

Report

Report to:	Social Work Resources Committee
Date of Meeting:	13 June 2007
Report by:	Executive Director (Social Work Resources)

Subject:	Social Work Resources – Resource Plan 2007/2008
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide background to the preparation of the Resource Plan for 2007/08, and its contents.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the key achievements made by the Resource during 2006/07 are noted, and the Objectives and Priorities for 2007/08 approved
- (2) that the Resource plan be referred to the Executive Committee for approval
- (3) that a six monthly interim progress report be provided in due course.

3. Background

- 3.1. The Resource Plan for 2007/08 has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates, and also identifies achievements for the previous year, and establishes objectives and priorities for the new year.
- 3.2. Performance Management is a keystone of Best Value, and ensures the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.3. As part of this framework the Resource Plan reflects the aspirations of the Council Plan and the Community Plan, as well as being complemented by the details of individual Service and Business Plans. Ultimately, these details are also reflected in the key work objectives of individual officers. This reflects the 'Golden Thread' of performance management, and demonstrates a clear understanding of Council aims and objectives at all levels.
- 3.4. The achievements for 2006/07 are based on the high level themes included within the Council Plan (Fourcast) 2003/07. These same broad headings have been used as a basis for recording the objectives for 2007/08.

- 3.5. The Resource Plan will be delivered within the approved revenue and capital budgets for 2007/08.
- 3.6. In preparing the Plan account has also been taken of the need to ensure a robust response to Risk Management and Control. The risk associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.
- 4. Resource Plan detail, monitoring and reporting**
- 4.1. The full Resource Plan is attached at Appendix 1. The headings within the Plan are:
1. Introduction
 2. National Context
 3. Local Context
 4. Major Achievements 2006/07
 5. Resource Objectives 2007/08
 6. Capital and Revenue resources 2007/08
- 4.2. As part of the performance management arrangements, the Committee will also receive a mid year update of progress on objectives and priorities. For 2007/08 the opportunity will be taken in October 2007 to review the detail in line with new Council Plan headings.
- 4.3. The mid year update will provide an insight into progress made, and take the opportunity to take account of any major changes at a national or local level.
- 5. Employee Implications**
- 5.1. The objectives and priorities noted within the Plan will inform the Performance Development and Review process for individual employees.
- 6. Financial Implications**
- 6.1. The objectives and priorities are reflected in both the Resource Revenue and Capital budgets for 2007/08.
- 7. Other Implications**
- 7.1. There are no other implications.
- 8. Consultation**
- 8.1. Consultation has taken place with key stakeholders as part of the process in preparing this Plan

Harry Stevenson
Executive Director (Social Work Resources)

20 April 2007

Link(s) to Council Objectives

- Modernising Services
- Resource Management

Previous References

None

List of Background Papers

- Social Work Resource Plan 2007-2008

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Social Work Resources

Resource Plan

2007 – 2008

Social Work Resources Plan 2007 - 2008

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Social Work Resources Plan 2007 - 2008

Section 1 - Introduction by the Executive Director of Social Work Resources

Welcome to the tenth annual Social Work Resources Plan which reflects our work with service users, carers and communities and our continued commitment to work with partners to improve the lives of the most vulnerable people in South Lanarkshire.

The plan reflects our achievements over the past year. It also provides a focus for our activity and actions in the coming year in response to the Council's priorities as set out in the Council Plan, Fourcast, and other major influences on service delivery whether internal, external, local or national.

Over recent years we have made considerable efforts to improve the physical condition of social care facilities. Further capital investment during 2007/08 will be reflected in the refurbishment programme for care homes for older people, a new dementia care and training facility in Hamilton and resources to support children and young people.

Our commitment to develop a high quality workforce continues through our training and development programmes. A COSLA Gold Award was received in 2006 in recognition of our Recruitment and Retention Strategy and we also successfully achieved Charter Mark status for the high standard of service delivered within day care services for older people. The Scottish Social Services Council also awarded us two Care Accolade Awards for our innovative approach to recruit young people into careers in social care and our increasing diversity in practice learning.

In 2007/08 we expect to be met with further statutory duties. The Children's Services (Scotland) Bill recommends a series of legislative changes to the Children (Scotland) Act 1995; the Custodial Sentences and Weapons (Scotland) Bill will have new licence conditions that will directly impact on Justice Social Work Services; the Adult Support and Protection (Scotland) Bill will provide strengthened measures to protect those adults in Scotland who are at risk from abuse; and the Gender Equality Act will put a duty on public bodies to promote gender equality and eliminate sex discrimination. We will continue to work closely with partners to effectively implement this legislation and continue to support and protect vulnerable children, young people and adults living in our communities.

The list of achievements during 2006/07 is considerable and this is due largely to the commitment of our staff and partners. May I take this opportunity to thank you all for your continued efforts last year and I look forward to working with you in meeting the opportunities and challenges over the year ahead.

Harry Stevenson
Executive Director of Social Work Resources

Section 2 - National context for delivering services

The following section summarises the national influences, including legislation and statutory requirements such as inspection that will impact on the delivery of social work services in the coming year.

Working in partnership

Social Work Resources work with a range of partners to enhance its delivery of social care services and provide better outcomes for service users and their carers.

- Community Health Partnerships (CHPs) were established across Scotland in April 2006 to manage a wide range of community based health services. We have worked closely with NHS colleagues during the establishment of the South Lanarkshire CHP to enhance the quality of health and social care services locally and develop existing links with community health services and local authority services.
- Joint Future is the lead national policy on joint working between local authorities and the NHS in community care to provide faster access to better and more joined up services through improved joint working. The South Lanarkshire Joint Future Partnership has agreed Local Improvement Targets to support the delivery of the national outcomes at a local level. Progress on achieving these targets is assessed through the annual Joint Performance Information and Assessment Framework (JPIAF) process, which is monitored locally by the Joint Services Management Group. Work commenced nationally in 2006 to consider a set of national outcome measures which will be used to measure the delivery of community care services for adults and older people.
- Developing better integrated services for children, young people and their families remains a high priority, both at national and local level. The *Getting it Right for Every Child* work stream, which will be formalised through the recently issued Draft Children's Services (Scotland) Bill, recommends a series of legislative changes to the Children (Scotland) Act 1995. Locally, partner agencies are working across Lanarkshire to establish an integrated assessment framework and pathways; improve information sharing in relation to vulnerable children through the development of eCare systems and a Data Sharing Protocol; and bidding for Pathfinder status with the Scottish Executive to be a pilot area for this work.
- The Community Justice Authorities became operational across Scotland in April 2006. Within Lanarkshire, this brings together North and South Lanarkshire Councils, the Scottish Prison Service, Strathclyde Police and other key partners to work together to reduce re-offending by making sure the right services are in the right place at the right time. We have a joint forum with North Lanarkshire Council in the planning of Justice Social Work services.

Statutory inspection of social work services

The Social Work Inspection Agency (SWIA) has a statutory responsibility to inspect all functions of social work within local authorities.

- In 2005 a performance inspection of all our social work services was carried out alongside an inspection of Justice Services across Lanarkshire. The outcome of both inspections reflected areas of good practice within the authority and also areas for improvement. These recommendations are being addressed through implementation plans with annual

progress reports to SWIA and to South Lanarkshire Council Social Work Resources Committee.

- Nationally, new integrated inspection activity by SWIA will include:
 - an integrated inspection of Learning Disability Services
 - an audit of Substance Misuse Services
 - an integrated inspection of Older People's Services
 - an integrated inspection of Mental Health ServicesA timetable for these inspections within South Lanarkshire has yet to be confirmed.
- The South Lanarkshire Child Protection Committee has prepared a draft self-evaluation in preparation for the forthcoming Child Protection inspection which will take place in April 2008 – 'How well are children protected and their needs met?'
- In April 2007, Education Resources were inspected in relation to the academic attainment and achievement of looked after and accommodated children. Social Work Resources supported the inspection process.
- The national inspection framework for integrated children's services was launched in October 2006: A Guide to Evaluating Services for Children and Young People using Quality Indicators. The framework will be applied as a single inspection model across all partner agencies based upon a rigorous self-evaluation process. A schedule of dates outlining the programme for integrated children's services inspections will be issued soon.

Regulation of Care (Scotland) Act 2001

The Regulation of Care (Scotland) Act 2001 marked a major change in the way in which social care is regulated. It established two new independent bodies, the Scottish Commission for the Regulation of Care (the Care Commission) and the Scottish Social Services Council (SSSC).

The Care Commission's role is to regulate care services in Scotland and it undertakes the registration and inspection of a range of our facilities, including care homes, child care, short breaks, respite and fostering and adoption, against a set of national care standards, taking enforceable action where necessary. The role of SSSC is to register social service workers and promote and regulate training requirements. Our work will continue throughout 2007/08 to ensure employees are supported through the registration process.

