

West Dunbartonshire Council

Social Work Services



**Social Work  
Services  
Departmental  
Strategic Plan  
2005/2009  
Year 2 Update  
2006/2007**



*West Dunbartonshire ~ from the banks of Loch Lomond to the shores of the Clyde*



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## INTRODUCTION

Welcome to the year 2 update of the Social Work Service Plan for 2005 – 2009. The plan reviews performance priorities, objectives and targets for the Department of Social Work Services from 2005 – 2006. The assessment is based upon our performance on key objectives in 2005/2006 and upon our commitment to provide high quality, integrated services delivered by a well trained and confident workforce able to meet the challenges of the 21<sup>st</sup> Century.

The plan has been prepared within the context of the Council's overall strategic and budget framework and reflects the priorities of the administration as set out in the Corporate Plan and is therefore aligned to the objectives within it. We have developed performance indicators in accordance with the balanced scorecard and improvement targets.

Each service has agreed appropriate actions to achieve Corporate and Departmental Objectives and these are detailed within the Service Plan.

The plan reinforces our commitment to deliver services in partnership with other Council departments and our partners, in particular with users of our services and their carers and the voluntary and private sectors.

It sets out the context within which our services are delivered. It outlines and summarises priority groups and service developments contained within other service specific plans such as the plans for Children's Services, Community Care, Criminal Justice and the Carers Strategy.

We will review the Plan each year on the basis of our performance in the previous year. This year two update is based on the outcomes of the first annual review and details the actions we plan to take to ensure progress continues to be made.

Consultation with service users and carers informs the review process. We would therefore be happy to receive your comments.

# 1. WHERE ARE WE NOW?

## 1.1 SERVICE PROFILE

### 1.1.1 Overview

The Social Work Service Plan (Year 2 Update) provides an overview of the departments notable achievements in 2004/05 and 2005/06. The plan also outlines our priorities, in line with key legislative requirements, national and corporate priorities. We achieve this by setting service objectives, targets and improvement actions, which we intend to achieve in the period 2006/09.

Our Service Managers use the Plan as a working guide to prioritise developments and to support staff to develop their role within the wider corporate context.

It also provides a means by which our service performance can be measured and accounted for in an open and transparent way to inform all of our stakeholders about what we plan to do, how well we are performing and how we will improve.

### 1.1.2 Purpose

The Social Work (Scotland) Act 1968 places an overarching duty on Local Authorities to "promote social welfare". Everything that Social Work Services does is underpinned by legislation. The duties and responsibilities of Social Work Services are statutory. That is they are defined by legislation. Over 40 statutes and regulations cover Local Authority Social Work Services. A list of the legislative frameworks we require and can be found in Appendix 1.

Most people cope well with access to inclusive universal services but many others can experience significant life difficulties and will require support from Social Work. This includes:

- the assessment and management of risk, whereby, Social Work Services support some of society's most vulnerable people and complex decisions, about the level of risk to individuals and communities, have to be made.
- working in partnership with service users and carers, in co-operation with other agencies such as, health and the voluntary sector to effect positive change and therefore maximise people's potential.
- provide advice, guidance, information, advocacy and care to individuals and communities to enable them to resolve issues and improve their quality of life.

### 1.1.3 Values of Social Work

- Protecting Children and Vulnerable Adults
- Delivering High Quality Care
- Safeguarding Communities
- Tackling Deprivation and Disadvantage

### 1.1.4 Service Functions

Social Work has a statutory duty to provide specific services. In these types of services, Social Work Act as an "agent of the state". These include for example: -

- Assessment and Care Management
- Mental Health Services
- Child Protection
- Criminal Justice Services

The Social Work Department has six distinct service areas.

**Community Care Services:** work in partnership with other council departments health, the voluntary and private sector to provide assessment and care management services to older people (including people with dementia), people with addictions, people with mental health problems, people with physical disability, people with palliative care needs, people with learning disability and services to carers.

West Dunbartonshire Community Care Services are delivered within the Joint Future Extended Local Partnership Agreement (ELPA) between Social Work, our local Health partners and the private and voluntary sector. ELPA Governance is achieved through the Council's Social Justice Committee and the Joint Health Improvement and Social Justice Partnership, which is a fully constituted sub-committee of the Council, with voting members from NHS Greater Glasgow and Clyde and Communities Scotland.

Community Care services are developed through joint planning and service users, strategy groups, whose work is given strategic direction through the Joint Strategy Group for Health and Social Care Services. We also work closely with Council colleagues from Argyll and Bute and East Dunbartonshire. The local partnership is responsible for implementing and monitoring a number of joint plans and strategies. These include the ELPA, the Joint Community Care Plan and the Carers Strategy. All of these documents provide further details on individual community care services.

**Children's Services:** provide services to support families in bringing up their children safely without unnecessary interference and ensure that children are cared for, wherever possible, within their own families. They contribute to the objective of all young people being able to

achieve their full potential in every sense and encourage families to live a healthy lifestyle and prevent avoidable harm or ill health.

The Children's Services Strategic Partnership Agreement across all relevant partners works jointly with other Council departments (mainly Education and Housing), with the NHS, Police, the Reporter to Children's Hearings and also voluntary groups to provide a service to children, young people and their families.

Strategic direction is provided by the Joint Strategy Group for Children's Services and we report to both the Children's Services Committee of the Council and to the Health Improvement and Social Justice Partnership where appropriate. There are a range of planning groups which feed through the Children's Services Co-ordinating Group to the Joint Strategy Group for Children's Services. The Children's Services Partnership is responsible for implementing and monitoring a number of joint plans and strategies, including the Integrated Children's Services Plan.

The multi-agency Child Protection Committee receives and scrutinises information on performance both in terms of statistical analysis and child protection activity and with regards to progress in implementing national policy. The Committee aims to ensure that child protection will be a key item on the agenda of relevant partnership forums. For example Community Safety, Community Planning and Domestic Abuse.

**Criminal Justice Services:** provide service's to the courts, prisons and other criminal justice agencies. This work consists of an assessment of offenders circumstances and the supervision of offenders on statutory orders.

Our Criminal Justice Services are provided via a formal partnership arrangement with East Dunbartonshire and Argyll & Bute Councils. Criminal Justice Services work in partnership with other Criminal Justice Agencies including the Courts, Procurator Fiscal, Police and Prison Service. They also have formal links with voluntary organizations and strategic partnerships.

The work of the partnership is reported to the Criminal Justice Partnership Committee comprising two elected members from each of the authorities within the Partnership. The committee is serviced by West Dunbartonshire and chaired by an elected member from West Dunbartonshire. It has delegated powers from each authority and has overall control of Social Work Criminal Justice Services across the Partnership.

The committee meets at least four times per year and in addition to responsibility for sanctioning local service provision and reviewing

progress re the Criminal Justice Strategic Action Plan and other plans, has played an active role in contributing to and commenting on national policy.

Performance on key service areas is also reported to the council's Social Justice Committee.

**Welfare Rights Services:** provide advice and assistance to people in dealing with benefits issues and representation at tribunals. The purpose of the Welfare Rights Service is to provide a service giving, representation, advice and assistance to the community of West Dunbartonshire. This work is carried out as an integral part of the Council's Anti Poverty Strategy. The service client base mainly includes the most socially excluded people within the local community.

As part of Social Work Services, Welfare Rights report to Council through the Social Justice Committee and the Health Improvement and Social Justice Partnership.

**Community Work:** The Unit assists and supports lay people to come together in communities of interest around community care and social welfare issues (including minority interests). We seek to encourage lay participants to utilise their expertise effectively in partnerships and to participate as equal partners in strategic service planning and implementation.

As a small team the Community Work Unit builds working relationships with community care such as, home care, mental health, learning disability teams within Social Work and colleagues from Community Learning & Development of Education Department, liaise with staff in Housing, health promotion staff in Health, the local Housing Associations' community links staff and reporting to Social Justice Committee and Health Improvement and Social Justice Partnership.

**Strategic and Operational Support Services:** Behind all front line services, there is an infrastructure of support services, which spans all Social Work Services. These services are responsible for Resource Management, Strategic Planning, Information and Research, Quality Assurance and Training. They provide support in the strategic planning and management of resources across the Department.

The Support Services team also liaise with other Council departments to ensure that our departmental policies and strategies dovetail with corporate priorities. Such as diversity and equalities, corporate best value, social inclusion and social justice strategies, customer care, modernising local government, public and partner consultation, attracting external funding, emergency planning, health and safety,

community safety, better neighbourhood services fund, joint health improvement and regeneration outcomes.

Support Services report to Council through the Social Justice Committee and the Health Improvement and Social Justice Partnership.

### 1.1.5 Resources

#### *Physical Resources*

We work from around 50 different locations throughout the Council area and operate with a net revenue budget of £36,188,000.

Like other Local Authorities with high levels of deprivation local government re-organisation left Social Work Services within a challenging financial climate. Over the past ten years the Council has consistently supported and values highly, the contribution of Social Work Services. The department's gross expenditure has increased from £23m in 1996/97 to £71m in 2006/07.

The main reasons for this growth are sound financial management and being successful in attracting additional funding to develop and sustain services. By 2006/07 nearly £32m of external funding had been secured for the Council's Social Work Services. Significant amounts of service provision are commissioned (often jointly) from external providers.

The Scottish Executive Justice Department via a ring fenced grant allocation funds the Criminal Justice Social Work Service. This is allocated on an annual basis and is calculated on the basis of a formula, which takes account of workload and needs factor figures. Funding is allocated to the Criminal Justice Partnership, West Dunbartonshire Council being the budget holder. A financial / budget report is regularly considered by the criminal justice partnership committee.

Appendix 3 provides a full breakdown of the budget for Social Work Services.

### 1.1.6 Staff

The department has around 1,353 full time equivalent (FTE) employees can be broken down into six main functions as referred in pages 9 to 11: -

**Community Care Services:** There are 914 FTE employees working to provide Community Care Services. Fieldwork teams operate from a number of localities across West Dunbartonshire assessment and care management services.



**Children's Services** - There are 182 FTE staff working in Children's Services. Our services are structured around a mix of central specialist teams residential care and 2 locality teams based in Alexandria and Clydebank. These teams have the responsibility for the assessment of need and the co-ordination of care and support packages.

**Criminal Justice Services:** There are 46 FTE staff working in Criminal Justice Services are delivered locally by a specialist team located in Dumbarton. The structure of the team reflects and is responsive to key service priorities.

**Welfare Rights Services:** There are 37 FTE working in Welfare Rights. The Welfare Rights Representation Unit (WRRU) is based in Dumbarton. The Unit's staff consists of a management team, welfare rights officers, information workers and clerical support.

**Community Work Services:** The Unit comprises of 10 FTE staff operating from Council bases in Clydebank and Dumbarton.

**Strategic and Operational Support Services:** There are 164 FTE working in Strategic and Operational Support and work in Council Headquarters in Dumbarton and Clydebank.

### 1.1.7 Consultation and Communication arrangements

In 2005 we reviewed current consultation and communication processes. We have produced a Consultation Policy and a three year consultation plan across all service areas. We have also developed a departmental communications strategy to ensure communication with staff and service users and their carers is clear and consistent.

We have also introduced a number of other departmental policies to meet our consultation and communication obligations. Each policy seeks to ensure a structured approach, in line with corporate models, as to how we will effectively consult with our all our stakeholders and incorporating their observations into our service delivery. Our departmental Public Performance Reporting Policy clearly identifies all of our stakeholders and our public reporting processes.

These policies clearly evidence that we are committed to continuous improvement and meet our public performance reporting commitments. Copies of the policies have been widely distributed to all departmental employees and are also available from the councils intranet/internet site.

It was recognised that the community requires clear information about services and how they can be accessed. We have developed a guide to accessing Community Care Services in West Dunbartonshire which is now available on the Social Work Section of the councils Internet site. We have also published individual service access guides for

specialist services such as Sensory Impairment and Addictions. A series of self referral and self assessment forms have been developed and they will also be available in line as part of our Electronic Service Delivery Programme.

Services to Children, Young People and Families can be accessed through the Social Work duty system, Adoption and Fostering team, Standby Services and details are made available on the Social Work page of the councils internet site and service information is currently being updated.

Social Work Services to Children, Young People and Families can be through either Statutory or non Statutory measures. Statutory intervention can either be as a result of a referral from the Reporter to the Children's Panel, through Child Protection procedures when a child or young person is seen to be at risk or in same situation where a child or young person requires to be looked after and accommodated.

"Non Statutory Intervention" is where we work in partnership with Children and Young People and families and other agencies to provide support where families are under stress.

Social Work services within the Criminal Justice system offers a range of services to the courts, the voluntary or statutory sector and to offenders and their families.

Services are of a statutory nature and as mainly a result of a court order.

#### Partnership Working

Many Social Work Services are delivered on a partnership basis.

These include formal partnerships such as:

- Joint Future Partnership
- Better Integrated Partnership for Children's Services
- Criminal Justice Partnership

The nature of Social Work is a client based service department where the views and opinions of all stakeholders are valued. Community Work and Strategic Support Services jointly work together with local community groups to encourage equal lay participation within our Planning and Implementation Partnership Group and Service User Strategy meetings.

A list of strategy groups including those with service user involvement are contained within the Planning Structures in Appendix 2.

Our Performance Review – Key Achievements Section in Section 2 lists a detailed breakdown of our consultation and communication achievements to date.

## 2. PERFORMANCE REVIEW

### 2.1 Key Achievements

As part of this Service Plan, Social Work has responsibility for delivering seven corporate objectives to meet two of the Councils Corporate Plan priorities *Promote Health and Well-being*, and *Develop our Children and Young People*.

In addition to these objectives from the corporate plan, the Social Work Service Plan has a number of detailed service level objectives, which are also linked to the corporate priorities noted above as well as the corporate priorities of providing *High Quality Best Value Services and Regenerate and develop the local economy*.

We report all our service's achievements through the corporate Quarterly and Annual Performance Reporting Committee Framework. We also monitor performance internally at quarterly performance management team meetings.

The following is a summarised list of Corporate Plan achievements reported in 2004-06.

#### 2.1.1 Key Achievements - Corporate Objectives - Community Care Services

##### *Promote Health and Wellbeing*

- Carers - Carers Short Break Service: The numbers of carers receiving a short break service increased from around 60 in 2004/05 to 66 in 2005/06. This service is specifically organised around the need of the carer, rather than the person they are caring for, and is available to all community care client groups.
- Learning Disabilities Short Breaks: People with Learning Disability and their carers - The number of people with learning disabilities and their carers receiving community based short breaks rose from around 50 in 2004/05 to 86 in 2005/06.
- Supported Accommodation for Learning Disability: The number of people living independently living in supported accommodation in 2004/05 was 124; this has slightly increased to 125 in 2005/06.
- Hospital Discharge and Admissions: We continue to invest significant funds to assist NHS Partners discharge patients from hospital or to avoid unnecessary hospital admissions by providing people with home care and housing support, or if their level of dependence means they cannot safely be sustained at home, through admission to residential or nursing care. Our Rapid

Response Teams who dealt with 1,013 referrals in 2005/06 assist this process.

- Community Alarms: We fund the provision of 1,250 community alarms. This breaks down to around 52% Local Authority housing, 36% privately owned and 12% for Housing Associations.

## **2.1.2 Key Achievements - Corporate Objectives - Children's Services**

*Develop our children and young people (Vulnerable children and young people)*

- Family Addiction Support Services: Around 278 children, young people and families received support through our addiction family support services in 2005/06
- Young Families Support Services: Around 165 vulnerable families with young children received support through the Young Families Support Service in 2005/06

## **2.2 Key Achievements - Service Objectives**

### **2.2.1 Key Achievements - Service Objectives - Community Care Services**

Below is a summarised list of additional Service Plan achievements reported for 2005-06 covering all our six key service functions.

*Promoting Health and Wellbeing*

- Supporting People - All Services: The Scottish Executive allocated to the Council a grant of £17.5m for 2004/05 and £16.2m in 2005/06. This remains one of the highest levels of such funding in Scotland (per capita) and funds a range of programmes. We have managed the ongoing reduction of our Supporting People funding since the peak of £19.2m in 2003/04.
- Single Shared Assessment (SSA): All Services - The number of people who received a Single Shared Assessment in 2005/06 was 2,133. This baseline figure has allowed a service target to be set, and we will aim to increase this figure by 20% in 2005/06.
- Older People and Physical Disability Equipment: Planned spend for Social Work and Housing on Equipment and Adaptations for physically disabled people and those with sensory impairment is a total of over £1m in 2005/06. On average this service will be provided to around 3,500 clients each year.
- Home Care & Bathing Services: Our Home Care Service provides a bathing service for clients. This was initially a pilot in the

Clydebank area with a budget of £20,000. This service has been extended throughout West Dunbartonshire Council in 2005/06. Around £105,000 is currently spent on this service with a total of 168 people receiving the service to date.

- Sheltered Housing: We have extended staff cover within all Council Sheltered Housing units to full 24-hour cover, 7 days a week. All residents are supported through this service (around 200 people).
- Palliative Care: McMillan Carers Scheme - Provides a care service to people who have a cancer diagnosis around 20 to 25 people receive this service in any given week
- Partnership in Practice Agreement 2004/07 – outcomes: Significant partnership achievements have been made in Learning Disability services. Some of the key outcomes are; a manager was appointed in 2004 to jointly manage the service across Health and Social Work. A single Learning Disability Health and Social Work Database has been established. Modernisation of day services has been undertaken. An employment development worker for people with learning disabilities has been introduced.
- Mental Health Services including Brain Injury and Alcohol Related Brain Damage: The number of people living independently in their own homes supported by commissioned providers rose slightly in 2005/06 to 225.

## **2.2.2 Key Achievements - Service Objectives - Children's Services**

*Develop our children and young people*

- Domestic Abuse: Social Work invests significantly to address the issue of Domestic Abuse. Our current investment is just under £0.5m p.a. in Women's Aid services in Clydebank and Dumbarton. Funding is also provided to the West Dunbartonshire Domestic Abuse Partnership and to the Challenging and Responding to Abuse (CARA) project.
- Children with or Affected by Disability: Our Children with Disabilities Team has worked with Leisure Services to develop specific services to encourage families and children to access leisure activities. We have also increased support to families with children on the Autistic Spectrum Disorder through the provision of a dedicated post. This development was based on the outcome of a consultation exercise.
- Reducing school exclusion, truancy and to improve levels of reading, writing and numeracy: In conjunction with the Department of Education, Social Work continues to attempt to Around £0.5m is now spent on alternative education for children providing education

more suited to their needs. Around 60 young people are supported in this way each year.

