

Agenda Item	8
Report No	HCW-15-23

The Highland Council

Committee: Health, Social Care and Wellbeing

Date: 24 August 2023

Report Title: Health and Social Care Service Plan 2023/24

Report By: Executive Chief Officer, Health and Social Care

1. Purpose/Executive Summary

1.1 This report introduces the Health and Social Care (HSC) Service Plan for 2023/24. The format and content of the Plan has been updated following approval of the Corporate Plan 2022-27 by Council on 09/03/23. This Plan sets out the Service's improvement priorities for the year including how this contributes to delivery of the Corporate Plan.

2. Recommendations

2.1 Members are asked to:

- i. Comment on and approve the Service Plan for 2023/24.

3. Implications

3.1 Resource

The Service Plan outlines the revenue budget associated with the Service, along with the high-level organisational structure. The Plan highlights how we are achieving Best Value and transforming the Service to achieve efficiency savings. The resources section of the Plan provides a high-level summary of the budget for 2023/24. Quarterly budget monitoring reports are provided to Committee. Any material change which affects Service Plan delivery will be reported to the Committee to enable informed decisions on any amendments required.

3.2 Legal

Service Plans set out the planned objectives and measures which together form the framework for annual public performance reporting.

3.3 Community (Equality, Poverty, Rural and Island)

Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). Screening will take place once the plan is finalised, and the results have been passed to the Council's Equalities Officer as part of the corporate monitoring systems for Equalities Legislation. Screening will also consider any policy, strategy and plans linked to the delivery of the Service Plan and their impact.

- 3.4 **Climate Change / Carbon Clever**
The Performance and Governance Service is responsible for ensuring there is a strong corporate focus on delivering as a whole organisation against the Council's ambitious targets. This will require active collaboration across all the Council's Services and prioritisation to accelerate change, capitalising on the ability to make connections across multiple council projects and workstreams. This remit will continue to be driven through the Climate Change Committee.
- 3.5 **Risk**
All risks will be identified, managed and regularly reviewed with progress reported to the relevant Committee. Service risks are recorded in their risk register, monitored quarterly by the Service Management Team and progress reported to this Committee. Corporate risks are recorded in the Corporate Risk Register which is reviewed at least quarterly by the Executive Leadership Team (ELT). Updates are reported to every Audit & Scrutiny Committee meeting.
- 3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people)**
There are no immediate health and safety implications arising from this report.
- 3.7 **Gaelic**
Once approved the Service Plan will have headings and sub-headings translated into Gaelic in keeping with Council policy.

4. Background

- 4.1 This Service Plan relates to the key functions, resources and strategic improvements for the Service. The Plan is structured around seven key sections:
- 1 Service Vision
 - 2 Service Resources
 - 3 Service Improvement Priorities: Actions and Measures
 - 4 Responding to Strategies Through Actions and Measures
 - 5 Service Responsibilities on the Corporate Plan
 - 6 Risk Register
 - 7 Planned Audits, External and Internal Assessments.

The focus of the Plan is on improving Service performance. A copy is provided at **Appendix 1**.

- 4.2 The Service Plan is an active document which will be reviewed and updated annually. Any review will take account of internal and external influences and actions arising from monitoring activity throughout the year. This will also take account of any future amendments to the Corporate Plan.
- 4.3 Progress against the Service Plan will be monitored on a quarterly basis. This will be reported to Committee as part of an integrated budget monitoring and performance report allowing for ongoing scrutiny of delivery by Members.

5. Equality and Community Impact Assessment

- 5.1 Committee should be aware that the Service Plan once finalised is subject to the following statutory processes:

Equality and Community Impact Assessment – the Plan will be assessed for potential impacts on communities and an Equalities Impact Assessment has been completed. This helps us to achieve our duties in respect to the Public Sector Equality Duty, including socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts. Assessments will be carried out for equality, rural and poverty impacts.

Designation: Executive Chief Officer Health and Social Care

Date: August 2023

Author: Ian Kyle

Health & Social Care

Service Plan (2023/24)

(Updated August 2023)

Service Vision

We recognise that local people and communities are at the heart of everything we do and are a key part of all decision making. We will work with people to plan and arrange their care or support and to help everyone live healthy active lives. We will transform the way we deliver services. We aspire to deliver health and social services in Highland '**working together to support our communities in Highland to live healthy lives and to achieve their potential and choice to live independently where possible.**'

Our **Vision** is...

