

Report

Report to:	Social Work Resources Committee
Date of Meeting:	31 October 2007
Report by:	Executive Director (Social Work Resources)

Subject:	Social Work Resource Plan 2007/08 Mid Year Update
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Advise Social Work Resources Committee of progress against the Resource Plan over the first six months of the year.

2. Recommendation(s)

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

- (1) that the progress made to date against the programmes and projects contained within the Resource Plan be noted.

3. Background

- 3.1. The Resource Plan sets out high level objectives and headline priorities to be managed and delivered by the Resource for the period 2007/08. It was approved by Committee at its meeting held on 13 June 2007. The objectives and actions in the Resource Plan have been re-aligned under the new values, objectives and actions of the Council Plan 2007-2011. This allows us to report on progress against the new Council plan's commitments.
- 3.2. The Resource Plan supports the priorities, objectives and values of the new Council Plan 2007-2011. It also reflects the Community Plan objectives.
- 3.3. The Resource Plan links with the priorities being set out at a national and local level as appropriate and provides the context for the development of services in South Lanarkshire.
- 3.4. Full copies of the Resource Plan and respective service/business plans can be made available to members.

4. Objectives for Resource 2007-2008

- 4.1. The Resource objectives for 2007-2008 are listed below, under the relevant objectives from the new council plan.

Council Objective: Develop services for older people – note this is a Council priority for 07-11

- Improve services to support older people to live in their homes and communities

- Implement the South Lanarkshire Carers Strategy to support carers in their caring role
- Support individuals and communities to improve their health

Council Objective: Improve community safety

- Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending

Council Objective: Improve health and increase physical activity

- Support individuals and communities to improve their health

Council Objective: Improve the lives of vulnerable children, young people and adults

- Improve outcomes for vulnerable children, young people and families by delivering integrated children's services priorities in all resources
- Improve services to support adults to live in their homes and communities
- Protect vulnerable children, young people and adults living in our communities
- Implement Doorway Strategy to support individuals and families affected by domestic abuse
- Implement the South Lanarkshire Carers Strategy to support carers, including young carers, in their caring role

5. Progress to Date

5.1. Overall, of the 47 actions outlined in our Resource Plan, we have already completed 4 (8%), 36 (77%) are on course and 7 are not on target to deliver within the agreed timescales. Progress on all actions is noted in Appendix 1.

5.2. Highlights of the year to date are noted below:

- Joint Future draft annual evaluation statement for 2006-07 indicates the performance of South Lanarkshire's partners shows "good progress"
- The number of older people receiving intensive home care is 36% of all people receiving long term care at June 2007 – currently exceeding the annual target of 35%
- The number of completed assessments for equipment adaptations within 28 days of receipt of referral is 99.68% at June 2007 – currently exceeding the annual target of 95%
- The number of people whose service starts within 5 working days of their assessment being completed is 77.65% at June 2007 – currently exceeding the target of 71%
- The number of residential respite care nights provided to people 65+ is 2,452 at June 2007 – currently on target for 9,819 within the year
- Roll out of information and communication technology developments to all new children's houses has been achieved with all children's houses having access to ICT and are connected to the Resource Machines (RM) system and schools
- Four local action groups have been established in each of the four areas of South Lanarkshire to improve response and services that meet the needs of women, children and young people experiencing domestic abuse.
- Violent Sex Offenders Register (VISOR) has been established in South Lanarkshire
- Child protection audit completed and indicated that the majority of the 53 cases sampled demonstrated a positive outcome for children and young people

- The 2006/07 statutory requirements in respect of the 2006/07 financial accounts have been complied with by Social Work Resources. In line with the previously agreed timescale, the audit certificate will be issued by the External Auditors after 30 September 2007
- 3 year plan to improve the management of offenders and reduce offending activity across Lanarkshire – submitted to the Scottish Government on 14 September 2007
- The 2006/07 Internal Audit Plan has been satisfactorily concluded. Recommendations have been agreed where required and actions are being progressed. The requirements of the External Auditors have also been complied with by Social Work Resources. The 2007/08 Internal Audit Plan has been approved and is being undertaken. Recommendations are being agreed where required

5.3. Actions or measures that we are not currently on course to achieve, by year end, are noted below, together with the reason why, and the management action being taken.