- Intensive Support and Monitoring Service: commenced during 2005/06 with West Dunbartonshire one of the nominated authorities to pilot this in Scotland. This service provides a community-based alternative to secure accommodation for young people. Funding is £0.6m over two years.
- Youth Crime: Social Work invests over £0.5m each year to tackle the problem of youth crime and anti-social behavior. This includes projects such as; Rapid Response Initiative in partnership with the ASIST team and Youth Justice mentoring project with 20 mentors. Also a careers worker post is funded from Youth Crime Fund as part of the Positive Futures Initiative to offer more intensive support to vulnerable young people.
- Young People who offend: In partnership with the Reporter, Police and Social Work established regular Case Progression Meetings on young people who offend.
- Substance Misuse Prevention and Education Programmes: A range of programmes have been delivered to all five residential children's units and to projects providing an alternative to mainstream education provision. Awareness programmes have also been delivered to staff in all Early Years Units in partnership with the Addiction Prevention and Education Group of the West Dunbartonshire Alcohol and Drugs Forum.
- Support to Young People with or affected by Mental Ill Health - Young People in Mind Project: In partnership with the NHS, we have put in place a support service for residential care staff and foster carers. This will ensure staff and carers are aware of mental health issues for looked after children, and allow them to develop the skills and confidence in supporting those in their care.
- Child Protection: Action plans have been formulated across Social Work, Health and Police services to address issues and recommendations arising from the Scottish Executive Audit and Review and the recommendations of the O'Brien Enquiry. Also Agency and Interagency Training programmes are in place; 8 sessions of interagency training are delivered annually; 250 staff across key agencies received awareness training in child protection together.

### **2.2.3 Key Achievements - Service Objectives - Criminal Justice**

*High Quality Best Value Services*

- Drug Treatment Testing Orders (DTTO): In 2005/06 the Partnership commenced the operation of the DTTO scheme with funding of £452,000. This funding is designed to reduce offending by people who have a problem with persistent offending linked to addictions.
- Supervised Attendance Orders (SAO): In 2005/06 the Partnership took part in a pilot on SAOs. This has funding of just under £85,000. This is designed to reduce numbers of people imprisoned for non-payment of fines, by substituting prison by an order requiring them to attend and receive assistance with ongoing problems.
- Since the Partnership began, an extensive variety of strategies and procedures have been reviewed, developed and standardised across the partnership.
  - A Bail Information and Supervision Service
  - The Constructs Programme
  - Sentencer's Evaluation
  - Diversion from Prosecution
  - Perpetrators Programme

#### **2.2.4 Key Achievements - Service Objectives - Welfare Rights Services**

##### *Promote Health and Wellbeing*

- Palliative Care: Welfare Rights will, from 2005/06 provide benefits and financial advice, in partnership with the Macmillan Cancer Relief, to cancer patients in a contract worth up to £327,000 over three years. In 2005/06, early indicators show that over 250 people have accessed this service and the annual equivalent of the money generated is in excess of £700k.
- Asbestos: The Welfare Rights Service continues to support the Clydebank Asbestos Group and the Council Leader is the Lead Officer for the CoSLA Group on Asbestos. This work included joint organisation of an International Asbestos Conference, assisting CAG with a campaign on legal matters, and attending meetings at the STUC Perth and the House of Commons.

##### *Regenerate and develop the local economy*

- Benefits: In 2005/06 over 5,000 new benefits claims were progressed through the Welfare Rights Service generating benefits of around £5m for West Dunbartonshire's citizens.
- Benefit disputes: In 2005/06 over 200 clients received advice and representation from our Welfare Rights Service in relation to a benefits dispute with a 50% success rate and £0.5m additional

benefit generated for those clients. The closure of a local Appeals Service has impacted on the number of appeals heard.

- Helping people return to work: From 2005/06 the Welfare Rights Service has assisted the Department of Development and Environmental Services, the Job Centre and Lennox partnership in operating the Working for Families project. The project is aimed at assisting single parents to return to work by providing assistance with benefit claims and money advice. In 2005/06 the total number of people assisted was 74. This included lone parents, carers and clients supported by Addiction and Criminal Justice Services.

## **2.2.5 Key Achievements - Service Objectives - Community Work Services**

### *Promote Health and Wellbeing*

We have assisted community organisations concerned about community care issues and raising these effectively assist us in our continuous improvement of services. Examples include: -

- Learning Disabilities: Establishment of "Our Club": a learning disability group seeking to create its own social and recreational outlets with friends.
- New Community Care Services: Support to the two Planning In Partnership topic groups led by lay participants tackling bathing services and carers' short breaks through to the establishment of two newly funded services.
- Disabled Children's Issues: Assistance to local organisations of parent carers of disabled children to come together, network and bid to be involved in children's services planning. They have been particularly successfully in involving and engaging with Leisure Services leading to the "Shining Stars" programme.
- Carers: Intense support to West Dunbartonshire Carers Forum in their endeavours to improve involvement in the delivery of local carers centres, leading to contract replacement.
- Access Panel Width: Development of a local Access Panel with appropriate wide representation from a range of disabilities.
- New Strategy Groups with Equal Lay Participation: Jointly with colleagues in our Strategy section we have assisted in the development of new strategy groups tackling physical disability, carers, sensory impairment and dementia.



- Deprived Neighbourhoods: Focussed work with other Community Work agencies on proposed asylum seeker receiving areas in West Dunbartonshire. This is now at an end but resulted in restimulating local neighbourhood organisations in Clydebank East (new play area/proposed local café) and Castlehill (regeneration initiative).
- Ethnic Minority Women: Effective support to the Asian Women's Group locally tackling a range of issues including health issues, cultural inputs, educational classes, holiday activities and involvement in the new multi-cultural centre at Dalquhurn.
- Disabled Children's Clubs: Development of Saturday Club (arts, crafts, music, drama) for disabled children in Clydebank and proposed youth club provision beyond the age of eighteen promoted by Clydebank Special Needs Forum. The on-going development of specialist after-school care promoted as a joint initiative between the Special Needs Forum, Enable and Education.
- Visual Impairment Networking: The networking of organisations of visually impaired people into "FOCUS" to take forward collective issues. Particular support required for letter writing/dealing with correspondence and reminding agencies of access requirements.
- Physical Disability Provision: Sustaining the provision of local daycare and social facilities for physically disabled people with four local community organisations.
- Women: Work with two local women's group, informing, advising, supporting and tackling issues such as child care, educational training and abuse.
- Community Group Training: Joint work with Community Work colleagues to produce co-ordinated training programmes for local community groups through "Inspire".
- Minority Conditions: Establishment of groups concerned about less well recognised conditions these being Attention Deficit Disorder, Multiple Sclerosis (MS), ME and Autism.
- Minority Concerns: Strategic involvement in promoting best practice with gypsy travellers and young carers.
- New Developments: New activity in examining the potential of Community Work to focus on work with carers of addicts, people bereaved by suicide and frail elderly.

## 2.2.6 Key Achievements - Service Objectives - Strategic and Operational Support Services

*Provide high quality, best value services*

We have introduced a number of departmental policies as a result of the Audit Scotland Best Value Transitional Arrangements Review carried out in March 2004. These include:

- Consultation Policy: guidance to employees on how to consult effectively at corporate and departmental levels, including a programme of consultation activity for 2006-2008.
- Performance Management and Public Reporting Policy: This framework sets out our reporting mechanisms, our categories of information that need to be reported and the planning action required.
- Communication Policy: This policy sets out guidance on best practice and consistency when communicating with colleagues, clients and our agencies whether face to face, in writing or by electronic means.
- Workforce Development Plan: This sets out our policies and plans for the next 3 years for the development of a skilled and versatile workforce fit for the 21<sup>st</sup> Century. It sets out how we will support staff to meet the registration requirements of the SSSC as well as the basic requirements for all staff to carry out their responsibilities safely and effectively. Through it we expect that service users will be protected and have confidence in the workforce, standards of practice will be raised, staff will feel valued and partnership working will be promoted.
- Quality Management Systems Policy: Social Work Services are committed to all sections attaining accreditation with a quality management system such as Investor in People, Chartermark or EFQM, by 2008. Three working groups are presently looking at an implementation plan for the Department. We believe that accreditation is an important step in recognising our services and working within a culture of customer focused services and continuous improvement.
- Best Value Review Policy: This policy sets out our four year programme of best value reviews along with the methodology and reporting framework.
- Protecting Vulnerable Adults: These guidelines have been produced in partnership with other agencies to enable workers to recognise when vulnerable people may be at risk of abuse, and to

identify and take the necessary action. They take account of the needs of all vulnerable adults.

- Minimum Standards for Case Recordings: These standards have been set so that we have accurate, clear and concise records for each service user and carer which meet legal and statutory requirements. They set out a clear record of practice and decision making and show clear accountability for monitoring and audit processes.
- Access to Community Care Services: to make it easier for people to find out about our community care services and how to access them
- Performance Development Planning (PDP): Commenced roll out of PDP to all staff in Social Work. All staff to receive initial PDP by 31 March 2007. 105 completed by December 2005 against a target of 300. There was slippage at the start of this process due to staffing strategies.
- Capacity Planning Review: Process to produce long term strategic plan on capacity planning for older people's services commenced and Best Value Review is ongoing.
- Race Equalities: Commenced process, in line with corporate standards, of reviewing all policies and procedures to comply with race equality legislation.
- E-government: As part of the Council and Government programme Social Work has development on line referral and assessment forms and a service access protocol. As part of the Scottish Executive ECare Programme we have developed an electronic assessment module and have piloted sharing assessment information electronically with NHS partners through a multi agency ECare store. The further development of this area of work is dependant on clear policy guidelines and financial support from the Scottish Executive. This is being pursued in partnership with NHS Greater Glasgow and Clyde and all partner Local Authorities.

### **2.3 PERFORMANCE REVIEW 2005/06 - Statutory Performance Indicators**

Social Work measures its performance against Corporate and Departmental Priorities. A number of these are based on targets set in relation to Statutory Performance Indicators.

The framework for measuring departmental performance is based on the Service Plan targets. The targets relate to Statutory Performance Indicators, Local Improvement Targets and to achieving the Council's

Corporate Objectives. Any comparison in this section is against the last published national figures (2004/05).

Performance monitoring is regularly discussed at Departmental Management Team and individual team meetings agendas. Managers and team leaders are responsible for achieving performance targets and take any corrective action, if needed, to meet the targets set.

We also report our performance to Elected Members and to service users through the various Quarterly Performance Reporting Committees, planning partnerships and strategy groups.

We also publish details of our performance in the West Dunbartonshire Council Newspaper and the Councils website. Further detail about our reporting framework can be found in the departmental Public Performance Reporting Policy.

The following sections describe our performance in 2005/06 set against Statutory Performance Indicators, Local Improvement Targets and Corporate Health Indicators and also what actions we intend to take to continue to improve performance in order to meet our key service priority and objectives for 2006/07.

### **2.3.1 Community Care Assessments: (ASW1)**

This measures the average time taken to provide community care services from first identification of need to first service provision.

This indicator replaces the old SPI 1 which recorded the number and rate per 1,000 of people receiving a service and those being assessed or reviewed.

As this is the first year we have reported this indicator we do not have local comparisons to compare any variance in performance. Additionally, we are not currently able to present national or comparator group comparisons.

It is also worth noting that the period covered by the return is based on the quarter, October – December 2005 to bring it in line with the Joint Performance Information Assessment Framework (JPIAF) 6.

### **2.3.2 Residential Accommodation: Staff Qualifications (ASW2a)**

This indicator reports on the level of qualified staff within residential units and is used as a proxy measure for quality of service. The Care Commission has set national targets for the attainment of qualifications for staff within specific timescales. These targets cover Residential, Day Care and Domicillary Care Services. West Dunbartonshire has a strong commitment to training with currently over 200 staff in the process of achieving qualifications.

The level of qualified staff has increased from 37% in 2005 to 50% in 2006 bringing us above the national average of 47% for 2005 but still slightly below the comparator group average for the same period.

### **2.3.3 Residential Accommodation: Privacy (ASW3)**

SPI 3 monitors progress in attaining the standards set by the Care Commission in terms of privacy within care homes.

In 2005/06 Local Authority homes for older people attained 100% single occupancy rooms compared to 66.7% in the voluntary sector 79.5% of those in the private sector.

This indicator also reports on the level of residential accommodation with en-suite facilities. In 2005/06, 27% of local authority homes for older people had en-suite facilities.

### **2.3.4 Home Care Services (ASW4)**

SPI 4 is currently used to monitor the level of service provision by Home Care Services to older people. The indicator captures information as at 31 March each year.

To allow a more meaningful national comparison to be made, hours of service are calculated as a rate per thousand of each Local Authorities elderly population.

In 2004/05 West Dunbartonshire ranked second highest nationally with 802.8 hours per thousand of the elderly population compared to the Scottish average of 561.6 in 2004/05. We were also well above the average for our comparator group and ranked highest among them.

In 2005/2006, 11,153 hours of Home Care were being provided; representing a drop to 758.3 hours per 1,000 people aged 65+.

National comparisons are not currently available to see how we will be ranked this year.

#### **Provision of Personal Care**

In March 2006, 43% of clients were receiving personal care. This is up from 32.6% in 2003/04 and 40.5% in 2004/05. In 2004/05 we were below, both the national and comparator group average and were in the lowest quartile of Local Authorities. While national comparisons are not currently available we believe this will still be the case. We believe that this is as a result of two factors.

Firstly, there is a lack of consistency as to how local authorities count Personal Care. Many local authorities include the preparation of meals in the personal care category. If we were to calculate the indicator in this way, 59% of Home Care clients could be said to be receiving a personal care service.

Secondly, in comparison to other local authorities with a comparable population we provide a service to almost double the number of people. This has the effect of reducing personal care as a percentage overall.

#### Evenings and overnight services

The level of service provision during evenings or overnight is seen as an indicator of the flexibility and responsiveness of Home Care Services. Evening services are defined as those delivered between 7pm and 10pm.

National figures for 2004/05 showed that West Dunbartonshire ranked 26<sup>th</sup> for services provided in the evenings and overnight, with just under 18% of the total clients receiving a service during this time period. If we were to include early evening services this would increase our percentage to 24.6%.

The overnight service is based on a needs led assessment to ensure it is appropriately targeted to the most vulnerable clients. It is recognised that there is currently unmet demand around this service area. Up to £200,000 of new Scottish Executive funding will be invested in developing faster access to homecare services and increasing flexible evening and weekend services.

#### Weekend Service

Again, this indicator is used to measure the flexibility and responsiveness of Home Care Services.

The number of people receiving a weekend service has increased from 771 in 2004/05 to 782 in 2005/06. As a percentage of the total clients this changes the rate from 46.8% to 47.1%.

We do not have national comparisons for 2005/06 but in 2004/05 we were just below the comparator group average and ranked fourth within the group.

### **2.3.5 Respite Care (ASW 5)**

SPI 5 measures the level of respite care provided by Councils to older people and to other adult Community Care Groups such as people with a physical or learning disability. This indicator has been 'Simplified' this year. Whilst measuring the same information, the breakdown has changed to look at Daytime and Overnight services. Within West

Dunbartonshire we are currently undertaking a Capacity Planning review of both residential and domiciliary services. The outcome of this review will assist us in providing the appropriate level and type of respite.

Overnight Residential Respite 65+: This indicator is broadly similar to the old SPI 5a). Since 2004/05 there has been a substantial increase in the level of residential respite for older people. This is mainly due to respite beds in units closed for upgrading coming back into use. Demand for this service exceeds the level of resource. Within Local Authority homes there are a 12 designated respite beds, whereas in the private and voluntary sector beds are mainly allocated on the basis of any available vacancies with priority given to long stay placements.

The volume of overnight respite nights not in a care home has increased for people aged 65+.

Overnight Residential Respite for adults aged 18-64: This indicator is broadly similar to the old SPI 5a). Since 2004/05 there has been a substantial increase in the level of residential respite for people aged 18-64. This service is mainly provided by the voluntary sector and largely used by people with a physical disability. Within the Councils Joint Learning Disability Service, there is a focus on supporting people within their own homes wherever possible.

Daytime respite hours for people aged 65+: This is a simplified indicator but is comparable to a combination of indicator 5b) and 5c) from last year. There has been an increase in the level of daytime respite for Older People.

The level of respite not in a day centre has also increased substantially due to the development of the MacMillan Carers Service and the ongoing development of the Carer's Short Break Service.

Daytime respite hours for adults aged 18-64: This is a simplified indicator but is comparable to a combination of indicator 5b) and 5c) from last year. During 2005/06 we have increased provision from last year due to the development of services such as the Carer Short Break Services, Cornerstone and the expansion of the MacMillan Service. The level of respite not in a day centre has also increased substantially.

### **2.3.6 Social Enquiry Reports submitted by Due Date: (ASW6d)**

This indicator measures Social Work's performance in ensuring that Social Enquiry Reports are submitted to the court by the date and time required.

Within West Dunbartonshire our performance has always been around 98/100%.

In 2005/06 this has dropped to 86%. We believe that this figure is inaccurate and is due to a combination of factors.

Firstly we envisaged a slight drop in performance due to high turnover of staff in Criminal Justice and for a period, dependency on agency staff.

Secondly, we have recently implemented electronic reporting systems across the partnership area. There have been issues with the Information Technology which we believe is not capturing all the required data. This is currently being dealt with and in the short term we are carrying out a manual exercise to establish accurate performance is reported.

### **2.3.7 Probation Services: The percentage of new Probationers seen within one week (ASW7c)**

This indicator is to an extent dependant on the offender keeping the appointment offered to them. As such it has a tendency to fluctuate.

In 2005/06 83.2% probationers were seen within timescales compared to 62.5% in 2004/05. This exceeds our target of 70% for 2005/06.

### **2.3.8 Community Service Order: Average number of hours per week to complete orders (ASW 8b)**

This indicator is intended to measure the efficiency of the service in allocating the required number of hours to offenders sentenced to a Community Service Order.

Our performance in 2005/06 at 3.7 hour per week represents a drop in performance from that in 2004/05.

We believe this to be due to a reduction in the length of orders imposed by the court and also to the level of offenders returned to court for non-compliance who are then returned to complete their order.

We set a target of 6 hours per week for 2005/06 which we now believe to be unrealistic.

We intend to monitor trends in Community Service to establish issues in relation to performance.

### **2.3.9 Looked After Children: Educational Attainment (EC7b and 7c)**

We have improved our performance in both of the indicators for educational attainment.

In the attainment of one standard grade. The provisional figure of 75% shows an improvement on that of 2004/05.



We have also substantially improved performance in relation to young people attaining a standard grade in English and Maths. The provisional figure of 75% shows an increase of 25%.

### **2.3.10 Looked After and Accommodated Children (EC8)**

This indicator is no longer included in Audit Scotland's SPI's.

It is presented here to indicate the position in Quarter 4, January to March 2006 at 17.6 Looked After and Accommodated Children per thousand and the population aged 0-17 years.

There is a national trend towards an increase in the number of children and young people being accommodated.

We believe the situation in West Dunbartonshire is in line with our level of deprivation.

### **2.3.11 Staff Qualifications (EC9)**

In 2004/05 there was no increase in the level of qualified staff in Children's Residential Units. At 54%, West Dunbartonshire was below both the comparator group and national average.

Targets were put in place to improve the level of qualified staff and to reduce the length of time staff take to complete training courses. These targets are underpinned by a range of support mechanisms for staff undergoing training.

The unaudited figures for 2005-2006 show an increase of 10% to 64%. A further 10 staff are currently working towards qualifications.

### **2.3.12 Looked After and Accommodated Children: Privacy (EC10)**

This indicator is based on the Care Commission Standard of privacy and single rooms in care homes. There is a small decrease in this indicator from last year. (2005, 66.7% 2006, 64.7%). This is due to the slight increase in the number of children and young people requiring a residential placement.

