

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE – 13 AUGUST 2007

REPORT ON: REVIEW OF SOCIAL WORK DEPARTMENT SERVICE PLAN 2003-2007

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 406 - 2007

1.0 PURPOSE OF THE REPORT

1.1 This report provides committee members with information on the progress of the major activities outlined in Dundee City Council Social Work Department Service Plan 2003 – 2007. A print out of the Corporate Performance Monitoring Database, Social Work performance indicators and projects requiring approval for extensions are included as appendices.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Social Work and Health Committee;

2.1.1 Note the content of this report and;
approve the extension for significant projects to be carried on to the new service plan. These are detailed in Appendix 3

3.0 FINANCIAL IMPLICATIONS

3.1 Projected net revenue expenditure is identified for the four years of the Plan. However, these will be updated in line with the annual approved Revenue Budgets.

3.2 Capital Plan expenditure is identified subject to the decision of the Council on the three year Capital Plan. Projected Capital expenditure will be updated in line with approved Financial Plans.

4.0 SUSTAINABILITY POLICY IMPLICATIONS

There are no sustainability policy implications.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

During the implementation of the Plan we will be acting to secure equal opportunities for all Dundee's citizens, this will involve both the elimination of discrimination and the use of positive action measures to ensure that employment opportunities, service provision and access to civic life are bias free and made equally and easily available.

6.0 BACKGROUND

5.0 Dundee City Council adopted a Council Plan on 20th October 2003. The Council Plan sets out the key strategic objectives for the authority over the next four years, and provides a framework for the development of detailed service plans.

Dundee City Council approved the Social Work Department Service Plan 2003–2007 in January 2004. Building on previous service planning, this Plan set a strategic direction for the development and delivery of Social Work Services in the City. It provides details of key objectives, projects and performance measures. It also gives information about what the Department plans to do to improve customer satisfaction and meet the needs of its staff. The Plan will help to ensure that the Council provides good and efficient services that demonstrate Best Value.

Dundee City Council Social Work Department has reviewed progress against its Service Plan 2003–2007. As well as reporting on what progress has been made there has been activity in preparing the ground for a new Service Plan for the period following 2007.

A range of key achievements from each service and areas for improvement are detailed below.

7.0 KEY ACHIEVEMENTS

7.1 Community Care Services

- Assessment time for community care services improved further.
- The council exceeded its target for delayed discharge.
- Unmet need and waiting times were reported regularly to Social Work Committee and waiting for Free Personal Care in home care were reduced to zero over the year.
- The council increased investment in older people services and consequently the provision of care at home was increased and the numbers of people receiving intensive home care (more than 10 hours) increased.
- Work is has been completed on the development of the joint equipment store.
- Significant progress has been made on the re-provisioning of Janet Brougham residential care unit for older people.
- The implementation of the Tayside-wide mental health review was progressed with increased investment in community services in Dundee for people with mental health problems.
- Accommodation with care for people with learning disabilities were extended further.
- A direct access service for people with drug & alcohol problems was commissioned from the voluntary sector and a very successful event was run for people most marginalised by their drugs or alcohol problems.

- Integrated working was developed further with the Learning Disability service manager taking responsibility for the community team of health and social work on behalf of the partnerships.
- Consultation and development work began on the production of joint strategy and commissioning frameworks for older people, learning disability and mental health.
- Agreement was reached on a joint performance framework between health and social work.
- Staff communication events took place during the year and arrangements were made for further events during 2007/08.

7.2 Children's Services

- Re-alignment has taken place and some adjustments have been made to team size to reflect assessed locality need. New work is now being allocated by school catchments.
- Joint Action Teams (JATs) had operational procedure agreed and the JATs are to be implemented by start of the new school term at the latest.
- Twice yearly meetings with all staff are in place to consult on strategic priorities. The Extended Children's Services Management Team Meeting includes all first line managers in the service, so that opinions are sought from all levels in the organisation.
- Statutory indicators on attainment of Looked After Children (LAC) are significantly better than national average and LAC Project and Co-ordinator fully operational.
- Reduction in Persistent Young Offenders (17%) continues to be significantly above the 10% national target and above most other authorities in the country.
- Residential Services Care Commission Inspection reports are very positive for all the Children's units.
- Foster care - recruited 14 new carers last year as part of a high profile recruitment campaign.
- Establishment of multi-agency pre-referral screening mechanisms for child care concern referrals and offence related referrals, resulting in significant reduction in referrals to the Reporter and appropriate diversion into preventative services. This is being included in Audit Scotland's annual report as an example of good *Getting it Right for Every Child* practice nationally. A number of other authorities also wish to visit us in this regard.
- Dundee City Council is piloting the Draft National Good Practice Guidance on visually recording joint investigative interviews with children.

- Agreed with other agencies a Protocol on the Sharing of Information between agencies in Dundee about Children and Families Who Are Missing.
- 81.4% of Children's Services case holding practitioners have completed or are undertaking accredited child protection training.
- Employee development reviews have been undertaken with all service managers and is being rolled out to senior social workers and staff, along with personal development plans and personal action plans.
- The Children's Services Health and Safety Group is now operational.
- A workload management system is now operational that will assist managers to effectively target resources.
- Self-evaluation is in place in fieldwork teams through use of "How Good is Our Team" This is a framework developed and promoted by the Scottish Executive to improve outcomes for service users.

7.3 Criminal Justice Services

- Revised arrangements for high-risk offenders have been put in place within Dundee and across the Tayside Criminal Justice Partnership. A new Public Protection Team has been established within Dundee which works closely with Police, Scottish Prison Service and Housing to manage the risks presented by high-risk offenders. National guidance in relation to Multi-Agency Public Protection Arrangements (MAPPAs) has been introduced across Tayside and a post of MAPPA co-ordinator has been established to support the new arrangements.
- The Resettlement Service successfully negotiated funding for 2 new projects - an Intensive Support Service for women leaving custody and a groupwork programme to assist residents of East Port House develop knowledge and skills to manage and sustain their own tenancies. The Resettlement Team received a Butler Trust Award in recognition of their excellent work with offenders. This is a national award and this is the first year the award has been open to community based services in Scotland.
- Community Service continues to extend the range of placements available to offenders who are undertaking unpaid work as a direct alternative to custody. 21 new individual placements have been secured and a number of environmental projects are also being supported. The service has improved throughput and has increased the average number of hours worked to 3.3.
- There has been a significant increase in the volume of requests for social enquiry reports. Recent audits of such reports indicate an overall improvement in the quality of reports with more verification of key information and more focused conclusions.

7.4 Strategy and Performance Service

- The Strategy and Performance Service has produced a further EFQM assessment of the Social Work Department and the outcomes will be used to inform the development of the new Service Plan.
- There has been an increased focus on getting it right for social work customers. This has included the launch of a Customer Charter, a user involvement policy and an increasing use of targeted customer surveys.
- The publication of a Community Care Plan.
- Producing a “Choose Life” Strategy for young people in danger from self-harm and organising a “Choose Life” event.
- There has been a revision of roles and responsibilities within the service to provide a stronger approach to performance management.
- Developed, administered and analysed a full staff survey.
- Expanding the range of staff support services (a finalist for a Scottish Social Services award).
- Developed databases for Looked After Children reviews and for people with learning disabilities.
- An Organisational Development Framework has been developed and agreed.
- Established the Dundee Data Partnership.
- Provides central support for both the Collaborative working across services for older People in Tayside Inspection and for the Main Dundee City Council Social Work Department performance inspection. Both undertaken by the Social Work Inspection Agency.

7.5 Support Services

- Dundee City Council Social Work Department achieved the Scottish Health at Work Silver Award in April 2006 and is now working towards Gold.
- The work of the Welfare Rights Service continues to have a direct impact on Dundee City Council's anti-poverty strategy by generating £2.4m in previously unclaimed benefits for some of the most vulnerable members of our community. In addition to this, the Welfare Rights front line service continues to provide an advice, information, support and advocacy service to citizens of Dundee, dealing with a total of 9064 enquiries last year.
- First line managers have undertaken training on the new absence management procedures. A significant reduction in absence figures has been achieved.

- The redevelopment of the K2 client information and records system continues to progress well. Event Recording roll out has been completed for CJS Teams at Friarfield Office, Flaxmill Office and East Port House. Choice Project and Teams based at Balmerino Road Office will be completed by end of July 2006. The Claverhouse Office has already been completed.