Resource Objective: Implement the South Lanarkshire Carers strategy to support carers, including young carers in their caring role			
Action	Measures	Progress	Responsibility
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	Increase by 50% to 162, the numbers of carers receiving an assessment in 2007/08	<ul style="list-style-type: none"> • This is being closely monitored by the Joint Service Management Group, including review on reasons for carers refusing assessment • Ongoing work with IT to ensure data is recorded accurately 	Head of Adult and Justice Services/ Head of Older People's Services
Resource objective: 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 improve performance for Probation Orders	<ul style="list-style-type: none"> • All offenders are seen within one week of receiving a Probation Order 	<ul style="list-style-type: none"> • Justice management team will continue to monitor performance and work with partners to streamline the process 	Justice Services Manager
Continue to develop the range of Community Service activities available	<ul style="list-style-type: none"> • Average number of hours per week to complete a Community Service Order • Increase the range of activities 	<ul style="list-style-type: none"> • A number of placements have been extended • Team Leader currently reviewing existing orders and monitoring new orders 	Head of Adults and Justice Services

	available		
Resource objective: Protect vulnerable children, young people and adults living in our communities			
Action	Measures	Progress	Responsibility
Continue to implement the Integrated Children's Service Plan to improve outcomes for children, young people and their families	<ul style="list-style-type: none"> Reduce the overall percentage of child protection referrals that are repeat referrals within a 12 month period of initial referral or removal from the register 	<ul style="list-style-type: none"> Monitored through the Child Protection Committee. Child protection audit ongoing with a self evaluation being carried out for every child protection case as at 1 October 2007. Self evaluations will be collated and will form the audit for 2007-2008. 	Head of Child and Family Services
Resource objectives: Improve outcomes for vulnerable children, young people and families by delivering integrated children's services priorities in all resources			
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	<ul style="list-style-type: none"> Open a further new children's house to increase overall capacity to 10 new houses by September 2007 	<ul style="list-style-type: none"> Site delay resulting in a revised timescale. Anticipated operational date January 2008 	Head of Child and Family Services, Head of Performance and Support Services
Improve services and support to looked after and accommodated children	<ul style="list-style-type: none"> Reduce by 13 (50%) the number of accommodated young people in out of area placements by December 2007 	<ul style="list-style-type: none"> Good progress has been made to date with a reduction of 9 places (33%) from 27 to 18 at March 2007 	Head of Child and Family Services

Resource objectives: Improve services to support adults to live in their homes and communities			
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	<ul style="list-style-type: none"> • Development of Older People's dementia day care and training facility in Bothwell by October 2007 	<ul style="list-style-type: none"> • Site delay resulting in revised timescale. Anticipated operational date March 2008 • Ongoing monitoring by Resource Management Team 	Head of Older People's Services, Head of Performance and Support Services

6. Employee Implications

- 6.1. There are no personnel implications arising from this report, other than a direct link to the PDR process.

7. Financial Implications

- 7.1. Resource Plan objectives and more detailed service plans inform financial planning process within the Resource. There are however no specific financial implications arising from this particular report.

8. Other Implications

- 8.1. None

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. The Council's Resource planning process is informed by consultation and where appropriate more detailed consultation is carried out in relation to specific priorities.

Harry Stevenson
Executive Director (Social Work Resources)

25 September 2007

Link(s) to Council Objectives

- Develop services for older people – this is a Council priority for 2007-2011
- Improve community safety
- Improve health and increase physical activity
- Improve the lives of vulnerable children, young people and adults

Previous References

- Report to Social Work Resources Committee dated 13 June 2007

List of Background Papers

- Social Work Resources Resource Plan 2007 - 2008

Contact for Further Information

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

Suzanne Thomson, Planning Manager

Ext: 3705 (Tel: 01698 453705)

E-mail: suzanne.thomson@southlanarkshire.gov.uk

Ref: STS0709

Mid Year Progress Report 2007 – 2008 (Appendix 1)

Council Objective: Develop Services for Older People – this is a Council priority for 2007 - 2011

Resource Objective:

- Improve services to support older people to live in their homes and communities

