

**REPORT TO: SOCIAL WORK COMMITTEE**  
**REPORT ON: SOCIAL WORK DEPARTMENT SERVICE PLAN**  
**REPORT BY: DIRECTOR OF SOCIAL WORK**  
**REPORT NO: 422-2000**

**1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to seek approval of the Social Work Department Service Plan Progress Update for 2000.

**2.0 RECOMMENDATIONS**

2.1 That the committee approves the Social Work Department Service Plan Progress Update for 2000 contained in Appendix 1.

**3.0 FINANCIAL IMPLICATIONS**

3.1 Projected net revenue expenditure is identified for the 3 years of the Plan within the 1999-2002 Plan.

3.2 Projected capital expenditure will be updated in line with approved Financial Plans.

**4.0 LOCAL AGENDA IMPLICATIONS**

4.1 The targets in this Plan will be delivered in line with the principles of integrating policy, participation and partnerships.

**5.0 EQUAL OPPORTUNITIES IMPLICATIONS**

5.1 The Department will promote and monitor the Council's equal opportunities policies.

**6.0 BACKGROUND**

6.1 The Council adopted a new 3 year plan on 18 October 1999. This contained a commitment that each Director would present to Committee a Service Plan itemising for each service the key performance indicators with targets for the three years and the cost budgeted for the service. This will help ensure the Council provides good and efficient services that are Best Value.

6.2 The Social Work Department Service Plan 1999-2002 was thereafter approved by the Social Work Committee on 15 November 1999

6.3 The Social Work Department Service Plan Progress Update contains information relating to achievement against targets and measures contained within the Social Work Department Service Plan 1999-2002.

**7.0 CONSULTATION**

7.1 The Chief Executive has been consulted upon the contents of this report.

8.0 BACKGROUND PAPERS

The Council's Plan – Policy and Resources Committee, 18 October 1999  
Public Performance Reporting, Policy and Resources Committee, 11 October 1999  
Social Work Department Service Plan – Social Work Committee 15 November 1999

9.0 SIGNATURE

Director of Social Work .....

Date .....

## **APPENDIX 1**

### **SOCIAL WORK SERVICE PLAN PROGRESS UPDATE**

<b>CHILDREN'S SERVICES</b>	<b>2</b>
<b>COMMUNITY CARE</b>	<b>8</b>
<b>CRIMINAL JUSTICE</b>	<b>11</b>
<b>STRATEGIC PLANNING</b>	<b>14</b>
<b>SUPPORT SERVICES</b>	<b>17</b>

# CHILDREN'S SERVICES

The Children's Services aim is to

- Support families to care for their children and prevent the need for children to be looked after away from home
- Increase equality of access to social work services for all children in need including those affected by disabilities
- Decrease offending by young people and in the number of offenders who are dealt with by the adult court system
- Provide quality care when children are required to be away from home

## Better and Quicker Decision Making

Key Performance Indicators	Baseline	Target	Position as at May 2000
Availability of information	<ul style="list-style-type: none"> <li>• 80% of reports submitted on time (previous criteria)</li> </ul>	<p>The processing of Children's Hearing Cases - by March 2000</p> <ul style="list-style-type: none"> <li>• 100% of referrals made to the Reporter within 5 working days of a case conference</li> <li>• 75% of reports submitted within 20 working days of the date of request</li> </ul>	<p>A survey of children case conferenced in March was undertaken for the purpose of reporting back to the Time Intervals Working Group</p> <ul style="list-style-type: none"> <li>• 100% achieved</li> <li>• 63% (Of the 27 reports requested, 17 were submitted on time)</li> </ul>

### Partnerships/Working together locally

Key Performance Indicators	Baseline	Target	Position as at May 2000
Targeting of services to offer support to children in need (0-12 years), their parents and carers	<ul style="list-style-type: none"> <li>• None</li> <li>• Average of 5 families per centre</li> <li>• 83%</li> </ul>	<ul style="list-style-type: none"> <li>• 1 integrated education and social work provision by April 2000 and at least 1 additional facility each year thereafter</li> <li>• Each child and family centre providing at least 8 families with home based support by April 2000</li> <li>• At least 90% of children in need, assessed as requiring a service from a child and family centre will receive that service each year</li> </ul>	<ul style="list-style-type: none"> <li>• Reports have been submitted to Committee recommending integrated early years provision in two locations and the establishment of outreach worker posts</li> <li>• Average 7 families</li> <li>• Information is collected weekly from child and family centres. Details will be included in the Children's Services Plan</li> <li>• Early Years and Childcare plan now published</li> </ul>