8.0 AREAS FOR IMPROVEMENT

- Committee approval is sought to extend the completion dates on the behind schedule projects that are listed in Appendix 3.
- The time taken to complete Social Background Reports on children who may be in need of care or control needs to improve. It is anticipated that the formation of a Joint Action Team that involves a range of professionals from Social Work, Education and Health will improve this position by better targeting resources.
- Human Resources - further reduction in absence rates. The Human Resources section will be auditing the implementation of the absence management policy and procedures with the aim of further improving recording and monitoring of absence and assisting managers to reduce absence rates.
- All probation and throughcare cases should include a clear Supervision Plan that links to a risk assessment and clearly outlines target areas, responsible bodies, timescales and dates for review.
- All staff should have an Employee Development Review that clearly links to their roles and responsibilities, outlines targets that contribute to their team and provides relevant support.
- Health and Safety - occupational health. Recent Health and Safety Executive inspections and reports have highlighted occupational health processes as an issue. The Health and Safety Officer is co-ordinating a major review of risk assessment and risk management plans to ensure compliance with regulations. The aim is to meet Health and Safety Executive requirements and minimise occupational health risks for staff.
- A review of the Drug Treatment and Testing Team will be undertaken to improve take up and compliance rates and streamline key processes.
- The time taken to complete Social Background Reports is within national standards but the time taken to complete Initial Assessment Reports needs to improve further. The pre-referral screening mechanism will help to reduce the numbers of requests for reports which in turn will help achieve time interval standards.
- Whilst progress has been made on improving the level of home based care for older people the department would like to see a further improvement.
- The department will achieve a shift in the balance of care towards the provision of more, and more intensive forms of home care. A target of 30% by 2008 for the number of people receiving intensive care at home as a percentage of these receiving long-term care has been set by the Scottish Executive. There was a baseline of 20% at March 2005 and this had progressed to 25% by April 2007.

- Other areas for improvement will be drawn from a performance inspection report that will be published by the Social Work Services Inspectorate in the Autumn of 2007.

9.0 PERFORMANCE OVERVIEW

The Department has reviewed progress on each of its targets in the key achievement areas. It has performed well in most performance indicators across the key services.

It has continued to perform strongly in respect of helping reduce the number of persistent young offenders and in strengthening the provision for managing high-risk offenders and discharged prisoners.

Given the nature and amount of need in the city it is likely that the Council will continue to have to care for a sizeable number of vulnerable children within residential settings and although progress has been made in increasing the educational attainment of these children it is an area where we must continue to improve. A high profile campaign recruited 14 new foster carers and Residential Services Care Commission Inspection Reports are very positive for all children's units.

Assessment times for services have continued to improve and the Council has exceeded its target for delayed discharge. The level of investment in older peoples services has increased and consequently the provision of care at home was increased, as was the number of people receiving intensive home care. Whilst progress has been made on improving the level of home-based care for older people the Department would like to see a further improvement. Accommodation with care for people with learning disabilities was extended further.

Annual gains made to clients in 2006-2007 following work by the Welfare Rights team totalled £2.4m this is an increase on the previous financial year's figure of £2.01m. The front line service continues to provide an advice, information, support and advocacy service to citizens of Dundee, dealing with a total of 9064 enquiries last year.

Absence figures have improved but reducing the figure to agreed targets will remain a high priority for 2008 and beyond.

10.0 CONSULTATION

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

11.0 BACKGROUND PAPERS

None.

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Director of Social Work

Date: 03 August 2007

APPENDIX 1

Key Performance Measures & Targets

CHILDREN'S SERVICES

Main Performance Measures Child Protection	Baseline		Target	2003-2004	2004-2005	2005-2006	2006-2007
Number of children on the child protection register at 31 March 2003 per 1,000 population aged under 16 years	1.8 (2001-02) 3.1 (2002-03)		Maintain at the national average from April 2004.	2.7	3.4	3.8	3.7
Percentage of children on the register at 31 March who have been on the register for:	2001-02	2002-03					
less than 6 months	64%	44.3%	69%	70.1%	51.8%	42.0%	48.3%
more than 6 months but under one year	26%	44.3%	25%	16.4%	34.9%	18.3%	39.3%
one year but under two years	10%	8.9%	6%	13.4%	13.3%	32.2%	4.5%
two years plus		2.5%				7.5%	7.9%
Percentage of Child protection case conference minutes that are distributed within 10 working days week of the meeting taking place	New system for data collection in place		Achieve 100% by November 2004	100%	48%	54%	50%
Percentage of take up of available certificated child protection training	87% in 2004		Maintain	100%	Figure to be reported at next review.	Course fully subscribed.	81.4% of case holding practitioners have completed training.
Percentage of children entered on the register in the year who have previously been on the register	21.3% (01-02) 17.6% (02-03)		Looking to achieve an annual reduction.	16.1%	24.3%	21.8%	21%

Number /Percentage of Children Being Looked After by the Council by Placement Type	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
At home	118 (33%)	Maintain at current level.	122 (30.7%)	160 (35.1%)	167 (35%)	198 (36.5%)
In other community placements	202 (56%)	As above.	234 (58.8%)	247 (54.2%)	260 (55%)	292 (53.9%)
In residential accommodation	41 (11%)	As above.	42 (10.6%)	49 (10.7%)	47 (10%)	52 (9.6%)
Children under 12 in residential accommodation	1.8%	Under 2%	1.5%	1.6%	4.2 (2 children)	5 Children
Children receiving respite excluded from above as a rate per 1,000 population aged 0-17	2.3	Increase	1.6	1.7	1.6	Figure in August
Total looked after including respite as a rate per 1,000 population aged 0-17	14.6	Increase	15.4	17.7	18.7	Figure in August
Number of children and young people looked after at 31/3/04 who have 3 or more placements	54%	Reduce	49%	51%	38.4	48.5%

Educational Attainment	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Number and percentage of young people of age 16 or 17, ceasing to be looked after away from home, attaining at least one Standard Grade (any subject)	40.9%	50% by 2007	45%	28.6%	73.1% *	Figure in August
Number and percentage of young people of age 16 or 17, ceasing to be looked after away from home, attaining Standard Grade English and Maths	22.7%	50% by 2007	25%	21.4%*	50% *	Figure in August

*Now includes children beyond school leaving age

Care Plans	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Percentage of Looked after and accommodated Children who have a Care Plan	70%	100% by December 2004.	Report figure at next review.	100%	100%	100%
Leaving Care	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Number and percentage of young people leaving care beyond their minimum school leaving date who have a leaving care plan	88%	100%	88%	74% *	60%*	Figure in August
Number and percentage of young people leaving care beyond their minimum school leaving date who have a key worker/advisor	100%	100%	100%	100%	100%	Figure in August

*Not all young people leaving care are prepared to participate in preparing a care plan although the offer is made in all cases.

Residential Care	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Number of rooms with en-suite facilities, expressed as a percentage of all residential care places used by the council at 31/3	15.2%	40%	31%	41.7%	36.1%	44.2%
Number of single rooms expressed as a percentage of all residential care places used by the council at 31/3	93.9%	100%	92.9%	100%	97.8%	98%
Percentage of care staff in local authority children's homes who have appropriate care qualifications	41%	75% by 2006 90% by 2007	47%	46.1%	46.6%	Figure in August
Percentage occupancy rate of respite care beds for children with disabilities	56	70	58	64%	61.36	60.94

Time Intervals Standards	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Percentage of reports submitted to the reporter within target time	22%	Improve by 15% per annum.	22%	21%	25%	29.01%
Percentage of referrals made within 5 working days following the decision of a child Protection Case Conference to refer a child to the Reporter	40%	100%	100%	95% 20 from 21. 1 child unborn.	100%	100%

Supervision Requirements	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Proportion of children seen by a supervising officer within 15 days of supervision requirement with no condition of residence.	Establish by October 2004	90% by \March 2005.	78.6%	90%	86%	80.3%

COMMUNITY CARE SERVICES

Key Performance Measures & Targets

Main Performance Measures	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Expenditure on services for adults: Home and community based services Long term residential and nursing home care	49% 51%	51% by 2006 49% by 2006	52% 48%	No longer Audit Scotland Indicator	No longer Audit Scotland Indicator	No longer Audit Scotland Indicator
Percentage of clients receiving more than 10hrs home care per week	12.1%	15.0% by 2006	11.8%	13.2%	16.95	25.7%
Percentage of qualified staff in residential accommodation for: Elderly people Other adults	54% 40%	65% by 2006 65% by 2006	57% 47%	70% 67%	69% 63%	Figure in August
Volume of service for people aged 65+ receiving respite care per 1000 population Residential Non-residential and day services.	194 nights 442	150 nights Unreliable figure	183 nights Unreliable figure	206 442*	310 620	Figure in August
Volume of service for people aged 18- 64 receiving respite care per 1000 population Residential Non-residential and day services.	66 nights 14	40 nights? Unreliable figure	46 nights Unreliable figure	53nights 14*	52 13	Figure in August
Number of people delayed in hospital	97	87 by December 2004	68 April 2004	47 April 2005	46	36

*The baseline and reporting method for this figure has been revised. Previously reported figures are unreliable. This change was at the time included in a revised assurance sheet.