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Provide improved care, support and protection to vulnerable older people who need it	<ul style="list-style-type: none"> • The number of older people receiving intensive home care will be 35% of all people receiving long term care • Attainment of Charter Mark for Older People's Residential Care services underway by March 2008 • Develop multi agency vulnerable adult protocols with partners by August 2008 • Maintain at 71% the number of people whose service starts within 5 working days of their assessment being completed • 95% of assessments for equipment and adaptations completed by Social Work within 28 days of referral 	<ul style="list-style-type: none"> • On course to achieve • The number of older people receiving intensive home care is 36% of all people receiving long term care at June 2007 • On course to achieve - Charter Mark submission for residential care by March 2008 • On course to achieve • On course to achieve – 77.65% at June 2007 • On course to achieve – 99.68% at June 2007 	<p>Objective 2</p> <p>Objective 3</p> <p>Objective 1</p>	<p>Head of Older People's Services</p> <p>Service Manager, Older People's Services</p> <p>Head of Adults and Justice Services</p>
Develop a joint strategy for older people's services	<ul style="list-style-type: none"> • Integrated network of services and information resources available to older people by March 2008 	<ul style="list-style-type: none"> • On course to achieve • Ongoing work with partners to develop strategy • Contributed to the consultation exercise for the development of the strategy • Expected completion by March 2008 	Objective 2	Head of Older People's Services/ Service Manager
Work collaboratively through the Joint Services Partnership to improve outcomes for adults and older service users and their carers	<ul style="list-style-type: none"> • Aim to meet the targets set within the Joint Performance Information and Assessment Framework (JPIAF), which assesses local partners' performance in working together to deliver better outcomes for people who use services • Implementation of new national 	<ul style="list-style-type: none"> • On course to achieve - Joint Future draft annual evaluation statement for 2006-07 from the Scottish Government indicates the performance of South Lanarkshire's partners shows "good progress" • On course to achieve - responded to the 	Objective 2	Head of Older People's Services

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
	outcomes	consultation process and played an active part in the development of the outcomes <ul style="list-style-type: none"> Still awaiting final national outcomes 		

Resource Objective:

- Implement the South Lanarkshire Carers Strategy to support carers in their caring role

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Work in partnership to appropriately resource carers in their caring role and encourage the uptake of carers assessments, ensuring arrangements are in place to evaluate whether these assessments are meeting the needs of carers	<ul style="list-style-type: none"> Meet or exceed the local annually set target for numbers of completed carers assessments Partnership target increase by 50% the number of carers receiving an assessment (current baseline 108) target 162 Partnership target 100% of carers will be offered assessment and reasons for refusal will be recorded (current baseline 92%) Meet or exceed the annually set local target for residential respite care nights provided to people 65+ 	<ul style="list-style-type: none"> Not on course to achieve - 12 assessments completed by June 2007 This is being closely monitored by the Joint Service Management Group, including reviewing the reasons for carers refusing assessment Ongoing work with IT to ensure data is recorded accurately On course to achieve – 99% at June 2007 and reporting quarterly on reasons for refusal of assessments On course to achieve – at 2,452 by June 2007 in line to meet the annual target of 9,819 	Objective 2	Head of Adults and Justice Services, Head of Older People's Services

Resource Objective:

- Support individuals and communities to improve their health

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Work in partnership to improve the health and well being of local communities across South Lanarkshire	<ul style="list-style-type: none"> Produce the new Joint Health Improvement Plan by April 2008 	<ul style="list-style-type: none"> On course to achieve – consultation taking place on draft plan with expected publication by April 2008 	Objective 2	Planning Manager - Health

Council Objective: Improve community safety

Resource Objective: Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Work with Lanarkshire Community Justice Authority to improve the management of offenders and reduce offending activity across South Lanarkshire	<ul style="list-style-type: none"> Three year plan to be produced by September 2007 	<ul style="list-style-type: none"> Achieved – submitted to Scottish Government on 14 September 2007 	Objective 1	Head of Adults and Justice Services
Implement Multi Agency Public Protection Arrangements (MAPPA) and Violent Sex Offenders Register (VISOR) and work with the Risk Management Authority to develop practice in managing high risk offenders	<ul style="list-style-type: none"> MAPPA in place by March 2008 VISOR established by September 2007 Practice developed in managing high risk offenders 	<ul style="list-style-type: none"> On course to achieve – MAPPA Co-ordinator appointed in June 2007 and MAPPA Steering Group established Work ongoing to establish MAPPA process for violent serious offenders and will be driven nationally Achieved - VISOR has been set up in South Lanarkshire On course to achieve – MAPPA training has taken place. Work will continue to develop through MAPPA arrangements, Social Work Inspection Agency (SWIA) inspection report for justice social work services and from Community Justice Authority 	Objective 1	Head of Adults and Justice Services
Develop accredited programmes across the Lanarkshire grouping for justice social work services	<ul style="list-style-type: none"> Deliver a minimum of one induction group, one long term group and a relapse prevention group for sex offenders by March 2008 Run a Women's Programme pilot by December 2007 following accreditation of Domestic Abuse Programme 	<ul style="list-style-type: none"> On course to achieve - long term group has now been established. Funding has been secured through the Scottish Government to establish posts that will resource the delivery of the induction groups for the Community Sex Offender Groupwork Programme On course to achieve - Pilot women's programme is on target for starting in October 2007 	Objective1	Justice Services Manager