### Delivering Best Value

Key Performance Indicators	Baseline	Target	Position as at May 2000
Services designed to meet people's needs	<ul style="list-style-type: none"> <li>• 100% satisfaction with the quality of the Children's Rights service</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain this level of satisfaction</li> </ul>	A method needs to be developed for measuring satisfaction with the new service commissioned from Who Cares Scotland

## Listening and Responding to Service Users and their Carers

Key Performance Indicators	Baseline	Target	Position as at May 2000
Percentage of children looked after away from home in other family placements who feel safe, secure and cared for	<ul style="list-style-type: none"> <li>• 89%</li> </ul>	<ul style="list-style-type: none"> <li>• At least 95% each year</li> </ul>	There is no system currently in place for regularly measuring young peoples' feelings of safety and security. The baseline figure was derived from consultation undertaken in relation to the Best Value Review of Family Placement Services. The LAC materials also include a review report for children to complete. A survey of those completed is to be undertaken as a method of ascertaining performance against this objective
Percentage of carers offered assessment of needs	<ul style="list-style-type: none"> <li>• Baseline to be established</li> </ul>	<ul style="list-style-type: none"> <li>• 100% by 2002</li> </ul>	Decision has been taken that the Child Health Team should undertake these assessments. Work is in progress in relation to the assessment protocol – draft to be ready by the beginning of July

## Caring for People at Home

Key Performance Indicators	Baseline	Target	Position as at May 2000
<p>Proportion of services provided to care for young people at home rather than in residential care</p>	<ul style="list-style-type: none"> <li>• 378 children looked after</li>   <li>• Children looked after by placement type and as a % of the total number looked after (as at 31.3.99)               <ul style="list-style-type: none"> <li>a) at home – 138 (37%)</li> <li>b) in other placements – 184 (50%)</li> <li>c) in residential accommodation – 50 (13%)</li> </ul> </li>   <li>• 79% of children aged 0-17 with disabilities receiving respite as a % of the total assessed as requiring respite care for the year to 31.3.99</li> </ul>	<p>Reduce by 4 in each geographical area (16) by April 2000 and each year thereafter</p> <ul style="list-style-type: none"> <li>a) Increase to 50% by 2001</li> <li>b) Reduce to 40% by 2001</li> <li>c) Reduce by -               <ul style="list-style-type: none"> <li>10% by 2001</li> <li>20% by 2002</li> </ul> </li>   <li>• 85% by 2001</li> </ul>	<ul style="list-style-type: none"> <li>• 408 children looked after as at 31 March 2000</li>   <li>a) 32.1% ie 131 children at home at 31 March 2000</li> <li>b) 54.9% ie 224 children in other community placements at 31 March 2000</li> <li>c) 13% ie 53 children in residential accommodation at 31 March 2000</li>   <li>In the longer term, current service developments will begin to achieve a shift in the balance of care and a reduction in numbers of the looked after children</li>   <li>• 90% of children with disabilities who have been assessed as requiring respite have received at least one episode of care</li> </ul>

## Tackling Inequalities

Key Performance Indicators	Baseline	Target	Position as at May 2000
<p>The education of children looked after away from home in local authority residential units:</p> <p>a) the % in full time education</p> <p>b) the % in part time education</p> <p>c) the number excluded from school</p> <p>d) the attendance rate</p>	<p>As at 26 September 1999</p> <p>a) 80%</p> <p>b) 11%</p> <p>c) to be established</p> <p>d) 60%</p>	<p>a) Increase to 90%</p> <p>b) Reduce to 10% by 2001</p> <p>c) Reduce by 15% per year by Sept 2002</p> <p>d) Increase to 75% by 2001</p>	<p>Draft Education Policy for Looked After Children completed</p> <p>Draft Policy on Services to Children who are Looked After including Social Work, Health and Education in preparation</p> <p>a) &amp; b) At week ending 2 April there were 20 young people resident in our units. 12 (60% of these young people were in full-time education and 8 (40%) were in part-time arrangements</p> <p>c) Weekly returns from residential units for the period Aug 99 to March 2000 show 17 young people excluded for a total of 441 half days</p> <p>d) Of a possible 180 attendances during census week, ie 180 half days, there were 88 non-attendances. Attendance was therefore 51%</p> <p>Implementation of the above policies will assist us to improve our performance on these indicators</p>