Adult Support and Protection (Scotland) Bill

The purpose of the Adult Support and Protection (Scotland) Bill is to put in place modern and strengthened measures to afford greater protection for those adults in Scotland who are at risk from abuse. It will improve and enhance protective measures for these adults and will also, in turn, improve inter-agency co-operation and enhance preventative action. Social Work Resources, with partners is developing appropriate interagency policies, procedures and training for implementation of the forthcoming legislation.

All our Futures: Planning for a Scotland with an Ageing Population

This strategy highlights the fundamental changes in Scotland's demographic profile with older people now forming an increasing proportion of our population. The strategy outlines a number of recommendations for local authorities to address in order to meet service demands by older people in future years. Social Work Resources will address the

recommendations corporately and with partners through existing planning and service delivery structures within the Council.

Mental Health

There is a range of mental health legislation and policy initiatives that will have an impact for Social Work Resources over the coming year including the Adults with Incapacity (Scotland) Act 2000; the new Mental Health (Care & Treatment) (Scotland) Act 2003; a national programme to improve the mental health and well-being of the Scottish population; and Choose Life – A National Strategy and Action Plan to Prevent Suicide in Scotland. The Mental Health Joint Services Management Group will address the impact through their joint service strategic action plan.

Justice

The main issue for Justice Services next year will be the introduction of the Multi Agency Public Protection Arrangements (MAPPA); section 10 and 11 of the Management of Offenders (Scotland) Act 2005; and the Custodial Sentences and Offensive Weapons (Scotland) Act 2007. Within South Lanarkshire there is a continued emphasis on youth justice through the Youth Justice Improvement Programme and also the first full year of the Community Justice Authority in operation.

Local Government in Scotland Act 2003

The Local Government in Scotland Act 2003 places a range of duties on local authorities, including Social Work Resources, to lead the community planning partnerships to improve the health of the local community and produce a Joint Health Improvement Plan for South Lanarkshire, and; secure best value through continuous improvement in the performance of the Resource functions with service reviews planned for the forthcoming year.

21st Century Review of Social Work

The 21st Century Review Group published its findings in the Changing Lives report in 2006 and identified a total of 13 recommendations for improvement to social work services across Scotland. In response, we have participated in the five national change programme groups and have replicated the national structure by creating five internal change groups. All social work employees are encouraged to participate in the change programme through a series of seminars and consultation events.

Equality legislation

There is a range of equality legislation that will have an impact for Social Work Resources over the coming year including the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006. In addition, the mainstreaming of equalities issues is also a requirement of best value. South Lanarkshire Council is implementing actions identified in the Equality Schemes for Race, Disability and Gender.

Section 3 - Local context for delivering services

The following section summarises the local influences that will impact on social work service delivery in the coming year.

Local planning

The South Lanarkshire Community Plan: Stronger Together clearly identifies its priorities for Social Work Resources through its theme on health. As part of the community planning

process we will continue to actively engage with partners to meet the objectives of the Health and Care Partnership and deliver services which will improve the long term health and wellbeing of our community. We will monitor and report this work through the Joint Health Improvement Plan.

FourCast is the Council plan outlining the key developments for the period 2003-2007. The objectives within FourCast reflect the work we do within the Resource:

- **Support the community** through initiatives such as Doorway which has made considerable progress in raising awareness of domestic abuse and supports women, children and young people at risk of domestic violence.
- **Living in the community** by providing dedicated home care services to a total of 3845 individuals during 2006/07 enabling them to live in their own homes for longer.
- **Modernising services** by improving the quality of our care homes, day care and respite facilities for young people, adults and older people through the refurbishment and building of new facilities across South Lanarkshire.

Service provision

Social Work Resources employs over 2,900 staff and provides a broad range services to the most vulnerable people in South Lanarkshire. The core services provided by the Resource include assessment and care management to vulnerable people and those in need within the following areas:

- Protection of children and vulnerable adults
- Looked after and accommodated children and young people
- Physical disability and sensory impairment
- Learning disability
- Mental health
- Substance misuse
- Homecare
- Residential and day care
- Justice services.

Demand for services

Of the 306,280 people living in South Lanarkshire, Social Work Resources received a total of 55,477 referrals in 2006/07. Referrals are received from a range of sources including Health (15%), self – referrals (25%), relatives/ friends (8%) and other sources (52%), including Police, Courts, Scottish Children's Reporter Administration, Education, Housing and voluntary organisations.

Key performance information

Social Work Resources has a statutory obligation to collect and publish information about its service performance. This information is used to inform the Scottish Executive, Accounts Commission and members of the public how the service is performing in relation to national and local targets. Some of the key performance areas are detailed below and in appendix 1.

Summary of care places for older people and children

Care Home	No. of places as at April 2007
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No. of registered nursing care places	1914
No. of registered local authority residential care places	277
No. of registered private/voluntary residential care places	652
Total number of care home places for older people	2843
Total number of places within children's houses	70

The total number of people with a learning disability supported in their own tenancies during 2005/06 is 244.

Child protection referrals and outcome

Outcome	Year	
	2004/05	2005/06
No. of referrals	500	452
No further action	300	276
No. subject to case conference	200	162
Outcome not yet decided at time of reporting	-	14
No. on Child Protection register	115	99

- Child protection referrals have shown a slight decrease over the last two years, falling from 500 in 2004/05 to 452 in 2005/06 or by 9.6%.
- The number of children on the South Lanarkshire child protection register has decreased from 115 to 99.
- In comparison to Scotland, the rate of children on the child protection register within South Lanarkshire is below the Scottish average, as detailed below:

Child protection register comparison

	2005 (Rate per 1,000 population aged 0-15)	2006 (Rate per 1,000 population aged 0-15)
South Lanarkshire	2.0	1.7
Scotland	2.3	2.5

Reporting to the Scottish Children's Reporter

CPI 4 Children's Reporter Liaison (Social Background Reports)	03/04	04/05	05/06	06/07
Number of reports submitted to the Reporter during the year	1031	1422	1460	1381
Reports requested by the Reporter submitted within 20 days	243	297	490	493
Percentage submitted within 20 days	23.6%	20.9%	33.6%	35.7%

- We are continuing to work towards improving the percentage of reports submitted to the Scottish Children's Reporter within the 20 day target. The 2005/06 percentage of 33.6% compares with the Scottish average for that period of 36%.

Educational Attainment of Looked after Children

CPI 6 Looked After Children - Academic attainment	04/05	05/06
a) No. of 16 or 17 year olds ceasing to be looked after away from home	18	20
b) Number attaining at least one SCQF level 3 (any subject)	8	15
Percentage attaining at least one SCQF level 3 (any subject)	44.4%	75.0%
c) Number attaining at least one SCQF level 3 in English and Maths	5	7
Percentage attaining at least one SCQF level 3 in English and Maths	27.8%	35.0%
d) Number attaining at least one standard grade	8	12
Percentage attaining at least one standard grade	44.4%	60.0%
e) Number attaining Standard grade English and Maths	5	7
Percentage attaining Standard grade English and Maths	27.8%	35.0%

- There has been an overall increase in the percentage of looked after children attaining educational qualifications from 2004/05 and 2005/06. Figures for 2006/07 have yet to be published.

Equipment and adaptations

Equipment and adaptations	SLC performance		Rank (at 2005/06)
	2005/06	2006/07	
% of assessments for equipment and adaptations completed by Social Work within 28 days of referral	75%	98%	3

- Progress has been made over the last 2 years to ensure the majority of people receive an assessment for equipment and adaptations within the 28 day target.

Justice

PI 7 Probation		05/06	06/07	Rank at 2005/06
Total population aged 16 and over (mid year estimates)		249,504	251,373	n/a
a)	Number of new probation orders issued during the year	427	368	n/a
b)	Number of Probationers	401	347	n/a
	Number of new probationers seen by a supervising officer within one week	248	183	n/a
	Proportion of new probationers seen by a supervising officer within one week	61.8%	52.7%	24

The number of probationers seen by a supervising officer and the average number of hours to complete a community order have remained consistent in overall performance over a 3 year period. Future efforts will be targeted to increase performance in each of these areas.

Older People's services

- There has been a steady increase in intensive home care since 2003, with a resulting decrease from 2005 - 2006 of the number of people supported in care homes and geriatric long stay services. This reflects the commitment of the South Lanarkshire Partnership to improve the level of support to those with intensive community care needs through ongoing development of services.

Balance of care for older people	2003	2004	2005	2006
Population aged over 65	47,226	48,085	48,848	49,528
Geriatric long stay	n/a	n/a	192	184
Supported in care homes	1,595	1,626	1,704	1,668
More than 10 hours of homecare	649	767	948	989

▪ The South Lanarkshire Joint Future

e Partnership performed well across all joint future targets in 2005/06, which resulted in an

improved ranking position from 9th to 3rd in comparison to the other Scottish Joint Future Partnerships.

