

Social Work and Health - Improvement Action Plan (SWIA Self Evaluation)			Appendix 3
Identified Improvement Action	Action Plan (SWIA Self Evaluation)	Who/When	Comments/Progress
1. Key outcomes			
1 Develop performance indicators in line with national policy which measure outcomes for service users and carers	Allow performance indicators to measure performance in line with national priorities to identify areas of failing performance - allowing appropriate management action	Stephen West/all DMT Members - Ongoing	Departmental Service Plan for 2008/12 developed and approved in May 2008. This aligns our improvement actions to national priorities. Operational plans for each service area are in place covering 2008/12 with relevant performance targets
2 Investigate the use of a professional scheme for foster carers linked to the development model of Kinship Care	To maximise numbers of foster carers available to the Council with a view to reducing the numbers of Fostering Agencies used	Anne Ritchie/Winnie McHugh - ongoing	
3 Continue to develop the recently established Young People's Addiction Service in partnership with the voluntary sector.	To ensure the needs of young people as regards addiction issues are met	Anne Ritchie/Winnie McHugh - 31 October 2008	
4 Review the Adult Support and Protection Policy and guidance. Set up Adult Protection Committee and develop Training Strategy	Improve policy in line with latest national legislation and guidance to ensure needs of service users are appropriately met	John Russell/David Elliott - 29 October 2008	
5 Continue work on Capacity Planning/Balance of Care for the provision of older peoples services and implement the Action Plan from BV Review of Older People's services	To provide elected members with a Commissioning Strategy for future provision of services to older people	Jim Nisbet/Older Peoples Strategy Group - Timelines as in BV Review	BVR Action Plan is being implemented and other works under Older Peoples Strategy Group are currently under way
6 Consolidate learning from the Dementia Mapping Project and Produce a report on what has been learned from the dementia mapping project	Utilise for commissioning strategy for older people's services to ensure better outcomes for people with dementia - to improve service provision and outcomes for people with dementia	Jim Nisbet/Agnes Trotter - 31 December 2008	
7 Complete work on Young Carers Policy by identifying the action plan addressing issues identified	To improve service provision and outcomes for young carers	Anne Ritchie/Winnie McHugh - 31 March 2009	Draft policy completed August 2008, Young Carers Working Group are progressing
8 Implement Mental Health Recovery Model within the partnership between Council and CHP	To improve service performance and outcomes for people with Mental Health	John Russell/Mike Foley - 31 March 2009	
9 Support training and employment through ESF and investigate other opportunities	To increase work and training opportunities for people with Mental Health, Learning Disability or Addiction and for those receiving a service from the Criminal Justice Partnership	Stephen West/Mike Foley/David Elliott/Tom Jackson/ Norman Firth - 31 July 2008	Work commenced and projects started on 1 July 2008
10 Continue to develop Criminal Justice services in partnership with the Violence Against Women Partnership	To improve outcomes for women and families affected by domestic violence through improved joint approach	Anne Ritchie/ Norman Firth/Moira Swanson - ongoing	Two Support Workers now in post. Potential to pilot perpetrator work via GIRFEC and the Pathfinder project.
11 Evaluate Criminal Justice Programmed Care service user and carer involvement in Supervision/Intervention Outcome Evaluation.	To obtain feedback from service users with a view to informing and improving service delivery to enhance outcomes for service users	Anne Ritchie/ Norman Firth - 31 March 2009	
12 Develop service planning days for managers and staff to ensure staff involvement in section plans and awareness of continuous improvement and improvement targets	To improve the service planning process and to ensure involvement of employees in reviewing past performance and identifying improvement actions and targets to improve outcomes for service users in line with national and corporate priorities	Stephen West/Moira Swanson/all DMT - from November 2008	
13 Develop service planning processes to ensure service user and carer involvement through strategy groups	To improve the service planning process and to ensure involvement of service users and carers in reviewing performance and identifying improvement actions and targets to improve outcomes for service users in line with national and corporate priorities	Stephen West/Moira Swanson/all DMT - from July 2008	All Operational plans for service areas have been discussed at relevant strategy groups in July, August and September 2008.