## Community Safety

Key Performance Indicators	Baseline	Target	Position as at May 2000
Measures to improve child protection	<p>For the year to 31 March 1999:</p> <ul style="list-style-type: none"> <li>• 237 aged under 16 were subject to a child protection investigation (Rate 7.3 per 1000 of the population)</li> <li>• 100% of children on child protection register have a child protection plan</li> <li>• 44 children on the child protection register at 31.3.99</li> <li>• Average time for a child's name to remain on the register is 40.41 weeks</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce to Rate 5.0 by 2001</li> <li>• Maintain</li> <li>• Maintain at under 50</li> <li>• Maintain</li> </ul>	<ul style="list-style-type: none"> <li>• 166 children were referred for child protection investigation to 31 March 2000 (rate 5.8 per 1000 of the population)</li> <li>• 100%</li> <li>• 42 children on the register as at 31 March 2000</li> <li>• Average time for a child's name to remain on the register has reduced to 31.26 weeks</li> </ul>

*Manager - Graham Oliver*

# COMMUNITY CARE

- To promote the social welfare of vulnerable adults by enabling them to live at home or in homely settings rather than being admitted to institutional care

## Better and Quicker Decision Making

Key Performance Indicators	Baseline	Target	Position as at May 2000
Time taken to complete assessments of need	<ul style="list-style-type: none"> <li>• Average time of 3.3 weeks to complete assessment as at 31 March 99</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce average time to 3 weeks by 31 March 2002</li> </ul>	<ul style="list-style-type: none"> <li>• Average time has fallen from 3.3 weeks in 1999 to 3.1 weeks as at 31 March 2000</li> </ul>

## Partnerships/Working Together Locally

Key Performance Indicators	Baseline	Target	Position as at May 2000
Effective Partnerships with other departments and agencies	<ul style="list-style-type: none"> <li>• 27 partnerships with independent sector providers as at 31 March 1999</li> </ul>	<ul style="list-style-type: none"> <li>• Increase by 6 by 31 March 2002</li> </ul>	<ul style="list-style-type: none"> <li>• 3 additional partnerships have been entered into at 31 March 2000</li> </ul>

## Delivering Best Value

Key Performance Indicators	Baseline	Target	Position as at May 2000
Services designed to meet people's needs	<ul style="list-style-type: none"> <li>• 74% of service users are satisfied with home care services</li> </ul>	<ul style="list-style-type: none"> <li>• At least 95% by 31 March 2002</li> </ul>	<ul style="list-style-type: none"> <li>• A method to capture this information on a regular basis is still to be established</li> </ul>

## Listening and Responding to Service Users and their Carers

Key Performance Indicators	Baseline	Target	Position as at May 2000
Services developed in consultation with service users or their carers	<ul style="list-style-type: none"> <li>Review of older people services developed in consultation with service users</li> </ul>	<ul style="list-style-type: none"> <li>Involve service users in the review of day services in all care groups by 31 March 2001</li> </ul>	<ul style="list-style-type: none"> <li>A report has been submitted to Social Work Committee - Consultation took place with service users in December 1999 and January 2000</li> </ul>
Percentage of carers offered assessment of needs	<ul style="list-style-type: none"> <li>Baseline to be established</li> </ul>	<ul style="list-style-type: none"> <li>100% by April 2002</li> </ul>	<ul style="list-style-type: none"> <li>Measurement still in process of being established</li> </ul>

## Caring for People at Home

Key Performance Indicators	Baseline	Target	Position as at May 2000
Proportion of services provided to care for adults in their own homes rather than in institutional care	<ul style="list-style-type: none"> <li>Current expenditure 43% Residential 57% Cared for at home as at 31 March 1999</li> <li>A baseline expressing this balance in numbers of people to be established</li> </ul>	<ul style="list-style-type: none"> <li>Expenditure 40% Residential 60% Cared for at home by April 2001</li> <li>Measure this balance in numbers of people by 31 March 2000</li> <li>Decrease number of people in residential care year on year</li> </ul>	<ul style="list-style-type: none"> <li>This information is currently being calculated</li> <li>People - A method for working out the balance of care in terms of the number of people has not yet been devised</li> </ul>