Complaints

Social Work Resources received a total of 55,477 referrals in 2006/07. This represents an increase of 2,828 from the previous year. For 2006/07, a total of 232 complaints were recorded, a reduction of 26 on the previous year. The breakdown of complaints by client group is as follows:

Service	Referrals	% of Referrals	Complaints	% of Complaints
Adult and Justice Services	16512	29.76%	97	42%
Child and Family Services	13107	23.63%	60	26%
Older People's Services	25858	46.61%	69	29%
Support Services	n/a	n/a	6	3%
Total	55477		232	

Views of people who use our services and their carers

We actively seek the views of service users and carers in all areas of service through a variety of methods including:

- participation in the care planning and review process
- representation on planning groups
- involvement in consultation processes such as Office of Public Management (OPM) events for community care services
- Burning Issues Participation Advocacy Network (BIPAN) consultation tool developed to enable children with disabilities to voice their opinions on service planning and delivery within social work.

The SWIA inspection indicated that we are achieving good outcomes for most of the people who use our services. Of the 500 service users surveyed, 93% agreed that they had been treated with dignity and respect when in contact with Social Work Resources.

Maximising employee attendance

The table below reflects some slight changes in the percentage of absence over the last three years and the rate of absence of Social Work employees in comparison to the overall Council percentage.

Staff group	2004/2005	2005/2006	2006/2007
APT and C	4.3%	4.0%	4.1%
Manual and Craft	5.0%	4.7%	5.3%
Resource Total	4.4%	4.2%	4.5%
SLC Total	3.8%	3.8%	3.9%

Social Work Resources has been committed to supporting employees through a range of preventative and early intervention strategies. This includes the provision of alternative therapies in the workplace, a range of health checks and access to the employee support officer and physiotherapy services.

Section 4 – Major achievements 2006/2007

The following section summarises the key achievements for the Resource during 2006/2007. More information on the achievements can be found in appendix 2.

Council Theme	Objective (from Resource Plan 2006/2007)	Achievement	Comments
Creating successful communities	Continue to work with NHS Lanarkshire and NHS Greater Glasgow and Clyde to develop the South Community Health Partnership (CHP)	√	<ul style="list-style-type: none"> Work is ongoing within the Joint Services Management Group to develop the interface with South CHP and current joint structures
Learning in the community	Agree and implement the plan to meet SSSC registration requirements	√	<ul style="list-style-type: none"> All staff eligible at this stage have registered. Process ongoing to 2010
	Design and implement a strategy to meet Post Registration Training and Learning (PRTL) requirements	√	<ul style="list-style-type: none"> Regular PRTL events are taking place including ½ day training courses and lunch time briefing sessions A Research Forum has been launched and a speakers programme developed
	Continue to improve the quality of care for looked after children and young people	√	<ul style="list-style-type: none"> Work in partnership with Education Resources has resulted in better academic outcomes for looked after young people A recruitment drive has increased the numbers of new foster carers by 14 to 46 since 2002 Successfully opened 3 new children's houses in Hamilton, Uddingston and Blantyre
Living in the community	Modernise programmes of care available within residential and day care services	√	<ul style="list-style-type: none"> Awarded Charter Mark for day care services for older people Opened of Whitehill Day Care service in Hamilton Day care services now provided in Hamilton and Clydesdale to people with functional mental illness Adult residential programme concluded with the closure of Laburnum
Supporting our communities	Produce a revised Carers Strategy jointly with health, carers and carer organisations	√	<ul style="list-style-type: none"> Revised Carers Strategy produced
	Completion of the roll-out of	√	<ul style="list-style-type: none"> Child Protection alert

Council Theme	Objective (from Resource Plan 2006/2007)	Achievement	Comments
	the Child Protection Alert Messaging		messaging system has been successfully rolled out to all localities, involving partners in Health, Education, Housing (pilot sites), Police and Scottish Children's Reporter Administration
Modernising services	Implementation of Social Work Inspection Agency (SWIA) action plans of Social Work and Justice services	√	<ul style="list-style-type: none"> • Progression of the SWIA action plan recommendations continues. This has included over 800 employees attending seminars chaired by the Executive Director to discuss the plan and our progress in meeting recommendations. • Justice Services across Lanarkshire continue to progress the action plan
	Work with partners to further develop an integrated performance reporting framework in line with the Integrated Children's Services (ICS) Plan	Progressing	<ul style="list-style-type: none"> • An accountability framework for the delivery of all 150 planned actions within the ICS Plan has now been developed. Baseline information for the 43 key performance indicators has been produced
	Implement electronic case recording within SWISplus	Progressing	<ul style="list-style-type: none"> • Electronic case recording pilot took place in Hamilton, involving 110 staff and was successfully evaluated in January 2007 and is being rolled out across all local offices
	In accordance with the requirements of the Service Level Agreement, review and report on the performance of the social work service for the State Hospital	√	<ul style="list-style-type: none"> • Service review completed and presented to the Chief Executive of the State Hospital Board for Scotland • Recommendations to review the Service Level Agreement and management arrangements for the service in the context of the redesign of State Hospital services has been agreed
Resource management	Incorporate the audit of the performance development review and supervision into the Quality Improvement Framework	√	<ul style="list-style-type: none"> • Completed second self evaluation of quality of case recording within Assessment and Care Management services • Completed first self evaluation of supervision and PDRs

Section 5 – Strategic objectives and priorities for the Resource 2007 - 2008

The following section outlines the key strategic objectives and actions for the Resource during 2007/08. More information on the actions to be undertaken in 2007/08 can be found within Social Work Resources action plan in appendix 3.

To address the national and local influences for Social Work Resources the key strategic objectives are

- *Protect vulnerable children, young people and adults living in our communities*
- *Support vulnerable children and adults in their homes and communities*
- *Provide consistently high quality person-centred social care services*
- *Support front-line staff to deliver high quality services*
- *Provide modern, responsive services that meets the needs of current and future service users*

Social Work strategic objectives	Priorities
<i>Protect vulnerable children, young people and adults living in our communities</i>	<ul style="list-style-type: none"> • Continue to work with partner agencies that aims to protect and achieve good outcomes for vulnerable adults, children and young people • Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending • Continue to formalise the information sharing and working arrangements across services for the protection of children, vulnerable adults and the management of individuals whose behaviour poses risk to others.
<i>Support vulnerable children and adults in their homes and communities</i>	<ul style="list-style-type: none"> • Continue to implement the Integrated Children's Services Plan to improve outcomes for children, young people and their families • Work in partnership to support older people and adults within the community • Work in partnership to appropriately resource carers in their caring role • Work in partnership to improve the health and well-being of local communities across South Lanarkshire
<i>Provide consistently high quality person-centred social care services</i>	<ul style="list-style-type: none"> • Continue to drive forward the performance and quality improvement agenda to ensure services are focused on achieving the best possible outcomes for service users and their carers taking into account the aims of external stakeholders • Continue to work collaboratively through various partnership arrangements to ensure children, young people and adults receive the best possible service based on their needs and proposed outcomes • Carry out service reviews to ensure services are fit for purpose and achieve the best outcomes • Develop and consult on a commissioning strategy for Social Work Resources
<i>Support front-line</i>	<ul style="list-style-type: none"> • Continue progress towards meeting the targets to register

Social Work strategic objectives	Priorities
<i>staff to deliver high quality services</i>	<p>our workforce</p> <ul style="list-style-type: none"> • Continue to achieve the maximising attendance objectives and reduce average annual absence rates across the Resource by supporting our employees through a range of health and wellbeing strategies • Ensure staff are equipped with the necessary tools and skills to carry out their job to a high standard using the Personal Development Review (PDR) and supervision policy consistently to demonstrate progress in this area
<i>Provide modern, responsive services that meets the needs of current and future service users</i>	<ul style="list-style-type: none"> • Continue to progress the Social Work Resources capital programme through the refurbishment and building of a range of facilities across South Lanarkshire and ensure after completion the high standard is maintained and remains fit for purpose • Develop and implement the Social Work Resources Information Technology Business Plan

Section 6 – Capital and revenue resources

Revenue budget 2006/07

A total of £111.233 million was invested in the delivery of social care services within South Lanarkshire Council during 2006/07 as follows:

2006/07 Annual Forecast						
Budget Category	Performance & Support £m	Child & Family £m	Older People £m	Adults £m	Justice £m	Total £m
Employee Costs	7.551	11.503	26.975	14.122	3.658	63.809
Property Costs	3.421	0.329	0.698	0.451	0.099	4.998
Supplies & Services	0.685	1.067	1.014	3.545	0.091	6.402
Transport & Plant	0.227	0.428	1.346	1.155	0.089	3.245
Administration Costs	4.868	0.312	0.428	0.196	0.176	5.980
Payments to Other Bodies	0.449	6.145	1.564	11.651	1.306	21.115
Payments to Contractors	0.000	2.859	29.543	9.490	0.000	41.892
Transfer Payments	0.002	0.152	0.000	0.000	0.003	0.157
Financing Charges	0.427	0.256	1.655	0.522	0.028	2.888
Total Expenditure	17.630	23.051	63.223	41.132	5.450	150.486
Total Income	-4.014	-3.713	-9.881	-17.043	-4.602	-39.253
Total Budget	13.616	19.338	53.342	24.089	0.848	111.233

Capital budget 2006/07

A total of £8.107 million was invested in 2006/07 in the replacement and refurbishment of residential and day care facilities within Child & Family, Older People and Adult services.

