DUNDEE CITY COUNCIL

REPORT TO: **SOCIAL WORK AND HEALTH COMMITTEE - 25 FEBRUARY 2008**

REPORT ON: **SOCIAL WORK DEPARTMENT SERVICE PLAN**

REPORT BY: **DIRECTOR OF SOCIAL WORK**

REPORT NO: **137-2008**

1.0   PURPOSE OF THE REPORT

1.1   This report recommends the adoption of the Social Work Department Service Plan (Appendix 1).

2.0   RECOMMENDATIONS

It is recommended that the Social Work and Health Committee approve the Social Work Department Service Plan for 2007-2011.

3.0   FINANCIAL IMPLICATIONS

3.1   There are no financial implications at this stage.

4.0   MAIN TEXT

The Social Work Department Service Plan has been prepared in accordance with the service planning guidance issued by Corporate Planning. The Department has agreed a set of aims and service objectives that are common to all services within social work. The plan is structured in a way that allows a clear link to be made between the Council strategic themes and the social work aims and objectives.

The performance measures and projects in the plan have been developed from a wide range of sources including council and national priorities. Other projects and performance measures have been developed from the recommendations of two Social Work Inspection Agency reports published in 2007; the first being a multi-agency inspection of collaborative working across services for older people in Tayside which was published in May. This was followed in November by a report of a full performance inspection of social work services in Dundee.

The development of this plan has involved a wider range of staff than previous service plans, as it is acknowledged that plans are more likely to succeed in improving performance when there is a common understanding and ownership. There is an expectation that staff at all levels of the organisation will be working to achieve the planning outcomes through personal and team action plans.

The plan identifies the key projects and performance measures under the main service areas of:

- Community Care Services
- Children's Services
- Criminal Justice Services
- Strategy, Performance and Support Services and
- Finance, Contracts and Welfare Rights Services.

Equalities screening has been undertaken and the reports are contained in a separate document. Risk registers with control measures are detailed in the appropriate sections. Tackling poverty and disadvantage are elements which run through all sections of the plan and a sustainability self assessment has been undertaken.

5.0   POLICY IMPLICATIONS

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues identified.

6.0   CONSULTATION

6.1   The Chief Executive, Depute Chief Executive (Finance), Depute Chief Executive (Support Services) and the Head of Finance have been consulted in the preparation of this report.

7.0   BACKGROUND PAPERS

7.1   None

Alan G Baird
Director of Social Work

DATE: 8 February 2008

DUNDEE CITY COUNCIL

SOCIAL WORK DEPARTMENT

SERVICE PLAN

2007-2011

Appendix 1

PREFACE BY BAILIE HELEN WRIGHT, CONVENER OF THE SOCIAL WORK AND HEALTH COMMITTEE.

Social Work provides a wide range of services that impact on the people of Dundee. It is important that these services are well planned, of high quality and targeted to those most in need. The plan identifies the priority areas for services and sets out challenging performance measures and projects for over the next four years.

In reviewing these priorities and actions it is clear that they fit well with local and national priorities, as well as having a focus on the recommendations from Social Work Inspection Agency (SWIA) Reports. We are confident that our staff will meet these challenges and to help achieve this there has been a significant investment in staff training and development within all social work services.

Scrutiny of social work services by regulatory and inspection bodies has increased and we have responded to this by strengthening our approach to performance management and to quality assurance through the EFQM process. These approaches to self assessment and performance management allow us to make regular improvements in the way we work towards delivering high quality services to the people of Dundee.

In concluding this statement it is important to emphasis that we will adopt the principles of Best Value during the period of this plan. This will include the expectations from Audit Scotland and SWIA regarding enhancing the level of scrutiny by elected members as a means of monitoring performance.

Social Work Department Service Plan Contents

STRATEGIC DIRECTION

PURPOSE AND AIMS

Most people, either as individuals or through friends and relatives, will have contact with social work services at some point in their lives. We work with people when they need it most and our main aim is to help people, young and old, to enjoy life. This means not just supporting people at times of personal or family crisis, but also helping them remain active and independent members of the community. To do our job well requires skill, training and education, and good partnership working with service users, carers and other agencies.

Over the period of this plan the department will adopt a strategic approach that will make clear (for both staff and service users) the links between our vision, the Council Plan and national priorities. In introducing Dundee City Council Social Work Department Service Plan, it is important to refer to our Department's shared aims, as they apply a common sense of purpose to all social work services.

Shared Aims

1. Promote Safer Communities which Protect our citizens from abuse and exploitation
2. Develop more personalised services and promote greater self-determination of service users
3. Identify and reduce disadvantage, inequality and discrimination
4. Further develop partnership working that leads to improved services and better outcomes for people
5. Shift the balance of care from residential, custodial and out of authority services to community based services
6. Continue to achieve an improved quality of service which delivers better outcomes for people
7. Achieve Best Value and best practice in managing our people and resources

MAIN CHALLENGES FOR BOTH THE COUNCIL PLAN AND DEPARTMENTAL PLAN

The Social Work Department provides services on behalf of the public. The public, therefore, have a right to transparency and accountability as part of the democratic process and to contribute to determining the quality of services we provide. The Department has been more active in seeking out the opinions of service users on the quality of services, to improve quality in the future but we have some way to go in developing this part of our work. Other challenges facing the Department include:

- improving the educational attainment of Looked After Children;
- shifting the balance of care to quality caring services in the community;
- maintaining the proportion of accommodated children below the national average;
- reducing crime and re-offending rates;
- reducing the impact of alcohol and substance misuse;
- reducing the waste of resources; and
- ensuring we have the staff and support systems in place to deliver high quality services.

MEETING THE CHALLENGES

As well as the improvements in reporting and consulting on performance, a more systematic approach to performance management has been implemented. This approach will be in keeping with the framework suggested in the Council Plan and the Performance Improvement Model issued by the Social Work Inspection Agency. It will have a focus on key performance indicators, meeting national standards and staff and customer satisfaction. Both this plan and the performance management framework will take account of the recommendations made by the Social Work Inspection Agency from reports published in 2007.

The Department already demonstrates good examples of partnership working, including single shared assessment and joint work with the police. This has made a significant contribution to the reduction in youth offending at a time when other councils have shown an increase. Combining resources produces better outcomes for vulnerable citizens and during the course of this plan staff will continue to develop and expand a partnership approach as a way of improving services. This is particularly relevant as we seek to improve services to adults who are in need of protection.

Modernising Government will be a priority for the Council and as part of this initiative we will review how we undertake our business. On the information technology side investment in the development of our information systems and in training our staff will continue. We are improving access to the training and development required for delivering high quality services. This now includes opportunities for management development at all levels within the department.

Over the next four years we will face a number of challenges including the replacement of experienced staff as the workforce ages. The ageing population in the city will produce increasing demand on services to older people and we are responding to this with additional resources and by taking a Best Value approach to managing our people. The safety and well being of children will remain a high priority for the future as the demand for these services will be commensurate with significant levels of deprivation and substance use in the city.

DUNDEE CITY COUNCIL SOCIAL WORK DEPARTMENT
MANAGEMENT STRUCTURE

ALAN BAIRD
Director of Social Work & Chief Social Work Officer

Jenni Tocher
Manager
Strategy, Performance & Support Services (Deputises for Director)

- Section Leader
  Community Care
- Section Leader
  Children's Services
- Section Leader
  Human Resources
- Section Leader
  IT
- Manager
  Staff Development
- Senior Officer
  Performance Management
- Senior Officer
  Business and Quality

Dave Berry
Manager
Finance, Contacts and Welfare Rights

- Section Leader
  Welfare Rights
- Section Leader
  Finance
- Section Leader Contracts

Laura Bannerman
Manager Community Care& Supporting People Corporate Lead Officer

- Service Manager
  Learning Disabilities
- Service Manager
  Mental Health
  HIV / Drugs & Alcohol
- Service Manager
  Physical Disabilities
- Service Manager
  Older People
  Residential & Day Care
- Service Manager
  Older People (East)
- Service Manager
  Older People (West)
- Service Manager
  Older People (Central)

Fred McBride
Manager
Children's Services

- Service Manager
  Locality, Family Support Teams, Family Placement & Permanence Teams
- Service Manager
  Locality, Family Support, Child & Adolescent Mental Health & Disability Teams
- Service Manager
  Locality, Family Support, Youth Justice, Intensive Community Assessment & Support Teams.
- Service Manager
  Locality, Family Support, New Beginnings, SAYF & Video Interactive Guidance Teams,
- Service Manager
  Residential Units
  ISMS &
  Moving on Teams
- Service Manager
  CP Team
  Access Team
  Out of Hours Service &
  Community Support team

Jane Martin
Manager
Criminal Justice Service

- Service Manager
  Partnership Projects
- Service Manager
  Core Services
- Senior Officer

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STRATEGIC STATEMENT FOR CHILDREN'S SERVICES

PURPOSE OF THE SERVICE

The strategic aim of children's services is to work in partnership with parents, families and communities to promote and safeguard the welfare of children and young people in Dundee. The objective is to make a positive difference to the lives of disadvantaged children and their families in the city.

STRATEGIC CHALLENGES

Despite increased prosperity brought about by physical and economic pre-generation in Dundee, health inequalities, poverty and deprivation continue to persist and have an adverse impact on the life chances of many children in the city.

Dundee's Integrated Children's Services Plan 2005/2008 is founded on a vision of outcomes for children that they feel safe, nurtured, healthy, respected and responsible, included, active and can achieve their full potential. In order to achieve this vision and deliver on these outcomes, the Social Work Department's Children's Services will continue to develop the range and quality of available services and will strengthen partnerships and working arrangements with a range of agencies as part of a common purpose and commitment to achieving the stated outcomes for children.

These partnerships will include work with Housing to improve children's living circumstances, Education to improve learning and achievement, Health Services to reduce health inequalities and substance abuse, Police to help protect children and other agencies who help to tackle poverty.

To this end, Children's Services area based fieldwork teams have been aligned with secondary schools catchment areas and their associated primaries in order to contribute to the creation of a locality based network of services delivered in partnership with children and parents at home, school and in the community. The recent creation of multi-agency joint action teams for each secondary school catchment area and their associated primaries will be the main vehicle for delivering support at the most local level possible, in a way that is appropriate, proportionate and timely in relation to children and families needs.

ADDRESSING THE COUNCIL'S KEY PRIORITIES

Other major strategic objectives to be pursed during the life of this plan include:

- the development of an expanded, co-located, multi-agency child protection service

- a review of the use of external placements and the development of local alternatives

- the development of a local crisis care service

- the development of more robust supports to children and families during evenings and weekends

- the creation of an integrated and co-located early years and family support service

- the creation of an integrated and co-located service for children with disability

- the creation of an integrated multi-agency response to children affected by parental substance misuse

- a further strengthening of the Youth Justice Strategy to achieve a co-ordinated response to young people in trouble using the range of measures within the anti-social behaviour legislation and Children Act legislation

All of the above developments will be underpinned by the creation of an Integrated Children's Services Commissioning Strategy based on a logic modelling approach which will ensure that the services we deliver accurately match the needs of the children and families in our communities in Dundee

A recent SWIA performance report has evidenced that significant improvements have been made in the delivery of children's services in Dundee and this service plan seeks to ensure that progress is maintained between 2008 and 2011.

Performance Measures

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation								
Service Objective: Increase Protection for Vulnerable People								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of children in Kinship Care and on Home Supervision that have reviews completed	0 at Jan 2008	100% by Dec 2009	Nil	SPSS	Customer Care Health and Care	Key Processes	N/A	N/A

Shared Aim: Develop more personalised services and promote greater self-determination of service users								
Service Objective: Enhance Individual Responsibility and Choice								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of appropriate and identified children who have a lead professional in place	To be established	100%	Nil	JAT clerical staff	Customer Service Health and Care	Key Processes	N/A	N/A
Service Objective: Enhance Individual Responsibility and Choice								
Number of service users entering or showing measurable progress towards education, training or employment	To be established	50-60 per year	Nil	Heather Gunn	Health and care	Customer Results	N/A	N/A

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people

Service Objective: Develop priorities and shared goals with partners

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of carers who report involvement in service delivery has improved	To be established from carers survey	Increase by 10% by 2009	Nil	SPSS	Customer Services involved communication	Customer Results	NA	NA
Number of persistent young offenders	2007 67	Reduce further by 10%	National 3% increase from 05/06	Fred McBride	Community Safety	Key Results	04/05 93	05/06 80

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people

Service Objective: Agree and address better outcomes for people

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Numbers of very young children being accommodated	Numbers under age 5	Reduced by 10% 2011	Nil	Gayl Wall	Health and Care	Key Performance Results	N/A	N/A
Speed of decision making for children requiring permanence	10% Form Es in time	75% of Form Es completed on time by 2011	Nil	Gail Aboim	Efficiency Health and Care	Key Processes	N/A	N/A

Service Objective: Agree and address better outcomes for people								
Percentage of LAC exit interviews being completed	Established by June 2008	Measurable improvement in outcomes by 2011	Nil	SPSS	Customer Services	Key Processes	N/A	N/A

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people (cont'd)								
Service Objective: Agree and address better outcomes for people								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Numbers of children referred to CP team	184	10% reduction	SWIA report/ Scottish .... return	SPSS	Efficiency Health and Care	Key Performance Results	N/A	05/06 161
Numbers of children passed to appropriate agency for ongoing support after 3 month assessment or review CPCC	To be established	100%	Nil	Fred McBride	Efficiency Health and Care	Key Processes	N/A	N/A
Numbers of care leavers not in education training or employment	67% (75 out of 112)	20% reduction	Nil	Dave Innes	Work and Enterprise	Customer Results	N/A	N/A
Number of children with additional support needs where it is recorded in their individual Educational Programme or Co-ordinated Support Plan	To be established	50% increase by 2011	Nil	SPSS	Health and Care	Key Processes	N/A	N/A

Shared Aim: Shift the balance of care from residential, custodial and out of authority services to community based services

Service Objective: Reduce unnecessary use of out of authority placement

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Number of external placements.	RRMG/ Admissions Panel figures on placements made externally due to non-availability of internal resource	Reduction in <u>unnecessary</u> use of out of authority residential placements 50% reduction by 2011	Nil	Fred McBride	Efficiency Health and Care	Key Performance Results		

Shared Aim: Shift the balance of care from residential, custodial and out of authority services to community based services

Service Objective: Increase the range, scale and quality of alternatives to residential care

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of children/young people cared for in residential care to foster care and kinship care	Dataset	maintain % of residential care	10% locally 12% nationally	Gayl Wall	Efficiency Health and Care	Key Performance Results		

Service Objective: Increase the range, scale and quality of alternatives to residential care								
Number of external foster placements	29 children at Nov 2007	Reduce to 20 children by 2011	Nil	SPSS	Efficiency Health and Care	Key Performance Results		

Shared Aim: Continue to achieve an improved quality of service which delivers better outcomes for people

