

Social Work Services

BUSINESS PLAN 2019-2023



2021-2022 Refresh

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1.0 Service Summary and Operating Context

Social Work Services are delivered within a framework of statutory duties and powers imposed on the Local Authority. Services are also required to meet national standards and to provide best value. The Chief Social Work Officer (CSWO) role provides professional governance, leadership, and accountability for the delivery of Social Work and Social Care Services, whether they are provided directly by the Local Authority or purchased from the private or voluntary sectors.

Our Business Plan covers the key functions of children and families, justice services, mental health officer service and social work out of hours. All other adult services are delegated to the Health and Social Care Partnership (HSCP) and details of service delivery for these functions is included in the HSCP plans. Vulnerable adults are covered in our plan in terms of justice, mental health officer service as well as out of hours, and the Single Access Point which takes a service wide approach and manages these aspects on behalf of the HSCP. The overarching responsibility for public protections sits within all functions of the service and is supported by the multi-agency public protection team managed by the service.

Ref. Image 1. SWS – Our Values.



Aligned with the Council's Priorities and Commitments, this refreshed business plan sets out our development and improvement priorities including our specific duties under the Equalities Act. Our refreshed plan for the forthcoming 12 months will take account of the Council's Equalities Outcomes plan for 2021–2025 with a particular focus on accessibility, employment, safety, and attainment to tackle the inequalities identified throughout the COVID-19 pandemic.

During the pandemic, the service has placed the safety and welfare of people who use our services, their families, and our staff at the forefront of our planning and intervention. This was balanced with the need to maintain a frontline service able to respond at pace, to new and emerging challenges, a significant increase in overall demand, including the impact of the pandemic on people already known to the service and who because of heightened anxieties, required a greater level of ongoing support.

During the lockdown period we worked with an increasing number of families and vulnerable adults who previously would not have reached the statutory level of intervention but needed our support due to the impact of the pandemic. We are clear that if we did not offer intensive support and early intervention, the impact for these families and adults in the longer term may result in them requiring ongoing Social Work support.

The circumstances of the pandemic required a change to some of our well-established ways of working with less reliance on face to face and more reliance on other means of contact including via telephone and the use of social media such as WhatsApp and Facebook. These were most often at 'non-traditional' times. These types of contacts and visits have shown the importance of this direct work from social work services with all our vulnerable families, vulnerable adults and carers and evidenced a notable change in how our communities interact with our services.

Statutory face to face contact with families and vulnerable adults did not-stop. We continued to ensure that we were able to appropriately assess, monitor and manage risk within known situations. More difficult was the assessment of risk of new referrals which required careful consideration of how best to respond and whether there were other ways to approach without the need for a face-to-face visit. This was dependent on individual circumstances including quickly understanding the prevalence of the virus within a household and which interactions require PPE whilst undertaking sensitive and challenging interventions.

What is clear as we begin to consider the world beyond COVID is that we will continue to use these more 'non-traditional' methods to work with children, young people, and adults. The initial feedback we have received indicates that this has worked well and that families, in particular, have found the use of technology and ability to access services out with the normal 9 – 5 period has improved the quality of participation and the outcomes achieved in terms of willingness and ability to engage.

2.0 Key successes 2020/21

Staff response:

The willingness and commitment of social work staff through this challenging period has been second to none with staff not just stepping up to the challenge but in large measure going well above anything we could reasonably expect. Driven by social work values and belief in the common good, staff reached out to support and assist people who use the service, as well as colleagues and partners wherever they could despite the personal risk and the risk to their own families.

Staff have adapted well to the changes to work patterns and work environments and have made effective use of Microsoft Teams as a key communication tool to stay

connected and continue to be engaged with and supported by colleagues and managers.

One of the key achievements for staff during this period was to never feel that they were not alone in the challenges they faced, and we looked to managers and senior leaders to be as visible as possible whether that was through regular input to online team meetings or a physical presence within buildings. As noted above staff needed to be able to continue to respond whilst other supports were stepping back, and they put aside concerns for themselves. It was important to us that staff understood that this was a whole service response and that we recognised the burden these expectations placed on staff.

An example of how this was then further developed and one which we hope to continue to use was within Children and Families as a series of focus groups were arranged to ensure staff were feeling well supported. This allowed us to identify any emerging issues and respond to these quickly and efficiently.

Digitalisation:

The use of technology and its benefits has been widely reported during the pandemic. Remote access to services, businesses moving to an online presence, E-Learning, social media, and real-time video conferencing/meeting are some examples of how individuals and communities have harnessed technology to stay connected at this time.

Social Work Services have embraced all aspects of digitalisation and moved staff and service users online in a very short period. Whilst we recognise that the move online was not seamless for all users, most of our interactions have been positively received. We worked closely with communities, care homes, individuals and in collaboration with the council's anti-poverty strategy to address digital poverty as far as possible to ensure parity of access to services for those most vulnerable or hard to reach.

Through the Connecting Scotland Programme, we were able to access 417 devices to provide to families, vulnerable adults, and Care Homes to reduce the barriers for people to connecting online.

Justice services developed a range of blended learning packs for use in the Unpaid Work Programme when it proved impossible to fulfil the normal requirements of the programme and alternative options were required. These blended learning packs have been adopted across Scottish local authorities as an example of effective alternative delivery methods.

We supported colleagues in the Health and Social Care partnership in the development of online learning opportunities for people with a Learning Disability when ARCs were not able to operate due to restrictions and these have proved a useful additional resource.

The continued, successful use of technology and remote working, reducing transport, building related costs across the Council and contributing to the Climate Emergency Agenda will be a priority for Social Work Services going forward.

Public Protection:

Our core business is based on our ability to support and protect those at risk of harm, and this involves staff at all leaves from across the service. To achieve this, we operate within the Public Protection Partnership alongside partners to ensure the most appropriate multi-agency response. Social Work has specific lead statutory responsibilities in respect of public protection duties, and these have remained our priority throughout this period whether in relation to children at risk, adults at risk, violence against women and girls or high-risk offenders. The operational pressures in respect of public protection have been significantly heightened during the pandemic as we have seen an increase in domestic violence and spikes in both activity in relation to child and adult protection referrals. The demand in relation to high-risk offenders under the MAPPA arrangements has increased to an unprecedented level.

The oversight provided by the Chief Officer Group (COG) was augmented to support the response with amendments to governance and oversight capacity during COVID-19 pandemic. The constitution and terms of reference were adjusted to include monthly, rather than quarterly meetings and to receive indicative data on a weekly basis. This allowed more flexibility in response and to ensure that COG continued to be sighted on both existing and emerging risks and actions being taken to mitigate those risks.

The breadth of data being provided to COG was also amended to include specific areas impacted by COVID-19, including problematic Alcohol and Drugs use; Suicide Prevention and Prevent.

In addition, During COVID-19 response, the following was commenced and will remain in place:

- Weekly discussions between the Chair of the PPC and CSWO to discuss any emerging issues.
- Fortnightly discussion between PPC Chair and all three Vice Chairs, including CSWO, to ensure there is oversight of all known risks and early discussion around emerging risks.
- Independent Chair has Direct access to the Chief Officer Group – Public Protection to ensure that they are aware of developments to arrangements and are also sighted on emerging risks and the action we are taking to mitigate those risks.
- Regular weekly discussions between Chair and Public Protection Manager

It remains a priority for the PPC Committee and partners to learn from practice and the impact on practice of the current pandemic. It is important that all learning is shared across the Partnership, whether this is from local learning reviews, or more obvious formal initial/Significant Case Reviews and learning reviews.