14 Roll-out use of and access to the Covalent System	To improve service performance and service user outcomes by improving access to performance information by managers	Stephen West/Moira Swanson - October 2008	Additions and Home Care identified as pilots for full roll-out commencing September 2008 with others initially accessing Covalent as view only
15 Enhance performance measures in relation to worklessness and employability by integrating performance measures on these issues within assessment, care planning and review processes.	To improve service performance and service user outcomes by improving access to performance information by managers	Stephen West/Moira Swanson - 31 December 2008	Initial scoping work completed September - Employability Working Group to progress
16 Pilot Integrated Assessment Framework via Care Assess across Social Work, Health and Education	To improve assessment process for children and young people in order to ensure appropriate care is provided	Anne Ritchie/ relevant DMT members/ Moira Swanson - January 2009	Pilot completed July 2008 and incremental roll-out commenced September 2008. Review planned for January 2009.
17 Review Performance Management Framework Policy	To ensure appropriate management processes are in place to identify performance issues in order to improve performance and improve outcomes for service users	Stephen West/Moira Swanson - End of September 2008	
18 Roll-out use of PSIF to all service areas	Assuming Corporate acceptance of PSIF as the continuous improvement model to use, roll-out model to all services	Stephen West/Beryl Middleton - Commencing early 2009	
2. Impact on people who use our services			
19 Review of Consultation Policy	To ensure systematic approach to gathering views from service users and carers and using this information to inform the service planning processes	Stephen West/Moira Swanson - Ongoing - planned completion Autumn 2009	
20 Develop eligibility criteria for all services	To improve information for service users, carers, prospective service users, employees and elected members to ensure that people are aware as to what services are available and eligibility factors	Stephen West/Moira Swanson - Ongoing - planned completion March 2009	Community Care services in place within the Access to Services Policy. Childrens Services currently out for consultation with staff
21 Review Public Information Strategy	Revised strategy aims to ensure that service users and carers and the general public are able to access information about the services provided and know how to access our services.	Stephen West/Public Information Working Group - 31 October 2008	First draft of Strategy available August 2008 - to be assessed by all client strategy group to ensure it meets the needs of users and carers. Work being undertaken to develop a wider range of leaflets and re-design our web page
22 Develop a systematic approach to gathering views of children and families on services	To obtain feedback from service users with a view to informing and improving service delivery to enhance outcomes for service users	Anne Ritchie/Anne-Marie MacDonald - End of October 2009	
23 Develop on-line service access guidance and self-assessment forms for Occupation Therapy and benefits checks	To improve means of accessing services to reduce waiting times	Stephen West/Moira Swanson - 31 July 2009	Progressing through the Corporate Web Strategy Group and Customer First Group
24 Review assessment, care planning and review processes in line with new national standards	To improve practice and ensure national standards are being upheld in order to ensure service users are appropriately assessed, have appropriate care plans in place and are reviewed regularly to ensure service provision remains appropriate	Stephen West/Moira Swanson - complete review - 31 December 2008, staff training - January to March 2009 and live for 1 April 2009	Assessment and Care Management Policy approved by DMT in July 2008 and work ongoing to review processes and documentation
3. Impact on staff			
25 Implement staff survey action plan	To improve staff morale through better involvement in planning processes, ensuring appropriate recognition by managers of achievements, keeping employees better informed about the aims, values and direction of the department	Stephen West/Beryl Middleton/all DMT Members - per Action Plan	Action Plan commenced in June 2008 and ongoing
26 Review opportunities for career development in line with staff survey action plan	To ensure appropriate training and development opportunities are available for employees to ensure retention of employees and to provide a career pathway	Stephen West/Max Agnew - 31 December 2008	Work commenced to review Workforce Development Plans to reflect issues/nodes highlighted in the PDP process
27 Review processes and procedures in relation to PDP and Dignity at Work	To improve employee relations issues around Dignity at Work and to improve the implementation of PDP for all employees	Corporate Services	Draft Dignity at Work Policy and procedure circulated for CMT discussion August 2008