CRIMINAL JUSTICE SERVICES

Key Performance Measures & Targets						
Main Performance Measures	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Proportion of Social Enquiry Reports (SER's) allocated within 2 working days	92.1%	94%	79.5%	82.5%	67.9%	72.2%
Proportion of SER's submitted to court by due date.	97.4%	98%	98.5%	99.2%	98.7%	97.9%
Number of new probation clients seen within one week	74%	78%	69.6%	69.8%	62.5% (78% were offered appt within one week)	62.7% (85% were offered appt within one week)

Strategic Objectives agreed with Scottish Executive	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Achieve better targeting of the demand for social enquiry reports through work with Sheriffs	n/a	To be established	Demand has moderated slightly	Demand has again dropped slightly 2003/4 2758 2004/5 2637	2005/06 3056 Demand increasing *	3220 Demand increasing *
Improve access to structured offence focused work for suitable offenders	250	300	310	251	312	283
Develop partnership working with Perth and Kinross and Angus Councils	4 joint projects	Increase to 6	5 - Arrest Referral now a joint project	Now 7 joint projects.	Now 9 joint projects. Resettlement and Cross reach now added to partnership projects.	9 joint projects. New ISP women's project set up in April 2007 for women released from prison.

* Demand continues to increase despite regular meetings with sentencers. Social Work have no control over the demand.

Local Indicators	Baseline	Target	2003-2004	2004-2005	2005-2006	2006-2007
Number of probation orders terminated early due to good behaviour	24	30	33	34	34	28
Proportion of people on probation who are on target to successfully complete their order	70%	Maintain at 70%	70.8% on average by month	67% on average by month	68.5%	67.7%
Proportion of people on community service who are on target to successfully complete their order	60%	65%	63.3% on average by month	63% on average by month	64.7%	68.0%
Number of hours of unpaid work to the community provided by offenders on community service	23,000	23,500	20,770	23,087	25,290	26,520
Percentage of offenders undertaking offence focussed probation work who will be required to address victim issues	100%	Maintain	Maintained	Maintained- This is now an expectation of all probation orders.	Maintained – now included in probation audit tool	Maintained - NCH now running a victim awareness group
Percentage of the partners of men involved in domestic violence groupwork who will be offered support	100%	Maintain	Maintained	Figure not available until September.	Maintained	Maintained

APPENDIX 2

CORPORATE PERFORMANCE MONITORING DATABASE

Council Plan 2003-2007 Childrens Services	Objective Health & Care	Completed	Work in partnership with local housing providers to increase the range of accommodation options available to young people, and develop and expand the existing supported lodgings scheme	Additional 6 high support tenancies were completed in April 2006 and are now occupied. Plans for alterations to the existing NCH Cowan Grove building to accommodate up to 5 homeless young people as well as the Throughcare & Aftercare Team are now completed, and negotiation is currently taking place about the terms of the lease with NCH.
Council Plan 2003-2007 Childrens Services	Objective Learning & Working	On Schedule	Place a particular emphasis on improving the educational attainment of 'looked after' children, with the following targets:	Performance is improving but this will remain a priority under the new service plan.
Council Plan 2003-2007 Childrens Services	Project Health & Care	Completed	Appoint a primary mental health worker for 5-14 year olds, to begin providing a service during the period of the plan	Completed
Council Plan 2003-2007 Childrens Services	Project Health & Care	Completed	Commission direct psychiatric services for children and young people experiencing mental health problems	Completed Social Work Inspection Agency to meet with project in June 2007 as part of the inspection process.

Social Work Service Plan 2003-2007 Childrens Services	Project Best Value	Completed	Review childcare fieldwork services	Report 306 - 2006 Committee approval has been given for the re-alignment of children's services social work teams boundaries to fit with secondary school catchment areas and their associated primary schools. This will make a significant contribution to the council's strategic aim of creating integrated children's services as a means of achieving good outcomes for all children, but particularly for those who require additional help and support.
Social Work Service Plan 2003-2007 Childrens Services	Project Best Value	Completed	Implement the recommendations of the Residential Services Review	All recommendations in the report regarding the review of residential services have been completed. Performance in the future will be reported in the annual Reports.
Social Work Service Plan 2003-2007 Childrens Services	Project Best Value	Completed	Review family placement service	The Review of the family Placement Service was completed in October 2004. The Social Work Committee of Feb 2005(Report No 107/2005) agreed the recommendations.
Social Work Service Plan 2003-2007 Childrens Services	Project Best Value	Completed	Develop and improve the commissioning and contracting processes	This work has now been completed.

Social Work Service Plan 2003-2007 Childrens Services	Project Community Safety	Completed	Contribute to the development and modernisation of child protection services	This work has now been completed and is currently out for consultation.
Social Work Service Plan 2003-2007 Childrens Services	Project Community Safety	Completed	Pilot Fast Track Children's Hearings	Pilot evaluation now available on Scottish Executive Website
Social Work Service Plan 2003-2007 Childrens Services	Project Community Safety	Completed	Participate in evaluative research programme being sponsored by Scottish Executive.	Evaluation commissioned by Scottish Exec, now underway. Dundee remains part of National Steering Group guiding thinking on development of electronic recording of investigative interviews. Final Report to Justice Dept in May 2006. Western Isles Report called on Scot Exec to pay close attention to findings. Dundee to consider findings for practice in our continued use of electronic recordings on interviews.
Social Work Service Plan 2003-2007 Childrens Services	Project Customer Focus	Completed	Implement changes in Throughcare and Aftercare Legislation	This has been implemented in full.

Social Work Service Plan 2003-2007 Childrens Services	Project Customer Focus	Completed	Support young people through the BNSF project	The BNSF Support for young people project is due to conclude on 30 June 2006. A final report from all the partner agencies will be submitted to the Scottish executive. Overall the BNSF project was a success. Primarily it provided a pilot for improved interagency working. The lessons learned through the project are influencing how Dundee is responding to ICS and contributed to the SWD decision to re-align to school catchment areas. The BNSF School Referral Team model of regular interagency meetings to plan for children in need is being adapted under the new heading of Joint Action Team in each school catchment area.
Social Work Service Plan 2003-2007 Childrens Services	Project Health & Care	Completed	Develop social work input to child and adolescent mental health services	Social Work Department has contributed to an NHS Tayside baseline service report. The local Child and Adolescent Mental Health Group on which social work is represented has submitted a paper to the local Health Board.
Social Work Service Plan 2003-2007 Childrens Services	Project Health & Care	Completed	Develop pre-birth assessment service for drug using parents	New Beginnings Pregnancy and Newborn Support Service established March 2005. suspected but not confirmed. (Summary)

Social Work Service Plan 2003-2007 Childrens Services	Project Health & Care	Completed	Develop Community Family Support Service	This is a partnership initiative between Dundee City Council Social Work Department, One Parent Families Scotland, Home-start Dundee and Youth-link Dundee' Flat opened in autumn 2005 (running costs approx £13K per year) Agencies now offering services within flat include Ardler Family Support Team, North Law Centre, Job Centre+, Couple Counselling, local Councillor surgery, Money Advice. October 2005 Project Evaluation commissioned from Dundee University. March 2006 CCSEF monies for Project mainstreamed. (Summary)
Social Work Service Plan 2003-2007 Childrens Services	Project Health & Care	Completed	Increase the range of accommodation options available to young people, including looked after children and those moving on. To include the development and expansion of the supported lodgings scheme	14 new foster carers now in place.
Council Plan 2003-2007 Community Care	Equalities	Ahead of Schedule	Jointly invest in service user led social inclusion activities for older people	The Older people Engaging Needs is maturing into a community development approach to activities for older people within their localities and is lead predominantly by older people with multi agency support. Research is to be commissioned 2007/08 to establish outcomes achieved for older people and to inform the future development of services.

