confident in their use of CareFirst</li> </ul>		
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>		<b>Date Equalities screening conducted:</b>	
<b>By (initials)</b>		<b>By (initials)</b>	
<b>Enabling actions</b>			<b>Review Date</b>

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1.	Quality assurance system in place	Jul 2009
2.	Training and support mechanisms in place	Aug 2009
3.	New training programme for managing, monitoring workload and undertaking supervision using CareFirst produced	Aug 2009
4.	Upgrade to 6.8/6.9	Oct 2009
5.	Implementation of CareFinance	Jul 2010

<b>Id.</b>	SWS 28		
<b>Objective.</b>	The social work service will contribute to meeting the "Revitalising Health and Safety Targets" by 2010 (reduce accidents, injury and ill health of staff at work)		
<b>Ref.</b>	<b>(Corporate Plan 10.36)</b>		
<b>Lead Officer.</b>	Head of Operations (Criminal Justice and Central Service)		
<b>Resource</b>	Not included within Service Risk Register		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Reduce total numbers of Accident Forms Received</li> <li>• Reduce the numbers of injuries reported due to slips, trips and falls</li> <li>• Reduce worker absence statistics</li> </ul>		
<b>Risk</b>	Not recorded in Risk Register		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Moving and handling trainer appointed		Quarterly
2	Social Work H&S Committee to continue to ensure area social work health and safety meetings report on accidents and incidents and share learning to prevent further accidents.		Quarterly
3.	Training Plan and targets for staff trained.		Quarterly

<b>Id.</b>	SWS 29		
<b>Objective.</b>	To maintain a high level of attendance at work ensuring that the Service functions effectively and high quality services are maintained.		
<b>Ref.</b>			
<b>Lead Officer.</b>	Programme Manager		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• % of days lost through sickness absence for staff</li> </ul>		
<b>Risk</b>	<b>RISK SW12</b>		
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1	Implement a target 20% reduction in staff absence across the Service		June 2009 and quarterly thereafter
2	Commission APSE to run three sessions for team and unit managers to increase their confidence in implementing Council policy on staff		June 2009

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	absence and assist them to more effectively promote attendance at work	
3	Use of Council's intranet facility will be used to promote good practice	June 2009
4	Absence will be a standing item on team agendas and will be regularly reviewed at different management levels.	Ongoing
5	Business Support will make available to managers data relating to staff absence at team and unit level.	June 2009

<b>Id.</b>	SWS 30		
<b>Objective.</b>	To put in place an eSSA that complies with the national standards and connect the Social Work service to the multi-agency store to allow data sharing for both adults (eSSA) and children (GIRFEC)		
<b>Ref.</b>			
<b>Lead Officer.</b>	Head of Business Support		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Standardised eSSA</li> <li>• Connection to the multi-agency store</li> </ul>		
<b>Risk</b>			
<b>Date Equalities screening conducted:</b>		<b>Equalities Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1.	Agree eSSA with all partners		Jul 2009
2.	Cleanse data for data matching		June 2009
3.	Format software adaptor (undertaken by external provider)		Jul 2009
4.	Test connection		Aug 2009

## Social Work Service Plan 2009-11

**SECTION 3: Appendices**  
**EARRANN 3: Pàipearan-taice**  
**Appendix I**  
**Pàipear-taice I**

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

Forthcoming Legislation:

Management of Offenders Bill; Protection of Children & Prevention of Sexual Offences (Scotland) Bill; Prohibition of Female Genital Mutilation; Adoption legislation; Review of aspects of Community Care and Health (Scotland) Act 2002 and Regulation of Care (Scotland) Act 2001

**Appendix II**

**Pàipear-taice II**

**Service Structure**

**Structair na Seirbheis**