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Continue to develop the range of community service activities available	<ul style="list-style-type: none"> • Increase the average number of hours per week to complete a community service order • Increase the range of activities available 	<ul style="list-style-type: none"> • Not on course to achieve – currently at 2.39 hours per week at June 2007 which is a decrease from 2.6 hours per week in 2006/07 • Achieved – a number of placements have been extended within statutory agencies and local voluntary organisations. This will be under continual review 	Objective 1	Head of Adults and Justice Services, Team Leader Community Service
Continue to improve performance for probation orders	<ul style="list-style-type: none"> • All offenders are seen within one week of receiving a probation order 	<ul style="list-style-type: none"> • Not on course to achieve – currently 48.8% at June 2007 of probationers are seen within one week • Justice management team will continue to monitor performance and will work with partners to streamline the process 	Objective 1	Head of Adults and Justice Services, Justice Services Manager

Council Objective: Improve health and increase physical activity

Resource Objective: Support individuals and communities to improve their health

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Work in partnership to improve the health and well being of local communities across South Lanarkshire	<ul style="list-style-type: none">• Produce the new Joint Health Improvement Plan by April 2008• Health improvement programmes identified by April 2008• Key performance indicators agreed to monitor health improvement by April 2008	<ul style="list-style-type: none">• On course to achieve• On course to achieve - health improvement now aligned within the Joint Services structure• On course to achieve• Agreement of key performance indicators on target for April 2008	Objective 2	Planning Manager - Health Social Work Service Managers

Council Objective: Improve lives of vulnerable children, young people and adults

Resource Objective:

- Improve outcomes for vulnerable children, young people and families by delivering integrated children's services priorities in all resources

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Improve services and support to looked after and accommodated children	<ul style="list-style-type: none"> Reduce by 13 (50%) the number of accommodated young people in out of area placements by December 2007 Balance of care of children and young people looked after within the community and in residential care All looked after and accommodated children receive a service which meets their needs Increase by 7 (15%) the range of foster carers to meet the needs of older children (age 8+) with higher support needs by March 2008 Roll out of information and communication technology developments to all new children's houses by March 2008 	<ul style="list-style-type: none"> Good progress has been made to date, there are 18 young people accommodated in out of area placements. This compares with 27 at the beginning of this financial year. This equates to a reduction of 9 places or 33% On course to achieve – In 06/07 community placements were 79% and residential placements 21%. In 05/06 community placements were 78% and residential placements 22% On course to achieve – the modernisation/capital programme is nearing completion, with the final new children's house scheduled to be operational by January 2008. This will give a complement of 10 new children's houses On course to achieve - over the last two years the number of foster carers has increased from 32 to 52. Now working towards a target of 60 Achieved, all children's houses have access to ICT and are connected to the RM (Resource Machines) system and schools 	Objective 2	Child and Family Service Manager / Young Carers Service
In partnership with education resources, ensure attainment and achievement levels of looked after and accommodated children are improved in line with Learning with Care	<ul style="list-style-type: none"> Increase the % of looked after young people who have achieved a minimum of SCQF level 3 or above in English and Maths – 72% achieved SCQF level 3 and above in any subject and 28% achieved SCQF level 3 in English and Maths (2006/07) 	<ul style="list-style-type: none"> Exam results for looked after and accommodated children are currently being collated by Education Resources and will be available by 31 March 2008 as part of the statutory performance indicator report to the Scottish Government 	Objective 2	Child and Family Services Manager / Child Care Services Manager/ Fieldwork Managers