28 Develop a more systematic approach to identifying, providing and recording training on a single database	To improve management information and co-ordination of training and development records and activities to ensure all employees are appropriately trained	Stephen West/Max Agnew - 31 December 2008	
29 Carry out a staff survey every two years	To seek the views of employees regarding a range of issues in order to identify issues and to ensure plans are made to address any issues highlighted	Stephen West/Beryl Middleton - every second March, commencing 2010	
30 Single status and internal structural changes are presenting challenges and affecting staff morale. Require to improve methods of communication with employees, introduce a more structured form of team briefings and ensure that performance outcomes are a standing item on team meeting agendas	To improve communications with employees to ensure all are provided with the same information at the same time and in an appropriate manner	Corporate Personnel/ Stephen West/Beryl Middleton/ Moira Swanson - 31 December 2008	Draft Communications Policy and procedure has been circulated to CMT for discussion in July 2008 - department to consider in September options and implement
4. Impact on the Community			
31 Broadcast Social Work and Health information in reception areas for Child protection initially then further services	To improve information to the Community in general	Anne Ritchie/Clare Carthy/Public Information Strategy Working Group - 31 December 2008	
32 Form a Parents of Children with a Disability Forum to encourage wider representation and re-launch as part of the consultation on the new Integrated Childrens Service Plan	Improve means of discussion with parents group	Anne Ritchie/Anne-Marie MacDonald - 31 December 2008	
33 Review of complaints process and linking to Quality Assurance processes	Improve the process for people making complaints; use the information and lessons learnt to improve practice and improve outcomes for service users	Stephen West/Moira Swanson/Max Agnew - 31 March 2009	Corporate process review ongoing
34 Improve the opportunities for stakeholders to be involved in formal reviews of services by reviewing and developing current mechanisms	To improve community involvement in reviewing service performance and taking part in service planning processes	Stephen West/Moira Swanson/Max Agnew/ relevant DMT members - 31 January 2009	Started - the review of the short breaks service is being progressed through the Carers Strategy Group
35 Involve stakeholders in establishing new agreements or protocols	To improve community involvement in reviewing service performance and taking part in service planning processes	Stephen West/Moira Swanson/Max Agnew/ relevant DMT members - 31 January 2009	
36 Develop the opportunities offered by Citizens Panel Surveys to check on the impact of our services.	To improve information about what the community in general feels about our services and where appropriate take action to improve performance	Stephen West/Moira Swanson - Ongoing	Citizens Panel Surveys take place regularly - we need to ensure that Social Work issues are included regularly
37 Continue to develop Kinship Care and impact of Link Carers Scheme	To implement national policy and to ensure our carers are appropriately rewarded for their role	Anne Ritchie/Jim Watson - 31 October 2008	
5. Delivery of Key Processes			
38 Develop an out of hours addiction helpline	To improve access to services for service users to improve outcomes for service users	John Russell/Tom Jackson - 31 December 2008	
39 Produce a Directory of Services	To improve the volume of information available to service users, carers, the general public, elected members and employees	Stephen West/Moira Swanson - 31 December 2008	Draft produced September 2008
40 Develop the WDC local page for Careknowledge, and the PRTL Toolkit.	To improve method of information delivery to employees and to assist employees with their PRTL responsibilities	Stephen West/Max Agnew - 31 March 2009	
41 Carry out an analysis of case progression meetings	To improve outcomes for children and young people and their families	Anne Ritchie/Moira Swanson/James O'Neill - 31 December 2008	
42 Strengthen the processes to identify, review and record risk management as identified through case file audits through development of revised guidance for managers to include specific standards and expectations; develop a training programme for managers on revised programmes; and inclusion of revised procedures in managers induction programme	To improve performance in identifying risk and taking appropriate steps to minimise exposure to risk	Relevant SMT Members - End of 2008/Audit processes to commence from 31 October 2008	Standardised Risk Assessment for Child Protection in place, review and roll-out to commence 31 October.