As most of our homes are small and were designed around the "family group living" concept there is little capacity for this standard to be implemented and therefore for performance to be improved.

The Care Commission recognises the quality of care provided within our residential homes.

### **2.3.13 Respite Care (EC11)**

Performance on respite care is sub divided into residential overnight service and daytime respite. This indicator has been “simplified” in 2005/06.

In the provision of residential respite our performance dropped slightly mainly due to a number of young people reaching the age of 18.

In the provision of respite care in a day centre through attendance at playschemes and the Getalong Gang, there is a decrease in hours from last year due to recruitment difficulties. There is also a decrease in the use of befrienders providing respite to carers as the service lost workers with the opening of the children’s hospice at Balloch.

Respite provided at home increased during the year.

### **2.3.14 Social Background Reports (SBRs) (EC12)**

In 2004-2005 our performance on the level of SBRs submitted on time fell from that of 2003/04 and at 21.3% was well below the comparator group and national averages.

Performance on this indicator is affected by the volume of requests for reports and by recruitment and retention difficulties.

A series of actions were taken to improve performance

- employment of two dedicated Social Work Assistants;
- reviewing recording mechanisms;
- development of a secure electronic link between Social Work and the Reporter’s Department.

At 40% our Performance has improved by almost 20% during 2005/06. We have put in place further improvement actions as part of a benchmarking exercise with Inverclyde Council and will continue to monitor the situation.

### **2.3.15 Children Panel Liaison – Supervision (EC13)**

Our performance in relation to the percentage of children seen by a Social Worker within 15 working days has dropped from 68% in 2004/05 to 58% in 2005/06.

We believe that this is due to a combination of poor recording practice and staffing issues, particularly staff turnover. We have set a target of 80% to be met by the end of 2006 and will closely monitor the situation.

## **2.4 Local Performance Indicators**

### **2.4.1 Community Care Services - Local Improvement Targets (LITs)**

The Scottish Executive audits our Local Partnership Arrangements through a Joint Performance Information and Assessment Framework. The LITs are the centre of the frameworks outcomes approach in community care and are integral to continuous improvement under Joint Future. In particular, the LITs demonstrate local partnerships' commitment to delivering on the four national outcomes for community care.

Our current statutory performance indicators are the primary source of information used to set our local improvement targets. Front line managers work to agreed targets across all the community care service functions. The LITs progress is closely monitored by the departments Departmental Management Team and then report to the subsequent Quarterly Performance Reporting Committee. Overall performance on our LITs have been good. The main area requiring further improvement is around delayed discharges. This is currently being monitored on a monthly basis to track progress.

### **2.4.2 Children's Services – Local Performance Indicators**

Performance Improvement Framework for Children's Services. As part of it's ongoing commitment to ensuring that vulnerable children and young people receive appropriate and good quality services the Scottish Executive has brought together all agencies involved in the monitoring and inspection of services to children and young people to develop a national performance improvement framework. Those involved include COSLA, SWIA and 21<sup>st</sup> Century Review Group. Consultation has taken place with local authorities and a draft framework is in place.

In West Dunbartonshire our fieldwork services for children and young people are currently piloting aspects of the framework with a view to implementing it.

### **2.4.3 Welfare Rights Service – Local Performance Indicators**

Although Welfare Rights Service does not have statutory performance requirements, we are currently devising a set of local performance indicators which will be recorded on department's CareFirst Information System. Once this is completed it will be subject to examination within the Quarterly Performance Monitoring Reporting process. Welfare Rights issues for QPR will include the following: -

- MacMillan Cancer Benefits Project
- Working with Families

- Debt/Money Advice

#### **2.4.4 Community Work Service - Local Performance Indicators**

There are no statutory performance indicators for Community Work Services. Target Recording Sheets are the main source of performance reporting. Annually Community Work staff engage in an appraisal of the forward-looking targets for both the community organisation and for the Community Work section in taking forward our support to each community group. Completed Target Sheets are shared with the individual groups concerned and collated into a booklet circulated to senior management and the Departmental Management Team. This gives clarity, focus and direction to our work. The targets set by the group and the Community Worker are monitored and reappraised on a six monthly basis and again the outcome is shared with the group and packaged and circulated to senior management.

A number of Improvement targets are in place and performance against these is appended in the Service Improvement Action Report at Appendix 4.

#### **2.4.5 Strategic Support Services - Local Performance Indicators**

There are no statutory performance indicators for strategic support services. However they do play a central role to provide front line managers with the key management information reports for all of the statutory and local performance information. The section coordinates and draws together all of the performance returns and for audit purposes. Support services work along side senior managers and team leaders the section prepares Quarterly Performance Outcomes Reports in line with the departments Public Performance Reporting Policy.

A number of Improvement targets are in place and performance against these is appended in the Service Improvement Action Report at Appendix 4.

#### **2.4.6 Complaints**

During the period 1<sup>st</sup> April 2005 to 31 March 2006 30 formal complaints were received by the department. Of these:

- Eleven concerned child care
- Ten concerned community care
- Five concerned home care
- Three concerned parking at Bruce Street
- One concerned welfare rights

Overall, three complaints were justified, four were part justified, nine were found to be unsubstantiated and eleven were

unjustified. One complaint was unable to be investigated as the complainant had moved away, one complaint was withdrawn while the investigation was under way and in one the investigation is ongoing. In relation to the three complaints, which were found to be justified, staff guidance has been issued to prevent reoccurrence.

#### **2.4.7 Service Standards**

The new standards set in the Corporate “Putting the Customer First” Strategy have been rolled out across the department and have been integrated into our departmental Communications Policy.

The new standards set in the Corporate Strategy “Putting the Customer First” have been rolled out across the department and have been integrated into our departmental Communication Policy.

##### **Quality Management Systems**

Social Work is committed to introducing accreditation to recognised quality management systems for all services. This reflects the corporate strategy, which has agreed on a dual approach of achieving either Investors In People (IIP) or Chartermark for all services and sets out a phased approach to implementation. As a general guide Chartermark suits customer-focused services and IIP suits services with a strategic or administrative function.

Following the introduction of the departmental Quality Management Systems policy a working group was put in place. The group’s remit was to decide on appropriate groupings of services and the selection of the relevant quality management system for each grouping. The group is also producing an implementation plan, which sets out a programme for all services to be accredited by 31 December 2008.

Currently the Quality Assurance and Training Section have achieved IIP and Planning, Research and Finance are in the early stages of preparation for accreditation.

The residential homes for older people and children are in the early stages of preparing a submission for charter mark and Homecare are considering EFQM

#### **2.4.8 Service Awards**

We will continue to encourage managers and team leaders to identify services that demonstrate high levels of service and to nominate them for service awards. Below is a list of bids for quality service awards submitted in 2005/06 and the outcome.

- COSLA Excellence Bronze Award Service for Improvement and Customer Needs - Good Life Positive Attitudes 2005/06. We consider this work to be an area of good practice.
- COSLA Excellence Bronze Award Service for Improvement and Customer Needs – Carers Short Breaks 2005/06. We also consider the Short Breaks Service to be an area of good practice
- Brain Injury Service – Finalist in the Scottish Care Accolade 2005/06

#### **2.4.9 Absence Statistics**

In 2004/05 absence levels were at 8% and in 2005/06 were reduced to 7.29%. While this reduction is welcomed the absence rate is acknowledged as still being too high. The department is undertaking a pilot incentive scheme between 2005/06 and 2006/07 to attempt to reduce absence rates further.

#### **2.4.10 Equalities**

The department has started a programme of Integrated Impact Assessments on all policies and procedures to ensure that they meet equalities legislation and requirements. Race Equality Awareness is part of our induction process and we are carrying out a training needs analysis to ensure all staff are aware of their responsibilities.

#### **2.4.10 External Audits**

The Care Commission monitors our care services provision and inspects the services we provide on regular basis. All of our services were inspected at least once in 2005/06 and we received positive feedback on all of these.

The Scottish Executive monitors the councils Joint Future partnership arrangements through the JPIAF. In 2005/06 our performance was assessed as making “good progress” across all of our joint performance areas.

#### **2.4.11 Best Value Reviews**

Service review activity has often been driven by financial concerns and opportunities as well as the need for service improvements. A detailed programme for Best Value is now in place and will be completed using the Council's Toolkit. More emphasis will be placed on providing acceptable benchmarking evidence of performance. The Best Value programme will provide option appraisals for key services. We will provide frequent updates on progress of our Best Value Reviews through the Quarterly Performance Reporting Structures.

Reviews underway at present are: -

- Review of Community Equipment and Adaptations Service.
- Review of Care Homes.
- Review of Emergency contact services.
- Services to Young People Under the Age of 18 Referred to the Reporter on Grounds of and involve the following services.

Supporting People Service Reviews underway: -

- Within Supporting People all of the forty-five Stage 1 Reviews have been carried out and the programme is on schedule to complete all Stage 2 reviews by April 2007.

## **2.5 Social Work Priorities for 2006/07**

Many of our service plan priorities, objectives and actions are part of a rolling programme, which spans the life of the plan 2005-2009. Based on central policy and informed by the views of service users and carers, we have prioritised specific actions and have set annual targets to meet our key objectives.

We have put in place performance improvement action plans for all relevant indicators for 2006-2009. Further detail can be found in Section 4 "How are we going to get there" - Improvement Action Plans.

We have reviewed our local improvement targets to ensure that they remain fit for purpose. Some of the most significant of our departmental service priorities are as follows:

- 2.5.1 In 2006/07 we will review our Assessment and Care management procedures in line with SSA implementation and Scottish Executive guidance.
- 2.5.2 In 2006/07 we will work with NHS partners to develop shared procedures for Assessment and Care Management.
- 2.5.3 We have reviewed the way in which we deliver homecare services as part of a progression towards a more targeted approach to service delivery. Many of our homecare clients require a number of visits each day rather than a standard "block" of time with workers.

Having three separate 20 minute visits can often be more beneficial than for example one visit of one hour duration. While this model is more effective for the client, it is more costly to organise and deliver.

We therefore need to ensure that our local improvement targets can accurately capture the actual service provided. This will allow us to

continue to plan and deliver homecare in a manner that addresses the needs of the customer rather than the service.

We have developed baseline information to enable new targets based on the number of interventions to be set. During the last week in March 355 people aged 65+ were receiving between 10 and 20 interventions. The number receiving 20+ interventions was 424. These figures represent a significant undercount, as work undertaken in Sheltered Housing complexes cannot currently be captured in this way. We are looking at our recording systems in order to establish whether they can be adapted.

#### 2.5.4 Inline with requirements of the JPIAF we are developing local improvement targets for all community care client groups.

These cover services such as:

- Mental health
- Learning Disability
- Physical Disability
- Brain injury
- Addiction

These include service improvements in the areas of:

- Increasing services accessed through SSA
- Timescales for response to referrals
- Increasing uptake of service
- Care planning

#### 2.5.5. Children's Services

We have put in place local Improvement Targets for Children's Services in line with key national policy

- All qualified social work staff to undertake the 5 day basic child protection training within their first year of employment.
- Child Protection Committee will deliver 8 multi-agency child protection awareness programmes each year with a target of raising awareness to a minimum of 250 staff.
- We will conclude the development of local protocols and procedures across agencies to ensure the safety and wellbeing of children and young people where addiction is an issue in the family.
- Reduce the number of young people placed in secure accommodation through the development of appropriately targeted intervention and support strategies (ISMS)
- Implement Choose Life Programme through the roll out of a programme



- Promoting mental health awareness to staff in young people and children's units during 2005/06.
- Increase the level of Social Background Reports to the Children's Hearing submitted within timescales to 80%

### 3. STRATEGIC ASSESSMENT

3.1 A PEST Analysis was carried out in order to determine key issues, the table below entitled “PEST Analysis” highlights the way our services are shaped by both internal and external factors.

#### PEST Analysis

Areas for consideration	What are the key issues which should be considered when developing the department’s service plan.
<p><b>Political Analysis</b></p> <ul style="list-style-type: none"> <li>• New legislation</li> <li>• Government and Scottish Parliament e.g. White Papers</li> <li>• Audit/Inspection regimes</li> <li>• Local or national political change</li> <li>• Relationships/partnerships with other agencies</li> <li>• Environmental (green) issues</li> <li>• 21<sup>st</sup> Century Review of Social Work Services</li> <li>• Child Protection Reform</li> <li>• Getting it Right for every Child</li> <li>• Reducing Bureaucracy/Efficient Government</li> </ul>	<p><b>Political Analysis</b></p> <ul style="list-style-type: none"> <li>• Freedom Of Information Act</li> <li>• Regulation of Care (Scotland) Act 2001</li> <li>• Local Government (Scotland) Act (Community Care &amp; Health Act 2002)</li> <li>• Joint Future &amp; Better Integration Policy, Criminal Justice Policy</li> <li>• Audit Scotland, Inspection &amp; Performance Social Work Services Inspection – Monitoring</li> <li>• Health &amp; Social Justice Partnership</li> <li>• Joint Future, Better Integration and Criminal Justice Partnerships</li> </ul>
<p><b>Economic Analysis</b></p> <ul style="list-style-type: none"> <li>• Budget Restrictions</li> <li>• Income generation</li> <li>• Labour Market e.g. skill levels, gaps in, employee expectations</li> <li>• Unemployment rate</li> <li>• Inflation rate</li> <li>• Interest Rates</li> </ul>	<p><b>Economic Analysis</b></p> <ul style="list-style-type: none"> <li>• Budgetary Planning and time limited funding</li> <li>• Reducing Grant Levels</li> <li>• Central Government expectations re Charging for Service</li> <li>• WDC Charging Policy</li> <li>• Recruitment/retention issues</li> <li>• Income/Maximisation</li> <li>• Worklessness Agenda</li> <li>• Limited funding for IT developments</li> </ul>
<p><b>Social Analysis</b></p> <ul style="list-style-type: none"> <li>• Demographics</li> <li>• Social Inclusion</li> <li>• Culture (gender roles etc)</li> <li>• Trends in consumer/public attitudes and expectations</li> <li>• Attitudes (health, environmental consciousness, etc)</li> <li>• Leisure Interests</li> </ul>	<p><b>Social Analysis</b></p> <ul style="list-style-type: none"> <li>• Ageing population</li> <li>• High levels of deprivation and unemployment</li> <li>• Raised awareness and demand for quality and access to services</li> <li>• Shifting the Balance of Care</li> <li>• Customer Care Standards</li> <li>• Service User Views/Consultation Outcomes</li> <li>• Standards of Nutrition</li> <li>• Inclusion/Equality Issues</li> </ul>
<p><b>Technology Analysis</b></p> <ul style="list-style-type: none"> <li>• IT Strategy</li> <li>• Communications Technology's</li> <li>• Software development</li> <li>• Hardware development</li> <li>• Service development/redesign</li> </ul>	<p><b>Technology Analysis</b></p> <ul style="list-style-type: none"> <li>• Need for further ICT Development Information Sharing, etc.</li> <li>• More infrastructure needed to help service users access information about services Electronic Service Delivery issues/interactive access</li> <li>• Customer Relationship Management Initiative</li> <li>• Ecare developments and potential to share information</li> <li>• One Stop Shop and Electronic Service Delivery requirements</li> </ul>

### 3.2 SWOT Analysis

A SWOT Analysis has been used to assess the Department's current performance and to set out goals, taking into account areas that need to be strengthened and external factors that will impact on service developments.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Locally based services</li> <li>• Strong on partnership working</li> <li>• Range of support Services over 24 hour 7 days a week period</li> <li>• Work in partnership with local communities</li> <li>• Major employees in WDC area</li> <li>• We are committed to providing a range of high quality services</li> <li>• We are committed to providing to regeneration</li> <li>• We are committed to improving employment prospects through pre employment training schemes (ILM, Modern Apprentice)</li> <li>• Workforce development is a priority for the department</li> <li>• Commitment to PDP and a culture of learning</li> <li>• High level of staff commitment to social work and corporate objectives and to West Dunbartonshire as a whole</li> <li>• Strong on partnership working;</li> <li>• Commitment to high quality service user focused services and continuous improvement</li> <li>• Development of clear service standards currently ongoing</li> <li>• Commitment to regeneration and improving the employment prospects of local people through employment training schemes</li> <li>• Commitment to workforce development and promoting a culture where the learning and development needs of staff are recognised and addressed</li> <li>• Commitment of staff to Social Work and corporate objectives and to the Council as a whole</li> <li>• Emphasis on developing high quality, locally based services</li> <li>• As a major employer in West Dunbartonshire Council area we have strong commitment to the health, safety and welfare of all our staff.</li> <li>• Strategic planning of our services</li> <li>• Understanding of linkages between Corporate Priorities and Objective, National Policies and operational priorities</li> <li>• Option appraisal starting to be used to inform decisions about service development</li> <li>• Performance management ethos/system owned by staff, progress made in this area.</li> </ul>	<ul style="list-style-type: none"> <li>• Being reliant on Council provided services leading to lack of choice for service users and a reluctance to compare in house services with other providers in line with Best Value principles</li> <li>• Structure of department no longer fits with national policy and current models of service delivery.</li> <li>• We have high staff absence rates</li> <li>• We have difficulties in recruiting and retaining staff in some service areas</li> <li>• Large number of Social Work locations, - accommodation sometime not fit for purpose</li> <li>• We suffer from a lack of co-ordination between services and between corporate departments (in some service areas)</li> <li>• We want to encourage a wide range of services providers (e.g. Supporting People Services) but there is resistance to buying in services</li> <li>• Patchy communication with staff and also service users</li> <li>• Reliant upon traditional and some times informal recording of information</li> <li>• Performance management ethos/system owned by staff, progress made in this area.</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• New legislation and planning processes will strengthen the way in which we plan our services linking together National, Corporate and departmental priorities</li> <li>• New legislation - Local Government in Scotland Act focuses attention on continuous improvement</li> <li>• Continuous improvement and quality assurance mechanisms are a high priority for both government bodies</li> <li>• There is now a greater emphasis on local authorities as strategic planners and a focus on joint working across services/boundaries</li> <li>• We are working on benchmarking, sharing good practice, and networking with other bodies to share our experiences of service development</li> <li>• The increased emphasis on Corporate and Service Planning should bring more cohesion to all aspects of planning including service led budgets</li> <li>• Moves towards people-centred services</li> <li>• The Modernising Government Fund opens up possibilities for e-care and new methods of accessing and delivering services</li> <li>• The Strategic planning and budget process will increase potential for culture of continuous improvement and performance management</li> <li>• Potential to review current structure and develop plans which reflect national policy guidance</li> <li>• Potential to develop a Commissioning Strategy which reflects a mixed economy of care</li> <li>• Corporate commitment to review grading structure will assist in reviewing and defining new structures that are fit for purpose in a Best Value World</li> </ul>	<ul style="list-style-type: none"> <li>• Aspirations continue to grow but our ability to meet them does not keep pace</li> <li>• We need a more secure (and predictable) financial base to meet future service levels and investments</li> <li>• We suffer from conflicts between long-term planning for services and short term gains</li> <li>• Other providers are offering competitive services and offer greater flexibility of service provision</li> <li>• The merger of Social Inclusion Partnerships (SIP's) with Community Planning may pose threats to service provision</li> <li>• Many of our own residential and day care facilities no longer meet current national standards</li> <li>• We are suffering from reporting regulation and auditing fatigue - too many, often meaningless statutory indicators</li> <li>• We have committed to partnership working but in some cases there would appear to be an imbalance of input to shared processes</li> <li>• A raft of legislation demands, policy initiatives and associated training requirements places new responsibilities on local authorities without providing any more resources to meet them</li> <li>• An ageing population and greater life expectancy is placing increased demands on our services without a corresponding increase in resources (financial, trained personnel)</li> <li>• Our infrastructure has to be strengthened to cope with increased demands and escalating demand for audit trails</li> <li>• The multiplicity of funding sources makes co-ordination of services difficult to achieve and is hard for service users/carers to follow - they are only interested in the end results, not how we get there</li> <li>• Limited funding for IT development will limit progress</li> </ul>

### 3.3 Strategic Analysis

We aim to continuously improve our service provision in response to the needs of the community. The outcome of the strategic analysis has, however, identified areas for development and we are taking remedial action to improve our performance. The areas for development identified in 2004/05 have been updated and are included in a rolling programme of service improvements.