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Continue to work in partnership with NHS to provide faster access to better and more joined up services through improved joint working for adults and older people	<ul style="list-style-type: none"> Aim to meet the targets set within the Joint Performance Information and Assessment Framework (JPIAF), which assesses local partners' performance in working together to deliver better outcomes for people who use services Maintain at 95% the number of completed assessments for equipment adaptations within 28 days of receipt of referral Maintain at 71% the number of people whose service starts within 5 working days of their assessment being completed 	<ul style="list-style-type: none"> On course to achieve – JPIAF draft annual evaluation statement for 2006/07 from the Scottish Government indicates the performance of South Lanarkshire's partners shows "good progress" On course to achieve – currently at 99.68% at June 2007 On course to achieve – currently at 77.65% at June 2007 	Objective 3	Head of Older People's Services/ Head of Adult and Justice Services
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	<ul style="list-style-type: none"> Open a further new children's house to increase overall capacity to 10 new houses by September 2007 Explore options for locally provided respite accommodation by March 2008 	<ul style="list-style-type: none"> Not on course to achieve - Revised timescales agreed: <ul style="list-style-type: none"> children's house – operational by January 2008 options continue to be explored 	Objective 3	Head of Child and Family Services Head of Performance and Support Services

Resource Objective:

- Improve services to support adults to live in their homes and communities

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Explore the potential for improved integration of substance misuse services within Social Work and Health	<ul style="list-style-type: none"> Improve outcomes for individuals accessing substance misuse services throughout South Lanarkshire 	<ul style="list-style-type: none"> On course to achieve - joint services in place in Rutherglen/Cambuslang area 	Objective 2	Head of Adults and Justice Services
Respond to national outcome measures which will be used to measure the delivery of community care services for	<ul style="list-style-type: none"> Outcome measures agreed nationally and implemented 	<ul style="list-style-type: none"> On course to achieve - responded to the consultation process and played an active part in the development of the outcomes Still awaiting agreement of the final national 	Objective 3	Head of Older People's Services/ Head of Adult

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
adults and older people		outcomes		and Justice Services
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	<ul style="list-style-type: none"> Development of Older People's dementia day care and training facility in Bothwell by October 2007 	<ul style="list-style-type: none"> Not on course to achieve - Revised timescale agreed: <ul style="list-style-type: none"> older people's dementia day care and training facility – operational by March 2008 	Objective 3	Head of Older People's Services, Performance and Support Services
Adults and older people are enabled to live as independently as possible within their local community supported directly or indirectly by Social Work Resources	<ul style="list-style-type: none"> Maintain delivery of service to meet the needs of vulnerable adults and older people by providing: <ul style="list-style-type: none"> support to adults with learning disabilities to live within their own tenancy 95% target for assessments for equipment and adaptations completed by social work within 28 days of referral Target number of older people receiving intensive home care is 35% of all people receiving long term care Target total number of residential respite nights is 9,819 by March 2008 Supporting older people and adults to live within the community through the provision of day care, alert system and lunch clubs 	<ul style="list-style-type: none"> On course to achieve On course to achieve – Care and Support team are supporting 244 adults within their own tenancies at June 2007 On course to achieve – 1,882 referrals at June 2007 and 99.68% of assessments completed by social work within 28 days On course to achieve – the number of older people at June 2007 receiving intensive home care is 36% of all people receiving long term care On course to achieve – 2,452 respite care nights provided to people 65+ at June 2007 On course to achieve – currently provide 304 day care places to older people, providing service to 603 service users. 363 places for adults with a learning or physical disability providing a service to 319 service users There are currently 6,741 service users using the Alert system 46 lunch clubs are subsidised by Social Work Resources to provide low cost meals to vulnerable older people living in the community 	Objective 2	Head of Older People's Services/ Head of Adult and Justice Services/ Head of Child and Family Services

Resource Objective:

- Protect vulnerable children, young people and adults living in our communities

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Continue to implement the integrated children's service plan to improve outcomes for children, young people and their families	<ul style="list-style-type: none"> • Increase the level of access to support and relationship services by vulnerable parents and families from 400 to 500 by March 2008 • 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 <ul style="list-style-type: none"> – This will include key actions such as: – Agreement on a pan – Lanarkshire model for integrated assessment – Secure funding from the Scottish Executive to pilot the agreed approach to integrated assessment • Continue work to achieve 75% target for submitting reports to the Children's Reporter through weekly performance monitoring • All child protection referrals are managed within agreed protocols • Reduce the overall % of child protection referrals that are repeat referrals within a 12 month period of initial referral or 	<ul style="list-style-type: none"> • On course to achieve • Family support services continue to be provided to 400+ families • On course to achieve – <ul style="list-style-type: none"> – funding secured to be a learning partnership to pilot agreed approach to integrated assessment • On course to achieve - in the last quarter (April to June 2007), the social work system is reporting 69.7% of reports were submitted within timescales to the Reporter • On course to achieve - monitoring of this is undertaken through the Child Protection Audit and self – evaluation. The last Child Protection audit reported that of 53 cases sampled, the majority of cases demonstrated positive outcomes for children and young people • This is reinforced by the last year's annual figures, which show that of 473 referrals received, 208 required further action in the shape of a multi – agency case conference and action plan • Not on course to achieve. The figure has risen from 4.7% in 2005/06 to 5.2% in 2006/07 	Objective 2	Head of Child and Family Services