The COVID-19 pandemic has required us to refine and rethink Public Protection Committee priorities and it will continue to influence our collective approach to protect vulnerable individuals in our communities.

Collaborative Working:

One of our immediate responses as a council to the pandemic was the swift formation of a dedicated team to offer support and guidance to people identified as being critically at risk and who were remaining at home to shield themselves from the virus. The 'Shielding Team' comprised of 3 elements - the *Shielding hub* based within the

social work service where telephone queries and requests were received, the *solutions centre*, who made sure that food and prescriptions were delivered and the *community hub* where 3rd sector organisations and other sources of support were co-ordinated and delivered by volunteers and council staff alike. The team quickly moved from a service focused on those formally shielding to deal with the wider and more vulnerable group of people in need of support as set out in the national guidance. This brought us into contact with a considerable number of people who had never had contact with a social work service previously but who needed advice and guidance as well as practical and emotional reassurance and support.

By linking up with local communities, GPs and the NHS, the team have been in contact with over thirteen thousand vulnerable people across the region making sure, where eligible they registered for Scottish Government food parcels as well as providing Local Authority food boxes and collecting and delivering controlled and regular medicines. The team supported other social work colleagues by contacting those whose usual care package due to COVID-19 had been adjusted, often at their own request, who needed additional support with everyday tasks such as cooking or who needed hot meals provided for them. Overall, the team played a significant role in providing our communities with all the information and support available to help them stay safe, whether they were shielding, self-isolating or helping to care for those who were.

Social work Service staff within the Shielding Team were supported by up to fifty staff from across the Council who volunteered to be re-deployed. These staff were trained to use relevant information systems and worked alongside experienced social work staff and managers who were able to provide professional oversight. As government advice to those shielding changed, the team continued to provide the best possible advice and support for all those who needed it. Team members included leisure centre attendants, school support staff, museum and art gallery staff and technicians from various council departments, all motivated by the desire to help our community during this unprecedented crisis. Several of the staff involved have expressed an interest in social work as a career and we are keen to encourage these staff to consider opportunities within the service to further develop their understanding and experience.

Our statutory work with both children and families and with vulnerable adults involves collaboration with other partners as well as with the family or vulnerable adult. We have a range of examples which could illustrate this, but the example included below demonstrates the ability of the service to work collaboratively to solve immediate and pressing issues making best use of the skills and expertise within the service workforce.

Example of collaborative in-service approach:

Colleagues in Adult Services worked with a young person with challenging behaviour being cared for at home. As this became more difficult for family to sustain it was agreed the young person would need to live elsewhere and long term supported accommodation was identified but was not available immediately.

As an interim measure, the young person required respite but as none was available within the region the only option would have been an expensive out of region placement taking the young person away from his local area and family connections.

Adult care contacted colleagues in Children and Families to see if any support could be offered if suitable accommodation could be found. Due to one of our Children's Units being closed at the start of the pandemic Children and Families were able to commit support from this staff group. A one-bedroom flat within a secure entry property was identified and the staff managed a rota of 24/7 support until the young person could move into his long-term accommodation.

The staff worked extremely closely with the young person, taught new skills, delivered 1:1 work on safe relationships, social norms, boundaries, and the importance of thinking before acting. On top of this they have worked on budgeting, menu planning, shopping, and preparing food, all of which are the independence skills needed for the move to a new home.

A Signs of Safety approach was used, and children and families staff have shared information that would be applicable for adult services to work through with this young man in this way due to the level of his disabilities to assist in identifying risks.

This is a notable example of creative thinking and collaborative working, and this stopped a young person being placed out of region where it would have been detrimental to the transition to new accommodation.

Testimony from the young person's social work team:

"What they have achieved in less than 3 weeks is no mean feat and I wished formally to recognise this, not only the support that has been delivered, but their willingness to help in the first instance and the communication has been exceptional.

They have been a huge asset and I will be eternally grateful for their input when we in Adult Services needed it most."

3.0 Challenges

The challenges facing our services are many and varied. We face significant change in the next 12 months as we move from a position of response to recovery. Indeed, renewing our services will take time and consideration to ensure we adapt, learn, and grow from the experiences we have faced in the previous 12 months and that we remain ready and able to respond to continuing demands as we emerge from the pandemic.

The workforce whilst responding very positively faced notable challenges as they tried to manage the impact of the pandemic on their own lives in terms of caring responsibilities through the lack of care available for relatives or the closure of schools and the challenge of caring for children whilst holding down a demanding job. Additionally, in needing to continue to undertake home visits to the most vulnerable staff were exposed to risk for both themselves and their families.

As a result of the demand outlined above staff have worked flat out since March 2020 and are now exhausted from the constant and increased demand and expectation. Whilst staff have been encouraged to take annual leave the restrictions themselves prevent the normal re-energising to be gained from time away and as a service one of

our challenges going forward is how to support the workforce to rest and recuperate whilst still needing to deliver a frontline and demanding service.

Out of Hours was affected by the challenge to keep the use of office space to a minimum during the day impacted as the augmented cleaning regime after hours impacted on the operation of the Out of Hours service requiring them to work remotely relying heavily on the use of Microsoft Teams as a means to communicate internally and externally.

As much of the initial triage and screening is reliant on the skill and experience of the team to assess on the telephone with callouts only taking place where necessary, this was achievable. However, the ability to access equipment and pool cars as well as the need for a face-to-face de-brief following difficult call outs was more difficult.

4.0 Opportunities

Social Work Services continue to respond to the pandemic. We have not stopped delivering key services to our most vulnerable people. Therefore, the opportunity to reflect and learn from our response will be crucial in how we develop our business planning arrangements going forward.

Evaluation of our response and subsequent changes to the way we deliver services will shape how we measure success. While some aspects of change within our services are not fully developed, we will maximise the use of our performance framework and the data available to us to report meaningfully on the impact we have on individuals and our communities.

Our ability to respond rapidly to the unprecedented demands placed upon our services was undoubtedly a result of the efficient mobilisation of our workforce and the addition of redeployed staff to bolster our front-line provision.

The opportunity to further develop a fully agile and flexible workforce, one which is positioned to respond to future service delivery demands of scale and complexity, is being further explored to ensure our services are appropriately resourced to meet the needs of those service users who can access services in different ways.

Most notably, evidence from the past 12 months suggests that service users are moving to an online platform and expect our services to meet those demands in a practical and meaningful way. The standard business hours of 9am until 5pm is no longer the 'norm', with individuals reaching out for support and assistance over the 24-hour period. It is expected that the impact of COVID on our most vulnerable people will see a recovery period spanning years and not just the months where we move out of the current lockdown. We have an opportunity as a result to review the operational model for the service to consider how we can best respond to this change by providing a more flexible and fluid work life balance for staff.

As our services prepare various elements of recovery, we will consider the impact of the significant reduction we have experienced in the use of vehicles. Whilst this was positive in terms of staff time and our contribution to the overall carbon agenda, we are acutely aware of the fundamental importance of face-to-face contact as a means to undertake appropriate professional assessments and build relationships with the people we work with. We recognise the value in some instances of maintaining

alternative online options to reduce face to face contact but overall, as a service we would expect our use of vehicles to increase from its current position although this may not return to pre-pandemic levels.