- For all of Highland's Children, Young People, Families and Adults we support to have the best possible outcomes in life.
- For our infants, children and young people to have the best possible start in life, enjoy being young, be loved, confident and resilient and be able to achieve their potential.
- For supported adults to be assisted to stay safe and free from exploitation and to be supported where possible to live safely in the communities that they are part of.

We will deliver the Vision based on a set of **Overarching Principles:**

Tackling Inequalities

- Reduce the gap in outcomes between the most and least vulnerable families and individuals in Highland by working to reduce poverty within our communities and increase life chances for all.

Love & Support for our Care Experienced Children and Young People

- Ensure children and young people who are care experienced are loved and supported to improve their life experiences and life chances and are supported to stay within their own families wherever it is safe to do so.

Promoting Children's Rights and Participation

- Work to ensure we are delivering on the United Nations Conventions on the Rights of the Child (UNCRC) as incorporated into Scots Law and The Human Rights Act 1998, to ensure all Highland's families are supported to know their rights and be fully participant in the design of services and support they receive.

Good Health and Mental Wellbeing for all

- Ensure infants, children, young people and adults are safe and are supported to achieve and maintain good physical and mental health and wellbeing.

To Protect and Support all those living in our communities

- To prevent and reduce offending and work with partners to enhance public protection.
- To tackle underlying causes of offending behaviour and increase social inclusion for all.

Working in Partnership

- To achieve the improvement priorities being undertaken in partnership with other organisations including the Community Planning Partnership Board and the Integrated Children's Services Planning Board.