In 2005/06 we:

- Continued to work with NHS partners and the voluntary sector providers in realigning the balance of care towards more emphasis

on home-based care, and less reliance on institutionally based models

- Developed an ongoing programme of Service Reviews which is being co-ordinated by the Quality Assurance section;
- Further developed policies and procedures to ensure strategic planning of services takes place through partnership arrangements and takes account of consultation processes with other stakeholders
- Introduced a departmental Quarterly Performance Reporting Policy, in line with the corporate Quarterly performance monitoring framework. This provides Elected Members and stakeholders with a performance report based on Statutory Performance Indicators and service improvement action plan outcomes
- Improved consultation and communications between partners and operational staff by introducing a number of departmental policies
- Made progress on work to align financial and service level reporting frameworks
- Reviewed structures with the first phase being at management level
- Held a series of awareness raising sessions on the use of Performance Indicators, continuous improvement, and the links between the National Corporate and service level priorities
- Commenced implementation of Personal Development Planning
- Produced a Workforce Development Plan which sets out our training requirements over the next three years
- Developed a Quality Management Systems Policy and plans to achieve accreditation though Investors in People have been started.
- Continued to develop our own Social Work workforce as part of the Council's commitment to sustainability and as a result, over the next eighteen months, eighteen staff from the Council will qualify as Social Workers.
- Developed case recording standards and put in place an audit programme to monitor them.

3.3.1 We have reviewed progress and further developed our service objectives and actions to be progressed in 2006/07:-

#### **Departmental**

- Continue to evidence a mixed economy of care in line with best value requirements
- Further evaluate our services through using more formal mechanisms such as service reviews and options appraisals
- Further develop and evidence a culture of performance management and continuous improvement across all levels of the department
- Continue to strengthen the relationship between our budgetary processes and service delivery

- Ongoing review of our internal structures to fit with current models of service delivery
- Strengthen our mechanisms for strategic planning drawing on performance information, especially in relation to Local Improvement Targets
- Continue Personal Development Planning (PDP) and further strengthen staffs understanding of the relationship between corporate and service objectives
- Ongoing work being undertaken will through the use of PDP and Quality Management Schemes, define our management competencies and relate them to workforce development
- Continue to improve recruitment and retention of qualified Social Workers.
- Take forward the recommendations of the 21st Century Review after the consultation period
- Further develop practice and policy standards for Social Work Services
- Audit adherence to standards and policy currently in place, e.g. Case Recording Standards
- Pursue funding to ensure continuance of ECare and efficient Government agendas
- Produce a strategic overview of the departments contribution to the councils Anti Poverty Strategy and develop an action plan to progress our contribution to the worklessness agenda
- Streamline pathways to care
- Develop clear and open eligibility criteria

### **Community Care**

- Flexibility of Home Care Services - we have developed targets to address this in terms of care at weekends and in the evenings
- Progress in attaining the level of qualifications required by the Scottish Social Services Council (SSSC) - we have put in place targets and support mechanisms in order to progress this
- Further develop Performance Improvement Action Plans to operational level
- Progress the implementation of Single Shared Assessment
- Revisit our Local Improvement Targets in line with financial and service resources available, and statutory performance outcomes
- Develop appropriate systems for equipment and adaptations
- Further improve consultation and communication arrangements between policy planning and operational staff
- Implement Assessment and Care management policy

### **Children's Services**

- Progress actions required by the Child Protection Reform
- Monitor progress and actions to progress "Getting it Right for Every Child"

- Monitor progress on systems to support the requirements of “Getting our Priorities Right”
- Work towards the Implementation of the Integrated Assessment Framework
- Maximising attendance policy for staff implemented and reported to Departmental Management Team.

## 4. WHERE DO WE WANT TO BE?

### 4.1 Council Vision

The Councils vision for West Dunbartonshire is shaped by partnership:

*Working together to end poverty and exclusion, deliver better services, and improve the quality of life for the people of West Dunbartonshire.*

### 4.2 Council Values

- Putting Customers First
- Continuous improvement
- Partnership working
- Sustainability
- Valuing our employees
- Openness and accountability

### 4.3 Corporate Priorities and Social Work related objectives

Social Work services contribute to the attainment of six corporate objectives within the corporate priority areas of **health and wellbeing** and **developing our children and young people**. All of the Social Work objectives (as listed below) are recorded in the Corporate Action Planning Database. A list of the required actions and outcomes we expect to achieve for 2006/07 are detailed in Appendix 6 of this plan.

#### 4.3.1 **Promote health and well-being (vulnerable groups)**, specifically in relation to vulnerable groups and the developing role of the Council as a health improvement organisation.

Social work objectives which contribute to this corporate policy are as follows:

- Increase the proportion of people with learning disabilities able to live at home or in a homely environment
- Increase the number of older people able to live independently
- Provide effective day-to-day support for carers through assessments and care planning, service delivery and training
- Reduce the likelihood of vulnerable people remaining in hospital unnecessarily
- Prevent inappropriate hospital admissions

#### 4.3.2 **Develop our children and young people (Vulnerable children and young people)** specifically in relation to access, participation and achievement in learning; engaging children and young people; and vulnerable children and young people.

Social Work objectives which contribute to this corporate policy are as follows:



- Increase the number of families receiving support where addiction is an issue
- Develop and support services to vulnerable families and children aged under 5

#### **4.4 Social Work Vision**

*We will work in partnership to provide the best possible services, based on the needs of the service user and their carers, especially in tackling inequality, deprivation and the social exclusion. We will encourage a culture of continuous improvement in all service areas.*

#### **4.5 Social Work Values**

- Protecting Children and Vulnerable Adults
- Delivering High Quality Care
- Safeguarding Communities
- Tackling Deprivation and Disadvantage

#### **4.6 Social Work Priorities and Objectives**

##### **4.6.1 Performance Indicators - Community Care Services**

*Corporate Priority - Promote Health and Wellbeing*

Service Priority - Sustain people's capacity to live at home through the provision of flexible respite services.

Service Objective:-

- To increase the level and range of respite services.

*Corporate Priority - Provide high quality, best value services*

Service Priority - Develop high quality Best Value Services through the process of assessment and care provision.

Service Objective:-

- Provide a full range of assessment and service access mechanisms and processes that meet the needs of the people in West Dunbartonshire.

Service Priority - Provide high quality Best Value Services through staff training which meets the standards set by the Scottish Services Council

Service Objectives: -

- Ensure that all staff meet the standards set by the Scottish Social Services Council.
- Ensure that, where it is possible, all homes meet the standards set by the Care Commission.

Service Priority - To provide services which enable people to live at home wherever possible.

Service Objective:-

- Increase the flexibility of Home Care Services

#### **4.6.2 Performance Indicators - Childrens Services**

*Corporate Priority - Promote Health and Wellbeing*

Service Priority - Support families to care for children and young people at home.

Service Objective:-

- Through the Children with Special Needs service provide a range of support services to enable families to care for children and young people at home.

*Corporate Priority - Develop our children and young people*

Service Priority - Raise the standards of achievements and attainments in learning for children and young people.

Service Objective:-

- Improve education provision to looked after and accommodated young people.

Service Priority - To support children, young people and families at key stages of their lives

Service Objective:-

- Provide a full range of support services to meet the needs of children and young people at key transitional stages.

*Corporate Priority - High Quality Best Value Services*

Service Priority - To provide an efficient service to the Reporter to the Children's Panel .

Service Objective:-

- To ensure that reports to the Reporter are submitted on time.
- Ensure that children and young people who are made the subject of a supervision order have an allocated social worker and are seen within target timescales.

#### **4.6.3 Performance Indicators - Criminal Justice**

*Corporate Priority - High Quality Best Value Services*

Service Priority - Provision of an efficient social work service to the Criminal Justice System

Service Objectives:-

- To ensure reports to the court are submitted on time.
- To ensure that those sentenced with a probation order are seen within one week.
- To provide an efficient community service scheme in line with national standards.

#### **4.6.4 Performance Indicators - Welfare Rights**

*Corporate Priority - Promote health and wellbeing*

Service Priority - Welfare Rights will work in partnership to end poverty and exclusion, deliver better services and improve people's quality of life.

Service objectives:-

- To contribute to the delivery of the objectives within the Council's Anti-Poverty Strategy.
- Further develop, in partnership with Macmillan Cancer Relief, a support system for people with cancer and their carers, which will ensure that cancer patients receive benefits and services they are entitled to.
- Work in partnership with other Advice Services to co-ordinate a network of advice and representation across West Dunbartonshire.

*Corporate Priority - Regenerate and develop the local economy*

Service Priority – To work in partnership with other agencies to reduce the level of worklessness in West Dunbartonshire.

Service objectives: -

- Assist people to return to work.
- Increase take-up of Independent Living Fund.
- We will improve the level of choice offered to clients by the accreditation of money advisers under the Debt Arrangement Scheme.
- In partnership with the Jobcentre, the Lennox Partnership and Economic Development Service, support lone parents wishing to return to work by providing advice on in work benefits and child care.

#### **4.6.5 Performance Indicators - Community Work**

*Corporate Priority - Provide high quality, best value services*

Service Priority – To provide a Community Work service which encourages and supports lay people to come together in communities of interest around community care and social welfare issues.

Service objectives: -

- To assist users and carers to come together around common issues and to examine problems and potential solutions.
- To do similarly in the wider social welfare field of concern to the Department and Council.
- To assist Community Care groupings to participate and be fully involved in decision making structures around the planning and implementation of community care and joint future arrangements.

#### **4.6.6 Performance Indicators - Departmental wide**

*Corporate Priority - Provide high quality, best value services*

Service Priority - Develop a performance reporting framework

Service Objective:-

- To regularly report our performance in a variety of formats to key stakeholders on a regular basis.
- To produce accurate performance information within agreed timescales.

Service Priority Develop a communication and information strategy

Service Objective:-

- Increase accountability to stakeholders

Service Priority - Ensure that Social Work Services are accessible to all people within West Dunbartonshire

Service Objective: -

- To meet requirements in equalities legislation

Service Priority - To support and develop all staff in order that they can provide high quality services

Service Objective:-

- Provide employees with opportunities to learn and develop to help them fulfil their roles to the best of their abilities.
- To implement Performance and Development Planning to all staff by the 31 March 2007.

Service Priority -To ensure best value through a culture of continuous improvement

Service Objective:-

- Perform a planned number of Best Value Reviews over the year
- Attain quality Management Systems across the department by 31 March 2008.
- Carry out a number of consultation exercises over the period to 31 March 2008.

#### **4.6.7 National Policy Drivers**

As well as working to political and corporate priorities and objectives, there are a number of key national policy drivers which will determine the ongoing priorities of Social Work and shape the way in which services are delivered.

These include the following:

- 21st Century Review of Social Work Services - in July 2004 Scottish Ministers initiated a review of Social Work Services. The report "Changing Lives" has recently been published and outlines a national programme for change. Once the consultation period is complete an implementation plan will be agreed and published.
- Community Health Partnerships and NHS reorganisation -this involves ongoing development in our partnership with the NHS.
- Child Protection Reform – the Report of the Child Protection Review contained an audit of the practice of all key agencies involved in child protection work. Jointly we are required to review our procedures, practice and standards.
- Getting it Right for Every Child – this is Phase 2 of a National Review of the Children's Hearing System which has implications for all Children's Services. We require to review our assessments and interventions but currently await national guidance for implementation and timescales.
- JPIAF and Performance Improvement Framework – this involves working with key agencies to develop a national performance improvement framework for all social work services.
- Community Planning Partnership – this is part of ongoing development in areas of work across the Council and the Partnership.

## **5. HOW ARE WE GOING TO GET THERE?**

### **5.1 PERFORMANCE IMPROVEMENT ACTION PLANS**

In 2004, the Corporate Management Team approved a corporate framework and recommended that departments formally report their performance quarterly with formal reports going to respective Service Committees. Our Performance Management and Reporting Schedule is attached as Appendix 5.

We have developed a Performance Improvement Action Plan for improving our performance outcomes over the lifetime of the Social Work Services Departmental Strategic Plan.

### **5.2 PERFORMANCE IMPROVEMENT ACTION PLAN 2005/09 (YEAR 2 UPDATE – 2006/07)**

The Corporate Action Planning Database Progress Reports shown as Appendix 6 detail our priorities and objectives for 2006-2009, what we actions will take achieve them and to meet our performance targets. We have cross-referenced these with both National and Corporate priorities, objectives and other related plans and strategies. We will monitor progress and report to the appropriate Committee and Partnership.

Appendix 4 also provides details of actions planned in relation to departmental service improvement actions.

## 6. RESOURCE IMPLICATIONS

- 6.1 The service plan sets out where we are, where we want to be and how we hope to get there over the period to 31 March 2009. In 2006/07 the service plan will be achieved through employing the resources allocated to the department – employees, finances and physical resources.
- 6.2 The employee resources detailed in section 1.1.6 on pages 8 and 9 show the numbers of employees employed by the department – all of whom are employed to achieve the corporate, and service priorities and objectives.
- 6.3 The Financial framework at Appendix 3 provides a breakdown of the departmental budget for 2006/07 and attempts to analyse the budget in relation to how we aim to achieve our targets in respect of corporate priorities.
- 6.4 It also provides information on budget enhancements provided during the budget setting process of 2006/07, as these enhancements reflect the Council's corporate priorities.
- 6.5 The department uses a range of physical assets including buildings, computer hardware and software, transport, etc. to assist in the delivery of the services provided.
- 6.6 All resources employed by the department are valuable assets which require to be managed effectively to ensure that services are provided in a way that ensures Best Value.
- 6.7 To this end a range of Best Value Reviews have been planned over the period to 31 March 2009.

## **7. HOW WILL WE MANAGE AND REPORT OUR PROGRESS?**

- 7.1 We have developed a Public Performance Reporting Policy which details the way in which we will make information on our performance available to all stakeholders.

The policy can be found in the Policy section in the Social Work pages of the Council's Internet and Intranet sites.

Details of how we plan to manage our performance and to report our performance can be found at Appendix 5.



## APPENDIX 1: LEGISLATION

### LEGISLATIVE FRAMEWORK FOR SOCIAL WORK

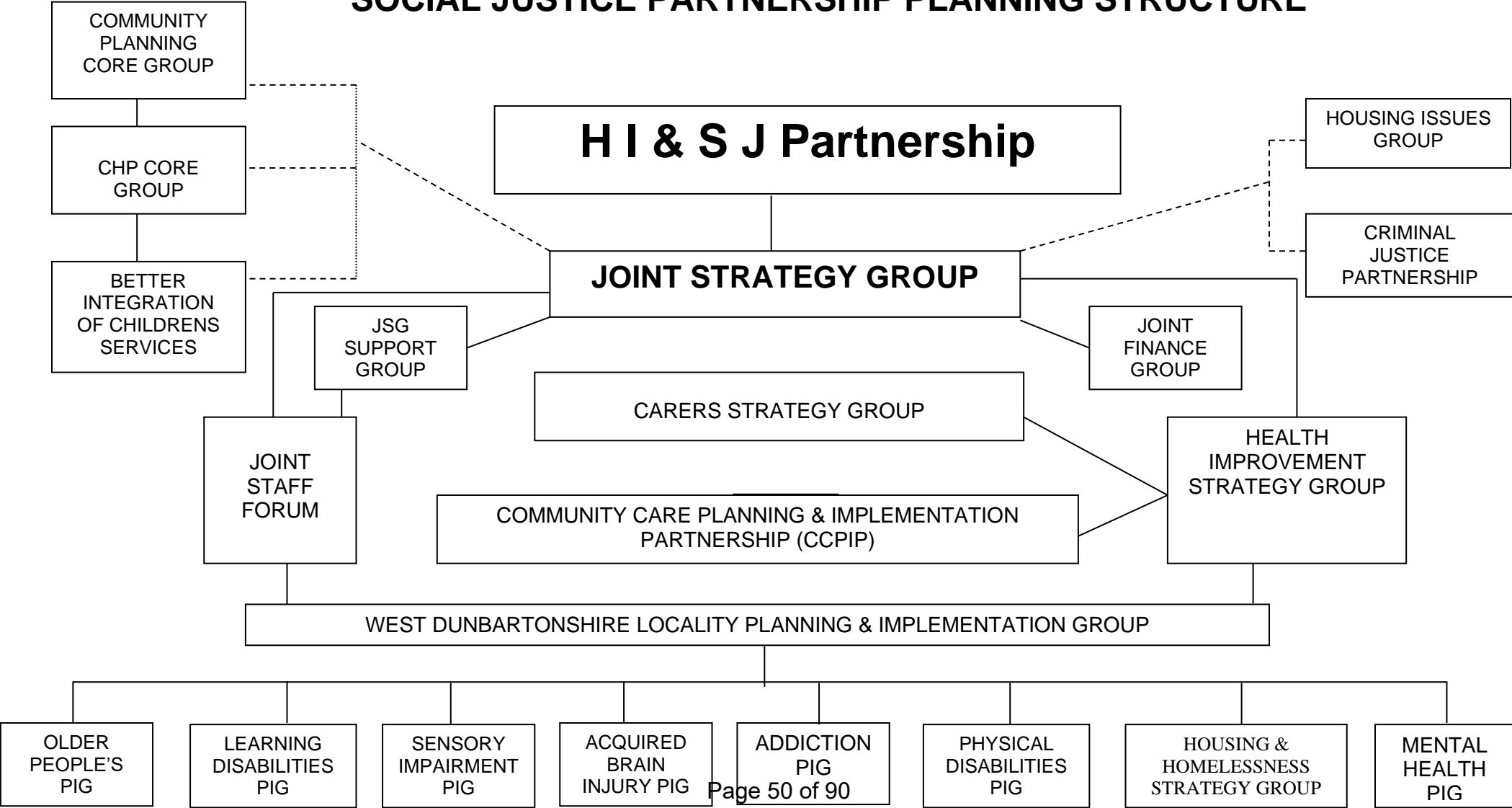
General – all Social Work	Children's	Community Care	Criminal Justice
<ul style="list-style-type: none"> <li>◆ Social Work (Scotland) Act 1968</li> <li>◆ Disabled Persons (Services, Consultation and Representations) Act 1986</li> <li>◆ Manual Handling Operations Regulations 1992</li> <li>◆ Data Protection 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>◆ Plus working with other areas e.g. Children Act</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
- ◆ Vulnerable Adults Bill
- ◆ Review of aspects of Community Care and Health (Scotland) Act 2002 and Regulation of Care (Scotland) Act 2001
- ◆ Adoption legislation