Service Objective: Develop an organisational culture of continuous improvement

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of reports that are submitted to the Scottish Children's Reporters Association on time*	19%	Up by 20%	To be reported	Fred McBride	Health and Care	Key Performance Results		

* Note: pre referral screening mechanisms have now been established which have reduced the volume of report requests and improvements in performance on time standards will be monitored regularly through the Children's Services quarterly dataset and a further 20% improvement will be achieved over the next year

Shared Aim: Continue to achieve an improved quality of service which delivers better outcomes for people

Service Objective: Achieve cultural shift to work with customers and partners

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of children and young people cared for in residential care	10%	maintain	13%	Gayl Wall	Health & Care	Key Performance Results		

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop Best Value approach to managing our financial resources

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of residential placements which are external	% figure for external residential placements	2% reduction	National average 13%	SPSS	Efficiency Health and Care	Key Performance Results	N/A	N/A
Percentage of commitment based monitored support packages in place for children with disabilities	In place manually for 8% of cases	100% by April 2009	Nil	Michael Holligan	Efficiency Health and Care	Key Processes	N/A	N/A

PROJECTS

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation							
Service Objective: Increase Protection for Vulnerable People							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Undertake an option appraisal on reviewing systems for children in kinship care placements and for children on home supervision	Lynne Cameron	Feb 2008	Apr 2008	Existing Budget	Existing Budget	Nil	Customer Services Health and Care
Undertake a review of services to unborn babies where there is a cause for concern as a result of parenting capacity	Fred McBride	Now	Dec 2008	Existing Budget	Existing Budget	Nil	Health and Care

Shared Aim: Develop more personalised services and promote greater self-determination of service users							
Service Objective: Enhance Individual Responsibility and Choice							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Undertake a feasibility study by the Transitions Group on the roll out of the lead professional model.	Michael Holligan	Nov 2007	March 2009	Existing Budget	Existing Budget	Nil	Customer Services Health and Care

Service Objective: Enhance Individual Responsibility and Choice							
Working for Families link worker post established in Children's Services	Heather Gunn	Oct 2007		Existing Budget	Existing Budget	£30 k Fairer Scotland	Employability

Shared Aim: Develop more personalised services and promote greater self-determination of service users

Service Objective: Enhance Parental Responsibilities

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Undertake a full review of Family Support Services	Heather Gunn	Jan 2008	Dec 2008	Existing Budget	Existing Budget	Nil	Health and Care
Service Objective: Enhance Parental Responsibilities							
Improve and enhance family support services to produce a reduction in numbers of accommodated children	Fred McBride	April 08	20% reduction by 2011	Existing Budget	Existing Budget	Nil	Health and Care
Family Group Conferences to be available to the Target Group across Dundee	Fred McBride	March 2008	March 2009 and ongoing	£56,602		Nil	Health and Care

Shared Aim: Continue to achieve an improved quality of service which delivers better outcomes for people

Service Objective: Achieve cultural shift to work with customers and partners

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Complete and implement the "Extraordinary Lives" action plan for residential services	Margo Dymock	Apr 2008	May 2009	Existing Budget	Existing Budget	Nil	Customer Services Health and Care

Shared Aim: Continue to achieve an improved quality of service which delivers better outcomes for people

Service Objective: Develop and organisational culture of continuous improvement

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Review the suitability of the current referral forms across the service, department and other agencies	Margo Dymock	Apr 2008	Dec 2008	Existing Budget	Existing Budget	Nil	Efficiency
Continue to develop the management team dataset to enable ongoing review of capacity (needs and resources)	Fred McBride/ Service Manager	Feb 2008	Sep 2011	Existing Budget	Existing Budget	Nil	Efficiency

| **Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people** | | | | | | | |
| **Service Objective: Develop priorities and shared goals with partners** | | | | | | | |
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Review our existing approaches to involving foster carers by producing implementing and evaluating an involvement strategy.	Margaret Moyes	Apr 2008	Dec 2008	Existing Budget	Existing Budget	Nil	Customer Services Involved Communities
Develop and undertake a foster carer's survey and use the results to improve the service.	Margaret Moyes			Existing Budget	Existing Budget	Nil	Health and Care

| **Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people** | | | | | | | |
| **Service Objective: Plan, develop, deliver and evaluate integrated services** | | | | | | | |
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Contribute to the development of an integrated Children's Services commissioning strategy based on a logic model.	Fred McBride	Dec 2007	Apr 2009	40k for temp project manager	Existing Budget	To be determined	Efficiency

Service Objective: Plan, develop, deliver and evaluate integrated services							
Further develop the Pre-Referral Screening Forum (Welfare) Project - Integrated information sharing, identification of need, decision making and provision of specific proportionate response for Police identified "causes of concern" for children in need	Beverley Hart	Phase 1: May 2004 Phase 2: Aug 2006 Phase 3 and Review: Ongoing	Apr 2009	*Info will be available Monday/ Tuesday*	Existing Budget		Community Safety/Health and Care
Further develop the Aspire model of assessment and co-ordination of service delivery to children with additional and complex needs and their families	Michael Holligan	Ongoing	Sept 2011	£56k	Nil	Nil	Efficiency Health and Care

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people

Service Objective: Agree and address better outcomes for people

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Undertake with Housing Dept (as part of SHIP) the feasibility of a parent and baby accommodation and assessment service	Fred McBride	Dec 2007	2010?	Existing Budget	Existing Budget		Health and Care
Undertake the co-location of Family Support Teams within 2 PPP schools	Heather Gunn	Aug 2008	Ongoing	Existing Budget	Existing Budget		Efficiency Health and Care

Service Objective: Agree and address better outcomes for people							
In partnership with "Discover Opportunities" set up multi-agency support packages for care leavers who are not in education training or employment	Margo Dymock	April 2008	Ongoing	Cost?			Work and Enterprise

Service Objective: Agree and address better outcomes for people							
Undertake the location of a social work service within a multi-agency base in Menzieshill High School	Martin Day	Jan 2008	Aug 2008	Existing Budget	Existing Budget		Efficiency/Health and Care

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people							
Service Objective: Agree and address better outcomes for people							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Extend the resources of the Child Protection Team and relocate in a replacement for Seymour Lodge	Fred McBride	Nov 2007 feasibility study completed	2011	Not known	Not known	Not known	Efficiency Health and Care
Develop implementation proposals for an integrated community base for the Children with Disabilities Team	Fred McBride	April 2008	Dec 2008	Not known	Not known	Not known	Efficiency Health and Care

Shared Aim: Shift the balance of care from residential, custodial and out of authority services to community based services

Service Objective: Reduce unnecessary use of out of authority placement

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Produce "Invest to Save" proposal for development of in-house crisis care service as part of a Best Value Review	Fred McBride	Jan 2008	Jun 2008	To be determined	Existing Budget	Existing Budget	Efficiency Health and Care

Service Objective: Reduce unnecessary use of out of authority placement

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Complete an options appraisal on reducing use of external fostering placements	Margaret Moyes	April 2008	Aug 2008		Existing Budget	Existing Budget	Efficiency Health and Care

Shared Aim: Shift the balance of care from residential, custodial and out of authority services to community based services

Service Objective: Increase the range, scale and quality of alternatives to residential care

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Review the resources and services that are available to foster carers, including the level of fees	Margaret Moyes	April 2008	Ongoing	Existing Budget	Existing Budget	Nil	Customer Service

Service Objective: Increase the range, scale and quality of alternatives to residential care							
Develop strategy to support Kinship Care placements	Gail Aboim	Jan 2008	April 2008	Existing Budget	Existing Budget	Nil	Customer Service
Undertake a review of the Adoption Service	Gail Aboim	Oct 2007	April 2008	Existing Budget	Existing Budget	Nil	Customer Service

Shared Aim: Continue to achieve an improved quality of service which delivers better outcomes for people. Service Objective: Develop staff to deliver continuously improving services in accordance with Service Plans							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Development of Performance Improvement Framework and action plan	Margo Dymock	April 2008	April 2009	Existing Budget	Existing Budget	Nil	Best Value/People

Shared Aim: Achieve Best Value and best practice in managing our people and resources Service Objective: Develop Best Value approach for managing our physical resources							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Commission a replacement building for Strathcarron Young Person's Unit	Fred McBride	2010	2011	To be determined	To be determined	To be determined	Asset management

Service Objective: Develop Best Value approach for managing our physical resources							
Commission a replacement building for Fairbairn Young Person's Unit	Fred McBride	2010	2011	To be determined	To be determined	To be determined	Asset management

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop Best Value Approach to knowledge management

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Review Children's Services database needs and contribute a further development of K2.	B. Hart	Nov 2007	2011	Existing Budget	Existing Budget	Not known	ICT

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop Best Value approach to managing our people

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Complete a Best Value Review of the Out of Hours Service and implement the outcomes	Fred McBride	Jan 2008	Aug 2008	Existing Budget	Existing Budget	Nil	Efficiency people

Service Objective: Develop Best Value approach to managing our people							
Review the system for access services for Children in Need	Beverley Hart	Nov 2007	Apr 2008	Existing Budget	Existing Budget	Nil	Health and Care

Shared Aim: Achieve Best Value and best practice in managing our people and resources Service Objective: Develop Best Value approach to managing our financial resources							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Implement a commitment based monitoring system for care and support packages for children with disabilities to improve the management of a large and complex budget.	Michael Holligan	Nov 2007	April 2009	Existing Budget	Existing Budget	Nil	Efficiency
Undertake a Best Value review of external residential placements for children and implement the findings	Fred McBride	Jan 2008	June 2008	Existing Budget	Existing Budget	Nil	Efficiency Health and Care
Undertake an options appraisal on the Elms residential resource	M. Dymock	Jan 2008	Apr 2008	Existing Budget	Existing Budget	Nil	Efficiency Health and Care

Shared Aim: Achieve Best Value and best practice in managing our people and resources							
Service Objective: Develop and implement an effective Performance Management approach							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Develop and implement a system for producing annual Standards and Quality Reports by service managers and section leaders across the department.	Fred McBride	Dec 2007	April 2008	Existing Budget	Existing Budget	Nil	Efficiency

Risk Register Children's Services

Service Objective	Nature of risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Develop priorities and shared goals with partners	Failure to achieve joined up activity with partners due to communication problems between vested interest parties	2/2 (8)	Workings of: C&YPC SPG RMG	Yes	
Health and Safety	Failure to properly assess propensity for aggression in residential care, fieldwork services, foster care and family support services.	2/4 (8)	Training, H&S Policy, Reporting Mechanisms	No	
Develop a Best Value approach to managing our financial resources	Insufficient financial resource to meet service expectation	3/3 (9)	See Dave	Yes	
Develop a Best Value approach to managing our people resources	Employee injury, ill health and/or sickness absence	4/2 (8)	Development of a Business Continuity Plan and use of Agency Staff.	Yes	

Risk Register Children's Services

Service Objective	Nature of risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Health and Safety and Develop a Best Value approach for managing our physical resources	Inappropriate fire prevention measures	2/4 (8)	See Bruce	Yes	
Develop Best Value approach to managing our people	Lack of qualified staff resource	4/3 (12)	Agency Staff, Training and Development (grow your own) , succession planning	Yes	
Reduce use of congregate/residential care	Lack of sufficient carers	4/4 (16)	Cares strategy, Kinship Care Strategy	Yes	
Increase Protection for Vulnerable People	Failure to properly assess carers suitability	1/3 (3)	See Lynne	No	
Develop a Best Value approach to Knowledge Management	Corruption and/or loss of IT facilities	2/4 (8)	See Tom	Yes	

STRATEGIC STATEMENT FOR COMMUNITY CARE SERVICE

PURPOSE OF THE SERVICE

Our main purpose is to ensure that community care services are arranged or provided for individuals with community care needs and that this is done in accordance with statute, standards, local and national policy intentions and in ways that are consistent with the vision and values of the social work department. In accordance with this broad purpose, the public can expect that we will serve them as citizens who have rights and responsibilities and who are part of a community, provide them with a range of services which meet their needs, and respect them as individuals who will want to exercise choice and have control over their personal circumstances.

We will know that we are meeting these expectations if certain changes take place in the emphasis of service delivery and the way services are provided: to shift power away from professionals towards people themselves, giving them more choice and control over the design and delivery of services; to do things with, rather than for or to people, enabling them to get into employment, have a better enjoyment of their neighbourhood or community, and access the things that they do need as speedily as possible; to shift in the balance of care, with more emphasis on and more services provided at home rather than from institutions; and by deepening and broadening partnerships - between us and service users and carers, with the voluntary sector, between departments of the council and with health and the police.

STRATEGIC CHALLENGES

The most significant challenges facing the service in the next four years are:

- An increasing demand for community care services generated by an increase in the very elderly population, an increase in the morbidity of the population and changing expectations.
- Achieving a shift in the balance of care for adults and older people.
- The development of an adult protection framework.
- The development of personalised and self help services.

To meet these challenges we will:

- Increase investment in community care services.
- Provide more care at home.
- Implement an adult protection framework.
- Improve the involvement of individuals in the management of their care and support.

ADDRESSING THE COUNCIL'S KEY PRIORITIES

The Council key priorities most relevant to community care services are:

- Identify and reduce disadvantage, inequality and discrimination.
- Improving and protecting the health and fitness of the population.
- Shifting the balance of care from residential to community settings
- Promoting safer communities which protects citizens from abuse and exploitation
- Involving local communities in improving local services
- Delivering efficient services and keeping any council tax increases low

These key priorities will be addressed by:

- Working to empower our most vulnerable members of the community through the development and support of specific projects, Celebrate Age Network, Partnership Matters, and Advocacy services and by developing more personalised and self help services.
- Further developing partnership working.
- Investing in additional community services including care at home, accommodation with care and intermediate care.
- Introducing an adult protection framework and investing in SMART technology which provides additional protection for citizens.
- Implementing the user involvement policy and strategic action plan.
- Developing an overarching commissioning strategy for community care.