Service	2006/07 Investment £m
Adult Services	2.610
Child & Family Services	2.120
Older Peoples Services	1.780
Property Asset Management	0.590
Garden Remodelling	0.500
General Projects	0.507
Total	8.107

Capital budget 2007/08

A total of £6.238 million has been invested in 2007/08 to continue the refurbishment and replacement of social work properties as follows:

Key Capital Project	2007/08 allocation £m
Replacement Dale Centre - Phase 1	0.597
Replacement Dale Centre - Phase 2	0.931
Child & Family Residential Homes	0.874
Calderhouse Throughcare	1.719
Older People's Day Care Centre	1.600
Property asset management	0.480
Garden remodelling	0.037
Total Budget	6.238

Revenue budget 2007/08

The 2007/08 Social Work Resources revenue budget, detailed below, totals £117.671 million. This includes new investment funding totalling £6.393 million, which is part of the increased Grant Aid Expenditure (GAE) allocation to the council from the Scottish Executive for national priorities in 2007/08, and also part of the re-investment of the previous year's savings exercises into front-line services such as Social Work Resources and Education Resources.

Service	Child and Family £m	Older People £m	Adults £m	Justice £m	Performance and Support £m	Total £m
Base Budget	20.422	50.771	24.474	0.570	15.041	111.278
New Investment Funding						
Residential Homes	0.273					
Care Home Fees		1.523				
Home Care		2.300				
Service Charges		0.750				
Hamilton Day Care Centre		0.044				
Choose Life Strategy			0.136			
Dale Centre			0.108			
Equipment & Adaptations			0.380			
Nursing Home Placements			0.120			
Justice Services				0.759		
Sub Total	0.273	4.617	0.744	0.759	0.000	6.393
Total	20.695	55.388	25.218	1.329	15.041	117.671

The 2007/08 Revenue Budgets detailed above include the following ring-fenced funding allocations:

Key Objectives	2007/08 £m
Child and Family – Changing Children Services Funding	1.775
Adults with Learning Disabilities – Supporting People Income	1.762
Adults with Mental Health Needs – Mental Health Specific Grant	0.474
Older People – Mental Health Specific Grant	0.276
Older People – Supporting People Income	1.820
Criminal Justice – SE funding for Criminal Justice	4.037
Management and Support Services – training grant	0.281
Management and Support Services – Supporting People Income	2.901
Total specific funding allocations	13.326

Appendix 1: Trends in performance information

Appendix 1

Key performance information

Social Work Resources are required to report to the Scottish Executive, Accounts Commission and members of the public on its performance in relation to national and local targets through statutory performance indicators and local performance indicators.

We are also required to report on the performance of South Lanarkshire's Joint Service Partnership in balancing care for older people over 65. The performance of the South Lanarkshire Joint Service Partnership is evident on page 2 of appendix 1. It shows pictorially the balance of care, delayed discharges and emergency admissions reflecting the partnership's performance in reducing emergency admissions, increasing the amount of intensive home care provision correlating with the reduction in the numbers of people supported in care homes. The Partnership performed well across all joint future targets in 2005/06 and this was recognised by ranking the South Lanarkshire Partnership third in Scotland.

Statutory Performance Indicators

PI 1 Community Care Services (new 2005/06)	05/06	06/07
Total persons with service	479	504
Average time in days (median) taken to provide CCS from first identification of need to first service provision	10	10

The table shows an increase of 25 in the number of people receiving a community care services in 2006/07 in comparison with 2005/06.

PI 2 and CPI 7	Qualified staff in residential homes	04/05	05/06	06/07
a)	Children	65%	37.9%	52.1%
b)	elderly people	36%	28.9%	37%
c)	other adults	39%	22.2%	No Service
	Number of Staff (Not WTE)	04/05	05/06	06/07
a)	Children	141	140	144
b)	elderly people	231	235	281
c)	other adults	28	18	No Service
	Number of Qualified Staff	04/05	05/06	06/07
a)	Children	92	53	75
b)	elderly people	84	68	104
c)	other adults	11	4	No Service

The number of residential employees qualified in child and family services and older people's services has risen during 2006/07 reflecting the commitment of Social Work Resources and its employees in reaching the qualification status required by the Scottish Social Services Council.

NB. Reporting changed in 05/06 and this accounts for the variance from previous years

PI 3 & CPI 8	Residential places and single rooms	04/05	05/06	06/07
i.	Elderly people - local authority	100.0%	100.0%	99.2%
ii.	Elderly people - voluntary sector	96.3%	97.5%	92.1%
iii.	Elderly people - private sector	73.1%	84.4%	87.5%
i.	Other adults - local authority	100.0%	100.0%	No Service
ii.	Other adults - voluntary sector	66.7%	80.4%	100%
iii.	Other adults - private sector	86.4%	65.2%	95.8%
i.	Children – local authority	87.9%	89.0%	No longer required
ii.	Children - voluntary sector	83.3%	100.0%	No longer required
iii.	Children - private sector	40.0%	83.3%	No longer required

The number of older people residential places with single rooms within local authority accommodation has reduced due to a request for shared accommodation.

PI 4 & 11	Residential places and en-suite rooms	04/05	05/06	06/07
i.	Elderly people - local authority	100.0%	100.0%	99.6%
ii.	Elderly people - voluntary sector	87.2%	80.4%	89.9%
iii.	Elderly people - private sector	58.5%	65.2%	69.7%
i.	Other adults - local authority	9.1%	15.4%	No Service
ii.	Other adults - voluntary sector	100.0%	100.0%	100%
iii.	Other adults - private sector	42.4%	53.5%	62.2%
i.	Children – local authority	1.1%	8.2%	No longer required
ii.	Children - voluntary sector		53.8%	No longer required
iii.	Children - private sector	40.0%	16.7%	No longer required

The number of older people residential places with en-suite facilities within local authority accommodation has reduced due to a request for shared accommodation.

PI 4	Number of Home Care Clients	04/05	05/06	06/07	% change 2004/2007
a)	Total number receiving Home Care	2,624	2,655	2,933	11.78%
b i)	Total number of hours per week provided	26,399	24,452	26,069	-1.25%
b ii)	Total number of Home Care hours per 1000 population aged 65+	559	508.5	536.1	
c i)	Total receiving personal care	1,387	2,124	2,242	61.64%
c ii)	Total receiving care in evenings/ overnight	793	1,154	1,335	68.35%
c) iii)	Total receiving care at weekends	1,717	1,753	2,072	20.68%

The total number of people receiving home care services has increased by 11.78% from 2004/05 to 2006/07. There has also been a significant rise in the number of people receiving personal care and care in the evenings and overnight, which have increased respectively by 61.64% and 68.35%.

In 2005/06 the comparison of South Lanarkshire home care services to the Scottish average service indicated that 66% of home care service users within South Lanarkshire

received a service at weekends in comparison to the Scottish average of 55.6%; and 43.5% of South Lanarkshire service users received a service during evening and overnight in comparison with 29.5% average across Scotland.

Reporting format changed in 2005-06

PI 5 & CPI 9	Respite care by nights and hours	05/06	06/07
Elderly People			
a)	Total overnight respite nights	16,880	18,932
	Number per 1,000 population	351	389.3
b)	Number of respite nights not in a care home	0	0
	Percentage of respite nights not in a care home	0	0
c)	Total daytime respite hours	172,289	263,665
	Number per 1,000 population	3,583	5,421.9
d)	Number of respite hours not in a day centre	31,541	34,042
	Percentage of respite hours not in a day centre	18.3%	12.9%
People Aged 18-64			
a)	Total overnight respite nights	4,939	6,099
	Number per 1,000 population	26.3	31.8
b)	Number of respite nights not in a care home	366	460
	Percentage of respite nights not in a care home	7.4%	7.5%
c)	Total daytime respite hours	32,629	40,303
	Number per 1,000 population	173.8	209.8
d)	Number of respite hours not in a day centre	32,629	40,303
	Percentage of respite hours not in a day centre	100.0%	100%
Children aged 0-17 with disabilities			
a)	Total overnight respite nights	2,005	1,789
	Number per 1,000 population	30.4	27.3
b)	Number of respite nights not in a care home	195	201
	Percentage of respite nights not in a care home	9.7%	11.2%
c)	Total daytime respite hours	21,151	22,950
	Number per 1,000 population	320.3	349.9
d)	Number of respite hours not in a day centre	19,112	16,164
	Percentage of respite hours not in a day centre	90.4%	70.4%

The total number of daytime respite hours has increased for all service user groups with a significant increase also in the number of overnight respite nights for adults.