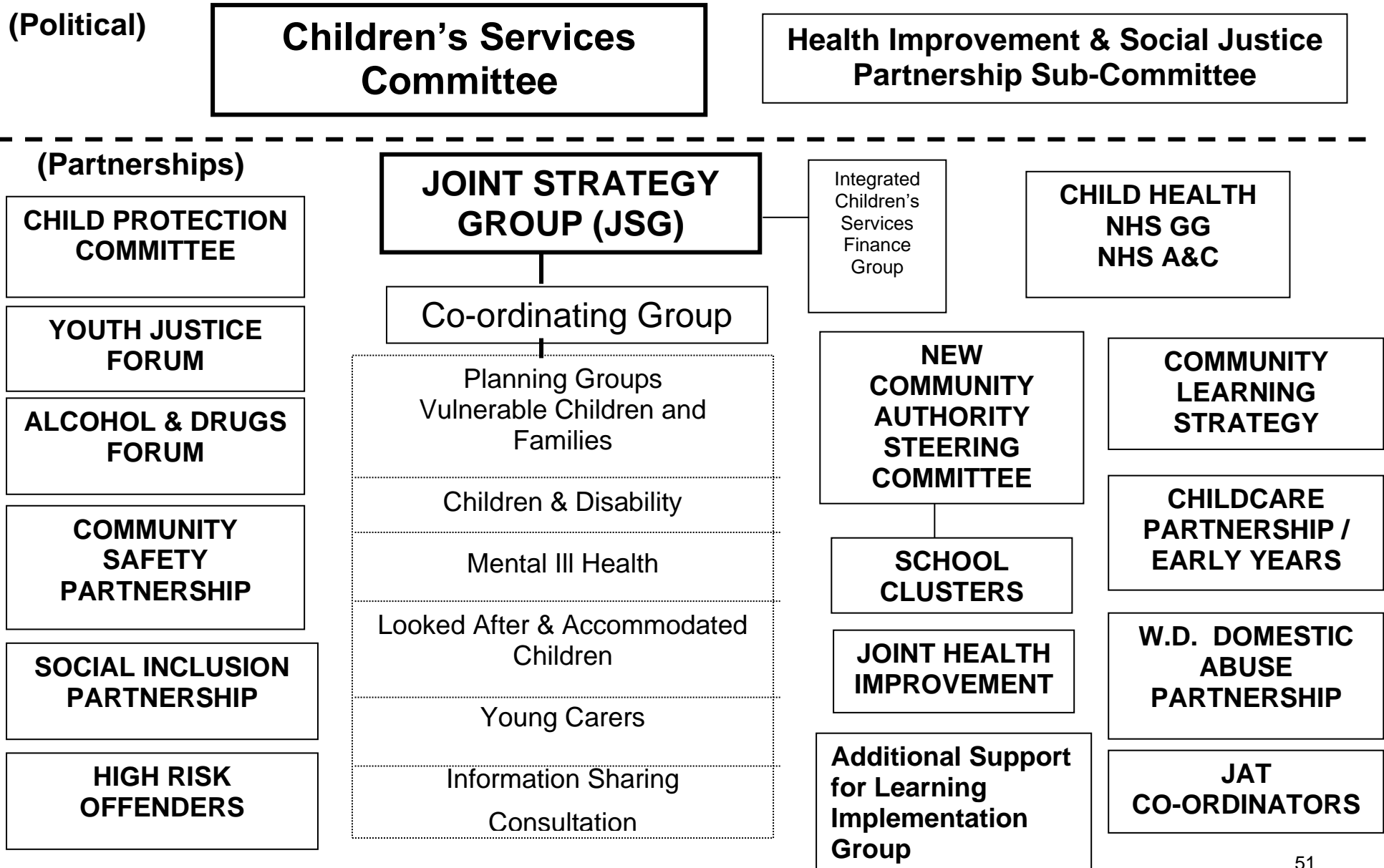
# APPENDIX 2: PLANNING STRUCTURES

## WEST DUNBARTONSHIRE HEALTH IMPROVEMENT AND SOCIAL JUSTICE PARTNERSHIP PLANNING STRUCTURE



# West Dunbartonshire Council : Better Integration for Children's Services

## JOINT PLANNING STRUCTURE FOR CHILDREN'S SERVICES



# APPENDIX 3: FINANCIAL FRAMEWORK

West Dunbartonshire Council

Social Work Services

Service Plan Revenue Budget Summary 2006/07 to 2008/09

	2005/06 Estimate	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
<b>1. Total WDC Social Work Revenue Budget - Gross Expenditure</b>	<b>62,457,820</b>	<b>61,969,230</b>	<b>62,836,800</b>	<b>63,716,400</b>
<b>2. Spent in Meeting Corporate Objectives</b>				
CO1 Social Work will continue to work in partnership to develop and sustain Welfare Rights and Advice Services across the Council	1,011,800	975,730	989,400	1,003,300
CO1 Develop a support service for people with cancer and their carers in partnership with MacMillan Cancer Relief.	442,330	442,330	448,500	454,800
CO1 Through joint commissioning, we will promote employment opportunities in the independent social care sector	1,772,530	18,885,300	19,149,700	19,417,800
CO2 We will pursue integration with NHS services to deliver more efficient health and social care for older people and those with a disability	32,927,190	38,325,640	38,862,200	39,406,300
CO2 We will increase the number of support plans to carers. The target for 2005/06 is 100.	977,000	1,078,200	1,093,300	1,108,600
CO4 In partnership, we will use Scottish Executive funding to tackle Youth Crime and Anti-social behaviour	416,000	655,030	664,200	673,500
CO5 We will continue to offer intensive support packages through the Children and Young Peoples Family Support Project	514,090	514,090	521,300	528,600
CO6 Social Work will carry-out a programme of Supporting People Service Reviews by 2007	16,187,000	14,886,850	13,886,850	13,886,850
<b>3. Social Work Service Development Items - 2006/07 Budget Enhancements</b>				
Budget Enhancement - Care for Older People with Cancer		150,000	152,100	154,200
Budget Enhancement - Investment in Care for Older People		100,000	101,400	102,800
Budget Enhancement - Investment in improving promoted post structures for Social Workers		250,000	253,500	257,000
Budget Enhancement - Child Protection Arrangements - Investment in partnership		25,000	25,400	25,800
Budget Enhancement - Increased funding for residential care for older people and in recognition of increasing numbers of older people		1,036,000	1,050,500	1,065,200
Budget Enhancement - Investment in Home Care - to provide faster access to homecare		246,000	249,400	252,900
Budget Enhancement - Investment to upskill our Social Care Workforce		170,000	172,400	174,800
<b>4. Analysis Of Budget Across Service Areas</b>				
<b>Children's Services</b>	<b>11,324,700</b>	<b>9,483,530</b>	<b>9,616,300</b>	<b>9,750,900</b>
Residential Children's Services	7,180,500	6,018,910	6,103,200	6,188,600
Other Children's Services	4,144,200	3,464,620	3,513,100	3,562,300
<b>Community Care Services</b>	<b>49,786,000</b>	<b>51,007,310</b>	<b>51,721,400</b>	<b>52,445,400</b>
Older People's Services	26,483,400	28,807,270	29,210,600	29,619,500
Disability Services	21,275,800	20,071,500	20,352,500	20,637,400
Other Community Care Services	2,026,800	2,128,540	2,158,300	2,188,500
<b>Further Breakdown of Community Care Services:</b>				
Older People	26,483,400	28,807,270	29,210,600	29,619,500
People with physical disabilities	2,528,630	2,428,880	2,462,900	2,497,400
People with learning disabilities	14,265,730	13,151,920	13,336,000	13,522,700
People with mental illness	4,337,060	4,568,070	4,632,000	4,696,800
People who care for a family member	977,000	1,080,170	1,095,300	1,110,600
People where addiction is a problem	961,670	1,032,200	1,046,700	1,061,400
People with brain injury	131,410	145,940	148,000	150,100
People with palliative care needs	542,330	599,600	608,000	616,500
People with domestic needs	254,390	1,096,340	1,111,700	1,127,300
<b>Welfare Rights Service</b>	<b>1,011,810</b>	<b>1,199,280</b>	<b>1,216,100</b>	<b>1,233,100</b>
<b>Community Work Service</b>	<b>335,310</b>	<b>279,110</b>	<b>283,000</b>	<b>287,000</b>
<b>Strategic and Operational Support Services</b>	<b>7,568,910</b>	<b>5,068,760</b>	<b>5,139,700</b>	<b>5,211,700</b>
<b>Criminal Justice Partnership - Single Grant Allocation</b>	<b>1,973,540</b>	<b>1,896,050</b>	<b>1,922,600</b>	<b>1,949,500</b>

Note 1 : Figures shown for future years are inflationary estimates.

Note 2 : In the above analysis some budgets will be counted in more than one place

## APPENDIX 4: DEPARTMENTAL IMPROVEMENT ACTION PLAN 2006/09

<b>Social Work Services Service Plan 2005 - 2009</b>							
<b>Corporate priority:</b> Provide high quality, Best Value Services Departmental Priority: Develop communication and information strategy  <b>New target for 2005-2007</b>			<b>National objective</b>		Customer First Agenda, Modernising Government Agenda		
			<b>Cross Reference</b>		<b>Related Plans</b> <ul style="list-style-type: none"> <li>Corporate Plan</li> <li>Social Work Services Plan (Pages 20 and 22)</li> <li>All Departmental Plans</li> </ul> <b>Related Performance Indicators / Statistical Returns</b> None		
			<b>Departmental Objective</b>		Increase accountability to stakeholders		
			<b>Service Performance Indicator/Target</b>		23.0 Number of users satisfied with service across all departmental services		
Action	Status Inter Departmental Working / Inter Agency Working	Officers and SMT involved	Baseline Target	Annual Targets	Inputs	Outputs	Outcome Comments
23.0.1 Adopt corporate customer satisfaction tool kit and develop a programme of consultation on key service areas	Departmental	Moira S SW	April 06		Staff time Financial Resources	Increased level of satisfaction with services	On target
23.0.2 Review all current departmental communication and information	Departmental	Moira S SW	April 06		Staff time Financial Resources	Increased level of satisfaction with services	On target
23.0.3 Develop a departmental communications and information strategy in line with corporate guidance	Departmental	Moira S SW	September 2006		Staff time Financial Resources	Increased level of satisfaction with services	On target
23.0.4 Carry out a range of pilot satisfaction surveys across all service areas	Departmental	Moira S SW	3 audits annually	2005/06 = tbc 2006/07 = tbc	Staff time Financial Resources	Measure year on year service satisfaction trends	3 completed in 05/06 5 planned in 06/07

**Social Work Services  
Service Plan 2005 - 2009**

<b>Corporate priority:</b> Provide high quality, Best Value Services <b>Departmental Priority:</b> To ensure Social Work Services are accessible to all people within West Dunbartonshire  <b>New target for 2005-2007</b>			<b>National objective</b>				
			<b>Cross Reference</b>		<b>Related Plans</b> <ul style="list-style-type: none"> <li>Social Work Services Plan (Pages 22 )</li> <li>Workforce Development Plan</li> </ul> <b>Related Performance Indicators / Statistical Returns</b>  None		
			<b>Departmental Objective</b>		To meet statutory requirements in equalities legislation		
			<b>Service Performance Indicator/Target</b>		24.0 Number of departmental staff who have received Racial Equality awareness training		
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Target</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
24.0.1 Complete Racial Equality training needs analysis	Departmental	Beryl M SW	To be set		Staff time Financial Resources	A baseline measure for staff needing to be trained	Now part of Induction process and is being rolled-out to existing staff. Target is all staff by end of 06/07
24.0.2 Develop an ongoing programme of events for Racial Equality across all services	Inter Departmental	Beryl M SW	To be set		Staff time Financial Resources	Increased staff awareness of equality issues to better respond to client need	Being achieved through 24.01

**Social Work Services  
Service Plan 2005 - 2009**

<b>Corporate priority:</b> Provide high quality Best Value Services <b>Departmental Priority:</b> To support and develop all staff in order that they can provide high quality services  <b>New target for 2005-2007</b>			<b>National objective</b>		<b>Related Plans</b> <ul style="list-style-type: none"> <li>• Workforce Development Plan</li> <li>• Social Work Services Plan (Pages 22 and 31)</li> </ul> <b>Related Performance Indicators / Statistical Returns</b>  None		
			<b>Cross Reference</b>				
			<b>Departmental Objective</b>		Provide employees with opportunities to learn and develop to help them fulfil their roles to the best of their abilities		
			<b>Service Performance Indicator/Target</b>		25.0 Number of staff needing to be trained on a common range of multi-agency training		
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Target</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
25.0.1 Convene Joint Training Group to identify current training across all partner agencies for example Moving and Handling, Welfare Benefits, Single Shared Assessment awareness training and set baseline targets	Interagency and Inter Departmental	Beryl M SW	To be established		Staff time Financial Resources	Joint Plan which facilitates Inter-Agency training to form the basis of Joint Working	Slipped. Being developed in 2006/07

**Social Work Services  
Service Plan 2005 - 2009 - Departmental Action Plan**

<p><b>Corporate priority</b> High Quality Best Value Services  <b>Departmental Priority</b> : To ensure Best Value Services through a culture of continuous improvement   <b>New target for 2005-2007</b>                   Each service section and/or specialism to have a Performance Improvement Action Plan, which is communicated to and understood by team members.</p>			<b>National objective</b>				
			<b>Cross Reference</b>		<p><b>Related Plans</b></p> <ul style="list-style-type: none"> <li>• Workforce Development Plan</li> <li>• Social Work Services Plan (Pages 20, 22, 34 and 40)</li> </ul> <p><b>Related Performance Indicators / Statistical Returns</b> None</p>		
			<b>Departmental Objective</b>		Evidence of continuous improvement		
			<b>Service Performance Indicator/Target</b>		27.0 Each service section and/or specialism to have a Performance Improvement Action Plan, which is communicated to and understood by team members		
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Target</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
27.0.1 Key Managers work with identified Strategy Officers to develop service specific targets to support departmental and corporate objectives.	Departmental	All DMT	To be established through audit of current actions	04 05 06	Officers Time.	Each service section has a performance improvement action plan. 31.3.06	Slipped - 5 services have been developed to date - all to be complete by 31/12/06
27.0.2 Key Managers will have responsibility to ensure that the evidence available is accessible and accurate.	Departmental	All DMT	To be established through audit of current actions	04 05 06	Officers Time.	Management and performance information will be accurate. 31.3.06	Slipped due to staffing shortages and turnover. New target 31/12/06
27.0.3 Performance and management information on agreed targets reported at Team Meetings.	Departmental	All DMT	To be established through audit of current actions	04 05 06	Officers Time.	Improved ownership is evident. 31.3.06	All teams discuss performance though not all have team performance improvement plans. Being developed per 27.01
27.0.4 Each member of staff should have an agreed work programme showing key accountabilities and responsibilities including those in relation to information gathering, care first & case recording.	Departmental	All DMT	To be established through audit of current actions	04 05 06	Officers Time.	All staff have a work plan showing key responsibilities and accountabilities. 31.3.06	Slipped due to slippages noted above and slippage in roll-out of PDP process. To be developed by 31/3/07
27.0.5 Each sections Workforce development plan is linked to the service plan	Departmental	All DMT	To be established through audit of current actions		Officers Time.	Each section to have WFD Plan by 31.3.06	Slipped - developmental workforce development plans has slipped. To be complete by 30/9/06



**Social Work Services  
Service Plan 2005 - 2009**

<p><b>Corporate priority</b> High Quality Best Value Services  <b>Departmental Priority</b> : To ensure Best Value Services through a culture of continuous improvement   <b>New target for 2005-2007</b></p> <p>Each section has an agreed criteria on what they report and progress is regularly reported through the DMT.</p>			<b>National objective</b>		<p><b>Related Plans</b></p> <ul style="list-style-type: none"> <li>Social Work Services Plan (Pages 20, 22, 34 and 40)</li> <li>Workforce Development Plan</li> </ul> <p><b>Related Performance Indicators / Statistical Returns</b> None</p>		
			<b>Cross Reference</b>				
			<b>Departmental Objective</b>		Evidence of continuous improvement		
			<b>Service Performance Indicator/Target</b>		28.0 Each section has agreed criteria on what they report and progress is regularly reported through team meetings and the DMT.		
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Target</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
28.0.1 Regular team meetings to take place at agreed intervals.	Departmental	All DMT	To be established through an audit	04 05 06	Officers Time.	Minutes reflect discussion/actions. 31.3.06 Improved communication standard programme of supervision	Complete. Regular team meetings take place. Audit in October 2006
28.0.2 Each member of staff to have 1:1 supervision at agreed intervals.	Departmental	All DMT	To be established through an audit	04 05 06	Officers Time.	Supervision Records. 31.3.06	Ongoing - audit to take place in November 2006
28.0.3 Absence monitoring policy is implemented and sickness levels regularly reported.	Departmental	All DMT	To be established through an audit	04 05 06	Identified staff have been trained in the use of Maximising Attendance Policy.	Accurate recording. 2005/06 Sickness absence reduces.	Completed - policy in place and sickness discussed at SMT/DMT and team meetings
28.0.4 There is an implementation plan for PDP & 20% of the staff group to have a PDP by 2005/06.	Departmental	All DMT	To be established through an audit	04 05 - 20% 06 - 100%	Staff are appropriately trained and there is an implementation plan.	All staff have an annual PDP. 2006/07 A culture where performance improvement is recognised, understood and regularly reported.	Slipped due to staff turnover. Plans in place for 100% by 31.3.07

**Social Work Services  
Service Plan 2005 - 2009**

<p><b>Corporate priority</b> High Quality Best Value Services  <b>Departmental Priority</b> : To ensure Best Value Services through a culture of continuous improvement</p> <p><b>New target for 2005-2007</b></p> <p>Through supervision and PDP each staff member will understand their development needs, responsibilities and accountabilities.</p>			<b>National objective</b>						
			<b>Cross Reference</b>		<p><b>Related Plans</b></p> <ul style="list-style-type: none"> <li>Social Work Services Plan (Pages 20, 22, 34 and 40)</li> <li>Workforce Development Plan</li> </ul> <p><b>Related Performance Indicators / Statistical Returns</b></p> <p>None</p>				
			<b>Departmental Objective</b>		Evidence of continuous improvement.				
			<b>Service Performance Indicator/Target</b>		28.0 Each section has an agreed criteria on what they report and progress is regularly reported through team meetings and the DMT				
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Targets</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>		
28.0.6 All staff understand how their contribution fits into the team objectives.	Departmental	All DMT		04 05 06	Officers Time.	All staff have a PDP by 2006/07 Staff understand how their contribution benefits the service.	Slippage linked to PDP process however team meetings have been held to inform and include staff and set team objectives		
28.0.7 All staff demonstrate awareness of the links between corporate, service & team objectives.	Departmental	All DMT		04 05 06	Officers Time.	All staff have a PDP. 2006 Staff understand how their contribution benefits the organisation.	Slippage linked to PDP process however team meetings have been held to inform and include staff and set team objectives		
28.0.8 All relevant staff can demonstrate opportunities to evidence CPD.	Departmental	All DMT		04 05 06	Officers Time.	Agreed programme of CPD based on professional bodies requirements. Annual Staff can evidence CPD as part of their continued registration with professional bodies.	CPD policy agreed and relevant staff now required to comply with SSSC guidelines and CPD policy  Development of on-line knowledge base resource		
28.0.9 All staff can demonstrate they understand their responsibilities and accountabilities.	Departmental	All DMT		04 05 06	Officers Time.	All staff have workplans. Improved awareness	Workplans slipped as noted above. Staff survey to be done in 2006/07 to establish baseline.		