5.0 Key areas of focus for the year ahead

In developing an approach to renewing our services, it is critical that we reflect on the service provision during the emergency response and identify opportunities to take an alternative approach to future service delivery. This will require us to build upon the widespread mobilisation of staff to harness, reshape and refocus the provision of services in the forthcoming months and years as part of our, and our service users' recovery from the pandemic. We are identifying opportunities to streamline services to make best use of resources and to deliver the best possible outcomes to meet the needs of a continuing demand for service including the shift of thresholds because of COVID from a position based on established criteria to access statutory social work services to a threshold which embraces early intervention and prevention across both children's and adult services as evidenced through the SAP and the Intensive Support Team.

The areas identified below illustrate examples of our focus over the next year.

Single Access Point (SAP):

The Single Access Point (SAP) has emerged as a potential change to the way in which we receive and deal with referrals at the front door and learning from the more collaborative approach during the pandemic and having identified the benefits this has brought to service users and staff a key area of our focus is to consolidate and further develop this model going forward. An initial step to achieve that is to secure resources for the next 12 – 18 months to allow the model to continue to develop as part of an overall approach within the service and to develop the potential from a partnership perspective with the Health and Social Care Partnership.

Review of Social Work 24/7 operating model:

We have now operated our own Out of Hours model for 3 years and this has proved a successful model. The team provides the opportunity for skilled staff to develop and enhance their skill, knowledge and experience through the rapid response required to manage social work emergencies which cannot wait until the next working day. The Out of Hours service works in close tandem with daytime services and the review will consider the potential to strengthen these links further by reducing the seams between the daytime response and the out of hours response. The links between other front door services would then be better aligned so for example the SAP and social work duty.

Our aim is to ensure that whatever time you contact the service you will receive an appropriate response. We will do this by introducing a more fluid and flexible work life balance for staff which allows us to offer better more choice for staff in how and when they work within the context of being able to continue to deliver a frontline demanding service.

Children and Families Social Work Services Locality Social Work Delivery:

Children and Families will focus on several key areas of our service delivery of the coming 12 months to embed changes to the way we deliver our services but also to reflect on the lessons learned from the past 12 months in addressing the needs of our children and their families.

These include:

- Development of our leaving care framework – to ensure that all Care Experienced Young People have sustainable positive destinations
- Families First Project – this project will introduce the whole-family support approach to families experiencing substance misuse in Dumfries and Galloway as a way to alleviate the negative impacts on all family members.
- Development of the mentoring programme for our young people leaving care - this will give Care Experienced young people a named mentor from across council services to assist in getting ready for employment. This will include tips on completing applications forms, how to prepare for interviews, supported work placements and even apprenticeships.
- Delivery of the pledges and action plans within our Corporate Parent Plan: including ensuring we have the best possible placement choices for children who cannot live at home with the highest standards of care and support. GiRFEC locality groups will continue to review and analyse needs of children across the four localities to ensure that the children who require social work support get this at the right time. This will ensure social work do not receive referrals they should not and that children get the right support when they need it.
- Connecting Scotland Programme: Continuing to access the Connecting Scotland Programme and other initiatives to ensure our vulnerable children and families are digitally connected. We have learned that communicating in this way along with face-to-face visits has enhanced the support to children and families.

Mental Health Officer Service

The Mental Health Officer service has been under considerable pressure over the last year in responding to the need to ensure that people's rights were fully protected as key changes to services were made. This has enabled some key learning which is being built into plans for the year ahead. The following gives a flavour of the range of plans agreed and the key areas to develop.

- We will continue to return vulnerable adults who have been placed out of region based on key success in this area over the past year given the positive impact on the person and their family, as well as our increased ability to appropriately monitor and actively manage the placement
- Our Grow Your Own Scheme for Mental Health Officers will support 3 qualified social work staff to train as Mental Health Officers with Edinburgh University
- We will continue to focus on the development of a learning culture to support social worker students in both Mental Health Officer team bases across the region.
- It is recognised that earlier involvement of the MHO when someone is admitted to hospital needs to be developed to identify early admissions, capacity issues and to be able to better address issues of capacity and legal authority before

readiness for discharge as a means to ensure the person has the most appropriate outcome and a timely discharge

Justice Social Work Recovery:

In delivering on the Scottish Government's route map, Justice Social Work Services will tackle challenges across the various environments in which we deliver services, including:

- Community and Post Release Drug Treatment and Testing Orders (DTTO)
- Unpaid Work Orders and activities
- Programme Delivery
- Prison Based Social Work
- Court Based Services

As Justice Social Work prepare to restart some aspects of service delivery, there are various considerations and challenges which will require to be overcome to safely meet the needs of our workforce, our service users, and our communities.

The Presumption Against Short Sentences (PASS) was extended to sentences of less than 12 months from July 2019 and recent focus of ensuring the prison population can be supported safely during the pandemic means that it is possible that Courts may wish use community-based sentences more than previously. As the Courts sit again, it is important that we manage expectations about what can reasonably and feasibly be delivered from community-based orders during this time.

During the pandemic, whilst the number of outstanding Unpaid Work hours peaked at over 44,000, developments in the use of non-face to face UPW activity, the reduction in court activity, and the enactment of the Coronavirus Regulations 2021 has all assisted in reducing this to a current position of around 19,000. Many this position will remain a key priority going forward. All current forecasts support the figure rising significantly once court activity fully resumes.

Community Justice Scotland forecast that as backlogs across the justice system are addressed, the increase in Justice Social Work business for 2021-22 will be 32%. In 2022-23 this is likely to rise further to 37% and by 2023-24 reduce to 25% and to 20% by 2024-25 indicating a longer-term continuing increase in workload.

Professional Support to the Health and Social Care Partnership

As part of the Scheme of Delegation of the Integrated Joint Board (IJB) we will continue to offer professional support to the Health and Social care Partnership (HSCP). During the pandemic we have enhanced this to ensure that the HSCP benefits from the skill, knowledge, and expertise available to deliver on care social work services including the role of social work in the developing home team model. We will continue to support social work lead managers in the assurance role for care home and care at home delivery to ensure the quality of care meets the standards required and provides the best possible outcomes for individuals.

Workforce Recovery and Development

As outlined earlier in the plan staff have worked tirelessly for over a year with little, if any respite. As a result, the health and well-being of our staff going forward is a key area of focus. The service is at risk of not being able to deliver high quality services if staff are not available due to sickness or burn out as a consequence of their commitment during the pandemic. We are committed to support staff deal with the ongoing response and recovery. We are acutely aware that we still need to deliver a busy frontline service which is not able to stop and that this in itself will impact on the capacity and pace of staff recovery.

We will continue to support our Grow Your Own Scheme for Social Work Qualification as well as Mental Health Officers and are pleased to support one of the first tranches of recruits to the Kickstart Programme through placements within the service and the social care sector.

Business Plan Refresh – Appendix 1

Performance Information

The tables below highlight our detailed deliverables for the year ahead, aligned to our strategic priorities and commitments, together with the risks we face.