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
	removal from the register	<ul style="list-style-type: none"> Child protection audit is ongoing with a self evaluation being carried out for every child protection case as at 1 October 2007 		
Continue to work with partner agencies that aims to protect and achieve good outcomes for vulnerable adults, children and young people	<ul style="list-style-type: none"> Develop and implement multi agency protection of vulnerable adult procedures by August 2008 Develop and implement an integrated training programme on vulnerable adult procedures and protocols 	<ul style="list-style-type: none"> On course to achieve 	Objective 3	Head of Child and Family Services, Head of Adults and Justice Services, Head of Older People's Services

Resource Objective:

- Implement Doorway Strategy to support individuals and families affected by domestic abuse

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Implement the Doorway Strategy to support individuals and families affected by domestic abuse	<ul style="list-style-type: none"> Raise awareness, knowledge and skills to deal with domestic abuse and improve resources available Domestic abuse referrals and protocols developed Establish and report key service targets Domestic abuse training is available in all partner agencies 	<ul style="list-style-type: none"> On course to achieve – four local action groups have been established across South Lanarkshire to improve response and services that meet the needs of women, children and young people experiencing domestic abuse. Achieved On course to achieve – IT system has been updated to enable reporting and monitoring of referrals to be undertaken On course to achieve – Doorway multi-agency training programme has been aligned with Integrated Children's Services Multi Agency Events Calendar for South Lanarkshire 	Objective 1	Head of Adults and Justice Manager/ Doorway Co-ordinator

Resource Objective:

- Implement the South Lanarkshire Carers Strategy to support carers, including young carers, in their caring role

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Work in partnership to appropriately resource carers in their caring role and encourage the uptake of carers assessments, ensuring arrangements are in place to evaluate whether these assessments are meeting the needs of carers	<ul style="list-style-type: none"> • Meet or exceed the annually set local target for completed carers assessments including young carers • Partnership target increase by 50% the number of carers receiving an assessment (current baseline 108) target 162 • Partnership target 100% of carers will be offered assessment and reasons for refusal will be recorded (Current baseline 92%) • Further develop the Young Carers services • Meet or exceed the annually set local target for residential respite care nights provided to people 65+ 	<ul style="list-style-type: none"> • Not on course to achieve - 12 assessments completed by June 2007 • This is being closely monitored by the Joint Services Management Group, including review on reasons for carers refusing assessments • Ongoing work with IT to ensure data is recorded accurately • On course to achieve - 99% at June 2007 and reporting quarterly on reasons for refusal of assessments • On course to achieve – third worker now in post • On course to achieve – at 2,452 by June 2007 in line to meet the annual target of 9,819 	Objective 2	Head of Adults and Justice Services, Head of Older People's Services, Child and Family Service Manager

Council Value: Working with and respecting others

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Continue to support Elected Members and senior managers who sit on the Community Health Partnership (CHP) and other Health related committees	<ul style="list-style-type: none"> Ongoing reporting to Elected Members 	<ul style="list-style-type: none"> On course to achieve Information provided in advance of CHP and Health Board meetings 	Objective 3	Planning Manager – Health
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	<ul style="list-style-type: none"> Develop the information sharing agenda as agreed through the Data Sharing Partnership Develop data sharing procedures across partner agencies 	<ul style="list-style-type: none"> Achieved – the Lanarkshire partners have agreed and developed the governance, reporting and communication strategy for the Lanarkshire Data Sharing Partnership Achieved 	Objective 3	Head of Child and Family Services, Head of Adults and Justice Services, Head of Older People's Services
Conduct service reviews to ensure services are fit for purpose and achieve the best outcomes for service users	<ul style="list-style-type: none"> 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 by September 2007 	<ul style="list-style-type: none"> On course to achieve - service level agreement prepared for submission to Social Work Resources Committee on 31 October 2007 	Objective 5	Head of Adults and Justice Services