In 2005/06, the percentage of daytime respite hours provided not in a day centre for older people within South Lanarkshire was 18.3% in comparison with the Scottish average of 34.8%. This indicates the commitment in South Lanarkshire to provide respite care in other settings for service users and carers.

PI 6 Social Enquiry Reports		04/05	05/06	06/07	Rank (at 2005/06)
Total population aged 16 and over (2000 mid year estimates)		244,736	249,504	251,373	n/a
	Number of reports submitted to courts during the year	2,651	2,424	2,212	n/a
	Number of reports submitted to courts by due date	2,577	2,319	2,123	
	Proportion of reports submitted to courts by due date	97.2%	95.7%	96%	23

- Of the 2,212 Social Enquiry Reports carried out in 2006/07, 96% were completed and sent to the Court within the agreed timescales. Performance in this area over the last 3 years has remained broadly consistent and in line with the national average.

Reporting format changed in 2003-04

PI PI 8 Community Service		04/05	05/06	06/07	Rank (at 2005/06)
Total population aged 16 and over (mid year estimates)		244,736	249,504	251,373	n/a
a)	Number of new community service orders issued during the year	502	422	297	n/a
b) i	Average number of hours per week to complete Community Orders	2.7	2.8	2.6	25
b) ii	Total community orders completed during the year	214	259	301	n/a
b) iii	Total hours for all community orders	34,680	40,968	45,401	n/a
c)	Total days for all community orders	90,580	100,083	121,254	n/a

Community service performance has remained fairly consistent in recent years with the number of hours to complete an order ranging from 2.6 hours in 2006/07 and 2.8 hours in 2003/04. In order to continue improvement in this area a review of community service review is currently underway.

CPI 5 Supervision	04/05	05/06	06/07
Number of new supervision requirements made during the year	103	121	119
Number of children seen by a supervising officer within 15 days	76	84	88
Percentage seen within 15 days	73.80%	69.40%	73.90%

The number of new supervision requirements made during 2006/07 has increased slightly from the previous year and the number of children seen by a supervising officer within 15 days has also increased. In 2005/06 the percentage of children seen within 15 days in South Lanarkshire was 69.4% compared with the Scottish average percentage of 76.5%.

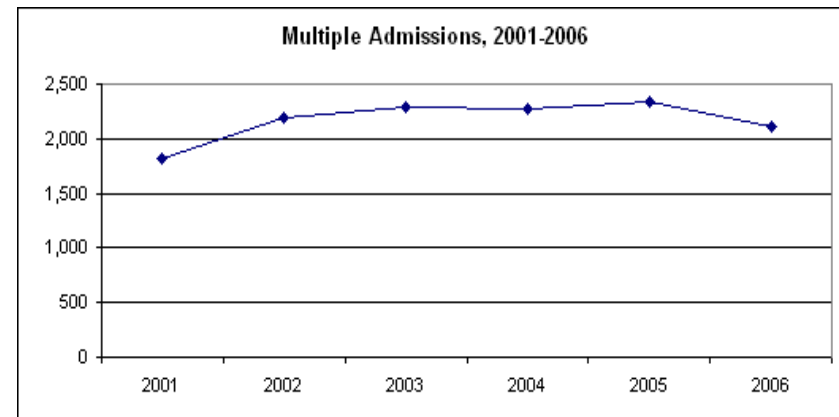
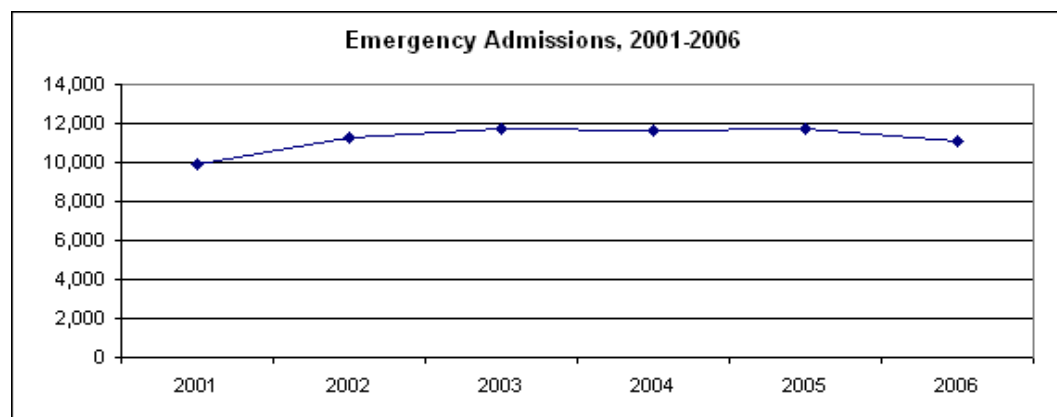
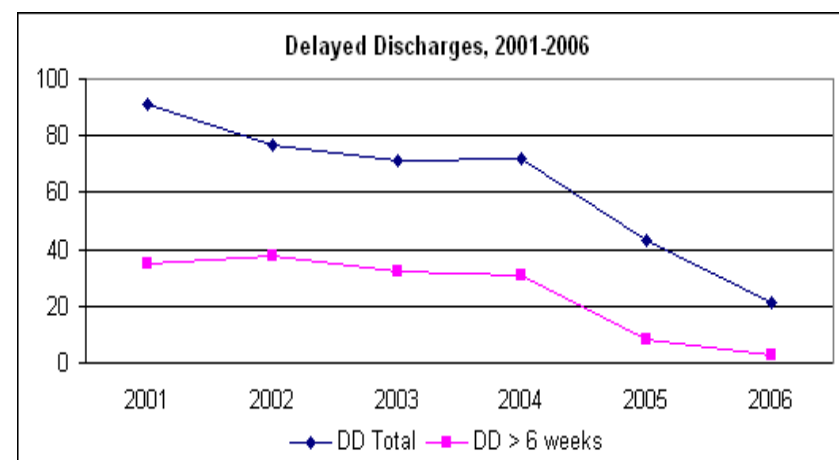
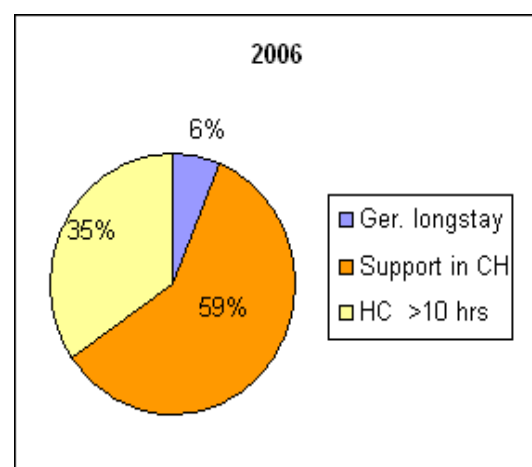
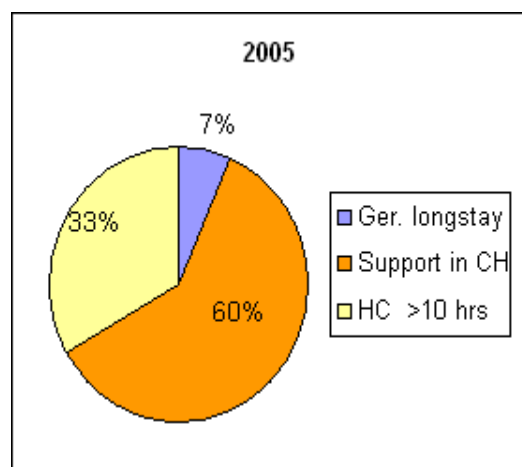
	Quarterly Performance Indicator Childcare placements	04/05	05/06	06/07
a)	At home*	255	274	271
b)	Other community	107	105	111
c)	Residential	114	109	101
	Total	476	488	483

The number of child care placements at home and in the community has risen slightly in 2006/07 which positively reflects the slight decrease in the number of residential child care placements.