Council Plan 2003-2007 Community Care	Objective Health & Care	On Schedule	Fully implement the Local Joint Future Partnership Agreements during 2003-2007	The partnership agreements were audited externally and a report went to the audit sub committee of the Council in March 2006. Monitoring on the partnership agreement now takes place via the Joint Performance Information and Assessment Framework which is assessed annually in October. The partnership was assessed as "making progress" in October 2005.
Council Plan 2003-2007 Community Care	Project Health & Care	Completed	Implement discharge protocols for people leaving institutional care	The discharge protocol will be monitored through the Health Monitoring Strategy.
Council Plan 2003-2007 Community Care	Project Health & Care	Behind Schedule	Implement Single Shared Assessment model(s) with Joint Future partners during the period of the plan for all community care groups	Target not met as progress delayed pending ecare solutions for information sharing. Agreements in principle meantime for common referral document for adult care services. To be further developed and implemented by March 2007.
Council Plan 2003-2007 Community Care	Project Health & Care	Completed	Develop joint community mental health teams for older people with improved links to GP practices	Community Mental Health Teams now in place.

Council Plan 2003-2007 Community Care	Project Health & Care	Completed	Develop a joint equipment service for people of all ages in the City	This project is nearing completion.
Social Work Service Plan 2003-2007 Community Care	Objective Best Value	On Schedule	Undertake a customer satisfaction survey of the users of the Occupational Therapy Service	Final report prepared and attached. Project completed.
Social Work Service Plan 2003-2007 Community Care	Project Best Value	On Schedule	Implement the first phase of a full joint commissioning strategy which reflects the recommendations in the Balance of Care report	Report prepared for Older People Best Value Review. Action plan developed for older people strategic planning group.
Social Work Service Plan 2003-2007 Community Care	Project Best Value	On Schedule	Prepare strategic commissioning framework for provision of services for people with learning disabilities	Completed
Social Work Service Plan 2003-2007 Community Care	Project Customer Focus	On Schedule	Meet locally agreed target for delayed discharges	Tayside target achieved 05/06. Target for 06/07 not due to be reported until 15 April 07.
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Agree an action plan for people with Autistic Spectrum Disorder	Action plan to be finalised April 2005. Detailed in PiP 2004/07 as an action.

Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Remodel intensive home support services and continue to augment these as resources become available	Model agreed and work continuing in the development of the overall joint service
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Remodel day support for people with learning disabilities	Revised model agreed by SW Committee in June 2004. Posts to be established - report to Personnel Committee October 2004.
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Develop more small living and extra care accommodation in partnership with other agencies	Accommodation with care - 4 Small group living/supported accommodation increased by 11
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Develop an integrated child health/learning disabilities team for young people in the stage of transition from children to adult services	Progress report due in next review.
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Expand the provision of home care support	The provision of home care has been expanded.

Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Remodel and develop day opportunities in the community for older people	New Day Care Centre on target for completion (Feb 2005).
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Develop an integrated service model for drug and alcohol services	Multi agency groups involved in taking this forward - new target to be set.
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Refurbish 2 local authority residential units	Two units refurbished.
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	Completed	Establish a database of people with a learning disability	Database developed.
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Redesign early discharge teams and combined care at home teams	Social care redesign complete. Health component now being redesigned.
Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Complete the final phase of resettlement for learning disability	Planning completed. Accommodation and joint finance still to be agreed.

Social Work Service Plan 2003-2007 Community Care	Project Health & Care	On Schedule	Develop an action plan for sensory loss services	Action plan established through the SPG.
Social Work Service Plan 2003-2007 Community Care	Project Learning & Working	On Schedule	Develop Community Enabler and Community Support Scheme to improve accessibility to mainstream activities and recreational facilities through social inclusion	Funding continues through CCSF. Providers have built up provision on a spot-purchase arrangement. Monthly payments to providers to start from April 06 with contracts to be fine-tuned and signed. Feedback about the standard of provision has been positive, communication good and benefits of having 2 dedicated providers beginning to show.
Council Plan 2003-2007 Criminal Justice Services	Objective Community Safety	On Schedule	Maximise the use of Drug Treatment and Testing Orders across the Tayside Criminal Justice Partnership	DTTO service delivery methods have continued to expand.

Council Plan 2003-2007 Criminal Justice Services	Objective Community Safety	On Schedule	Offer an appropriate throughcare service to all discharged prisoners	in 2006-7 there was contact with 135 short-term prisoners; the service is focussing on support for substance-misusing prisoners. In addition a voluntary sector partner has received ESF funding to establish an employability project for short-term ex-prisoners. The service won the prestigious Butler Trust award in 2007.(summary)
Council Plan 2003-2007 Criminal Justice Services	Objective Community Safety	On Schedule	Over the planning period improve and develop the system of targeting, delivering and monitoring offence focussed programmes, to achieve the offer of a service to 80% of medium and high risk young offenders	A system redesign is in process which will achieve this target.
Council Plan 2003-2007 Criminal Justice Services	Project Caring for Dundee's Environment	On Schedule	Undertake a range of environmental projects through the Community Service by Offenders Scheme, giving particular priority to projects identified by local community groups	Community Service is currently involved in 18 significant environmental improvements across the city.

<p>Anti-Poverty/Social Inclusion Action Plan 2003-2007 Strategy & Performance</p>	<p>Objective Building Stronger Communities</p>	<p>On Schedule</p>	<p>Ensure anti-poverty input to the review of the Common Debt Recovery policy</p>	<p>Investigation showed Review of Common Debt Recovery policy had not been concluded. Approaches made to Leisure and Communities and Finance Departments to reopen review.</p>
<p>Council Plan 2003-2007 Strategy & Performance</p>	<p>Objective Health & Care</p>	<p>On Schedule</p>	<p>Work in partnership with the Drug and Alcohol Action Team and Health Services to reduce the frequency of under age drinking.</p>	<p>Multi-agency Protocol out for consultation on young people who put themselves at risk through alcohol and drug misuse has been completed and will go to the C&YP substance misuse subgroup on 24th May along with a training/implementation proposal.</p>
<p>Council Plan 2003-2007 Strategy & Performance</p>	<p>Project Customer Focus</p>	<p>On Schedule</p>	<p>Agree and implement operational protocols for the exchange of information between the local authority and health building on the information sharing protocol agreed between Dundee City Council and NHS Tayside in Spring 2003</p>	<p>Protocols in place</p>

Council Plan 2003-2007 Strategy & Performance	Project Equalities	Completed	Develop interagency policies, protocols and tools for joint assessment, care planning and reviewing of services for children and young people with disabilities	Project completed now service is operational
Council Plan 2003-2007 Strategy & Performance	Project Equalities	Completed	Develop the use of person centred planning for staff and parents of children with disabilities	Project now completed
Council Plan 2003-2007 Strategy & Performance	Project Equalities	Completed	Develop Children's Rights and independent advocacy service for children and young people with and affected by disabilities	Links have been developed with other providers and are being maintained for the benefit of service users.
Council Plan 2003-2007 Strategy & Performance	Project Health & Care	Completed	Develop an inter-agency child protection strategy and action plan, which take account of the recommendations from national reports and reviews	A self evaluation of Child Protection Services has been undertaken and a report was presented to the Child Protection Committee during February 2006. Actions for improvement have been identified.

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Best Value</p>	<p>Complete</p>	<p>Service Managers and Heads of Service use management information portfolios to manage and report on the performance of their services.</p>	<p>This work is being progressed but completing the project has taken longer than anticipated. Approval is being sought from the Social Work and Health Committee to extend the time.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Best Value</p>	<p>Complete</p>	<p>First line managers use management information portfolios to manage and report on the performance of their team/unit.</p>	<p>This work is being progressed but completing the project has taken longer than anticipated. Approval is being sought from the Social Work Committee to extend the time.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Best Value</p>	<p>Complete</p>	<p>Directorate use information data sets to manage and report on departmental information.</p>	<p>Comprehensive data sets are made available to the Directorate every two months. These data sets are kept under regular review. Customer care information has now been added to this information.</p>

Social Work Service Plan 2003-2007 Strategy & Performance	Objective Best Value	On Schedule	Departmental case study to be completed as part of the EFQM assessment process	15/12/2005 Case Study completed
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Communications	On Schedule	Departmental information sharing protocols in place in all relevant services.	Work on data protection procedures will be concluded by late June 2006. At this point the project will conclude.
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Equalities	On Schedule	Departmental action plan on equality standards developed and implemented with mechanism in place for monitoring progress	The action plan was updated during 2006.
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	On Schedule	All new department staff (or those moving post) participate in a relevant induction programme within the first six months in post	All services now have induction programmes in place. Currently an induction folder that contains essential information for new staff is being prepared. This will be completed early in 2006

Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	On Schedule	Percentage of complaints responded to within agreed timescales	This update is linked to the annual report to Social Work Committee. The latest report is 235-2006 (April).
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	On Schedule	All children and young people in secure care are seen by the Children's Rights Officer, within two working days of that officer being informed	This performance indicator is being maintained at 100%
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	On Schedule	Joint performance measures are established in the following service areas: joint future community mental health teams children and young people with disabilities and their families looked after children and young people and their families	JPIAF 6 and 10 are established and a performance report is prepared for the Health and Local Authority Management Group (HALAMG). This process will continue for other groups.
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	On Schedule	Joint assessment processes are in place in the following service areas: older people physical disability learning disability community mental health teams children and young people with disabilities and their families looked after children and young people and their families	These are in place for older people and children with disabilities. Others are being progressed.

Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	Completed	All relevant staff have access to Community Care Services Manual of Operating Procedures	Manual of Community Care Operating Procedures in print and also available on the Public Drive
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	On Schedule	Community Care Services Manual of Operating Procedures regularly reviewed and updated	Review dates set for all procedures
Social Work Service Plan 2003-2007 Strategy & Performance	Objective Health & Care	On Schedule	Children's Services Operating Procedures regularly reviewed and updated Section 1 Private Law Section 2 Promoting the Welfare of Children and Families Section 3 Responsibilities for Children Who are Looked After Section 4 Adoption Section 5 General	Private Law procedures updated and completed Children in Need to be updated along side the new legislation in "Getting it Right for Every child (consolation submitted 31st March 07) Some sections of this has been completed e.g. assessment framework, and contact assessments.

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Health & Care</p>	<p>On Schedule</p>	<p>Children's Services Plans and Reviews, Community Care Plans and Reviews, Criminal Justice Partnership Plans and Reviews are completed and submitted to SE by due dates</p>	<p>There are no outstanding plans or updates pending. Please contact Social Work Strategy and Performance Service if you require any further information or assistance.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Human Resources</p>	<p>Completed</p>	<p>All new department staff participate in a relevant induction programme within the first 6 months in post.</p>	<p>Formal induction programmes are in place for all the main services. Over 73% of existing staff have been involved in an induction process - source 2005 internal staff survey</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Human Resources</p>	<p>On Schedule</p>	<p>All departmental staff to have supervision (individual or group).</p>	<p>The latest internal staff survey indicated that 91.3% of respondents had access to supervision. This is an improvement over 2004 (88.1)</p>

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Human Resources</p>	<p>On Schedule</p>	<p>All departmental staff to be involved in Employee Development Review</p>	<p>22.4% of respondents to the latest staff survey have access to EDR. This is an improvement over the 2004 figure of 8.7%. Arrangements are in place to have training on EDR start in Jan 2007 and for it to be available to all staff during the planning period.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Human Resources</p>	<p>On Schedule</p>	<p>All departmental staff to have a written supervision agreement.</p>	<p>71.5% of staff have a written supervision agreement. This is an improvement over the 2004 figure of 54.4% - source 2005 staff survey. Take sample survey in late 2007 to check figure</p>

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Human Resources</p>	<p>On Schedule</p>	<p>All departmental staff to have a personal development plan</p>	<p>24% of respondents to a staff survey said that they had a personal development plan. The Effective Support to Staff HandBook has been issued by way of a personal copy to all staff. A detailed plan is in place to ensure this objective is completed during the planning period.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Learning & Working</p>	<p>On Schedule</p>	<p>Processes laid out in the "Effective Support to Staff Handbook" are implemented</p>	<p>All staff members have been given a personal copy of the handbook. It is planned to complete the process by December 2006.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Objective Learning & Working</p>	<p>On Schedule</p>	<p>All departmental staff to have individual action/work plans (or where agreed in service to have team action/work plan)</p>	<p>21% of respondents to a staff survey said that they had a personal action plan. The Effective Support to Staff Handbook has been issued by way of a personal copy to all staff. A plan is in place to ensure this objective is completed during the planning period.</p>

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Community Safety</p>	<p>Ahead of Schedule</p>	<p>Coordinate development and implementation of corporate domestic abuse strategy</p>	<p>DDC have appointed a co-ordinator for domestic abuse. This was as a consequence of a Scottish Executive bid. The Director of Housing chairs a steering group and manages the co-ordinator's post. There are three themed sub groups and a Tayside wide training consortia.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Customer Focus</p>	<p>On Schedule</p>	<p>Develop a single shared assessment model and care planning and review procedures and standards for children and young people with disabilities</p>	<p>Trial undertaken of draft protocol and currently being evaluated prior to pilot scheme over the next 6 months. Also published an information pack for parents of children with disabilities. Funding secured until March 2006.</p>

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Customer Focus</p>	<p>Behind Schedule</p>	<p>Develop a public reporting framework</p>	<p>A communication framework for Social Work has been developed. It is in four parts 1) Internal communication now complete 2) Public Information 3) Public engagement and 4) Public Performance Reporting are due for completion by the end of August 2006.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Equalities</p>	<p>On Schedule</p>	<p>Develop and implement ethnic monitoring policy and procedures across the department</p>	<p>New 'Equalities Monitoring' reports included in Community Care Management Information Dataset March 2005</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Equalities</p>	<p>Behind Schedule</p>	<p>Develop and implement disability monitoring policy and procedures across the department</p>	<p>Draft is prepared for consultation Committee approval will be sought to extend the project to the end of the planning period</p>

Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	On Schedule	Develop the use of person centred planning for children with disabilities and their carers	Project completed
Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	On Schedule	Fully implement the requirements of the Mental Health Act	Implementation of the Act deferred until April 2005. Preparations underway e.g. MHO services being evaluated and developing Joint Local Implementation Plan.
Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	On Schedule	Develop child protection quality assurance mechanisms and audit tools which take account of recommendations from national reports and reviews	Quality Assurance tools have been developed using national standards framework and quality indicator framework. Quality Assurance mechanisms and systems are being developed within Children's Services.

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Health & Care</p>	<p>On Schedule</p>	<p>Assure practice in line with national Child Protection Standards and develop an action plan to ensure continuous improvement</p>	<p>19/05/06 Practice continues to be evaluated through inter-agency and internal monitoring and self evaluation processes. A new SWD Child Protection Action Plan is being developed by the new SWD CP Forum.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Health & Care</p>	<p>On Schedule</p>	<p>Develop and implement a quality assurance framework for child protection</p>	<p>Child Care and Protection Audit Tool was developed and is now being extended to other National initiatives, standard frameworks and reports. Implementation of a Quality Assurance Framework is evolving, in line with operational demands and changes.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Health & Care</p>	<p>On Schedule</p>	<p>Develop policy, information sharing and practice protocols and procedures for young people who put themselves at risk due to their own behaviour</p>	<p>Protocol on working young people who put themselves at risk has been produced and will be taken to the C&YP substance misuse subgroup in May.</p>

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Health & Care</p>	<p>On Schedule</p>	<p>Develop an annual corporate action plan (DAAT) for children, young people and their families affected by substance misuse (to include work with Health Services to reduce the frequency of under age drinking)</p>	<p>Annual plan information updated via the Children & Young People's Substance Misuse Sub group/ Social Work Drug and Alcohol Advisory Forum - included in the DAAT annual Corporate Action Plan and Children's Services Plan.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Health & Care</p>	<p>On Schedule</p>	<p>Develop a strategy and an action plan for meeting the needs of children of drug using parents, in line with Getting Our Priorities Right</p>	<p>Getting Our Priorities - Inter Agency (Dundee) Protocol is being launched in May 2005. The implications for SWD are being progressed and workshops are planned; the implications are also being integrated into new procedures and assessment frameworks.</p>

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Health & Care</p>	<p>On Schedule</p>	<p>Develop departmental policies, procedures and standards in relation to the Mental Health Care and Treatment (Scotland) Act 2003 and the Adults with Incapacity Act 2000</p>	<p>National Standards are now in place for Mental Health Officers. We have trained MHOs and implemented these standards in Dundee. We have set up a short life task group this group has undertaken to oversee any procedures relating to the Mental Health Act. Progress is reported to Directorate in April 2006. The principle procedure and guidance for the AWIA is completed under review.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Health & Care</p>	<p>On Schedule</p>	<p>Develop a strategic framework for the development of the department as a health promoting organisation</p>	<p>Strategic framework approved by Social Work Directorate in November 2004. Each service agreed Action Plan on the health areas identified. Annual review currently being undertaken and new Action Plans set up</p>

Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	Completed	Service Managers and Heads of Service use management information portfolios to manage and report on the performance of their services	This work is being progressed but completing the project has taken longer than anticipated. Approval is being sought from the Social Work Committee to extend the time.
Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	Completed	First line managers use management information portfolios to manage and report on the performance of their team/unit	This work is being progressed but completing the project has taken longer than anticipated. Approval is being sought from the Social Work Committee to extend the time.
Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	On Schedule	Directorate use information data set to manage and report on departmental performance	The data sets of essential performance information are submitted to the Directorate regularly. The data set now includes information on complaints procedure. Proposals have been agreed to improve the monitoring the work of senior managers by the Directorate.

Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	On Schedule	Departmental information sharing protocols in place in all relevant services	Local protocols in place on Anti-Social Behaviour, Vulnerable Adults, and Getting our Priorities Right. Data Protection is currently being worked on and when this is concluded this project will end.
Social Work Service Plan 2003-2007 Strategy & Performance	Project Health & Care	On Schedule	Promotion of Health Action Plan	This project is now complete
Social Work Service Plan 2003-2007 Strategy & Performance	Project Human Resources	Completed	Develop an organisational development framework	13/07/2006 Priorities for developing the organisation are being prepared and will be included in future service planning. Substantial work has already been undertaken including an EFQM assessment and case study of the Department. Committee approval will be sought to extend the time of this project.

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project ICT Infrastructure</p>	<p>Unlikely to be Achieved</p>	<p>Develop departmental intranet content</p>	<p>Some items are being added but it is likely that the Public Drive facility will provide the primary medium for communicating with the workforce.</p>
<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Learning & Working</p>	<p>Completed</p>	<p>Develop and implement an information strategy ; Review current strategy ; Revise strategy and produce action plan ; Monitor action through the performance management framework</p>	<p>A review involving all service information technology groups and the departmental information technology group (DITG) has been undertaken. From this review priorities have been established and a plan to address these agreed. Previous to this review a report was prepared for the social work Directorate by the manager of the strategy and performance service on the workings of the DITG and recommendations made. A performance management framework has now been prepared.</p>

<p>Social Work Service Plan 2003-2007 Strategy & Performance</p>	<p>Project Learning & Working</p>	<p>Completed</p>	<p>Develop and implement a communication strategy</p>	<p>The internal communication strategy has now been prepared and presented to the extended management team. Other component parts are due to be completed by the end of August 2006.</p>
<p>Council Plan 2003-2007 Support Services</p>	<p>Project Building Stronger Communities</p>	<p>On Schedule</p>	<p>Establish a Money Advice Partnership, with common standards of training and information</p>	<p>The statistical monitoring framework has been successfully incorporated into the work of Welfare Rights, CAB and Money Advice Support Team. Scottish Executive returns relating to Money Advice provision in the city were successfully returned on time at the end of October 2006 and the end of January 2007. A common IT referral system is currently being trialled by all 3 money advice providers.</p>

Council Plan 2003-2007 Support Services	Project ICT Infrastructure	On Schedule	Redevelop the Social Work client and services information system in a way which facilitates information sharing with other departments and partners	Rollout completed for Choice Project, Whitfield Office, Ninewells Office, teams based at Balmerino Road Office, Elmgrove Annexe, The Elms, Elmgrove House and all Family Support Centres.
Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	On Schedule	Percentage of customer billing enquiries (Finance) responded to within one working day	A record of number of complaints dealt with within one day will be kept for a week following the issue of bills in March 2007.
Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	On Schedule	Percentage of invoices, payable within 14/30 days, processed in accordance with corporate performance targets	This is not a project it is a performance indicator.
Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	On Schedule	Success rate of claims for welfare benefits	Between 1st April 2006 and 31st March 2007 the success rate of claims for Welfare Benefits was 69%

Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	On Schedule	Percentage of referrals received via telephone advice line resolved at first point of contact	Between 1st April 2006 and 31st March 2007 90% of telephone duty line contacts have been resolved at first point of contact.
Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	On Schedule	Surveys are undertaken on customer satisfaction with format and information contained in invoices issued by the Department	Distribution of a survey is planned for Feb. 2007
Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	On Schedule	Evaluation questionnaires are issued to service users following provision of a Welfare Rights Service	Evaluation questionnaires are issued to service users following provision of a Welfare Rights Service.99% rated our service as Excellent, Very Good or Good between 1st April 2006 and 31st March 2007. Questionnaires are to be expanded as part of a future re-evaluation of Customer Surveys sent to clients.

Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	Completed	Customer satisfaction measures for initial contacts via reception and secretaries are developed	This survey has been completed and was reported to Committee as part of the work of the customer care officer.
Social Work Service Plan 2003-2007 Support Services	Objective Customer Focus	On Schedule	Income generated for Dundee citizens as a result of successful claims for welfare benefits	Income generated for Dundee Citizens as a result of successful benefit claims by the Welfare Rights Service totalled £ 2,624,348.40 between 1st April 2006 and 31st March 2007.
Social Work Service Plan 2003-2007 Support Services	Objective Health & Safety	On Schedule	Number of staff using safe systems for lone working	215 pin numbers allocated to staff although numbers regularly using the system much less. Feasibility report being completed August 2005 to install/provide in house local call centre and response service to improve uptake and to consider Identicom (new ID type) technology

Social Work Service Plan 2003-2007 Support Services	Objective Health & Safety	On Schedule	Stress risk assessments for all individuals/teams in Support Services are undertaken	Stress risk assessment for all individuals/teams in Support Services are undertaken - the first pass assessment will be completed by all staff by 31 May 2007
Social Work Service Plan 2003-2007 Support Services	Objective Learning & Working	On Schedule	Achievement of SHAW award	Silver award achieved in April 2006. Working group "refreshed" since and an action plan for the Gold award was presented to the SW directorate in November 2006. It is expected that the portfolio for the Gold award will be submitted in 2009
Social Work Service Plan 2003-2007 Support Services	Objective Learning & Working	Ahead of Schedule	Number and range of support services in place to reduce absence rates and turnover	A staff support service for the Department was established by report number 461/2004 approved by the council 16/8/04. The service includes staff counselling with links to eleven other agencies. Health promotion has six specific programmes accessed by staff.

<p>Social Work Service Plan 2003-2007 Support Services</p>	<p>Objective Learning & Working</p>	<p>On Schedule</p>	<p>Improved recruitment levels (number of posts filled first time) and retention levels (turnover)</p>	<p>Prime concern has been new starts and leavers with social work qualifications. Briefing note to Directorate 28 June 2005 advised 42 new starts and 17 leavers in period April 2004 to end Jun 2005. A net increase of 25. 15 experienced new staff and 27 new graduates. Significant improvements in terms of age profile (9 graduates under age 25 and 12 in age group 26 to 35) Strategic improvement has been in childrens care and assessment services with a net increase of 17 new starts. Due to "grow our own" policies and recruitment of local graduates. By the end of August/Sept 2005 all funded vacancies in childrens care and assessment teams are anticipated to be filled. (best performance in filling</p>
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				vacancies over past eight years) Average turnover for the department for the same period was around 9%
Social Work Service Plan 2003-2007 Support Services	Objective Learning & Working	Completed	Number of staff with access to departmental and corporate IT networks	Project completed the objective has been met.
Social Work Service Plan 2003-2007 Support Services	Objective Learning & Working	On Schedule	Sickness and absence rates are monitored	Awaiting implementation of Resourcelink payroll system to monitor trends in detail. Managers monitor absence rates for their teams on an ongoing basis and departmental level rates are monitored monthly
Social Work Service Plan 2003-2007 Support Services	Project Equalities	On Schedule	Evaluate money advice services and agree permanent arrangements, including common standards of training and information.	Progress reported to Committee in report number 322-2005
Social Work Service Plan 2003-2007 Support Services	Project Health & Care	On Schedule	Evaluate and roll out, if indicated, the pilot on use of credit cards in residential units. Aim to improve efficiency and reduce stigma for service users	Pilot evaluated. Roll out to start October 2004.