43 Develop standardised risk assessment for Learning Disability	To improve performance in identifying risk and taking appropriate steps to minimise exposure to risk	John Russell/David Elliott - 31 December 2008	
44 Use Process Mapping to identify areas for improvement in our assessment processes.	Roll-out to all service areas	All relevant SMT and DMT members - ongoing	Occupational Therapy Service ongoing and Children and Families ongoing
45 Develop a protocol for children and young people with difficult sexual behaviour	To improve outcomes for children and young people	Anne Ritchie/Anne-Marie MacDonald - 30 November 2008	Draft out for consultation
46 Develop policy on working with dangerous/difficult families who refuse services	To improve outcomes for children and young people	Anne Ritchie/Policy and Procedures sub group of the Child Protection Committee - 31 December 2008	
47 Re-launch Committed Protection Procedures	Arrange briefings for staff and elected members	Anne Ritchie/ Norman Firth - 31 December 2008	
48 Develop Telecare Service	To improve service provision and improve outcomes for service users and their carers	Chris McNeill/Lynne McKnight - ongoing	
49 Review Direct Payments Policy and Guidance	To improve Council processes to ensure service users are able to understand their rights regarding Direct Payments and the move towards Self-Directed Care in line with national guidance	Stephen West/David Elliott - 31 October 2008	
50 Produce Departmental Charging Policy	To improve information available to service users regarding whether services will be charged for	Stephen West/Moira Swanson - 31 January 2009	
51 Implement lessons arising from the Domestic Abuse Pathfinder project	To improve services and outcomes for women and families affected by domestic violence	Stephen West/Moira Swanson - April 2010	Option appraisal currently underway
52 Implement annual programme of Case File audits	To improve performance against national standards to ensure service users are appropriately assessed, care managed and reviewed in line with prioritisation principals	Stephen West/Beryl Middleton - ongoing	New Case Recording Standards Policy and new Supervision Policy agreed and implemented in July 2008. These describe processes for case file audits and responsibilities regarding case recording and the supervision process
53 Involve other parties in Child Protection process	To improve outcomes for children and young people	Anne Ritchie/Clare Carthy - 31 January 2009	
54 Consider options for further integration with partners in service delivery and management of children's services	To identify costs/benefits of further integration of children's services with a view to identifying best models of service delivery and management	Anne Ritchie/ relevant DMT Members by 31 December 2008	
55 Review the department's approach to performance reporting and information	To improve methodology of performance reporting and providing information to all stakeholders in order to achieve better understanding of work done by Social Work and to involve involvement of stakeholders in performance management and the whole service planning process.	Stephen West/Moira Swanson/ Public Information Working Group - 31 October 2008	First draft of Public Information Strategy available August 2008 - to be assessed by all client strategy group to ensure it meets the needs of users and carers. Work being undertaken to develop a wider range of leaflets and re-design our web page
56 Finalise Continuous Improvement Strategy and implement and continue with programme of Chartermark/IIP Accreditation where appropriate - in line with PSIF work and progress	To embed a culture of Continuous Improvement and agree the methodology to be utilised by all areas of the department - to achieve more effective, efficient services and to improve outcomes for service users	All SMT/DMT Members as appropriate - strategy 31 October 2008 and implement thereafter	depends on Corporate progress re approval of PSIF model
57 Complete the work started in developing a Commissioning Strategy for the department and for each service, in conjunction with joint NHS services where appropriate.	To identify longer term planning issues in order to provide management and elected members with options regarding future service delivery models and levels, etc.	Stephen West/all DMT members - 31 March 2009	Work started in different workstreams in 2007/ and 2008, different rates of progress due to other work pressures - Additions Service first draft in August 2008
58 Review service integration options in Children and Families services	To identify issues and advantages/disadvantages of different models and levels of service integration with other service providers - primarily Education and the CHP	Anne Ritchie/SMT - 31 March 2009	
59 Ensure that all teams and units have Improvement Plans in place for 2009/2010	To ensure that the planning process reaches down to the front line service delivery teams and units in order to provide all employees with knowledge of the "golden thread" about how their work contributes to the higher level objectives and priorities of the department and Council and the SOA, etc.	All DMT Members - 30 April 2009	Links to item 12