Fiona Duncan

Executive Chief Officer Health & Social Care

Chief Social Work Officer

Service Resources

Budget

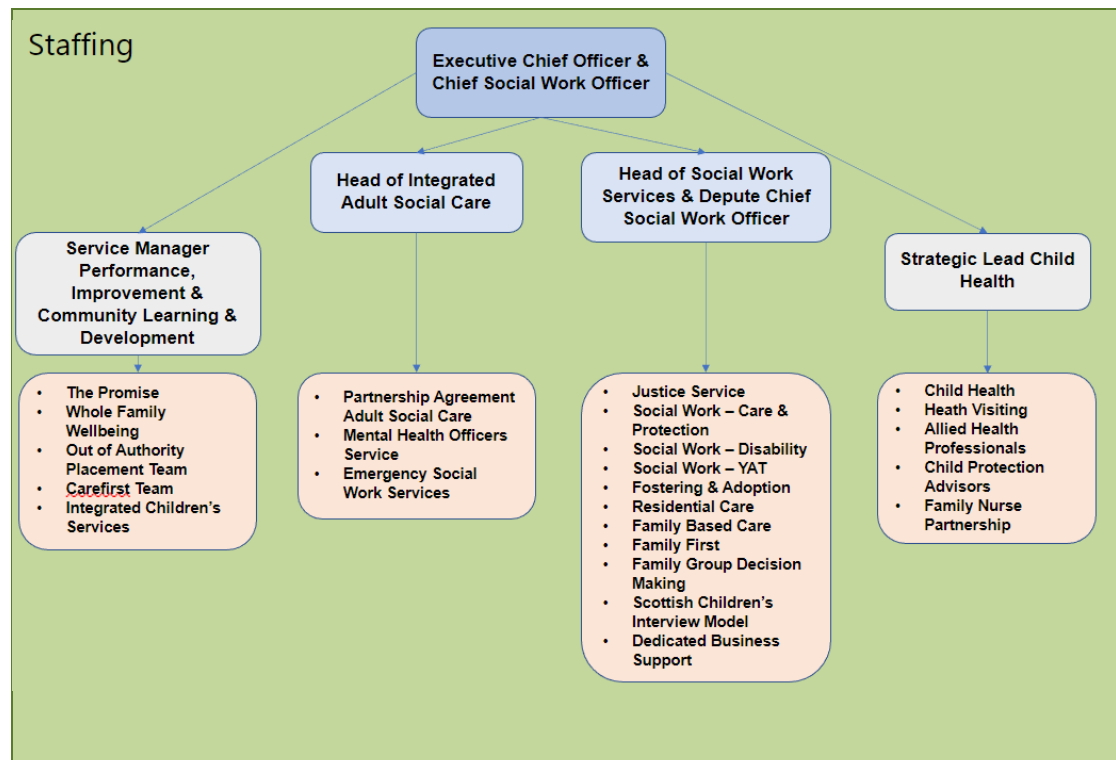
Revenue Budget

Function	£'000 Annual Budget (2023/24)
Service Management and Support	
Management Team	926
Business Support	1,394
Adult Services	
Commissioned Adult Services	137,695
Mental Health Teams	1,630
Criminal Justice Service	62
Other Services for Vulnerable Adults	1,444
Children's Services	
Looked After Children	27,042
Family Teams	18,688
Other Services for Children	6,330
Commissioned Children's Services	-11,274
Income from NHS	

Budget Savings

Budget Saving	£'000 Value (2023/24)
Total	3,138

Staffing



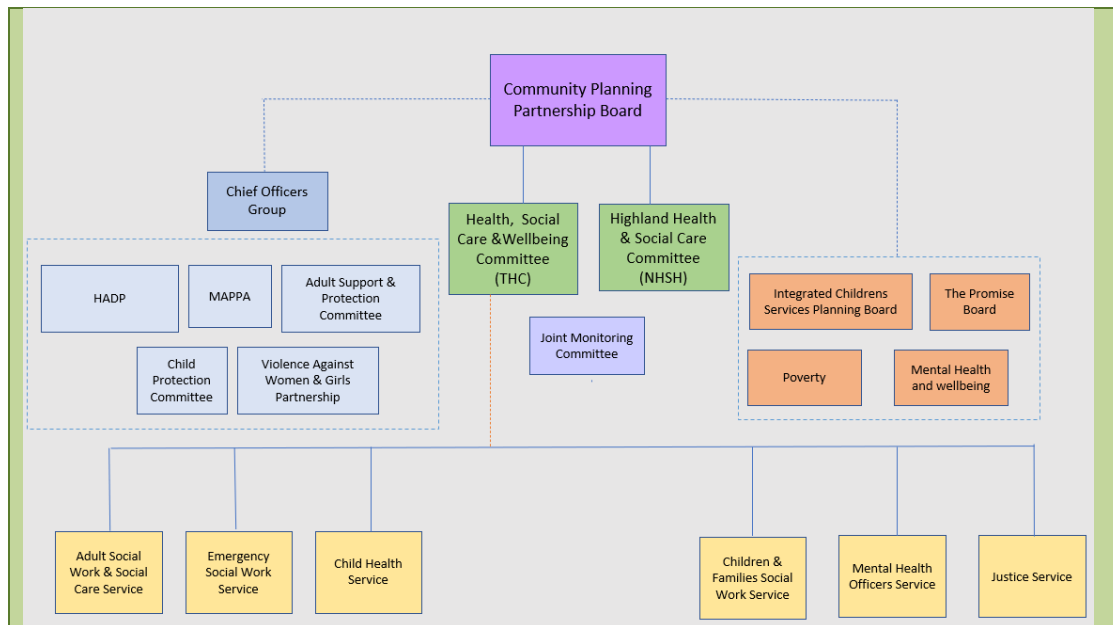
Other Resources

Staff: 1000 posts (814 FTE)

Partnership Groups:

Capital Budget (as approved by Council on 2nd March 2023)

Function	Budget (2023/24)
Adult Services (NHS)	£750,000
Children's Services/Out of Authority	£100,000