Community Care - Performance Measures

Service Objective: Increase Protection for Vulnerable Adults								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
The number of adults subject to the adult protection procedures.	29	To be determined	N/A	Fay Scott	Health and Care Community Safety	Customer Results Society Results	N/A	N/A
Percentage of adults subject to the adult protection procedures who require a case conference.	To be determined	To be determined	N/A	Fay Scott	Health and Care Community Safety	Customer Results Society Results	N/A	N/A

Service Objective: Promote Active Citizenship								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
The number of people receiving an advocacy service.	To be determined	Increase	N/A	Val McFarlane	Involving Communities. Modern Customer Service	Customer Results Society Results	N/A	N/A

Service Objective: Enhance Individual Responsibility and Choice **Reduce Poverty and It's Effects**									
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**		
The number of people in receipt of a Direct Payment	As at 31 Dec 2007 40	Increase by 20% per year	Direct Payments Scotland - National Statistics Release	Eileen Cairnie	Equality and Diversity. Modern Customer Service.	Customer Results	05/06 20	06/07 31
The number of adults groups using single shared assessment	0	5	N/A	Ros Watson	Equality and Diversity. Modern Customer Service.	Customer Results	N/A	N/A
The number of single shared assessments completed Source: Community Care Key Monitoring Information, Quarterly return to the Scottish Government	July 2007 - Sept 2007 1,041	Increase by 5% yearly	N/A	Richard Kennedy	Equality and Diversity. Modern Customer Service.	Customer Results	July 05 - Sept 05 290	July 06 - Sept 06 1,140

Service Objective: Increase and Promote Equality and Diversity								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Level of ethnicity recording - All Community Care clients	As at 31 Dec 2007 79.9%	90% by Dec 2011	N/A	Richard Kennedy	Equality and Diversity	Society Results. Customer Results	N/A	N/A

Service Objective: Increase Social Inclusion Reduce Poverty and It's Effects								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
The number of people with mental health problems linked to work experience	To be determined	To be determined	N/A	Anne Conway	Building Stronger Communities. Work and Enterprise. Life Long Learning	Customer Results Society Results	N/A	N/A
The number of people with mental health problems with open employment experience	To be determined	To be determined	N/A	Ann Conway	Building Stronger Communities. Work and Enterprise. Life Long Learning	Customer Results Society Results	N/A	N/A

Reduce Poverty and It's Effects								
The number of people with a learning disabilities with open employment experience Over 16+ hours employment Work Placements Attending College	As at Dec 2007 5 78 470 (Sept 07)	To be determined	N/A	Fay Scott	Building Stronger Communities. Work and Enterprise. Life Long Learning	Customer Results Society Results	05/06 N/A 76	06/07 N/A 62
The number of people with a learning disability accessing further education	To be determined	To be determined	N/A	Fay Scott	Building Stronger Communities. Work and Enterprise. Life Long Learning	Customer Results Society Results	N/A	N/A

Service Objective : Agree Outcomes								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
The number of people delayed in hospital: more than 6 weeks less than 6 weeks	As at 31 Dec 2007 22 21	Meet national target	National Delayed Discharge target	Arlene Hay	Efficiency. Health and Care.	Customer Results. Processes.	N/A	N/A

Service Objective: Reduce Use of Congregate/Residential Care								
Increase Range and Scale of Alternatives to Residential Care								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous**	**Years**
Intensive home care as a percentage of all long-stay care (whole systems indicator)	As at October 2007 25.32%	30% by Dec 2008	National measure 'shifts balance of care'	Richard Kennedy Craig Willox	Health and Care. Equality and Diversity.	People Results. Society Results.	05/06 22.47%	06/07 25.41%
The percentage of home care clients aged 65+ receiving personal care at home	06/07 53.5%	To be determined	National measure 'shifts balance of care'	Craig Willox	Health and Care. Equality and Diversity.	People Results. Society Results.	04/05 56.7%	05/06 54.3%
The number of people resettled between 2008 - 2011.	0	4 (2008) future years to be determined	Dec 2008	Jenny Hill	Health and Care. Equality and Diversity.	People Results Society Results.	N/A	N/A
The number of people in accommodation with care /support aged less than 65 years.	100	162 by 2010/11	N/A	Fay Scott Ann Conway R Watson	Health and Care. Equality and Diversity.	People Results. Society Results.	05/06 117	06/07 127

Increase Range and Scale of Alternatives to Residential Care								
The number of people in accommodation with care aged 65+ years.	As at 31 Dec 2007 41	100 by 2011	N/A	Ros Watson	Health and Care. Equality and Diversity.	People Results. Society Results.		
The number of people receiving respite care at home. Under 65 years Over 65 years	1 April - 31 December 2007 3 86	To be determined To be determined	N/A	Craig Willox Eileen Cairnie	Health and Care. Equality and Diversity.	People Results Society Results	05/06 5 56	06/07 3 73
The number of respite hours at home Under 65 years Over 65 years	1 April - 31 December2007 236 15,356	To be determined To be determined	N/A	Craig Willox Eileen Cairnie	Health and Care. Equality and Diversity.	People Results Society Results	05/06 1,155 14,693	06/07 340 19,247

Increase Range and Scale of Alternatives to Residential Care								
The number of people receiving respite care in a care home. Aged 65+ Total overnight respite nights provided Number of daytime respite hours not in a day centre Aged 18-64 Total overnight respite nights provided Number of daytime respite hours not in a day centre	07/08 8,243 20,985 4,224 260	To be determined To be determined	N/A N/A	Richard Kennedy	Health and Care. Equality and Diversity.	People Results. Society Results.	05/06 5,326 No service 4,715 No service	06/07 7,983 15,953 4,489 1,150
The number of people subject to domestic violence who are supported through SMART technology	As at 31 December 2007 2	To be determined	N/A	Craig Willox	Health and Care. Equality and Diversity.	People Results. Society Results.	-	-

Increase Range and Scale of Alternatives to Residential Care								
The number of people supported by bogus caller systems	0	To be determined	N/A	Craig Willox	Health and Care. Equality and Diversity.	People Results. Society Results.	-	-
The number of people supported by assisted technology.	0	To be determined	N/A	Craig Willox	Health and Care. Equality and Diversity.	People Results. Society Results.	-	-

Service Objective: Achieve a Cultural Shift to Work with Customers as Partners								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
The number of people receiving a carer's assessment.	1 April - 31 Dec 2007 34	200 assessments per year by 2011	N/A	Ros Watson	Equality and Diversity. Modern Customer Service.	People Results. Society Results.	05/06 117	06/07 124

Community Care Projects

Department Aim : Provide Safer Communities, which Protect our Citizens from Abuse and Exploitation							
Service Objective: Increase Protection for Vulnerable Adults.							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Develop, implement and evaluate an adult protection framework which meets legislative requirements.	Laura Bannerman	Oct 2007	April 2010	To be determined	N/A	Awaiting Scottish Government funding agreement	Health and Care, Community Safety.
Invest in SMART technology that provides additional protection for citizens.	Stewart Watt	April 2007	April 2009	N/A	£140,000	Scottish Government	Community Safety. Equality and Diversity.
Develop a range of mental health community based self help activities through services user, carer, voluntary sector involvement.	Gail Crawford	Nov 2006	Dec 20101	£42,000	N/A	NHS Tayside	Equality and Diversity, Modern Customer Service
Extend the range and increase the number of people in receipt of direct payments.	Laura Bannerman	Jan 2008	Dec 2011	Actual allocated expenditure as at 31 Dec 2007 £443,595	N/A	N/A	Equality and Diversity, Modern Customer Service

Department Aim : Develop More Personalised Services and Promote Greater Self-determination of Service Users							
Service Objective: Involve Service Users in Planning, Delivery and Evaluation of Services							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Implement the User Involvement Policy and strategic action plan in Community Care Services	Laura Bannerman	Jan 2008	Dec 2011	N/A	N/A	N/A	Involving Communities

Department Aim : Identify and Reduce Disadvantage, Inequality and Discrimination							
Service Objective: Promote Equality and Diversity							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Work with a multi-agency group to develop a centre for ethnic minority communities which includes a meals service.	Diane McCulloch	Jan 2008	Dec 2011	£8,585	As per grant applications	Various	Equality and Diversity.
Implement Human Right priorities for Mental Health as defined by the Mental Health Action Group and the Commission for Equality.	Gail Crawford	Jan 2008	Dec 2011	N/A	N/A	N/A	Equality and Diversity

Department Aim : Identify and Reduce Disadvantage, Inequality and Discrimination							
Service Objective: Increase Social Inclusion							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Further develop enabler services for people with mental health problems.	Gail Crawford	Nov 2006	Dec 2010	£100,000	N/A	NHS Tayside	Building Stronger Communities. Work and Enterprise. Life Long Learning
Improve opportunities to access universal services, training and employment.	Arlene Mitchell Gail Crawford	Jan 2008 Nov 2006	Dec 2010 Dec 2010	within existing revenue budget £90,000	N/A N/A	NHS Tayside NHS Tayside	Building Stronger Communities. Work and Enterprise. Life Long Learning.

Service Objective: Increase Social Inclusion

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Deliver the Partnership Matters Strategy to improve the opportunities for people with additional support needs in further education	Arlene Mitchell	Jan 2008	Dec 2010	£80,000	N/A	N/A	Building Stronger Communities. Work and Enterprise. Life Long Learning.
	Dave Mackenzie	Jan 2008	Dec 2010	within existing revenue budget	N/A	N/A	

Department Aim: Identify and Reduce Disadvantage, Inequality and Discrimination

Service Objective: Reduce Poverty and It's Effects

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Promote and complete financial assessments for all service users.	Diane McCulloch	Jan 2007	Dec 2009	within existing revenue budget	N/A	N/A	Equality, Stronger Communities. Work and Enterprise.

Service Objective: Reduce Poverty and It's Effects							
Promote enhanced employment opportunities.	Laura Bannerman	Jan 2008	Dec 2010	within existing revenue budget	N/A	N/A	Equality, Stronger Communities. Work and Enterprise.

Department Aim: Identify and Reduce Disadvantage, Inequality and Discrimination **Service Objective: Promote Health Improvement**							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Act on the recommendations arising from research commissioned to evaluate the Older People Engaging Needs (OPEN) Project.	Avril Smith-Hope	July 2008	July 2009	£80,000	N/A	Scottish Government NHS Tayside	Health and Care.

Department Aim : Further Develop Partnership Working that Leads to Improved Services and Better Outcomes for People

Department Aim : Further Develop Partnership Working that Leads to Improved Services and Better Outcomes for People

Service Objective: Develop Shared Goals with Partners

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop joint strategies and commissioning statements for all community care client groups: (older people, people with mental health problems, physical disabilities, adults with drugs and alcohol problems and adults with blood borne viruses).	Laura Bannerman	June 2007	Dec 2011	As per strategies	As per strategies	As per strategies	Efficient Public Service
Develop an overarching commissioning plan for community care.	Laura Bannerman	April 2008	April 2009	Project budget to be agreed	N/A	N/A	Efficient Public Service

Department Aim : Further Develop Partnership Working that Leads to Improved Services and Better Outcomes for People

Service Objective: Plan, Develop and Deliver Integrated Services

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Continue to implement the recommendations from the Tayside-wide mental health review.	Gail Crawford	May 2006	Dec 2010	£236,000	N/A	NHS Tayside	Health and Care.
Implement integrated community mental health teams in accordance with the mental health review.	Gail Crawford	May 2006	Dec 2010	within existing revenue budget	N/A	N/A	Health and Care.

Service Objective: Plan, Develop and Deliver Integrated Services

Implement the agreed outcomes of the Dementia Care Network.	Service Manager, Older People (post vacant)	Jan 2008	Dec 2011	To be determined	N/A	NHS Tayside	Health and Care.
Implement and develop the integrated learning disability community team.	Arlene Mitchell	July 2007	Dec 2008	To be determined	N/A	NHS Tayside	Health and Care.
Implement integrated Drug and Alcohol services in accordance with Drug and Alcohol Team Strategy.	Gail Crawford	March 2008	Dec 2010	within existing revenue budget	N/A	N/A	Health and Care
Develop a multi-agency team at the White Top Centre with social work holding the lead agency agreement.	Arlene Mitchell	Dec 2008	Dec 2010	within existing revenue budget	N/A	N/A	Health and Care.
Contribute to the delivery of the Long Term Conditions Multi-Agency 'promises'.	Laura Bannerman	Oct 2007	Oct 2009	within existing revenue budget	N/A	NHS Tayside	Health and Care.
Deliver on the agreed work streams for Palliative Care (Marie Curie).	Laura Bannerman	Jan 2006	June 2009	within agreed project budget	N/A	NHS Tayside/Marie Curie	Health and Care.

Service Objective: Plan, Develop and Deliver Integrated Services							
Deliver on the agreed work streams for Acquired Brain Injury (Sue Ryder).	Dave Mackenzie	April 2008	Dec 2011	To be agreed	To be agreed	Sue Ryder Care NHS Tayside	Health and Care.
Further develop the joint rehabilitation and crisis services to improve the service delivery	Service Manager, Older People (post vacant)	Oct 2008	Dec 2010	£1,945,310	N/A	N/A	Health and Care.
Extend the use of single shared assessment to include all adult groups.	Diane McCulloch	Jan 2007	Dec 2009	within existing revenue budget	N/A	N/A	Health and Care.

Department Aim : Further Develop Partnership Working that Leads to Improved Services and Better Outcomes for People							
Service Objective: Agree Outcomes							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Ensure people are not inappropriately delayed in hospital	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Efficiency. Health and Care

Department Aim : Shift the Balance of Care from Residential, Custodial and Out of Authority Service to Community Based Services
Service Objective: Reduce Use of Congregate/Residential Care

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Introduce a revised model of intermediate care	Service Manager, Older People (post vacant)	June 2006	June 2008	£1,072,000	N/A	NHS Tayside	Health and Care. Equality.
Complete the resettlement programme.	Gail Crawford Arlene Mitchell	Sept 2007 Sept 2007	Dec 2010 Dec 2011	To be determined To be determined	To be determined To be determined	NHS Tayside NHS Tayside	Health and Care. Equality.

Department Aim : Shift the Balance of Care from Residential, Custodial and Out of Authority Service to Community Based Services
Service Objective: Increase Range and Scale of Alternatives to Residential Care

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Provide additional supported accommodation for adults with a disability.	Arlene Mitchell Dave Mackenzie	Jan 2008 Jan 2008	Dec 2010 Dec 2011	To be agreed To be agreed	To be agreed To be agreed	To be agreed To be agreed	Health and Care. Equality and Diversity.

Service Objective: Increase Range and Scale of Alternatives to Residential Care							
Review the level and range of respite care.	Stewart Watt	Oct 2007	June 2008	Existing revenue budget	N/A	N/A	Health and Care. Equality and Diversity.
Increase the range and scale of care at home services	Service Manager, Older People	June 2007	Continuing	Existing revenue budget	N/A	N/A	Health and Care. Equality and Diversity.
Complete the re-provisioning of Elmgrove House (residential care for adults with a learning disability).	Arlene Mitchell	Jan 2007	Dec 2010	Existing revenue budget	£1.25 million	N/A	Health and Care. Equality and Diversity.
Develop additional accommodation with care for older people.	Avril Smith - Hope	July 2007	Dec 2011	To be determined	To be determined	N/A	Health and Care. Equality and Diversity.
Provide accommodation with care for people with mental health/forensic needs.	Gail Crawford	March 2007	Dec 2011	To be determined	To be determined	N/A	Health and Care. Equality and Diversity

Department Aim : Continue to Achieve an Improved Quality of Service, which Delivers Better Outcomes for People

Service Objective: Achieve Cultural Shift to Work with 'Customers' as Partners

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop online self referral and self - assessment tools	Diane McCulloch	April 2009	April 2010	To be determined	N/A	N/A	Equality and Diversity. Modern Customer Service.
Consult on and develop a policy on independent living.	Dave Mackenzie	Sept 2007	Dec 2008	N/A	N/A	N/A	Modern Customer Services.