## Tackling Inequalities

Key Performance Indicators	Baseline	Target	Position as at May 2000
Range of community based day care	<ul style="list-style-type: none"> <li>• A baseline for measuring this to be established</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce measure by 31 March 2000</li> <li>• Shift balance more positively year on year towards community based day care</li> </ul>	<ul style="list-style-type: none"> <li>• Consideration is being given as to the reformulation of this indicator</li> </ul>

*Manager - Laura Bannerman*

## CRIMINAL JUSTICE

- To promote social inclusion by providing credible alternatives to custodial sentences
- To help make Dundee a City with less crime and fewer victims
- To offer Best Value and to continue improving our service

### Partnerships/Working together locally

Key Performance Indicators	Baseline	Target	Position as at May 2000
Risk assessment for potentially dangerous criminals	<ul style="list-style-type: none"> <li>• A multi-agency Public Protection Forum to oversee risk assessment for potentially dangerous offenders has been established</li> <li>• All registered sex offenders subject to a joint Police/Social Work risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Review effectiveness of Public Protection Forum by 2001</li> <li>• Continue 3 monthly sex offender review meetings ongoing with police</li> </ul>	<ul style="list-style-type: none"> <li>• Review in progress</li> <li>• Maintained</li> </ul>
Effective partnerships with agencies to tackle drug related offending	<ul style="list-style-type: none"> <li>• Dundee Drug Action team established</li> <li>• Existing Corporate Drugs Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Dundee Drug Action Plan prepared by April 2000</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> </ul>

**Delivering Best Value**

<b>Key Performance Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Position as at May 2000</b>
Services designed to meet people's needs	<ul style="list-style-type: none"> <li>• 80% of clients felt that Supervised Attendance Order had reduced the likelihood of them re-offending</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum – maintain at 80%</li> <li>• Optimum – increase by 2% annually</li> </ul>	<ul style="list-style-type: none"> <li>• 75% (statistically within target range for sample)</li> </ul>
	<ul style="list-style-type: none"> <li>• 28% of people improved, showing a positive change in attitude following successful completion of the NCH scheme</li> </ul>	<ul style="list-style-type: none"> <li>• 5% improvement each year</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved</li> </ul>
	<ul style="list-style-type: none"> <li>• 83% satisfied with the Out of Hours service</li> </ul>	<ul style="list-style-type: none"> <li>• 88% by Sept 2000</li> </ul>	<p>Currently establishing effective ways of measuring satisfaction for September target date.</p>

## Community Safety

Key Performance Indicators	Baseline	Target	Position as at May 2000
<p>Alternatives to custodial sentences for offenders</p>	<ul style="list-style-type: none"> <li>• East Port House has opened</li> <li>• Occupancy rate: 70% for males and 40% for females</li> <li>• Work on 'ending offending' not yet fully structured</li> <li>• Take up rates for Alternatives to Custody Programme - 1998-1999: 47 orders made</li> </ul>	<ul style="list-style-type: none"> <li>• Further develop East Port House to offer a constructive alternative to custody for offenders who require an enhanced level of supervision</li> <li>• Increase to 80% occupancy for males and 50% for females by April 2000 and 80% for both thereafter</li> <li>• 50% of residents to undertake structured programmes for 'ending offending'</li> <li>• Increase to at least 50 per annum (150 over the period of the plan)</li> </ul>	<ul style="list-style-type: none"> <li>• Continued progress including plans to appoint a group worker</li> <li>• At March 2000: 77% occupancy for males and 49% occupancy for females</li> <li>• Information not yet available</li> <li>• 50 referrals and 40 cases (target not yet met)</li> </ul>
<p>Risk assessment of potentially dangerous offenders</p>	<ul style="list-style-type: none"> <li>• 100% referred sex offenders subject to rigorous risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained</li> </ul>

*Manager - Alan Baird*

# STRATEGIC PLANNING

Promote social welfare by

- Improving policy and planning
- Providing a framework against which improvement in the development and delivery of Social Work services can be measured
- Address inequalities by promoting an anti-poverty approach to the development and delivery of social work services