**Social Work Services  
Service Plan 2005 - 2009**

<b>Corporate priority</b> High Quality Best Value Services <b>Departmental Priority</b> : To ensure Best Value Services through a culture of continuous improvement  <b>New target for 2005-2007</b>  Core Management information will be regularly discussed at team meetings.			<b>National objective</b>				
			<b>Cross Reference</b>		<b>Related Plans</b> <ul style="list-style-type: none"> <li>Social Work Services Plan (Pages 20, 22, 34 and 40)</li> <li>Workforce Development Plan</li> </ul> <b>Related Performance Indicators / Statistical Returns</b>  None		
			<b>Departmental Objective</b>		Evidence of continuous improvement		
			<b>Service Performance Indicator/Target</b>		28.0 Each section has an agreed criteria on what they report and progress is regularly reported through team meetings and the DMT		
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Targets</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
28.0.11 Meetings are recorded and minutes circulated timeously.	Departmental	All DMT	Audit to establish base line	04 05 06	Officers Time.	Timetable, agenda and minutes of team meetings.	Minutes to be recorded on Social Work Intranet as from 1/4/06
28.0.14 Regular reporting back on courses/conferences takes place.	Departmental	All DMT	Audit to establish base line	04 05 06	Officers Time.	Agenda and minutes of team meetings.	Slipped - due to be reinforced through Access to Training Policy

**Social Work Services  
Service Plan 2005 - 2009**

<p><b>Corporate priority</b> High Quality Best Value Services  <b>Departmental Priority</b> : To ensure Best Value Services through a culture of continuous improvement</p> <p><b>New target for 2005-2007</b></p> <p>Information on absence is collected, analysed and communicated.</p>			<b>National objective</b>		<p><b>Related Plans</b></p> <ul style="list-style-type: none"> <li>Social Work Services Plan (Pages 20, 22, 34 and 40)</li> <li>Workforce Development Plan</li> </ul> <p><b>Related Performance Indicators / Statistical Returns</b></p> <p>None</p>		
			<b>Cross Reference</b>				
			<b>Departmental Objective</b>		Evidence of continuous improvement		
			<b>Service Performance Indicator/Target</b>		28.0 Each section has an agreed criteria on what they report and progress is regularly reported through team meetings and the DMT		
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Targets</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
28.0.16 All staff aware of maximising attendance procedures.	Departmental	All DMT		04 05 06	Maximising attendance policy.		In place - audit to take place by 31/12/06
28.0.17 Absence recorded using appropriate paperwork.	Departmental	All DMT		04 05 06	Staff time.		In place - audit to take place by 31/12/06
28.0.18 Telephone monitoring sheets to be used.	Departmental	All DMT		04 05 06	Staff time.		Social Work Complaints Procedure to be adopted by 31/12/06. This will enforce use of telephone monitoring sheets. Complete
28.0.19 Monthly analysis of absence figures to be reported at team meetings.	Departmental	All DMT		04 05 06	Staff time.	Sickness absence levels reduce.	In place - audit to take place

**Social Work Services  
Service Plan 2005 - 2009**

<b>Corporate priority:</b> Provide High Quality Best Value Services <b>Departmental -priority :</b> To provide a responsive service  <b>New target for 2005-2007</b>  The Customer Services Strategy is understood and implemented by all staff.			<b>National objective</b>		Local Government in Scotland Act 2003 – Section 1 Securing Best Value		
			<b>Cross Reference</b>		<b>Related Plans</b> <ul style="list-style-type: none"> <li>The Customer Service Strategy</li> <li>Social Work Services Plan (Pages 20, 22, 34 and 40)</li> </ul> <b>Related Performance Indicators / Statistical Returns</b> None		
			<b>Departmental Objective</b>		Evidence of continual improvement		
			<b>Service Performance Indicator/Target</b>		29.0 Improve Customer Care Standards		
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Target</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
29.0.1 All staff are aware of the Customer Service Strategy and it is included in induction of new staff.	Departmental	All DMT	Audit to establish base line	04 05 06	Officers Time	The Customer Service Standards can be evidenced and reported.	Complete. Audit in 2006/07
29.0.2 The Guidelines for telephone management are followed and monitored and included in induction of new staff.	Departmental	All DMT	Audit to establish base line	04 05 06	Officers Time	The Customer Service Standards can be evidenced and reported.	Included in induction and covered through Customer Services Strategy and all staff being aware of it. Audit in 2006/07
29.0.3 The Guideline on producing written materials, including timescales, are followed and monitored and included in induction of new staff.	Departmental	All DMT	Audit to establish base line	04 05 06	Officers Time	The Customer Service Standards can be evidenced and reported.	Included in induction and covered through Customer Services Strategy and all staff being aware of it. Audit in 2006/07
29.0.4 The Guidance on email management are followed and included in induction of new staff.	Departmental	All DMT	Audit to establish base line	04 05 06	Officers Time	The Customer Service Standards can be evidenced and reported.	Included in induction and covered through Customer Services Strategy and all staff being aware of it. Audit in 2006/07
29.0.5 The Guidance on conduct for meetings are followed and included in induction of new staff.	Departmental	All DMT	Audit to establish base line	04 05 06	Officers Time	The Customer Service Standards can be evidenced and reported.	Included in induction and covered through Customer Services Strategy and all staff being aware of it. Audit in 2006/07

**Social Work Services  
Service Plan 2005 - 2009**

<p><b>Corporate priority:</b> Provide High Quality Best Value Services <b>Departmental -priority :</b> Efficient Financial Report Service</p> <p><b>New target for 2005-2007</b></p>	<b>National objective</b>	Local Government in Scotland Act 2003 – Section 1 Securing Best Value
	<b>Cross Reference</b>	<p><b>Related Plans</b></p> <ul style="list-style-type: none"> <li>• Social Work Services Plan (Pages 17)</li> <li>• Workforce Development Plan</li> </ul> <p><b>Related Performance Indicators / Statistical Returns</b></p> <p>None</p>
	<b>Departmental Objective</b>	Evidence of continuous improvement
	<b>Service Performance Indicator/Target</b>	30.0 To ensure that our system of financial reporting is efficient and clearly documented and adhered to by all staff

<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Target</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
30.0.1 Carry-out 15 "audit" checks on services to ensure financial policy and procedures are properly implemented	Departmental	Stephen W WWC	15	April 06	Officers time	Improved financial and policy procedures	All visits arranged to take place Jun - Aug 2006
30.0.2 Develop a programme to revise departmental financial procedural documentation	Departmental	Stephen W WWC	N/A	July 06	Officers time	Revised documentation	Finance Team - unavoidable delay in programme development. New target date set.
30.0.3 Develop a programme to review financial work plans and procedures	Departmental	Stephen W WWC	N/A	Mar 07	Officers time	Revised documentation	Plan to review 5 within Finance Team
30.0.4 Develop the financial functionality of the CareFirst system	Departmental	Stephen W WWC	N/A	Mar 06	Officers time	Completed workload plans	Programme established Mar 06 and some reviews already being implemented. Reviews ongoing. Plan to review 5 within Community Care Finance Team and 5 within Finance Team

**Social Work Services  
Service Plan 2005 - 2009**

<b>Corporate priority:</b> Provide High Quality Best Value Services <b>Departmental -priority :</b> Efficient Financial Report Service  <b>New target for 2005-2007</b>	<b>National objective</b>	Local Government in Scotland Act 2003 – Section 1 Securing Best Value
	<b>Cross Reference</b>	<b>Related Plans</b> <ul style="list-style-type: none"> <li>• Social Work Services Plan (Pages 17)</li> <li>• Workforce Development Plan</li> </ul> <b>Related Performance Indicators / Statistical Returns</b> None
	<b>Departmental Objective</b>	Evidence of continuous improvement
	<b>Service Performance Indicator/Target</b>	30.0 To ensure that our system of financial reporting is efficient and clearly documented and adhered to by all staff

Action	Status Inter Departmental Working / Inter Agency Working	Officers and SMT involved	Baseline Target	Annual Targets	Inputs	Outputs	Outcome Comments
30.0.5 Develop a customer survey questionnaire	Departmental	Stephen W WWC	N/A	March 08	Officers time	Improved knowledge of customer satisfaction	Development delayed due to unavoidable delays relating to workload. New, more realistic target date for full functionality being achieved.
30.0.6 Develop a customer survey questionnaire	Departmental	Stephen W WWC	N/A	Ongoing	Officers time	Improved knowledge of customer satisfaction	Programme of consultations produced. First questionnaire due to be issued Aug 06 for Finance Team and June 06 for Community Care Finance Team.

**Social Work Services  
Service Plan 2005 - 2009**

<b>Corporate priority:</b> Provide High Quality Best Value Services <b>Departmental -priority :</b> Efficient and Responsive Personnel Service  <b>New target for 2005-2007</b>		<b>National objective</b>		Local Government in Scotland Act 2003 – Section 1 Securing Best Value			
		<b>Cross Reference</b>		<b>Related Plans</b> <ul style="list-style-type: none"> <li>• Social Work Services Plan (Pages 17)</li> <li>• Workforce Development Plan</li> </ul> <b>Related Performance Indicators / Statistical Returns</b> None			
		<b>Departmental Objective</b>		Evidence of continuous improvement			
		<b>Service Performance Indicator/Target</b>		31.0 To ensure that our Personnel system is efficiently delivered and is responsive to the needs of staff			
<b>Action</b>	<b>Status Inter Departmental Working / Inter Agency Working</b>	<b>Officers and SMT involved</b>	<b>Baseline Target</b>	<b>Annual Targets</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcome Comments</b>
31.0.1 Improve departmental absence statistics through continued application of Maximising Attendance Policy by reviewing sickness statistics	Departmental	Stephen W WWC	tbc	Dec 06	Officers time	Improved absence levels	Check absence levels April 05-05 Delayed effects due to employee turnover and other work issues
31.0.2 Test a range of alternative means of maximising attendance	Departmental	Stephen W WWC	tbc	Dec 06	Officers time	Improved absence levels	Incentive scheme established Nov 06 - effect to be assessed Dec 06
31.0.3 Develop a programme to revise departmental personnel procedural documentation	Departmental	Stephen W WWC	tbc	Sept 06	Officers time	Revised documentation	Slippage due to other work issues and employee turnover
31.0.4 Develop a programme to review and personnel work plans and procedures	Departmental	Stephen W WWC	tbc	June 06	Officers time	Revised documentation	Slippage due to other work issues and employee turnover
31.0.5 Develop a customer survey questionnaire	Departmental	Stephen W WWC	tbc	Sept 05	Officers time	Improved knowledge of customer satisfaction	Complete - Developed and programme of reviews in place commencing June 06



## APPENDIX 5: PERFORMANCE MANAGEMENT REPORTING SCHEDULE

### Strategic Performance Management Reporting

WHO	WHY	WHAT	FORMAT	WHEN
<b>SMT / DMT</b>	Monitoring role in relation to all Social Work Areas	Absence / Budgets	<ul style="list-style-type: none"> <li>• Absence Reports</li> <li>• Budgetary Control Reports</li> </ul>	Monthly, Quarterly (for Absence) and Annual
	Target setting and monitoring performance. To allow decisions on action to be taken on performance shortfalls	Service/ Partnership Performance Improvement Action Plans	<ul style="list-style-type: none"> <li>• Action Planning Database Reports</li> <li>• QPR Reports</li> <li>• Briefing notes</li> </ul>	Quarterly and Annually as appropriate
	As above	Service Performance Activity	<ul style="list-style-type: none"> <li>• QPR and APR Reports as appropriate</li> </ul>	Quarterly and Annually as appropriate
	To plan Best Value Review/Service Review activity and to review outcomes	Best Value/Service Reviews	<ul style="list-style-type: none"> <li>• Best Value Toolkit – Reports</li> </ul>	Adhoc on outcome Annually for Planning Quarterly on progress
	To report strategic issues to inform decision-making process. To feedback effects of decisions.	Briefings on policy and legislative change	<ul style="list-style-type: none"> <li>• Issues Reports</li> <li>• Progress Reports</li> </ul>	Adhoc
	To monitor PDP implementation plan	PDP progress	<ul style="list-style-type: none"> <li>• Report</li> </ul>	Quarterly and Annually
	To monitor performance	Workforce Development Plan	<ul style="list-style-type: none"> <li>• Report</li> </ul>	Adhoc

<b>WHO</b>	<b>WHY</b>	<b>WHAT</b>	<b>FORMAT</b>	<b>WHEN</b>
<b>Joint Strategy Group</b>	Monitoring and reporting role in specific areas of joint work	All progress in relation to the Extended Local Partnership Agreement / Joint Community Care Plan (Actions) Children's Services Plan and Service Plan	<ul style="list-style-type: none"> <li>Action Planning Database Reports</li> </ul>	Approval Stage Reviews
	Monitoring and reporting role in specific areas of joint work	Progress in relation to ELPA Joint Information Performance Assessment and Local Improvement Targets	<ul style="list-style-type: none"> <li>Progress Reports</li> <li>Action Planning Database Reports</li> </ul>	Quarterly and Annually
		Produce briefings on policy and legislative change	<ul style="list-style-type: none"> <li>Briefing Reports</li> <li>Progress Reports</li> </ul>	Adhoc
	Scrutiny role in terms of Performance Monitoring	Briefings on policy and legislative change	<ul style="list-style-type: none"> <li>Report</li> <li>Progress Reports</li> </ul>	Adhoc
		Progress on policy implementation	<ul style="list-style-type: none"> <li>Report</li> </ul>	Adhoc

## Operational Performance Management Reporting

WHO	WHY	WHAT	FORMAT	WHEN
Service Strategy Groups and Service Teams	Implement and monitor agreed service planning actions and targets	Updated performance reports on agreed partnership action plans	<ul style="list-style-type: none"> <li>• Action Planning Database Reports/</li> <li>• Improvement Progress Reports</li> <li>• Budget Reports</li> <li>• Outcomes of consultation exercises</li> </ul>	Quarterly or Annually as appropriate
	Responsibility to monitor and report on performance in own area	Reports on team performance targets improvement actions: <ul style="list-style-type: none"> <li>• Absence</li> <li>• Budgetary</li> <li>• Service Level Activity</li> <li>• PDP</li> <li>• Workforce Development Plan</li> <li>• Performance on agreed team action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Action Planning Database Reports</li> <li>• Improvement Progress Reports</li> <li>• Budget Reports</li> </ul>	Quarterly or Annually as appropriate

The above Groups and Teams may be at either Council or Partnership level and each manager of each of the Groups/Teams will require to provide a summary report on performance issues on a quarterly and annual basis to the DMT.



	feedback effects of decisions made			
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WHO	WHY	WHAT	FORMAT	WHEN
Employees	<p>To provide information about our service performance on statutory, corporate and departmental objectives.</p> <p>Views of employees are required to shape and monitor services</p>	<p>National and local performance information to a service level Results from consultation exercises Results from BVR / Service Review</p> <p>Seek the views of employees regarding performance and service provision</p>	<ul style="list-style-type: none"> <li>• Departmental Newsletter</li> <li>• Intranet</li> <li>• Annual report</li> <li>• Team briefings</li> <li>• On-to-one meetings</li> <li>• Performance Development Planning process</li> <li>• Annual employee survey on service provision and employee perceptions</li> </ul>	<p>Quarterly</p> <p>Ad hoc</p> <p>Annually in May each year</p> <p>At least Monthly</p> <p>At least quarterly</p> <p>At least twice per year</p> <p>Annually</p>
Committees and Partnership Boards	Scrutiny role in terms of Performance Monitoring	<p>Performance Information re Statutory PI's, Corporate and Departmental Objectives Audited against national comparators</p> <p>Monitoring of Best Value/Service Reviews process and the outcomes of these reviews</p> <p>Financial performance</p> <p>Employee issues</p>	<ul style="list-style-type: none"> <li>• Action Planning Database Reports</li> <li>• QPR Reports</li> <li>• Annual planning report</li> <li>• Reports on outcomes</li> <li>• Budgetary Control reports</li> <li>• Monitoring of absence statistics</li> </ul>	<p>Twice each year, once at the end of the process and once when national comparisons are available</p> <p>Quarterly</p> <p>Annually</p> <p>Ad hoc</p> <p>Per Corporate timetable</p> <p>Annually and quarterly</p>

## APPENDIX 6: ACTION PLANNING DATABASE REPORTS – IMPROVEMENT ACTIONS 2006/09

### CORPORATE PLAN OBJECTIVES

Corporate Priority	Objectives	Description Of Action	First Name	Last Name	Start Date	Target Date
Develop our children and young people	Develop and support services to vulnerable families and children aged under 5	Implement Phase 2 of the Young Families Support Service	Winnie	McHugh	31/01/2006	30/06/2006

### DEPARTMENTAL OBJECTIVES

Regenerate and develop the local economy	We will provide an effective and accessible needs led Welfare Rights Service	Work in Partnership with other advice services /agencies to ensure a co-ordinated approach to service delivery	John	Hepburn	31/03/2005	30/09/2006	
Promote health and well-being	To increase the level and range of respite services SPI5 and LIT's	Monitor level of provision and obtain feedback from users	David	Doherty	01/04/2004	31/03/2007	
	Support families to care for children and young people at home	Children with Disabilities Team to lead on identifying issues around respite for children and young people through their consultation group	Margo	Kidd	01/04/2005	01/04/2007	
	We will provide an effective and accessible needs led service to people affected by Mental Ill Health		Increase the number of specialist mental health Single Shared Assessments	Maureen	Birss	01/04/2006	31/03/2009
			We will improve efficiency in service access	Maureen	Birss	01/04/2006	31/03/2007
			Ensure the views of service users informs service delivery through consultation	Maureen	Birss	01/07/2005	31/03/2007
	We will provide an effective and accessible needs led service to people with a Learning Disability		Implement SSA across LD Services	David	Elliot	31/03/2006	31/03/2007
			Agree Standards, Train Staff, Implement Case Recording	Service Manager	Learning Disability	31/03/2006	31/03/2007
			With Partners Implement a Programme of Health Checks for People with Learning Disability who wish one.	Service Manager	Learning Disability	31/03/2006	31/03/2009
	We will provide an effective and accessible needs led service to people with a Physical Disability		We will improve efficiency in service access	Shona	Miller	01/04/2005	31/03/2007
	We will provide an effective and accessible needs led service to people with Addictions		Improve access to an integrated addiction service through increasing the number of specialist addiction SSA's completed	Tom	Jackson	31/03/2005	31/03/2007
			Improve the range of choice for individuals accessing addiction services	Tom	Jackson	31/03/2006	31/03/2007
	We will provide an effective and accessible needs led service to people with Acquired Brain Injury through the introduction of a BRAIN INJURY STRATEGY		We will improve efficiency in the delivery of service to people with Acquired Brain Injury	Maureen	Birss	31/03/2006	31/03/2007
			Increase the number of specialist SSA's for Brain Injury	Maureen	Birss	31/03/2006	31/03/2007
	Provide an Accessible Community Work Service to Encourage Community Participation		Develop Further Community Participation in Joint Future and Community Health Partnership Structures	Eric	Young	30/06/2005	30/06/2006
	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY		We will implement the WD flexible working policy - in relation to caring responsibilities	Service Manager	Learning Disability	01/03/2004	31/03/2009
Welfare Rights will assist in the production of a Carers Newsletter			Service Manager	Learning Disability	01/03/2004	31/03/2009	
We will further develop the Birthday Card Scheme to inform Older Carers of their basic rights to a support plan and benefits			Service Manager	Learning Disability	01/04/2004	31/03/2009	
We will continue to provide Direct Payments to Carers			Service Manager	Learning Disability	31/03/2004	31/03/2009	