Department Aim : Continue to Achieve an Improved Quality of Service, which Delivers Better Outcomes for People

Service Objective: Develop an Organisational Culture of Continuous Improvement

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Establish performance improvement frameworks for each service area.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Efficient Public Service

Department Aim : Continue to Achieve an Improved Quality of Service, which Delivers Better Outcomes for People

Service Objective: Develop a Culture that Promotes Evaluative Practice

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Standardise our approach to case file audit and report on our findings in live with departmental policy and protocol.	Diane McCulloch	May 2007	June 2008	within existing revenue budget	N/A	N/A	Health and Care.
Establish practitioner forums for community care.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Health and Care.

Department Aim : Continue to Achieve an Improved Quality of Service, which Delivers Better Outcomes for People

Service Objective: Develop Staff to Deliver Improving Services

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Involve every employee in an employee development review.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Efficient Public Service. Customer Services. People.

Service Objective: Develop Staff to Deliver Improving Services

Develop a joint work force development strategy to support our joint working.	Laura Bannerman	April 2008	Dec 2011	To be determined	N/A	Partnership funding	Efficient Public Service. Modern Customer Service. People.

Department Aim : Achieve Best Practice in Managing our People and Resources

Service Objective: Ensure that Services are Delivered Effectively and Efficiently

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Meet agreed absence management targets.	Laura Bannerman	Jan 2008	Dec 2011	N/A	N/A	N/A	Efficient Public Service. People. Asset Management
Implement our responsibilities in accordance with the departmental risk register	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Health and Safety.

Service Objective: Ensure that Services are Delivered Effectively and Efficiently							
Redesign our intake/first contact services for community care and integrated the revised service into the Council Customer First Strategy.	Diane McCulloch	June 2007	June 2008	£233,660	N/A	N/A	Efficient Public Service
Complete a process improvement review on access for users in Ninewells Hospital and implement the recommendations.	Diane McCulloch Dave Mackenzie	June 2007	Oct 2008	within existing revenue budget	N/A	N/A	Efficient Public Service.
Implement and evaluate a review team model for older people in residential and nursing care.	Diane McCulloch	June 2007	Oct 2008	within existing revenue budget	N/A	N/A	Efficient Public Service
Redesign Drug and Alcohol/HIV team to meet the priorities from Drug and Alcohol Team/ Blood Bourne Virus Strategies.	Gail Crawford	Jan 2008	Dec 2010	within existing revenue budget	N/A	N/A	Efficient Public Service

Department Aim : Achieve Best Practice in Managing our People and Resources							
Service Objective: Promote/Develop a Best Practice Culture							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Implement the Effective Support to Staff Handbook.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Health and Care. People.
Evaluate and implement the recommendations of the Multi Agency Inspection of Older People report.	Laura Bannerman	Sept 2007	Sept 2009	within existing revenue budget	N/A	N/A	Health and Care. People.
Evaluate and implement the recommendations of the Performance Inspection of Social Work Services in Dundee (SWIA) report.	Laura Bannerman	Jan 2008	May 2009	within existing revenue budget	N/A	N/A	Health and Care. People.
Implement the Best Value Review of older people's services.	Laura Bannerman	Jan 2008	Dec 2011	to be agreed	N/A	NHS Tayside partnership	Health and Care.

Department Aim : Achieve Best Practice in Managing our People and Resources

Service Objective: Optimise Partnerships

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Conclude a programme of supporting people service reviews	Laura Bannerman	June 2006	Sept 2008	within existing revenue budget	N/A	N/A	Efficiency. Assets.
Review Service Level Agreements in accordance with strategic plans.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Efficiency. Assets.
Implement and monitor the new care home contract.	Stewart Watt	April 2007	Dec 2011	within existing revenue budget	N/A	N/A	Efficiency. Assets.

Department Aim : Achieve Best Practice in Managing Our People and Resources							
Service Objective: Develop Knowledge and Financial Management							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Introduce performance management information sets for Community Care.	Dave Mackenzie	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Efficient Public Service. People. Assets. Information. Finance.
Regularly monitor our financial performance against the departmental financial framework.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	People. Assets. Information. Finance.
Regularly monitor our external purchasing to ensure we achieve best value for money.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	People. Assets. Information. Finance.

Department Aim : Achieve Best Practice in Managing Our People and Resources

Service Objective: Develop Our Workforce

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Implement our staff development program for community care in accordance with the SSSC standards.	Laura Bannerman	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Health and Safety. People.
Undertake the stress audit for all staff.	Laura Bannerman	Jan 2008	Jan 2009	within existing revenue budget	N/A	N/A	Health and Safety. People.
Implement the lone working policy.	Stewart Watt	Jan 2008	Dec 2011	within existing revenue budget	N/A	N/A	Health and Safety. People.

Community Care Services - Risk Register

Service Objective	Nature of Risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Increase Protection for Vulnerable Adults	Inability to fulfil legislative requirements.	8 (2/4)	Adult protection committee. Adult protection data base.	Yes	Laura Bannerman
	Failure to properly assess service user/service user's family.	6 (2/3)	Case file audit. Adult protection data base.	Yes	Laura Bannerman
	Protection plan not fully implemented and monitored.	8 (2/4)	Case file audit. Operating procedures. Adult protection data base.	Yes	Laura Bannerman
	Lack of continued funding for SMART technology	6 (3/2)	Unmet need monitoring. Financial reporting.	Yes	Stewart Watt
Promote Active Citizenship	Insufficient financial resource for advocacy services to meet service expectation.	12 (4/3)	Unmet need monitoring. Advocacy working group. Service reviews.	Yes	Laura Bannerman

Community Care Services - Risk Register					
	Insufficient financial resource for carer's services to meet service expectation.	9 (3/3)	Unmet need monitoring.	Yes	Laura Bannerman
	Breakdown in shared assessment regime.	9 (3/3)	Dundee Data Sharing Partnership action plan.	Yes	Diane McCulloch
	Delayed development or breakdown of IT systems and information sharing procedures.	12 (3/4)	Dundee Data Sharing Partnership action plan.	No	Jenni Tocher
Enhance Individual Responsibility and Choice	Corruption and/or loss of IT facilities.	12 (3/4)	Dundee Data Sharing Partnership action plan. Back up systems in place for home care services	Yes	Jenni Tocher
	Insufficient financial resource for Direct Payments to meet service expectation.	2 (1/2)	Community Care prioritisation criteria. Direct Payment Panel. External Purchasing group.	Yes	Laura Bannerman
	Risk to continuation of specialist resources.	6 (2/3)	Unmet need monitoring. External purchasing reports. External Purchasing group.	Yes	Laura Bannerman

	Poorly managed maintenance and repair of essential equipment	6 (2/3)	Elms equipment tracking system. Investment in planned maintenance and inspection. LOLER Testing Insurance inspections	Yes	Dave Mackenzie
Involve Service Users in Planning, Delivery and Evaluation of Services	Inability to fulfil principles and actions defined in the User Involvement Policy and strategic action plan.	4 (2/2)	Strategic Planning Group. Involvement action plan.	No	Val McFarlane

Community Care Services - Risk Register

Service Objective	Nature of Risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Promote Equality and Diversity	Funding for centre for ethnic minority communities not realised.	4 (2/2)	Older People Strategic Planning Group. Meals options available.	No	N/A
Increase Social Inclusion	Insufficient financial resource for enabler to meet service expectation.	9 (3/3)	Unmet need monitoring. Adult funding panel process.	Yes	Arlene Mitchell
	Inability to secure access to universal services.	9 (3/3)	Partnership in Practice Implementation Group and Strategic Planning Group	Yes	Arlene Mitchell
	Partnership Matters Strategy not progressed.	9 (3/3)	Multi-agency Transition forum and Strategic Planning Groups	No	Arlene Mitchell

Service Objective	Nature of Risk		Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Reduce Poverty and It's Effects	Breakdown in shared assessment regime - financial assessment not completed.		9 (3/3)	Dundee Data Sharing Partnership/action plan.	Yes	Diane McCulloch
	Lack of appropriate employment opportunities.		9 (3/3)	Report on number of places provided.	No	Laura Bannerman
Promote Health Improvement	Insufficient financial resource for OPEN to meet service expectation.		6 (2/3)	OPEN steering group. Funding allocations monitored.	Yes	Avril Smith-Hope
	Withdrawal of OPEN core funding.		8 (2/4)	OPEN steering group.	Yes	Avril Smith - Hope

Community Care Services - Risk Register

Service Objective	Nature of Risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Develop Shared Goals with Partners	Failure to appropriate risk between partners.	12 (3/4)	Dundee Health & Local Authority Management Group. Financial and performance monitoring.	No	Laura Bannerman
	Insufficient financial resources to progress commissioning plans.	12 (3/4)	Unmet need monitoring. Community care commissioning plan. Financial monitoring.	Yes	Laura Bannerman

	Inability to fulfil aspirations of integrated working.	6 (2/3)	Joint operational working groups.	No	Laura Bannerman
Plan, Develop and Deliver Integrated Services	Lack of appropriately qualified staff to undertake statutory duties.	9 (3/3)	Succession planning. In-house development and training	Yes	Laura Bannerman
	Inability to resource work streams.	12 (3/4)	Unmet need monitoring. Financial monitoring.	Yes	Laura Bannerman
Agree Outcomes	Failure to meet delayed discharge national targets.	16 (4/4)	Discharge Management Group. Dundee Partnership Joint Action Plan. EMPTAYDD Monitoring.	No	Laura Bannerman
	System failure - unable to collate performance information.	3 (1/3)	Manual records.	No	Jenni Tocher
Reduce Use of Congregate/Residential Services	Failure to meet key targets on balance of expenditure.	12 (3/4)	Management dataset Finance monitoring.	No	Laura Bannerman
	Resettlement programme not completed.	4 (2/2)	Strategic Planning Group	No	Laura Bannerman

Community Care Services - Risk Register

Service Objective	Nature of Risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Increase Range and Scale of Alternatives to Residential Care	Failure to meet key targets - year on year increase in care at home services.	9 (3/3)	Unmet need monitoring. Management Dataset. Financial reports.	No	Laura Bannerman
	Failure to meet key targets - waiting times	9 (3/3)	Unmet need monitoring. Management Dataset. Financial reports.	No	Laura Bannerman
	Failure to meet key targets - level of accommodation with care/support.	9 (3/3)	Unmet need monitoring. Management Dataset. Financial reports.	No	Avril Smith - Hope
Achieve Cultural Shift to Work with 'Customers' as Partners	Insufficient financial resource for carer's services to meet service expectation.	9 (3/3)	Unmet need monitoring. Management Dataset. Financial reports.	No	Laura Bannerman
Develop an Organisational Culture of Continuous Improvement	System failure - unable to collate performance improvement information.	3 (1/3)	Manual records.	No	Jenni Tocher
Develop a Culture that Promotes Evaluative Practice	Audit of case files not undertaken due to competing pressure.	6 (3/2)	Operating procedures. Staff supervision.	No	Laura Bannerman

Community Care Services - Risk Register

Service Objective	Nature of Risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Develop Staff to Deliver Improving Services	Recruitment and retention issues.	6 (2/3)	Departmental/Council policies. Human resource working group.	Yes	Laura Bannerman
	Lack of consistency in levels of staff training between partners.	9 (3/3)	Joint organisational development plan.	No	Laura Bannerman
Ensure that Services are Delivered Effectively and Efficiently	Employee injury, ill health and/or sickness absence. Influenza epidemic affecting staff group.	8 (4/2)	Sickness monitoring/procedures. Pan epidemic action plan.	Yes	Laura Bannerman
	Absence targets not met. Service redesigns not completed.	8 (2/4)	Sickness monitoring/procedures.	Yes	Laura Bannerman
Promote/Develop a Best Practice Culture	Recommendations from external reviews not achieved.	4 (2/2)	Performance reporting.	No	Laura Bannerman
Optimise Partnerships	Domiciliary Care contract breached by service providers.	8 (2/4)	Monthly monitoring meetings Weekly activity returns. External purchasing meeting.	Yes	Dave Mackenzie
	Supporting people expenditure outweighs resource available.	9 (3/3)	Supporting people management team. Management reporting.	Yes	Laura Bannerman
	Supporting people reviews not completed.	4 (2/4)	Supporting People Strategy Officer Contracts Section - Review Programme Lead Officers identified	No	Laura Bannerman

Community Care Services - Risk Register

Service Objective	Nature of Risk	Overall Assessment of Probability and Severity	Risk Controls	Business Continuity Implications	Lead Officer
Develop Knowledge and Financial management	Financial overspend occurs.	8 (2/4)	Budget Reports/review at Directorate service level	Yes	Laura Bannerman
	External contract breaches/breakdown.	8 (2/4)	Service reviews. Contracts section. External purchasing meeting.	Yes	Laura Bannerman
Develop Our Workforce	Failure to meet minimum national standards and national codes of conduct.	6 (2/3)	Staff supervision. Training plan.	No	Laura Bannerman
	Failure in lone working systems.	8 (2/4)	Lone Working Implementation Plan Activity reports.	No	Laura Bannerman
	Lack of staff compliance with lone working systems. Identification of high stress levels.	12 (3/4)	Lone Working Implementation Plan Activity reports.	Yes	Laura Bannerman
	Identification of high stress levels.	8 (2/4)	Stress audit.		
	Failure to maintain health and safety for staff.	12 (4/3)	Incident Analysis H&S Training 'Managing Safety' Risk Assessment etc M&H Trainers training Lone Working Strategy Infection Control Policy Glove Policy	No	Laura Bannerman

STRATEGIC STATEMENT FOR CRIMINAL JUSTICE SERVICES

PURPOSE OF SERVICE

The Criminal Justice Service works with individuals who have either committed or are believed to have committed a criminal offence. Most are adults on statutory orders in the form of a community sentence or prison license and a minority are subject to voluntary resettlement. The service works in partnership with a range of other organisations to assess, support and supervise them in order to promote social inclusion, protect the public from crime and reduce re-offending.