Social Work Service Plan 2003-2007 Support Services	Project Health & Care	On Schedule	Health promoting initiatives are in place in all services to address the following: - Smoking - Drug and Alcohol Misuse - Diet and Nutrition - Sexual Health	Alcohol and drugs is a target area within the SWD Promoting Health Action Plan which is currently being reviewed and will be updated by end of Sept 06. Specific work being done in this area with accommodated young people via the Looked After Children nurses.
Social Work Service Plan 2003-2007 Support Services	Project Health & Safety	Completed	Implement the Health & Safety Strategy	The Health and Safety Strategy has been implemented. The action plan has been revised in March 2006 to take account of the Corporate action plan.
Social Work Service Plan 2003-2007 Support Services	Project Human Resources	On Schedule	Develop Human Resources Strategy	Revised HR Strategy for 2005 - 2007 approved by Department's strategic HR Group on 13 July 2005.
Social Work Service Plan 2003-2007 Support Services	Project Human Resources	Completed	Evaluate staff support pilot and establish permanently if indicated	Staff Support Officer appointed. This service was approved by the Council on 16 Aug 2004 through report number 461/2004

Social Work Service Plan 2003-2007 Support Services	Project Human Resources	Completed	Establish safe systems of work for staff undertaking lone working. Contribute to the development of a corporate database of individuals who present risks to staff	Lone working technology support system in place. Corporate database procedures operational.
Social Work Service Plan 2003-2007 Support Services	Project Human Resources	Completed	Restructure the Staff Development Service	Report to Personnel Committee 598-2004.
Social Work Service Plan 2003-2007 Support Services	Project Human Resources	Completed	Develop Staff Development and Training Strategy	Completed in 2006
Social Work Service Plan 2003-2007 Support Services	Project Human Resources	Behind Schedule	Develop core training/skills matrix	This project was initially delayed by the Departmental Fieldwork Services Review. Project has been delayed further due to long term sickness absence of Project Officer. Completion date now re-scheduled to 30th December 2006. This will be reported in the Service Plan review due before committee

				in August.
Social Work Service Plan 2003-2007 Support Services	Project Human Resources	Ahead of Schedule	Develop a joint organisational development/training plan	Proposal superceded by revised joint management approach and the introduction of CHP>
Social Work Service Plan 2003-2007 Support Services	Project ICT Infrastructure	On Schedule	Redevelop K2 client information and records system First Stage: Event Recording.	Rollout completed for Choice Project, Whitfield Office, Ninewells Office, teams based at Balmerino Road Office, Elmgrove Annexe, The Elms, Elmgrove House and all Family Support Centres.
Social Work Service Plan 2003-2007 Support Services	Project Property	On Schedule	Replace accommodation; at Kirkton Road and Balmerino Road offices with new build office	Construction commenced, June 2004. Complete
Social Work Service Plan 2003-2007 Support Services	Project Property	Behind Schedule	Develop a records management and filing system for the Department	Retention periods agreed for case files but a broader procedure must now be produced. Critical storage factors need to be resolved and this is now being progressed.

				A policy on records management is being progressed, as are procedures on electronic file management on shared drives. Committee approval will be sought in August 2006 to extend the project.
Customer First Strategy	Project Customer Focus	On Schedule	SOCIAL WORK FIRST CONTACT TEAM - Single point of contact for fast and efficient assessment of new referrals for Social Work services	This team is currently functioning and has been instrumental in reducing assessment times for vulnerable people needing a service. It was reported as a good practice example by Audit Scotland in their Best Value audit of the Council.
Customer First Strategy	Project Customer Focus	On Schedule	DUNDEE DATA PARTNERSHIP - Agree procedures and policies with partners such as NHS, Police for joined up services.	The Dundee Data partnership is currently meeting under the chair of the Manager of the Social Work Department Strategy and Performance Service. Full progress report at the next

				review.
Disability Equality Scheme 2007-2010	Project Equalities	First update not yet done	Day opportunities for people with learning disabilities	None
Equality Impact Assessments	Objective Equalities	On Schedule	Adapt procedure for providing assistance in terms of section 12 OP 6.6 to include special circumstances on racial grounds and the effect of immigration and nationality legislation, and on disability grounds - review accessibility June 2007	Progress to be reported at the next review
Equality Impact Assessments	Objective Equalities	On Schedule	Adapt procedures for First Contact Team CR 22-05 to make reference to race and disability issues - review accessibility July 2006	All service users who are referred to the First Contact Team who need the services of a translator will be facilitated to access the Council Translation Service. Public information for the First Contact Team has not as yet been produced. This is logged as a development need for 2007. The new publication will be subject to EQIA and will have accessibility information in the main minority languages.
Equality Impact Assessments	Objective Equalities	On Schedule	Adapt Learning Disabilities Strategy to take race and disability	The project leader

			into account - review accessibility March 2006	responsible for this item left the service. The new project leader will be required to undergo EQIA training prior to progressing this project. Review dates will be adjusted accordingly.
Equality Impact Assessments	Review Equalities	Completed	Review constitution of the fostering panel - review accessibility December 2006	05/ This was completed in September 2006
Equality Impact Assessments	Review Equalities	Completed	Review constitution of the adoption panel - review accessibility December 2006	This was completed in September 2006
Equality Impact Assessments	Review Equalities	On Schedule	Review of procedures regarding schedule 1 offenders who are HIV positive and the implications for children and young people who have been sexually abused - review accessibility December 2006	Initial screening of the procedures has been undertaken. There is a need for full impact assessment training prior to further action being progressed.
Equality Impact Assessments	Review Equalities	Completed	Review of policy regarding children who are looked after by the local authority - review accessibility December 2006	Been and approved at Committee November 06
Equality Impact Assessments	Review Equalities	On Schedule	Review of supervised contact procedures - review accessibility December 2006	We have developed a contact assessment framework. Training is being planned for workers in respect of the new adoption legislation

Equality Impact Assessments	Review Equalities	Completed	Review of procedures of medical assessments of children who are looked after away from home - review accessibility December 2006	This review has been completed
Equality Impact Assessments	Review Equalities	On Schedule	Develop good practice guidelines for residential care procedure - review accessibility December 2006	Policy has been introduced regarding admissions to residential care for young people this will meet all guidance on Equality and Diversity. All guidelines are being reviewed in residential care. Practice guidelines for children's residential care are being reviewed, which cover good practice in terms of equality and diversity. All Care commission inspection reports have noted good practice in each unit.
Equality Impact Assessments	Review Equalities	Completed	Develop positive action for the recruitment of foster carers - review accessibility December 2006	Review and further recruitment undertaken in May 2007
Equality Impact Assessments	Review Equalities	Completed	Review adoption/fostering enquiries, applications and decisions - review accessibility December 2006	Completed

Equality Impact Assessments	Review Equalities	Completed	Review Link Carer Scheme - review accessibility December 2006	Review Completed and action plan agreed by Childrens Services Management Team in Dec 2006
Equality Impact Assessments	Review Equalities	Completed	Review procedures of admission to young people's residential units - review accessibility December 2006	Admissions policy to be formally implemented in January 2007. Preparation currently underway.
Equality Impact Assessments	Review Equalities	On Schedule	Review of guidelines for preparing Section 22 (2) Adoption (Scotland) Act 1978 Reports - review accessibility December 2006	Awaiting new legislation in respect of adoption. Once received this will be updated. This project cannot be completed until the new legislation is introduced.
Equality Impact Assessments	Review Equalities	On Schedule	Develop disability, race and religion statement for Parental Responsibility Orders - review accessibility December 2006	Awaiting new legislation that will impact on PRO's
Equality Impact Assessments	Review Equalities	On Schedule	Assess impact of public information strategy for the provision of community care services - review accessibility December 2006	This is going to the Social Work Committee in April 2007
Equality Impact	Review	On Schedule		

Assessments	Equalities		Assess impact of Complaints Procedure OP G.1.1 - review accessibility December 2006	This is currently being undertaken by the Social Work Department Customer Care Officer. Progress will be reported to Committee in the Customer Care Officer's next annual review.
Equality Impact Assessments	Review Equalities	Completed	Assess impact of Dundee Social Care Training and Employment Academy CR 371-04 - review accessibility December 2006	This project has been moved to Dundee College no further updates will be provided.
Equality Impact Assessments	Review Equalities	On Schedule	Assess Impact of Carers' Strategy - review accessibility December 2006	Update in June 2007
Equality Impact Assessments	Review Equalities	Completed	Assess impact of Public Consultation and Involvement Strategy 2004-07 - review accessibility March 2007	This policy has been approved by Committee in April. Screening undertaken.
Equality Impact Assessments	Review Equalities	On Schedule	Assess impact of procedures for Provision of Community Alarms OP 4.6 - review accessibility July 2006	When a call is received, the service user's details are automatically shown on the screen, and this contains a range of information that the individual might not be

				able to give us at the time, and also would hold a reference in relation to any particular communication considerations. There are on-going contacts with younger English speaking members of the Chinese community, and in conjunction with them, a system is being developed to aid communication between the Chinese tenants who can't use English and Community Alarm staff.
Equality Impact Assessments	Review Equalities	Ahead of Schedule	Assess impact of the development of the Home Care Service - Social Care Support CR 651-04	Report prepared for Older People Best Value Group.

Equality Impact Assessments	Review Equalities	On Schedule	Assess impact of provision of day opportunities for people with learning disabilities - review accessibility December 2006	The project leader responsible for this item left the service. The new project leader will be required to undergo EQIA training prior to progressing this project. Review dates will be adjusted accordingly.
Equality Impact Assessments	Review Equalities	On Schedule	Assess impact of the Strategy for Older People - review accessibility December 2006	The strategy has lead to an increase in the provision of lunch clubs to people from ethnic communities. The provision and satisfaction levels are being monitored.