We will continue to support Carers Centres to broaden awareness of carers issues within the community	Service Manager	Learning Disability	01/04/2004	31/03/2008
We will review and improve the range of carer group/patient publicity material for carers so they can make themselves known to agencies and to support request a support plan	Service Manager	Learning Disability	31/03/2004	01/04/2008
We will continue to support the Carer Centres to offer assistance and to signpost carers to the correct advice and benefits	Service Manager	Learning Disability	31/03/2004	01/04/2009
We will ensure carers benefits and income are maximised through the Welfare Rights Service	Service Manager	Learning Disability	01/04/2004	31/03/2009
We will consider an information pack for carers on benefits advice and income maximisation	Service Manager	Learning Disability	31/03/2004	01/04/2007
We will continue to offer debt / money advice to carers on rents and other related debts	Service Manager	Learning Disability	01/04/2004	31/03/2009
We will expand the Welfare Rights helpline to offer benefits and income maximisation advice to carers as part of a carers support plan	Service Manager	Learning Disability	01/04/2004	31/03/2009
We will offer Carers educational skills in SVQ's in Care to enhance their caring skills and increase their employment opportunities	Service Manager	Learning Disability	01/04/2004	31/03/2009
We will work with the Voluntary Sector / independent sector to identify the most appropriate model of advocacy provision	Service Manager	Learning Disability	01/04/2004	31/03/2009
We will review current housing provision as part of the development of our Local Housing Strategy	Service Manager	Learning Disability	01/04/2003	31/03/2009
We will work with housing and Communities Scotland to make sure that housing is provided where it is wanted and with appropriate support packages	Service Manager	Learning Disability	01/03/2004	31/03/2007
We will make sure that carers are given advice and information on their housing options	Service Manager	Learning Disability	01/04/2004	31/03/2009
We will use Supporting People Grant and our own revenue funding to provide the levels of support needed to allow people to stay in their own home	Service Manager	Learning Disability	01/04/2004	31/03/2009
We will encourage partners to consider further education and employment opportunities	Service Manager	Learning Disability	01/04/2006	31/03/2009
The Carers Centre Project lead and liaise with community groups and the local partnership on the production of a Carers Newsletter	Service Manager	Learning Disability	01/04/2004	31/03/2009
The Carers Centre Project will continue to investigate other methods of publicising the project for example web-site and other agencies	Service Manager	Learning Disability	01/03/2004	31/03/2009
The project will liaise with the local partnership to consider the production of a Carers Handbook	Service Manager	Learning Disability	01/04/2004	31/03/2009
The project will update its resource library	Service Manager	Learning Disability	01/04/2004	31/03/2009
The project will develop a multi-agency Carers Centre events/training programme on a range of emotional and stress management and benefits advice	Service Manager	Learning Disability	01/04/2004	31/03/2009
Update Carers Notice boards in Health Centres	Service Manager	Learning Disability	01/04/2004	31/03/2009
The centre will hold a database of known Carers	Service Manager	Learning Disability	01/04/2004	31/03/2009
The project will continue to identify other hidden carers through health centres, colleges etc	Service Manager	Learning Disability	01/04/2004	31/03/2009
The Carers Centre will inform Carers of their rights to a Carer Support Plan to help assess their needs	Service Manager	Learning Disability	01/04/2004	31/03/2009
The project will liaise with local forums to generate new ideas for carers centre activities	Service Manager	Learning Disability	01/04/2004	31/03/2009



Develop our children and young people	To provide efficient and responsive services to meet the needs of children and young people within the Children's Hearings System	Working Group to progress and monitor	Anne Marie	McDonald	01/04/2004	31/03/2007
	Raise the standards of achievements and attainments in learning for children and young people	Working Group to be put in place to develop and implement intensive support packages for specific hard to reach young people.	Jim	Watson	01/04/2005	31/03/2007
	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Implement the integrated assessment framework once final version received from Scot Exec. The aim is to ensure that children and young people who need it have an integrated package of appropriate health, care and education support	Moira	Swanson	01/04/2006	31/03/2007
		Develop a co-ordinated family support strategy which will deliver a consistent approach to parenting across all partners in West Dunbartonshire	Winnie	McHugh	01/09/2005	31/03/2007
		Ensure every family is offered a benefit check to maximise income	John	Hepburn	01/04/2005	31/03/2008
		Develop support and care planning for children and young people at key transition stages	Anne Marie	McDonald	01/04/2005	31/03/2008
		Work in partnership to reduce the neglect and abuse of children and young people	Anne	Ritchie	01/04/2005	31/03/2008
		Improve service developments relating to children and young people living with domestic abuse	Moira	Swanson	01/04/2006	31/03/2007
		Develop interagency protocol and procedures in line with guidance in Getting our Priorities Right for children, young people and families affected by substance misuse.	Winnie	McHugh	01/04/2005	31/03/2008
		Develop services to children and young people affected by mental ill health which link to the Scottish Executive vision statements of healthy, included, respected and responsible	Anne	Ritchie	01/04/2005	31/03/2008
		Improve joint working between adult mental health services and children's services	Anne	Ritchie	01/04/2005	31/03/2008
		Improve support for LAAC children affected by mental ill health	Jim	Watson	01/04/2005	31/03/2008
		Deliver Crossing Bridges training programme to multi agency staff groups in WD	Anne Marie	McDonald	01/04/2005	31/03/2007
		Promote recruitment of foster and respite carers to increase the number and range of placements	Jim	Watson	01/10/2006	01/10/2006
		Ensure all accommodated children receive an assessment of their health needs, post admission	Jim	Watson	01/04/2005	01/04/2006
		Participate in multi Agency Partnership to tackle Youth Crime.	Winnie	McHugh	31/03/2005	31/03/2008
		Carry out work Required to Implement Phase 2 of Children's Hearing Review	Anne	Ritchie	31/03/2005	31/03/2008
Provide high quality, best value services	Provide an effective, responsive and integrated Community Care Service	Inter-agency working group to further implement SSA for Specialist Services, Learning Disability, Mental Health, Addiction, Physical Disability	Moira	Swanson	01/04/2004	31/03/2007
	Provide an effective, responsive and integrated Community Care Service	Local Improvement Targets have been introduced for Older People. The number of days between referral and assessment not to exceed targets set. Managers to monitor and ensure staff work to agreed target	David	Doherty	01/04/2004	01/04/2007
	Provide an effective, responsive and integrated Community Care Service	Local Improvement Targets have been introduced for Older People. The number of days between start of assessments and the first part of a care package to be delivered should not exceed the target set. Managers to monitor and ensure staff work to agreed target.	David	Doherty	01/04/2004	01/04/2006
	Ensure all staff meet the standards set by the Scottish Social Services Council	The department will ensure that staff working in Local Authority Care Homes for Older People undertaking SVQs will complete their course within the agreed target	Beryl	Middleton	01/04/2004	31/03/2007

	The department will ensure that all managers must have completed relevant training courses	Beryl	Middleton	01/04/2004	31/03/2007
	The department will organise a programme of training for residential staff for Older People to have achieved relevant qualifications	Beryl	Middleton	01/04/2004	31/03/2007
	Workforce Development Group to progress and ensure staff within children's homes who are undertaking SVQs will complete the course within 12 months	Beryl	Middleton	01/04/2004	31/03/2007
To increase the flexibility of Home Care services (SPI 4)	Reports to DMT monitoring progress	Lynne	McKnight	01/04/2004	31/03/2007
To ensure that reports to the Reporter are submitted on time (SPI)	Working Group to progress and monitor	Anne Marie	McDonald	01/04/2004	31/03/2007
To ensure reports to the courts are submitted on time	To monitor reports to the courts in terms of quality and adherence to agreed timescales	Partnership	Manager	01/04/2005	31/03/2007
	To build on sentence evaluation of court report to address any issues identified	Partnership	Manager	01/04/2005	31/03/2007
To ensure all of those sentenced with a probation order are seen within one week	To monitor adherence to standards through audit process	Partnership	Manager	01/04/2005	31/03/2007
To provide an efficient community service scheme in line with National Standards	Continue to monitor average length of time to completion of community service.	Partnership Manager	Criminal Justice	01/04/2005	31/03/2007
Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout a Physical Disability Satisfaction (Second Survey)	Shona	Miller	01/11/2005	01/04/2006
	Carryout satisfaction survey of Single Shared Assessment	Moira	Swanson	01/02/2006	01/05/2006
	Carryout Quarterly Sheltered Housing Tenant Focus Group meeting	Lynne	McKnight	01/04/2005	31/03/2008
	Carryout a review of the Carers Support Plan via the Carers Strategy Group (including Carers forum)	Moira	Swanson	01/02/2006	31/05/2006
	Carryout consultation on Sensory Impairment Strategy and Implementation Plan	Shona	Miller	01/03/2006	31/07/2006
	Carryout quarterly Readers Panel focus groups	Lynne	McKnight	01/04/2005	31/03/2008
	Carryout perspective research/evaluation of Mental Health Services - Specifically Mental Health	Maureen	Birss	01/04/2006	01/10/2006
	Carryout perspective research/evaluation of Mental Health Services - Acquired Brain Injury	Maureen	Birss	01/03/2006	01/09/2006
	Carryout consultation with Good Life Group	David	Elliot	01/04/2005	31/03/2008
	Conduct the Partnership in Practice Consultation Group	David	Elliot	01/02/2006	30/04/2007
	Conduct a Shadow Partnership in Practice Group	David	Elliot	01/02/2006	30/04/2007
	Carryout an annual client survey in relation to Addiction Services	Tom	Jackson	01/04/2005	31/03/2008
	Conduct evaluation of Binge Drinking Campaign	Helen	Weir	01/05/2006	30/05/2006
	Creation of Annual Corporate Action Plan	Helen	Weir	01/04/2005	31/03/2008
	Carryout a satisfaction survey of people who have received a Carers Support Plan	Moira	Swanson	01/01/2006	30/04/2006
	Carry out a consultation on the Guide to Services for people affected by Dementia	Agnes	Trotter	01/03/2006	31/07/2006
	Carry out a consultation in Addiction Services for Young People	Tom	Jackson	01/06/2006	30/09/2006
Carryout a consultation with Children with or affected by disability	Anne Marie	McDonald	01/03/2007	31/12/2007	
Carryout consultation with Young Carers	Anne Marie	McDonald	01/03/2007	30/12/2007	
Carryout a Foster Carers user satisfaction survey	Anne Marie	McDonald	01/03/2007	30/12/2007	

Carryout a Direct Payments Client Satisfaction Survey	Stephen	West	01/03/2006	30/12/2006
Carry out a Foster Payments Client Satisfaction Survey	Stephen	West	01/03/2006	30/12/2006
Finance Audit Visits/ Effectiveness / Relevance of Visits	Stephen	West	01/08/2006	30/12/2006
Budgetary Setting - level of consultation for budget holders	Stephen	West	01/01/2007	30/06/2007
Budgetary Control Commentary Sheets	Stephen	West	01/03/2007	30/12/2007
Payments to Voluntary Sector	Stephen	West	01/03/2007	30/12/2007
Finance Audit Visits / Effectiveness . Relevance of Visit	Stephen	West	01/03/2007	30/12/2007
Budgetary Setting level of consultation for budget holders	Stephen	West	01/03/2007	30/12/2007
Grants to Voluntary organisations	Stephen	West	01/03/2007	31/07/2008
Finance Audit Visits/Effectiveness/Relevant of Visits (Social Work Services)	Stephen	West	01/03/2007	01/09/2008
Budgetary Setting - level of consultation for budget holders (Social Work Services)	Stephen	West	01/03/2007	31/01/2009
Carryout client satisfaction survey with direct payment process	Stephen	West	01/03/2007	31/03/2009
Carryout bi-annual family and client satisfaction survey for those in care homes	Stephen	West	01/10/2006	31/10/2006
Carryout bi-annual satisfaction survey with local authority residential homes	Stephen	West	01/03/2007	31/03/2007
Carryout bi-annual satisfaction survey of community care finance with Social Work Professionals	Stephen	West	01/03/2007	31/10/2007
Carryout 4 annual service satisfaction survey of benefits clients through McMillan Cancer Project	John	Hepburn	01/02/2006	31/05/2006
Carryout annual satisfaction survey of Appeal Rights Assessment Process	John	Hepburn	01/03/2006	30/06/2006
Carryout annual postal survey to people who received money advice	John	Hepburn	01/06/2006	31/08/2006
Carryout user satisfaction survey of the Benefit Claims-Welfare Rights Assessment Process	John	Hepburn	01/09/2006	31/12/2006
Carryout annual consultation with persons on community service/supervised attendance orders	Partnership	Manager	01/04/2005	31/03/2008
Carryout annual evaluation of supervision - client and supervising officer feedback	Partnership	Manager	01/06/2005	31/03/2008
Carryout annual satisfaction survey of sheriffs regarding Social Enquiry Reports	Partnership	Manager	01/12/2005	31/03/2008
To consult annually with staff on the preparation of the Strategic Plan for CJ services	Partnership	Manager	01/07/2005	31/03/2008
Consult with staff within QA on the effectiveness of their PDP	Max	Agnew	01/02/2006	30/05/2006
Consult on external providers liaison arrangements	Max	Agnew	01/03/2006	30/06/2006
Carryout consultation of SVQ process	Mary	Burn	01/12/2005	31/03/2008
Carryout survey of Service Review Procedures with Supporting People Providers	Max	Agnew	01/04/2006	01/04/2007
Conduct Best Value Review consultation for Home Care services to people living at home	Max	Agnew	01/04/2006	31/10/2007
Carryout Best Value Review Consultation on children's social work services	Max	Agnew	01/10/2006	01/11/2007

	Carryout Best Value Review Consultation on child protection services	Max	Agnew	01/05/2006	31/10/2006
	Consult with the social work services workforce regarding the implementation of the national strategy for the development of Social Services Workforce in Scotland	Beryl	Middleton	01/04/2006	01/06/2006
	Carryout consultation on contract compliance procedures	Beryl	Middleton	01/03/2007	31/03/2008
	Carryout Best Value Review consultation of Services to people in the community with mental ill health	Mike	Foley	01/03/2007	31/10/2008
	Carryout Best Value Review Consultation on Children's Residential Services	Jim	Watson	01/03/2007	30/10/2008
	Carryout Best Value Review Consultation on community based learning disability services	Manager	LD Services	01/03/2007	31/01/2008
	Carryout consultation survey of the Review of operational procedures and policies	Max	Agnew	01/03/2007	01/08/2008
	Carryout survey to assess staff understanding of Performance Management and Planning	Moira	Swanson	01/04/2006	01/09/2006
To meet statutory requirements in equalities legislation	Review all departmental policies in line with Corporate Race Equality Strategy	Moira	Swanson	31/03/2006	01/04/2007
Evidence of continuous improvement	All staff understand how their contribution fits into the team objectives	Stephen	West	30/09/2005	31/12/2006
	Monthly analysis of absence figures to be reported at team meetings	Stephen	West	30/09/2005	31/03/2007
	There is an implementation plan for PDP and 20% of the staff group to have a PDP by March 2006	Stephen	West	01/07/2005	31/03/2007
	Criteria are agreed, linked to specific targets and services and contained within the service action plan	Stephen	West	01/04/2005	31/03/2007
	All staff are aware of the Customer Service Strategy and it is included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
	The Guidelines for telephone management are followed and monitored and included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
	The Guidelines on producing written materials, including timescales, are followed and monitored and included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
	The Guidance on email management is followed and included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
	The Guidance on conduct for meetings is followed and included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
	Carry out 15 audit checks on services to ensure financial policy and procedures are properly implemented	Stephen	West	30/09/2005	01/04/2006
To deliver A Social Work Criminal Justice Service in line with policy developments and local priorities	Further Develop Performance Reporting	Partnership	Manager	31/03/2005	30/06/2006

## DEPARTMENTAL OBJECTIVES

Service ID	Corporate Priority	Priority	Objectives	Description Of Action	First Name	Last Name	Start Date	Target Date
100	Develop our children and young people	Vulnerable children and young people	Develop and support services to vulnerable families and children aged under 5	Implement Phase 2 of the Young Families Support Service	Winnie	McHugh	31/01/2006	30/06/2006
800	Regenerate and develop the local economy	To deliver an Effective Welfare Rights Service	We will provide an effective and accessible needs led Welfare Rights Service	Work in Partnership with other advice services /agencies to ensure a co-ordinated approach to service delivery	John	Hepburn	31/03/2005	30/09/2006
800	Promote health and well-being	Sustain peoples capacity to live at home through the provision of flexible respite services SPI and LIT's	To increase the level and range of respite services SPI5 and LIT's	Monitor level of provision and obtain feedback from users	David	Doherty	01/04/2004	31/03/2007
800	Promote health and well-being	Support families to care for children and young people at home	Support families to care for children and young people at home	Children with Disabilities Team to lead on identifying issues around respite for children and young people through their consultation group	Margo	Kidd	01/04/2005	01/04/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people affected by Mental Ill Health	Increase the number of specialist mental health Single Shared Assessments	Maureen	Birss	01/04/2006	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people affected by Mental Ill Health	We will improve efficiency in service access	Maureen	Birss	01/04/2006	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people affected by Mental Ill Health	Ensure the views of service users informs service delivery through consultation	Maureen	Birss	01/07/2005	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with a Learning Disability	Implement SSA across LD Services	David	Elliot	31/03/2006	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with a Learning Disability	Agree Standards, Train Staff, Implement Case Recording	Service Manager	Learning Disability	31/03/2006	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with a Learning Disability	With Partners Implement a Programme of Health Checks for People with Learning Disability who wish one.	Service Manager	Learning Disability	31/03/2006	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with a Physical Disability	We will improve efficiency in service access	Shona	Miller	01/04/2005	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with Addictions	Improve access to an integrated addiction service through increasing the number of specialist addiction SSA's completed	Tom	Jackson	31/03/2005	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with	Improve the range of choice for individuals accessing addiction services	Tom	Jackson	31/03/2006	31/03/2007