Service Priorities and Improvement Actions

Service Priority	Measures of Success	Improvement Actions
<p>Highland Health and Social Care Partnership Strategic Plan for Adults (as required by the integration scheme): We will deliver the outcomes set out in the draft strategic plan which is currently being consulted on.</p> <p>Links:</p> <ul style="list-style-type: none"> Draft Strategic Plan for Adult Services 	<ul style="list-style-type: none"> CP2.05 % of people aged 65+ with long-term care needs receiving personal care at home. Target: Improve Local Government Benchmarking Framework (LGBF) Ranking (Performance FY 21/22: Ranked 30 of 32) CP2.05 Direct payments spend on adults. Target: Improve LGBF Ranking (Performance FY 21/22: Ranked 10 of 32) 	<p>Work with our partners in NHS Highland to support the future delivery of Adult Social Care in terms of the Strategic Plan. Target: Final plan in place by December 2023. Further improvement actions to be confirmed on the basis of the final plan.</p> <p>CP3.05 The Highland Council and NHS Highland in partnership will develop a strategic proposal to reduce the number of people residing in residential Care Homes, which is linked to the (draft) Strategic Plan. Target: September 2023.</p>
<p>Integrated Children's Services Plan (ICSP)</p> <p>We will deliver the outcomes set out in the Plan, including those plans feeding into it.</p> <p>Service leaders will support the delivery and evaluation of the Plan through their active participation on the Integrated Children's Services Planning</p>	<ul style="list-style-type: none"> Children and young people placed in residential care reduces. Target: 52 by March 2027. (Performance M12 22/23: 57) Children and Young people placed in secure care reduces. Target: <3 (Performance M12 22/23: 1) 	<p>Improvement measured against the indicators outlined within the Integrated Children's Services Planning Board's performance management framework. Target: There is a statutory requirement to report on this on an annual basis to the Scottish Government.</p> <p>The service will, in partnership, provide leadership and support to the Whole Family Wellbeing Programme, supporting this innovation and incorporating the principles within all aspects of improvement and service delivery to improve outcomes for Highland families. Plans for monitoring, evaluating and demonstrating the impact of this</p>

Service Priority	Measures of Success	Improvement Actions
<p>Board and Community Planning Partnership Board.</p> <p>The service will contribute to meeting the priorities and change ideas outlined within the Plan for poverty, child protection, corporate parenting, rights and participation, health and wellbeing and drugs and alcohol through participation and leadership to the ICSP delivery groups.</p> <p>Links:</p> <ul style="list-style-type: none"> • Integrated Children’s Service Plan 2023 - 26 <ul style="list-style-type: none"> ○ The Promise ○ Family First Strategy 	<ul style="list-style-type: none"> • CP1.08 The percentage of children needing to live away from the home supported in kinship care increases. Target: 25% by March 2027. (Performance 22/23: 18.4%) • There will be a shift in the balance of care and spend from out of area placement to local intensive support, to reduce the number of children being placed out with Highland through the Home to Highland programme. Target: To align with the budget of £8 Million for FY 23/24. • CP1.08 The number of care experienced children or young people placed out with Highland will decrease. Target: 15 by March 2027 (Performance 22/23: 20) • There will be an overall safe reduction of the numbers of children accommodated. Target: 20% reduction from 22/23 levels by March 2027. 	<p>programme will be developed during the next six month period and will be reported through the appropriate governance groups. Target: January 2024.</p> <p>Highland Council’s Children’s Rights and Participation Team will be in place to respect and protect children’s rights. Target: March 2024.</p> <p>Introduce Family Group Conferencing to empower children and families to make safe decisions about their lives. Target: December 2023</p> <p>Develop early intervention and preventative services with targeted, intensive family support with 3rd sector partnerships. Target: Review work in March 2024.</p> <p>Develop a performance matrix to evaluate the Whole Family Wellbeing Programme. Target: March 2024.</p> <p>Shift the balance of care to promote family-based care by growing fostering and kinship care services in Highland. Target: Complete by March 2028.</p> <p>A report outlining the work done to change the language of care across Highland Council will be submitted to the Child Protection Committee and circulated to H&SC staff. Target: March 2024.</p>

Service Priority	Measures of Success	Improvement Actions
	<p>(Performance M12 22/23: 321)</p> <ul style="list-style-type: none"> We will hold 6 Promise “conversation cafes” every year to foster dialogue across the Partnerships to promote The Promise, identify barriers and opportunities and give professionals space for dialogue. Note: this may be updated in October 23. Target: 6 every financial year This is a new indicator. CP1.08 Increase the number of new foster carer approvals. Target: 16 per year (Performance 21/22: 13) CP1.08 % of Look After Children (LAC) in the community – increase proportion of all children who are in the care of their local authority who are being looked after in a community rather than a residential setting. Target: LGBF Quartile 2 (Performance AY 20/21: LGBF Quartile 3) 	<p>Guidelines for changing the language of care: Create and circulate a new guidance document for all services which will promote the principles behind changing the language of care and help services to shift away from stigmatising language. Target: March 2024.</p> <p>Listen to the Voices of Families through the evaluation of annual family feedback for community Allied Health Professionals. Target: Complete evaluation of feedback by October 2023.</p> <p>Listen to the Voice of Families involved with Tier 3 Acute Medical Dietetic Services (quarterly). Target: Quarterly - to be reviewed March 2024.</p> <p>CP1.08 Establish a pilot funded by Whole Family Wellbeing Fund in Lochaber by September 2023. Target: September 2023.</p>