## Better and Quicker Decision Making

Key Performance Indicators	Baseline	Target	Position as at May 2000
Percentage of complaints responded to within agreed timescales and to the complainant's satisfaction	<ul style="list-style-type: none"> <li>• 42% of formal complaints responded to within 28 days</li> <li>• 80% of all formal complaints resolved to the complainant's satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Increase of 10% each year</li> <li>• 90% by 2001</li> <li>• 95% by 2002</li> </ul>	<ul style="list-style-type: none"> <li>• 31% of formal complaints responded to within 28 days with additional 24% responded within an agreed extended timescale with the complainant (total 55%)</li> </ul> <p>The meaningful figure here is therefore 55% responded to within agreed timescale. A number of complaints are ongoing and remain within an agreed negotiated timescale.</p> <ul style="list-style-type: none"> <li>• 18% were responded to outwith agreed timescale</li> <li>• 56% of completed complaints were resolved to the complainants satisfaction</li> </ul> <p>The remaining 44% are currently subject to further avenues of investigation and remain pending at this time.</p>
Availability of information	<ul style="list-style-type: none"> <li>• Information Strategy in Development</li> <li>• 100% of performance information returned on time</li> <li>• 100% of statutory plans prepared within agreed timescales</li> </ul>	<ul style="list-style-type: none"> <li>• Completed by December 1999</li> <li>• Maintain return rate</li> <li>• Maintain success rate</li> <li>• Policy database on Council Website by December 2000</li> </ul>	<ul style="list-style-type: none"> <li>• Draft strategy completed</li> <li>• Maintained</li> <li>• Maintained</li> <li>• Due December 2000</li> </ul>



## Listening and Responding to Service Users and their Carers

Key Performance Indicators	Baseline	Target	Position as at May 2000
<p>Services developed in consultation with service users or their carers</p>	<ul style="list-style-type: none"> <li>• Revised procedures in place for children's services</li>   <li>• Standards in place for residential care</li> </ul>	<ul style="list-style-type: none"> <li>• Current procedures for adult services revised by April 2000</li> <li>• Framework for revised adult procedures by April 2001</li> <li>• Standards in place for all children and Adult services by September 2002 - 3 year cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li>   <li>• Ongoing</li>   <li>• Standards now in place for day care standards for under 8's</li> <li>• Standards for disability information and advice now being developed</li> </ul>

### Partnerships/Working together locally

Key Performance Indicators	Baseline	Target	Position as at May 2000
Effective partnerships with other departments and agencies	<ul style="list-style-type: none"> <li>6 joint service procedures with other agencies in place</li> </ul>	<ul style="list-style-type: none"> <li>Increase by further 6 by April 2001</li> </ul>	<ul style="list-style-type: none"> <li>Joint policy on looked after children including education, health and social care needs</li> <li>Joint protocol on admissions to respite care for children with disabilities</li> <li>Joint protocol for assessment of children with respite needs</li> <li>By August 2000 joint assessment protocol meeting the needs of young carers</li> <li>Joint protocol with Housing for assessment of needs of anti social tenants</li> <li>Joint database for educational attendance by children and young people in residential units</li> <li>Joint budget with Education for residential placement</li> </ul>

### Delivering Best Value

Key Performance Indicators	Baseline	Target	Position as at May 2000
Monitoring of service quality	<ul style="list-style-type: none"> <li>An average of 2 inspections of each registered and local authority residential unit</li> </ul>	<ul style="list-style-type: none"> <li>Increase by 5% each year</li> </ul>	An average of 2 inspections of each registered and local authority residential unit was maintained

## SUPPORT SERVICES

The Support Services aims are –

- To enhance the ability of the social work department to deliver high quality services through the provision of effective and efficient support
- To provide a courteous, efficient and helpful service to those service users with whom we deal directly

### Better and Quicker Decision Making

Key Performance Indicators	Baseline	Target	Position as at May 2000
Availability of information	<ul style="list-style-type: none"> <li>• 42% of social work sites connected to network</li> <li>• 87% of PCs / NCs that access email and network services</li> <li>• 60% of relevant staff trained in core IT skills (email, basic querying)</li> <li>• 21% of staff with budget responsibility know how to access and use Financial Information</li> </ul>	<ul style="list-style-type: none"> <li>• 75% by March 2000 100% by March 2001</li> <li>• 95% by March 2000 100% by March 2001</li> <li>• 80% by March 100% by 31/03/2001</li> <li>• 50% by 31/03/2000 98% each year by 31/03/2001</li> </ul>	<ul style="list-style-type: none"> <li>• 75% by 31/03/00</li> <li>• 95% by 31/03/00</li> <li>• 80% by 31/03/00</li> <li>• 24% know how to access financial information</li> <li>• 48% know how to use financial information</li> </ul>