Our Strategic Priorities are numbered as follows:

1. Build the local economy

- 1.1 Improve the level of skills within our communities and workforce
- 1.2 Support our small and medium sized businesses to be established and grow
- 1.3 Invest in our key infrastructure
- 1.4 Provide an attractive location to do business

2. Provide the best start in life for all our children

- 2.1 Ensure early intervention, in particular to keep our region's most vulnerable children safe
- 2.2 Invest in creating schools fit for the 21st century which are at the heart of our communities
- 2.3 Raise ambition and attainment, in particular to address inequalities
- 2.4 Support children to be healthy and active

3. Protect our most vulnerable people

- 3.1 Tackle the causes and effects of inequality and poverty
- 3.2 Help older or vulnerable people live healthy and independent lives
- 3.3 Ensure older or vulnerable people receive the care and support they need
- 3.4 Keep our communities safe

4. Be an inclusive Council

- 4.1 Ensure that local people and communities are at the heart of our decision making
- 4.2 Empower our communities to make the most of their assets
- 4.3 Increase equality of opportunity

5. Urgently respond to climate change and transition to a carbon neutral region

- 5.1 Encourage understanding of how the way we live and work in the region impacts on climate change
- 5.2 Empower our communities and stakeholders to make significant changes to reduce emissions and adapt to a low carbon approach
- 5.3 Lead on the transition to cleaner and greener technologies
- 5.4 Promote and protect our region's natural environment
- 5.5 Contribute to a greener economy, maximising the region's green energy potential

6. Transformation Activities

- 6.1 Prioritise our resources
- 6.2 Improve our Customer and Digital Offer
- 6.3 Modernise our Council
- 6.4. Maximise use of fewer assets
- 6.5 Develop a smaller more flexibly skilled workforce for the future
- 6.6 Maximising our income and underpinning fairness through targeted concessions

7. Renewal Activity

- 7.1 Developing alternative delivery models to ensure a sustained Focus on Council Priorities with agile, affordable and achievable services
- 7.2 Support the Local Economy and maximise the benefits of Borderlands and South of Scotland Enterprise (SOSE)

- 7.3 Take a practical and inclusive approach to everything we do focusing on tackling inequalities and supporting the Vulnerable across a broad range of services, partners and communities.
- 7.4 Take a practical and inclusive approach to the needs of Children and Young People across a broad range of services, partners and communities.
- 7.5 Support the development of an inspirational and engaged workforce and reduce our number of buildings.
- 7.6 Support Third Sector Dumfries and Galloway to develop locality hubs as the focus for working and achieve investors in volunteering status
- 7.7 Take forward opportunities to improve sustainability and tackle climate change.

8. Recovery Activity

- 8.1 Schools and learning
- 8.2 Economy and Business
- 8.3 Inequality and Vulnerability
- 8.4 Local Communities
- 8.5 Climate Recovery

9 Key service functions

- 9.1 People / Learning and Growth
- 9.2 Process
- 9.3 Customer
- 9.4 Finance / Asset
- 9.5 Service Risks

10. Health and Safety

- 10.1 Our Service will set out and demonstrate our commitment and arrangements for health and safety.
- 10.2 Our Service shall incorporate health and safety considerations when planning activities and before carrying out tasks.
- 10.3 Our Service shall ensure people have the competency to enable them to fulfil their H&S responsibilities
- 10.4 Our Service shall consult, engage and communicate effectively on H&S arrangements.
- 10.5 Our Service shall work safely and be positive and pro-active in our approach.
- 10.6 Our Service shall monitor that we are managing H&S effectively
- 10.7 Our Service shall audit and review our H&S arrangements to encourage continuous improvement.
- 10.8 Incident Information

Table 1 outlines what we are going to do:

Project	Deliverable	Strategic Objective	Timescale	Status
Implementation of the Children's Services Plan	Dumfries and Galloway Children's Services Plan is a high-level multi-agency statutory plan owned by the Community Planning Partnership with responsibility for delivery delegated to the Children's Services Executive Group.	Priority 2	31 March 2023	In Progress

	The plan contains 6 priorities, each with an action plan, and a suite of high-level indicators to establish and implement the actions and achieve the desired outcomes.			
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Table 2 outlines how we will measure what we do

Indicator	Purpose of measure	Target	Strategic Objective
% Child Protection Re-Registrations within 18 months	LGBF - Re-registration data shows the number of children on child protection registers (CPRs) who come back onto registers. Re-registration rates could suggest that the decision to initially remove them from a CPR was premature and that they are not actually safer. If re-registration were to increase, it may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place.	Data Only	Priority 2
% Looked After Children with more than one placement within the last year	LGBF - Councils strive to be the best corporate parents they can be for those children and young people whose needs are best served by being in care. Sound attachment is now well understood as a critical underpinning for a child's healthy growth and development. The need for a safe, stable place to live and for ongoing secure relationships must be central to the child's plan. While no two cases will be the same, and each child must be placed in a situation that is appropriate to them, the need to secure and maintain attachments is an important factor to be considered in all care planning. Consideration of the most effective means of securing long term stability for a child should include permanent foster and kinship care, or residential care as a positive option. Evidence shows that effective and efficient decision making as early as possible in a child's life produces the most cost-effective interventions	Data Only	Priority 2
The weekly cost of a child in residential care	LGBF - The cost of residential care for looked after children is a major cost to local councils. This indicator can be compared to the cost of "Looked After Children" in the community and also indicates the balance of care between residential and community based care.	£4.374	Priority 2
The weekly cost of a child looked after in a community setting	LGBF - This is major cost is the cost of caring for looked after children in a fostering/family placement setting. This indicator can be compared to the cost of looking after children in residential care and also indicates the balance of care between residential and community based care.	£230.00	Priority 2

Balance of care for Looked After Children: % of children being looked after in the community	LGBF - Proportion (%) of all children who are in the care of their local authority (Looked after children) who are being looked after in a community rather than a residential setting. An understanding of the associated costs of both community and residential care costs for "Looked After Children" should be considered alongside this balance of care indicator.	95.55%	Priority 2
Percentage of children on the Child Protection Register for more than 36 weeks	LGBF - Registers record details regarding children where there are concerns about their safety. When a child is de-registered, it is usually because there are no longer concerns for the child's safety, that he or she is now safe and no longer at risk of harm. Where a child is on the register for a long time it may mean that their case has been allowed to "drift"	25%	Priority 2
Number of instances of the use of a National Risk Framework as a % of all cases of neglect identified	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures		Priority 2
Number of interactions with 'Hear 4 U' Barnardo's Advocacy Service as a % of looked after children	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	100%	Priority 2
Percentage of Comprehensive assessments submitted to Scottish Children's Reporter Administration within 21 days	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	95%	Priority 2
% Of children, looked after at home for more than 2 years, who have been subject to a peer review	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	50%	Priority 2
% Of children who have a recommendation for permanence within 26 weeks of accommodation	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	75%	Priority 2