STRATEGIC CHALLENGES

The Service faces a number of strategic challenges in the coming 3 years, which include:

• Structural - Community Justice Authorities were introduced across Scotland in 2006 to coordinate multi-agency activity towards reducing re-offending. There will be both challenges and opportunities in respect of increased partnership working and improved outcomes
• Legislative/policy - a review of both community sentences and National Standards for Criminal Justice Social Work has been initiated by the Scottish Government and this may impact on the nature and extent of services delivered
• Research - a growing body of evidence on what works emphasises the principles of risk, need, learning style, integrity, a community base and offender relationship as critical to reducing re-offending. The service must operate within this framework using available resources
• Financial - indications are that resources will be tightened and there will be a necessary focus on working in partnership with other authorities and agencies in order to rationalise and improve efficiency whilst maintaining or improving standards

ADDRESSING THE COUNCIL'S KEY PRIORITIES

The Council Plan sets out a number of key strategic themes for the Council as a whole. The most relevant of the themes to this service are Community Safety and Health and Care. There are related Social Work Departmental aims of Promoting Safer Communities, Partnership Working and Shifting the Balance of Care to Community Based Services. To contribute towards meeting these priorities, this service will;

• Continue to introduce validated risk assessment processes to facilitate a proportionate and targeted approach
• Propose viable community options to the Courts and Parole Board that address both risks and needs and protect the public from harm
• Implement nationally agreed offending behaviour programmes, including accredited programmes for sexual offenders
• Ensure rigorous enforcement of all statutory orders in accordance with national and local standards
• Develop a more co-ordinated approach towards offenders with substance misuse problems, both internally and with key partners
• Introduce more structured approaches to the risk management of high-risk offenders
• Embrace opportunities to work in partnership with other agencies as part of the CJA

The following key targets for the next four years will have a strategic impact in the City to meet the Council's overall plan.

• 90% of offenders will be assessed using a validated tool
• 95% of reports will be submitted to the courts on time
• 85% attendance at Integrated Case Management Meetings
• 70% of Probationers will attend their first appointment within 1 week
• 90% of offenders will have a supervision plan in place
• 100% of sex offenders will be offered a programme where suitable
• 70% of all statutory orders will be completed satisfactorily

Performance Indicators

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation								
Service Objective: Increase protection for vulnerable people								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of Through Care cases who have a completed risk assessment/risk management plan	Available 2008/09	90%	N/A	SN	Community Safety	Key Performance Results	N/A	N/A
Percentage of CJS attendance at Integrated Case Management (ICM) Meetings	86%	Up	85%	SN	Community Safety	Key Processes	N/A	86%

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation								
Service Objective: Reduce Offending								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of probationers with a completed risk assessment	76%	90%	N/A	SN	Community Safety	Key Performance Results	79%	72%

Service Objective: Reduce Offending								
Percentage of probationers with a supervision plan in place	74%	90%	N/A	SN	Community Safety	Key Performance Results	N/A	74%
Percentage of probationers who successfully complete the order	37%	70%		SN	Community Safety	Key Performance Results	39%	35%
Percentage of probationers without suitable accommodation who find it by the end of the order.	Available from 2008/09	Up	N/A	SN	Health and Care	Key Performance Results	N/A	N/A

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation								
Service Objective: Reduce Offending								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of offenders with a substance misuse problem who access treatment	Available from 2008/09	Up	N/A	SN	Health and Care	Society Results	N/A	N/A
Percentage of offenders with a substance misuse problem who achieve a reduction in use	Available from 2008/09	Up	N/A	SN	Health and Care	Society Results	N/A	N/A

Service Objective: Reduce Offending								
Percentage of offenders assessed as having a mental health condition who access treatment.	Available from 2008/09	Up	N/A	SN	Health and Care	Society Results	N/A	N/A
Percentage of offenders accessing treatment for a mental health condition who report an improvement	Available from 2008/09	Up	N/A	SN	Health and Care	Society Results	N/A	N/A

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation Service Objective: Reduce Offending								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of offenders assessed as suitable for an offence focused programme who start the programme	56%	Up	N/A	SN	Community Safety	Key Performance Results	N/A	56%
Percentage of offenders who complete an offence focused programme	53%	Up	N/A	SN	Community Safety	Key Performance Results	N/A	53%
Percentage of Through Care prisoners willing to allow contact with their family	45%	Up	N/A	SN	Community Safety	Key Performance Results	N/A	45%

Service Objective: Reduce Offending								
Percentage of Through Care prisoners families visited and supported	68%	Up	N/A	SN	Community Safety	Key Performance Results	N/A	68%

Shared Aim: Identify and reduce disadvantage, inequality and discrimination Service Objective: Increase social inclusion								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of probationers without suitable accommodation who find it during or by the end of the order	Available from 2008/09	Up	N/A	SN	Health and Care	Key Performance Results	N/A	N/A
Percentage of offenders who sustain accommodation for (x) weeks during supervision or following release	Available from 2008/09	Up	N/A	SN	Health and Care	Key Performance Results	N/A	N/A
Percentage of offenders not in ETE who have access by the end of supervision	Available from 2008/09	Up	N/A	SN	Health and Care	Key Performance Results	N/A	N/A
Percentage of offenders who sustain ETE for (x) weeks	Available from 2008/09	Up	N/A	SN	Health and Care	Key Performance Results	N/A	N/A

Shared Aim: Shift the balance of care from residential, custodial and out of authority services to community based services								
Service Objective: Reduce unnecessary use of custody								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of Social Enquiry reports that demonstrate congruence between proposal and sentence	37%	70%	43%	SN	Community Safety	Key Performance Results	40%	34%
Percentage of offenders who complete Community Service Orders	53%	70%	65.7%	SN	Community Safety	Key Performance Results	51%	55%
Percentage of offenders who complete Supervised Attendance Orders	64%	70%	61.0%	SN	Community Safety	Key Performance Results	71%	56%
Percentage of Through Care cases that are successfully completed	45%	70%	N/A	SN	Community Safety	Key Performance Results	55%	35%

Shared Aim: Achieve Best Value and best practice in managing our people and resources								
Service Objective: Develop and implement an effective performance management approach								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of social enquiry reports allocated within 2 days of receipt from court.	71%	90%	N/A	SN	Community Safety	Key Performance Results	68%	72%

Service Objective: Develop and implement an effective performance management approach								
Percentage of social enquiry reports submitted to court on time	98.3%	Maintain at over 95%	95.9%	SN	Community Safety	Customer Results	98.7%	97.9%
Percentage of probationers offered an appointment with a supervising officer within 7 days of an order being made.	82%	90%	N/A	SN	Community Safety	Key Performance Results	78%	85%
Percentage of probationers attending for an appointment with a supervising officer within 7 days of an order being made.	62.6%	70%	60.4%	SN	Community Safety	Key Performance Results	62.5%	62.7%

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop and implement an effective performance management approach

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Improve the average intensity figure for Community Service Orders	3.1	4	3.5	SN	Community Safety	Key Performance Results	2.9	3.3
Percentage of offenders who begin working Community Service Orders within 21 days of sentence	50%	60%	N/A	SN	Community Safety	Key Performance Results	63%	38%

Service Objective: Develop and implement an effective performance management approach								
Improve the average intensity figure for Supervised Attendance	1.06	4	N/A	SN	Community Safety	Key Performance Results	1.17	0.95
Percentage of offenders who begin working Supervised Attendance Orders within 21 days of sentence	Available from 2008/09	Up	N/A	SN	Community Safety	Key Performance Results	N/A	N/A

Shared Aim: Achieve Best Value and best practice in managing our people and resources								
Service Objective: Develop and implement an effective performance management approach								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of Through Care cases allocated within 7 days	96%	Maintain at over 90%	N/A	SN	Community Safety	Key Performance Results	**N/A**	**N/A**
Percentage of Through Care suitable families who receive an appointment letter in 14 days	Available 2008/09	Up	N/A	SN	Community Safety	Key Performance Results	**N/A**	**N/A**
Percentage of Through Care suitable families who receive a social work visit within 28 days	Available 2008/09	Up	N/A	N/A	Community Safety	Key Performance Results	**N/A**	**N/A**

Service Objective: Develop and implement an effective performance management approach								
Percentage of Through Care prisoners who are visited within 6 weeks	Available 2008/09	Up	N/A	N/A	Community Safety	Key Performance Results	**N/A**	**N/A**

Partnership Performance Indicators

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation								
Service Objective: Increase Protection for Vulnerable People								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of sex offender risk assessments completed on time	65%	95%	N/A	SN	Community Safety	Key Performance Results	62%	67%
Percentage of sex offender programmes resulting from proposals to courts	61%	70%	N/A	SN	Community Safety	Key Performance Results	65%	57%
Percentage of CSOGP offered to eligible sex offenders	45%	90%	N/A	SN	Community Safety	Key Performance Results	N/A	45%
Percentage of Key Programme places offered to eligible sex offenders	60%	90%	N/A	SN	Community Safety	Key Processes	N/A	60%
Percentage of Pass Programme places offered to eligible sex offenders	60%	90%	N/A	SN	Community Safety	Key Processes	N/A	60%

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation

Service Objective: Increase Protection for Vulnerable People

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of sex offenders completing specified programmes	71%	Maintain at over 70%	N/A	SN	Community Safety	Key Performance Results	69%	73%

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation

Service Objective: Reduce Offending

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of East Port House residents who have key working sessions arranged	100%	Maintain	N/A	SN	Health and Care		100%	100%
Percentage of East Port House residents who have monthly reviews arranged	Available 2008/09	90%	N/A	SN	Health and Care	Key Processes		

Service Objective: Reduce Offending								
Percentage of TAS/ISP assessments resulting in programmes	Available 2008/09	80%	N/A	SN	Health and Care	Key Performance Results		
Percentage of short-term prisoners who have supervision plans in place before release	Available 2008/09	90%	N/A	SN	Health and Care	Key Processes		

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation								
Service Objective: Reduce Offending								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of short-term prisoners attending Community Integration Plan Meetings	49%	90%	72%	SN	Health and Care	Key processes	30%	67%
Percentage of TAS clients referred to a drugs/alcohol agency	51%	70%	51%	SN	Health and Care	Key Processes	32%	69%

Service Objective: Reduce Offending								
Percentage of TAS clients referred to another appropriate agency	16%	30%	21.9%	SN	Health and Care	Key Processes	13%	18%
Percentage of ISP clients offered 10 hours a week support	Available 2007/08	90%	N/A	SN	Health and Care	Key Processes		

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation

Service Objective: Reduce Offending

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of ISP clients offered an offending behaviour programme	Available 2007/08	90%	N/A	SN	Health and Care	Key Processes		
Percentage of ISP clients offered weekly addiction treatment	Available 2007/08	90%	N/A	SN	Health and Care	Key Processes		
Percentage of ISP clients completing 6 months support	Available 2007/08	80%	N/A	SN	Health and Care	Key Performance Results		

Service Objective: Reduce Offending								
Percentage of arrest referral detainees referred on to other agencies	Available 2007/2008	90%	N/A	VD	Health and Care			
Percentage of arrest referral detainees accessing a treatment service	Available 2007/2008	80%	N/A	VD	Health and Care			

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation Service Objective: Reduce Offending								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of arrest referral detainees who complete treatment	Available 2007/2008	80%	N/A	VD	Health and Care			
Percentage of Drug Treatment and Testing Orders successfully completed	16%	50%	38%	SN	Health and Care		17%	14%

Shared Aim: Identify and reduce disadvantage, inequality and discrimination								
Service Objective: Increase social inclusion								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of TAS clients referred to a housing provider	54%		45.6%	SN	Health and Care		47%	60%
Percentage of TAS clients referred to employment/training provider	26%		25.5%	SN	Health and Care		18%	33%
Percentage of East Port House Residents moving to community living	55%		N/A	SN	Health and Care		56%	54%
Shared Aim: Identify and reduce disadvantage, inequality and discrimination								
Service Objective: Promote Health Improvement								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of TAS clients registered with a GP	5%		14%	SN	Health and Care		6%	4%

Shared Aim: Shift the balance of care from residential, custodial and out of authority services to community based services

Service Objective: Reduce unnecessary use of custody

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Trends	Years
Percentage of referrals to East Port House Resulting in admission	45%		N/A	SN	Community Safety	Key Performance Results	34%	55%
Percentage of national admissions to East Port House	23%		N/A	SN	Community Safety	Customer Results	27%	19%
Percentage occupancy rate for East Port House (males and females)	M - 73% F - 67% A - 71%		N/A	SN	Community Safety	Key Performance Results	M - 76% F - 68% A - 74%	M - 69% F - 65% A - 68%
Percentage congruence of DTTO proposal to court and final sentence	65%		N/A	SN	Best Value	Customer Results	62%	68%

Shared Aim: Achieve Best Value and best practice in managing our people and resources									
Service Objective: Develop and implement an effective Performance Management approach									
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage East Port House planning reviews arranged with social worker	Available 2008/09		N/A	SN	Health and Care	Key Processes		
Percentage of personal action plans completed within two weeks of admission to east Port House	50%		N/A	SN	Community Safety	Key Processes		50%
Percentage of TAS referrals received 11 weeks before release	26%		N/A	SN	Community Safety	Key Processes	20%	32%
Percentage of TAS referrals allocated within 7 days	87%		N/A	SN	Community Safety	Key Processes	79%	95%
Percentage of TAS assessments completed within 5 days	Available from 2008/09		N/A	SN	Community Safety	Key Processes		

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop and implement an effective Performance Management approach

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of TAS clients who attended for first appointment	47%		50%	SN	Community Safety	Key Performance Results	43%	51%
Percentage of TAS clients who attended for at least one appointment	52%		54%	SN	Community Safety	Key Performance Results	41%	62%
Percentage of TAS clients who attended for all 6 appointments	32%		19%	SN	Community Safety	Key Performance Results	25%	34%
Percentage of arrest referral detainees offered an assessment				VD	Health and Care	Key Performance Results		
Percentage of Drug Treatment and Testing assessments completed within 4 weeks.	77%		N/A	SN	Community Safety	Key Performance Results	75%	78%

Shared Aim: Achieve Best Value and best practice in managing our people and resources								
Service Objective: Develop and implement an effective Performance Management approach								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of DTTO treatment plans in place within 2 weeks of the order being made.	Available 2008/09		N/A	SN		Key Processes		

Projects

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation							
Service Objective: Increase Protection for Vulnerable People							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Implement and evaluate new offender risk assessments and associated risk management plans	G. Lloyd	January 2008	October 2008	Existing resources	Existing resources	None	Community Safety
Ensure that all offenders access targeted offending behaviour programmes appropriate to their needs	G. Wood	January 2008	March 2009	Existing resources	Existing resources	None	Community Safety

Service Objective: Increase Protection for Vulnerable People							
Ensure all sex, violent and other relevant offenders are identified and managed through MAPPA	G. Wood	January 2008	March 2009	Existing resources	Existing resources	None	Community Safety

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people

Service Objective: Develop priorities and shared goals with partners

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop clear assessment and treatment pathways for offenders with substance misuse problems	G. Lloyd	January 2008	October 2008	Existing resources	Existing resources	None	Health and Care
Develop and address specific outcome measures for offenders with substance misuse problems	G. Lloyd	January 2008	October 2008	Existing resources	Existing resources	None	Health and Care

Shared Aim: Shift the balance of care from residential, custodial and out of authority services to community based services

Service Objective: Increase the range, scale and quality of alternatives to custody