60 Review of Integrated Childrens Service Plan	To update the plan and review improvement targets in light of most recent information and national and corporate priorities	Anne Ritchie/Winnie McHugh - 31 October 2008	
61 Review future of service provision at Auchtoshan Centre, including consultation with service users and carers	To provide elected members with options regarding future models of service provision to improve outcomes for service users and carers and to ensure value for money for the Council	John Russell/David Elliott - 31 October 2008	Consultation ongoing and draft report produced (August 2008)
62 Improve service user and carer involvement in planning processes for Children and Family services	To improve service planning processes and performance monitoring processes with a view to improving outcomes for service users and carers	Anne Ritchie/Clare Carthy - 31 December 2008	
63 Finalise Continuous Improvement Strategy	Relating to performance management and informing and directing senior managers in Social Work as to how the department plans to move forward with continuous improvement	West/SMT - 31 October 2008	Draft produced August 2008
7. Management and support of staff			
64 Through the Workforce Planning Group, complete a policy for implementing timescales for registration with SSSC	To set improvement targets in relation to departmental expectations for levels of staff qualification relating to SSSC registration requirements	Stephen West/ Workforce Planning Group - 31 January 2009	
65 Prepare a departmental Workforce Plan	To provide management and elected members with information regarding expected longer term issues around workforce requirements to allow forward planning	Stephen West/ Workforce Planning Group - 31 January 2009	
66 Review Workforce Development Plan	To update existing workforce development plans at departmental and operational levels to identify staff development needs to inform planning processes and to provide employees with assurance that development needs are planned to be met (within resources available)	Stephen West/Max Agnew/ relevant DMT members - 30 November 2008	Currently being reviewed and to be updated on a rolling programme
67 Set up and maintain registration database and review employee contracts re training and registration requirements	To ensure that up to date information is held regarding the registration status of all relevant employees and to tie this status to contracts of employment for posts where live registration is deemed to be necessary	Stephen West/Max Agnew/Adrian Gray - 31 December 2008	
68 Implement the revised Corporate PDP policy	To ensure all employees have access to PDP with a view to ensuring required training and development opportunities are provided to all employees	All SMT and DMT Members - following corporate agreement	
69 Implement participation in the Corporate Leadership and Management Development Programme	To ensure that our managers have sufficient appropriate development training to undertake their roles effectively	Stephen West/Adrian Gray/Max Agnew - to start in 2008 and 2009	
70 Continue the K101 Programme	To provide employees with a development opportunity which aims to prepare them for future career progression	Stephen West/Max Agnew - February 2009 and ongoing	
71 Develop and run training for employees in the use of positive psychology	To improve outcomes for service users and carers	Stephen West/Max Agnew - start September 2008	
72 Promote and develop E-Learning capacity	To improve the range of development opportunities for employees and partner organisations. Expected to be a more effective and cost-effective method of learning where appropriate	Stephen West/Max Agnew - ongoing	Work has been ongoing since 2007, though slowed recently due to staff turnover
73 Develop a shared training agenda across the local authority, voluntary and independent sectors - through the Local Practitioners Group and the Local Learning Network	To improve the range of development opportunities for employees and partner organisations. Expected to be a more effective and cost-effective method of learning where appropriate	Stephen West/Max Agnew - ongoing	Work has been ongoing since 2007, though slowed recently due to staff turnover
74 Review policy to ensure fair and equitable access for employees	To ensure access to training and development is equally available to all employees as appropriate and to reassure employees that access to such training and development is fair and seen to be fair	Stephen West/Max Agnew - 31 January 2009	
8. Resources and capacity building			
75 Link Asset Management Planning to future years capital plans	To improve forward financial planning and maximise benefit from asset base	Anne Ritchie/ Stephen West - 31 March 2009	
76 Review Departmental Risk Register	To ensure departmental risks are up to date and relevant actions are in place to mitigate against these risks and to link these risks to the service plan and financial plan	Anne Ritchie/ Stephen West - 31 March 2009	Review of Business Continuity has started (August 2008)
77 Develop the functionality of carefirst to gather information on outcome measures across all client groups	To improve functionality to allow better performance reporting on outcomes	Stephen West/Moira Swanson - 31 March 2009	