Joint Performance Inspection Framework - Whole System Performance Indicator:

South Lanarkshire local partnership on managing the balance of care for older people (aged 65+)

	2001	2002	2003	2004	2005	2006
Population aged over 65	45,863	46,586	47,226	48,085	48,848	49,528
Emergency Admissions	9,929	11,308	11,758	11,609	11,771	11,112
Multiple Admissions	1,814	2,186	2,293	2,279	2,331	2,116
Delayed Discharges - Total	91	77	71	72	43	21
Delayed Discharges over 6 weeks	35	38	32	31	8	3
Geriatric Longstay	n/a	n/a	n/a	n/a	192	184
Supported in Care Homes	n/a	n/a	1,595	1,626	1,704	1,668
More than 10 hours of homecare	487	533	649	767	948	989



Appendix 2: Achievements continued 2006/2007

Appendix 2– Achievements continued 2006/2007

Council Theme	Objective (from 2006/2007)	Achievement	Comments
Creating successful communities	Continue to implement health priorities of the Joint Health Improvement Plan (JHIP) and Local Health Plan	√	<ul style="list-style-type: none"> Ongoing links are being developed with the Community Health Partnership in South Lanarkshire around the health improvement agenda Nutrition in later life pilot completed in Blantyre
	Support the development and implementation of inclusive policies such as SLC Disability Equality Scheme, Equal Opportunities Policy and Race Equality Scheme to ensure services are appropriate to all citizens and staff	√	<ul style="list-style-type: none"> Disability Equality Scheme has been produced Quarterly ethnic monitoring reports to Resource Management Team (RMT) Core equality briefs circulated to all staff
Learning in the community	Implement the recommendations of Getting it Right for Every Child with a particular focus on improved performance in relation to the Children's Hearing system.	v	<ul style="list-style-type: none"> Trained relevant youth justice and child and family employees on national standards for Children's Hearings to enable staff to work towards meeting the standards 7 multi-agency training events took place with 104 staff attending
Living in the community	Planning for short breaks / respite centre in Clydesdale to be concluded	Progressing	<ul style="list-style-type: none"> Work ongoing to identify a suitable site in Clydesdale area
	Develop and agree Hartwoodhill Discharge Programme Phase 2	Progressing	<ul style="list-style-type: none"> 3 out of 5 people have been identified to move to their own tenancies
	Conclude the re-provisioning programme of hostel services for adults with a learning disability by closing Laburnum hostel	v	<ul style="list-style-type: none"> Programme concluded and Laburnum closed March 2007
Supporting our communities	Based on developments within Scottish Accreditation Plan, consider the capacity for the implementation of potential criminal justice programmes notably those in respect of domestic abuse, general offending and for women offenders	Progressing	<ul style="list-style-type: none"> Domestic abuse programme in process of accreditation Awaiting roll out of constructs programme for general offending Staff trained to deliver Scottish Prison Service programme to women offenders in the community
	Complete review and further	v	<ul style="list-style-type: none"> Review was completed in

Council Theme	Objective (from 2006/2007)	Achievement	Comments
	develop the Integrated Family Support Strategy		August 2006 and resulted in a series of key recommendations which are being progressed
	Develop day care service for older ethnic minority communities in Rutherglen and Cambuslang	v	<ul style="list-style-type: none"> Integrated day care service for older people is now operational
Modernising services	Commence next phase of refurbishment programme for existing care homes for older people	Progressing	<ul style="list-style-type: none"> Work completed on the refurbishment of David Walker House and Canderavon
	Develop and implement Joint Future action plan for physical disability and sensory impairment	Progressing	<ul style="list-style-type: none"> Joint Future Physical Disability and Sensory Impairment Strategy has been drafted
	Commence SWITCH partnership project to redesign and promote integrated Occupational Therapy services within Health and Social Work	Progressing	<ul style="list-style-type: none"> SWITCH partnership is underway
	Prepare for the forthcoming inspection of child protection services	Progressing	<ul style="list-style-type: none"> In conjunction with partners a full self-evaluation of child protection services has been undertaken
	Continue to implement the Scottish Executive Review Child Protection Action Plan with a particular focus on quality improvement through self-evaluation and joint audit of services across partner agencies	Progressing	<ul style="list-style-type: none"> Performance Management and Quality Improvement Group is finalising the work programme to roll-out a common understanding of self-evaluation across partner agencies and raise awareness of the issues in preparing for the inspection
	Implement the key actions of the South Lanarkshire's Integrated Children's Services (ICS) Plan 2005/2008	v	<ul style="list-style-type: none"> A review of ICS Plan was undertaken, which confirmed that progress has been made A clear structure for accountability and reporting of progress has been rolled out A full review of the Changing Children's Services Fund has been completed
	Social Work Resources to contribute to and support the Council's Best Value and Community Planning audit	√	<ul style="list-style-type: none"> Social Work has supported and continues to contribute to the preparation of the Best Value audit

Council Theme	Objective (from 2006/2007)	Achievement	Comments
	Continue to develop the implementation of Health and Wellbeing Strategies including achieving the SHAW silver award for Social Work Resources	√	<ul style="list-style-type: none"> • Social Work assisted the council in achieving the silver Scotland's Health at Work (SHAW) award
Resource management	Continue to consider innovative ways to improve service delivery through the support and development of employees	v	<ul style="list-style-type: none"> • Achieved two Scottish Social Services Council (SSSC) Care Accolade Awards in recognition of our innovative approach to recruit young people into careers in social care and increasing diversity of practice learning opportunities • Convention of Scottish Local Authorities (COSLA) Gold Award received in recognition of our Recruitment and Retention Strategy

Appendix 3: Social Work Resources Action Plan 2007/08

Appendix 3: Social Work Resource Action Plan 2007 - 2008

Objective 1: Protect vulnerable children, young people and adults living in our communities

Council theme: Living in the Community

Priorities	Action	Timescale	Outcome	Responsibility
Continue to work with partner agencies to that aims to protect and achieve good outcomes for vulnerable adults, children and young people	Develop multi agency vulnerable adult protocols with partners	Ongoing	<ul style="list-style-type: none"> Consistent application of vulnerable adults policy with improved safety of vulnerable adults 	Head of Adult and Justice services, Head of Older People's services
	Develop and implement an integrated training programme on vulnerable adult procedures and protocols	Ongoing	<ul style="list-style-type: none"> Multi agency approach to ensure the safety of vulnerable adults. 	Head of Adult and Justice services, Head of Older Peoples services
	In conjunction with partner agencies, continue to roll out self evaluation and audit work in advance of joint inspection of services to protect children and wider inspection of children's services	March 2008	<ul style="list-style-type: none"> Improved communication and information sharing 	Head of Child and Family Services
	Continue to implement the actions from the Doorway Strategy to raise awareness, knowledge and skills to deal with domestic abuse and improve resources available	Ongoing	<ul style="list-style-type: none"> Improved information sharing and communication Consistent approach by all agencies More responsive services to the needs of women, children and young people 	Doorway Co-ordinator
Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and	Work with Lanarkshire Community Justice Authority to improve the management of offenders and reduce offending activity across South Lanarkshire	Three year plan to be produced by September 2007	<ul style="list-style-type: none"> Consistent approach to the management of offenders in the community 	Head of Adult and Justice services
	Implement Multi Agency Public Protection Arrangements (MAPPA) and VISOR (Violent Sex Offenders Register) and work with the Risk	Ongoing	<ul style="list-style-type: none"> Improved public safety 	Head of Adult and Justice services

Priorities	Action	Timescale	Outcome	Responsibility
reduce re-offending	Management Authority to develop practice in managing high risk offenders			
	Develop accredited programmes across the Lanarkshire Grouping for Justice Social Work services	Ongoing	<ul style="list-style-type: none"> Offending behaviour is tackled and addressed 	Head of Adult and Justice services
	Continue to develop the range of community service activities available	Review by December 2007	<ul style="list-style-type: none"> More appropriate services available to address the offenders behaviour 	Team Leader Community Services
	Continue to improve performance for probation orders	Ongoing	<ul style="list-style-type: none"> Offenders are seen by a probation order within 5 days 	Justice Services Manager
Continue to formalise the information sharing and working arrangements across services for the protection of children, vulnerable adults and the management of individuals whose behaviour poses risk to others	Ongoing development of the information sharing agenda across adults and older people's services through the single shared assessment process	March 2008	<ul style="list-style-type: none"> Consistent approach to services to adults and older people 	Head of Adult and Justice Services Head of Older People's Services
	Developing the information sharing agenda as agreed through the Data Sharing Partnership	Ongoing	<ul style="list-style-type: none"> Improved data sharing procedures across partner agencies 	Head of Child and Family Services Head of Adult and Justice Services Head of Older People's Services
	In partnership with North Lanarkshire Council, NHS Lanarkshire and other key partners, implement the recommendations of <i>Getting it Right for Every Child</i> and the legal requirements of the forthcoming Children's Services (Scotland) Bill This will include key actions such as: <ul style="list-style-type: none"> Agreement on a pan – Lanarkshire model for integrated assessment Secure funding from the Scottish Executive to pilot the agreed approach to integrated assessment 	Ongoing	<ul style="list-style-type: none"> Consistent approach to children's and young peoples services 	Child and Family Services Manager / Integration Manager

Objective 2: Support vulnerable children and adults in their homes and communities
Council theme: Supporting our communities