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Undertake a review of the East Port House Admissions Policy	G. Lloyd	January 2008	March 2008	Existing resources	Existing resources	None	Community Safety
Implement accredited programmes for sex offenders	G. Lloyd	January 2008	March 2009	Existing resources	Existing resources	None	Community Safety

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop Best Value approach to managing our people

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Evaluate the impact of staff support and development systems to ensure we are providing effective support	Senior Officer	March 2008	December 2008	Existing resources	Existing resources	None	People

Service Objective: Develop Best Value approach to managing our people							
Undertake, analyse and develop actions from an annual internal staff satisfaction questionnaire	Senior Officer	March 2008	December 2008	Existing resources	Existing resources	None	People
Explore options on the different roles and responsibilities of Social Workers and paraprofessional staff	Senior Officer	March 2008	December 2008	Existing resources	Existing resources	None	People

Template 10b - Human Resource Plan

10B Training

Training Need	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding	FTE to be trained	Strategic Theme (Secondary)
Risk assessment (LSCMI)	G.Wood	02/08	12/08	Existing resources	Existing resources	None	56	Community Safety
Risk assessment (SA07)	G.Lloyd	01/08	12/08	Existing resources	Existing resources	None	4	Community Safety
Risk assessment (RM2000)	G.Lloyd	01/08	12/08	Existing resources	Existing resources	None	4	Community Safety

Best Value Reviews and Option Appraisals

Review Description	Service Plan Objective	Lead Officer	Start Date	End Date	Revenue Budget Allocation	External Funding	Strategic Theme
Peripatetic staff and paraprofessionals	Managing People	I.Townsend	01/08	03/08	Existing resources	None	People
Substance misusing offender services	Managing People	G.Lloyd	01/08	10/08	Existing resources	None	Health and Care

Risk Register Criminal Justice Services					
Service Objective	**Nature of risk**	**Overall Assessment of Probability and Severity** **(P * S)**	**Risk Controls**	**Business Continuity Implications**	**Lead Officer**
Increase protection for vulnerable people and reduce offending	In the placement of potentially dangerous offenders failing to effect accurate risk assessment - harm to third party	2/4 (8)	Quality assurance of risk assessments and MAPPA arrangements	No	GW/GL
Develop an organisational culture of continuous improvement	Poor publicity	2/3 (6)	Respond to adverse press where possible and appropriate	No	JM
Develop priorities and shared goals with partners	Failure to achieve joined up activity with partners due to communication problems between vested interest parties	2/3 (6)	Legal responsibility within Management of Offenders Act and shared commitment to CJA	Yes	GW/GL
Develop Best Value approach for managing our physical resources and Health and Safety	Inappropriate fire prevention measures within East Port House	2/4 (8)	Routine health and safety checks	Yes	JK
Increase the range, scale and quality of alternatives to custody	Young Offenders Strategy ineffective	1/3 (3)	Development of community programmes	No	GW

Risk Register Criminal Justice Services					
Service Objective	**Nature of risk**	**Overall Assessment of Probability and Severity**	**Risk Controls**	**Business Continuity Implications**	**Lead Officer**
Develop Best Value approach to managing our financial resources	Insufficient financial resource to meet service expectation	3/3 (9)	Liaison with CJA, PMT and Scottish Government plus effective financial management and efficiency savings	Yes	JM
Develop Best Value approach to managing our people	Employee injury, ill health and/or sickness absence	4/2 (8)	Apply health and safety, absence management and staff support policies	Yes	GW/GL
Develop Best Value approach to knowledge management	Corruption and/or loss of IT facilities	2/4 (8)	Apply IT, File Security and Lone Working Procedures	Yes	GW/GL

FINANCE, CONTRACTS & WELFARE RIGHTS SERVICE STRATEGIC STATEMENT

The Finance, Contracts and Welfare Rights Service has recently been created to provide a focussed, inter-linked and dynamic support service to the Social Work Department. The services it provides impacts on all areas of the Department and to operate effectively, team members need to have a clear idea of the range and structure of Social Work Services provided now, and what the vision of future provision is, as laid out in detailed service plans. The Finance, Contracts and Welfare Rights Service will play a key role in the development of Social Work Services, including ensuring a number of recommendations outlined in the recent inspection report are implemented.

By its very nature, the professional multi-disciplinary team liaises closely with external agencies and service users so therefore keeping up to date with the external environment is essential. Particular external issues over the planning period influencing the service include the removal of elements of ring-fenced funding within the local government finance settlement, the move to an outcomes based assessment of service provision, implementation of the national care home contract, introduction of National Standards for Information and Advice Providers and the continuing tight financial settlement.

The specific details of services provided and objectives for each are as follows:

Finance

Effective financial management and use of resources remain essential to the delivery of high quality social work services. The continuing pressure to achieve Best Value in the deployment of scarce financial resources poses challenges but we will continue to review activities with a view to obtaining maximum benefit. We will also continue to systematically analyse the needs of our customers and improve our services accordingly. We will play an active part in ensuring the following recommendations arising from the recent inspection report are addressed:

- "The local authority should ensure that its service plans link to available resources identified in financial plans"
- "The department should ensure that elected members have the opportunity to scrutinise partnership financial information"

Objectives

To support efficient and effective service delivery within a sound corporate governance framework.

This will be achieved by undertaking the following projects:

- Develop and review all current charging policies and procedures for equality, cost effectiveness and consistency of application.
- Prepare and monitor revenue and capital budgets and conduct training and review meetings with departmental budget holders.
- Develop an estates strategy and take a lead role for major capital projects
- Develop a financial control framework, assess financial risk levels and ensure effective financial control systems are in place.
- Develop financial services to external customers

Contracts

The Contracts Section will work closely with operational colleagues to ensure appropriate contractual frameworks are in place for all services purchased from the voluntary and private sector. Implementation of the National Care Home Contract will be a major area of work for this team over the service plan period.

Objectives

To work in partnership with all stakeholders to ensure high quality services, which meet individual's need, are delivered by external providers.

This will be achieved by undertaking the following projects:

- Develop and maintain a contracting and procurement procedure which fits within the overarching Departmental Commissioning Strategy as recommended in the inspection report.

- Develop and maintain a contracts database to improve the quality of management information held in relation to contracted services.

- Increase the number of organisations on the list of Approved Providers of social care services.

- Monitor all care home providers for compliance with the requirements of the national care home contract.

Welfare Rights

The Welfare Rights Section is responsible for the effective operation of the non-residential care charging system as well as for the provision of a full Welfare Rights and Money Advice Service to the citizens of Dundee. Through Income Maximisation and provision of advocacy and representation services the Welfare Rights Section ensures that all service users are assessed and advised on their rights to benefits and tax credits and their rights in relation to credit agreements, debt rescheduling and enforcement action.

The main tasks undertaken within the section are:

- Operation of the means test that is applied in relation to assessment of non-residential care charges.
- Maximisation of service users' income through identification of benefit and tax credit entitlement
- Provision of a full Welfare Rights Service including tribunal representation to all citizens of Dundee
- Provision of a full Money Advice Service to all citizens of Dundee.

Objectives

- Ensure the effective operation of the non-residential care charging system based on COSLA guidance.
- Continue to ensure that service users are advised correctly and effectively by Welfare Rights staff and claim their correct entitlement to benefits and tax credits.
- Utilise advocacy on behalf of service users when entitlements have been denied or delayed.
- To feed into the Dundee anti-poverty and financial inclusion strategies and so reduce the numbers of service users financially or socially excluded as a result of their vulnerability or impoverishment.
- Support Social Work staff to identify strategies and practical solutions to benefit their service users' financial circumstances.

Shared aim: Effective financial management

Service Objective: Maximise income to the department

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM	Previous Years Trends
Percentage of current charges assessed against equality, consistency and cost effectiveness requirements	Nil	Up	No	Sheila Weir	Finance	Customer Results	N/A

Performance Indicators for Finance, Contracts and Welfare Rights

Shared aim: Effective financial management							
Service Objective: Lead in the preparation and monitoring of departmental budgets							
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM**	**Previous Years Trends**
Percentage of departmental expenditure within agreed budget	Underspend	Balanced	No	Dave Berry	Finance	Key Performance Results	Underspend

Shared aim: Effective financial management

Service Objective: Ensure that effective financial control systems are in place

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM	Previous Years Trends
Percentage of Social Work establishments assessed as a low financial risk	Currently Nil - to be assessed during 2008/09 & beyond	Up	No	Sheila Weir	Internal audit	Key Performance Results	N/A

Shared aim: Effective financial management

Service Objective: Develop financial services to external customers

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM	Previous Years Trends 07/08
Percentage of invoices payable within 14/30 days, processed in accordance with corporate performance targets.	14 days - 59% 30 days - 89%	Up	No	Finance dept	Corporate PI	Key Performance Results	14 days - 59% 30 days - 89% (as at Nov 07)
External customers on impact of new automated payment system for residential and nursing care.	Currently Nil - to be assessed during 2008/09	Up	No	Karen Beatt	Customer Services, Efficiency	Customer Results/Key Processes	N/A

Service Objective:	Agree and Address Better Outcomes for People							

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM	Previous Years Trends
							2006
Percentage of current service providers assessed against Approved provider requirements	50%	Increase	Nil	Sandra Culley	Health and Care	Key Processes	50%
Percentage of care home providers assessed against national care home contract requirements	Currently nil - to be assessed during 2008/09	Increase	Nil	Sandra Culley	Health and Care	Key Performance Results	Nil

Shared Aim: Develop more personalised services and promote greater self-determination of service users

Service Objective: Involve Service Users in Planning, Delivery and Evaluation of Services

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
							2005/06	2006/07
Percentage of Service Users rating the Welfare Rights Service as excellent or very good in Customer Evaluation Questionnaires	95%	Maintain	N/A	Section Head (Welfare Rights)	Customer Service	Customer Results	95%	98%

Shared Aim: Identify and reduce disadvantage, inequality and discrimination

Service Objective: Contribute to reducing poverty and its effects

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends 2005/06	2006/07
Income generated for Dundee citizens as a result of successful claims for welfare benefits	£2,624,348.40	up	N/A	Section Head (Welfare Rights)	Building Stronger Communities	Key Performance Results	£2,162,056.28	£2,624,348.40
Percentage success rate of claims for welfare benefits	69%	up	N/A	Section Head (Welfare Rights)	Building Stronger Communities	Key Performance Results	64%	69%

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people

Service Objective: Plan, develop, deliver and evaluate integrated services

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends 2006/07	2007/08
Number of client referrals made through a coordinated tracking system developed between advice agencies in Dundee.	263 client referrals made in the first six months of operation	1000 client referrals per annum between participating organisations	N/A	Section Head (Welfare Rights)	Efficiency	Key Process	N/A	526 (projected)

Service Objective: Plan, develop, deliver and evaluate integrated services								
Improve information sharing between local advice agencies through an internet based forum	No such system currently in place	25 advice sector organisations using the forums.	N/A	Section Head (Welfare Rights)	Efficiency	Key Process	N/A	N/A

Projects for Finance, Contracts and Welfare Rights

Service Objective: Maximise income to the department							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Review and develop charging policies and procedures for equality, cost effectiveness and consistency of application	Dave Berry	December 2007	March 2009	Within existing staffing resources	Nil	N/A	Equality & Efficiency

Service Objective: Lead Service Managers in the preparation and monitoring of departmental budgets							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Provide training to Managers to access the financial ledger and conduct regular review meetings	Sheila Weir	Ongoing	Ongoing	Within existing staffing resources	Nil	N/A	Finance & Efficiency

Service Objective: Ensure that effective financial control systems are in place

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop a financial control framework, assess financial risk levels and ensure effective financial control systems are in place	Sheila Weir	January 2008	Ongoing	Within existing staffing resources	Nil	N/A	Finance, Efficiency & Assets

Service Objective: Ensure systems to deliver effective use of resources are in place

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop an estates strategy in line with the Corporate asset management plan	Sheila Weir	January 2008	January 2009	Within existing staffing resources	Nil	N/A	Finance, Efficiency & Assets
Enhance automated payment and charging system to further benefit external customers	Karen Beatt	March 2008	March 2009	Within existing resources	Nil	N/A	Customer Services, Efficiency, & Finance
Enhance provision of partnership financial information to elected members	Dave Berry	March 2008	March 2009	Within existing resources	Nil	N/A	Finance, Information & Communication

Service Objective: Ensure systems to deliver effective use of resources are in place							
Develop service planning process to ensure links with available resources as set out in financial plans	Dave Berry	March 2008	March 2009	Within existing resources	Nil	N/A	Finance, Efficiency & Information

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people							
Service Objective: Agree and Address Better Outcomes for People							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Develop and maintain a contracting and procurement procedure which fits within the overarching Departmental Commissioning Strategy.	Sandra Culley	October 2007	October 2008	Within existing staffing resources	Nil	Nil	Health and Care, People
Develop and maintain a contracts database to improve the quality of management information held in relation to contracted services.	Sandra Culley	July 2007	April 2008	Within existing staffing resources	Nil	Nil	Assets, Efficiency, People

Shared Aim: Continue to achieve an improved quality of service which delivers better outcomes for people							
Service Objective: Increase Protection for Vulnerable People							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Increase the number of organisations on the list of Approved Providers of social care services.	Sandra Culley	Ongoing	Ongoing	Within existing staffing resources	Nil	Nil	Health and Care, People
Monitor all care home providers for compliance with the requirements of the national care home contract.	Sandra Culley	January 2008	Ongoing	Within existing staffing resources	Nil	Nil	Health and Care, People

Shared Aim: Identify and reduce disadvantage, inequality and discrimination							
Service Objective: Contribute to reducing poverty and its effects							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Establish a robust co-ordinated referral tracking system between advice agencies in Dundee. Co-ordinated Advice Tracking System (CATS)	Craig Mason	21/05/07	31/03/09	Nil	£54,000	Financial Inclusion Fund	Efficiency

Service Objective: **Contribute to reducing poverty and its effects**							
Establish a local internet based forum to improve information sharing between local advice agencies. www.dundeeadvice.org	Craig Mason	19/09/07	31/03/09	Nil	£54,000	Financial Inclusion Fund	Efficiency

STRATEGIC STATEMENT FOR STRATEGY, PERFORMANCE AND SUPPORT SERVICES.

PURPOSE OF THE SERVICE

Today's social work and social care organisations deliver services in a rapidly changing environment. The Strategy Performance and Support Service plays a key strategic role by preparing the Department to meet the challenges of such continuous change.

Staff in the service have a key responsibility to make certain that achieving better outcomes for people is at the centre of all that the Department does. We work in close co-operation and collaboration with operational colleagues and with those in partner agencies and other organisations. Over the period of this plan, we will develop and implement a number of initiative, systems and processes which will progress the strategic priorities and common aims and objectives of the Department.