Service Priority	Measures of Success	Improvement Actions
<p>Workforce Development: Improve workforce development and retention.</p> <p>Links:</p> <ul style="list-style-type: none"> HSC Workforce Plan 2022-2025 	<ul style="list-style-type: none"> Total FTE of Mental Health Officer (MHO) Posts. Target: 24.5 FTE by FY March 2026 (Performance Q4 22/23: 22 FTE) MHO Assessment for Adults With Incapacity waiting lists will reduce to zero. Target: 0 (Performance M12 22/23: 4) CP1.08 40 Health and Social Care (H&SC) staff trained in the 'Solihull Approach'* model which supports mental health and wellbeing by March 2024 (beginning Q2 2023/24). Target: 40 by March 2024 	<p>Continue resourcing the support required for new trainees who have recently been recruited by incentivising existing staff members to take on the additional role of mentor and practice assessor. Target: Ongoing</p> <p>Update the recruitment process and requirements so that all new Criminal Justice staff are vetted to level 2, in preparation for incoming MAPPS system requirements. Target: Complete update of process by March 2024.</p> <p>Create an implementation group for "Safe and Together" to ensure the required training is rolled out to staff, and that our practice is changed to adapt to this model. The first milestone will be to develop our own trainers in-house to replace current trainers which are located overseas. Target: Review progress by March 2024, and determine next steps.</p> <p>Embed and grow the Social Work relief pool to cover all areas of Highland. Target: To be reviewed November 23. Please note: this is a mitigating action connected with a Corporate Risk which will be expanded to include all Social Work in 2023.</p> <p>With the support of the Practice Educator Role, we will further develop the Grow Your Own Scheme to increase trainee opportunities from current levels.</p>

Service Priority	Measures of Success	Improvement Actions
		<p>Target: May 24 Please note: this is a mitigating action connected with a Corporate Risk which will be expanded to include all Social Work in 2023.</p> <p>CP5.01 Improve recording of ERD's from 34% (as reported in 2022 Employee Survey). Target: 90% by March 2025</p>
<p>Quality Assurance: Improve quality assurance, performance and improvement across Health and Social Care and all commissioned services.</p>	<p>Success in this Priority will be measured by the completion of Improvement Actions.</p>	<p>Utilise the Integrated Children's Performance Management Framework (PMF) to make better use of available data and business intelligence to inform plans for improvement. Target: August 2024.</p> <p>Continue to develop a business intelligence approach to support wider Health and Social care functions. Target: August 2024.</p> <p>Monitor the progress of the registered Service Improvement Plans and ensure the timelines are met. More detail on these reviews are available on pg. 21 below. Target: report on progress bi-annually.</p>
<p>Replace Social Work Case Management System</p>	<p>Success in this Priority will be measured by the completion of Improvement Actions.</p>	<p>Replace the current Case Management System for Social Work. Target: the system will be replaced by March 2025.</p>

Service Priority	Measures of Success	Improvement Actions
<p>Replace Carefirst with a Case Management System covering the functions relating to children and adult services client groups.</p>		<p>Define the Target Operating Model (TOM) taking a holistic view of the change required in respect of people, processes and technology to support a modern social work service. Target: December 2023.</p> <p>Establish the programme to deliver the TOM, including phases and key milestone dates including timelines for procurement and delivery. Target: June 2024.</p>
<p>Health and Wellbeing: Working to better safeguard health and wellbeing and improve the lives of children, young people and adults.</p>	<p>Percentage of referrals that lead to recruitment to the Family Nurse Partnership programme. Target: 85% (Performance M12 22/23: 85.3%)</p>	<p>Increase Health Behaviour Change Activity in line with Public Health Data: Increase multidisciplinary intervention with school-age children around positive behavioural change, focussing on health initiatives related to diet, smoking, lifestyle choices and other behaviours.</p> <p>A small-scale test is currently being run in one location until December 2023. After this, the results will be evaluated and next stages planned. Target: Evaluate pilot results and determine 'scale and spread' plan by March 2024.</p>