<p>% Of children who have had permanence away from home who are presented to the permanence panel within 12 weeks of recommendation</p>	<p>This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures</p>	<p>75%</p>	<p>Priority 2</p>
<p>% Of Agency Decision Maker (AMD) approved permanence orders lodged within 16 weeks of ADM sign off</p>	<p>This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures</p>	<p>60%</p>	<p>Priority 2</p>
<p>Number and / or percentage of children and young people in a permanent placement within 12 months of the decision for permanence being made.</p>	<p>This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures</p>	<p>N/A</p>	<p>Priority 2</p>
<p>Self-Directed Support spend on adults 18+ as a % of total social work spend on adults 18+</p>	<p>LGBF - Self-Directed Support allows people needing support to choose how their support needs will be met. This indicator calculates the cost of Direct Payment and Managed Personalised Budget spend on adults as a proportion (%) of the total social work spend on adults (aged 18+).</p>	<p>4.8%</p>	<p>Priority 3</p>
<p>Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life</p>	<p>LGBF - This indicator reflects the aggregate impact of local person centred work to improve personal outcomes, focusing on what is important for individuals' quality of life. It emphasises the increasing focus on personalisation of services, including the use of personal outcomes approaches. The data comes from the bi-annual Health Care and Experience Survey.</p>	<p>85%</p>	<p>Priority 3</p>
<p>Percentage of adults supported at home who agreed that they are supported to live as independently as possible</p>	<p>LGBF - This indicator reflects whether people who need support feel that it helps them maintain their independence as much as possible. Integration Authorities will need to provide community based services that focus on enablement, prevention and anticipatory care that mitigate increasing dependence on care and support. The data comes from the bi-annual Health Care and Experience Survey.</p>	<p>85%</p>	<p>Priority 3</p>
<p>Percentage of adults supported at home</p>	<p>LGBF - Too many people receiving care and support, choice and control over how their services</p>	<p>N/A</p>	<p>Priority 3</p>

who agree that they had a say in how their help, care or support was provided	are provided is very important. The increasing use of Self Directed Support should mean that more people feel that they have more control over the type of support the get. The data comes from the bi-annual Health Care and Experience Survey.		
Older Persons (Over 65) Home Care Costs per Hour	LGBF - The cost of caring for older adults in a residential setting presents a major cost to local Councils. This indicator should be considered along with the cost of providing care at home for older people (over 65) and also the balance between care that is provided in residential compared to community based settings.		Priority 3
Percentage of people 65+ with long-term needs receiving personal care at home	LGBF - This indicator measures the extent to which the council is maintaining people with intensive needs in the community. Home care is one of the most important services available to local authorities to support people with community care needs to remain at home.		Priority 3
Weekly Residential Care costs for older Adults	LGBF - The cost of caring for older adults in a residential setting presents a major cost to local Councils. This indicator should be considered along with the cost of providing care at home for older people (over 65) and also the balance between care that is provided in residential compared to community based settings.		Priority 3
% of CJ SWS Reports Submitted within Timescale	Justice Social Work are required to carry out tasks associated with providing information and advice to the court, at the court's request, on specific matters to inform the sentencing process	95%	Priority 3
% of CJ CPO clients, where a CJ report was prepared, seen by a supervising officer within 1 week	Justice Services require to contact individuals immediately after the court has passed a custodial sentence/remand or a community disposal to further explain the decision of the court and what this means for individuals. Also, establish if any pressing problems should be dealt with immediately, and inform individuals about the availability of relevant social work services	85%	Priority 3
% of SW led MAPPA level 1 cases reviewed within required timescales		90%	Priority 3
% of individuals subject to Throughcare Licence conditions seen within 24 working		100%	Priority 3

hours of release from custody			
All appropriate protection concerns screened by dedicated SW staff within MASH (Adult and Child) within 24 hours	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	N/A	Priority 3
Formal follow up on protection conferences to ensure communication and engagement with service users	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	N/A	Priority 3
Number of referrals to specialist (Violence Against Women and Girls) VAWG support services	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	N/A	Priority 3
Number of referrals to specialist VAWG perpetrator interventions/services	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	N/A	Priority 3
% of referrals who successfully complete specialist perpetrator interventions	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	N/A	Priority 3
% of women and children affected by VAWG who report feeling safer	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	N/A	Priority 3
% women and children affected by VAWG who report having increased levels of wellbeing	This indicator will be reviewed as part of the overall evaluation of our business plan and associated performance measures	N/A	Priority 3
The average number of days lost per all other (non-teacher) local government employees through sickness absence	Sickness absence in the public sector is widely regarded as being a significant cost to Councils. This indicator is important because it allows councils to manage sickness absence and compare rates to establish which councils are dealing effectively with this issue.	9 days	DG03

	The indicator looks at the effectiveness of the HR function in terms of impact on the overall levels of sickness absence in the council through development of processes and procedures, and training for managers. Councils should aim to reduce the number of days lost through sickness absence over time.		
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances	The indicator looks at the effectiveness of the HR function in terms of impact on the overall levels of sickness absence in the Council through development of processes and procedures, and training for managers. Councils should aim to reduce the number of days lost through sickness absence over time	4%	DG04
Percentage of staff who have completed an annual performance development review	The percentage of staff within Social Work Services who have received an annual performance review council wide and by service level. Performance development reviews take place to:- effectively manage, develop and support employees through periods of significant change; develop our workforce ; and measure and report on performance against our objectives to help improve commitment, performance and service delivery.	95%	DG11
Level of positive engagement recorded in employee survey	Provides feedback on how staff within Social Work Services are feeling through the staff survey. The temperature check questions are asked every quarter and provides evidence of positive engagement through the level of positive return.	80%	DG13
Percentage of Council staff who know how their job contributes to Council Priorities	Our employees recognise their role in the achievement of the Council's Priorities through effectively engaging through improved communication and participation to help improve service delivery. Through the staff survey staff within Social Work Services are asked the question on whether they know how their job contributes to Council priorities.	80%	DG16
Percentage of Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales	The Elected Member Enquiry Service (EMES) allows councillors to manage and track their caseloads quickly and efficiently. This results in faster resolution of constituent enquiries, provides better customer outcomes and helps produce increased customer satisfaction. The agreed timescale for responding to an enquiry submitted to the Elected Members Enquiry Service is 5 days with a possible 20 day extension for complex enquiries. This indicator is to ensure that these 5 day and 20 day timescales are met within Social Work Services.	85%	DG20
Percentage of Stage 2 complaint	Local authorities are required to assess complaints handling performance in order to support continuous	80%	DG21

responses issued within statutory timescales	improvement in complaints handling. We are working with the SPSO's (Scottish Public Service Ombudsman) Complaints Standards Authority (CSA) who are leading the development and implementation of a simplified, standardised complaints handling procedure (CHP) across the Scottish public sector. By guiding all public service providers towards a simplified, standardised complaints procedure, which puts the service user at the heart of the process, this will help us to focus on early resolution and to value complaints as tools for feedback, learning and improvement		
Percentage of Freedom of Information and Environmental Information (Scotland) Regulations requests received that have been responded to within 20 working days of receipt	<p>The Freedom of Information (Scotland) Act 2002 (or "FOISA") came into force on 1 January 2005. Under FOISA, a person who requests information from a Scottish public authority which holds it is entitled to be given it by the authority. This right is subject to certain conditions and exemptions, which are set out in the Act. FOISA is enforced and promoted by the Scottish Information Commissioner.</p> <p>The Environmental Information (Scotland) Regulations 2004 (EIRs) sit alongside Scotland's FOI Act, and govern access to environmental information held by Scottish public authorities. The EIRs require every Scottish public authority to publish environmental information and make it available on request. The EIRs are separate from FOISA. The rights provided by the EIRs are similar to those under FOISA, but there are also important differences.</p> <p>When information is requested from a Scottish public authority, it must give it (or explain why it is allowed to withhold it) as quickly as possible and within 20 working days. This is the percentage for Social Work Services.</p>	90%	DG29
Percentage of requests for subject access requests completed within one month	<p>Article 15 of The General Data Protection Regulation (GDPR) gives individuals a number of rights, one of which is the right of access, commonly referred to as subject access requests (SARs). This gives individuals the right to obtain a copy of their personal data as well as other supplementary information. It helps individuals to understand how and why public authorities are using their data, and check we are doing it lawfully.</p> <p>An individual can make a subject access request to a public authority verbally or in writing. It can also be made to any part of your organisation, including by social media and does not have to be to a specific person or contact point.</p>	85%	DG30