Priorities	Action	Timescale	Outcome	Responsibility
Continue to implement the Integrated Children's Services Plan to improve outcomes for children, young people and their families	Produce an integrated parenting strategy	September 2007	<ul style="list-style-type: none"> Range of parenting interventions developed 	Child and Family Services Manager
	Reduce by 13 (50%), the number of accommodated young people in out-of-areas placements through improved screening arrangements and increased choice of placement locally	September 2007	<ul style="list-style-type: none"> Children and young people have services that are appropriate to their needs and ensures the best possible outcomes 	Child and Family Services Manager / Child Carer Services Manager/ Fieldwork Managers
	Continue to implement the Integrated Family Support Strategy with partner agencies with an emphasis on better information sharing and recording of activity	Ongoing	<ul style="list-style-type: none"> Improved information sharing and communication 	Child and Family Services Manager / Fieldwork Managers
	Improve services and support to looked after and accommodated children through the roll out of information and communication technology developments to all new children's houses	March 2008	<ul style="list-style-type: none"> Children and young people are safe, nurtured, healthy, achieving, respected and responsible 	Child Care Services Manager
	In partnership with Education Resources, ensure attainment and achievement levels of looked after and accommodated children are improved in line with <i>Learning with Care</i>	Reporting on exam results will be issued in November 2007	<ul style="list-style-type: none"> Improved educational attainment for young people looked after and accommodated 	Child and Family Services Manager / Childcare Services Manager
	Increase by 7 (15%) the range of foster carers to meet the needs of older children (age 8+) with higher support needs	March 2008	<ul style="list-style-type: none"> More suitable foster placements to meet the diverse range of needs 	Childcare Services Manager / Fostering and Adoption Manager

Priorities	Action	Timescale	Outcome	Responsibility
Work in partnership to support adults and older people within the community	Continue to work in partnership with local providers to develop personalised services e.g. care and support, day care, respite, home care	Ongoing	<ul style="list-style-type: none"> Adults and older people are enabled to live as independently as possible within their local community supported directly or indirectly by Social Work Resources 	Head of Older People's Services, Head of Adult and Justice Services
	Develop a joint preventative strategy for older people	Phased from 2007 to 2011	<ul style="list-style-type: none"> Integrated network of services and information resources available to older people 	Older People's Services manager
	Continue to implement the joint service agenda	Ongoing	<ul style="list-style-type: none"> Improved local integrated services for older people Improved local integrated services for adults 	Head of Older People's Services Head of Adult and Justice Services
Work in partnership to appropriately resource carers in their caring role	Continue to encourage the uptake of carers assessment and ensure arrangements are in place to evaluate whether these assessments are meeting the needs of carers	Ongoing	<ul style="list-style-type: none"> Carers have the necessary resources to enable them to continue in their caring role 	Adult Services Manager
	Further develop the Young Carers service	Ongoing	<ul style="list-style-type: none"> Children and young people are supported and are not disadvantaged due to their caring roles 	Child and Family Service Manager / Young Carers Service
Work in partnership to improve the health and well-being of local communities across South Lanarkshire	Produce and implement a new Joint Health Improvement Plan	April 2008	<ul style="list-style-type: none"> Roll out the Nutrition in Later Life Project Develop health improvement programmes for Social Work service users 	Planning Manager - Health Social Work Service Managers

Objective 3: Provide consistently high quality person centred social care services
Council Theme: Supporting our communities

Priorities	Action	Timescale	Outcome	Responsibility
Continue to drive forward the performance and quality improvement agenda to ensure services are focused on achieving the best possible outcomes for service users and their carers taking into account the aims of external stakeholders	Implement the actions identified for Social Work Resources from the Council's equality schemes for race, disability and gender	Ongoing	<ul style="list-style-type: none"> Services are responsive and accessible to all of the population 	Head of Adult and Justice Services, Head of Older People's Services Head of Child and Family Services
	Implement operational benefits of the revised Social Work Resources structure	March 2008	<ul style="list-style-type: none"> Improved outcomes for those people who use Social Work services through the implementation of revised structure Services are located to ensure best outcomes for service users and their carers 	Heads of Service
	Complete work for Charter Mark accreditation for Reception and Older People's residential care services	March 2008	<ul style="list-style-type: none"> Attainment of Charter Mark 	Head of Older People's Services, Head of Adult and Justice Services
Develop and consult on a commissioning strategy for Social Work Resources	Co-ordination of both the commissioning and procurement strategies for the Resource through the appointment of the Procurement Manager	March 2008	<ul style="list-style-type: none"> Services commissioned and procured to meet the needs of the service user and offer best value 	Procurement Manager
Continue to work collaboratively through various partnership arrangements to ensure children, young people, adults and older people	Continue to work collaboratively through the Joint Future Partnership to improve outcomes for service users and their carers	Ongoing	<ul style="list-style-type: none"> Improved outcomes for service users and their carers monitored through a robust performance management framework 	Head of Older People's Services, Head of Adult and Justice Services,

Priorities	Action	Timescale	Outcome	Responsibility
receive the best possible service based on their needs and proposed outcomes			<ul style="list-style-type: none"> Implementation of national outcomes 	
	Explore the potential for improved integration of substance misuse services within Social Work and Health	Ongoing	<ul style="list-style-type: none"> Improved outcomes for those individuals accessing substance misuse services throughout South Lanarkshire 	Head of Adult and Justice Services, Adult Services Manager
	Develop an approach to integrated assessment for Child and Family Services	March 2008	<ul style="list-style-type: none"> Consistent approach Improved information sharing and communication 	Child and Family Services Manager
	Continue work to achieve a 75% target for submitting reports to the Children's Reporter through weekly performance monitoring	Ongoing	<ul style="list-style-type: none"> Improved information sharing and communication More responsive service 	Child and Family Services Manager
	Continue to implement the Carers Strategy for South Lanarkshire	Ongoing to 2009	<ul style="list-style-type: none"> Carers have the resources and information they need to support them in their caring role 	Head of Performance and Support Services
	Continue to support elected members and senior managers who sit on CHP and other health related committees	Ongoing	<ul style="list-style-type: none"> Improved information sharing and communication Better integration of services 	Head of Performance and Support Services Planning Manager for Health
Conduct service reviews to ensure services are fit for purpose and achieve the best outcomes for service users	Complete Best Value review on adult care and support services	March 2008 (TBC)	<ul style="list-style-type: none"> Audit of the current service and a strategy for development 	Head of Adult and Justice Services
	Refine and streamline the current home care service	March 2008	<ul style="list-style-type: none"> Improved local networks and communication between assessors and home care providers through a reshaped in house home care services 	Head of Older Peoples Services
	Carry out a review of the management structure of Youth Justice Services	September 2007	<ul style="list-style-type: none"> Improved management structure that ensures improved outcomes for young 	Performance Manager

Priorities	Action	Timescale	Outcome	Responsibility
			people	
	In partnership with the State Hospital Board for Scotland agree a new Service Level Agreement for the provision of social work services taking account of the recommendations of the Service Review (03-06), and the new build and redesign of State Hospital services	September 2007	<ul style="list-style-type: none"> Improved Service Level Agreement and management structure to support the effective delivery of social work services and the Care Programme Approach for patients and their families in the context of the redesign of the State Hospital and new statutory requirements arising from the Management of Offenders Act 	Head of Adult and Justice Services