### Partnerships/Working together locally

Key Performance Indicators	Baseline	Target	Position as at May 2000
Joint training arrangements	<ul style="list-style-type: none"> <li>8 joint training programmes with health and education</li> </ul>	<ul style="list-style-type: none"> <li>Increase by 25% by 2001 and 50% by 2002</li> </ul>	9 joint training programmes

### Delivering Best Value

Key Performance Indicators	Baseline	Target	Position as at May 2000
Better trained workforce	<ul style="list-style-type: none"> <li>Measurement tool being developed to identify the percentage of staff whose work performance improves after training</li> <li>21 % of staff with vocational qualifications at 1/9/99</li> <li>Percentage of other identified training needs met will be established within review of staff development plan -</li> </ul>	<ul style="list-style-type: none"> <li>50% training evaluated and 80% of course participants have improvement level of 70%+ by 2001</li> <li>80% of training evaluated by 2002</li> <li>68% by 1/9/2002</li> <li>44% by 2000</li> <li>85% by 2001</li> <li>100% by 2002</li> </ul>	<ul style="list-style-type: none"> <li>Measurement systems now in place for 3 main areas of training – Certificate of Home Care Practice Moving and Handling Introductory Certificate in Management</li> <li>Percentage of staff with vocational qualifications at 30/4/00 - <b>25%</b> ( the apparent slow increase in this % is due to the increase of staff who are eligible for a vocational qualification i.e. increase in number of SCO" in Home Care and small increase in number of staff in residential child care. The rate of progress itself has not changed)</li> <li>Staff development plan now in place but full workforce training analysis still to be completed</li> </ul>

	April 2000		
Profile of the workforce to meet changing needs of service users	<ul style="list-style-type: none"> <li>40% of permanent employees on contracts extending beyond 9 to 5 weekday working</li> <li>6 different existing models of working (1773 permanent employees involved)</li> </ul>	<ul style="list-style-type: none"> <li>Increase to 60% by April 2001 and 70% by April 2002</li> <li>Increase to 10 by April 2002</li> </ul>	<ul style="list-style-type: none"> <li>40%</li> <li>7 models</li> </ul>
Choice, availability and flexibility for service users	<ul style="list-style-type: none"> <li>Establishment of Approved Providers List to increase range of service providers for home care</li> </ul>	<ul style="list-style-type: none"> <li>Additional service areas by April 2002</li> </ul>	<ul style="list-style-type: none"> <li>APL for learning disability and mental health in progress – to report to Committee in August 2000</li> </ul>
Monitoring of service quality	<ul style="list-style-type: none"> <li>Prioritised list for review of agreements and contract compliance established</li> </ul>	<ul style="list-style-type: none"> <li>100% agreements to have been reviewed/checked for compliance by April 2002 based on 3 year programme of review</li> </ul>	<ul style="list-style-type: none"> <li>6 agreements reviewed in detail as at May 2000</li> </ul>

### Tackling Inequalities

Key Performance Indicators	Baseline	Target	Position as at May 2000
Promotion of social inclusion through employment opportunities	<ul style="list-style-type: none"> <li>16 employees/people in placements recruited via special supported employment</li> <li>2 schemes</li> </ul>	<ul style="list-style-type: none"> <li>50 people by April 2002</li> <li>8 schemes by April 2002</li> </ul>	<ul style="list-style-type: none"> <li>18 people</li> <li>4 schemes</li> </ul>
Success of Welfare Rights service in claims awarded against claims made	<ul style="list-style-type: none"> <li>74% of claims awarded against claims made - Value £1,855,524</li> </ul>	<ul style="list-style-type: none"> <li>Maintain percentage</li> </ul>	<ul style="list-style-type: none"> <li>68.5% of claims awarded against claims made (due to some claims made and then not pursued by claimant)</li> <li>Value £1,902,446</li> </ul>

*Manager - Alison MacKay*