	<p>A request does not have to include the phrase 'subject access request' or Article 15 of the GDPR, as long as it is clear that the individual is asking for their own personal data.</p> <p>We must comply with a request within undue delay and at the latest within one month of receipt of the request. This is the percentage of requests completed within one month for Social Work Services.</p>		
Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale.	<p>Community Councils are key organisations that represent our communities across Dumfries and Galloway and the Community Council Enquiry System was set up to ensure that all enquiries are logged and dealt with according to agreed timescale of 20 days.</p> <p>This indicator is to ensure that the 20 day timescale is met within Social Work Services.</p>	85%	DG31
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescale	<p>The Elected Member Enquiry Service (EMES) allows councillors to manage and track their caseloads quickly and efficiently. This results in faster resolution of constituent enquiries, provides better customer outcomes and helps produce increased customer satisfaction. The agreed timescale for responding to an enquiry submitted to the MP/MSP Enquiry Service is 5 days with possible 20 day extension for complex enquiries.</p> <p>This indicator is to ensure these 5 day and 20 day timescales are met within Social Work Services.</p>	85%	DG32
Revenue Budget Outturn - Projected Outturn as a % of Budget	<p>A Projected Outturn is the estimated amount of expenditure and income expected to have been spent and received by the end of the current financial year. This indicator highlights Social Work Services' performance against agreed budget limits set by Elected Members to ensure that spend is being maintained within those levels.</p>	100%	DG07
Youth Councillor Enquiry Service	<p>Percentage of enquires through the Youth Councillor Enquiry Service that are dealt within the agreed timescale of 5 days with the option of an extension of 20 days</p>	TBC	DG33

Table 3 outlines how we measure our health and safety requirements

Indicator	Target	Strategic Objective
Head of Service H&S Management Arrangements are up-to-date, relevant and within programmed review.	Yes	10.1
Health & Safety priorities from Head of Service (risk based) have been provided to H&S.	Yes	10.2
Head of Service has trained Health & Safety Duty Holders appointed and recorded in register	Yes	10.2

Planned occupational health needs verified and submitted to OD&HR	Yes	10.2
H&S risks and resource considered within business cases/Project Briefs	Yes	10.2
Competence requirements for Service Manager posts reviewed in terms of managing their service safely	Yes	10.3
Service Health & Safety training requirements reviewed, prioritised and submitted to Lifelong Learning Centre	Yes	10.3
Consultation arrangements for H&S Implemented	Yes	10.4
Communication arrangements for H&S Implemented	24	10.4
Number of Service wide Management meetings where H&S is discussed	10	10.4
Number of H&S Briefing Notes provided to managers	10	10.4
Number of H&S Newsletters issued to staff	4	10.4
Implementation of service H&S risk priorities	90%	10.5
Action plans produced within 6 weeks following health and safety management audits	Yes	10.5
Percentage of Corporate Health & Safety Audit Service action plans completed or on target as planned and agreed	90%	10.5
H&S Support offered and performance reviewed with Service Management	Yes	10.6
Percentage of Service Health & Safety Plan actions completed or on target and verified by the Head of Service	90%	10.6
Number of planning/review meetings held between Head of Service and H&S Partner	2	10.6
Number of performance reports incorporating delivery of Service Health & Safety Action Plan submitted to Service Committee	2	10.6
Carry out statistical analysis of work-related incidents and ill health and take appropriate actions	Yes	10.6
Percentage of RIDDOR investigations completed within 3 weeks	100%	10.6
Percentage of RIDDOR incidents reported to HSE within legal timescales	100%	10.6
Percentage of planned Service Health & Safety audits carried out	90%	10.7
Number of Service-wide employee accidents	Data only	10.8
Number of Service-wide violent incidents (all)	Data only	10.8
Number of Service-wide employee near miss incidents	Data only	10.8
Total number of Service-wide employee RIDDOR reportable incidents	Data only	10.8
Service-wide RIDDOR employee reportable incidents over 7 days	Data only	10.8
Service-wide RIDDOR employee serious injuries	Data only	10.8
Number of Service-wide RIDDOR employee specified diseases	Data only	10.8
Number of Service-wide RIDDOR employee specified diseases	Data only	10.8
No. 3rd party RIDDOR incidents	Data only	10.8

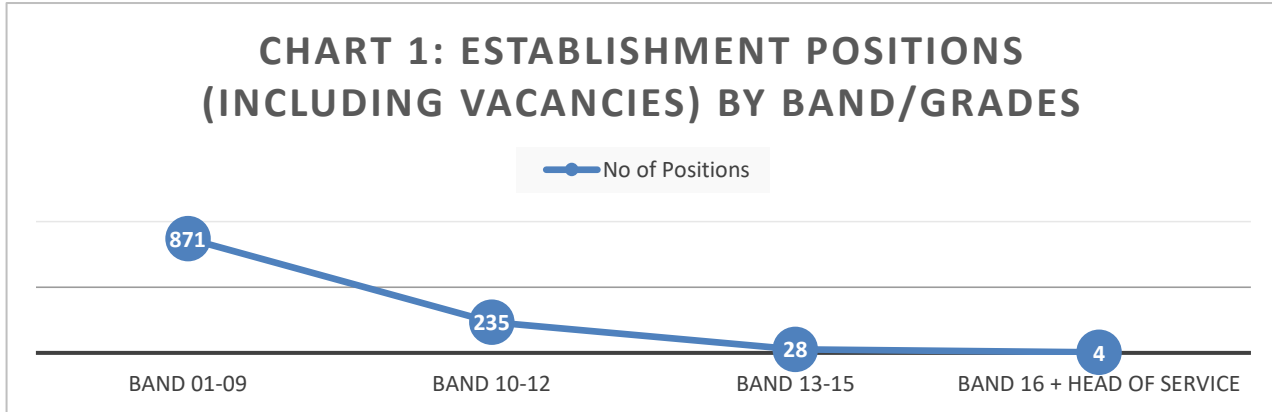
Table 4 outlines our high-level risks

Risk	Risk Factors	Mitigation / Contingency
As a result of systemic failure - we fail to protect our most vulnerable citizens from the cradle to the grave	<ol style="list-style-type: none"> 1. Someone dies or suffers significant harm. 2. Sustained reputational damage. 3. Legal redress. 4. Impact on frontline staff. 	<ol style="list-style-type: none"> 1. Child and adult protection arrangements 2. including the Public Protection Committee 3. multi-agency policies and procedures.
Shortfall of skilled SWS staff to deliver statutory duties as a result of social, economic and demographic changes.	<ol style="list-style-type: none"> 1. Inability to deliver statutory duties. 2. Increased risk to clients. 3. Increased risk to community. 4. Reputational damage. 5. Impact to remaining staff 	<ol style="list-style-type: none"> 1. Continuing to recruit posts and ensuring terms and conditions are competitive. 2. Grow Your Own Scheme. 3. Council commitment to Organisational Development Framework. 4. Unallocated Work Policy. 5. Workload Management. 6. PDRs.
Failure to adapt practices in response to decreasing finances within the given timescale.	<ol style="list-style-type: none"> 1. Existing work practices may become unsustainable. 2. Reduction in capacity to support people at risk of harm. 	<ol style="list-style-type: none"> 1. Social Work Change Programme
Failure of electronic information system	<ol style="list-style-type: none"> 1. Inability to deliver front line services. 2. Reduction in capacity to support people at risk of harm. 3. Reduction in efficiency. 	<ol style="list-style-type: none"> 1. TS backup system. 2. SWS Business Systems Governance Group.