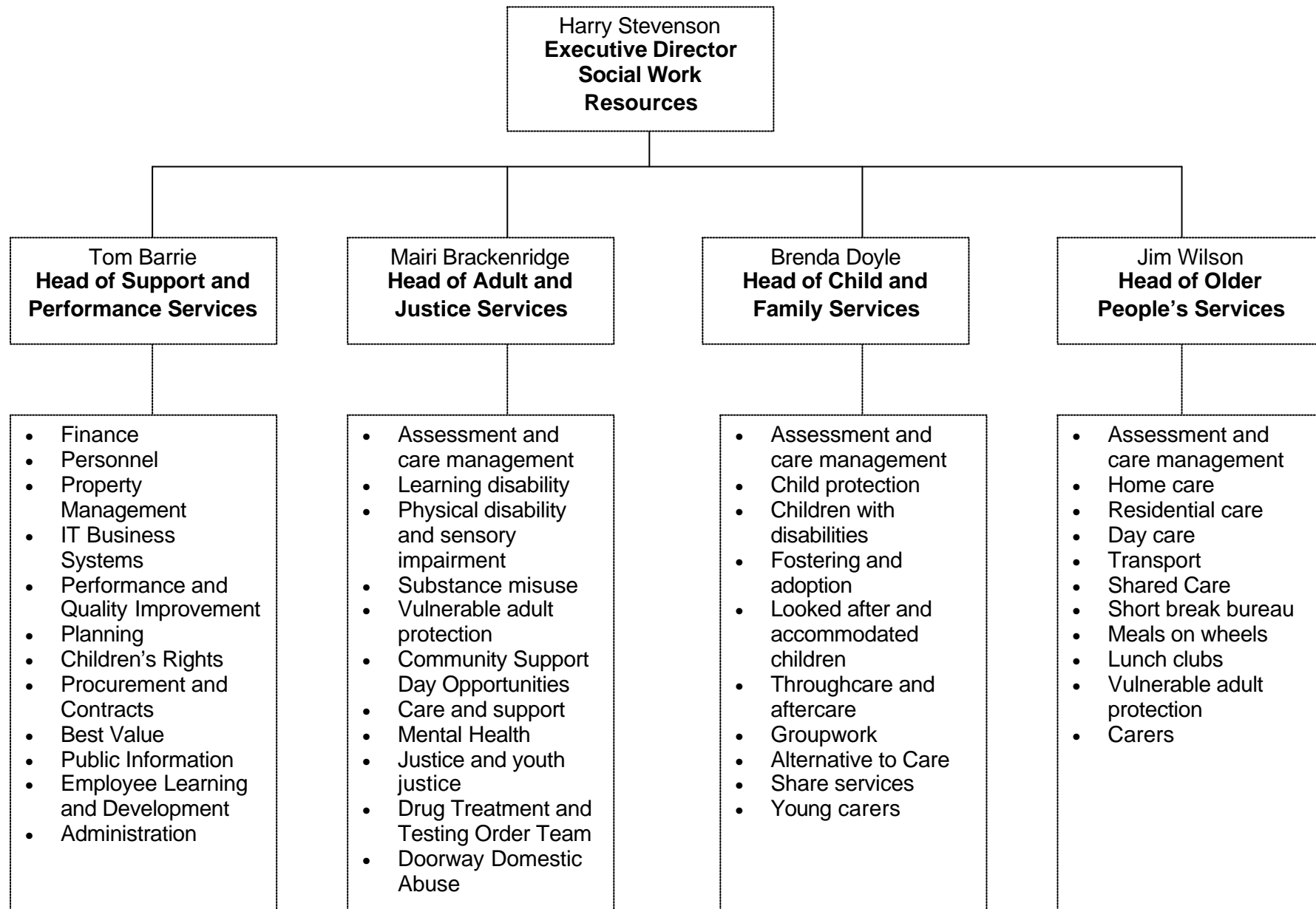
Objective 4: Support front-line staff to deliver high quality services
Council theme: Supporting our communities

Priorities	Action	Timescale	Outcome	Responsibility
Continue progress towards meeting the targets to register our workforce	Prepare to increase the registration of adult and older people residential workers and supervisors	March 2008	<ul style="list-style-type: none"> • Skilled workforce that meets registration requirements 	Personnel Manager
Continue to achieve the maximising attendance objectives and reduce average annual absence rates across the Resource by supporting our employees through a range of health and wellbeing strategies	Introduce the council's Competency Base Recruitment Strategy	March 2008	<ul style="list-style-type: none"> • A more comprehensive approach to recruitment • Improved tracking and feedback system • Improved interview process 	Personnel Manager
Ensure staff are equipped with the necessary tools and skills to carry out their job to a high standard using the PDR and supervision policy consistently to demonstrate progress in this area	Roll out the administration review across the Resource	Ongoing	<ul style="list-style-type: none"> • Improved administration services to support Social Work Resources in meeting the range of demands for the resource 	Finance Manager
	Implement the lone working policy through the provision of mobile telephones to all home carers	March 2008	<ul style="list-style-type: none"> • Improved health and safety of staff 	Personnel Manager
	Implement and monitor the Social Work Resources Risk Management Strategy	Ongoing	<ul style="list-style-type: none"> • Consistent approach to managing risk across Social Work Resources 	Finance Manager
	Provide Post Registration Training and Learning (PRTL) opportunities to support the re-registration requirements of the registered workforce	March 2008	<ul style="list-style-type: none"> • Staff maintain registration 	Personnel Manager

Objective 5: Provide modern, responsive services that meet the needs of current and future service users
Council Theme: Modernise services

Priorities	Action	Timescale	Outcome	Responsibility
Continue to progress the Social Work Resources capital programme through the refurbishment and building of a range of facilities across South Lanarkshire and ensure after completion, the high standard is maintained and remains fit for purpose	Open a further new children's house to increase overall capacity to 10 new houses	September 2007	<ul style="list-style-type: none"> Improved living environment which enables the child and young person to be safe, nurtured, healthy, respected and responsible, included, achieving and active 	Child and Family Service Manager, Childcare Manager
	Explore options for locally provided respite accommodation	March 2008	<ul style="list-style-type: none"> More accessible respite accommodation 	Child and Family Service Manager, Family Support Services Manager
Develop and implement the Social Work Resources Information Technology Business Plan	Continue to progress identified actions and consider new areas of development	Ongoing	<ul style="list-style-type: none"> Improved IT systems to assist joint working and service development 	Business Systems Manager

Appendix 4: Social Work Resources



Appendix 5: Information and contact sheet

National context	Location
Statutory guidance on Community Health Partnerships	www.scotland.gov.uk/publications/2004/11/20168/45830
South Lanarkshire CHP	Deborah Mackle, Planning Officer, 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 Email: deborah.mackle@southlanarkshire.gov.uk
Joint Future National Outcomes	www.scotland.gov.uk
South Lanarkshire Local Improvement Targets	Deborah Mackle, Planning Officer, 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3744 Email: deborah.mackle@southlanarkshire.gov.uk
Social Work Inspection Agency	www.swia.gov.uk
Progress on SWIA action plan	Colette Brown, Policy Officer 8 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3745 Email: colette.brown@southlanarkshire.gov.uk
Getting It Right for Every Child	www.scotland.gov.uk/publications/2005/06/20135608
Local position for Getting It Right For Every Child	Martin Kane, Integrated Children's Services Planning Officer 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3743 Email: martin.kane@southlanarkshire.gov.uk
How well are children protected and their needs met	www.hmie.gov.uk/documents/publication/hwcpsnm-03.html
Local position for "How well are children protected and their needs met"	Margaret Campbell Child Protection Co-ordinator 9 th floor, Almada Street Hamilton, ML3 0AA Tel no 01698 45 3924 Email: margaret.campbell@southlanarkshire.gov.uk
Local position on adoption services	Ada Niddrie, Fostering and Adoption Manager Brandongate Leechlee Road Hamilton, ML3 0XB Te no: 01698 45 5530 Email: ada.niddrie@southlanarkshire.gov.uk
Adult Support and Protection (Scotland) Bill	www.scottish.parliament.uk/business/bills/62-adultSupport/b62s2-introd.pdf
Local position on mental health services	Deborah Mackle, Planning officer, 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3744 Email: deborah.mackle@southlanarkshire.gov.uk
Planning for a Scotland with an ageing population	www.scotland.gov.uk/Publications/2007/03/08125028
Local position on Older People's services	Ciana Stewart, Planning Officer, 7 th floor, Almada Street Hamilton, ML3 0AA

National context	Location
	Tel no: 01698 45 5057 Email: ciana.stewart@southlanarkshire.gov.uk
National Programme to improve the mental health and wellbeing of the Scottish population	www.sehd.scot.nhs.uk/mentalwellbeing
Management of Offenders (Scotland) Act 2005	www.opsi.gov.uk/legislation/scotland/acts2005/20050014.htm
Custodial Sentencing and Offensive Weapons (Scotland) Act 2007	www.opsi.gov.uk/legislation/scotland/acts2007/asp_20070017_en.pdf
Local position on justice services	Zoe Walker, Planning Officer, 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3749 Email: zoe.walker@southlanarkshire.gov.uk
Local Government in Scotland Act 2003	www.opsi.gov.uk/legislation/scotland/acts2003/20030001.htm
Local position on Joint Health Improvement Plan	Michele Dowling, Planning Manager Health 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 5960 Email: michele.dowling@southlanarkshire.gov.uk
Local position on Best Value	Colette Brown, Policy Officer 8 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3745 Email: colette.brown@southlanarkshire.gov.uk
Changing Lives	www.scotland.gov.uk/Publications/2006/02/02094408/0
Local position on Changing Lives	Michelle McConnachie, Performance Manager 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3761 Email: michelle.mcconnachie@southlanarkshire.gov.uk
Race Relations (Amendment) Act 2000	www.opsi.gov.uk/acts/acts2000/20000034.htm
Disability Discrimination Act (1995)	www.opsi.gov.uk/acts/acts1995/1995050.htm
Equality Act 2006	www.opsi.gov.uk/acts/acts2006/20060003.htm
Local position on equalities legislation	Suzanne Thomson, Planning Manager 7 th floor, Almada Street Hamilton, ML3 0AA Tel no: 01698 45 3705 Email: suzanne.thomson@southlanarkshire.gov.uk

For further information please contact:

Performance and Support Services
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