Equality Impact Assessments	Review Equalities	On Schedule	Assess impact of the provision of grant to voluntary organisations - review accessibility December 2006	This task will be undertaken when the responsible officer has undertaken the full impact assessment training. The FIA
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				training due to be undertaken was subject to cancellation.
Equality Impact Assessments	Review Equalities	On Schedule	Assess impact on national guidance on drug treatment and testing orders - review accessibility December 2006	Impact training has not yet been provided. The review is in an initial stage with work on-going for base-line data collection. All managers now have access to a multi-faith calendar
Equality Impact Assessments	Review Equalities	On Schedule	Assess impact of East Port House Admission Policy - review accessibility December 2006	Work is on-going, service now looking to establish consultation group
Equality Impact Assessments	Review Equalities	Completed	Review criminal justice publications - review accessibility December 2006	Information leaflets have now been reviewed - the Community Justice Authority has also undertaken to review existing information for offenders and their families across the Tayside area.

Equality Impact Assessments	Review Equalities	Completed	Review Criminal Justice Service Strategic Plan/Service Plan - review accessibility December 2006	The Strategic Plan has now been replaced by the Area Plan to reduce re-offending prepared by the Community Justice Authority. The Plan contains an Equal Opportunities Statement and the Community Justice Authority has undertaken to produce an equal opportunities policy and race equality scheme.
Equality Impact Assessments	Review Equalities	On Schedule	Review operational procedures of the criminal justice service - review accessibility December 2006	Impact assessment training has not yet been provided however there is a service wide initiative to improve data capture on ethnicity and religion and on learning disability with on-going discussion on the collection of data on other disabilities; base-line data is available on gender, age and ethnicity for service users subject to reports and on community service and probation. There are regular reports on the age and gender breakdown. All managers now have access to a multi-faith calendar. The next step will be regular reporting on ethnicity.
Equality Impact Assessments	Review Equalities	Abandoned	Assess impact of national objectives and standards for social work in the criminal justice service in community service; through care; employment - review accessibility December 2006	National Objectives and Standards for Social Work Services in the Criminal Justice System are being formally reviewed on a national basis. In the light of this we will undertake

				the assessment once the standards have formally been re-issued.
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Improving Children's Services Action Plan	Project Health & Care	On Schedule	Appoint a senior officer to lead the development of a strategic and corporate approach to services for looked-after children, and consider and act upon the issues relating to educational attainment of looked-after children	Funding identified, post being advertised in June.
Improving Childrens Services Action Plan	Review Health & Care	Completed	Review child protection guidelines and procedures to ensure that policy and procedures are consistent and coherent across all services, with a primary focus on the protection of the child	Interagency guidance completed.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Respond to urgent need within 24 hours of notification - target 100%, to be measured from April 2006	We are achieving this target
Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Introduce improved management information systems by April 2006 to enhance performance management. Overall target is a further improvement of 20% based on other actions being implemented	Long term trends are currently being established through improved information gathering.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	Completed	Hospital liaison arrangements to be strengthened by the development of a written liaison policy by September 2006	This document is now in use
Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Incorporate pertinent findings from the best value review in the Joint Equipment Service	This is being incorporated in the work of the Service Design Group of the Joint Equipment Service Development.
Occupational Therapy Best Value Review	Project Health & Care	On Schedule	Explore with housing associations by April 2006 the	Protocol has now been updated and

Action Plan	Care		introduction of changes to their procedures as agreed with the Council's Housing Department	is awaiting formal agreement. This is anticipated to be at the HALAMG in Oct 06
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Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Re-introduce the provision of small equipment on a self selection basis through the new Disabled Living Centre when funding becomes available	Target date remains May 07 to coincide with the move to the new Disabled Living Centre. Budgetary provision has still to be identified.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Continue to provide ramping in accordance with existing criteria	Wheelchair Review report "Moving Forward" has been published. Awaiting ministerial response to the recommendations.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	Completed	Use NHS wheelchair service to provide re-assessment where difficulties are reported by wheelchair users	In place no further action required.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	Completed	Social Work Department to consider exceptional provision where recommended by NHS Tayside wheelchair service	In place, no further action required.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Review policy for provision of ramping and storage following the conclusion of the National Wheelchair Service Review	Wheelchair Review report "Moving Forward" has been published. Awaiting ministerial response to the recommendations.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	Completed	Inter-departmental instructions relating to occupational therapy should be sent electronically from April 2006 (also a responsibility of the Director of Housing and Chief Architect)	This process is now achievable.

Occupational Therapy Best Value Review Action Plan	Project Health & Care	Completed	Introduce an annual allowance of £10,000 by December 2006 for the provision of small equipment	24/05/2007 - Completed This has been included in the budget for 2006/07.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	Behind Schedule	Develop recycling monitoring and targets as a priority within the commissioning of the new joint equipment service by December 2006	This facility will not open until after June 2007. Recycling monitoring targets will be included as part of the new service.

Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Set in place arrangements to repeat the OT client survey on an annual basis, and report results to Social Work Committee within the context of the Director's customer care reports	Currently negotiating this with the Customer Care Officer.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Review and update the provision of equipment criteria and bring forward a separate committee report by September 2006	Report is in draft form. Awaiting agreement of the Social Work Directorate prior to submission to Committee.
Occupational Therapy Best Value Review Action Plan	Project Health & Care	Behind Schedule	Develop comprehensive and easily understood public information and make this available in various formats including the Council's website by December 2006	On hold, pending development of new Council website, move to new premises and Committee approval of changes to criteria
Occupational Therapy Best Value Review Action Plan	Project Health & Care	On Schedule	Social Work Department to establish user focus groups by September 2006 to assist in the process of continuous improvement	A report will be submitted to the Social Work Committee in April 2007 that establishes a departmental user involvement strategy.
Race Equality And Diversity	Objective Equalities	On Schedule	Adapt Notification of Serious Incidents G.1.4 to	These procedures have been reviewed

Scheme 2005-2008			include RIMAP and religious offences - review accessibility March 2006	and after appropriate consultation a decision has been made that the procedures must be completely rewritten.
Race Equality And Diversity Scheme 2005-2008	Review Equalities	Abandoned	Develop training relating to culture for national objectives and standards for social work in the criminal justice service for parole board and court reports - review accessibility December 2006	National Standards are currently being reviewed; training in them will not be undertaken until the revised standards are issued.
Social Work Service Plan 2003-2007	Objective Best Value	Completed	Departmental EFQM self assessment to be completed	This has been completed and a Case Study is available.

Social Work Service Plan 2003-2007	Objective Customer Focus	Completed	All children and young people over the age of 8 in residential and family placement settings know how to access the Children's Rights and Independent Advocacy Service	This service is now available to all appropriate children.
Social Work Service Plan 2003-2007	Project Equalities	Completed	Increase opportunities for children and young people with a disability to participate in physical activity	This project is not a social work responsibility
Social Work Service Plan 2003-2007	Project Health & Care	Completed	Increase opportunities for children and young people with a disability to participate in physical activity	This project has been reallocated to another project leader in Arts and leisure

APPENDIX 3

APPROVAL TO EXTEND PROJECT DEADLINES

PROJECT	CURRENT POSITION	APPROVAL REQUIRED
Implement Single Shared Assessment model(s) with Joint Future partners during the period of the plan for all community care groups	Target not met as progress delayed pending e-care solutions for information sharing. Agreements in principle meantime for common referral document for adult care services. To be further developed and implemented by March 2007.	Approval is sought to extend this project to the new service plan
develop a public reporting framework	A communication framework for Social Work has been developed. It is in four parts 1) Internal communication now completed 2) Public Information 3) Public engagement and 4) Public Performance Reporting are due for completion by the end of August 2006.	This project is completed but parts 2 and 4 are to be subject to internal consultation.
Develop and implement disability monitoring policy and procedures across the department	Draft is prepared for consultation Committee approval will be sought to extend the project to the end of the planning period	Approval is sought to extend this project to the new service plan

PROJECT	CURRENT POSITION	APPROVAL REQUIRED
Develop recycling monitoring and targets as a priority within the commissioning of the new joint equipment service by December 2006	This facility will not open until later in 2007. Recycling monitoring targets will be included as part of the new service.	Approval is sought to extend this project to the new service plan
Develop a records management and filing system for the Department	Retention periods agreed for case files but a broader procedure must now be produced. Critical storage factors need to be resolved and this is now being progressed. A policy on records management is being progressed, as are procedures on electronic file management on shared drives	This project will be extended to the new service plan and will require to be worked on for the foreseeable future.

In addition to the above all objectives and tasks still to be completed under the equalities agenda will be carried over to the new service plan as a matter of course.