Council Value: Excellent employer

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Progress targets to register our workforce	<ul style="list-style-type: none"> • Skilled workforce that meets registration requirements by March 2008 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Registration of new start social workers – Re-registration of existing social workers – Ongoing registration of residential child care managers and workers 	Objective 4	Personnel Manager/ Training 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	<ul style="list-style-type: none"> • Absence rates less than 5% 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Currently at 5.05% at August 2007 – Ongoing meetings with service managers and Executive Director – Standing item at Resource Management Team and Service Management Team meetings 	Objective 4	Personnel Manager/ Heads of Service/ Service Managers
Ensure staff are equipped with the necessary tools and skills to carry out their job to a high standard using the Performance and Development Review (PDR) and supervision policy consistently to demonstrate progress in this area	<ul style="list-style-type: none"> • 100% coverage of PDR and associated training plans 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Audit of PDR and supervision undertaken as part of the quality improvement process – Outcomes reported through Resource Management Team – Supervision policy revised based on audit outcomes – Upload of completed PDRs to Oracle to enable monitoring 	Objective 4	All Managers/ Personnel Manager
Introduce the Council's Competency Base Recruitment Strategy	<ul style="list-style-type: none"> • Introduction of competence based recruitment for all vacancies by 2011 • A more comprehensive approach to recruitment • Improved tracking and feedback system • Improved interview process 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Participated in a pilot for Careers in Care in June 2007 – Roll out agreed – second event organised for October 2007 – Selection centres in place for residential child care – Following the pilot roll out planned for social workers 	Objective 4	Personnel Manager
Implement the lone working policy through the provision of	<ul style="list-style-type: none"> • Improved health and safety of staff by March 2008 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Mobile telephones purchased and roll 	Objective 4	Older People's

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
mobile telephones to all home carers		out underway to home carers and other groups of staff including peripatetic social workers within older people's services		Services Manager/ Health and Safety Adviser
Provide Post Registration Training and Learning (PRTL) opportunities to support the re-registration requirements of the registered workforce	<ul style="list-style-type: none"> • Staff maintain registration • Uptake of accredited training programmes for employees at all levels 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Lunch time research seminars held frequently and available to all social work employees – Core training e.g. Getting it Right for Every Child undertaken 	Objective 4	Personnel Manager/ Training Manager
Continued achievement of Investors in People (IIP) accreditation	<ul style="list-style-type: none"> • Maintain IIP accreditation 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Ongoing process with review taking place in 2008 	Objective 4	All Managers/ Personnel Manager
Ensure our workforce reflects the diversity of our community	<ul style="list-style-type: none"> • Increase in number of women/men taking up employment in non-traditional areas • Employment monitoring arrangements will meet the requirements of equalities legislation • Increase in the number of vacancies available through traditional and electronic formats 	<ul style="list-style-type: none"> • On course to achieve <ul style="list-style-type: none"> – Participating in Delivering for a Fairer Future e.g. taster days – Recruitment adverts reflect the need to encourage male applicants 	Objective 4	Personnel Manager

Council Value: Accountable, effective and efficient

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
Develop and consult on a commissioning strategy for Social Work Resources	<ul style="list-style-type: none"> Commissioning strategy developed by March 2008 	<ul style="list-style-type: none"> On course to achieve The remit of the development of the Commissioning strategy has been agreed and is being progressed Internal consultation with operational services ongoing 	Objective 5	Head of Adult and Justice Services/ Procurement Manager
Meet statutory obligations by completing accounts within the deadline	<ul style="list-style-type: none"> Return a clear audited set of accounts for Social Work Resources within the statutory timescale 	<ul style="list-style-type: none"> Achieved The 2006/07 statutory requirements in respect of the 2006/07 financial accounts have been complied with by Social Work Resources. In line with the previously agreed timescale, the audit certificate will be issued by the External Auditors after 30 September 2007 	Objective 5	Head of Performance and Support
Respond to audit scrutiny	<ul style="list-style-type: none"> Audits undertaken and requirements addressed through action plans 	<ul style="list-style-type: none"> Achieved The 2006/07 Internal Audit Plan has been satisfactorily concluded. Recommendations have been agreed where required and actions are being progressed. The requirements of the External Auditors have also been complied with by Social Work Resources. The 2007/08 Internal Audit Plan has been approved and is being undertaken. Recommendations are being progressed where required 	Objective 5	Head of Performance and Support
Develop and implement the Social Work Resources Information Technology Business Plan	<ul style="list-style-type: none"> Continue to progress identified actions and consider new areas of development 	<ul style="list-style-type: none"> On course to achieve 	Objective 4	Heads of Service/ Service Managers
Implement and monitor the Social Work Resources Risk Management Strategy	<ul style="list-style-type: none"> Risk management strategy rolled out across the Resource 	<ul style="list-style-type: none"> On course to achieve The Social Work Resources Risk Management framework continues to be complied with. Significant occurrences 	Objective 5	Finance Manager/ Home Care and Alert