As a result of an internal restructuring the Social Work Department established a Strategy, Performance and Support Service in August 2007. The reconfigured Service now includes Employee Resources, Information Technology, Staff Development and Strategy and Performance.

STRATEGIC CHALLENGES

Information Technology

The main challenges facing the IT section are to ensure that the Department meets modernising government objectives and to improve service delivery by the use of information technology systems.

Over the last 5 years we have made a substantial investment in IT infrastructure and in the training of staff. We have begun to build on this by embarking on the redevelopment of K2, our main client information system. The Event Recording System, designed specifically for social work practitioners, is the first major project completed in this new phase of software development. Around 850 staff use this system on a daily basis. We will continue to develop our IT infrastructure and systems in line with our IT strategy.

Employee Resources

Over 2007 the Employee Resources Section has expanded is remit from staffing, Health and Safety and offices services, to include an out-posted team of personnel officers dedicated to the Social Work Department. The Employee Resources Section will assist managers and employees to continue to provide high quality services by reviewing the current Human Resources Strategy, leading the development of a workforce plan, providing management information through the development of Resourcelink and implement corporate policy and national legislative as required. The major challenges faced by Employee Resources are the implementation of Single Status, an ageing workforce, recruitment and retention and delivering on a health and safety agenda.

Staff Development

This is a time of significant change in the field of social work training and education. The progress of the registration of the social care workforce, the new education routes for social work qualifications and increasing joint working with our partners in health, the independent sector and higher education establishments are all impacting on how staff development opportunities and training are delivered.

In order to achieve better outcomes for people who come into contact with social work services, it is essential that our staff are equipped with the appropriate values, skills and knowledge to undertake their jobs confidently and competently. It is therefore, crucial that staff training and development underpins quality service delivery.

To implement the national policy drivers for continuous learning and development set out for all social care organisations, and also the registration requirements set by the Scottish Social Services Council (SSSC), the staff development service is responsible for the development, delivery and the commissioning of training, assessment and a range of learning opportunities for all staff throughout the Department.

Strategy and Performance

The Strategy and Performance Service must ensure better outcomes for people through continuously improved service planning, development and delivery. Staff have cross-departmental responsibility for the development of strategies and policies in response to local and national priorities. We have a wide range of experience and carry out joint working at all levels within the organisation and with external planning and service delivery partners. We have a central role in setting and meeting departmental objectives in organisational development, performance management, public performance reporting, the provision of public information, business continuity and emergency planning. Key challenges include ensuring Best Value, improving performance, addressing national and local priorities, promoting more personalised services and person-centred planning, delivering on the 21st Century social work agenda and ensuring staff have the necessary information and guidance to do their jobs.

ADDRESSING THE COUNCIL'S KEY PRIORITIES

Create an attractive modern city to attract jobs across a range of sectors and retain people

To meet this priority Strategy Performance and Support Services will:

- implement good employment policies and practices
- develop and implement a staff development framework and strategy
- develop a joint training and staff development framework with our partners
- implement the Practice Learning Framework
- further progress SVQ assessment to meet registration requirements
- further progress management and leadership training
- contribute to the implementation of the departmental Organisational Development Strategy
- contribute to workforce and succession planning with the Employee Resources Section
- review and restructure the Staff Development Service to implement national drivers and registration requirements
- review the implementation of the SSSC codes of conduct.

Increase the attainment of children at school and help all embrace lifelong learning

To meet this priority Strategy Performance and Support Services will:

- support personal learning and development through the operation of the Personal and Professional Development Fund
- fully implement and evaluate the project to improve the educational attainment of looked after children.

Identify and reduce disadvantage, inequality and discrimination

To meet this priority Strategy Performance and Support Services will:

- develop, implement and review equality action plans
- monitor ethnicity, disability, gender and age.

Improve and protect the health and fitness of the population

To meet this priority Strategy Performance and Support Services will:

- further develop the Department as a health promoting organisation through deployment of the health improvement plan
- deliver and evaluate staff development training based on the Health and Mental Wellbeing policy
- achieve Gold Healthy Working Lives Award.

Shift the balance of care from residential to community settings

To meet this priority Strategy Performance and Support Services will:

- provide regular management information to inform service development
- contribute to the development and evaluation of a Supporting People Plan.

Promote safer communities which protect citizens from abuse and exploitation

To meet this priority Strategy Performance and Support Services will:

- develop, implement and evaluate quality assurance frameworks for adult and child protection
- implement the protection of vulnerable groups legislation
- develop and implement new LAC, adult and child protection IT systems
- further develop and implement adult and child protection training and staff development.

Embrace modern IT technology

To meet this priority Strategy Performance and Support Services will:

- develop multi-agency Child Protection Messaging
- further develop Single Shared Assessment systems
- better Integrate Community Alarm / Event Recording
- redevelop further areas of the system over the forthcoming 4-5 years
- further develop our IT infrastructure (has now been rolled out to over 1,500 staff in 61 locations throughout the City including 7 NHS Sites)
- continue to refresh hardware in line with Corporate IT Policy
- provide training and support to staff
- co-operate with partners on information sharing to support joint working.

Involve local communities in improving local services

To meet this priority Strategy Performance and Support Services will:

- develop community engagement
- strengthen departmental involvement in community planning processes
- design and deliver one new customer care initiative per service per year for the life of the plan
- develop methods for evaluating the implementation and impact of the customer care charter and standards
- ensure the implementation of the User Involvement Policy.

Delivering efficient services and keeping any council tax increases low

To meet this priority Strategy Performance and Support Services will:

- implement a performance management framework
- develop a joint performance and strategic planning framework to ensure there is partnership responsibility for monitoring children and community care services
- pursue Quality Scotland Committed to Excellence
- enable process improvement in identified areas.

Performance Measures

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation

Service Objective: Increase Protection for Vulnerable People

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Number of staff undertaking inter departmental staff development program on people protection	1st time	Up	Nil	Frances Greig	Health & Care	People	N/A	N/A
Percentage of staff who have undergone disclosure checks	1st time	Up	Nil	Gillian Milne	People	Key Processes	N/A	N/A
Project Develop on performance measure for Children & Young People who place themselves at risk through their own behaviour	1st time	Down	Nil	Katrina Finnon	Health and care	Key Processes	N/A	N/A

Service Objective: Promote Active Citizenship

Performance measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of Children & Young Person completing questionnaires from CPCC	1st time	Up	Nil	Katrina Finnon	Health & Care	Customer Results	N/A	N/A
Percentage of children & Young People completing questionnaires following LAAC	1st time	Up	Nil	Katrina Finnon	Health & Care	Customer Results	N/A	N/A

Shared Aim: Develop more personalised services and promote greater self-determination of service users

Service Objective: Enhance Individual Responsibility and Choice

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Trends	Years
Percentage of children and young people attending or providing reports for reviews	1st time	Up	Nil	Gayl Wall	Modern Customer Services	Key Performance Results	N/A	N/A
Percentage of children and young people attending CP case conferences	1st time	Up	Nil	Gayl Wall	Modern Customer Services	Key Processes	N/A	N/A
Percentage of children and young people involved in assessments	1st time	Up	Nil	Gayl Wall	Modern Customer Services	Key Processes Customer Results	N/A	N/A

Service Objective: Involve Service Users in Planning, Delivery and Evaluation of Services

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of complaints responded to within agreed timescales.	Level 1= 16% Level 2= 15%	Up	N/A	Ray Wilson	Modern Customer Services	Key Performance Results		05 level1 18% level 2 27%

Service Objective: Enhance Rights of Citizens and Service Users								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of young people admitted secure care seen by Children's Rights Officer within 2 working days of that officer being informed	100%	100%	Nil	Gordon Frew	Health and Care	Customer Results		06/07 100%
Percentage of customers satisfied when contacting Access Team	Overall Level of helpfulness 92.2%	Up	Nil	Jane Wright	Modern Customer Services	Customer Results	NA	NA

Shared Aim: Identify and reduce disadvantage, inequality and discrimination								
Service Objective: Promote equality and diversity								
Performance Measure	**Baseline**	**Target or Direction**	**External Comparison**	**Responsible for data collection**	**Link to Strategic Theme**	**Link to EFQM Criteria**	**Previous Years Trends**	
Percentage of staff undertaking training and mental health well being policy	New indicator	100%	Nil	Frances Geig	Health & Care	People	N/A	N/A

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people

Service Objective: Develop priorities and shared goals with partners

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Implement a new performance management framework in collaboration with the CJA	Senior Officer	March 2008	March 2009	Existing resources	Existing resources	None	Community Safety	Implement a new performance management framework in collaboration with the CJA
Percentage of Children & Young People who have an integrated action plan	New Indicator	100%	Nil	Gayl Wall	Efficient Public Service	Key Performance Results	N/A	N/A

Service Objective: Plan, develop, deliver and evaluate integrated services

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of LAC attaining at least one SCQF level 3	54.7%	Up	To be confirmed	Gayl Wall	Life Long Learning	Key Performance Results	04/05 28.6%	05/06 73%
Percentage of LAC attaining at least SCQF in Maths and English	45.3%	Up	To be confirmed	Gayl Wall	Life Long Learning	Key Performance Results	04/05 21.4%	05/06 50%

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop Best Value approach to managing our people

Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Absence Percentage	Sep 07 APTC 5.9% MW 7.0%	4.9% by May 2008	Nil	Gillian Milne	People	People	Jan 05 APTC7.0 MW8.2	Sep 07 APTC5.9 MW7.0
Percentage of staff describing morale in their team as being good for the last six months.	47.7%	Up	Nil	Jenni Tocher	People	People	NA	NA
Percentage of staff who believe that there is a clear vision for social work values in this authority.	67.3%	Up	Nil	Jenni Tocher	People	People	NA	NA

Projects

Shared Aim: Promote Safer Communities which Protect our citizens from abuse and exploitation							
Service Objective: Increase Protection for Vulnerable People							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Ensure requirements are met for recording, monitoring and reporting on adult protection cases.	Tom McNeely	Jul 07	Jun 09	Existing Budget	Existing Budget	Nil	Health & Care
Service Objective: Increase Protection for Vulnerable People							
Evaluate the implementation and effectiveness of the multi-agency protocol in respect of children who put themselves at risk through their own behaviour.	Katrina Finnon	Feb 08	Dec 08	Existing Budget	Existing Budget	Nil	Health & Care
Develop and implement Child Protection Messaging IT System.	Tom McNeely	Jul 07	May 09	Existing Budget	Existing Budget	Nil	Health & Care
Develop and implement a new LAC &Child Protection IT System.	Tom McNeely	Jul 07	Jun 09	Existing Budget	Existing Budget	Nil	Health & Care

Service Objective: Increase Protection for Vulnerable People

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop, implement and evaluate an intradepartmental staff development programme on child and adult protection.	Frances Greig	April 08	April 11	Existing Budget	Existing Budget	Nil	Health & Care
Implement the requirements of vulnerable groups legislation	Gillian Milne	July 08	April 11	Existing Budget	Existing Budget	Nil	Health & Care
Develop and implement a quality assurance framework for child protection.	Katrina Finnon	Jan 08	Dec 08	Existing Budget	Existing Budget	Nil	Health & Care

Service Objective: Promote Active Citizenship

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop and implement a co-ordinated approach to local community planning.	Jenni Tocher	Feb 08	Oct 08	Existing Budget	Existing Budget	Nil	Involving Communities

Service Objective: Reduce Offending							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Design and pilot training for 'Risky Business' to multi-agency staff members and evaluate response.	K Finnon	February 2008	May 2008	Existing Budget	Existing Budget	Nil	Community Safety

Shared Aim: Develop more personalised services and promote greater self-determination of service users							
Service Objective: Involve Service Users in Planning, Delivery and Evaluation of Services							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Conduct research into the experiences of children and parents involved with the child protection service.	Katrina Finnon	Jan 08	Dec 08	Existing Budget	Existing Budget	Nil	Health & Care
Conduct research into the experiences of adults and carers involved with adult protection services.	Val MacFarlane	April 09	April 10	Existing Budget	Existing Budget	Nil	Community Safety

Service Objective: Involve Service Users in Planning, Delivery and Evaluation of Services

Implement User Involvement Policy and Action Plan.	Val MacFarlane	Nov 07	Sept 11	Existing Budget	Existing Budget	Nil	Modern Customer Services
Conduct research into the experiences of children who are looked after and accommodated and their parents.	Lynne Cameron	Feb 08	Dec 08	Existing Budget	Existing Budget	Nil	Health & Care
Design and deliver one new customer care initiative per service per year for the life of the plan	Jane Wright	April 2008	Sept 2011	Existing Budget	Existing Budget	Nil	Modern Customer Services
Conduct research into experiences of children and young people moving on from foster care and residential placements	Gordon Frew	April 2008	Dec 2008	Existing Budget	Existing Budget	Nil	Health and Care
Develop methods of evaluating the implementation and impact of the Customer Care Charter and Standards	Jane Wright	August 2006	August 2011	Existing Budget	Existing Budget	Nil	Modern Customer Services

Service Objective: Involve Service Users in Planning, Delivery and Evaluation of Services							
Revise and update the departmental public information strategy and standards	George Ireland	Dec 2006	Dec 2008	Existing Budget	Existing Budget	Nil	Modern Customer Services

Service Objective: Involve Service Users in Planning, Delivery and Evaluation of Services							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Co-ordinate and report on quality assurance activity (surveys/questionnaires) across department	Audrey McGinty	Annual Report to Directorate in 2008	2011	Existing Budget	Existing Budget	Nil	Efficient Public Services
Involve children, young people, their parents and carers in the planning, delivery and evaluation of LAAC reviews	Lynne Cameron	Feb 08	Feb 09	Existing Budget	Existing Budget	Nil	Health & Care
Involve children, young people, their parents and carers in the planning, delivery and evaluation of adoption and permanence planning	Lynne Cameron / Gail Aboim	Aug 08	Aug 09	Existing Budget	Existing Budget	Nil	Health & Care

Service Objective: Enhance Rights of Citizens and Service Users							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Ensure full implementation and evaluation of customer care standards.	Jane Wright	May 2008	Aug 2008	Existing Budget	Existing Budget	Nil	Modern Customer Services

Shared Aim: Identify and reduce disadvantage, inequality and discrimination							
Service Objective: Promote equality and diversity							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Promote equality and diversity by developing, implementing and reviewing equality action plans, implementing EQIA, and monitoring ethnicity, disability, gender and age	Ifty Chaudhry	Aug 2007	Sep 2011	Existing Budget	Existing Budget	Nil	Equality and Diversity

Service Objective: Promote Health Improvement

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Deliver staff development training based on the Health and Mental well being policy and evaluate	Katrina Finnon	Feb 08	Dec 08	Existing Budget	Existing Budget	Nil	Health & Care
Further develop the department as a health promoting organisation through deployment of the health improvement plan	Katrina Finnon	April 08	April 09	Existing Budget	Existing Budget	Nil	Health and Care