Service Priority	Measures of Success	Improvement Actions
		<p>Develop and deliver early health protection, prevention and promotion initiatives for Early Years (Health). Target: complete by March 2024.</p> <p>In line with Scottish Government Workforce 2030 Vision and the Transforming Nursing Roles in the Community Programme, we will transform the role of school nurses with 80% of our workforce qualified to Advance Practitioner level, ensuring the remit is refocussed to Mental Health providing by April 2024. Target: April 2024.</p>
<p>Protection: Working with Public Protection Partners to better safeguard children, young people and adults at risk.</p>	<ul style="list-style-type: none"> The percentage of children on the Child Protection Register who have been registered previously will reduce. Target: LGBF Quartile 2 (Performance FY 21/22: 2.22%) Increase in the uptake of specialist child protection advice and guidance to health staff supporting children and families at risk. Target: 500/Qtr (Performance Q4 22/23: 649) 	<p>Analysis of core themes from Highland Child Protection Minimum Dataset (2). Target: June 2024.</p> <p>Increase the training opportunities offered to staff. We will gather evidence of training opportunities, volume and number of direct assessments and quality of consultations. Target: Ongoing</p> <p>Implement the Scottish Child Interview Model in Highland. Pilot in the North Division to be delivered. Target: August 2023.</p> <p>CP1.08 Establish a four-year pilot project this financial year to enable a small team of professionals to receive notification of and respond to all Non-Fatal Overdoses in Inverness. Target: March 2024.</p>

Service Priority	Measures of Success	Improvement Actions
	<ul style="list-style-type: none"> • Increase the number of assessments for Bail Supervision. Target: To be determined after baseline established by March 2024. • The number of individuals in the community engaged with Non-Fatal Overdose Pathway Team Project will increase (number of referrals vs number of individuals receiving support). Target: To be determined after baseline established by September 2023. • Percentage of Adult Support Protection (ASP) Referral/Inquiries completed within 7 day timescale. Target: to be determined by Highland Adult Protection Committee. This is a new indicator. 	

Responding to Strategies

Corporate Strategy	Corporate Indicators	Target
Corporate Business Intelligence	Service Complaints – responded to within 5 days (Financial Quarter) (Service performance in Q4 2022/23 = 67%)	80% or more responded to within the timescale
	Service Complaints - Investigation – responded to within 20 days (Financial Quarter) (Service performance in Q4 2022/23 = 13%)	80% or more responded to within the time scale
	Service FOI Legislative requirement (20 days) (Financial Quarter) (Service performance in Q4 2022/23 = 83%)	90% or more responded to within the time scale
People Strategy	Service Absence rate (Financial Quarter) (Service performance in Q4 2022/23 = 2.87)	Keep below Highland Council Average
	CP5.01 % of staff ERDs completed (annual)	Annual target is 90% and progress towards this will be reported on a quarterly basis.
Sustainable Business Travel Strategy	Reduce Business Travel Mileage Service performance: Grey Fleet, in Q4 2022/23 = 188,029 miles Car Club, in Q4 2022/2 = 92,247	Target to be determined by each service for Miles travelled by Grey Fleet & Car Club
	Reduce Carbon Emissions from Business Travel This is a new indicator.	Currently tracked, reduction based on reduction of miles

Service Responsibilities in the Corporate Plan

Strategic Priority Outcome	Commitment	Measures and Actions
Corporate Plan on the Highland Council Website		
Fair and Caring Highland: Work together to improve quality of life and opportunities for Highland people.	Develop whole family support approach to ensure families stay together and thrive in their local communities.	CP1.08 % of Look After Children (LAC) in the community - increase.
		CP1.08 % of LAC kinship care - increase.
		CP1.08 Looked After Children accommodated out-with Highland - reduce
		CP1.08 40 Health and Social Care (H&SC) staff trained in the 'Solihull Approach'* model which supports mental health and wellbeing by March 2024 (beginning Q2 2023/24).
		CP1.08 Increase the number of new foster carers.
	CP1.08 Establish a pilot funded by Whole Family Wellbeing Fund in Lochaber by September 2023.	
	Work with partners to develop early intervention for drug and alcohol reduction.	CP1.09 Establish a 4 year pilot project on Non-Fatal Overdoses in Inverness - create new processes for referrals of clients by March 2024.
Resilient and Sustainable Communities: Help our communities to be prosperous, sustainable and resilient, making a	Support communities to help each other live well and independently.	CP2.05 Direct payments spend on adults - improve Local Government Benchmarking Framework (LGBF) ranking.
		CP2.05 % of people aged 65+ with long-term care needs receiving personal care at home - improve LGBF ranking.