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
		continue to be monitored and reported. Remedial action continues to be taken to address new risks where required		Manager
In conjunction with partner agencies, continue to roll out self evaluation and audit work in advance of joint inspection of older people's services	<ul style="list-style-type: none"> Self evaluations completed by older people's locality teams by March 2008 Ongoing development of evidence material 	<ul style="list-style-type: none"> On course to achieve Date for Lanarkshire Multi Agency Inspection yet to be confirmed Standing item for discussion on Older People's Joint Service Management Group Self evaluations distributed to locality teams for completion by February 2008 	Objective 2	Head of Older People's 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	<ul style="list-style-type: none"> Completion of self evaluation exercise by February 2008 Completion of child protection audit 	<ul style="list-style-type: none"> On course to achieve Self evaluation completed and presented to Chief Officers Group Achieved 	Objective 2	Head of Child and Family Services
Commission and procure home care services to meet the needs of the service user and offer best value	<ul style="list-style-type: none"> Completion of e-tender for home care services by October 2007 	<ul style="list-style-type: none"> On course to achieve 	Objective 5	Procurement Manager/ Head of Older People's Services
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 account the aims of external stakeholders	<ul style="list-style-type: none"> Quality improvement audits to be completed by March 2008 for: <ul style="list-style-type: none"> Day Care Residential Care Improved ratings in Quality of Life survey for each service From baseline analysis of responses to customer satisfaction we will increase customer satisfaction measures across the Council Number of consultations carried out, targeting hard to reach groups and increase in response rates 	<ul style="list-style-type: none"> On course to achieve Audits completed for: <ul style="list-style-type: none"> fieldwork case recording PDR and supervision Assessment and Care Management Ongoing action plan activity following Office for Public Management (OPM) consultation in 2005 to develop services for all community care groups. Newly established local partnership groups will progress this work Ongoing consultation across the resource including: <ul style="list-style-type: none"> Burning Issues and Participation Network 	Objective 3	Quality and Performance Manager/ Heads of Service

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
		(BIPAN) – consultation with children with disabilities – Joint Health Improvement Plan development – SWIA – direct consultation with service users and carers – Charter Mark – Adults with a learning disability in preparation for annual conference and the new Partners in Practice Agreement – Best Value Reviews – Staff consultation on 21 st Century Review of Social Work – Ethnic minority communities		
Complete work for Charter Mark accreditation for Reception Services and Older People's Residential Care Services	<ul style="list-style-type: none"> • Progress attainment of Charter Mark for Reception Services by December 2007 • Progress attainment of Charter Mark for older people's residential care by March 2008 	<ul style="list-style-type: none"> • On course to achieve • On target for submission of charter mark application for Reception Services by December 2007 • On target for submission of charter mark application for older people's residential care by March 2008 	Objective 3	Head of Adult and Justice Services/ Head of Older People's Services
Roll out the administration review across the Resource	<ul style="list-style-type: none"> • Improved administration services to support Social Work Resources in meeting the range of demands for the Resource 	<ul style="list-style-type: none"> • On course to achieve • The administration teams within local offices have been re-aligned to Performance and Support Services. A review of the existing administration structures, procedures and processes within each local office is currently being undertaken. Improvement targets have been agreed and are being progressed 	Objective 4	Finance Manager
Conduct service reviews to ensure services are fit for purpose and achieve the best outcomes for service users	<ul style="list-style-type: none"> • Complete the best value review on adult Care and Support services by March 2008 • Refine and streamline the current Home Care service by March 2008 • Carry out a review of the management structure of Youth Justice Services by September 2007 	<ul style="list-style-type: none"> • On course to achieve • On course to achieve • Achieved 	Objective 5	Performance Manager and Heads of Service

Council Value: Fair and open

Resource Plan Action	Resource Plan Measure	Progress	SW Strategic Objective	Lead Officer
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"> Report annually to Equal Opportunities Forum on development of relevant equality policies and ethnic monitoring 	<ul style="list-style-type: none"> On course to achieve Annual report to Equal Opportunities Forum in December 2007 	Objective 3	Planning Manager/ Heads of Service