78 Undertake an exercise to map need	To develop a database of vulnerable populations using GIS, Carefirst - to assist in service planning, commissioning strategies and resource targeting	Stephen West/Moira Swanson - Commence November 2008	
79 Pilot the sharing of data between CareFirst and the Community Nursing System	To improve the use of data to be more effective and efficient and to improve the assessment, care planning and review processes and outcomes for service users and carers	Stephen West/Moira Swanson - 31 January 2009	
80 Utilised the financial module of carefirst across all services and interface to corporate finance systems	To streamline current recording systems and improve working practices to provide a better service to our service users and carers	Stephen West/Moira Swanson/ Adrian Gray - 30 June 2009	
81 Develop the use of care support to record and monitor commissioned services	To improve working practices to improve our interfaces and monitoring processes	Stephen West/Max Agnew/Moira Swanson - 31 March 2009	
82 Develop eCare technical adapter to allow information including assessment, Child Protection messaging to be exchanged between agencies	To improve the use of data to be more effective and efficient and to improve the assessment, care planning and review processes and outcomes for service users and carers	Stephen West/Moira Swanson - 31 March 2009	
83 Develop the role of the Joint Strategy Group for Children's Services regarding performance monitoring	To improve joint management processes with a view to ensuring performance is jointly monitored and services improve	Anne Ritchie/Winnie McHugh - 31 December 2008	
84 Develop a joint anticipatory care model with Health partners	To improve early intervention through joint analysis of anticipated need to improve targeting of services to improve outcomes for service users and carers	Jim Nisbet/Chris Russell/ Relevant DMT members - expected live by early 2009	Utilising SPARRA data, outcome of IoRN project
85 Develop models of partnership working with service users	To improve input of service users to service planning processes and monitoring of performance to achieve better services to improve outcomes for service users	John Russell/Tom Jackson/ Maureen Birss/others as appropriate - ongoing	Additions already has FAST group in place. Brain Injury group (BIEM) in place. Mental Health service user group in place
86 Develop enhanced services to children and young people where there are dependency issues	To improve service delivery models and provide more appropriate care models to improve outcomes for service users and carers	Anne Ritchie/Anne-Marie MacDonald - ongoing	
87 Evaluation of effectiveness of joint planning and integrated management structures in Community Care Services	To establish effectiveness of joint delivery to management and service delivery to ensure options which best deliver services in the most appropriate manner and setting are delivered	Bill Clark/Jim Nisbet/Chris Russell/John Russell - 31 December 2009	
88 Review Authorised Providers List	To maximise numbers of organisations seeking to work with the department to improve competitiveness and allow faster access to services	Stephen West/Max Agnew - 31 March 2009	
89 Review Contracting and commissioning procedures	To ensure operational or care management staff are systematically involved in the specification of monitoring services and aim to ensure that competitive options for service delivery are available	Stephen West/Max Agnew - 31 December 2008	
90 Undertake programme of monitoring visits to Care Homes to ensure compliance with the National Care Home Contract	To ensure the department undertakes it's responsibilities in relation to monitoring of Care Homes appropriately and identifies issues regarding service quality as defined by the contract	Stephen West/Max Agnew - ongoing	A schedule of monitoring visits has started in July/August 2008
9. Leadership and Direction			
91 Develop better officer/member working with the CMT	To develop a more strategic approach to policy and decision making through informal briefings and early discussions with elected members on options	Bill Clark/SMT - ongoing	Joint Pro-agenda meetings have started during 2008
92 Ensure personal visits by elected members and senior staff to staff and units is sustained and developed	To improve the understanding of elected members and senior staff of service delivery issues and to provide positive feedback to employees about the good work that they do	Bill Clark/SMT - ongoing	
93 Improve employee's understanding of direction and of service development	To ensure employees feel valued and involved in the decisions made regarding the values and vision of the department and regarding the future of services and what this means for employees	Bill Clark/SMT - ongoing	
94 Actively seek opportunities to form effective partnerships other agencies	To identify beneficial partnership opportunities with a view to providing efficiencies, better service provision and better outcomes for service users and carers	Bill Clark/SMT - ongoing	
10. Capacity for Improvement			
95 Finalise new management structure	To implement a more effective management structure which properly aligns to the corporate and departmental priorities and to joint management arrangements	Bill Clark/SMT - 31 December 2008	