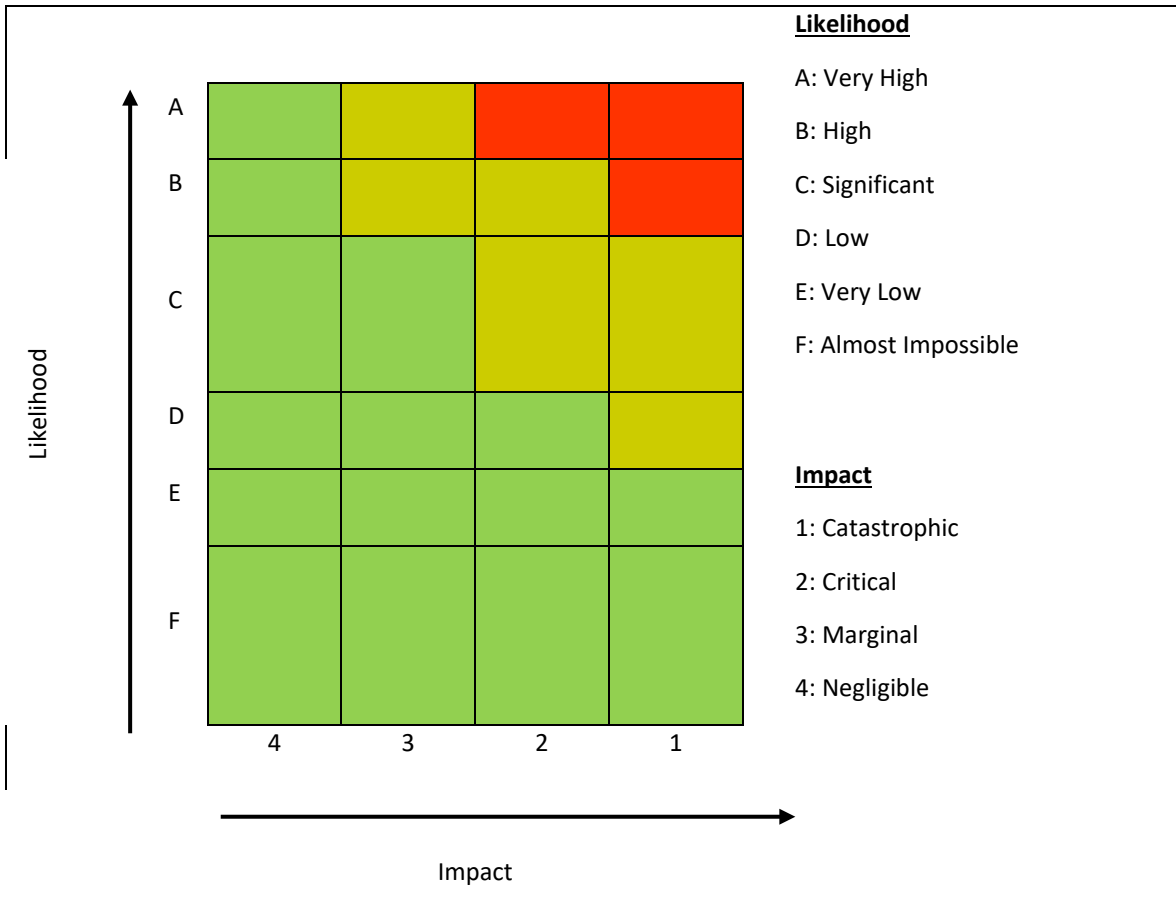
Strategic Priority Outcome	Commitment	Measures and Actions
positive difference to the lives of people.		
Accessible and Sustainable Highland Homes: Build houses to support communities and economic growth.	Develop housing options that help vulnerable and elderly adults to be cared for close to home and community.	CP3.05 The Highland Council and NHS Highland in partnership will develop a strategic proposal to reduce the number of people residing in residential Care Homes, which is linked to the Strategic Plan.
A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change.	Grow and retain our own talent within the Council.	CP5.01 Improve recording of ERD's from 34% (as reported in 2022 Employee Survey) to 90% by March 2025