			Addictions					
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with Acquired Brain Injury through the introduction of a BRAIN INJURY STRATEGY	We will improve efficiency in the delivery of service to people with Acquired Brain Injury	Maureen	Birss	31/03/2006	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to people with Acquired Brain Injury through the introduction of a BRAIN INJURY STRATEGY	Increase the number of specialist SSA's for Brain Injury	Maureen	Birss	31/03/2006	31/03/2007
800	Promote health and well-being	Support Community Representation through the provision of a responsive community work service	Provide an Accessible Community Work Service to Encourage Community Participation	Develop Further Community Participation in Joint Future and Community Health Partnership Structures	Eric	Young	30/06/2005	30/06/2006
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will implement the WD flexible working policy - in relation to caring responsibilities	Service Manager	Learning Disability	01/03/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	Welfare Rights will assist in the production of a Carers Newsletter	Service Manager	Learning Disability	01/03/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will further develop the Birthday Card Scheme to inform Older Carers of their basic rights to a support plan and benefits	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will continue to provide Direct Payments to Carers	Service Manager	Learning Disability	31/03/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will continue to support Carers Centres to broaden awareness of carers issues within the community	Service Manager	Learning Disability	01/04/2004	31/03/2008
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will review and improve the range of carer group/patient publicity material for carers so they can make themselves known to agencies and to support request a support plan	Service Manager	Learning Disability	31/03/2004	01/04/2008
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will continue to support the Carer Centres to offer assistance and to signpost carers to the correct advice and benefits	Service Manager	Learning Disability	31/03/2004	01/04/2009

			STRATEGY					
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will ensure carers benefits and income are maximised through the Welfare Rights Service	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will consider an information pack for carers on benefits advice and income maximisation	Service Manager	Learning Disability	31/03/2004	01/04/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will continue to offer debt / money advice to carers on rents and other related debts	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will expand the Welfare Rights helpline to offer benefits and income maximisation advice to carers as part of a carers support plan	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will offer Carers educational skills in SVQ's in Care to enhance their caring skills and increase their employment opportunities	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will work with the Voluntary Sector / independent sector to identify the most appropriate model of advocacy provision	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will review current housing provision as part of the development of our Local Housing Strategy	Service Manager	Learning Disability	01/04/2003	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will work with housing and Communities Scotland to make sure that housing is provided where it is wanted and with appropriate support packages	Service Manager	Learning Disability	01/03/2004	31/03/2007
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will make sure that carers are given advice and information on their housing options	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will use Supporting People Grant and our own revenue funding to provide the levels of support needed to allow people to stay in their own home	Service Manager	Learning Disability	01/04/2004	31/03/2009

			STRATEGY					
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	We will encourage partners to consider further education and employment opportunities	Service Manager	Learning Disability	01/04/2006	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The Carers Centre Project lead and liaise with community groups and the local partnership on the production of a Carers Newsletter	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The Carers Centre Project will continue to investigate other methods of publicising the project for example web-site and other agencies	Service Manager	Learning Disability	01/03/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The project will liaise with the local partnership to consider the production of a Carers Handbook	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The project will update its resource library	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The project will develop a multi-agency Carers Centre events/training programme on a range of emotional and stress management and benefits advice	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	Update Carers Notice boards in Health Centres	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The centre will hold a database of known Carers	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The project will continue to identify other hidden carers through health centres, colleges etc	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The Carers Centre will inform Carers of their rights to a Carer Support Plan to help assess their needs	Service Manager	Learning Disability	01/04/2004	31/03/2009



			STRATEGY					
800	Promote health and well-being	Provide an integrated support service to all community care client groups	We will provide an effective and accessible needs led service to Carers through the introduction of a CARERS STRATEGY	The project will liaise with local forums to generate new ideas for carers centre activities	Service Manager	Learning Disability	01/04/2004	31/03/2009
800	Develop our children and young people	To provide efficient and responsive services to meet the needs of children and young people within the Children's Hearings System	To provide efficient and responsive services to meet the needs of children and young people within the Children's Hearings System	Working Group to progress and monitor	Anne Marie	McDonald	01/04/2004	31/03/2007
800	Develop our children and young people	Improve education provision to looked after and accommodated young people	Raise the standards of achievements and attainments in learning for children and young people	Working Group to be put in place to develop and implement intensive support packages for specific hard to reach young people.	Jim	Watson	01/04/2005	31/03/2007
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Implement the integrated assessment framework once final version received from Scot Exec. The aim is to ensure that children and young people who need it have an integrated package of appropriate health, care and education support	Moira	Swanson	01/04/2006	31/03/2007
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Develop a co-ordinated family support strategy which will deliver a consistent approach to parenting across all partners in West Dunbartonshire	Winnie	McHugh	01/09/2005	31/03/2007
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Ensure every family is offered a benefit check to maximise income	John	Hepburn	01/04/2005	31/03/2008
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Develop support and care planning for children and young people at key transition stages	Anne Marie	McDonald	01/04/2005	31/03/2008
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Work in partnership to reduce the neglect and abuse of children and young people	Anne	Ritchie	01/04/2005	31/03/2008
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Improve service developments relating to children and young people living with domestic abuse	Moira	Swanson	01/04/2006	31/03/2007
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision	To work in partnership to provide an integrated, effective and responsive service to children, young	Develop interagency protocol and procedures in line with guidance in Getting our Priorities Right for children, young people and families affected by substance misuse.	Winnie	McHugh	01/04/2005	31/03/2008

		statements	people and families					
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Develop services to children and young people affected by mental ill health which link to the Scottish Executive vision statements of healthy, included, respected and responsible	Anne	Ritchie	01/04/2005	31/03/2008
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Improve joint working between adult mental health services and children's services	Anne	Ritchie	01/04/2005	31/03/2008
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Improve support for laac children affected by mental ill health	Jim	Watson	01/04/2005	31/03/2008
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Deliver Crossing Bridges training programme to multi agency staff groups in WD	Anne Marie	McDonald	01/04/2005	31/03/2007
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Promote recruitment of foster and respite carers to increase the number and range of placements	Jim	Watson	01/10/2006	01/10/2006
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Ensure all accommodated children receive an assessment of their health needs, post admission	Jim	Watson	01/04/2005	01/04/2006
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Participate in multi Agency Partnership to tackle Youth Crime.	Winnie	McHugh	31/03/2005	31/03/2008
800	Develop our children and young people	To provide a service to children, young people and families which supports the SExec high level vision statements	To work in partnership to provide an integrated, effective and responsive service to children, young people and families	Carry out work Required to Implement Phase 2 of Childrens Hearing Review	Anne	Ritchie	31/03/2005	31/03/2008
800	Provide high quality, best value services	To provide a service to Community Care client groups which supports the Scottish Executive high level priorities	To work in Partnership to provide an integrated, effective and responsive service to all Community Care client groups	Inter-agency working group to further implement SSA for Specialist Services, Learning Disability, Mental Health, Addiction, Physical Disability	Moira	Swanson	01/04/2004	31/03/2007
800	Provide high quality, best value services	To provide a service to Community Care client groups which supports the Scottish Executive high level priorities	To work in Partnership to provide an integrated, effective and responsive service to all Community Care	Local Improvement Targets have been introduced for Older People. The number of days between referral and assessment not to exceed targets set. Managers to monitor and	David	Doherty	01/04/2004	01/04/2007

			client groups	ensure staff work to agreed target				
800	Provide high quality, best value services	To provide a service to Community Care client groups which supports the Scottish Executive high level priorities	To work in Partnership to provide an integrated, effective and responsive service to all Community Care client groups	Local Improvement Targets have been introduced for Older People. The number of days between start of assessments and the first part of a care package to be delivered should not exceed the target set. Managers to monitor and ensure staff work to agreed target.	David	Doherty	01/04/2004	01/04/2006
800	Provide high quality, best value services	Provide HQ Best Value Services through staff training which meets the standards set by the Scottish Services Council	Ensure all staff meet the standards set by the Scottish Social Services Council	The department will ensure that staff working in Local Authority Care Homes for Older People undertaking SVQs will complete their course within the agreed target	Beryl	Middleton	01/04/2004	31/03/2007
800	Provide high quality, best value services	Provide HQ Best Value Services through staff training which meets the standards set by the Scottish Services Council	Ensure all staff meet the standards set by the Scottish Social Services Council	The department will ensure that all managers must have completed relevant training courses	Beryl	Middleton	01/04/2004	31/03/2007
800	Provide high quality, best value services	Provide HQ Best Value Services through staff training which meets the standards set by the Scottish Services Council	Ensure all staff meet the standards set by the Scottish Social Services Council	The department will organise a programme of training for residential staff for Older People to have achieved relevant qualifications	Beryl	Middleton	01/04/2004	31/03/2007
800	Provide high quality, best value services	Provide HQ Best Value Services through staff training which meets the standards set by the Scottish Services Council	Ensure all staff meet the standards set by the Scottish Social Services Council	Workforce Development Group to progress and ensure staff within children's homes who are undertaking SVQs will complete the course within 12 months	Beryl	Middleton	01/04/2004	31/03/2007
800	Provide high quality, best value services	To provide services which enable people to live at home wherever possible	To increase the flexibility of Home Care services (SPI 4)	Reports to DMT monitoring progress	Lynne	McKnight	01/04/2004	31/03/2007
800	Provide high quality, best value services	To provide an efficient service to the Reporter to the Children's Panel	To ensure that reports to the Reporter are submitted on time (SPI)	Working Group to progress and monitor	Anne Marie	McDonald	01/04/2004	31/03/2007
800	Provide high quality, best value services	Provision of an efficient service to the Criminal Justice system	To ensure reports to the courts are submitted on time	To monitor reports to the courts in terms of quality and adherence to agreed timescales	Partnership	Manager	01/04/2005	31/03/2007
800	Provide high quality, best value services	Provision of an efficient service to the Criminal Justice system	To ensure reports to the courts are submitted on time	To build on sentence evaluation of court report to address any issues identified	Partnership	Manager	01/04/2005	31/03/2007
800	Provide high quality, best value services	Provision of an efficient service to the Criminal Justice system	To ensure all of those sentenced with a probation order are seen within one week	To monitor adherence to standards through audit process	Partnership	Manager	01/04/2005	31/03/2007
800	Provide high quality, best value services	Provision of an efficient service to the Criminal Justice system	To provide an efficient community service scheme in line with National Standards	Continue to monitor average length of time to completion of community service.	Partnership Manager	Criminal Justice	01/04/2005	31/03/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY /	Carryout a Physical Disability Satisfaction (Second Survey)	Shona	Miller	01/11/2005	01/04/2006

			PROGRAMME COVERING 2005-2009					
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout satisfaction survey of Single Shared Assessment	Moira	Swanson	01/02/2006	01/05/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout Quarterly Sheltered Housing Tenant Focus Group meeting	Lynne	McKnight	01/04/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout a review of the Carers Support Plan via the Carers Strategy Group (including Carers forum)	Moira	Swanson	01/02/2006	31/05/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout consultation on Sensory Impairment Strategy and Implementation Plan	Shona	Miller	01/03/2006	31/07/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout quarterly Readers Panel focus groups	Lynne	McKnight	01/04/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout perspective research/evaluation of Mental Health Services - Specifically Mental Health	Maureen	Birss	01/04/2006	01/10/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout perspective research/evaluation of Mental Health Services - Acquired Brain Injury	Maureen	Birss	01/03/2006	01/09/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout consultation with Good Life Group	David	Elliot	01/04/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Conduct the Partnership in Practice Consultation Group	David	Elliot	01/02/2006	30/04/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Conduct a Shadow Partnership in Practice Group	David	Elliot	01/02/2006	30/04/2007

			2005-2009					
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout an annual client survey in relation to Addiction Services	Tom	Jackson	01/04/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Conduct evaluation of Binge Drinking Campaign	Helen	Weir	01/05/2006	30/05/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Creation of Annual Corporate Action Plan	Helen	Weir	01/04/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout a satisfaction survey of people who have received a Carers Support Plan	Moira	Swanson	01/01/2006	30/04/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carry out a consultation on the Guide to Services for people affected by Dementia	Agnes	Trotter	01/03/2006	31/07/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carry out a consultation in Addiction Services for Young People	Tom	Jackson	01/06/2006	30/09/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout a consultation with Children with or affected by disability	Anne Marie	McDonald	01/03/2007	31/12/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout consultation with Young Carers	Anne Marie	McDonald	01/03/2007	30/12/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout a Foster Carers user satisfaction survey	Anne Marie	McDonald	01/03/2007	30/12/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout a Direct Payments Client Satisfaction Surevy	Stephen	West	01/03/2006	30/12/2006

			2005-2009				
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carry out a Foster Payments Client Satisfaction Survey	Stephen	West	01/03/2006 30/12/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Finance Audit Visits/ Effectiveness / Relevance of Visits	Stephen	West	01/08/2006 30/12/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Budgetary Setting - level of consultation for budget holders	Stephen	West	01/01/2007 30/06/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Budgetary Control Commentary Sheets	Stephen	West	01/03/2007 30/12/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Payments to Voluntary Sector	Stephen	West	01/03/2007 30/12/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Finance Audit Visits / Effectiveness . Relevance of Visit	Stephen	West	01/03/2007 30/12/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Budgetary Setting level of consultation for budget holders	Stephen	West	01/03/2007 30/12/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Grants to Voluntary organisations	Stephen	West	01/03/2007 31/07/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Finance Audit Visits/Effectiveness/Relevant of Visits (Social Work Services)	Stephen	West	01/03/2007 01/09/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Budgetary Setting - level of consultation for budget holders (Social Work Services)	Stephen	West	01/03/2007 31/01/2009

			2005-2009					
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout client satisfaction survey with direct payment process	Stephen	West	01/03/2007	31/03/2009
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout bi-annual family and client satisfaction survey for those in care homes	Stephen	West	01/10/2006	31/10/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout bi-annual satisfaction survey with local authority residential homes	Stephen	West	01/03/2007	31/03/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout bi-annual satisfaction survey of community care finance with Social Work Professionals	Stephen	West	01/03/2007	31/10/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout 4 annual service satisfaction survey of benefits clients through McMillan Cancer Project	John	Hepburn	01/02/2006	31/05/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout annual satisfaction survey of Appeal Rights Assessment Process	John	Hepburn	01/03/2006	30/06/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout annual postal survey to people who received money advice	John	Hepburn	01/06/2006	31/08/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout user satisfaction survey of the Benefit Claims-Welfare Rights Assessment Process	John	Hepburn	01/09/2006	31/12/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout annual consultation with persons on community service/supervised attendance orders	Partnership	Manager	01/04/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout annual evaluation of supervision - client and supervising officer feedback	Partnership	Manager	01/06/2005	31/03/2008

			2005-2009					
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout annual satisfaction survey of sheriffs regarding Social Enquiry Reports	Partnership	Manager	01/12/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	To consult annually with staff on the preparation of the Strategic Plan for CJ services	Partnership	Manager	01/07/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Consult with staff within QA on the effectiveness of their PDP	Max	Agnew	01/02/2006	30/05/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Consult on external providers liaison arrangements	Max	Agnew	01/03/2006	30/06/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout consultation of SVQ process	Mary	Burn	01/12/2005	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout survey of Service Review Procedures with Supporting People Providers	Max	Agnew	01/04/2006	01/04/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Conduct Best Value Review consultation for Home Care services to people living at home	Max	Agnew	01/04/2006	31/10/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout Best Value Review Consultation on children's social work services	Max	Agnew	01/10/2006	01/11/2007
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout Best Value Review Consultation on child protection services	Max	Agnew	01/05/2006	31/10/2006
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Consult with the social work services workforce regarding the implementation of the national strategy for the development of Social Services Workforce in Scotland	Beryl	Middleton	01/04/2006	01/06/2006



			2005-2009					
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout consultation on contract compliance procedures	Beryl	Middleton	01/03/2007	31/03/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout Best Value Review consultation of Services to people in the community with mental ill health	Mike	Foley	01/03/2007	31/10/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout Best Value Review Consultation on Children's Residential Services	Jim	Watson	01/03/2007	30/10/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout Best Value Review Consultation on community based learning disability services	Manager	LD Services	01/03/2007	31/01/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout consultation survey of the Review of operational procedures and policies	Max	Agnew	01/03/2007	01/08/2008
800	Provide high quality, best value services	Develop communication/information/stakeholder policies	Increase accountability to stakeholders by developing a CONSULTATION POLICY / PROGRAMME COVERING 2005-2009	Carryout survey to assess staff understanding of Performance Management and Planning	Moira	Swanson	01/04/2006	01/09/2006
800	Provide high quality, best value services	To ensure that Social Work Services are accessible to all people within West Dunbartonshire	To meet statutory requirements in equalities legislation	Review all departmental policies in line with Corporate Race Equality Strategy	Moira	Swanson	31/03/2006	01/04/2007
800	Provide high quality, best value services	To ensure best value through a culture of continuous improvement	Evidence of continuous improvement	All staff understand how their contribution fits into the team objectives	Stephen	West	30/09/2005	31/12/2006
800	Provide high quality, best value services	To ensure best value through a culture of continuous improvement	Evidence of continuous improvement	Monthly analysis of absence figures to be reported at team meetings	Stephen	West	30/09/2005	31/03/2007
800	Provide high quality, best value services	To ensure best value through a culture of continuous improvement	Evidence of continuous improvement	There is an implementation plan for PDP and 20% of the staff group to have a PDP by March 2006	Stephen	West	01/07/2005	31/03/2007
800	Provide high quality, best value services	To ensure best value through a culture of continuous improvement	Evidence of continuous improvement	Criteria are agreed, linked to specific targets and services and contained within the service action plan	Stephen	West	01/04/2005	31/03/2007
800	Provide high quality, best value services	To provide a responsive service	Evidence of continuous improvement	All staff are aware of the Customer Service Strategy and it is included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
800	Provide high quality, best value	To provide a responsive service	Evidence of continuous improvement	The Guidelines for telephone management are followed and monitored and included in induction	Stephen	West	01/04/2005	31/03/2007

	services			of new staff				
800	Provide high quality, best value services	To provide a responsive service	Evidence of continuous improvement	The Guidelines on producing written materials, including timescales, are followed and monitored and included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
800	Provide high quality, best value services	To provide a responsive service	Evidence of continuous improvement	The Guidance on email management is followed and included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
800	Provide high quality, best value services	To provide a responsive service	Evidence of continuous improvement	The Guidance on conduct for meetings is followed and included in induction of new staff	Stephen	West	01/04/2005	31/03/2007
800	Provide high quality, best value services	Efficient Financial Reporting	Evidence of continuous improvement	Carry out 15 audit checks on services to ensure financial policy and procedures are properly implemented	Stephen	West	30/09/2005	01/04/2006
800	Provide high quality, best value services	Provision of an efficient service to the Criminal Justice system	To deliver A Social Work Criminal Justice Service in line with policy developments and local priorities	Further Develop Performance Reporting	Partnership	Manager	31/03/2005	30/06/2006