Shared Aim: Further develop partnership working that leads to improved services and better outcomes for people

Service Objective: Develop priorities and shared goals with partners

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Review and redevelop advocacy provision with full involvement of advocacy providers	Val MacFarlane		Aug 08	Existing Budget	Existing Budget	Nil	Health and Care
Develop and implement an advocacy strategy	Val MacFarlane	Aug 08	Aug 09	Existing Budget	Existing Budget	Nil	Health and Care
Strengthen departmental involvement in community planning processes	Jenni Tocher	May 08	Sept 11	Existing Budget	Existing Budget	Nil	Involving Communities

Service Objective: Plan, develop, deliver and evaluate integrated services							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop and co-ordinate implementation of 'Getting it Right for Every Child' framework	Lynne Cameron	Aug 07	Oct 11	Existing Budget	Existing Budget	Nil	Efficient Public Sector
Complete delivery of Improving Educational Attainment of Looked After Children Project.	Debbie Booth	Feb 07	May 08	Existing Budget	Existing Budget	Nil	Life Long Learning
Evaluate Improving Educational Attainment of Looked After Children Project.	Lynne Cameron	Jan 08	Oct 08	Existing Budget	Existing Budget	Nil	Life Long Learning
Develop a joint performance and strategic planning reporting framework to ensure there is partnership responsibility for monitoring children's services.	Jenni Tocher	Jan 08	Oct 08	Existing Budget	Existing Budget	Nil	Performance Reporting
Develop a joint performance and strategic planning reporting framework to ensure there is partnership responsibility for monitoring community care services	Val MacFarlane	Jan 08	Dec 08	Existing Budget	Existing Budget	Nil	Performance Reporting

Service Objective: Plan, develop, deliver and evaluate integrated services							
Develop IT systems to support Single Shared Assessment	Tom McNeely	Jan 08	Mar 09	Existing Budget	Existing Budget	Nil	Efficient Public Services
Deliver ecare priorities on single shared assessment and CP messaging	Jenni Tocher	Jan 08	Mar 09	Existing Budget	Existing Budget	Nil	Efficient Public Services
Develop, implement and evaluate a supporting people plan	Ailsa McAllister	April 08	April 09	Existing Budget	Existing Budget	Nil	Health and Care
Deliver effective integrated emergency management within SW Department	Jenni Tocher	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	Community Safety
Explore and develop more shared services with others	Jenni Tocher	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	Efficient Public Services
During lifetime of plan review vision, values and aims to ensure still fit for purpose	Jenni Tocher	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	Efficient Public Services

Service Objective: Plan, develop, deliver and evaluate integrated services							
Develop community engagement strategy and framework for social work services	Jenni Tocher	Aug 08	Aug 09	Existing Budget	Existing Budget	Nil	Involving Communities

Service Objective: Agree and address better outcomes for people							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Develop a framework for engaging service users in the determination of outcomes	Audrey McGinty	June 08	June 09	Existing Budget	Existing Budget	Nil	Health and Care
Implement and evaluate a Carers Strategy and action plan, ensuring that carers knowledge and expertise are harnessed	Joyce Barclay	Jan 08	Dec 11	Existing Budget	Existing Budget	partial SG and Community Research	Health & Care
Implement the improved outcomes for people who use community care services framework	Val MacFarlane			Existing Budget	Existing Budget	Nil	Health & Care
Develop implement, monitor and review a strategic action plan for Children & Young Person affected by substance misuse	Jenni Tocher	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	Community Safety
Develop a system of undertaking LAC exit interviews and identify areas for improvement and outcome measures	Lynne Cameron	Dec 2007	Jun 2008	Existing Budget	Existing Budget	Nil	Health and Care

Shared Aim: Continue to achieve an improved quality of service which delivers better outcomes for people

Service Objective: Achieve cultural shift to work with customers and partners

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop a public performance reporting framework that includes making maximum use of the internet as a comprehensive information source.	Ray Wilson	June 2007	Sep 2011	Existing Budget	Existing Budget	Nil	Performance Reporting

Service Objective: Develop and organisational culture of continuous improvement

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Produce an annual standards and quality monitoring report on Child Protection Standards	Katrina Finnon	Feb 08	Dec 08	Existing Budget	Existing Budget	Nil	Health and Care
Produce an annual standards and quality monitoring report on Looked After Children Standards	Lynne Cameron	Feb 08	Annually	Existing Budget	Existing Budget	Nil	Efficient Public Service
Produce an annual report to elected members in respect of children for whom the Council has Corporate Parenting Responsibility	Gayl Wall	April 08	Annually	Existing Budget	Existing Budget	Nil	Efficient Public Service

Service Objective: Develop and organisational culture of continuous improvement

Develop, implement and evaluate the use of a Performance Management Framework	Audrey McGinty	Jan 08	2011	Existing Budget	Existing Budget	Nil	Efficient Public Services
Identify and improve key processes to deliver improved outcomes for people	Audrey McGinty	Jan 08	2011	Existing Budget	Existing Budget	Nil	Efficient Public Services
Pursue Quality Scotland Committed to Excellence Recognition	Ray Wilson	Nov 07	Aug 08	£1800	Existing Budget	Nil	Efficient Public Services
Identify services to be developed/provided. Range a one stop shop approval at the new Dundee House (re word)	Jenni Tocher	Jan 08	May 10	Existing Budget	Existing Budget	Nil	Modern Customer Services

Shared Aim: Achieve Best Value and best practice in managing our people and resources

Service Objective: Develop Best Value approach for managing our physical resources

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop, implement and review business continuity plan	Val MacFarlane			Existing Budget	Existing Budget	Nil	Health and Care

Service Objective: Develop Best Value approach to knowledge management

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop and implement a records management and filing system for the Department	Joyce Chapman	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	Information Strategy
Develop K2 according to priorities defined by the IT Project Board	Tom McNeely	Dec 07	Sep 2011	Existing Budget	Existing Budget	Nil	ICT
Review Client Information Systems with a view to striking the correct balance between accessibility of information and protecting sensitive data about individuals and families	Jenni Tocher	Jan 08	Dec 08	Existing Budget	Existing Budget	Nil	Information Strategy
Service Objective: Develop Best Value approach to knowledge management							
Provide staff with the information they need to do their day to day job	Audrey McGinty	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	Information Strategy

Service Objective: Develop Best Value approach to knowledge management							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Develop the use of the departmental intranet and internet sites	Ray Wilson	Apr 2007	Sep 2011	Existing Budget	Existing Budget	Nil	Information Strategy
Service Objective: Develop Best Value approach to knowledge management							
Design and implement a departmental policy data base	Pauline Stirling	Sep 2007	May 2008	Existing Budget	Existing Budget	Nil	Information Strategy
Update implement or revise an IT strategy for the SW Department	Tom McNeely	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	ICT
Identify and implement priority actions from the Council's one stop shop integrated services strategy	Jenni Tocher	Jan 2008	Sept 2011	Existing Budget	Existing Budget	Nil	
Develop an extract of K2 to enable critical business continuity	Tom McNeely	Jan 08	Feb 09	Existing Budget	Existing Budget	Nil	ICT

Service Objective: Develop Best Value approach to managing our people							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Manage the transition of social work services to Dundee House	Jenni Tocher	Dec 07	May 11	Existing Budget	Existing Budget	Nil	People
Develop and deliver a workforce plan	Gillian Milne	Jan 08	Sept 10	Existing Budget	Existing Budget	Nil	People
Develop and deliver a staff development strategy	Frances Greig	Mar 08	Mar 09	Existing Budget	Existing Budget	Nil	People

Service Objective: Develop Best Value approach to managing our people							
Review and Update Human Resource Strategy	Gillian Milne	Mar 08	Oct 08	Existing Budget	Existing Budget	Nil	People
Review and update safe systems of work for staff undertaking lone working	Gillian Milne	Feb 08	Dec 08	Existing Budget	Existing Budget	Nil	Health and Safety
Pursue Healthy Working Lives Gold Award	Katrina Finnon		Dec 09	£7,500	Existing Budget	Nil	People

Service Objective: Develop Best Value approach to managing our people							
Implement Single Status	Gillian Milne	Nov 07	Nov 08	Existing Budget	Existing Budget	Nil	People
Carry out an annual staff survey and follow up action plan	Ray Wilson	Dec 2007	Mar 2008	Existing Budget	Existing Budget	Nil	People
Determine ways of encouraging creativity and innovation across all services	Jenni Tocher	June 08	June 09	Existing Budget	Existing Budget	Nil	Efficient Public Services
Review and update department Health & Safety Policy	Bruce Davidson			Existing Budget	Existing Budget	Nil	Health and Safety
Seek to maintain IiP Status	Ray Wilson	Feb 2008	Dec 2008	£4000	Nil	Nil	People
Ensure that CPD is covered in supervision and that all SSSC registered staff compile portfolios and keep them updated.	France Greig/Gillian Milne	April 08	Sept 11	Existing budget	Existing budget		People
Implement services and buildings Health and Safety policy	Bruce Davidson	April 2008	October 2008	Existing budget	Existing budget	Nil	Health and Safety
Review implementation of SSSC Codes of Practice	Gillian Milne	Oct 08	Oct 09	Existing budget	Existing budget	Nil	People

Service Objective: Develop Best Value approach to managing our people							
Further develop communication by senior managers	Ray Wilson			Existing budget	Existing budget	Nil	People
Evaluate implementation of "Effective Support to Staff and Good Practice in Management" policies and strategies	Jenni Tocher	May 08	Sept 11	Existing budget	Existing budget	Nil	People
Determine feasibility of pursuing Charter Mark Status	Ray Wilson	Nov 2007	Dec 2008	£5000	Nil	Nil	Modern Customer Services

Service Objective: Develop Best Value approach to managing our financial resources							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Develop a sound commissioning strategy which matches service development to need	Jenni Tocher	Feb 08		Existing Budget	Existing Budget	Nil	Efficient Public Services
Objectives 7 (a) - (d) - create an up to date risk register, integrated with the service plan and incorporating risk management arrangements	Val MacFarlane	Mar 08	Sept 11	Existing Budget	Existing Budget	Nil	Efficient Public Services

Service Objective: Develop and implement an effective Performance Management approach							
Project Description	**Lead Officer**	**Start Date**	**End Date**	**Revenue Budget Allocation**	**Capital Budget**	**External Funding (state source)**	**Strategic Theme**
Evaluate the implementation of the absence management policy and procedures	Gillian Milne	May 08	Sept 11	Existing Budget	Existing Budget	Nil	People
Develop joint outcomes for all themed groups	Audrey McGinty	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	People
Ensure all key services delivery areas have integrated strategic plans which incorporate robust performance management, workforce planning and financial planning	Jenni Tocher	Jan 08	Sept 11	Existing Budget	Existing Budget	Nil	Efficient Public Services
Service Objective: Develop and implement an effective Performance Management approach							
Develop the use of Resource Link to provide robust employee resources performance management information	Gillian Milne	June 08	Sept 11	Existing Budget	Existing Budget	Nil	Efficient Public Services
Enable process improvement in defined areas	Audrey McGinty	Feb 08	Sept 11	Existing Budget	N/A	Nil	Efficient Public Services

Risk Register					
Service Objective	**Nature of risk**	**Overall Assessment of Probability and Severity** **(P * S)**	**Risk Controls**	**Business Continuity Implications**	**Lead Officer**
Service delivery to vulnerable people	Workforce depleted by Severe weather		Severe weather contingency plan	Yes	Val MacFarlane
Service delivery to vulnerable people	IT System Failure across the department		Stand alone backup PC for essential services	Yes	Tom McNeely
Service delivery to vulnerable people	Flu pandemic affecting a significant proportion of the workforce		Flu pandemic plan in place	Yes	Jenni Tocher

STRATEGIC FINANCIAL OUTLOOK AND FINANCIAL PLAN

The Social Work Department faces significant pressures within revenue and capital budgets over the service planning period. The impact of a continuing tight financial settlement over the 3 year period and a growing demand for Social Work services will present the Department with significant challenges in relation to the allocation of limited resources.

Most areas of the service face increased financial pressures but, over the 3 year period the following areas in particular will be subject to intense demands including:

- provision of services to adults with learning and physical disabilities, mental health problems and substance misuse in both day care and accommodation with support settings;
- increased number of looked after children resulting in the need for increased foster placements, kinship care and secure and residential care;
- development of services for older people to reflect an ageing, more vulnerable population while reducing delayed discharges from hospital, investing in home care supports and developing housing with care; and
- investment to ensure the key national policy of shifting the balance of care is achieved.

Dundee City Council has moved to address some of these issues within the 2008/09 Revenue Budget process by directing resources to these services. However, due to the social problems within the city, demand for Social Services will continue to grow and further additional resources will be required in the medium term to support the most vulnerable members of the population. The Department will continue to explore more effective ways of working and reinvest any efficiency savings into direct service provision.

The service will also need to adapt to the recent changes in national funding policy through the removal of ring-fenced funding from the Scottish Government in the local government finance settlement from 2008/09 onwards. Although most of these funds have continued to be provided within Dundee City Council's block grant, a number of these funding streams are at a reduced level and the Department will re-structure services in a way that minimises the impact on the provision of services.

The Social Work Department also faces challenges in ensuring its' workforce meets the required standards as set out by the Scottish Social Services Council and will therefore invest significantly in developing the workforce.

Complying with Care Commission standards both in the standard of care provided and the suitability of accommodation and premises will also require particular investment over the service plan period.

The Criminal Justice Service, which is 100% funded from the Scottish Government, will be subject to a reduced level of funding in real terms, at a time when the need for the provision of services to reduce re-offending has never been greater. The service will work with its partners within the Community Justice Authority to ensure best value is achieved within the resources available.

Indicative Financial Resources Available

1   Revenue Budget - the following amounts are included in the Council's current 3-Year Revenue Budget (Provisional): *Update post 14th Feb?*

	2007/08 £000	2008/09 £000	2009/10 £000
Total	69,338	75,016	76,378

2   Capital Budget - the following amounts are included in the Council's current 3-Year Capital Plan:

	2007/08 £000	2008/09 £000	2009/10 £000
Total	2,548	1,000	1,000

3   Other Financial Resources - the following amounts are also available to the Department:

	2007/08 £000	2008/09 £000	2009/10
Changing Children's Services Fund	935	(inc in budget)	(inc in budget)
Intensive Support & Monitoring Services	622	(inc in budget)	(inc in budget)
Improving Educational Attainment of Looked After Children	202	(inc in budget)	(inc in budget)
Improving Fostering & Adoption	123	(inc in budget)	(inc in budget)
Corporate Parenting	92	-	-
Working for Families	105	-	-
Additional Specific Training Grant	92	-	-
Telesure Project	71	-	-
Children's Hearings : Non Offence Referrals to the Children's Reporter	9	-	-
Training & Development for Foster and Kinship Carers	429	-	-
Total	2,680	x,xxx	x,xxx