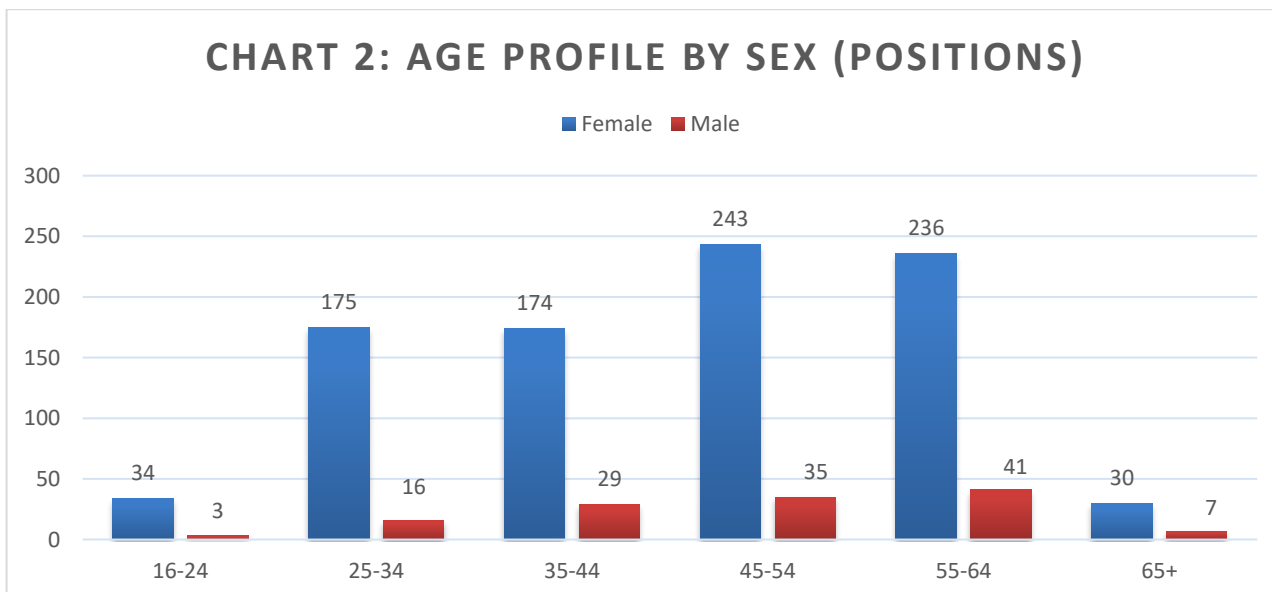
Business Plan Refresh - Appendix 2

Workforce Information

In Social Work Services there are a range of employment types including full-time, part-time, fixed-term and term-time. Using a 'snap-shot' position as at 1 April 2021, there are 1138 positions within our service. We actively manage jobs, and vacancies to help contribute to our overall balanced budget which has a vacancy saving against establishment applied.

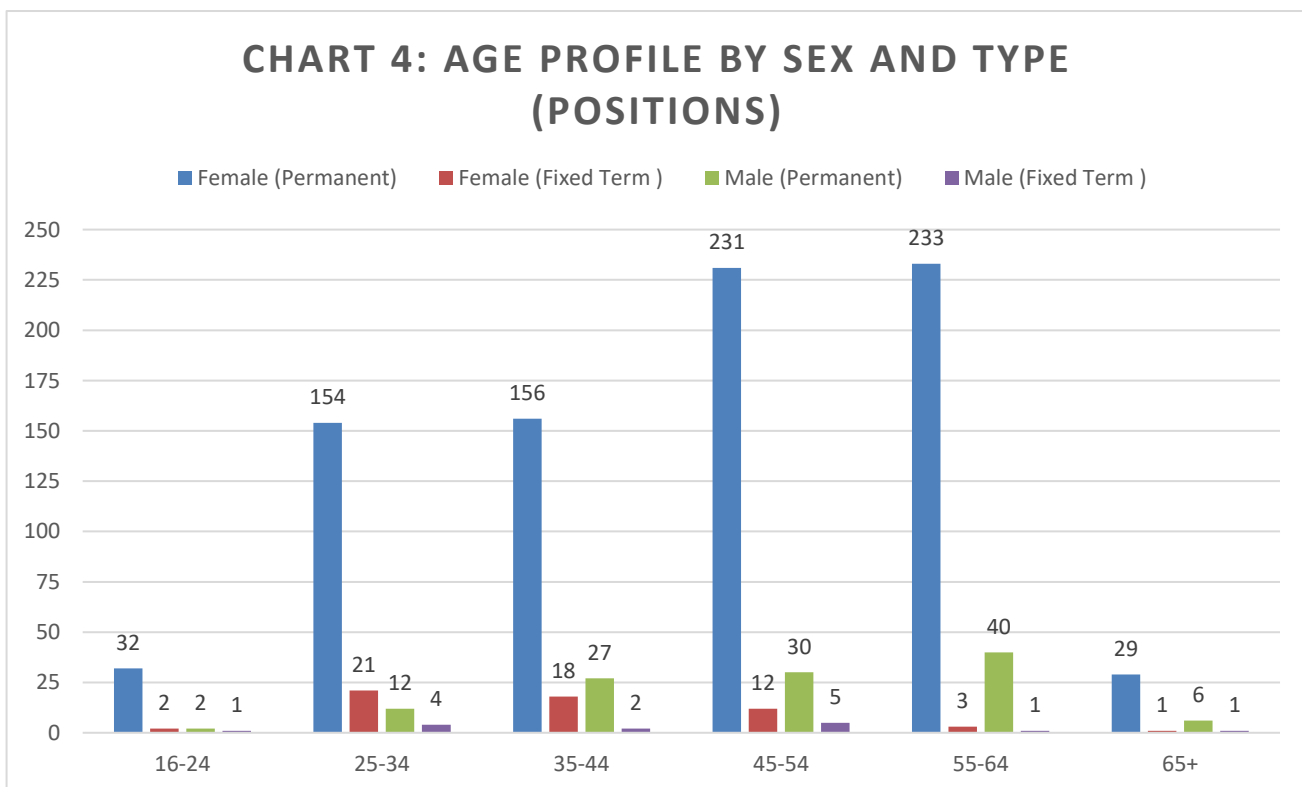
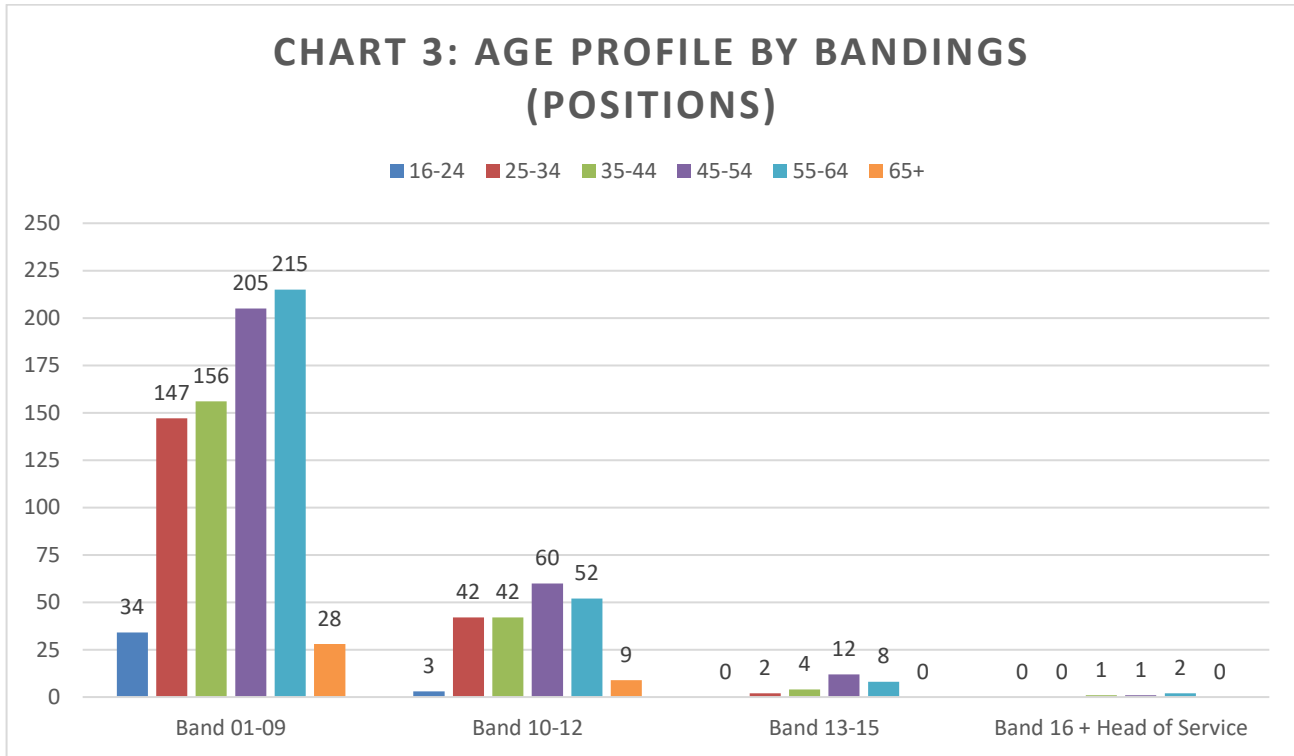