Corporate Risk Register

Risk No.	Risk Rating	Risk Name
CR12	D2	NHS Partnership Agreement
CR24	A2	Care Home Viability
CR31	A1	Vacancies in Children's Services

Service Risk Register

Risk No.	Risk Rating	Risk Name
HSC01	D2	Not Realising the Benefits of the Integration Scheme
HSC03	B2	Workforce Management
HSC04	D3	Absence Management System
HSC06	D3	Young People's Transitions
HSC08	D2	Potential Care Home Inquiry
HSC09	D2	Historic Child Abuse Inquiry
HSC11	B2	Risk Around Not replacing CareFirst
HSC13	B2	LSCMI Assessments
HSC14	B1	VISOR
HSC15	C1	Care Inspectorate Inspections [In development]



The Performance and Risk Management System (PRMS) contains all identified Service risks and any corporate risks that the Service owns and is used to monitor mitigating actions quarterly.

Service Statutory Performance Indicator (SPI) Set

SPI Category	Indicator
Children's Services	% of statutory health assessments completed within 4 weeks of notification of new episode of care - Annual
	% of child protection re-registrations within 18 months
	% of Children and Young People in formal kinship care (See also: Corporate Plan)
	% of Children and Young People in care in the community (See also: Corporate Plan)
	*The average number of children and young people accommodated outwith Highland - Annual (See also: Corporate Plan)
	No of accommodated children and young people - residential
	The number of foster carer approvals – Annual (See also: Corporate Plan)
Adult Services	% CJSW reports submitted to court by due date - Annual
	% offenders on new Community Payback Orders (Supervision) seen within 5 working days - Annual
	% offenders on new Community Payback Orders (Unpaid Work) 1st placement within 7 working days - Annual
	% Community Payback Order (Unpaid Work) Beneficiaries
	The average Adults with Incapacity (AWI) Waiting List - Annual
	% Lvl 3 MAPPA cases reviewed once every 6 wks - Annual
	% Lvl 2 MAPPA cases reviewed once every 12 wks - Annual
	*Direct payments spend on 18+ adults (See also: Corporate Plan)
	*% of people aged 65+ with long-term care needs receiving personal care at home (See also: Corporate Plan)
	% of adults supported at home impact of services

* This is also a Key Performance Indicator (KPI).

Planned Audits, External and Internal Assessments

Title of Assessment	Brief Description	Timeframe
Care Inspectorate response Improvement Plan	As per Care Inspectorate report, a number of requirements and improvements arising from 2022 inspection. Evidence required by end of 2022: completed and reported on.	Ongoing work via subgroup
Internal Audit of HSC Establishments	Review of the use and control of imprests in H&SC establishments.	November 2023
Registered Services Inspections	Care Inspectorate: External Inspection of Fostering, Adoption & Continuing Care Services.	As announced by the Care Inspectorate
Registered Services Inspections	Care Inspectorate: External Inspection of Residential Children's Homes and Adult Social Care Services Including Care Homes.	As announced by the Care Inspectorate
CPC Quality Assurance Framework	Cycle of single and multi-agency audits as per CPC audit calendar (quarterly, annual, bi-annual). Annual report capturing all audit activity findings, self-evaluating and forming annual CPC Position Statement.	Ongoing
Self-Evaluation Home 2 Highland	Five Year Evaluation of H2H programme from 2018-2023.	To be completed October 2023
Self-Evaluation Family Centre	An Annual Evaluation of the Family Centre Services.	To be confirmed
Self-Evaluation & Review of Barnardo's Springboard	Review of the provision of Through Care & After Care Services in Highland.	To be confirmed

Title of Assessment	Brief Description	Timeframe
Self-Evaluation - The Promise. Is Highland Delivering?	Annual report measuring and evaluation of Highland's commitment to Keep The Promise.	March 2024
Prison-based Social Work: Thematic Review (Care Inspectorate)	A thematic review will be carried out by the Care Inspectorate using a human rights-based approach to consider the strengths and challenges in the governance, leadership and accountability of prison-based social work services in Scotland.	July 2023- April 2024
Disabled children and young people: Thematic Review (Care Inspectorate)	A thematic review will be carried out by the Care Inspectorate to examine social work's contribution to how well disabled children and young people's needs are assessed, planned for, and met. This will include hearing from children about the things that are important to them, their experiences of participation and of receiving care and support.	May 2023 – May 2024