The age profile of staff in Social Work Services shows a high concentration of staff age 45 and older. This information is helpful in directing our planning and actions around future retirements and where we might need to recruit or retrain staff in the future. Workforce planning is in place to address these challenges including support for our 'Grow Your Own' Scheme as well as Mental Health Officers and are pleased to support one of the first tranches of recruits to the Kickstart Programme through placements within the service and the social care sector.

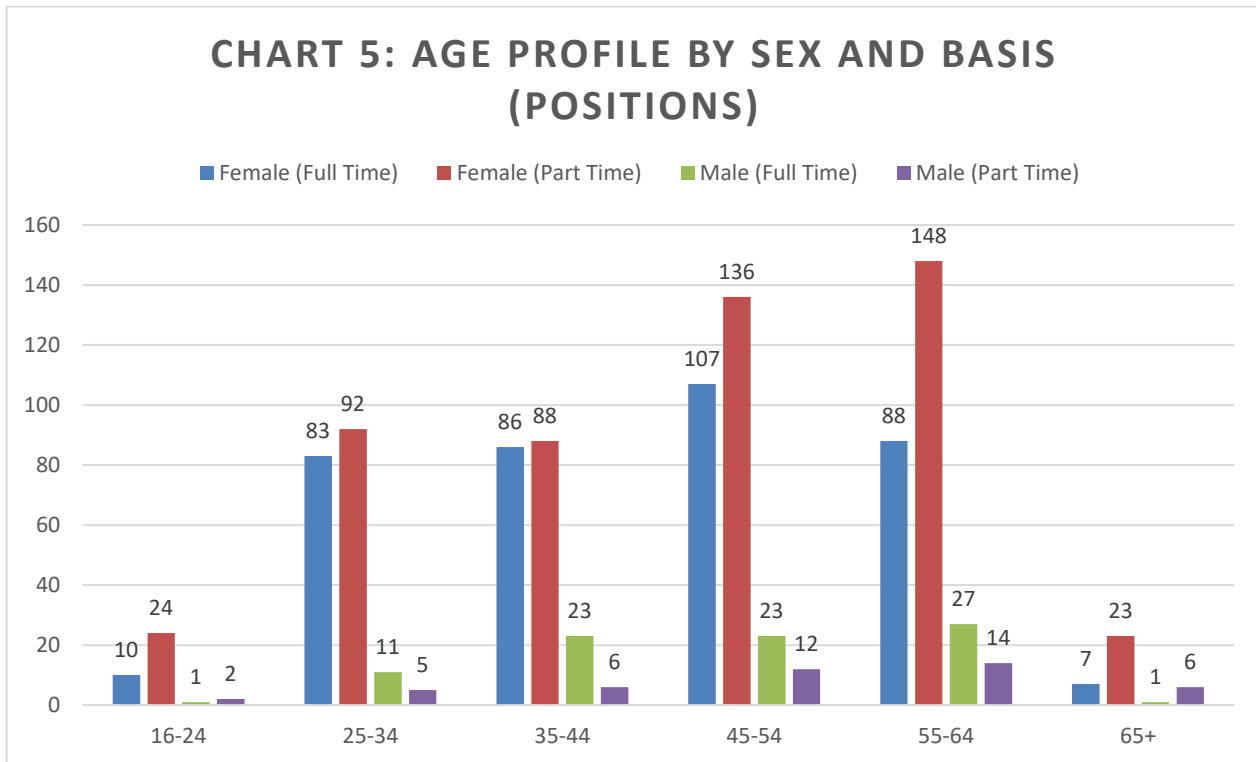


Similarly, the age profile by sex shows a considerably higher concentration of female staff. Social Work Services employ some 87% women to 13% men. This ratio of around 4:1 is

broadly consistent across each age profile and banding within the service, with no range showing significantly different gender concentrations. Sector-wide workforce data shows that this broadly reflects the gender balance in the wider social service workforce.



Our Council Plan 2017 – 2022 sets out clear objectives on ensuring that we address equality and diversity in the workplace, and we have consolidated the Scottish Living Wage into normal pay for all staff. Our Council has reduced the Gender Pay Gap since 2013 (11.99%) to 4.63% in 2020



Business Plan Refresh - Appendix 3

Financial Budgets

Social Work Services Budget Estimates Summary Service Analysis	Budget Estimates 2020/21 £
Children & Family Social Care	17,886,931
Criminal Justice Services	3,016,645
Public Protection	307,560
Social Work Service Strategy	1,669,036
Statutory Mental Health	891,837
Total Social Work Services	23,772,009

Social Work Services Budget Estimates Summary Subjective Analysis	Budget Estimates 2020/21 £
Employee Costs	12,931,262
Property Costs	102,809
Transport Costs	226,856
Supplies and Services	663,836
Payments to Other Bodies	9,352,818
Transfer Payments	1,586,834
	24,864,415
Internal Recharge Income	(2,500)
Fees and Charges	(36,195)
Government Grants	(210,724)
Other Grants	(813,287)
External Recharges	(29,700)
	(1,092,406)
Total Social Work Services	23,772,009

The budget for Residential Placements includes the allocation of budget pressures funding of £377k, as reported to Members of Full Council on 27th August 2020. This is reflected within the budget line "Private Contractors" under the Agency Placement function within Children & Families Social Care.

The detailed budget estimates for 2021/22 are currently being finalised and the above details are based on the 2020/21 figures.

If you would like some help understanding this document or need it in another format or language please contact:

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